



Forestry and Land Scotland (FLS) Executive Leadership Team Meeting

18 June 2024

Attendees:

Kevin Quinlan, Chief Executive (Chair)
Graeme Hutton, Director of Net Zero
Graeme Prest, Director of Land Management and Regions
Michael Hymers, Director of Corporate Services
John Mair, Director of Commercial Development
Sophia Christopoulos, Secretariat Assistant, Minute Taker

Others:

Nicola Waters, National Services Scotland
Gwen Hamilton, Head of Communications
Paul Calderwood, Senior Internal Communications Manager
Julie Fitzpatrick, Head of People and Organisational Development

1. Minutes of last meeting

The minutes from the ELT on 5 June 2024 were held to be a true and accurate reflection of the meeting.

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	26 June 2024
10/05	Marketing & Sales and Finance Teams to ensure cohesion on reporting on timber income figures and provide visualised data.	Mick Bottomley Donna Mortimer	26 June 2024
11/05	Finance Team to develop an approach to reporting in-year budget approvals and transfers between budget lines (including the management of reserves).	Donna Mortimer	26 June 2024
12/05	Finance Team to develop a new cluster for "Natural Capital" to show mandatory and discretionary programme information.	Donna Mortimer	26 June 2024
13/05	Finance Team to incorporate roadside stock into Management Accounts Profit & Loss.	Donna Mortimer	26 June 2024
14/05	Head of Marketing & Sales to present unit cost information from sales to the ELT.	Mick Bottomley	6 August 2024
16/05	Finance Team to launch the new format for finance Management Information at end of Q1.	Donna Mortimer	25 July 2024
17/05	Director of Corporate Services to develop Power Business Intelligence suite to present agreed Management Information Pack.	Michael Hymers	25 July 2024

Ref:	Action:	Who:	Target Date:
18/05	Finance Team to develop new labels for carbon capture and Harestanes.	Donna Mortimer	26 June 2024
19/05	Finance Team to update the reserves paper and reflect feedback from the ELT.	Donna Mortimer	26 June 2024
20/05	Chief Financial Officer and Director of Net Zero to retest and streamline Net Zero investments.	Donna Mortimer Graeme Hutton	26 June 2024
21/05	Chief Financial Officer and Director of Corporate Services to circulate separate update papers on reserves and investments to the ELT.	Donna Mortimer Michael Hymers	28 June 2024
22/05	Chief Financial Officer and Director of Corporate Services to review the approach to investments and incorporate the feedback on approvals governance and portfolio management.	Donna Mortimer Michael Hymers	29 June 2024
23/05	Chief Financial Officer and Director of Corporate Services to develop a coherent capital/investment programme, with appropriate prioritisation criteria.	Donna Mortimer / Michael Hymers	14 June 2024
24/05	Chief Financial Officer and Director of Corporate Services to circulate the draft capital / investment programme to the ELT.	Donna Mortimer / Michael Hymers	14 June 2024
2/06	Director of Commercial Development to reinvigorate the 360 Steering Group and establish ownership of actions from the Procurement Action Plan.	John Mair	26 July 2024
3/06	Directors to reflect on the KPIs presented in the Procurement Strategy draft and provide feedback to Deputy Head of Procurement.	All Directors	26 July 2024
4/06	Deputy Head of Procurement to incorporate the feedback received from the ELT into the Procurement Strategy and present a revised draft.	Jenna Morrison	29 July 2024
11/06	Head of Planning and Environment to create agenda for the next Strategic Advisory Board meeting in September 2024.	Jo Ellis	19 August 2024
12/06	Regional Manager (South), Chief Financial Officer and Director of Land Management and Regions to analyse vacancy data in South Region and provide feedback on baseline and proposed targets.	John Dougan Donna Mortimer Graeme Prest	31 July 2024
13/06	Director of Land Management and Regions to share the review of deer larders and Deer Management with the ELT.	Graeme Prest	26 June 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

Action Points 1/05, 2/05, 3/05, 5/05, 6/05, 7/05, 8/05, 9/05, 15/05, 1/06, 5/06, 6/06, 7/06, 8/06, 9/06, 10/06 were discharged.

Action Points 4/05, 11/05, 12/05, 13/05, 18/05, 19/05 and 20/05 were reviewed and the deadlines revised to allow further time for the work to be completed.

AP 1/05: As this action is now complete, the ELT requested that Jo Ellis pull together an agenda for the next Strategic Advisory Board meeting in September.

AP 2/05: While this action is complete, the ELT agreed to explore this specifically in relation to South Region to better understand how to meet staffing budgets.

AP 4/05 Update: The ELT requested input from Jo Ellis on this and for the balanced scorecard to be fed into the forecasting on coupe readiness.

AP 11/06: Head of Planning and Environment to create agenda for the next Strategic Advisory Board meeting in September 2024.

AP 12/06: Regional Manager (South), Chief Financial Officer and Director of Land Management and Regions to analyse vacancy data in South Region and provide feedback on baseline and proposed targets.

3. Transformation Programme

Nicky Waters presented three draft papers to the ELT for consideration: the blueprint, criteria, and overview of the Transformation Programme. The blueprint aims to establish a single source of truth through strategic alignment and is the starting point for the Target Operating Model. The criteria set out a template by which projects and activities can be prioritised and monitored. The overview outlines the programme structure by categorising different workstreams, mapping out organisational activities and uncovering linkages and gaps – a workshop was held for this paper.

The ELT reflected on this approach, exploring how best to establish the appropriate number of workstreams. They acknowledged the challenge of maintaining Business as Usual (BAU) while also facilitating change programmes. Nicky noted qualities that underpin transformational change, such as prioritisation, timeliness, and cohesiveness. It was agreed that the Terms of References should be evaluated in relation to change and BAU, before prioritising and sequencing activities based on agreed criteria which align with objectives. An overarching view and cross-directorate working is also paramount to reduce silos and to determine interdependencies.

AP 13/06: Director of Land Management and Regions to share the review of deer larders and Deer Management with the ELT.

4. Transformation Communications Plan

Kevin Quinlan sought feedback from Gwen Hamilton and Paul Calderwood regarding initial staff communications on the Transformation Programme. Gwen encouraged informal conversations to be held between line managers and their teams to reinforce consistent messaging.

Paul gave a presentation on the communications plan, mapping out the target audiences, objectives, and key messages. He noted the ways in which information will be communicated, while Gwen stressed the importance of aligning external communications with internal. On this latter point, Kevin added that

external communications can be anchored in the wider government Public Sector Review and requested that work begin on this.

The ELT discussed the importance of the narrative around the Transformation Programme and the need for consistent, cohesive messaging across the organisation. They recognised the role of the Corporate Plan as part of this process.

AP 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.

5. ELT Forward Look

Michael Hymers presented the agendas for upcoming ELT meetings, noting key areas for discussion and preparatory work to facilitate this.

It was agreed that the Senior Leadership Team meeting in August would be cancelled as these will be held every other month going forward.

6. ELT Reflections

The ELT reflected on the meeting, providing their perspectives on today's discussions.

7. AOB

There were no AOB items.

The date of the next ELT meeting is 26 June 2024.