



Forestry and Land Scotland (FLS) Executive Leadership Team Meeting

17 April 2025

Attendees:

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

Others:

Julie Fitzpatrick, Head of People & Organisational Development
Fiona Dundas, Senior HR Manager

1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 3 April 2025 were a true and accurate reflection, and that minutes are to be shared with the Senior Leadership Team once agreed by the ELT.

2. Stocktake on Action Tracker

Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
4/04	Link Senior HR Manager to industry contacts for the purpose of gathering forestry industry workforce data.	Graeme Prest	30 April
5/04(a)	Collate in-agency data to inform internal and external comms.	Julie Fitzpatrick	31 May 2025
5/04(b)	Head of People & Organisational Development to gather 'headline' data to attract applicants.	Julie Fitzpatrick	31 May 2025
6/04	Shape Workforce Action Plan and present to ELT.	Fiona Dundas / David Leven	16 May 2025
7/04	Lead on mainstreaming Workforce Action Plan through ELT and DLTs in separate sessions.	Julie Fitzpatrick	31 May 2025
8/04	Present finalised Workforce Action Plan and data to colleagues in future 'FLS Townhall' meeting to ensure organisation-wide alignment.	Kevin Quinlan	31 July 2025
9/04	Liaise regarding potential inter-Directorate hybrid working accommodation concerns.	Graeme Hutton / Julie Fitzpatrick	16 May 2025

10/04	Develop high level template for Three-Year Team Business Plans.	Kevin Quinlan	31 May 2025
11/04	Inform the Senior Leadership Group of new and existing business planning processes.	Tom Greenan	31 May 2025

AP 13/10: A briefing note has been issued with regards to deer larders and a meeting is due to take place in the week beginning 21 April to establish a working group.

AP 6/03 has been completed.

AP 8/03 has been discharged to be consolidated into AP 18/10.

AP 7/12 has been marked as completed as it is expected that Reduced Working Week conversations will become business-as-usual between colleagues and their line managers.

AP 7/01 has had its due date revised to 30 April 2025.

APs 8/02 & 9/02 have been closed via consolidation into one action and are now 7/02(b) & 7/02(c) respectively.

AP 10/02 has been absorbed by 7/02 as the action forms part of the greater discussion on Estates & Renewables.

AP 1/04 has had its due date revised to 30 May, with a deadline for starting trials 1 June 2025.

AP 2/04 has had its due date revised to 30 September 2025.

3. Workforce Planning

Julie Fitzpatrick and Fiona Dundas presented a Workforce Planning report, highlighting key points, concerns and recommendations. The ELT commended the work done on the report, discussing the data and resulting analyses. It was understood that gaining greater insight into decision-making was important before considering the report's recommendations, and a requirement for industry-specific data – including benchmarks and targets – to which FLS could compare its workforce to was identified.

The ELT then discussed the report's proposal for a Workforce Action Plan which will be used to inform both the Corporate and Directorate Business Plans. It was agreed that key elements of the plan will include an organisational 'Vision', 'Principles' and 'Key Actions'.

AP 4/04: Director of Land Management & Regions to link Senior HR Manager to industry contacts for the purpose of gathering forestry industry workforce data.

AP 5/04(a): Head of People & Organisational Development to collate in-agency data to inform internal and external comms.

AP 5/04(b): Head of People & Organisational Development to gather 'headline' data to attract applicants.

AP 6/04: Senior HR Manager and Director of Commercial Development to shape Workforce Action Plan and present to ELT.

AP 7/04: Head of People & Organisational Development to lead on mainstreaming Workforce Action Plan through ELT and DLTs in separate sessions.

AP 8/04: Chief Executive Officer to present finalised Workforce Action Plan and data to colleagues in future 'FLS Townhall' meeting to ensure organisation-wide alignment.

4. ELT Reflections

The ELT took stock of both the current and previous meetings, and discussed a variety of means of working.

5. Hybrid Working

The ELT discussed hybrid working, FLS' current models and how best the organisation can prepare for the Scottish Government's evolving position on the subject. Discussions included office capacities, differences in requirements between directorates, and colleagues' current preferences.

The emerging thinking from the Scottish Government was noted and the ELT offered guidance to Julie on the forthcoming paper.

AP 9/04: Director of Net Zero and Head of People & Organisational Development to liaise regarding potential inter-Directorate hybrid working accommodation concerns.

6. Pay Negotiations

The ELT received an update from Tom Greenan and Julie on ongoing pay negotiations, and FLS' position was discussed.

7. Aligning, Sequencing & Developing

The ELT held a discussion on the Business Plan, Corporate Plan, and Team Business Plans, which included FLS' approach to these, their timelines and implementations. Further discussions centred around how the plans could be aligned for their respective periods.

AP 10/04: Chief Executive Officer to develop high level template for Three-Year Team Business Plans.

AP 11/04: Director of Corporate Services & Transformation to inform the Senior Leadership Group of new and existing business planning processes.

8. Forward Look

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

9. AOB

There were no AOBs raised.

The date of the next ELT meeting is 01 May 2025.