

# Information pack for the appointment of Members to the Crown Estate Scotland Board



Scottish Ministers are seeking to appoint up to five new Members to the Crown Estate Scotland Board. The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for these Board Member vacancies follows the [Code of Practice for Public Appointments](#) and are regulated by the [Ethical Standards Commissioner](#).

## Key dates for this appointment round

<b>Closing date</b>	5.00 pm on Thursday, 31 July.
<b>Sift of applications</b>	12 August 2025
<b>Date applicants will hear about the outcome of their application</b>	w/b 18 August 2025
<b>Interviews</b>	3, 4, 5 September 2025 in Edinburgh. <b>It is unlikely that we will be able to offer alternative interview dates.</b>
<b>Ministerial decision</b>	w/b 23 September 2025
<b>Start date</b>	1 October 2025 (three roles), 1 March 2026 (one role) and 1 May 2026 (one role)

26 June 2025

Dear Applicant

## **Appointment of Members of the Board of Crown Estate Scotland**

Thank you for your interest in joining the Board of Crown Estate Scotland.

This is an exciting time to join Crown Estate Scotland. The organisation has accomplished much since management of the Scottish Crown Estate was devolved to Scottish Ministers in 2017, and the landscape in which Crown Estate Scotland operates, continues to evolve. This is in particular due to the development and ongoing delivery of the world-leading [ScotWind](#) and [INTOG \(Innovation and Targeted Oil & Gas\)](#) offshore wind leasing rounds, but also the increasingly important role of natural assets in addressing the twin crises of climate change and biodiversity, proposals for land reform, the sustainable development of aquaculture, reform of agricultural support, a growing focus on community wealth building, and the Scottish Government's commitment to deliver net zero through a just transition.

Crown Estate Scotland is a key partner of the Scottish Government. It is at the heart of Scotland's journey to net zero and commitment to a wellbeing economy and has a pivotal role to play in promoting sustainable development across a range of assets and sectors. Its purpose is 'investing in property, natural resources and people to generate lasting value for Scotland'. This involves achieving a fine balance between economic, social and environmental outcomes across a vast portfolio of assets to provide maximal benefit for Scotland's communities now, and for generations to come.

On this occasion, Ministers are looking to fill five roles with specific skills and experience required across these roles. There are also a number of general skills that all applicants need to demonstrate. Full details are set out in the person specification on pages 9-13.

Members also play a major role in harnessing the expertise of the organisation and the potential of the assets it manages and shaping the organisation for the future. This includes working with the Board on the [2026-31 Corporate Plan](#), which is currently under consultation.

Scottish Ministers value very highly the benefits of having different experience and points of view on our Board. We particularly welcome applications from those with protected characteristics that are currently under-represented on the CES Board. These include women, disabled people, LGBTI+ people, those from black and minority ethnic communities, people aged under 50 and others. We also welcome applications from people living within rural and island communities who have knowledge and insight of the work of CES and how it impacts on the needs and aspirations of those communities.

I would be happy to answer any queries you have and can be contacted at [ewan.mcvicar@crownestatescotland.com](mailto:ewan.mcvicar@crownestatescotland.com). Alternatively, you can contact Gayle Fitzpatrick, Head of Corporate Governance at Crown Estate Scotland at [gayle.fitzpatrick@crownestatescotland.com](mailto:gayle.fitzpatrick@crownestatescotland.com). GatenbySanderson have been appointed to support the search for applicants and if you wish to contact them, please contact Rosemary Baylis-West at [rosemary.baylis-west@gatenbysanderson.com](mailto:rosemary.baylis-west@gatenbysanderson.com) or on 07407 844166.

Thank you again for your interest and I welcome your consideration to applying.

