



Information pack for applicants for the position of Member of the Board of VisitScotland

Closing date for applications: date 21 January 2019



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December 2018

Dear applicant

Appointment of Members of the Board of VisitScotland

Thank you for your interest in an appointment as a member of the Board of VisitScotland.

The visitor economy represents around 6% of Scottish GDP, and is a significant provider of economic opportunities across Scotland's cities, towns and rural areas. Scotland has seen significant increases in visitor numbers in recent years, particularly from overseas. The Scottish Government is committed to working with Scotland's tourism industry and other partners to support our common goal – the continued success of this key sector. VisitScotland is our national tourism agency, and has a critical role in delivering this agenda.

Scottish Ministers are looking to make up to three appointments to the Board and those appointed will demonstrate particular expertise in one of three areas:

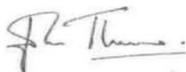
- experience of working for a large global hotel group or companies owning or developing such assets;
- current experience of digital development at a strategic level; and
- knowledge and experience of financial and risk management with particular reference to audit processes and internal control of resources.

There are also a number of more general skills required and full details are contained in this pack.

If you consider that you meet these requirements of the role then I would be delighted if you applied.

If you'd like to find out more about the work of VisitScotland more information can be found at www.visitscotland.org/. You can also contact Pat Aitken in VisitScotland on 0131 472 2201 or at pat.aitken@visitscotland.com.

Yours sincerely



John Thurso
Chair of the VisitScotland Board

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www.visitscotland.com | www.visitscotland.org



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Information about VisitScotland

VisitScotland is the lead Scottish Government Non-Departmental Public Body responsible for growing and developing Scotland's visitor economy and for advising Ministers on policy. It has wide statutory powers to promote tourism and has a budget of around £50 million per annum. It is largely funded by the Scottish Government, and the Cabinet Secretary for Culture, Tourism and External Affairs makes appointments to the Board which currently has nine members including the Chair.

Composition of the Board

Scotland's visitor economy is a key growth sector of the Scottish economy. The sector is an important player in raising Scotland's profile as an open, modern and internationally-facing economy, and has an important role to play in supporting inclusive growth, given its size and reach as an employer across Scotland. We're looking for a Board which will reflect this approach. VisitScotland's strategic direction of travel over recent years has seen the organisation move from a strict marketing and tourism role to a broader visitor economy agenda. This intake of Board members will allow us to broaden the range of skills and experience to drive forward that agenda and we look forward to welcoming new Board members from a wide variety of backgrounds, not specifically or necessarily from the tourism industry.

Supporting the Board is the Senior Management Team which is made up of the Chief Executive, four Directors and the Head of Human Resources.

Role of the VisitScotland Board

The Board has both a leadership and governance role and in pursuit of this dual role the Board will undertake the following:

Leadership

- provide strategic leadership, direction, support and guidance for VisitScotland;
- act as ambassadors for Scottish tourism, conveying passion for Scotland's tourism product;
- champion the work of VisitScotland with stakeholders across Scotland and beyond, representing VisitScotland at engagements, functions and meetings;
- ensure that VisitScotland's public profile and its relations with news media and wider stakeholders is properly presented, communicating VisitScotland's core messages as appropriate;
- work closely with the Cabinet Secretary for Culture, Tourism and External Affairs, the Scottish Government, Local Authorities, other stakeholders within the visitor economy, as well as the tourism industry to ensure that tourism remains at the top of the political agenda, is supported in a sustained manner and is recognised as a key contributor to the wider Scottish economy.

Governance

- demonstrate high standards of corporate governance at all times.
- promote commitment to the core values, policies and objectives set by Scottish Ministers, and ensure that VisitScotland fulfils these aims and objectives;
- promote the efficient and effective use of staff and other resources by VisitScotland in accordance with the principles of Best Value;
- ensure that it receives and reviews regular financial information concerning the management of VisitScotland; is informed in a timely manner about any concerns about the activities of VisitScotland; and provides positive assurance to the Scottish Government that appropriate action had been taken on such concerns;

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- ensure that Scottish Ministers are kept informed of any changes which are likely to impact on the strategic direction of VisitScotland or on the attainability of its targets, and determines the steps needed to deal with such changes.

Role of the Board Member

Board Members:

- provide input to the achievement of VisitScotland objectives through the attendance at – and consideration of papers for – VisitScotland Board meetings;
- contribute to the determination of policy, planning and resource allocation;
- act as an ambassador for Scottish tourism and VisitScotland, representing the best interests of the Scottish tourism industry and the wider visitor economy, championing the work of VisitScotland and representing VisitScotland at functions and events;
- align the work of VisitScotland, using his/her knowledge and experience, to the Scottish Government's priorities – investment, innovation, internationalisation and inclusive growth;
- support the Chief Executive and the Executive team.

