

Appointment of Members of the Board of the Scottish Environment Protection Agency

Applicant Information Pack

Closing date for applications: 26 July 2021

**Members of the Board of the Scottish Environment Protection Agency
Applicant Information Pack**

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June 2021

Dear Applicant

Appointment of Members of the Board of the Scottish Environment Protection Agency

Thank you for your interest in an appointment as a member of the Board of the Scottish Environment Protection Agency (SEPA).

Every day SEPA works to protect and enhance Scotland's environment, helping communities and businesses thrive within the resources of our planet. We call this One Planet Prosperity.

We want our Board to represent the diversity of Scotland and our people, supporting inclusive growth and equality and I am very keen that we have a capable and diverse pool of candidates to consider -- people who can add real value from all walks of life to the SEPA mission. We are appointing up to two new board members.

This is an exciting opportunity to support SEPA in carrying out its responsibilities for protecting and improving the environment, contributing to improving the health and well-being of people in Scotland and achieving sustainable economic growth. Our role is wide-ranging, including environmental regulation, mitigating and adapting to climate change, monitoring and reporting on the state of our environment, raising awareness of environmental issues, engaging with the public through citizen science projects, and resolving environmental harms. With such a broad remit, being a SEPA board member is a challenging and rewarding role.

More information about SEPA can be found at www.sepa.org.uk/ or by contacting Jennifer McWhirter, Clerk to the Board at jennifer.mcwhirter@sepa.org.uk.

Yours sincerely



Bob Downes
Chair of the Board

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Information about the Scottish Environment Protection Agency

Every day we work to protect and enhance Scotland's environment, helping communities and businesses thrive within the resources of our planet. We call this One Planet Prosperity.

We have been given a unique and visionary Statutory Purpose: to protect and improve the environment in ways that, as far as possible, also create health and well-being benefits and sustainable economic growth. It's a very powerful purpose for an environment protection agency and delivering this successfully requires new ways of thinking and new ways of acting.

With 1250 staff, a national remit and local presence and a budget of over £80 million, the Scottish Environment Protection Agency (SEPA) is responsible for delivering two core services - regulation and flood risk management.

Led by our One Planet Prosperity – Regulatory Strategy, environmental compliance is non-negotiable and we'll work with as many businesses as possible to go even further by encouraging innovation and through partnerships like Sustainable Growth Agreements.

We help Scotland to prepare more powerfully for future increased flooding and are the national flood forecasting, flood warning and strategic flood risk management authority. Working in partnership, we develop flood risk management strategies that set the national direction of flood risk management, helping to target investment and co-ordinate action across public bodies. Through our nationally important flood forecasting and warning work, we have developed over 60 targeted local flood warning schemes and provide free advance notice of flooding through a 24/7 service, Floodline, helping people and businesses protect themselves and their property from the impacts of flooding.

As an organisation, SEPA has adapted to operating in a completely new set of circumstances and will continue to make changes to set ourselves up to deliver our role in the most powerful and effective way. Following the global health pandemic and a criminal cyber-attack, we are focused on building for the long term and in a stronger way.

About the role

Our Board members help us to deliver One Planet Prosperity, delivering environmental protection in ways that, as far as possible, also create benefits for our communities and businesses. Our Board help to shape our relationship with communities and regulated businesses, supporting us in being a regulator that is trusted and in which people have confidence.

As a Member of the Board, you will work with the Chair and other board members and contribute effectively to the setting and monitoring of SEPA's corporate strategy. You will be able to take a strategic view and contribute to collective leadership, provide appropriate support and challenge to senior staff and have the ability to identify and use evidence and analysis to make well-informed decisions.

Members of the Board may also have the opportunity to be considered for a position of Deputy Chair and Chair of the Audit and Risk Committee.

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Further information

For further information about SEPA and the roles, please contact Jennifer McWhirter, Clerk to the Board, at jennifer.mcwhirter@sepa.org.uk. You can also find out more about SEPA at www.sepa.org.uk/.

Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 sets a 'gender representation objective' that a board should have 50% of non-executive members who are women. In circumstances where there are two or more equally qualified candidates (a tie break), at least one of whom is a woman and one who isn't, then section 4(3) of the 2018 Act requires the appointing Minister to appoint a woman if doing so will result in the board achieving (or making progress towards achieving) the gender representation objective. In a tie break the appointing Minister can choose to appoint a candidate, who is not a woman, on the basis of another characteristic or situation and can give preference to that candidate (section 4 (4) of the 2018 Act). If the appointing Minister wishes to choose a candidate because of a situation that was not specified in the applicant pack, the appointing Minister will ask the Ethical Standards Commissioner to make an exception to the Public Appointments Code of Practice.

Scottish Government Guidance on the Act is [available here](#).

Reasonable Adjustment

If you require a reasonable adjustment at any stage of the public appointments process, please contact with the Public Appointments Team on 0300 244 1898 or email public.appointments@gov.scot.

If you need any of the application pack documentation in an alternative format such as plain text, Braille or large print, please contact the Public Appointments Team by calling 0300 244 1898 or by emailing public.appointments@gov.scot.

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Person Specification

The person specification sets out the skills, knowledge and experience we are seeking for this position and indicates how and at which stage in the process each of the criteria will be tested. None of these requirements sought need to have been gained by working in a management post or at a senior level. You may have a natural aptitude in these areas or you may have gained them by being active in your community, in a voluntary capacity or through your personal experience.

Please note: The **priority criteria** will be weighted over the others. The selection panel will recommend to the Minister those applicants who between them offer the best mix of knowledge, skills and experience to meet the Board's requirements.

It is important to note that to be considered for appointment you must, by the end of the process, provide positive evidence to meet **at least one** of the priority and **all** of the essential criteria for these roles. In the event that candidates provide evidence of equal merit against the individual priority criteria, the selection panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidates to be recommended as most able to fulfil these roles.

Priority Criteria	What does it mean?	Where it will be tested
Strategic Analytical Capability	<ul style="list-style-type: none"> • demonstration of strategic analytical capability and the experience and judgement to apply it as SEPA develops its new generation environmental regulatory tools; • evidence of innovative performance measurement; • experience of digital transformation; • experience of risk methodologies. 	You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.
Environmental performance	<ul style="list-style-type: none"> • a deep understanding of environmental sustainability policy and practice and the practical application of it through innovative public, private or community experience. 	You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.

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Applicants need to demonstrate evidence of all of the essential criteria listed.

Essential Criteria	What does it mean?	Where it will be tested
Longer term planning/seeing the bigger picture.	<ul style="list-style-type: none"> • direct experience of contributing to the development of a strategy or business plan; • can demonstrate a clear informed picture of the long term aim of the organisation when considering issues; • evidence of monitoring developments which may be relevant to or affect the organisation/board. 	The evidence will be tested at interview if you are invited.
Communication and influencing.	<ul style="list-style-type: none"> • seeks opportunities to build collaborative relationships within the board and wider organisation to reach common goals; • builds strong relationships with 'partner' organisations and works with them on an equal basis; • evidence of being highly persuasive with a wide range of stakeholders and in dealing with complex situations; • confident and engenders respect in varied situations. 	You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.
Constructive and supportive challenge.	<ul style="list-style-type: none"> • evidence of where constructive challenge has changed the views of others and influenced decisions; • can evidence respectful and incisive questioning of proposals. 	You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.

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Essential Criteria (continued)	What does it mean?	Where it will be tested
Analysis and decision making.	<ul style="list-style-type: none">• ability to absorb complex information and make sense of it;• comfortable in making reasoned judgements where evidence is conflicting and/or limited;• evidence of taking into account the wider strategic environment when making decisions.	The evidence will be tested at interview if you are invited.

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Remuneration and Expenses

Members of the Board receive £270.90 per day although it is currently under review. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence costs and dependant carer and childcare expenses, will be reimbursed.

The appointment is non-pensionable.

Time Commitment

Members of the Board are expected to devote between a minimum of 24 days and a maximum of 30 days per year to the role, including preparation at home, and attendance at meetings and events. There are six Board meetings per year as well as four Board Strategy meetings and, if appointed to the Audit Committee, four Audit Committee meetings.

