



Forestry and Land Scotland (FLS) Executive Leadership Team Meeting

5 June 2024

Attendees:

Kevin Quinlan, Chief Executive (Chair)
Graeme Hutton, Director of Net Zero
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:

Jenna Morrison, Deputy Head of Procurement
Nicola Waters, National Services Scotland
Jonathan Frost, Discovery Coaching

1. Minutes of last meeting

This was the first Executive Leadership Team (ELT) meeting to be minuted.

2. Action Points and Matters Arising

Ref:	Action:	Who:	Target Date:
1/05	Directors to feedback potential areas for scrutiny and challenge to the Strategic Advisory Board.	Michael Hymers	22 May 2024
2/05	Directors to analyse vacancy data for their respective directorates and provide feedback on the baseline and proposed targets.	Julie Fitzpatrick	20 May 2024
3/05	Marketing & Sales Team and Finance Team to collaborate on monthly Management Information for sales volume, price and price per tonne sensitivities.	Mick Bottomley / Donna Mortimer	18 June 2024
4/05	Director of Land Management and Regions to provide forecasting on coupe readiness.	Graeme Prest	18 June 2024
5/05	Director of Land Management and Regions and Head of Marketing and Sales to review slippage on production volumes and report to the ELT.	Graeme Prest / Mick Bottomley	18 June 2024
6/05	Finance Team to engage with the Directorate Leadership Teams on the new format for the finance Management Information.	Donna Mortimer	18 June 2024
7/05	Finance Team to show regional finance MI Management Information with and without renewables.	Donna Mortimer	18 June 2024
8/05	Finance Team to show Timber Crop Compensation information separately in timber income finance MI Management Information.	Donna Mortimer	18 June 2024

Ref:	Action:	Who:	Target Date:
9/05	Marketing & Sales Team and Finance Team to ensure cohesion on reporting of timber income figures.	Mick Bottomley / Donna Mortimer	18 June 2024
10/05	Marketing & Sales and Finance Teams to ensure cohesion on reporting on timber income figures and provide visualised data.	Mick Bottomley Donna Mortimer	26 June 2024
11/05	Finance Team to develop an approach to reporting in-year budget approvals and transfers between budget lines (including the management of reserves).	Donna Mortimer	18 June 2024
12/05	Finance Team to develop a new cluster for "Natural Capital" to show mandatory and discretionary programme information.	Donna Mortimer	18 June 2024
13/05	Finance Team to incorporate roadside stock into Management Accounts Profit & Loss.	Donna Mortimer	18 June 2024
14/05	Head of Marketing & Sales to present unit cost information from sales to the ELT.	Mick Bottomley	6 August 2024
15/05	Chief Financial Officer and Director of Corporate Services to incorporate feedback regarding new format for finance Management Information and present to the Chief Executive.	Donna Mortimer / Michael Hymers	18 June 2024
16/05	Finance Team to launch the new format for finance Management Information at end of Q1.	Donna Mortimer	25 July 2024
17/05	Director of Corporate Services to develop Power Business Intelligence suite to present agreed Management Information Pack.	Michael Hymers	25 July 2024
18/05	Finance Team to develop new labels for carbon capture and Harestanes.	Donna Mortimer	18 June 2024
19/05	Finance Team to update the reserves paper and reflect feedback from the ELT.	Donna Mortimer	18 June 2024
20/05	Chief Financial Officer and Director of Net Zero to retest and streamline Net Zero investments.	Donna Mortimer / Graeme Hutton	18 June 2024
21/05	Chief Financial Officer and Director of Corporate Services to circulate separate update papers on reserves and investments to the ELT.	Donna Mortimer / Michael Hymers	28 June 2024
22/05	Chief Financial Officer and Director of Corporate Services to review the approach to investments and incorporate the feedback on approvals governance and portfolio management.	Donna Mortimer / Michael Hymers	29 June 2024
23/05	Chief Financial Officer and Director of Corporate Services to develop a coherent capital/investment programme, with appropriate prioritisation criteria.	Donna Mortimer / Michael Hymers	14 June 2024
24/05	Chief Financial Officer and Director of Corporate Services to circulate the draft capital / investment programme to the ELT.	Donna Mortimer / Michael Hymers	14 June 2024
1/06	Director of Land Management and Regions, Director of Commercial Development and Deputy Head of Procurement to agree a new deadline for the Procurement Strategy draft by Friday 14 June 2024.	Jenna Morrison / John Mair / Graeme Prest	14 June 2024