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Person Specification

Priority Criteria (applicants are expected to demonstrate evidence of at least one of these)

Experience and Knowledge	What does this mean	How will this be tested
Experience of working for a large global hotel group or companies owning or developing such assets.	<ul style="list-style-type: none"> • experience and understanding of strategic considerations of large hotel groups in determining their investment strategy • experience and understanding of how external factors influence both staffing and visitor numbers 	You will be asked to provide evidence of your experience in the application. It will be tested further at the final assessment stage if you are invited.
Current experience of digital development at a strategic level.	<ul style="list-style-type: none"> • experience of external engagement with stakeholders and the public; • experience of dealing with IT projects at a board level. 	You will be asked to provide evidence of your experience in the application. It will be tested further at the final assessment stage if you are invited.
Knowledge and experience of financial and risk management with particular reference to audit processes and internal control of resources.	<ul style="list-style-type: none"> • experience of reviewing and interpreting financial reports at a senior level within an organisation or a business; • an understanding of how risk within an organisation or a business is managed and provide assurances that systems and processes are fit for purpose. 	You will be asked to provide evidence of your experience in the application. It will be tested further at the final assessment stage if you are invited.

Essential Criteria (applicants are expected to demonstrate evidence of all of these)

Skill and Understanding	What does this mean	How will this be tested
Provide a strategic view and contribute to policy and strategy formulation.	<ul style="list-style-type: none"> • experience of contributing to the development of a strategy or business plan; • able to identify a comprehensive range of priorities, challenges and risks within different timeframes and can evaluate their impact from a strategic perspective. 	You will be asked to provide evidence at the final assessment stage if you are invited.

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Essential Criteria (applicants are expected to demonstrate all of these)

Skill and Understanding	What does this mean	How will this be tested
Provide leadership and direction	<ul style="list-style-type: none"> • provide clear focus in ensuring that the organisation achieves its objectives; • confident in questioning proposals and debating issues; • can challenge others supportively and effectively; • able to stand back, set aside personal views and listen objectively to others. 	You will be asked to provide evidence at the final assessment stage if you are invited.
Communicate and influence	<ul style="list-style-type: none"> • evidence of effectively representing/ promoting an organisation to a wide range of stakeholders – being an ambassador; • appreciate the need to be challenged and to take account of alternative views in the decisions being taken; • highly persuasive within a senior group in selling objectives/benefits to stakeholders; • confident and engenders respect in varied situations. 	You will be asked to provide evidence at the final assessment stage if you are invited.
Understanding of government policy, national priorities and local issues	<ul style="list-style-type: none"> • an understanding of government policy on tourism and related issues; • an understanding of the national priorities and their impact on the work of VisitScotland; • understanding of local tourism issues and the role VisitScotland plays in contributing to them. 	You will be asked to provide evidence at the final assessment stage if you are invited.

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Length of Appointment

The appointments are three years with the possibility of reappointment subject to evidence of effective performance and satisfying the skills and knowledge required at the time of reappointment and beyond. Any appointment and subsequent re-appointment will not extend beyond a maximum of eight years.

Remuneration and Expenses

The role attracts a daily rate remuneration of £343.12 which is non-pensionable. All essential travel and subsistence costs as well as reasonable dependant carer costs incurred while carrying out these duties will be reimbursed.

Time Commitment

The time commitment is estimated at two days per month (24 days per year).

Meetings

The Board generally meets eight times per annum but frequency of Board meetings is reviewed and there may be additional meetings/teleconferences held in between formal meetings where appropriate. The Audit and Risk Committee meets four times per annum and in advance of the forthcoming Board meeting.

Board meetings are held at various locations throughout Scotland with around half out with Edinburgh and Glasgow. Members are expected to attend in person. However, there is flexibility around how Board members participate, with the use of channels such as teleconferencing or video conferencing where Board members are unable to participate in person on occasion.

Nationality/Disqualification

There is no bar on non-British nationals applying for and being appointed to the board of Non-Departmental Public Bodies. However, you must be legally entitled to work in the UK.

Applicants will be ineligible to apply for this appointment if they have already served a total of eight years as a Member of the Board.

Applicants are also ineligible to apply if they are:

- a member of the Scottish Parliament;
- a member of the House of Commons;
- a member of the European Parliament.