Board members are expected to attend all Board meetings and be involved in some of the other meetings. At the moment, Board meetings are being held online using MS Teams. Board members will also be expected to engage in occasional ad hoc meetings or working groups, which could be held in any part of SEPA's operational territory. Board members may also meet SEPA staff to discuss key strategic issues including as part of our Board Buddy scheme, attend relevant seminars or events run by SEPA or partner organisations, attend conferences and events in the Scottish Parliament etc.

Length of the Appointment

The appointments are for up to four 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 reappointment will not extend beyond a maximum of eight years. There is no automatic right to reappointment

Location of meetings

Although at the moment meetings are being held online using MS Teams, Board meetings are normally held in SEPA's Angus Smith Building, Eurocentral, Holytown, North Lanarkshire. They can also be held in other SEPA offices or elsewhere in Scotland from time to time.

The dates for meetings in 2022 have still to be confirmed and will be provided to those appointed.

Nationality/Disqualifications

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

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Key dates in this competition

What happens	When
Appointment publicised	21 June 2021
Closing date for applications	26 July 2021
Shortlisting meeting	5 August 2021
When applicants will be advised of the outcome of the shortlisting meeting	7 August 2021
Interviews	1 and 2 September 2021
When Ministers will decide whom to appoint	30 September 2021
Date applicants will be advised of the outcome	4 October 2021
Expected date of appointment (subject to Ministerial approval)	1 January 2022

Please note that if invited to interview, it is unlikely that we will be able to offer an alternative date.

The Selection Panel

The selection panel will comprise:

- Aidan Grisewood, Deputy Director, Environmental Quality and Circular Economy, Scottish Government;
- Bob Downes, Chair of the Board of the Scottish Environment Protection Agency;
- Kirsty Leishman, executive coach, coach-supervisor and systemic facilitator.

To make sure that the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for these appointments.

Where an applicant and selection panel member have a close relationship the selection panel chair has to refer the matter to the Ethical Standards Commissioner. 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 the appointment round.

You will be asked to let us know in your application if and how you know any of these selection panel members. This will help us to come to a view on the appropriateness of your being assessed by one or more of them.

Guidance on completing your application

How to Apply

Application will be by a letter and tailored CV setting out evidence of the criteria being tested at this stage. This will be supported by an application form that captures your personal details, declarations and equalities monitoring information.

What you put in the letter and tailored CV will be the evidence that determines whether or not you will be shortlisted for interview. You must, therefore, demonstrate clearly the evidence

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required to show how you meet the criteria being tested. Please do not submit a CV on its own as it will not be considered.

Letter and tailored CV

In your letter you should demonstrate evidence of how you meet at least one of the priority criteria:

- strategic analytical capability; and/or
- environmental performance.

You should also demonstrate evidence of two of the essential criteria:

- communication and influencing; and
- constructive and supportive challenge.

The letter setting out your evidence should be no more than 1000 words (1350 words if covering both priority criteria). Any words in excess of the limit will not be taken into account in assessing your suitability. Your tailored CV should be no more than two pages, and provide information and evidence relating to the criteria being tested at this stage.

You should provide clear and succinct evidence. If providing examples, you 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 evidence you are providing demonstrates fully how you meet the priority and essential criteria. You may be asked to expand on your answers if you are invited to interview so it is a good idea to retain a copy of your letter of your career history and application form.

Application Form

The letter and tailored CV must be accompanied by the application form that contains your personal details, declaration and equalities monitoring information. The form is available to download at www.gov.scot/collections/public-appointments and should be emailed with the completed letter and tailored CV to pa_applications_mailbox@gov.scot by the closing date of 26 July 2021.

Declaration

You are asked to complete the section 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.

Equalities Monitoring Form

The Scottish Government is committed to appointment on merit, and to equality and diversity in public appointments. The Equalities Monitoring information is not provided to the selection panel. However, in the event of a tie break situation in respect of the Gender Representation on Public Boards (Scotland) Act 2018, the appointing Minister will have access to the monitoring information of only those candidates involved in the tie break in order to best inform their decision on whom to appoint.

The information gathered from equalities monitoring is very important and helps to ensure 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, sexual orientation or any other relevant details. All equalities monitoring questions

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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 GDPR Articles 6(1) (c) and (e), which are the lawful bases for processing, and GDPR Article 9 (2) (b) so we can comply with a legal obligation which is the condition for processing. It will not be placed on a personal file.

