
Chair Recruitment Pack

closing date for applications 26 November 2021

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Welcome Letter

On behalf of the Scottish Parliament and Scottish Ministers we would like to thank you for considering the opportunity to become the next Chair of the Scottish Fiscal Commission. The Commission is a non-ministerial office, accountable to the Scottish Parliament and independent of the Scottish Government and Scottish Ministers.

The Commission became a statutory body in April 2017 and plays a key role in enhancing fiscal transparency in Scotland. It provides the Scottish Government with the forecasts and reports it needs to produce the Scottish Budget each year and provides the Scottish Parliament and the public with the means to scrutinise Scottish Government fiscal policy and the public finances.

It plays a central part in Scotland's fiscal framework, with responsibility for producing the official forecasts for GDP, income tax and the devolved taxes, and devolved social security expenditure as well as assessing Scottish Government borrowing and its fiscal sustainability. The Commission has been successful in establishing constructive relationships with key stakeholders and has quickly developed a reputation for delivering independent and credible forecasts.

The new Chair will be arriving at a key time in the ongoing evolution of devolved government in Scotland as the nation attempts to rebuild from the Covid-19 pandemic. It is important that the Commission continues to enhance its role as Scotland's Independent Fiscal Institution, further establishing itself as a voice of authority and enriching the fiscal policy debate in Scotland.

Ministers and Parliamentarians are therefore seeking to appoint a Chair who will lead and work well with the Commissioners and their staff to deliver on that ambition. A key priority will be for the Scottish Fiscal Commission to continue to build its reputation and expertise as an impartial forecaster producing high quality forecasts. Other priorities include raising the Commission's profile not just in Scotland but across the UK and beyond, protecting its independence whilst being transparent, accessible and open.

We look forward to seeing applications from a diverse suite of candidates. If you would like more information, please contact [Steve Haggerty](#) of Munro Consulting.

The Selection Panel look forward to receiving your application ahead of the closing date of Friday, 26 November, 2021.



Kate Forbes, Cabinet Secretary for Finance and the Economy



Kenneth Gibson, Convener of the Finance and Public Administration Committee

Information about the Scottish Fiscal Commission

- 1 The Scottish Fiscal Commission produces the official statutory forecasts of devolved taxes and social security spending, and the official macro-economic forecast for Scotland. These forecasts determine significant elements of the Scottish Government's budget, and assess the resources available to support devolved public services in Scotland. These 'Scottish Economic and Fiscal Forecasts' are published on the Commission's website, along with analysis of how the Scottish Budget is funded and occasional papers.
- 2 The Scottish Fiscal Commission Act 2016 safeguards the Commission's independence from the Scottish Government, establishing the Commission as a non-Ministerial Office of the Scottish Administration, accountable to the Scottish Parliament. The Commissioners have full discretion in how the Commission's functions are delivered and are directly accountable to Parliament for the forecasts produced by the Commission. Commissioners and senior staff members are key to promoting a culture of independent thought and action. The Commissioners are supported by a small permanent staff of around 22 analysts and corporate staff.
- 3 Because of the Commission's unique role, the Scottish Fiscal Commission Act 2016 provides that appointments to the Commission will be made by Scottish Ministers, regulated by the Ethical Standards Commissioner and subject to the approval of the Scottish Parliament. More information about this is given later in the pack.
- 4 The Commission is located at Governor's House, Regent Road, Edinburgh. Currently staff and Commissioners are primarily working from home, due to COVID-19.

Context

- 5 The Commission is committed to producing high quality forecasts, while being independent, transparent, accessible and open. These values are informed by OECD Principles for Independent Fiscal Institutions, the Civil Service Code, and the Code of Practice for Statistics.
- 6 It has a supportive and professional working style, where staff and Commissioners value each another's strengths and individual contributions. The Commissioners remain responsible for the forecasts, judgement and commentary of the Commission.
- 7 The OECD reviewed the Scottish Fiscal Commission in 2019 ¹ and found that:

“Despite operating in a highly politicised environment, the SFC has been successful in establishing constructive relationships with key stakeholders and has quickly developed a reputation for delivering independent and credible forecasts. The Commission's independence is underpinned by strong enabling legislation guided by the OECD Principles for Independent Fiscal Institutions (IFIs), and by the institutional culture of independence instilled by its first Chair.

