



Scottish
Forestry
Coilltearachd
na h-Alba

SENIOR OPERATIONS GROUP TERMS OF REFERENCE

October 2022

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Purpose

1. The role of the Senior Operations Group (SOG) is to define, discuss and resolve key operations issues impacting upon delivery, and where necessary to escalate to the SET, presenting advice and solution options. Operational issues include those relating to the regulatory, grant management and professional forestry activities of the Agency. The Group will have responsibility for assuring SET that the operational processes and procedures of SF are, as far as possible, consistently implemented across Scotland.

Remit

2. The remit of the Senior Operations Group is to support the Senior Executive Team by:
 - Providing advice on the implications for operational delivery of key strategic developments in Scottish Forestry;
 - Leading in the delivery of the operational objectives and outcomes specified in SF's Annual Business Plan;
 - Identifying key staffing and practical constraints on delivery of the Annual Business Plan, and developing and implementing solutions;
 - Developing and sharing best practice and pragmatic approaches to operational delivery that balances the need for consistency and accountability with regional distinctiveness;
 - Ensuring that improvements and enhancements to the operational processes and procedures of SF are developed in an inclusive way, involving front-line delivery knowledge and experience;
 - Ensuring effective provision of information to the SET on operational delivery
 - Early identification of risks, opportunities and emerging issues which may impact on operational delivery. including a process of escalation to SET as appropriate, and
 - Ensuring the application of high standards of corporate governance within SF.

Membership

3. Membership of the Senior Operations Group is composed of the Head of Operational Delivery, the Head of Policy and Practice, the Head of Operational Services and Transformation, and the five Conservators.

4. Other SF staff or Scottish Government officials may be invited to assist with discussions on any particular matter.

Chair

5. The Head of Operational Delivery will chair the Senior Operations Group. In the absence of the Chair, one of the Conservators will assume that role for the duration of the meeting.

Meetings

6. The SOG will meet at minimum once every other month, with the aim to meet ten times in a calendar year, predominantly in a hybrid or virtual manner, but with at least three in-person meetings each year.
7. The Chair may convene additional meetings as deemed necessary.
8. In the event of SOG 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 Chair in advance.
9. Secretariat for SOG 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.
10. All papers submitted for consideration by the SOG will follow a set format and will be marked with the appropriate confidentiality restrictions. All papers must be sponsored by a SOG 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

11. A record will be kept of every meeting of the SOG 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

12. These Terms of Reference will be reviewed annually.