



Forestry and Land Scotland (FLS) Executive Leadership Team Meeting

18 July 2024

Attendees:

Kevin Quinlan, Chief Executive (Chair)
Graeme Prest, Director of Land Management and Regions
Michael Hymers, Director of Corporate Services
John Mair, Director of Commercial Development
Sophia Christopoulos, Secretariat Assistant, Minute Taker

Others:

Donna Mortimer, Chief Financial Officer
David Exeter, Head of Digital Services
Julie Fitzpatrick, Head of People and Organisational Development
Jo Ellis, Head of Planning and Environment
Jonathan Frost, Discovery Coaching
Nicola Waters, Transformation Programme Director

Apologies:

Graeme Hutton, Director of Net Zero

1. Minutes of last meeting

The minutes from the ELT on 26 June 2024 were held to be a true and accurate reflection of the meeting.

2. Action Points and Matters Arising

Ref:	Action:	Who:	Target Date:
4/05	Director of Land Management and Regions to provide forecasting on coupe readiness.	Graeme Prest	October 2024
14/05	Head of Marketing & Sales to present unit cost information from sales to the ELT.	Mick Bottomley	6 August 2024
2/06	Director of Commercial Development to reinvigorate the 360 Steering Group and establish ownership of actions from the Procurement Action Plan.	John Mair	26 July 2024
3/06	Directors to reflect on the KPIs presented in the Procurement Strategy draft and provide feedback to Deputy Head of Procurement.	Directors	26 July 2024
4/06	Deputy Head of Procurement to incorporate the feedback received from the ELT into the Procurement Strategy and present a revised draft.	Jenna Morrison	29 July 2024
11/06	Head of Planning and Environment to create agenda for the next Strategic Advisory Board meeting in September 2024.	Jo Ellis	19 August 2024
14/06	Director of Land Management and Regions, Head of Communications and National Visitor Services Manager to	Graeme Prest Gwen Hamilton Stuart Chalmers	30 July 2024

Ref:	Action:	Who:	Target Date:
	start work on external communications for the Transformation Programme.		
15/06	Chief Financial Officer and Director of Corporate Services to develop clear governance on the management of investments, disposals, and reserves.	Donna Mortimer / Michael Hymers	August 2024
15/06a	Finance Team to develop an approach to reporting in-year budget approvals and transfers between budget lines (including the management of reserves).	Donna Mortimer	August 2024
15/06b	Director of Commercial Development to revisit the proposed asset sales. This includes the appropriate segmentation into business streamlining and other categories such as ease of sale and the PESTLE criteria.	John Mair	August 2024
15/06c	Chief Financial Officer to explore other criteria which can be used to categorise investment proposals and business cases (for example, project readiness, business criticality, time sensitivity, return on investment).	Donna Mortimer	August 2024
15/06d	Chief Financial Officer to create a Financial Plan for investments, disposals, and reserves.	Donna Mortimer	August 2024
16/06	Head of Communications to provide further information on website re-platforming and the options available at future ELT meeting.	Gwen Hamilton	August 2024
17/06	Director of Land Management & Director of Net Zero to re-visit reduce the number of potential investments.	Graeme Prest / Graeme Hutton	August 2024
18/06	Director of Corporate Services to include Deer Management as an agenda item for future ELT meeting.	Michael Hymers	August 2024
19/06	Head of Marketing and Sales to explore options related to the Direct Production Review and provide an update at future ELT meeting.	Mick Bottomley	August 2024
1/07	ELT to provide feedback and comments on the draft Transformation Programme paper with a revised draft presented at the next ELT meeting.	All	24 July 2024
2/07	Directors to engage with the Transformation Programme Director on resourcing for the Transformation Board.	Directors	24 July 2024
3/07	Chief Financial Officer to present a Project Plan for the Management Information Dashboard at a future ELT meeting.	Donna Mortimer	31 July 2024
4/07	Directors to nominate a member of staff from their respective directorates to contribute to the Management Information Dashboard Project Plan.	Directors	31 July 2024
5/07	Secretariat Assistant to forward all future ELT meeting invitations to the Chief Financial Officer and the Head of People and Organisational Development.	Sophia Christopoulos	24 July 2024

Action Points 12/05, 13/05, 16/05 and 12/06 were discharged.

Action Point 18/06 was reviewed and the deadline postponed due to insufficient time in upcoming ELT agendas to accommodate this item.

3. Transformation Programme

Kevin Quinlan presented the draft paper on the Transformation Programme, providing a summary of its content and objectives. Nicky Waters elaborated on the background and rationale of the paper and how it reflects the conversations she has had with members of staff in the organisation. She explained that this is currently a blueprint on which to base further decisions.

The ELT provided feedback on the paper. Donna Mortimer commented on the language and terminology used, advising that the different audiences of the paper should be considered. Jonathan Frost suggested that a Leadership and Management Model or Framework is required so as to provide further guidance to managers in alignment with the Transformation Programme. Julie Fitzpatrick echoed the importance of this as well as the need for an overarching transformational mindset to ensure consistency across different programmes and work areas.

The ELT explored the methodology behind implementing the Transformation Programme and how best to establish a Transformation Board to facilitate this. They discussed key areas such as programme management, sequencing and prioritisation, governance structure, resourcing, staff engagement, and timing.

AP 1/07: ELT to provide feedback and comments on the Transformation Programme paper with a revised draft presented at the next ELT meeting.

AP 2/07: Directors to engage with the Transformation Programme Director on resourcing for the Transformation Board.

4. Organisational Management Information and Performance

Donna began by outlining topics for discussion on the Management Information Dashboard before initiating a workshop with the ELT. They explored the relevance and utility of different Key Point Indicators (KPIs), the justification behind including certain KPIs on the dashboard and who is accountable for managing this information.

The ELT agreed that multiple layered dashboards would be required so as to breakdown information temporally as well as by directorate. Michael Hymers highlighted the interdisciplinary nature of organisational performance and subsequently KPI monitoring, and stressed the importance of establishing the purpose of each dashboard. Nicky echoed that this should align with the organisation's strategic objectives.

AP 3/07: Chief Financial Officer to present a Project Plan for the Management Information Dashboard at a future ELT meeting.

AP 4/07: Directors to nominate a member of staff from their respective directorates to contribute to the Management Information Dashboard Project Plan.

5. Senior Leadership Team Meeting

The ELT discussed the proposed agenda for the Senior Leadership Team (SLT) meeting, which takes place on 30 July 2024. They discussed the significance of different agenda items, with a focus on areas within the Transformation Programme. They considered how best to engage with the SLT and focus discussion.

6. ELT Reflections

All attendees provided feedback and their reflections on the meeting.

7. AOB

Julie provided an update on the recruitment process for the following roles; Director of Commercial Development, Director of Corporate Services and Head of Procurement.

Michael reflected on the benefits of including alternative perspectives during discussions and recommended that Donna and Julie attend future ELT meetings. The ELT agreed to their attendance on a discretionary basis.

AP 5/07: Secretariat Assistant to forward all future ELT meeting invitations to the Chief Financial Officer and the Head of People and Organisational Development.

The date of the next ELT meeting is 24 July 2024.