



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

18 February 2025

### Attendees:

Kevin Quinlan, Chief Executive (Chair)  
David Leven, Director of Commercial Development  
Graeme Prest, Director of Land Management & Regions  
Graeme Hutton, Director of Net Zero  
Tom Greenan, Director of Corporate Services & Transformation

### Others:

David Craig, Senior Programme Manager  
Rhondda Salmond, Change Manager  
Carol McGinnes, Regional Manager (Central)  
Gavin Falconer, Head of Renewables  
Lindsay Anderson, Head of People Services  
Paul Sutherland, Project Manager

### 1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 6 February 2025 were a true and accurate reflection.

### Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
7/02	Set out a plan and commercial strategy to scale-up Estates and Renewables, including a projection of range of future incomes and costs.	David Leven	4 March 2025
8/02	Develop the Estates & Renewables workforce plan by; marshalling existing resources; identifying resourcing requirements; identifying gaps; and signing off any incremental resource with a clear justification based on increased revenues.	David Leven & Graeme Prest	4 March 2025
9/02	Discuss how the Finance team can take increased ownership of Renewables finance in partnership with the Commercial Development and Estates & Renewables teams.	Tom Greenan & David Leven	4 March 2025

10/02	Ensure that Estates & Renewables requirements are fully explored as part of the FIRS project.	Graeme Hutton & David Leven	4 March 2025
11/02	Engage with colleagues to define an overarching resourcing plan.	Tom Greenan	4 March 2025
12/02	Deliver on overarching resourcing plan, with special note with regards to Land Management posts.	Tom Greenan	4 March 2025
13/02	Integrate ELT feedback on the Risk Appetite Statement into the upcoming Risk Update to inform the Audit & Risk Committee.	Rhondda Salmond	5 March 2025
14/02	Incorporate proposed changes to the Corporate Risk Register into the Risk Update discussion at the upcoming Audit & Risk Committee	Rhondda Salmond	5 March 2025
15/02	Add additional section to the Risk “Deep Dive” template, linking themes to Risk Appetite Assessment.	Rhondda Salmond	5 March 2025

Action Points 5/12 and 3/02 have been closed.

## 2. Positioning and Integrating Estates and Renewables

David Leven presented a document which explained the scope of estates and renewables activity within FLS, why it is important, and its significant potential. He suggested that FLS should embrace renewables and recognise that, whilst the organisation is in a good place with regards to this, its position could be improved.

The ELT considered and endorsed the following three proposals:

- The ELT will ensure that an enhanced approach to estates and renewables is clearly signalled as being an important enabler of financial sustainability, Net Zero and FLS’ overall mission, in particular in the context of the Fit for the Future Programme change narrative, the forthcoming review of the FLS Corporate Plan, and FLS Operational Plans.
- The ELT will ensure that resource and skills gaps for estates and renewables are identified and addressed through the workforce planning exercise currently underway. A key element of this is that an integrated ‘estates and renewables’ function/team should be established in each Region with clear leadership.
- The ELT will ensure that enabling services delivered from within individual Directorates are involved in developing an enhanced approach to estates and renewables.

The ELT discussed each proposal and its pros & cons in both current and future contexts. It was noted that FLS has been largely reactive in terms of operating within the renewables industry, and that there was room for optimisation of shared objectives between Renewables, Estates, and Sustainable Forest Operations.

The ELT also recognised the importance of regional empowerment and differentiation in models between regions, and that there is a need to acknowledge the varying magnitudes of both current and future projects.

**AP 7/02: Director of Commercial Development to set out a plan and commercial strategy to scale-up Estates and Renewables, including a projection of range of future incomes and costs.**

**AP 8/02: Director of Commercial Development and Director of Land Management & Regions to develop the Estates & Renewables workforce plan by; marshalling existing resources; identifying resourcing requirements; identifying gaps; and signing off any incremental resource with a clear justification based on increased revenues.**

**AP 9/02: Directors of Corporate Services and Commercial Development to discuss how the Finance team can take increased ownership of Renewables finance in partnership with the Commercial Development and Estates & Renewables teams.**

**AP 10/02: Directors of Net Zero and Commercial Development to ensure that Estates & Renewables requirements are fully explored as part of the FIRS project.**

### **3. Transformation Programme Update**

David Craig provided an update on the Transformation Programme together with Lindsay Anderson and Paul Calderwood. David and Lindsay presented a paper detailing the structural overview of the Change Portfolio and its resource demands which should support, define and drive delivery.

The ELT held a discussion on shaping narratives, diversifying Transformation into a 'Portfolio of Change' and FLS becoming more commercially sustainable bearing in mind its vital services to the Scottish public.

**AP 11/02: Director of Corporate Services & Transformation to engage with colleagues to define an overarching resourcing plan.**

**AP 12/02: Director of Corporate Services & Transformation to deliver on overarching resourcing plan, with special note with regards to Land Management posts.**

### **4. Risk Update, including Risk Appetite**

Rhondra Salmond led a discussion on updating FLS' approach to risk management in advance of the Audit and Risk Committee (ARC), including amending the Risk Appetite Statement based on previous ELT feedback.

The ELT discussed the proposed amendments and agreed the changes to the Risk Appetite Statement with minor modifications.

Time was also taken to consider the current corporate risk register and suggest a number of amendments for discussion with the ARC that would streamline the content, and place focus on the directorate risk registers.

Finally, the ELT considered the risk management 'deep dive' that was presented and welcomed further opportunities to review other corporate risks through this lens and ensure alignment to risk appetite.

**AP 13/02: Change Manager to integrate ELT feedback on the Risk Appetite Statement into the upcoming Risk Update to inform the Audit & Risk Committee.**

**AP 14/02: Change Manager to incorporate proposed changes to the Corporate Risk Register into the Risk Update discussion at the upcoming Audit & Risk Committee.**

**AP 15/02: Change Manager to add additional section to the Risk “Deep Dive” template, linking themes to Risk Appetite Assessment.**

**5. ARC Meeting Preparation**

The ELT discussed the agenda items of the Audit and Risk Committee in preparation for the upcoming meeting.

**6. ELT Forward Look**

The ELT reviewed and discussed times and suitable locations for upcoming meetings.

**7. ELT Reflections**

The ELT provided their reflections on the meeting.

**8. AOB**

There were no AOBs raised.

The date of the next ELT meeting is 4 March 2025.