Yours sincerely



**Euan McVicar**  
Chair of the Board

# Information about the Member roles

<b>Remuneration</b>	<p>£300.00 per day.</p> <p>Reasonable expenses incurred will be reimbursed. The role is non-pensionable.</p>
<b>Time commitment</b>	<p>Two days per month. This will be a mix of daytime Board meetings, committee meetings, reading documents, attending strategic meetings, and stakeholder events/site visits. The Board's ongoing business needs may mean some flexibility is needed.</p> <p>In the first year of appointment, new Members will be remunerated for an additional two days to support the induction and on-boarding process.</p>
<b>Length of appointment term</b>	<p>The appointments are for three years from 1 October 2025 (three roles), 1 March 2026 (one role) and 1 May 2026 (one role)</p>
<b>Location of meetings</b>	<p>Crown Estate Scotland hold quarterly Board meetings in Edinburgh, usually in the Crown Estate Scotland office at Quartermile 2, Lister Square. Meetings in 2025 are scheduled as follows:</p> <ul style="list-style-type: none"> <li>• 24 September; and</li> <li>• 17 December.</li> </ul> <p>Please note: these dates are subject to change by around two/three weeks due to an internal review. Dates will be finalised in July 2025.</p>

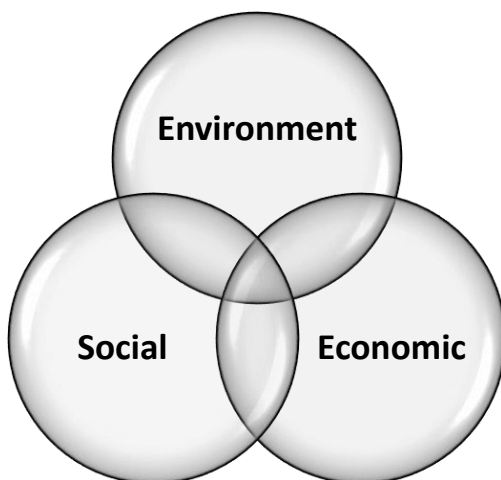
	<p>The Board also holds approximately two strategic meetings and at least one site visit outside Edinburgh to engage with a variety of stakeholders around Scotland.</p>
<b>Disqualifications</b>	<p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of <a href="#">the Scottish Parliament (Disqualification) Order 2020</a>.</p> <p>The Crown Estate Scotland (Interim Management) Order 2017 also provides that the Scottish Ministers may not appoint a person as a member of Crown Estate Scotland Board if the person is: a member of the Scottish Parliament; a member of the House of Commons; a member of the House of Lords or, a member of the European Parliament.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p> <p>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 Crown Estate Scotland Board.</p>

# Crown Estate Scotland

Crown Estate Scotland's purpose is 'investing in property, natural resources and people to generate lasting value for Scotland'. The organisation is at the heart of Scotland's journey to net zero and has a key role to play in promoting sustainable development across a range of assets and sectors.

Crown Estate Scotland is a self-financing Statutory Public Corporation accountable to the Scottish Ministers and to the Scottish Parliament. It is responsible for managing a diverse portfolio of land and property - called the Scottish Crown Estate - including seabed, coastline, commercial property and rural estates. Revenue profits from the Scottish Crown Estate are transferred to the Scottish Consolidated Fund for public spending and capital profits are reinvested in the Estate.

The diversity of the property, rights and interests comprising the Scottish Crown Estate means that decisions on investment, use and sale of assets have the potential to deliver significant economic, social, and environmental benefits for communities and business across Scotland. Community wealth building, impact investing, blue carbon (carbon stored in coastal and marine ecosystems), the transition to decarbonised energy and preventing nature loss are all areas of focus and opportunity for Crown Estate Scotland.



Crown Estate Scotland works in a way that:

- Generates prosperity and value for all of Scotland;
- Supports the growth of sustainable business and industry in Scottish seas and on the coast;
- Invests in places to make them better for those who live, work and visit there;
- Promotes sustainable ways of producing energy, food, and other products; and
- Creates opportunities for people to use and benefit from the Scottish Crown Estate.

