



Forestry and Land Scotland (FLS) Executive Leadership Team Meeting

05 November 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 (Minutes)

Others:

Tommy Groat, Head of Mechanical Engineering
Mark Wilcox, Head of Fleet and Buildings
Derek Thornton, Commercial Management Consulting Ltd
Rob Pengilley, Transformation Programme Director

1. Minutes of last meeting

It was agreed that the minutes from the ELT meeting held on 28 October 2024 were a true and accurate reflection.

2. Action Points

Ref:	Action:	Who:	Target Date:
4/05	Director of Land Management and Regions and Head of Planning and Environment to provide forecasting on coupe readiness and to incorporate this into the balanced scorecard.	Graeme Prest Jo Ellis	29 November 2024
2/06	Director of Commercial Development to establish enhanced governance of procurement which provides oversight of the Procurement strategy, pipeline, policies, procedures and service improvement plans.	David Leven	18 December 2024
8/08	Head of Digital Services to integrate ELT's comments into FLS' Digital Strategy and Action Plan and provide and update to the ELT.	Dave Exeter	5 December 2024
13/08	Directors to provide directorate objectives to be published on Saltire.	Directors	September 2024
11/09	Change Manager to incorporate feedback from the ELT regarding Risk Appetite.	Rhondda Salmond	19 November 2024
12/09	Director of Commercial Development and Head of People and Organisational Development to develop implementation plan and communications for Working Time.	David Leven / Julie Fitzpatrick	29 November 2024

Ref:	Action:	Who:	Target Date:
13/09	Head of People and Organisational Development to incorporate feedback from the ELT regarding Mobility Clauses.	Julie Fitzpatrick	31 October 2024
14/09	Head of People and Organisational Development to integrate the Management Postings paper and Temporary Responsibilities Allowance paper and return to ELT.	Julie Fitzpatrick	31 October 2024
17/09	Deputy Head of Finance and Head of Planning and Environment to examine unit cost performance and feedback to ELT ahead of the next BMR.	Jennie Smith / Jo Ellis	5 November 2024
2/10	Change Manager to review the governance structures for Executive Leadership Team meetings and Senior Leadership Team meetings.	Rhondda Salmond	19 December 2024
4/10	Project Manager and Director of Commercial Development to ensure resilience around procurement representation within the ASPEN Project Board.	Paul Sutherland / David Leven	5 November 2024
5/10	Project Manager to provide assurance around future proofing ASPEN, particularly with regards to integrating coupe level data.	Paul Sutherland	5 November 2024
7/10	Director of Corporate Services and Director of Land Management & Regions to set out tactics to resolve issue concerning Direct Purchasing Order roles.	Michael Hymers / Graeme Prest	5 November 2024
8/10	Director of Land Management & Regions to share stocktake update on progress with the FLS woodland creation programme and next steps.	Graeme Prest	18 December 2024
9/10	Director of Commercial Development to incorporate feedback from ELT regarding Asset Disposals: <ul style="list-style-type: none"> Director of Land Management & Regions and Director of Commercial Development to reevaluate the Land Portfolio Management total figure. 	David Leven / Graeme Prest	26 November 2024
10/10	ELT members to include comments on the Investment Pipeline Proposal spreadsheet.	All	5 November 2024
11/10	Chief Financial Officer to integrate feedback from ELT regarding the Investment Pipeline Proposals: <ul style="list-style-type: none"> Consider tailoring templates for each business case investment category. Design Stage 2 template. Consider the full life cycle costs for any investment. Create flowchart for business case categories in line with policy and framework. 	Donna Mortimer	26 November 2024
12/10	Chief Financial Officer to update Reserves, Investments & Disposal Policy to reflect conclusions on what investment decisions are made where (see blue below and categories of disposals).	Donna Mortimer	5 November 2024
13/10	Director of Net Zero and Director of Land Management & Regions to agree a standardised approach to generic	Graeme Prest / Graeme Hutton	26 November 2024