“The SFC has become a voice of authority, and is credited with enriching the fiscal policy debate in Scotland. It has significant engagement with the Scottish Parliament and receives broad media coverage. Stakeholders across the board praise the clarity and accessibility of its reports. Stakeholders also appreciate how the SFC has helped to improve economic statistics for Scotland.”
- 8 The Scottish fiscal landscape may change in future years for a number of reasons:
 - the fiscal implications of recovery from COVID-19

¹ OECD (2019) Independent Fiscal Institutions Review - Scottish Fiscal Commission ([link](#))

- the UK Government levelling-up policy and its implications for Scotland
 - the Scottish Government policy on a Scottish independence referendum
 - the evolution of the joint UK and Scottish Governments' fiscal framework agreement
- 9 The successful candidate will have to guide the organisation with impartiality, including the way it performs its functions, through what may be a period of considerable change to the fiscal and constitutional landscape of Scotland.

Remit of the Commission

- 10 The statutory remit of the Commission is to:
- prepare the independent, official forecasts of all revenue generated from fully and partially devolved taxes. The Commission currently produces five year forecasts of tax revenue for Scottish Non-Savings Non-Dividend Income Tax, Land and Buildings Transaction Tax, Scottish Landfill Tax, and Non-Domestic Rates. The Commission also produces illustrative forecasts for the Scottish share of Air Passenger Duty, Aggregates levy and assigned VAT.
 - prepare the independent, official forecasts of spending on devolved social security payments including ill health and disability payments, carer's payments, Discretionary Housing Payments and employability services.
 - prepare the independent, official forecast of Scottish onshore Gross Domestic Product (GDP)
 - on at least two occasions in each financial year, lay these independent forecasts before the Scottish Parliament, and lay a further report evaluating these forecasts
 - assess the reasonableness of the Scottish Ministers' borrowing projections
 - conduct its business independently and within the bounds of relevant legislation as defined by the Scottish Fiscal Commission Act 2016
- 11 Further information about the operation of the Commission can be found on its website www.fiscalcommission.scot.

About the role

- 12 You will be the Commission's interlocutor with the Cabinet Secretary for Finance and Economy, the Conveners of the Parliament's Finance and Social Security Committees and the Scottish Government's Director General for the Scottish Exchequer. You will need to build strong relationships and credibility with these individuals and their organisations. You will be the final escalation point between the Commission and the Scottish Government, or any of our other key stakeholders (such as the Scottish Parliament, OBR, HMRC, HM Treasury, and Audit Scotland).
- 13 You will maintain and build the Commission's reputation for independence, impartiality and transparency.
- 14 You will be the public face of the Commission and be questioned by Parliamentary Committees about our forecasts. You will work with specialist political and economic journalists and explain the Commission's work and what we do at public events, mainly in Scotland but occasionally elsewhere in the UK or overseas.

- 15 You will encourage your fellow Commissioners and the Commission's professional staff to air diverse views, debate positions, sometimes without complete evidence, to reach a collective judgement.
- 16 You will ensure that each person in the Commission – staff and Commissioners – feels valued and respected.
- 17 You will ensure decisions in the Commission take cognisance of any consequences they may have for relationships, resources or reports in the future.
- 18 You will recruit and build a strong relationship with a new Chief Executive to be appointed late in 2022. Together you will provide coherent leadership for the Commission's staff.
- 19 You will review and contribute to the Commission's reports, media releases and other materials, occasionally at very short notice.
- 20 You will also chair the Commission's Governance Board. The Board has corporate responsibility for ensuring the Commission fulfils its aims and objectives and for promoting the efficient and effective use of staff and other resources in accordance with the principles of Best Value. The Governance Board comprises all the Commissioners and its meetings are kept separate from the Commissioners' specific responsibility for the production of the Commission's forecasts and other analysis.
- 21 The Chair role would commence on 1 July 2022 at the latest, although there may be opportunities to start earlier or shadow the current Chair for a period.

Commissioner role

- 22 The Commission is also looking to appoint a Commissioner on a similar timetable as the Chair role. Applicants who may be interested in applying for both roles are encouraged to also look at the Information Pack for the Commissioner role. Although you can only be appointed to one of the roles simultaneous applications for both roles will be fully considered and without prejudice. The Commissioner role would commence on 1 April 2022 and interviews would follow those for the Chair.

Further information including online webinar

- 23 There will be an online webinar on 1 November at 17:30 at which potential applicants can learn more about the role and the Commission from the current Chair, Dame Susan Rice, and the Scottish Government's Director General for the Scottish Exchequer, Alyson Stafford CBE. There will also be the opportunity to ask questions. Attendees at the webinar will be anonymous and not be identified to other attendees. If you are interested in attending the webinar please email public.appointments@gov.scot.
- 24 For additional information about the Scottish Fiscal Commission, please contact [Steve Haggerty](#) of Munro Consulting.