Figure 1: Crown Estate Scotland deliver economic, social, and environmental benefits for Scotland.

The Scottish Crown Estate is a collection of ancient and more recently acquired rights, functions and assets owned by the Monarch. The total capital value of Scottish Crown Estate assets was estimated to be around £665.6 million in March 2024.

The current corporate plan is [here](#) (extended until March 2026) and the most recent annual report and accounts are [here](#).

# The role of a Member

Board Members provide active and effective direction, support and guidance to ensure that Crown Estate Scotland delivers effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. They provide a strong 'challenge function', carefully scrutinising planned and underlying assumptions before decisions are taken. In exercising this function, where necessary, they will challenge other Board Members and senior officials.

Specific roles and responsibilities may vary but, unless otherwise agreed, Board Members will:

- prepare for, and attend, meetings of Crown Estate Scotland and any relevant committees such as the Audit and Risk and Investment Committees;
- contribute to strategic development and decision-making;
- attend other meetings and events on behalf of Crown Estate Scotland as required;
- assist in the development, approval and monitoring of Crown Estate Scotland's corporate plans which demonstrate how Crown Estate Scotland contributes to Scottish Government's National Outcomes;
- establish good partnership working with other organisations and participate in stakeholder groups, discussion forums and open meetings (as required); and
- carry out other tasks that may reasonably be required.

## Further information

For further information about Crown Estate Scotland and the role, please contact Gayle Fitzpatrick, Head of Corporate Governance at [gayle.fitzpatrick@crownestatescotland.com](mailto:gayle.fitzpatrick@crownestatescotland.com). GatenbySanderson have been appointed to support the search for applicants and if you wish to contact them, please contact Rosemary Baylis-West at [rosemary.baylis-west@gatenbysanderson.com](mailto:rosemary.baylis-west@gatenbysanderson.com) or on 07407 844166.

You can also find out more about Crown Estate Scotland at [www.crownestatescotland.com/](http://www.crownestatescotland.com/).

# The Selection Panel

<b>Chair</b>	Malcolm Pentland, Deputy Director, Lead for Marine Economy and Communities, Scottish Government
<b>Independent panel member</b>	Patricia Armstrong, Leadership and Governance Consultant
<b>Panel member</b>	Euan McVicar, Chair of the Crown Estate Scotland Board
<b>Representative from the Ethical Standards Commissioner</b>	Paul Matheson, Public Appointments Adviser
<b>Panel member (sift stage only)</b>	Emily Ostocke, Senior Sponsorship Officer, Scottish Government
<b>Panel member (sift stage only)</b>	Isla Baker, People Team, Crown Estate Scotland

Please note that applicants will be asked to declare if they know any members of the selection panel or those conducting any part of the assessment as detailed on page 14. The selection panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).



# Person Specification

The Cabinet Secretary is looking for up to five new Members who can put their skills, knowledge, understanding and experience to good use on the Board. The table below sets out the skills, knowledge, understanding and experience that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

The priority criteria are weighted over the essential criteria, and the candidate or candidates who provide the strongest evidence against each priority criterion will be considered most able to fulfil the roles. In the event that candidates provide evidence of equal merit against the priority criteria, the selection panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidate or candidates most able to fulfil the roles.

The candidates recommended to the Cabinet Secretary for appointment will be the combination of candidates who together most closely meet the priority and essential criteria overall and are, therefore, most suitable to meet the needs of the Board as a whole.

