



Role Description

Post title: x2 National Committee Members for Scotland (non-executive)

Location: The Forestry Commission in Scotland is based in Edinburgh and Inverness, with offices throughout Scotland.

Reports to: Chair, National Committee for Scotland

KEY RESPONSIBILITIES

- Participate in Committee meetings (10 p.a.), to give strategic direction to the activities of the Forestry Commission in Scotland – particularly with regards to the implementation of Ministerial priorities;
- Represent the National Committee for the Forestry Commission in Scotland with stakeholders and staff as required;
- Promote the development and delivery of the Government's forestry policies in Scotland;
- To provide a governance overview of the activity of the Forestry Commission in Scotland, a part of which is to agree targets and monitor the performance of Forestry Commission Scotland and Forest Enterprise Scotland;
- Consider the impact of Scotland forestry policy and operation on the cross border role of the Forestry Commissioners.
- Provide a source of independent advice for the executive team, the non-executive Forestry Commissioners and Scottish Government
- One of the role-holders will be expected to participate in a sub-committee, the Audit and Risk Committee.

The terms of reference of the National Committee for Scotland are given at Annex A

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PERSON SPECIFICATION

When completing your application, please provide examples of your direct and proven experience and activities of the criteria and competencies listed below.

ESSENTIAL CRITERIA

Candidates must demonstrate the following competencies:

Experience and Knowledge

You must demonstrate:

- Experience of working strategically in the public or private sector and assessing the implications, including financial, of decisions made.
- An understanding of the Scottish Government's aspirations in terms of rural development and land reform, climate change and community empowerment.
- Experience of change management, governance and accountability in a large organisation.
- An understanding of the objectives and work of the Forestry Commission with particular emphasis on the National Forest Estate in Scotland; in particular the role of the public sector in the delivery of non-market public goods.

You must also demonstrate experience in at least two of the following fields:

- Board or Advisory Committee experience in the private or public sector.
- Forestry, land management or environmental management, particularly within the spheres of urban regeneration or greenspace.
- Development planning, particularly within renewables, tourism or housing development.
- Performance and financial management, including audit and risk management processes, ideally with experience in a commercial environment.

CORE COMPETENCIES

Thinking strategically

- Able to conceptualise and to think creatively at a strategic level

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- Communicates innovative ideas clearly and persuasively
- Sensitive to the wider political and organisational priorities

Making a personal impact

- Challenges traditional thinking and is prepared to be challenged
- Works positively within a team to provide constructive solutions to issues
- Able to gain the respect of the management and non-executive teams

Learning and improving

- Aware of own strengths, weaknesses and motivations
- Builds productive relationships with people across and outside the organisation

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General information about the role

Non-executive National Committee members are expected to actively participate in Committee deliberations overseeing the Commission's activities in Scotland. Primarily these activities are; Forestry Commission Scotland which manages Scottish Government's forestry functions (policy, grants and regulation) and Forest Enterprise Scotland which manages the National Forest Estate.

Whether at routine meetings or in other forums, non-executive members play a very important part in the governance and operation of the Forestry Commission in Scotland, expressed in a number of different roles.

The National Committee non-executive members are charged with making decisions on forestry and its related interests throughout Scotland which need to take account both the immediate and short term needs of the organisation alongside the relatively long timescale of forestry.

Members will bring their particular expertise or experience, and are expected to contribute their expertise by participating in stakeholder engagement activities and internal events. They will also have the opportunity to serve on or chair other Committees at some point during their appointment, such as the Audit and Risk Committee.

Exactly how non-executive members can best perform their role will depend on each individual's experience, interests and availability. However, the following are pointers to some of the key considerations:

- Non-executive National Committee members should have a good sense of the Scottish Government's forestry and other, related, land management policies and what the Commission is trying to achieve in Scotland.
- Non-executives will need to build close relationship with the Head of Forestry Commission Scotland and the Chief Executive of Forest Enterprise Scotland. This will be achieved formally through the governance structure as a member of

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the National Committee and informally, for example when preparing to represent the Forestry Commission at meetings and events.

- On taking up office non-executives will have discussions with the National Committee Chair, the Head of Forestry Commission Scotland and the Chief Executive of Forest Enterprise Scotland on how they might best use their time, contacts and experience to maximise the value of their contribution.
- Non-executive National Committee members can have an important role to play in representing the Forestry Commission in Scotland, whether on behalf of Ministers, the Chairman or in their own right. Advice will be given on events non-executives might wish to attend and appropriate briefing material provided.
- The member's role might involve, on occasions, delivering a speech or chairing seminars/workshops etc. Whilst bringing to bear experience and expertise National Committee members will be required to observe the rules which apply to Government departments on the public presentation of agreed policies; including the need to avoid comment of a party political nature.
- As well as participating in a structured induction process to the organisation and their role at the beginning of their appointment, non-executive National Committee members will be expected to participate in training and development opportunities appropriate to their role in the organisation.
- Non-executives are encouraged to take an active interest in the concerns and wellbeing of FC staff, although they do not get directly involved in the management process.

Assessment and Review

Non-executive National Committee members' performance will be formally assessed on an annual basis by the Chair of the National Committee.

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ANNEX A – National Committee for Scotland – Terms of Reference

The role of the Forestry Commission National Committee for Scotland (NCS), which is established under s. 2(3) of the Forestry Act 1967 and includes the relevant Forestry Commissioners, certain designated senior Forestry Commission Scotland staff and up to three other non-executive members, is to:

- help Forestry Commission Scotland formulate advice to Ministers on the strategic direction of forestry in Scotland and on specific policy issues;
- help ensure that the Minister's policies are carried out efficiently and effectively.

In fulfilling this role, the NCS should pay particular regard to:

- approving drafts of strategic documents such as the Scottish Forestry Strategy Implementation Plan and corporate plans, and considering targets in the context of these plans;
- the use of grant aid, advice, partnership, regulation and the management of Scotland's national forest estate as instruments for promoting the sustainable management of Scotland's woods and forests;
- considering the distribution of resources required to meet objectives and monitoring financial performance;
- ensuring the safeguarding of resources through internal control systems;
- approving drafts of Annual Reports;
- drawing to the attention of the Board of Commissioners any issues of which they need to be aware of for the proper discharge of their duties.

The NCS is also expected to maintain contact with relevant organisations and stakeholders through, for example, joint meetings with other Boards and (at least) annual meetings with the chairs of the Regional Forestry Forums.

The NCS will use the Audit and Risk Committee (ARC) as a sub-committee to support them in their responsibilities for issues of risk, control and governance and associated assurance. The NCS may also form time limited sub-committees/working groups for specific issues.