Gender Representation on Public Boards (Scotland) Act 2018

- 25 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).

- 26 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.
- 27 Scottish Government guidance on the Act is available here.

Reasonable Adjustments

- 28 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.
- 29 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

Person Specification

To be appointed as the Chair of the Scottish Fiscal Commission, you will need to be able to demonstrate the personal qualities, skills and experience listed in this person specification. It explains what we are looking for and how this will be tested.

The specification sets out five essential criteria. To be considered for appointment you must, by the end of the process, meet these criteria. In providing the evidence sought, you can draw on examples from your working life, your personal life, or through your participation with a private, public, voluntary, charity or community organisation.

Essential Skills and Experience	Descriptors	Where and how will this be tested?
1. Leading the Commission with integrity and independence	<ul style="list-style-type: none"> • Experience in leading an organisation or specialist team, creating purpose and setting strategic direction with a strong track record of delivery • Experience of ensuring effective governance of an organisation (this can be in any sector including public, private or third sector) • Committed to equality of opportunity and to developing and maintaining a diverse organisation • Demonstrates impeccable impartiality when operating in a politically sensitive context 	<p>Application and Interview/ prepared response.</p> <p>We will want you to tell us about your experience and how this has been gained in the written application. We will also have a follow-up discussion at interview which will enable us to obtain further detail.</p>
2. Relationship management, collaboration, influence and supportive challenge	<ul style="list-style-type: none"> • Ability to challenge, encourage challenge and respond to challenge without causing rancour or resentment. Appreciates the need to be challenged. • Successful in encouraging a group to work collaboratively and build consensus in areas of disagreement • Able to set aside personal views, listen objectively to others and value creativity and diversity of thought and experience 	<p>Application and interview.</p> <p>We will want you to tell us at interview about your experience and abilities and how this has been gained.</p>
3. Communication & influencing	<ul style="list-style-type: none"> • Able to inspire others, gain respect and communicate with gravitas and authority 	<p>Application and interview</p> <p>We will want you to tell us at interview about your experience and abilities and how this has been gained.</p>

	<ul style="list-style-type: none"> • Evidence of effectively representing an organisation to a wide range of stakeholders, including politicians and the media – being an ambassador • Evidence of communicating complex information effectively and adapting that communication to meet the needs of a range of different audiences • Experience in influencing and commanding confidence of key stakeholders, specialist journalists and technical audiences 	
4. Analysis, Interpretation and Judgement	<ul style="list-style-type: none"> • Highly competent in the analysis of complex information on which important decisions depend • Able to exercise reasoned judgement where the information available may be incomplete, potentially conflicting or controversial • Able to constructively challenge analysis of peers and respected authoritative figures 	<p>Application and Interview</p> <p>We will want you to tell us at interview about your experience and how this has been gained.</p>
5. Economic & Fiscal Knowledge and Skills	<ul style="list-style-type: none"> • Understand issues that underlie economic forecasting and behaviours and adept in appraising economic and fiscal indicators • Appreciate economic, fiscal and social security policy developments and delivery • Have a strategic appreciation of the changing fiscal landscape in Scotland and the UK 	<p>Application and Interview.</p> <p>We will want you to tell us at interview about your experience and how this has been gained.</p>

Remuneration and Expenses

- 30 The current rate of pay for the Chair is £476 per day. This will be reviewed in 2022. 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.
- 31 The appointment is non-pensionable.

Time Commitment

- 32 The Chair is expected to devote a total of 78 days over the course of the financial year (an equivalent of up to 1.5 days a week). This entails engaging with staff, commissioners and stakeholders; virtual and in-person meetings including forecasting rounds, board meetings and other meetings, Parliamentary appearances, media and other events and preparation for these; reviewing analytical papers and reports and reading governance papers.
- 33 The work varies in intensity and is not spread evenly throughout the year. Based on recent years, there would be two periods lasting about eight weeks and one period lasting about four weeks of higher intensity. Daily work and reading in evenings or weekends is likely to be required towards the end of these periods.

Location and travel

- 34 The Commission is currently working remotely and plans a gradual move to hybrid working. The Chair will not be expected to spend all their time, or even much time, working in the Commission's office as most of the work can be carried out remotely, such as calls or reading, reviewing and analysing reports. The Chair would be expected to travel to Edinburgh for meetings, events or appearances in Parliament around 12 days each year, bunched in the busier periods, and possibly two or three meetings outside Edinburgh or in London. This is the minimum travel needed; it may be that as experience of hybrid working develops a different pattern proves more suitable, but in at least six months of the year this might only require travel once a month or less.

