



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Information pack for applicants for the position of Chair of the Board of Highlands and Islands Enterprise

Closing date for applications: Wednesday, 19 February 2020



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20 January 2020

Dear Applicant

Appointment of the Chair of the Board of Highlands and Islands Enterprise

Thank you for your interest in the above position.

The Scottish Government wants the Highlands and Islands to be a highly successful region in which increasing numbers of people choose to live, work, study and invest. As our economic development agency for the region, Highlands and Islands Enterprise (HIE), plays a vital role in helping us achieve these ambitions.

In order to achieve true inclusive growth for our economy, it is critical that HIE continues to work together with other partners to unlock the full potential by embracing opportunities and responding to needs in the best way we can and help Scotland become a Fair Work nation by 2025.

In light of the global climate emergency, all public-sector organisations including HIE, will need to increase their focus and action on decarbonisation. By leading the world in this transition, Scotland is ideally placed to reap the economic benefits of the global move to carbon-neutral technologies, business practices and innovations.

Scotland's Economic Strategy and the Strategic Plans of HIE and the Strategic Board outline the key priorities and strategic context for HIE operations going forwards. Therefore, it is extremely important to me that the successful candidate is able to deliver active, resilient and dynamic leadership of the board, working closely with the CEO and the wider organisation to ensure that Highlands and Islands Enterprise can help us achieve our ambitions.

I hope you find the information in this pack useful but if you require further information please contact Adrian Kitson, Head of Executive Support at Highlands and Islands Enterprise at adrian.kitson@hient.co.uk or 01463 383003.

Yours sincerely

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Information about Highlands and Islands Enterprise

Highlands and Islands Enterprise (HIE) is the economic and community development agency for an area covering more than half of Scotland's land mass, stretching from Shetland in the north to the southern tip of Argyll and including almost 100 inhabited islands. In collaboration with partners in the public, private and third sectors, HIE supports the delivery of Scotland's Economic Strategy and Economic Action Plan, reaffirming the Scottish Government's commitment to create a more successful country, and make the region an attractive place to live, work and study. HIE recognises and supports the unique culture of this area, for example through delivering its Gaelic plan.

HIE has statutory powers to promote and assist economic development, enterprise, training, business competitiveness, strong communities, environmental improvement and international competitiveness and to advise Scottish Ministers on all related matters. HIE also works collaboratively with the other Enterprise and Skills agencies, with Scottish Government and more widely to support the wider enterprise and skills landscape through the aims of the Enterprise and Skills Strategic Board.

About the Chair Role

This is a high profile position and the Chair of HIE is expected to deliver active and dynamic leadership of HIE's board and working with the CEO and the wider organisation, will act as an ambassador for HIE and the region itself by building positive relationships of influence amongst the business community, politicians and wider stakeholder groups. The Chair must be able to develop and deliver the strategic vision and strategies and should be adept at operating and managing within a changing environment.

The Chair is a member of the Enterprise and Skills Strategic Board and will be expected to work collaboratively and collectively across the public and private sectors.

The main areas of competence and capability are set against a backdrop of ensuring:

- the Board is diverse, acts collectively and collaboratively; aligning with the Scottish Government's Economic Action Plan and the priorities of the Enterprise and Skills Strategic Board;
- the Board is effective and maintains the highest standards of corporate governance and financial management.

Further information

For further information about the body and the role, please contact Adrian Kitson, Head of Executive Support at HIE at adrian.kitson@hient.co.uk or on 01463 383003. You can also find out more about Highlands and Islands Enterprise at www.hie.co.uk/

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Person Specification

The person specification sets out the skills, experience, knowledge and understanding we are seeking for the Chair role and indicate how and at which stage in the process each of the criteria will be tested.