Ref:	Action:	Who:	Target Date:
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.	All 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 2028
5/06	Director of Land Management and Regions and Director of Commercial Development to arrange in-person workshops for the Land Management Team and Procurement Team, involving a facilitator.	John Mair / Graeme Prest	28 June 2024
6/06	Nicola Waters to develop a revised framework for the Transformation Programme, incorporating feedback from the ELT.	Nicola Waters	14 June 2024
7/06	Senior Internal Communications Manager to advise the Chief Executive about potential Staff Engagement events (e.g. Virtual Town Hall all staff meetings), including potential timing and content.	Paul Calderwood	14 June 2024
8/06	Chief Executive to attend Directorate Leadership Team meetings to provide an overview of the Transformation Programme.	Kevin Quinlan	31 July 2024
9/06	Directors to invite Jonathan Frost to future Directorate Leadership Team meetings.	Directors	14 June 2024
10/06	Corporate Services to revisit the venue for future ELT meetings.	Sophia Christopoulos / Melanie Mathieson	14 June 2024

AP 5/05: Graeme Prest provided an update on this. It was agreed that the Regional Managers will bring forward smaller scale spot sales to keep the timber volume on track and reduce slippage.

3. Procurement Strategy

Jenna Morrison presented the draft Procurement Strategy, requesting feedback from the ELT. The following comments were provided:

- A clearer statement of intent regarding procurement as a driver of change and transformation
- More direct, incisive language to be used, with a focus on commerciality
- Reflection on supply dynamics
- Reflection on procurement successes and failures over the past couple of years and from that FLS' competitive strengths and weaknesses in procurement.

Kevin Quinlan stressed that while this is an interim strategy, that it should look beyond its two year scope. The ELT recognised some of the challenges procurement has faced, namely the need for an agreed Operating Model and the organisation's perspective on the role procurement plays.

Jenna commented that she would welcome sight of the Civil Review and, more generally, increased data sharing between the Land Management and Procurement Teams going forward.

AP 1/06: Director of Land Management and Regions, Director of Commercial Development and Deputy Head of Procurement to agree a new deadline for the Procurement Strategy draft by Friday 14 June 2024.

AP 2/06: Director of Commercial Development to reinvigorate the 360 Steering Group and establish ownership of actions from the Procurement Action Plan.

AP 3/06: Directors to reflect on the Key Point Indicators presented in the Procurement Strategy draft and provide feedback to Deputy Head of Procurement.

AP 4/06: Deputy Head of Procurement to incorporate the feedback received from the ELT into the Procurement Strategy and present a revised draft.

AP 5/06: Director of Land Management and Regions and Director of Commercial Development to arrange in-person workshops for the Land Management Team and Procurement Team, involving a facilitator.

4. Transformation Programme

Nicky Waters provided an update on the Transformation Programme and her engagement with FLS staff. She outlined the plan for the next twelve weeks, identifying key dependencies and deliverables, and mapping out the strategic and tactical elements to achieve outcomes.

The ELT discussed how best to utilise transformational change and the need to establish a clear Target Operating Model. They agreed that the primary strategic objectives are delivering statutory obligations; commercial sustainability; compliance with UKFS obligations on environment and social matters; and core Visitor Services obligations. The secondary objectives are proactive environment restoration where funded and specific local economic development initiatives.

Furthermore, each transformation project should be tested to ensure that coherent and consistent objectives and Terms of Reference are used. A scoring system will be developed to prioritise and sequence these projects. Overall a programmatic approach should be applied to transformation. The ELT asked Nicky to consider the above and to develop a revised framework for transformation.

AP 6/06: Nicola Waters to develop a revised framework for the Transformation Programme, incorporating feedback from the ELT.

5. Senior Leadership Team Meeting

This agenda item was not minuted. No actions arose from the discussion.

6. Leadership Statement

This agenda item was not minuted. The following actions arose from the discussion:

AP 7/06: Senior Internal Communications Manager to advise the Chief Executive about potential Staff Engagement events (e.g. Virtual Town Hall all staff meetings), including potential timing and content.

AP 8/06: Chief Executive to attend Directorate Leadership Team meetings to provide an overview of the Transformation Programme.

AP 9/06: Directors to invite Jonathan Frost to future Directorate Leadership Team meetings.

7. Revised Governance

This agenda item was not minuted. No actions arose from the discussion.

8. ELT Forward Look

This agenda item was not minuted. The following actions arose from the discussion:

AP 10/06: Corporate Services to revisit the venue for future ELT meetings.

9. ELT Reflections

This agenda item was not minuted. No actions arose from the discussion.

10. AOB

This agenda item was not minuted. No actions arose from the discussion.

The date of the next ELT meeting is 18 June 2024.