Valuing Diversity

The Scottish Ministers are committed to diversity and equality and value very highly the benefits of having different points of view and experiences on our Boards. Accordingly, it is hoped to receive applications from a wide range of talented people irrespective of their religion or belief, sex, age, gender reassignment, disability, sexual orientation, race, political belief, relationship status or caring responsibilities.

We value very highly the benefits of having different experience and points of view on our Boards. Scottish Ministers particularly welcome applications from people with protected characteristics that are currently under-represented on SEPA, such as women, disabled people, LGBTI+ people, those from black and minority ethnic communities and people aged under 50.

If you have a disability within the meaning of section 6 of the Equality Act 2010 and require an adjustment at any stage of the public appointments process, please get in touch with the Public Appointments Team on 0300 244 1898 or by email at public.appointments@gov.scot.

Conflicts of Interest

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at the final assessment stage. If you are unsure whether you have a conflict of interest and would like to discuss this, please contact Jennifer McWhirter, Clerk to the Board at jennifer.mcwhirter@sepa.org.uk.

Unsuccessful Applicants/Feedback

Applicants who are not shortlisted for interview will be advised of the outcome of their applications in writing. Subject to the number of applicants, feedback may be available on request to those who did not reach interview.

Assessment Process

Application

Assessment will happen in two stages. Firstly the selection panel will assess the evidence you have presented against the criteria that are being tested at this stage. The applicants who most closely meet these requirements will be invited to attend for interview.

Interview

The final stage of assessment will include an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required. Those invited for interview, will also be asked to undertake an additional task. Full details will be provided to those invited to interview.

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We will continue to review this stage of the assessment in relation to guidance on physical distancing and depending on circumstances, this may result in interviews being carried out online by MS Teams. The selection panel will be as flexible as is possible to ensure that no candidates are disadvantaged by any alternative arrangements. If candidates have any concerns or restrictions with regards to interviews, either in terms of these being carried out face to face or remotely by video link/tele-conference, please let the Public Appointments Team know by calling 0300 244 1898; or by emailing public.appointments@gov.scot. Full details on the final stage of assessment, including arrangements for holding interviews online if appropriate, will be provided to those candidates who are invited.

For those candidates invited to the second assessment stage, the selection panel may consider information available in the public domain such as a check of social media activity/posts, printed and other media. In accordance with GDPR article 6 (1) (e) this information will only be used for the purpose of this application. For successful candidates this information will be retained and destroyed five years after your appointment term ends. For unsuccessful candidates this information will be destroyed after a period of five years. Any findings in this regard may be discussed with you during the interview as part of the Fit and Proper Person tests.

Reasonable Adjustments

At the moment, interviews are being held online using MS Teams. If you require a reasonable adjustment for the interview or other assessments at this stage, please let us know when you are agreeing the interview date so that we can put arrangements in place. If the interviews are held face-to-face, we will ensure that the building where the interview is held is wheelchair accessible. We can also make a range of other adjustments, for example coloured paper, an introduction to the building where interviews will be held so that you are familiar with the layout, and adjustment of the time in the interview stage for any practical exercises. This isn't an exhaustive list and you should contact the Public Appointments Team on 0300 244 1898; or by emailing public.appointments@gov.scot if you have any questions.

Feedback

Feedback will be offered to all applicants who are interviewed. Feedback will be based on:

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

Subject to the number of applicants, feedback may also be available on request to those who did not reach interview.

Recommended Candidates

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

Pre-appointment checks

Candidates chosen by Ministers for appointment will be required to complete a pre-appointment check called the Baseline Personnel Security Standard (BPSS). This is a security check that is designed to provide Ministers' with assurance about a candidates credentials and confirm their

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identity and residence. Some appointments also require a Protecting Vulnerable Groups (PVG) check.

Expenses for attending interviews

Although it is likely that your interview will be undertaken online using MS Teams, if restrictions are lifted and you are invited for interview face-to-face, you can claim for reasonable expenses incurred in attending. This includes dependent carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact the Public Appointments Team by calling 0300 244 1898 or by emailing public.appointments@gov.scot in advance, for confirmation of current subsistence rates. A copy of our travel and subsistence rates and claim form can be provided to you on request. If invited for interview, the rates with a claim form will be included in the letter of invitation. Receipts must be provided in support of all claims.