Length of the Appointment

- 35 The appointment is for up to five years, with the possibility of one 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.

Nationality

- 36 There is no bar on non-British nationals applying for and being appointed to this role. However, you must be legally entitled to work in the UK and be willing to work in Scotland. The successful candidate will not have to reside primarily in Scotland.

Disqualifications

- 37 Under section 16 of the Scottish Fiscal Commission Act 2016, you are disqualified from being appointed to the Commission if you are:
- a member of the Scottish Parliament
 - a member of the House of Commons

- a member of the European Parliament
- a member of the National Assembly for Wales
- a member of the Northern Ireland Assembly
- a councillor of any local authority
- the holder of any other relevant elective office within the meaning of paragraph 1(8) of schedule 7 to the Political Parties, Elections and Referendums Act 2000
www.legislation.gov.uk/ukpga/2000/41/contents
- a member of the Scottish Government
- a Minister of the Crown
- an office-holder of the Crown in right of Her Majesty's Government in the United Kingdom
- an office-holder in the Scottish Administration
- a civil servant
- is (or has been) insolvent
- is (or has been) disqualified as a company director under the Company Directors Disqualification Act 1986 (or any analogous disqualification provision, anywhere in the world)
- is (or has been) disqualified as a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005 (asp 10) www.legislation.gov.uk/asp/2005/10 (or any analogous disqualification provision, anywhere in the world).

Please contact the Public Appointments Team by calling 0300 244 1898 if you require clarification on this.

Key dates in this competition

What happens	When
Appointment publicised	Wednesday 6 October 2021
Online webinar for potential applicants	1 November 2021
Closing date for applications	Friday 26 November 2021
Shortlisting meeting	w/c 6 December 2021
When applicants will be advised of the outcome of the shortlisting meeting	w/c 13 December 2021
Interviews	12 January 2022
When Ministers will decide whom to appoint	w/c 21 February 2022
Date applicants will be advised of the outcome	w/c 21 February 2022
Expected date of appointment (subject to Ministerial approval)	1 July 2022 although there may be opportunities to start earlier or shadow the current Chair for a period

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

The Selection Panel

- 38 The selection panel will comprise:
- Alyson Stafford CBE, Director General, Scottish Exchequer, Scottish Government;
 - Sir Robert Chote, Chair of the Northern Ireland Fiscal Council and previous Chair of the UK Office for Budget Responsibility;
 - Professor Alasdair Smith; Commissioner, Scottish Fiscal Commission;
 - Matt Drynan, Ethical Standards Commissioner Public Appointments Adviser.
- 39 To make sure the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for this appointment.
- 40 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.
- 41 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

- 42 To apply, please prepare a supporting statement and tailored CV setting out evidence of the five criteria required for the role. You will also need to complete a short application form that captures your personal details, declarations and equalities monitoring information.
- 43 The selection panel uses only the evidence you put in the letter and tailored CV to assess whether or not you will be shortlisted for interview. You must, therefore, demonstrate clearly the evidence 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.

Supporting statement and tailored CV

- 44 In your supporting statement you should demonstrate evidence of how you meet the five essential criteria.
- 45 The supporting statement setting out your evidence should be no more than 800 words.
- 46 Your tailored CV should be no more than three pages, and provide information and evidence relating to the criteria being tested at this stage.
- 47 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.
- 48 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 criteria.

- 49 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 supporting statement, and your tailored CV.

Other application information

- 50 The supporting statement 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 supporting statement and tailored CV to pa_applications_mailbox@gov.scot by the closing date of **26 November 2021 at Midday**.

Declaration

- 51 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

- 52 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.
- 53 The information gathered from equalities monitoring is very important and helps to ensure 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 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.
- 54 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

- 55 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.
- 56 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, such as women, disabled people, those from black and minority ethnic communities and people aged under 50.

- 57 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

- 58 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, in the first instance, please contact [Steve Haggerty](#) of Munro Consulting.

Unsuccessful Applicants/Feedback

- 59 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

60 Assessment will happen in three stages.

Application

61 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

62 The next stage of assessment will include an interview with the selection panel, where you will be asked questions so that you can show 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.

63 We will continue to review this stage of the assessment in relation to guidance on physical distancing but at the moment interviews are being carried out online by MS Teams. This may change in the light of any changes in Government policy.

