



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

06 February 2025

### Attendees:

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

### Others:

Julie Fitzpatrick, Head of People and Organisational Development  
 Michael Hymers, Head of Corporate Services  
 Paul Sutherland, Aspen Project Manager  
 Catriona Williamson, Business Change Manager  
 Rob Pengilley, Portfolio/Change Director  
 David Craig, Senior Programme Manager  
 Kim Stewart-Hogg, Deputy Management Accountant  
 Colin Buchanan, Senior Finance Manager

### 1. Review of Minutes

It was agreed that the minutes from the ELT meeting held on 21st January 2025 were a true and accurate reflection.

### 2. Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
1/02	Director of Corporate Services and Transformation to establish an organisational wide plan for the foundations of the Change Portfolio programme and present at future ELT.	Tom Greenan	4 March 2025
2/02	a) Head of People and Organisational Development to work with Portfolio/Change Director to establish next steps on resourcing and develop a resourcing plan of action for the Change Portfolio Team.	Julie Fitzpatrick / Rob Pengilley	4 March 2025
	b) Director of Land Management & Regions to work with Head of People and Organisation Development and Portfolio/Change Director to look at	Graeme Prest / Julie Fitzpatrick / Rob Pengilley	4 March

	Land Management resourcing programme requirements		
3/02	Portfolio/Change Director and Senior Programme Manager to re-calibrate current portfolio of projects across FLS.	Rob Pengilley / David Craig	18 February 2025
4/02	a) Aspen Project Manager to further define MVP in Aspen implementation, including additional specific areas of impact.	Michael Hymers / Paul Sutherland	25 February 2025
	b) Aspen Project Manager to provide proposed agenda for Aspen February workshop for ELT review.	Michael Hymers /Paul Sutherland	14 February 2025
5/02	Director of Corporate Services and Transformation to consider financial Audit work in line with Aspen timeframe and any further budgeting considerations.	Tom Greenan	25 February 2025
6/02	Director of Corporate Services and Director of Land Management & Regions, to work with Finance to consider Value Stream Categorisation in line with accounting responsibilities.	Tom Greenan / Graeme Prest	31 March 2025

Action Points 5/10, 4,12 7/12, 5,01, 6/01, 8/01, 10/01, 12/01 are discharged.

Kevin Quinlan welcomed Tom Greenan, FLS's newly appointed Director of Corporate Services and Transformation to the ELT.

### 3. Transformation Programme Update

The ELT reflected on current Transformation Programme progress and recognised the importance of solid foundations encompassing a clear organisational vision, effectively communicated to staff.

Foundations should include:

- Clear and coherent business plans,
- Improving leading and managing change
- Workforce planning
- Stronger financial planning
- Performance and development

Rob Pengilley and David Craig provided a presentation on progress for ELT review. The ELT discussed key aspects of the Transformation Programme, including assessing current FLS project status and pipeline to ensure these support FLS ambitions, re-establishing a portfolio, project and programme management office within FLS, resourcing options to support a portfolio management office, being mindful of current potential resource availability and ensuring effective and engaging comms to staff.

**AP 1/02: Director of Corporate Services and Transformation to establish an organisational wide plan for the foundations of the Change Portfolio programme and present at future ELT.**

**AP 2/02a: Head of People and Organisational Development to work with Portfolio/Change Director to establish next steps on resourcing and develop a resourcing plan of action for the Change Portfolio Team.**

**AP 2/02b: Director of Land Management & Regions to work with Head of People and Organisational Development and Portfolio/Change Director to look at Land Management resourcing programme requirements.**

**AP 3/02: Portfolio/Change Director and Senior Programme Manager to re-calibrate current portfolio of projects across FLS.**

#### **4. Workforce Planning**

Julie Fitzpatrick provided a brief update on workforce planning and next steps.

The ELT discussed potential actions and agreed that a 10% reduction to FTE should be based on the targeted FTE for 2025/2026, recognising how efficiencies could be achieved and the importance of clear comms to staff to ensure consistency and reassurance. They agreed to move the scheduled deep dive on prioritisation to March, to allow further time for directorates to assess cost centre efficiencies.

#### **5. Aspen Critical Milestones and Timeline**

Michael Hymers, Paul Sutherland and Catriona Williamson presented an update to ELT on Aspen and approaching critical milestones. They highlighted significant areas of activity and acknowledged a critical 'check point' in the project timeline at the end of March. They provided detailed insight into the planned business change activities, seeking ELT endorsement to enable a June Go-Live date.

The ELT thanked the Aspen Project team for their ongoing efforts to maintain momentum and drive the project forwards. They sought further clarification surrounding the 'Minimal Viable Product' expectations and re-iterated the importance of endorsing an agile approach, continuing to support and engage with the wider business.

The ELT supported the ask that any non-critical work impacting on Aspen delivery is suspended to release critical resources to help focus on Aspen priorities. They welcomed a 'critical check point' at the end of March to provide assurance that any emerging risks to the business are recognised and mitigating actions taken, to facilitate a June Go-Live date.

**AP 4/02a: Aspen Project Manager to further define MVP in Aspen implementation, including additional specific areas of impact.**

**AP 4/02b: Aspen Project Manager to provide proposed agenda for Aspen February workshop for ELT review.**

**AP 5/02: Director of Corporate Services and Transformation to consider financial Audit work in line with Aspen timeframe and any further budgeting considerations.**

## 6. Financial Reporting / Finance Update (P9)

Kim Stewart-Hogg and Colin Buchanan provided an overview of finances at P9. Kim highlighted a reduction in forecasted deficit from P8 of £5.3m, primarily due to an increase in renewable income along with forecast underspends now being declared across the business, typical for this point in the financial year. Overall FLS's forecasted operating deficit is £8m with total income of £163, against costs of £171m.

The ELT thanked the finance team for their efforts noting the improving financial performance and reflected on costs across the business,

## 7. Value Stream Categorisation

The ELT discussed labels for FLS's Value Stream Categorisation, to enable a more accurate measure of true gross profit of Sustainable Forest Operations and to more accurately articulate value/cost of Visitor Services and Communities and Natural Capital provision across the business.

They agreed on the following:

### **FLS Headline Value Streams**

Sustainable Forest Operations  
Estates & Renewables  
Visitor Services & Communities  
Natural Capital

### **A – Communities**

- Trunk road safety A82
- Urban woodlands eg Cunnigar Loop
- Communities CATS
- Agriculture paro

### **B – Natural Capital**

- Peatland restoration
- Woodland creation
- Biodiversity
- Atlantic Rainforest restoration
- Eastern Pinewoods (including Glen Affric)

**AP 6/02: Director of Corporate Services and Director of Land Management & Regions, to work with Finance to consider Value Stream Categorisation in line with accounting responsibilities.**

## 8. ELT Forward Look

The ELT discussed agenda items for future ELT meetings.

## 9. ELT Reflections

The ELT provided their reflections on the meeting.

## 10. AOB

There were no AOBs raised.

The date of the next ELT meeting is 18 February 2025.