Ref:	Action:	Who:	Target Date:
	operational assets, such as deer larders, in terms of investment proposals.		
14/10	Senior Digital Manager & Head of Communications to present project plan for minimum viable product and circulate by 1 November.	Gwen Hamilton/Natalie Hammond	1 November 2024
16/10	Directors to look critically at vacancies in their respective areas; where these can most effectively be combined, reallocated, outsourced, et cetera.	Directors	5 November 2024
17/10	Directors to research ways to establish a 'bottom-up' workforce management system.	Directors	5 November 2024
18/10	Each Director to optimise and finalise their directorate's scorecard for trial by the end of December, with results to be reviewed by end of January.	Directors	5 November 2024
19/10	<p>a) Director of Land Management and Regions to instruct delivery of quarterly reports to the Land Management leadership team to inform six-monthly reports on the Performance Improvement Plan.</p> <p>b) Head of Marketing and Sales to recruit four additional machine operators on a yearly contract basis for two years, for the purposes of benchmarking within the Performance Improvement Plan.</p> <p>c)) Head of Marketing and Sales to test if two Komatsu operators can be redeployed with a stop on further recruitment if redeployment is possible, dependant on the relevant Service Level Agreement(s).</p> <p>d)) Head of Marketing and Sales to generate a one-page report on costs and potential income estimates of performance improvement plan.</p>	Graeme Prest/Mick Bottomley	December 2024
1/11	Director of NetZero to revisit the Business Travel Review Project Plan accelerating consideration of the options for future delivery of mechanical engineering services to the organisation.	Graeme Hutton	November 2025

Action points 4/08, 15/10, 20/10, 21/10, 22/10 have been discharged.

3. Optimising 1-2-1's and Catch-Ups

This agenda item was not minuted.

4. Business Travel Review

Graeme Hutton updated the ELT on progress of the ongoing Business Travel Review. He outlined key areas of significance including the implementation of fleet management projects; TranSend and Telematics; to improve data driven efficiencies across the organisation; the work in progress to develop the recommendations, presented to the ELT in August, into firm plans and the resource implications and an outline timetable to implement these.

Derek Thornton provided further detail on a number of recommendations made in the review and noted areas needing further work, reiterating the overall aim, to support a new effective Business Travel Policy for FLS.

The ELT thanked all those involved in the review for their efforts thus far and discussed the recommendations made. They recognised the importance of ensuring effective communication with staff and articulating the reasons for change with data driven evidence.

AP 1/11: Director of NetZero to revisit the Business Travel Review Project Plan accelerating consideration of the options for future delivery of mechanical engineering services to the organisation

5. Meeting Preparation

The ELT reflected on the potential agendas and associated preparation needed ahead of several up and coming meetings.

Operational meeting between Forestry England and FLS – 18/19 November

The ELT discussed and agreed the proposed agenda and indicated who would present which items.

SLT – 26 November

The ELT recognised potential topics to be brought to the forth coming SLT meeting, agreeing the following key areas to be included on the agenda and identified respective leads:

- CEO update to include; transformation on a page, delivery, awareness and portfolio approach – Kevin Quinlan.
- Renewables Strategy - David Leven/Graeme Prest
- Natural Capital/Environment – a case study od reconciling priorities to prioritising – Jo Ellis
- Workforce Planning – Michael Hymers/Julie Fitzpatrick
- Business Travel Review – Graeme Hutton
- Feedback – to reflect on how best to utilise and structure future SLTs – All

Strategic Advisory Board (SAB) – 27 November

Kevin Quinlan reflected on the previous SAB meeting, recognising the importance of seeking good value from these meetings. It was agreed that the agenda should include:

- Update on the Transformation Programme
- Strategic Futures
- Renewables
- Environment and Visitor Services

Audit and Risk Committee (ARC) – 27 November

Meeting to include a ‘deep-dive’ on risk to the organisation, with focus given to looking at ways to improve FLS’ assurance surrounding risks.

6. AOB & Reflections

Attendees provided brief feedback and reflections on the meeting.

Graeme Hutton highlighted areas requiring further consideration around the implementation of new procurement responsibilities within national team and it was agreed that this would be explored further out with the meeting.

The date of the next ELT meeting is 14th November 2024.