



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

04 September 2024

### Attendees:

Kevin Quinlan, Chief Executive (Chair)  
Graeme Prest, Director of Land Management and Regions  
Michael Hymers, Director of Corporate Services  
David Leven, Director of Commercial Development  
Graeme Hutton, Director of Net Zero  
Celyn Paton, Secretariat Assistant, Minute Taker

### Others:

Donna Mortimer, Chief Financial Officer  
Julie Fitzpatrick, Head of People and Organisational Development  
Jennie Smith, Deputy Head of Finance

### Apologies:

#### 1. Minutes of last meeting

It was agreed that the minutes from the ELT meeting held on 26 August were a true and accurate reflection.

#### 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
2/06	Director of Commercial Development to reinvigorate the 360 Steering Group and establish ownership of actions from the Procurement Action Plan.	David Leven	26 July 2024
14/06	Director of Land Management and Regions, Head of Communications and National Visitor Services Manager to start work on external communications for the Transformation Programme.	Graeme Prest Gwen Hamilton Stuart Chalmers	30 July 2024
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
15/06b	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.	David Leven	August 2024
15/06d	Chief Financial Officer to create a Financial Plan for investments, disposals, and reserves.	Donna Mortimer	August 2024

Ref:	Action:	Who:	Target Date:
16/06	Head of Communications to provide further information on website re-platforming and the options available at future ELT meeting.	Gwen Hamilton	September 2024
17/06	Director of Land Management & Director of Net Zero to revisit and reduce the number of potential investments.	Graeme Prest / Graeme Hutton	August 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
6/07	Chief Financial Officer to incorporate feedback from the ELT into the Finance Information report.	Donna Mortimer	July 2024
7/07	Directors, Head of People and Organisational Development and Chief Financial Officer to establish number of agency Full Time Equivalents and present paper to ELT which reconciles this with the staff budget.	Directors/Julie Fitzpatrick/Donna Mortimer	10 October 2024
4/08	Director of NetZero to provide a brief summary visualisation of the Business Travel Review and Implementation Plan and present at a future Senior Leadership Team (SLT) meeting for consideration.	Graeme Hutton	31 October 2024
5/08	Director of Land Management and Regions and Head of Sales and Marketing to present a DP Productivity Improvement Programme to include implementation of a new governance and accountability framework to benchmark and improve performance to ELT in September 2024.	Graeme Prest / Mick Bottomley	10 October 2024
6/08	Director of Land Management and Regions and Head of Sales and Marketing to further explore servicing options of FLS's DP fleet and update at future ELT.	Graeme Prest / Mick Bottomley	10 October 2024
7/08	Director of Land Management and Regions and Head of Technical Services to explore ELT feedback for requested investment and present at a future ELT meeting.	Graeme Prest / Doug Knox	September 2024
8/08	Head of Digital Services to integrate ELT's comments into FLS' Digital Strategy and Action Plan and provide and update at October ELT.	Dave Exeter	28 October 2024
10/08	Chief Financial Officer to incorporate feedback from ELT into Financial Management Information and Performance report.	Donna Mortimer	October 2024
11/08	Director of Land Management and Regions to examine the viability of contracts.	Graeme Prest	October 2024
12/08	Director of Net Zero to discern whether any potential savings can be applied to the capital budget for Vehicles, Machinery and Equipment in Financial Year 25/26.	Graeme Hutton	October 2024
13/08	Directors to provide directorate objectives to be published on Saltire.	Directors	September 2024

Ref:	Action:	Who:	Target Date:
1/09	Director of Commercial Development to simplify stratification of disposal assets, including revising current label categories. To include rationalisation of built assets; routine rationalisation of land as part of 'Business as Usual'; land sales for reinvestment in high 'Return on Investments' projects.	David Leven	3 October 2024
2/09	Chief Financial Officer to update and circulate investment Business Case Templates.	Donna Mortimer	5 September 2024
3/09	Chief Financial Officer to update and circulate investment policy/procedure.	Donna Mortimer	3 October 2024
4/09	Directors to arrange for the completion of Stage 1 Business Case templates for all investments listed.	Directors	3 October 2024
5/09	Director of Corporate Services and Chief Financial Officer to review Stage 1 Business Case templates for all investments and prepare for future consideration by the ELT.	Directors	10 October 2024
6/09	Head of People and Organisational Development to incorporate ELT's decision and ensure communicated as required.	Julie Fitzpatrick	6 September
7/09	Directors to identify lead and subsequently draft directorate balanced scorecards specific to directorates, to be presented at a future ELT meeting for consideration	Directors	3 October 2024
8/09	Director of Corporate Services and Acting Deputy Head of Finance to finalise draft strategic budget mandate proposal for ELT review.	Michael Hymers/Jennie Smith	9 September 2024

Action points 3/06 and 11/06 were discharged.

