



Forestry and Land Scotland (FLS) Executive Leadership Team (ELT) Meeting

14th October 2025

Attendees:

Kevin Quinlan, CEO (Chair)
Graeme Prest, Director of Land Management & Regions
Graeme Hutton, Director of Net Zero
Tom Greenan, Director of Corporate Services & Transformation
David Leven, Director of Commercial Development
Calum McNicol, Corporate Development Assistant (Minutes)

Others:

Mick Bottomley, Head of Marketing & Sales
Mark Wilcock, Head of Fleet & Buildings

1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 30th September 2025 were a true and accurate reflection.

2. Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
01/10	Finalise the recalibration of Balanced Scorecards to ensure target alignment.	Tom Greenan & Graeme Prest	28 October 2025
02/10	Draft an update on the recovery plan to present to ELT.	Graeme Prest & Mick Bottomley	14 November 2025

Actions 12/09 & 18/09 have been closed.

3. Quarterly Timber Market Update

Mick Bottomley presented income and volume forecasts, including monthly income projections and FLS' current financial profile. Variance between predicted and actual timber volume and unit income was highlighted, then contextualised by information on indicative market conditions.

Mick outlined FLS' targets for priority contract completion over the seasonal harvesting season and advised of fortnightly contract liaison meetings with Regions and customers.

AP 01/10 – Director of Corporate Services & Transformation and Director of Land Management & Regions to finalise the recalibration of Balanced Scorecards to ensure target alignment.

AP 02/10 – Director of Land Management & Regions and Head of Marketing & Sales to draft update on the recovery plan to present to ELT.

4. Edinburgh Office Review

Graeme Hutton and Mark Wilcock provided an update to the ELT on the differences between new and existing options for FLS' Edinburgh office. The ELT reviewed this information and discussed the benefits and drawbacks for each in both long- and short-term scenarios.

5. ELT Forward Look

The ELT reviewed and discussed the agenda for their upcoming meeting.

6. ELT Reflections

The ELT provided their reflections on the meeting.

7. AOB

The ASPEN check-in has been rescheduled and is due to be tabled as part of the next ELT meeting agenda.

The date of the next ELT meeting is 28 October 2025.