Priority Criteria	What does it mean?	Where it will be tested
Leadership	<ul style="list-style-type: none"> • the ability to develop a compelling vision, create conditions and build capability to develop an organisation; • experience in effectively formulating and implementing strategy at board level within an organisation – setting long term vision and goals, and dealing effectively with complex and competing priorities; • success in building relationships at board level and working collaboratively to achieve key strategic outcomes; • substantial involvement in defining and delivering successful change programmes or activities. 	This will be tested in the completed letter and further at the assessment stage if you are shortlisted.
Communication	<ul style="list-style-type: none"> • can act as the ambassador for HIE and present and promote its aims and impact locally, regionally, nationally and internationally; • excellent communication skills to influence, engage, develop partnerships and relationships with Scottish Ministers and a wide range of local, national and international stakeholders including local communities. 	This will be tested in the completed letter and further at the assessment stage if you are shortlisted.
Governance	<ul style="list-style-type: none"> • direct experience of ensuring the highest standards of corporate governance at board level are maintained; • able to articulate what board responsibilities are from a fiscal and legal perspective; • an understanding of audit and risk management and able to demonstrate effective practical application of that understanding. 	This will be tested in the completed letter and further at the assessment stage if you are shortlisted.

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Priority Criteria	What does it mean?	Where it will be tested
Knowledge and understanding of the Highlands and Islands region and its economy	<ul style="list-style-type: none"> able to set out how and where their level of knowledge, understanding or experience have been gained and, where appropriate, achieved results. 	This will be tested in the completed letter and further at the assessment stage if you are shortlisted.

General Criteria	What does it mean?	Where it will be tested
Knowledge of the Scottish economy and how it is positioned competitively and internationally	<ul style="list-style-type: none"> able to set out how or where knowledge, understanding or experience have been gained and, where appropriate, achieved results. 	This will be tested at the assessment stage if you are shortlisted.
Knowledge and understanding of fair work	<ul style="list-style-type: none"> knowledge and understanding of how to ensure the availability of skills to support growth; understanding of the Fair Work Convention's Framework and the Fair Work First commitment; ability to understand the importance of public sector collaboration. 	This will be tested at the assessment stage if you are shortlisted.

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Length of the Appointment

The term of appointment will be for three years from 1 May 2020.

There is the possibility of reappointment subject to evidence of effective performance and having regard to the skills, knowledge, understanding and experience required by the Board at the time. Any appointments and subsequent reappointments will not extend beyond a maximum of eight years.

Remuneration and Expenses

The appointment attracts a remuneration rate of c£45,174 per annum. 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

The time commitment for the Chair role is 91 days per year. This includes attendance as a Member of the Enterprise and Skills Strategic Board.

Location of meetings

Board meetings take place in Inverness and throughout the Highlands and Islands area and, from time to time, elsewhere. By accepting this appointment, you will have confirmed that you are able to allocate sufficient time to meet the expectations of your role.

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.

By virtue of the Scottish Parliament (Disqualification) Order 2007, applicants are 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.

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Key dates in this competition

What happens	When
Appointment publicised	20 January 2020
Closing date for applications	19 February 2020
Shortlisting meeting	26 February 2020
When applicants will be advised of the outcome of the shortlisting meeting	4 March 2020
Assessment	17 and 18 March 2020
When Ministers will decide whom to appoint	31 March 2020
Date applicants will be advised of the outcome	w/c 6 April 2020
Expected date of appointment (subject to Ministerial approval)	1 May 2020

Please note that if invited to the assessment, it is unlikely that we will be able to offer alternative dates.

The Selection Panel

The selection panel will comprise:

- Mary McAllan, Director of Economic Development, Scottish Government;
- Nora Senior, Chair of the Strategic Board for Enterprise and Skills;
- Lord John Thurso, Chair of the Board of VisitScotland; and
- Professor Kay Hampton, Public Appointments Adviser, Ethical Standards Commissioner.

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 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 competition.

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.

Application Process

Evidence and Application

Application will be by letter which will encompass a tailored career history setting out evidence of three of the priority criteria as well as evidence of your knowledge and understanding of the Highlands and Islands region and its economy. This will be supported by a basic application form that captures your personal details/declarations and equalities monitoring information.

