



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

31 March 2026

### Attendees:

Kevin Quinlan, CEO (Chair)  
Graeme Prest, Director of Land Management and Regions  
Graeme Hutton, Director of Net Zero  
Nicola McBain, Director of Corporate Services and Transformation  
David Leven, Director of Commercial Development

### Others:

Julie Fitzpatrick, Head of People and OD (item 5)  
Michael Hymers, Head of Corporate Office (item 6)  
Thomas Fouilland, Project Manager (item 6)  
Adam Dearnley, Head of Finance (item 7)

### Summary of Action Points (AP) from Meeting

Ref.:	Action:	Owner:	Target Date:
12/03	Incorporate ELT feedback into SAB papers and presentations on Fit For the Future.	Nicola McBain	7/4/2026
13/03	Incorporate ELT feedback and requirements into ongoing approach to Workforce Planning, including baselining; development of directorate level workforce narratives and manager communications packs with supporting MI.	Julie Fitzpatrick	14/4/2026
14/03	Schedule ELT stock-take session on priorities and capacity	Nicola McBain	9/6/2026
15/03	Develop records management implementation plan for Level 2 option	Michael Hymers	9/6/2026
16/03	Strengthen financial performance management approach for 2026–27 based on ELT feedback	Adam Dearnley	28/4/2026
17/03	Reconcile balanced scorecard targets and apply agreed tolerances	Michael Hymers	28/4/2026

### 1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 17 March 2026 were a true and accurate reflection.

## **2. Stocktake on Action Tracker**

The ELT reviewed the status of the Action Tracker, noting that most outstanding actions are in progress, with a small number which require an update from their respective owners.

## **3. ELT Forward Look**

The ELT reviewed the Forward Look for upcoming meetings, confirming future agenda items and scheduling of key reports.

## **4. Strategic Advisory Board**

ELT discussed preparation for the upcoming SAB , intended to focus on Fit for the Future, organisational change and workforce planning. Draft agenda was shared with Directors and approach was agreed, with a focus on advice-seeking. Next session is focused on operations and will include a site visit.

**AP 12/03: Director of Corporate Services & Transformation to incorporate ELT feedback into SAB papers and presentations.**

## **5. Workforce Planning**

A round-table check-in across business areas highlighted consistent themes: priorities running in parallel, and a risk of fragmentation between business planning, workforce activity and Fit for the Future. There was strong support for clearer sequencing, landing work properly and using quarterly stocktakes.

The Chair emphasised that the Business Plan must remain the central spine for priorities, people and money. ELT aligned around a simplified workforce planning approach anchored in the Business Plan.

Discussion emphasised increasing credibility with staff and unions, reliance on natural attrition, and the importance of clear organograms and narratives. There was a strong steer away from parallel plans or over-engineered documentation, with clarity and consistency prioritised.

**AP13/03: Head of People and OD to incorporate ELT feedback and requirements into ongoing approach to Workforce Planning, including baselining; development of directorate level workforce narratives and manager communications packs with supporting MI.**

**AP14/03: Schedule ELT stock-take session on priorities and capacity**

## **6. Records Management Approach**

The Records Management Project Manager presented details of the current approach to records management and future options.

ELT agreed the current records management position is not tenable from a regulatory perspective. After discussion of options, ELT agreed to proceed with Level 2 as a proportionate and necessary step, while keeping Level 3 under review for the future or high-risk areas.

The importance of behaviour change, clear communication and inclusion of paper records was emphasised. Important to ensure paper records included in records management scope and options to be explored around reducing cost of Level 3 as an ultimate destination especially by reducing the requirement for all staff to have enhanced licenses.

**AP15/03: Develop records management implementation plan for Level 2 option**

## **7. Finance Update**

ELT noted the improved P11 forecast but acknowledged the position remains materially adverse year-on-year. Discussion focused less on in-year correction and more on learning lessons to strengthen forecasting discipline, accountability and grip in the next financial year.

**AP16/03: Strengthen financial performance management approach for 2026–27 based on ELT feedback**

## **8. Balance Scorecard**

ELT discussed confusion arising from multiple target sets. It was confirmed that revised targets had been agreed previously and that a single reconciled version is now required, with consistent RAG tolerances and clearer narrative ahead of SAB and audit scrutiny.

**AP17/03: Reconcile balanced scorecard targets and apply agreed tolerances**

## **9. ELT Reflections**

The ELT gave their reflections on the meeting.

## **10. AOB**

There were no items raised under AOB.

The next ELT meeting will be held on 14 April 2026.