



**Scottish  
Forestry**  
Coilltearachd  
na h-Alba

# **SENIOR EXECUTIVE TEAM TERMS OF REFERENCE**

**May 2019**

## SENIOR EXECUTIVE TEAM TERMS OF REFERENCE

### Purpose

1. The Senior Executive Team (SET) is the corporate body responsible for giving collective consideration and leadership to the business of SF, taking decisions and advising the Strategic Advisory Group (SAG) and/or the Chief Executive as required. It focuses on those matters which require strategic collective oversight rather than matters that are decided by individual Function Heads or are agreed on a one to one basis with the Chief Executive.
2. The SET supports, and is accountable to, the Chief Executive in taking well-informed, evidence-based, decisions with regard to the setting of strategic direction, policies and organisational performance, including promoting and supporting a climate of ambition delivering added value across the strategic priorities.
3. The SET is a key part of the SF's overall governance structure as outlined in the Corporate Governance Guide document.
4. The SAG will provide appropriate support and challenge to the SET in reviewing the work and performance of SF and planning for future development. The SET in return will provide advice on the role and direction of the Agency to the SAG.

### Remit

5. The remit of the Senior Executive Team is to support the Chief Executive by:
  - Assisting in the development of the organisation's strategic aims, objectives and targets, and any steps required to deal with changes which are likely to impact on the strategic aims and objectives of SF;
  - Developing and reviewing the corporate and annual financial plans and budgets;
  - Managing the efficient, economic and effective use and development of staff, assets and other resources consistent with the principles of Best Value, including, where appropriate, participation in shared services arrangements;
  - Ensuring the effectiveness of the arrangements that provide assurance on risk management, governance and internal control;
  - Ensuring delivery of SF performance and financial aims and objectives by monitoring activity through effective reporting mechanisms;
  - Ensuring effective provision of information to the Strategic Advisory Group, including timely reporting of any issues that are likely to impede delivery;
  - Ensuring the development and application of strategic corporate policies (HR, Health and Safety, Equalities etc.);

- Overseeing adherence to strict standards of financial propriety and compliance with the Framework Document and the SPFM;
  - Ensuring the application of high standards of corporate governance within SF; and
  - Early identification of emerging issues which may impact on the reputation or operation of SF or on the reputation of Scottish Ministers.
6. The Chief Executive will chair the Senior Executive Team. The Chair has additional responsibilities over and above those of Team members, particularly in relation to leadership and the conduct of business. The role of the Chair is to lead the Senior Executive Team ensuring that it has the ability to carry out functions effectively and in accordance with the [Principles of Public Life](#).

## Membership

7. Membership of the SET will comprise:
- Chief Executive (Chair)
  - Head of Standards, Evidence and Expertise
  - Head of Operational Delivery
  - Head of Operational Development
  - Head of Policy
  - Head of Finance and Business Support
8. Others will attend
- Head of SF Executive Office
  - HR Business Partner
  - Head of HR
9. Other staff will be invited to attend as appropriate.

## Chair

10. The SET will be chaired by the Chief Executive. In the absence of the Chair, one of the Executive Directors will assume that role for the duration of the meeting.

## Meetings

11. The SET will meet monthly, excluding months where the Strategic Advisory Group meet (8 times). The Chair may convene additional meetings as deemed necessary.
12. In the event of SET members being unable to attend a meeting they can nominate a substitute to attend for part of the meeting if they deem it appropriate, having agreed with the Chief Executive in advance.
13. Secretariat for SET will be provided by the SF Executive Office. Papers and an agenda for meetings will be circulated to members, wherever possible one week prior to the meeting date.

14. All papers submitted for consideration by the SET will follow a set format and will be marked with the appropriate confidentiality restrictions. All papers must be sponsored by an SET member and the agenda will be agreed with the Chair. Progress on key issues raised at meetings will be monitored and recorded.

### Sharing of Information

15. A record will be kept of every meeting of the SET and this will be published on the SF website in line with our Publication Scheme. The minute will include attendees and apologies, a short summary of any discussions and capture and list decisions and actions.

### Review

16. These Terms of Reference will be reviewed annually.