What you put in the letter will be the evidence that determines whether or not you will be shortlisted for the assessment stage. You must, therefore, demonstrate clearly the evidence

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required to show how you meet the priority criteria. Please do not substitute a CV for the completed letter as a CV will not be considered on its own.

Letter

In your letter you should set out a tailored career history demonstrating evidence of how you meet the following three priority criteria:

- leadership;
- communication;
- governance.

You should also set out separately, evidence of your knowledge and understanding of the Highlands and Islands region and its economy.

The tailored career history setting out evidence of the three priority criteria should be no more than 800 words. Evidence of your knowledge and understanding of the Highlands and Islands region and its economy should be no more than 300 words.

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 criteria. You may be asked to expand on your answers if you are invited to the final assessment stage so it is a good idea to retain a copy of your letter of application.

The letter containing the evidence requested must be accompanied by the basic application form that contains your personal details, declaration and equalities monitoring information. The basic application form is available to download www.appointed-for-scotland.org/ and should be emailed with the completed letter to pa_applications_mailbox@gov.scot. The letter will not be considered if it is not accompanied by the completed basic application form.

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 equalities monitoring form 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 and you are not obliged to answer any but the more information you supply, the more effective our policy development will be. The selection panel does not have access to the information contained within the monitoring form.

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

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lawful bases for processing, and GDPR Article 9 (2) (b) so we can comply with a legal obligation which is the condition for processing.

Valuing Diversity

The Scottish Ministers are committed to diversity and equality. We value very highly the benefits of having different points of view and experiences on the Board of Highlands and Islands Enterprise. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

The Scottish Ministers particularly welcome applications from groups currently under-represented on the Boards of Scotland's public bodies, such as women, disabled people, ethnic minorities and people aged under 50. Please do complete our monitoring form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

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 Scottish Government Public Appointments on Freephone 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 Adrian Kitson (Head of Executive Support) at adrian.kitson@hient.co.uk or 01463 383003.

Management of your Application and the Assessment Process

Assessment will happen in two stages. Firstly the selection panel will assess your application against the criteria that are being tested at this stage. The applicants who most closely meet these requirements will be invited to attend the assessment.

The assessment will include an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate the evidence required to undertake the Chair role. You will also be asked to undertake two other exercises. One will be a short verbal response to the selection panel to a question prepared in advance while the second will be a short media related exercise. Full details will be provided to those invited.

Candidates invited will also be subject to a social media check.

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

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If invited for interview and you have a disability, you should advise the Public Appointments Team by calling Freephone 0300 244 1898; or by emailing public.appointments@gov.scot who will make reasonable adjustments to enable you to attend the interview.

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

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 Minister can choose to meet those applicants prior to making a decision.

Candidates that are recommended to Minister will also undergo pre-appointment enquiries. Full details will be provided to those who reach that stage.

Telling you about progress

All candidates interviewed will be advised in writing of the outcome of the interview 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.

Applicants who are not shortlisted for the assessment stage will be advised of the outcome of their applications in writing. See “Key dates in this competition”. Subject to the number of applicants, feedback may also be available on request to those who did not reach interview.

Expenses for attending interviews

If you are invited for interview 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 Freephone 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 remunerated public appointment may affect any benefits you receive. This will depend on your individual circumstances so you should seek advice from the office that pays your benefit. Information can be found at: www.gov.uk/browse/benefits.

Appointment - 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 brief summary of the skills, knowledge and experience you bring to the role;
- how long you have been appointed for;

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- 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;
- a short description of the HIE.

Training and support

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

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

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.

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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.
- As part of the Commissioner's Code, you'll 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, Board members will be expected to comply with the Codes of Conduct and rules adopted by HIE 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 [HIE 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 15-16. 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 8. If you're invited to interview you'll be asked whether you can meet this commitment.

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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 Freephone 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 at www.appointed-for-scotland.org/Complaints/.

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.

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.

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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

contact
SCOTLAND
BSL



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

ESC
REGULATED