If you have previously held such office and wish to apply, one year must have elapsed from the day on which this office was last held.

Further Information

More information about VisitScotland can be found at www.visitscotland.org/ or by contacting Pat Aitken in VisitScotland on 0131 472 2201 or at pat.aitken@visitscotland.com.

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Key dates in this competition

What happens	When
Date appointment publicised	17 December 2018
Closing date for completed applications	21 January 2019
Date of shortlisting meeting to select applicants for next stage	31 January 2019
Date outcome of shortlisting meeting will be relayed to applicants	5 February 2019
Dates for the final assessment stage	4, 6 and 12 March 2019
Date by which applicants will be informed of the Minister's decision	by 29 March 2019
Start date	1 April 2019 and 1 September 2019

The Selection Panel

The selection panel will comprise:

- Bettina Sizeland, Deputy Director, Tourism and Major Events, Scottish Government;
- Lord John Thurso, Chair of the Board of VisitScotland;
- Peter Lederer, Chair of the Glasgow Tourism Leadership Group and Chair of the Edinburgh Military Tattoo.

To make sure that the process is transparent, and that each appointment is made on merit, the selection panel members will declare if they know anyone who has applied for these appointments. Applicants will also be asked to indicate if they know any of the selection panel members.

Where an applicant and selection panel member has a close relationship, the selection panel chair has to refer the matter to the Commissioner for Ethical Standards of Public Life in Scotland. The Commissioner can decide that the selection panel member should not be involved in the assessment of the applicant concerned and may ask the selection panel member to take no further part in appointment process.

How to Apply

Your Application

Your application is very important as it is the key document which will determine whether or not you will proceed through the first assessment stage to final assessment stage and ultimately to appointment. You must, therefore, demonstrate clearly the evidence required at the first stage to show how you meet the priority criteria. Please do not substitute a CV for the completed application form as a CV will not be considered on its own.

Application Form

There are three sections to the application form:

- application form;
- declaration;
- equalities monitoring form.

The application form seeks evidence about the priority criteria required for the role and asks for the evidence to be presented as a tailored career history. You should provide clear and succinct evidence on at least one of the three criterion listed. You should demonstrate evidence from your career or from your personal experiences. If providing examples, you

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should choose the ones which best demonstrate to the selection panel what it is you did and what specifically about your approach affected the outcome. The selection panel will not make assumptions about your examples so it is important you take the time to ensure that the information you are providing in respect of your application fully demonstrates how you meet the priority criteria. You may be asked to expand on your answers if you are shortlisted for the final assessment stage so it is a good idea to retain a copy of your application form.

Declaration (Conflict of Interest and Other Ministerial Public Appointments Held)

The application form also has a declaration statement, and by virtue of submitting your form, you are declaring the information you have provided is true and complete.

You are also asked to complete the section in the application form which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at interview or checked as part of the final assessment.

If you are unsure whether you have a conflict of interest and would like to discuss this, please contact Pat Aitken in VisitScotland on 0131 472 2201 or at pat.aitken@visitscotland.com.

Equalities Monitoring Form

The Scottish Government is committed to appointment on merit, and is committed to improving the diversity of public appointments. The monitoring form is never seen by the selection panel and the information contained in it is not used to assess your suitability for appointment.

The information gathered from equalities monitoring is very important and helps to determine public policy in how we embed a culture of equality and diversity, ensuring that everyone is treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, or sexual orientation. All questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our policy development will be.

All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles of GDPR Article 9 (2) (b). It will not be placed on your personal file.

Valuing Diversity

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity and treatment to all applicants. The Scottish Government will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to meet the person specification and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please contact us on Freephone 0300 244 1898 or by email at public.appointments@gov.scot.

The Scottish Government is committed to appointment on merit, diversity and equality for public appointments. For more information about public appointments and other vacancies please visit the dedicated public appointments website at www.appointed-for-scotland.org.

Applications are welcomed from candidates with all protected characteristics as outlined in the Equality Act 2010. If you require any reasonable adjustments to support you through the application and selection process, you should contact the Scottish Government Public Appointments Team on (Freephone) 0300 244 1898 or at public.appointments@gov.scot.

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Postage

If you are returning your completed application by post, please ensure that it bears the correct value of postage as failure to do so may mean that we do not receive it by the closing date. Late applications will not be considered.

Management of your Application and the Assessment Process

Assessment will happen in two stages. Firstly the selection panel will assess your application. The applicants who most closely demonstrate the evidence requested will be invited to attend the final stage assessment. You will be advised of the outcome by email whether or not your application is progressing to the final assessment stage.

