



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

1 May 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  
Dave Exeter, Head of Digital Services

### Others:

Michael Hymers, Head of Corporate Office  
Julie Fitzpatrick, Head of People & Organisational Development  
Fiona Dundas, Senior HR Manager  
Paul Sutherland, Project Manager

### Apologies:

Graeme Hutton, Director of Net Zero

## 1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 17 April 2025 were a true and accurate reflection following the below changes:

Action 5/04(a) has been updated for clarity and now reads “Collate in-agency recruitment & promotion data to inform internal and external comms.”

Actions 10/04 & 11/04 have been updated to include both CEO and Director of Corporate Development & Transformation as owners.

## 2. Stocktake on Action Tracker

### Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
1/05	Circulate Balanced Scorecard to Directorates.	Tom Greenan	12 May 2025
2/05	Amend the ‘draft’ Business Plan, as discussed, prior to CEO signoff.	Michael Hymers	13 May 2025
3/05	Review and add to the longlist of issues / questions for consideration by the SLG Sub-Group in advance of May’s meeting of the SAB.	Directors	09 May 2025
4/05	Refine requirements and condense a WfP action plan.	Julie Fitzpatrick	13 May 2025

Action 18/10 has had its due date revised to 31<sup>st</sup> May 2025.

Action 7/01 and action 7/02 have been consolidated into 7/02.

Action 4/04 has been closed as the action is complete.

### **3. Balanced Scorecard**

Tom Greenan submitted the new FLS Balanced Scorecard for evaluation to the ELT and outlined its key performance indicators. (KPIs)

The ELT took time to discuss the number, contents, parameters and phrasing of each KPI. It was noted that the current scorecard presents a good basis for refinement, though further development is required prior to its incorporation as part of the Business Plan for Financial Years 2025/26.

**AP 1/05: Director of Corporate Development & Transformation to circulate the Balanced Scorecard to directorates.**

### **4. Business Plan**

The ELT discussed the Business Plan in the context of the Corporate Plan and Balanced Scorecard.

**AP 2/05: Head of Corporate Office to amend the 'draft' Business Plan FY 25/26 as discussed, prior to CEO signoff.**

### **5. Corporate Plan**

The ELT took the opportunity to agree an approach to the Corporate Plan. It was understood that it is a driver for change within the organisation, and can be utilised to emphasise future changes; the Corporate Plan should outline strategy and routes through which FLS will become self-sustaining.

There was a discussion on potential improvements to the plan that would better communicate FLS' direction of becoming Fit for the Future.

**AP 4/05: Directors to review and add to the longlist of issues / questions for consideration by the SLG Sub-Group in advance of may's meeting of the SAB.**

### **6. Workforce Plan (WfP)**

Julie Fitzpatrick and Fiona Dundas provided an update on the progress of the Workforce Plan.

After evaluation, it was agreed that more time was required for the Workforce Plan to 'drill down' on its collated information, enabling the ELT to cultivate further discussion and to align FLS workforces with the agency's priorities over a multi-year period.

**AP 5/05: Head of People & Organisational Development to engage with Directors to refine requirements WfP and condense an action plan.**

### **7. ASPEN**

Michael Hymers and Paul Sutherland provided an update on ASPEN, its revised project plan proposal, issues encountered and appropriate remediation strategies which would allow for a more robust estimate of the system's expected implementation date. The ELT sought a deeper understanding of ASPEN's current levels of readiness within various business areas, and discussed the project's adjusted timeline.

### **8. Forward Look**

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

**9. Reflections**

The ELT shared their thoughts on this meeting.

**10. AOB**

There were no AOBs raised.

The date of the next ELT meeting is 13 May 2025.