**You may provide evidence for more than one priority criterion if you wish.**

Priority Criteria	Example indicators	How this will be assessed
1. Excellent understanding and/or experience of Human Resource management, including change management and organisational design	<ul style="list-style-type: none"><li>• experience of strategic people management;</li><li>• experience of leading or guiding a change management process;</li><li>• an appreciation of human resource aspects of change management;</li><li>• previous experience of operating on a remuneration or people committee would be advantageous.</li></ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>

<p>2. Excellent understanding and/or experience of risk management, financial accounting and audit</p>	<ul style="list-style-type: none"> <li>• experience at a senior level of auditing financial accounts within a large complex organisation;</li> <li>• understands how risk within a large complex organisation is managed and assured and is able to identify risk and gauge risk appetite (including identifying new and emerging risk);</li> <li>• previous experience of Audit and Risk Committees would be advantageous;</li> <li>• ideally, the successful candidate will have a financial accounting qualification awarded from a recognised body such as ACCA; AAPA; AIA; CIMA; CIPFA.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>
<p>3. Excellent understanding and/or experience of the management of:</p> <ul style="list-style-type: none"> <li>• commercial property/land investment; and/or</li> <li>• capital projects; and/or</li> <li>• land development/regeneration.</li> </ul>	<ul style="list-style-type: none"> <li>• relevant evidence and a depth of experience of having operated at senior management decision maker level (executive or non-executive) of the management of capital projects, investments, property and infrastructure portfolio management;</li> <li>• experience such as an: <ul style="list-style-type: none"> <li>○ investor;</li> <li>○ asset manager;</li> <li>○ developer;</li> <li>○ adviser;</li> <li>○ any other relevant experience.</li> </ul> </li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>

<p>4. Excellent understanding and/or experience of the economic and environmental challenges and opportunities within rural/coastal/island communities</p>	<ul style="list-style-type: none"> <li>• experience of stakeholder engagement on social, environmental and economic issues with rural/coastal/communities;</li> <li>• experience of rural land management, agriculture, rural land reform and/or; aquaculture.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>
<p>5. Excellent understanding and/or experience of climate change and sustainability in an operational context</p>	<ul style="list-style-type: none"> <li>• experience of decarbonisation/transition plans/nature positive development;</li> <li>• experience of Natural Capital investment or sustainability related impact investment.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>
<p>6. Excellent understanding and/or experience of working effectively in, or closely with, Government in Scotland</p>	<ul style="list-style-type: none"> <li>• knowledge and understanding of different areas of Scottish Government responsibility (particularly ministerial portfolios relevant to the work of CES);</li> <li>• understanding of how devolved government works in Scotland;</li> <li>• experience of working effectively with Government Ministers;</li> <li>• experience of fostering collaboration with key agencies and bodies across Scotland.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>

Essential Criteria	Example indicators	How this will be assessed
1. Understanding of longer term planning/seeing the bigger picture	<ul style="list-style-type: none"> <li>identifies a comprehensive range of priorities, challenges and risks within different timeframes and can evaluate their impact from a strategic perspective;</li> <li>has a clear informed picture of the long term aims of an organisation and wider public benefit in a Scottish context when taking decisions particularly in the communities that Crown Estate Scotland serves;</li> <li>sees the whole picture rather than the part they may feel most qualified or experienced in and gives consideration to other views.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>
2. The ability to challenge constructively	<ul style="list-style-type: none"> <li>evidence of supportively challenging the views of others within a group/ committee setting;</li> <li>the ability to demonstrate where you have challenged proposals which has led to a positive change in the aims/objectives of organisation or within policy areas;</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application:</b> Please demonstrate evidence of how you meet this criterion. Your response should be no more than 300 words.</p>

	<ul style="list-style-type: none"> <li>• the ability to demonstrate collective leadership when a decision is one with which you may not agree.</li> <li>•</li> </ul>	
3. Understanding of the oversight and scrutiny of performance	<ul style="list-style-type: none"> <li>• the ability to successfully oversee and scrutinise performance in line with a defined plan;</li> <li>• an understanding of the measures used to evaluate performance;</li> <li>• an understanding of how to bring about change to improve business performance.</li> </ul>	This will be assessed at the interview stage.
4. The ability to communicate, collaborate and influence	<ul style="list-style-type: none"> <li>• the ability to work successfully as part of a team;</li> <li>• the ability to be succinct, persuasive and flexible;</li> <li>• a track record of being able to influence within a group;</li> <li>• the ability to effectively represent/promote the organisation to a wide range of stakeholders, including within an area of expertise;</li> <li>• the ability to work collaboratively;</li> <li>• the ability to adapt your style appropriately for different audiences.</li> </ul>	This criterion will be assessed throughout the assessment process.