### 3. FLS Investment Pipeline

Donna Mortimer presented an update on FLS funding for future investments, recognising areas for ELT's consideration and prioritisation. She outlined potential investment and disposal opportunities, highlighting the need for prioritisation and efficiency.

The ELT reviewed investment and disposal opportunities, acknowledging the work already undertaken to prioritise the current investment proposal list and agreed to the following next steps:

- Bring forward all £22.9m of investments to ELT for discussion in early October.
- A Business Case Stage 1 template will be required for each investment, with submissions no more than four pages maximum.
- Investment applications will be assessed at ELT on 10 October 2024.
- The assessment will ascertain if an application is approved without further work or whether a Stage 2 application will be required.
- Summary and individual applications will be shared with ELT on 3 October 2024, allowing time for review ahead of ELT scheduled for 10 October 2024.

**AP 1/09: Director of Commercial Development to simplify stratification of disposal assets, including revising current label categories. To include rationalisation of built assets; routine rationalisation of land as part of 'Business as Usual'; land sales for reinvestment in high 'Return on Investments' projects.**

**AP 2/09: Chief Financial Officer to update and circulate investment Business Case Templates.**

**AP 3/09: Chief Financial Officer to update and circulate investment policy/procedure.**

**AP 4/09: Directors to arrange for the completion of Stage 1 Business Case templates for all investments listed.**

**AP 5/09: Director of Corporate Services and Chief Financial Officer to review Stage 1 Business Case templates for all investments and prepare for future consideration by the ELT.**

#### **4. HR Paper**

Julie Fitzpatrick presented an HR paper for ELT reflection, highlighting key factors for consideration.

The ELT discussed the recommendations, acknowledging areas of potential business risk and mitigating actions. An outcome was agreed.

**AP 6/09: Head of People and Organisational Development to incorporate ELT's decision and ensure communicated as required.**

#### **5. MI / FLS Balanced Scorecard**

Michael Hymers gave a brief presentation on management information and developing FLS Balanced Scorecards for each directorate. He observed areas for input and discussion, requesting the ELT reflect and consider next actions.

The ELT discussed possible areas for further development and agreed to the following:

- Each director to identify a lead to develop specific directorate balanced scorecards.
- Prioritise time for nominated leads to action.
- Develop draft corporate balanced scorecard framework to track business critical areas.

**AP 7/09: Directors to identify lead and subsequently draft directorate balanced scorecards specific to directorates, to be presented at a future ELT meeting for consideration**

#### **6. Strategic Budgeting Mandate / Timeline FY 25/26**

Jennie Smith provided an update on the suggested budget position for FY 25/26, recognising potential areas for savings across the business for ELT's consideration.

The ELT reviewed areas for inclusion / savings in the FY 25/26 budget, agreeing that additional work was needed to finalise a draft strategic budget mandate for approval.

**AP 8/09: Director of Corporate Services and Acting Deputy Head of Finance to finalise draft strategic budget mandate proposal for ELT review.**

#### **7. ELT Forward Look and Reflections**

The ELT provided their reflections on the meeting and considered the timetable for agenda items at future ELT meetings.

## **8. AOB**

### **Rural Housing**

Michael gave a brief update on ongoing discussions surrounding potential Rural Housing options under consideration across regions.

### **Complaint Handling**

Michael stressed the importance of demonstrating a proactive and joined up leadership approach to handling complaints to the organisation. He recognised the need to ensure appropriate time is set aside to investigate and respond to complaints as required and asked the ELT to cascade the importance of recording and logging any complaints received to the organisation via Logger.

### **FMQ's**

It was agreed that the weekly FMQ out of hours cover would be shared equally amongst the ELT, and will be covered by whoever is the 'on call' Director according to the Director's rota.

### **Environment Public Service Review**

The ELT discussed FLS representation at the EPSR, agreeing that Colin Hossack will attend and feedback to ELT as appropriate.

The date of the next ELT meeting is 25 September 2024.