Potential effect on benefits

Taking up a public appointment either paid or unpaid may have an effect on your entitlement to benefits or any benefits that you are in receipt of. This will depend on your individual circumstances, the type of benefit you receive and the appointment. You should seek advice from the office that deals with your benefit. Further information can be found at www.gov.scot/publications/public-appointments-and-welfare-benefits-information/.

What happens if you are appointed?

Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment. This will include:

- your name;
- a short description of SEPA;
- 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;
- details of any political activity declared by you;
- a statement that the appointment is regulated by the Ethical Standards Commissioner.

Training and support

Your induction will include (but not be restricted to) the following:

- your role and responsibilities;
- role of the body and arrangements for Board meetings;
- organisational structure of SEPA;
- internal and external communication in relation to SEPA business;
- role of, and relationship with, the Scottish Government Sponsor Team and Minister;
- budget and financial information;
- arrangements for remuneration and expenses.

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Board Members will be supported and appraised by the Chair on an ongoing basis, with the Chair being appraised by a Scottish Government official. The Chair will conduct an annual appraisal of each Member.

The Scottish Government's generic guide on the duties of board members of public bodies "On Board" will be made available to you. You can also download it from www.scotland.gov.uk/Topics/Government/public-bodies/On-Board. This guide is intended to help you in fulfilling your duties throughout the period of your appointment.

The Fit and Proper Person Test

Scottish Ministers and the public must feel confident that people to be appointed to the Boards of public bodies are fit and proper persons to take up these positions. In the context of public appointments a Fit and Proper Person is an individual who is suitable for appointment because they meet the requirements of the role, and their past or present activities (and/or behaviours) mean that they are suitable to be appointed.

The fit and proper person test is an on-going process with checks built into different stages of the appointment round. These are designed to collect the necessary information and evidence. For these appointments, the checks in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

- We will test the evidence you provide in your application in relation to the skills, knowledge and experience required for the position, and further probe your evidence at interview if you're invited.
- If applicants provide information in support of meeting any of the criteria 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:

- We will confirm that you understand: the work of the body, the nature of the appointment and that you're not aware of having committed any offence, or performed any act, that's incompatible with the position that you're applying for. We will do this using the declaration statement on the application form.

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 this pack material and you are asked to review this prior to submitting your application. We will confirm that you are not disqualified from taking up the role using the declaration statement on the application form.
- By submitting your completed application you're 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're asked in your application to complete questions about potential conflicts of interest.
- If you're invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We'll ask you to confirm that, to the best of your knowledge, you don't have any conflicts of interest that are incompatible/unmanageable. We'll ask for additional information if you've declared a conflict of interest in your initial application.
- You will also be asked at the application stage to declare if you've had any political activity in the past five years.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the members' code of conduct:

- In carrying out their public service role, individual Board members will be expected to comply with the Codes of Conduct and rules adopted by bodies.
- You are referred to the SEPA [Members 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 at page 17. 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 involved for the role is given on page 9. If you're invited to interview you'll be asked whether you can meet this commitment.

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/.

Complaints

This appointment is regulated by the Ethical Standards Commissioner. If you have concerns with the way in which this appointment round was conducted, please contact the Public Appointments Team on 0300 244 1898 or email at publicappointmentcomplaints@scotland.gsi.gov.uk. Alternatively, details of our complaint's procedure, can be found on the Appointed for Scotland website www.gov.scot/publications/public-appointments-making-a-complaint/.

The Commissioner's leaflet is included at the end of this information pack and provides more information on his regulatory role in relation to public appointments and about taking unresolved complaints further.

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Please note that there is no appeal process.

The Principles of Public Life

People who wish to be appointed to roles in public life have to pass a Fit and Proper Person test which is described in more detail below. The Principles of Public Life in Scotland are as follows:

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.

Ethical Standards Commissioner

Who We Are

This leaflet is about the work of the Ethical Standards Commissioner, 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 Ministers. 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 its officials 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.

Ethical Standards Commissioner
Thistle House
91 Haymarket Terrace
Edinburgh
EH12 5HE

E: appointments@ethicalstandards.org.uk
T: 0300 011 0550

Public Appointments



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

Public Appointments
Scottish Government
Area 3F (North)
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