# The Application Process

## How to apply

For the online application, you should provide evidence of one or more of the priority criteria. The evidence should be no more than 300 words for each criterion:

1. Excellent understanding, and/or experience of Human Resource management, including change management and organisational design;
2. Excellent understanding, and/or experience of risk management, financial accounting and audit;
3. Excellent understanding, and/or experience of the management of:
  - commercial property/land investment; and/or
  - capital projects; and/or
  - land development/regeneration
4. Excellent understanding, and/or experience of the economic and environmental challenges and opportunities within rural/coastal/island communities;
5. Excellent understanding, and/or experience of climate change and sustainability in an operational context;
6. Excellent understanding and/or experience of working effectively in, or closely with, Government in Scotland.

You should also provide evidence of the essential criteria listed below:

1. Understanding of longer term planning/seeing the bigger picture;
2. The ability to challenge constructively.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application. When completing the online application, you will need to enter information in all the boxes before proceeding, Therefore you will need to enter '**N/A**' in any boxes that you are not providing evidence for.

In your online application you will be invited to provide a one page tailored career/life history. This should include relevant information from your professional, personal and voluntary experience. You may wish to include:

- Dates;
- Information about the organisation;
- Information about your role and experience.

Completed applications must be submitted by **5.00 pm on Thursday, 31 July 2025**.

Please note that you will not be able to update your answers or supporting documents once you have submitted your application. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at [public.appointments@gov.scot](mailto:public.appointments@gov.scot) .

**Guaranteed interviews**

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage.

# The Assessment Process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meets the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will interview candidates. The questions they ask will relate directly to the criteria for appointment. There will also be a further exercise where candidates will be asked to give their thoughts on a particular scenario relevant to the Member roles. Full details will be provided to those shortlisted for interview.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public Life in Scotland](#).
4. The selection panel will review the evidence provided and agree on which candidate or candidates have most closely met the criteria for selection and should be recommended to the Cabinet Secretary.
5. The Cabinet Secretary will make a decision about whom to appoint based on evidence from the selection panel.
6. . The Cabinet Secretary may request to meet with the candidate or candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these.

## Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment;
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications);
- There are no unmanageable conflicts of interest;
- Political activity is declared;
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#);
- There is confirmation that the time commitment required for the role can be met.



### **Media/Social media checks for candidates invited to interview**

The selection panel may consider publicly available information posted by candidates on social media or information that is reported in the media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/privacy-notice-public-appointments/pages/default.aspx).

### **Gender Representation on Public Boards (Scotland) Act 2018**

Scottish Government recognises the implications of the Supreme Court judgement dated 16 April 2025 for public appointments subject to the Gender Representation on Public Boards (Scotland) Act 2018. The Supreme Court ruled that a person with a full gender recognition certificate (GRC) which recognises their gender as female, is not a “woman” for the purposes of the Equality Act 2010 and consequently the Gender Representation on Public Boards (Scotland) Act 2018. Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 has been prepared and will be published soon. The updated guidance will apply to this appointment process once available. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

