



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

17 February 2025

### Attendees:

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

### Others:

Michael Hymers, Head of Corporate Office  
Gwen Hamilton, Head of Communications  
Julie Fitzpatrick, Head of People & Organisational Development  
David Exeter, Head of Digital Services  
Andy Pearce, Head of Digital Technologies  
Jo Ellis, Head of Planning & Environment  
Alastair Rennie, Jarnet Consulting

### 1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 4 March 2025 were a true and accurate reflection.

### Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
6/03	Update drafted Communications Strategy to reflect ELT discussions.	Gwen Hamilton	15 April 2025
7/03	Head of Corporate Office to work with the nominated Action Learning Group (as a sub-set of the SLT) to prepare a further draft of the Corporate Plan for the future consideration of the ELT / SAB.	Michael Hymers	27 May 2025
8/03	Director of Corporate Services & Transformation to provide a balanced scorecard for the organisation for inclusion in the Business Plan (FY 25/26).	Tom Greenan	26 March 2025
9/03	Directors to provide amended actions and associated key performance Indicators to the Head of Corporate	Directors	26 March 2025

	Office for inclusion in the Business Plan (FY 25/26).		
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Action point 3/11 is discharged.

Action point 13/10, 18/10 & 19/10d have had their due dates revised to 31 May, 30 June & 31 March, respectively.

The owner of action point 7/01 is updated from “Directors” to “Tom Greenan”.

## 2. Stocktake on Action Tracker

The ELT reviewed progress made on actions recorded in previous meetings and the action tracker was updated as each action point was discussed, with their due dates revised if necessary.

## 3. Communications Strategy

Gwen Hamilton and Michael Hymers presented a paper drafting the implementation of FLS’ planned communications strategy. Its purpose is to provide the ELT with a strategy which offers a coherent narrative for the organisation and determine the parameters within which the Communications team will operate for the next three years.

The ELT discussed the paper and its necessary alignment with the current Corporate Plan, which is currently under development. It was agreed that, although the Communications Strategy must adhere to the current Corporate Plan, the strategy should be published as it is dynamic and can be adjusted to the newer plan due for completion this year.

It was acknowledged that communications must reflect FLS’ commitment to Public Sector Reform and its ‘Fit for the Future’ message.

**AP 6/03: Head of Communications to update drafted Communications Strategy to reflect ELT discussions.**

## 4. Forestry Information and Resource System (FIRS) Update

Alastair Rennie and David Exeter provided an update on the progress of FIRS development.

The ELT reviewed the FIRS Action Plan and discussed actions, offering suggestions on optimisations and next steps at each stage of the project. It was acknowledged that people, estate, and data are FLS’ biggest assets and that the organisation should position itself to be able to leverage these – FIRS forms part of FLS’ agenda to take this forward in an empathetic, strategic manner.

## 5. Corporate Plan Development

The ELT acknowledged the progress that FLS have made on the back of the previous three-year Corporate Plan and reviewed the draft of its replacement, thanking Michael for his work thus far. There was a discussion around the period that the next Corporate Plan should cover, the contents of the current draft, and how this could be best communicated to colleagues, members of the public, and other stakeholders.

It was agreed that the Corporate Plan should cover years 2025/26 through to 2028/29 – to coincide with the end of Scotland’s Forestry Strategy – and that FLS’ plan should take a strategic view, showing that FLS understands not only its position but also its potential through single- and multi-year actions.

**AP 07/03: Head of Corporate Office to work with the nominated Action Learning Group (as a sub-set of the SLT) to prepare a further draft of the Corporate Plan for the future consideration of the ELT / SAB.**

**6. FLS Business Plan (2025-2026)**

The ELT thanked Michael for the draft of FLS' 2025/26 business plan, discussing the plan and its implementation. Key Performance Indicators (KPIs) and Business Plan Actions (BPAs) for the coming year were considered, and the ELT agreed that the Directors will provide this information to support the Business Plan.

**AP 08/03: Director of Corporate Services & Transformation to provide a balanced scorecard for the organisation for inclusion in the Business Plan (FY 25/26).**

**AP 09/03: Directors to provide amended actions and associated KPIs to the Head of Corporate Office for inclusion in the Business Plan (FY 25/26).**

**7. ELT Forward Look**

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

**8. ELT Reflections**

The ELT provided their reflections on the meeting.

**9. AOB**

There were no AOBs raised.

The date of the next ELT meeting is 3<sup>rd</sup> April 2025.