The final stage of assessment will include an interview with the selection panel as well as an additional exercise. Full details will be given to those invited.

If shortlisted for the final stage and you have a disability and require an adjustment to be made, you should contact the Scottish Government Public Appointments Team on (Freephone) 0300 244 1898 or at public.appointments@gov.scot. They will make reasonable adjustments to enable you to attend the interview.

Those invited to the final stage will also be subject to a social media review.

The dates for the final assessment stage are detailed in the timetable (page 8). It is unlikely that alternative dates will be offered if candidates are unable to attend on the scheduled dates.

More information on assessment methods is available from www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience-tested.

Expenses

You can claim for reasonable expenses incurred in attending for the final assessment stage, including dependent carer expenses. It is expected that the most efficient and economic means of travel will be used and reimbursement will normally be restricted to that amount.

When an overnight stay is necessary, you must contact the Scottish Government Public Appointments Team on (Freephone) 0300 244 1898 or at public.appointments@gov.scot in advance, for confirmation of current subsistence rates. A copy of the Scottish Government's Travel and Subsistence rates and claim form is available although, if invited, the rates with a claim form will be included with the invitation. Receipts must be provided in support of all claims.

Candidates recommended

For candidates being recommended for appointment, the selection panel will provide the appointing Minister with a summary of the evidence gathered during the process. Ministers can choose to meet those candidates prior to making a decision.

All applicants invited to the final assessment stage will be advised in writing of the outcome and feedback will be offered. Feedback will be based on;

- the assessment of your merit in relation to the skills, knowledge and experience required by the person specification; and
- the outcome of the fit and proper person test where appropriate (see the section entitled "Ethical Standards").

What happens if you are appointed?

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Should you be appointed, some of the information you have provided will be made public in a news release. It will include:

- your name;
- a brief summary of the skills, knowledge and experience you bring to the role;
- how long you have been appointed for;
- any remuneration associated with the appointment;
- details of all other public appointments you hold and any related remuneration you receive for them (if any);
- details of any political activity declared by you (if any);
- a statement that the appointments are regulated by the Commissioner for Ethical Standards in Public Life in Scotland (the Commissioner); and
- a short description of what VisitScotland does.

Effect on existing benefits you may receive currently

Taking up a remunerated public appointment may affect any benefits you receive. This will depend on your individual circumstances so you should ask advice from the office that pays your benefit. Information can be found at www.gov.uk/browse/benefits.

Fit and Proper Person tests

The selection panel must provide sufficient information and evidence to Scottish Ministers to enable them to feel confident that the person they are appointing to the board of the public body is a fit and proper person to take up the appointment. In the context of public appointments, this is an individual who is suitable for appointment because they meet the requirements of the role and because their past or present activities and/or behaviours do not render them unsuitable for a given appointment. This is an ongoing process with various checks built in to the stages of the appointment round, designed to gather the appropriate information and evidence required. For this appointment round, the verifications in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

- Evaluation of the evidence provided by you in relation to the skills and knowledge required for the role will be tested in the application and further probed at interview should you be invited. Full details are outlined in the person specification and further information will be provided to those invited to the final assessment stage.
- If applicants provide information in support of having the relevant competency which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question

- Confirmation that you understand the work of VisitScotland and the nature of the appointment and that you are not aware of having committed any offence or performed any act incompatible with the position that you are applying for forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

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Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment

- You are asked in the application form to complete questions about potential conflicts of interest.
- If invited to the final assessment stage, you will be asked further questions to ascertain that you understand what is meant by a conflict; asking you to confirm that, to the best of your belief, you do not have any conflicts that are incompatible/unmanageable; or seeking additional information if you have declared a conflict in your initial application.
- As part of the Commissioner's Code, you will also be asked at the application stage to declare if you have had any political activity in the past five years (this includes holding office as a local Councillor, MSP, MP, MEP, standing as a candidate, speaking on behalf of a party or candidate, acting as a political agent, holding office of a local branch of a party, canvassing or helping on behalf of a party at elections, making any recordable donations to a political party).