64 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 (or face to face if appropriate), will be provided to those candidates who are invited.

65 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.

66 The panel may also consider information provided by the Baseline Personnel Security Standard (BPSS). This is a security check that is designed to provide Ministers with assurance about a candidate's credentials and confirm their identity and residence. Applicants may be asked to provide information for this check soon after interview and this may not an indication you are the preferred applicant.

Reasonable Adjustments

67 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.

Recommended Candidates

- 68 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.

Parliamentary Scrutiny and Approval

- 69 The final stage of assessment is Parliamentary approval. The most able candidate nominated by the Cabinet Secretary for Finance and Economy will be invited to give evidence at a public session of the Scottish Parliament Finance and Public Administration Committee, who in turn report to Parliament. Parliament then decides whether or not to approve the nomination.
- 70 The Scottish Fiscal Commission Act 2016 provides that appointments to the Commission will be made by Scottish Ministers, regulated by the Ethical Standards Commissioner and subject to the approval of the Scottish Parliament. As part of the early engagement process, details of the proposed selection process and the person specification were provided to the Scottish Parliament's Finance and Public Administration Committee, and comments invited from members.
- 71 The Finance and Public Administration Committee will hold a formal pre-appointment hearing with the candidate nominated for appointment by the Cabinet Secretary for Finance which, depending on circumstances, may be by video-conference. No new criteria or requirements will be introduced at this stage. If nominated, all or some of your application form, CV, and a summary of evidence captured by the selection panel throughout the assessment process will be shared with the Scottish Parliament's Finance and Public Administration Committee. However, protected characteristics, which include age, ethnic grouping, disability, sexual orientation, etc. and personal contact details will be redacted.
- 72 Data from the Public Appointments Monitoring Form of the application form will not be shared with the Committee.
- 73 Details of political activity will be shared with the Committee. The Finance and Public Administration Committee will report its findings to the Scottish Parliament. Parliament then decides whether or not to approve the nomination through a short parliamentary debate and vote at decision time. The proposed candidate would not be expected to attend these.

Pre-appointment checks

- 74 The panel will also consider information provided by the Baseline Personnel Security Standard (BPSS). This is a security check that is designed to provide Ministers with assurance about an applicant's credentials and confirm their identity and residence. Applicants may be asked to provide information for this check soon after interview. This is part of the pre-appointment enquiries and should not be taken as an indication that you will be recommended for appointment.

Feedback

- 75 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.
- 76 Subject to the number of applicants, feedback may also be available on request to those who did not reach interview.

Expenses for attending interviews

- 77 Although it is likely 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.
- 78 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

- 79 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?

- 80 Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment.
- 81 This will include:
- your name
 - a short description of SFC
 - 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

- 82 Your induction will include the following:
- your role and responsibilities
 - role of the body and arrangements for Board meetings

- organisational structure of the Scottish Fiscal Commission
 - internal and external communication in relation to Scottish Fiscal Commission business
 - role of, and relationship with, the Scottish Government liaison team and Minister
 - budget and financial information
 - arrangements for remuneration and expenses
 - introductions to key stakeholders
 - introduction to staff.
- 83 The Chair's performance will be appraised by the Director General of the Scottish Exchequer, who is a Scottish Government official. The Chair will conduct an annual appraisal of each Commissioner.
- 84 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

- 85 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.
- 86 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.
- References will be taken up for the candidate who are selected for appointment to verify the information they have provided during the application and assessment process. We will not approach any referee without first seeking the candidate's permission to do so.

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.

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 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, every Commissioner will be expected to comply with the Codes of Conduct and rules adopted by bodies.
- You are referred to the SFC 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. 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 set out earlier in this pack. If you're invited to interview you'll be asked whether you can meet this commitment.

Lobbying

- 87 Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSPs, 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

- 88 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.
- 89 Alternatively, details of our complaints procedure can be found on the Appointed for Scotland website www.gov.scot/publications/public-appointments-making-a-complaint/.
- 90 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.
- 91 Please note that there is no appeal process.

The Principles of Public Life

- 92 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 above. The nine 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

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.

Ethical Standards Commissioner
Thistle House
91 Haymarket Terrace
Edinburgh
[EH12 5HE](http://www.ethicalstandards.org.uk)

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

Scottish Government 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

Website: [Public Appointments - gov.scot](http://www.gov.scot) (www.gov.scot)

Email: pa_applications_mailbox@gov.scot

Telephone: 0300 244 1898

