



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

24 June 2025

Attendees:

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

Others:

Rhondda Salmond, Change Manager (item 6)

1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 10 June 2025 were a true and accurate reflection.

2. Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
4/06	To liaise with the HR Team to better understand onboarding delays and any immediate actions that can be taken to mitigate issues.	Tom Greenan	22 July 2025
5/06	To circulate Assurance Report to ELT.	Rhondda Salmond	27 June 2025
6/06	To pipeline agenda item to provide lessons learnt from this year's Assurance Review process.	Rhondda Salmond	27 June 2025
7/06	To review Annual Assurance Checklists for their respective directorates.	Directors	31 July 2025
8/06	To contact Coillte CEO to discuss visit and liaise with Lynne Marsh (PA) on possible dates.	Kevin Quinlan	22 July 2025
9/06	To review and confirm messaging on hybrid working.	ELT	31 July 2025

Action Points (AP) 7/05, 13/05 and 3/06 were closed.

Graeme Prest raised concerns regarding the onboarding process, which has delayed progress of AP 1/04 – Tom Greenan agreed to explore these issues further with the HR team.

AP 4/06: Director of Corporate Services & Transformation to liaise with the HR Team to better understand onboarding delays and any immediate actions that can be taken to mitigate issues.

3. Enhanced Holiday Pay

Tom Greenan presented a paper, which highlights the changes to Enhanced Holiday Pay (EHP) legislation and the requirement for FLS to stay compliant. The ELT agreed to the recommendations set out in the paper, including the recruitment of an agency worker to undertake EHP back pay calculations.

4. Prep for Townhall

The ELT discussed the presentation, confirming the content and running order for the meeting.

5. ELT Forward Look

The ELT reviewed and discussed the agendas for their next meeting.

6. ELT Reflections

The ELT shared their reflections on this meeting.

7. AOB

Assurance Statements

Kevin Quinlan presented the 24/25 Assurance Report, noting that Internal Audit have given the organisation limited assurance. He stressed the need to better understand assurance levels and the ways in which assurance can be improved.

AP 5/06: Change Manager to circulate Assurance Report to ELT.

AP 6/06: Change Manager to pipeline agenda item to provide lessons learnt from this year's Assurance Review.

AP 7/06: Directors to review Annual Assurance Checklists for their respective directorates.

Limited Attendee Availability for ELT 25 August 2025

The ELT agreed to cancel this meeting due to annual leave and limited attendance.

Senior Leadership Group (SLG) Meetings

The ELT agreed to cancel the SLG meeting on 25th September 2025 and consolidate the agenda for the meeting on 18th November 2025.

Coillte Visit

The ELT agreed that a visit to Coillte in Ireland would be beneficial for knowledge sharing and to review possible dates.

AP 8/06: CEO to contact Coillte CEO to discuss visit and liaise with Lynne Marsh (PA) on possible dates.

Hybrid Working

The ELT reflected on the discussion held at the previous meeting on hybrid working and the subsequent update that was circulated via correspondence by Julie Fitzpatrick, Head of People & Organisational Development.

AP 9/06: ELT to review and confirm messaging on hybrid working.

The date of the next ELT meeting is 8 July 2025.