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters

- Information on disqualifications is provided in the pack and you are asked to review this prior to submitting your application.
- Confirmation that you are not disqualified on any grounds from being appointed to the Board of VisitScotland forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the Members' Code of Conduct for the body concerned

- In carrying out their public service role, individual Board members will be expected to comply with the Codes of Conduct and rules adopted by VisitScotland on such matters as the use of public funds, conflicts of interest, confidentiality and the misuse of information for personal or political gain and generally, at all times act in good faith and in the best interests of the Board.
- You are also referred to the VisitScotland [Code of Conduct](#) and you should review this prior to submitting your application. Confirmation that you have read the Code of Conduct, that you understand it and agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the nine Principles of Public Life in Scotland. These are included in this pack (page 13). If invited to the final assessment stage, you will be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required

- The time commitment for the role is set out at page 7. If invited to the final assessment stage, this will be fully explored with you to ensure that you can offer the appropriate assurance that you can undertake the commitment required of the role.

Lobbying

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSP's, Scottish Ministers, Special Advisers and the Permanent Secretary who are covered by the terms of the Act. Applicants are expected to familiarise themselves with their obligations under the Act. For more information see www.lobbying.scot/.

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Complaints

This appointment is regulated by the Commissioner for Ethical Standards in Public Life in Scotland (the Commissioner). If you have concerns with the way in which this appointment round was conducted, please contact the Scottish Government Public Appointments Team on (Freephone) 0300 244 1898 or at public.appointments@gov.scot in the first instance to raise it with them. The Commissioner's leaflet is included at the end of this pack and it provides more information on his regulatory role in relation to public appointments and about taking unresolved complaints further.

You can find out about our complaints procedure at www.appointed-for-scotland.org/complaints/ or you can email selection publicappointmentcomplaints@gov.scot.

The Principles of Public Life in Scotland

Duty You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

Respect You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of your public body.

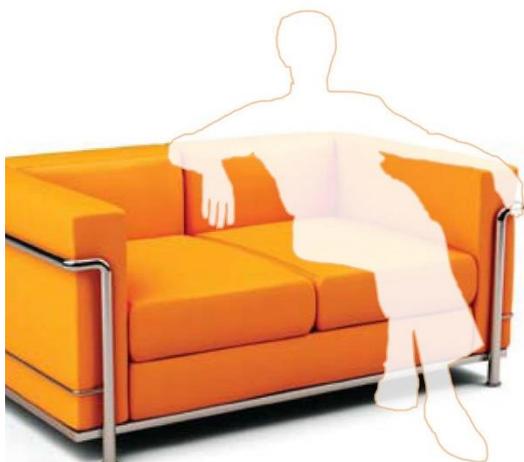
Who We Are

This leaflet is about the work of the Commissioner for Ethical Standards in Public Life in Scotland, as it relates to public appointments, and the Commissioner's office. The Commissioner regulates appointments to the boards of many of Scotland's public bodies. The Commissioner is wholly independent of the Scottish Parliament and the Scottish Government.

What We Do

Every one of us living in Scotland benefits from the essential services provided by our public bodies. Their boards play a vital role in guiding and shaping these services. Our job is to oversee appointments to these boards to help ensure that the people who serve on them are appointed on merit, using methods that are fair and open. That oversight is usually provided by one of the Commissioner's Public Appointments Advisers. Whilst we regulate the process used to make appointments, it is run by civil servants on behalf of the Scottish Government. Our website has a list of the bodies that we regulate and also has useful information on applying for a public appointment.

This leaflet is sent to everyone who applies for a regulated public appointment in Scotland so that they know that the process is regulated and what to do if things go wrong.



Making a complaint about a public appointment

Anyone who believes that an appointment has not been made appropriately or who has concerns about the appointment process itself can make a complaint.

If you have a complaint about a public appointment you first have to complain to the Scottish Government and give the people there a chance to respond. If you are unhappy with the Scottish Government's response to your complaint you can then ask the Commissioner to investigate the matter for you.

If you are in any doubt about whether we can deal with your complaint, or if you want advice before raising a formal complaint, please contact us using the details provided below. You can read in more detail about the way in which we deal with complaints by downloading our complaints leaflet from our website. We can send you the leaflet in another format if you would prefer.

Our website also tells you what to do if you want to make a complaint about us.

Contact details

Commissioner for Ethical Standards in
Public Life in Scotland

Thistle House, 91 Haymarket Terrace,
Edinburgh
EH12 5HE

T: 0300 011 0550

E: appointments@ethicalstandards.org.uk

Public Appointments



Please contact us to find out more about this and other public appointments.

Public Appointments
Scottish Government
Area 3F (North)
Victoria Quay
Edinburgh
EH6 6QQ

www.appointed-for-scotland.org
pa_applications_mailbox@gov.scot
Freephone: 0300 244 1898