# Common Questions and Answers

<p><b>Who can I contact to speak about this role?</b></p>	<p>For more information, please contact Euan McVicar, Chair on <a href="mailto:euan.mcvicar@crownestatescotland.com">euan.mcvicar@crownestatescotland.com</a>. Alternatively, you can contact Gayle Fitzpatrick, Head of Corporate Governance at Crown Estate Scotland, at <a href="mailto:gayle.fitzpatrick@crownestatescotland.com">gayle.fitzpatrick@crownestatescotland.com</a>.</p> <p>GatenbySanderson have been appointed to support the search for applicants and if you wish to contact them, please contact Rosemary Baylis-West at <a href="mailto:rosemary.baylis-west@gatenbysanderson.com">rosemary.baylis-west@gatenbysanderson.com</a> or on 07407 844166.</p> <p>Further information about Crown Estate Scotland can be found at <a href="http://www.crownestatescotland.com/">www.crownestatescotland.com/</a>.</p>
<p><b>Who can I speak to about a disability related reasonable adjustment?</b></p>	<p>Please contact the Public Appointments Team by email at <a href="mailto:public.appointments@gov.scot">public.appointments@gov.scot</a> or by telephone on 0300 244 1898.</p> <p>Deaf, deafblind and BSL users can contact the team via <a href="mailto:contactSCOTLAND-BSL">contactSCOTLAND-BSL</a>.</p>
<p><b>I am having a problem with the application process who can I speak with?</b></p>	<p>Please contact the Public Appointments Team (see contact details above).</p>
<p><b>Do you have any advice about how to complete an application form?</b></p>	<p>Yes. More information is provided here: <a href="https://www.gov.scot/public-appointments-guide">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a>.</p>
<p><b>Do you have any advice for candidates attending interviews?</b></p>	<p>Yes. More information is provided here: <a href="https://www.gov.scot/public-appointments-guide">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a>.</p>
<p><b>I can't attend the interview in person, can I attend remotely?</b></p>	<p>Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).</p>
<p><b>Will you reimburse expenses for attending an interview?</b></p>	<p>Yes. You can claim reasonable expenses. Further information will be provided with the invitation to interview.</p>

<b>What does ‘appointed on merit’ mean?</b>	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
<b>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</b>	The ESC <a href="#">regulate and monitor the public appointments process</a> . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner’s role is provided here: <a href="#">Public appointments Information leaflet   Ethical Standards Commissioner</a> .
<b>Can I apply if I am not a British citizen?</b>	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen. However, you must be legally entitled to work in the UK.
<b>Would remuneration for a public appointment impact on my benefits?</b>	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided at <a href="#">Public Appointments and Welfare Benefits: Information - gov.scot (www.gov.scot)</a> .
<b>Do the selection panel see information from the diversity monitoring form?</b>	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting. Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).

<b>Do I need to provide an email address and contact details at application stage?</b>	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS), the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.
<b>How will my personal information be handled?</b>	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice on the application system.
<b>Can I get feedback on my application or interview?</b>	Yes. You can request feedback.
<b>Is any training provided if I am offered and take up an appointment?</b>	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.
<b>Is it possible to hold more than one public appointment?</b>	Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
<b>Are public appointments announced?</b>	Yes. Every appointment is announced here: <a href="https://www.gov.scot/news-releases">Public appointments: news releases - gov.scot (www.gov.scot)</a> The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last five years.
<b>What standards are expected of board members?</b>	The conduct expected of board members of Scottish public boards is set out here: <a href="https://www.gov.scot/publications/model-code-of-conduct-2021/pages/introduction">Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)</a> (this includes the <a href="https://www.gov.scot/publications/principles-of-public-life/pages/introduction">Principles of Public Life</a> ). You should also read <a href="https://www.crownstatescotland.com/corporate/structure-governance">www.crownstatescotland.com/corporate/structure-governance</a> .

**How can I complain about the public appointments process?**

Further information about the complaints process for public appointments can be found here: [How to apply - Public appointments: guide - gov.scot \(www.gov.scot\)](#). Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Details here [Investigation process public appointments | Ethical Standards Commissioner](#)

**For further information**

Please contact the Public Appointments Team, Scottish Government

**Email:** [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

**Phone number:** 0300 244 1898

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)



**Scottish Government**  
Riaghaltas na h-Alba