



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

11th November 2025

Attendees:

Kevin Quinlan, CEO (Chair)
Graeme Prest, Director of Land Management and Regions
Graeme Hutton, Director of Net Zero
Tom Greenan, Director of Corporate Services and Transformation
David Leven, Director of Commercial Development
Sophia Christopoulos, Portfolio Secretariat Assistant (Minutes)

1. Review of Minutes

Subject to a few minor amendments, it was agreed that the minutes from the ELT meeting held on 28th October 2025 were a true and accurate reflection.

2. Summary of Action Points from Meeting

Ref.:	Action:	Owner:	Target Date:
01/11	To provide a summary table of updated timber income and volume forecasts (including revised totals, budget and forecast comparisons) for circulation to ELT.	Graeme Prest	18 November 2025
02/11	To liaise with Head of Finance to review and confirm the BMR figures relating to TCC to ensure accuracy and consistency with the latest forecast data.	Graeme Prest	18 November 2025

Action point 2/10 was closed.

AP 12/10: Tom Greenan reported that the FLS Corporate Balanced Scorecard has now been published on Saltire. Directorate-level scorecards are scheduled for completion within the next month, with the deadline extended to 15 December.

3. Harvesting, Marketing and Sales Update

Graeme Prest provided an update on current market conditions and operational performance, highlighting ongoing challenges. He outlined FLS's focus on standing sales and customer commitments, noting that effective stock management will be critical to maintaining market stability.

The ELT reviewed end-of-year forecasts for volume and income, discussing the underlying assumptions, including the treatment of Timber Crop Compensation (TCC) and the timing of income recognition. It was noted that the Long-Term Contracts (LTC) programme remains under close management, with particular attention on fulfilling commitments in South Region to meet customer demand.

The ELT agreed that governance and financial cut-offs for timber sales, works in progress and harvesting costs should be applied consistently and in line with established financial procedures.

AP 01/11: Director of Land Management & Regions to provide a summary table of updated timber income and volume forecasts (including revised totals, budget and forecast comparisons) for circulation to ELT.

AP 02/11: Director of Land Management & Regions to liaise with Head of Finance to review and confirm the BMR figures relating to TCC to ensure accuracy and consistency with the latest forecast data.

4. AOB

ASPEN Check-In

Tom provided an update, confirming that no major issues had been identified since go-live. He noted that there is a high volume of invoices that need to be processed, which will require time to complete.

Director of Corporate Services & Transformation Role

Kevin confirmed that an interim Director, Nicola McBain, has been appointed and will commence on 24 November 2025. Standard recruitment procedures will be undertaken with Scottish Government to fill the post permanently while Nicola is in the role.

The next ELT meeting will be held on 18 November 2025.