

# Information pack for appointment of Members to the Board the Scottish Environment Protection Agency



The Cabinet Secretary for Climate Action and Energy is seeking to appoint up to four Members to the Scottish Environment Protection Agency (SEPA) Board. The Cabinet Secretary values the benefits of having different experience and points of view on our Boards very highly and is keen that people from all walks of life apply for public appointments.

The appointments process for these Member appointments 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 Tuesday, 23 September 2025.
<b>Shortlisting of applications</b>	10 October 2025.
<b>Date applicants will hear about the outcome of their application</b>	w/b 13 October 2025
<b>Interviews</b>	22, 24 and 31 October 2025 in Meadowbank House, 153 London Road, Edinburgh EH8 7AU.  <b>It is unlikely that we will be able to offer alternative interview dates.</b>
<b>Ministerial decision</b>	w/b 1 December 2025.
<b>Start date</b>	1 January 2026



26 August 2025

Dear applicant

### **Appointment of Members of the board of the Scottish Environment Protection Agency**

Scotland's environment is at the heart of our identity, success and development as a nation. It is fundamental to our culture, economy and quality of life. This requires an environment where the quality of our air, water and land is high, where our resources are used fairly and efficiently and where species in Scotland are thriving. It also means tackling the climate and biodiversity crises. As Scotland's principal environmental regulator, we have a leading role to play in making this a reality.

Our purpose is to protect and improve Scotland's environment in ways that as far as possible also create health and well-being benefits and sustainable economic growth. We focus on doing this through our strategic priorities: net zero; climate resilience; water environment; resource efficiency; business environmental performance.

SEPA are a non-departmental public body of the Scottish Government with approximately 1250 people working at locations across Scotland. Our work makes a meaningful impact on Scotland's environment, the people living in it – and the world. Every day, our colleagues deliver their work with Passion and Purpose, work to protect the environment, regulating those causing environmental harm and warning and advising against flooding and flood risk.

We have set out on a multi-year journey of reset, transformation and reform. Recognising that Scotland's environment is changing at pace, as the environmental regulator, strategic flood risk management authority and a public body, we need to do the same. We are repositioning ourselves to meet the challenges of the future and ensure we can respond dynamically to change. Our approach is focused on our customers and enhancing what we do for the public and communities of Scotland from digital solutions for regulation to data driven decision making.

We come together to Protect, Improve, Adapt, Avoid and Warn:

- We protect Scotland's environment and communities from harm through regulation, tackling environmental crime and monitoring our environment to understand changes.
- We improve Scotland's environment for future generations by regulating industry to improve energy efficiency and reduce emissions, working with others to help to restore land, water and air quality and reducing our own environmental footprint.
- Our information and advice help Scotland to adapt to the impacts of our changing climate.
- We help to avoid environmental harm and increased future risks from flooding.
- We warn communities and businesses about potential harm and risk of flooding.

You can find out more about SEPA at [www.sepa.org.uk/](http://www.sepa.org.uk/) or reading more about our work from our monthly, topic focussed newsletters ([sepa.org.uk/update](http://sepa.org.uk/update)).

On this occasion, for one role, Ministers are looking for the successful candidate to become Chair of the SEPA Audit, Risk and Assurance Committee and demonstrate Audit/finance committee experience in the public or private sector.

For that role, and the remaining roles, Ministers are looking for successful candidates to also demonstrate:

- Strategic vision/seeing the bigger picture;
- Communication, collaboration and influence;
- Constructive challenge.

It would be desirable if applicants could also demonstrate evidence of:

- Transformation and change
- Digital transformation

Full details are set out in the person specification on pages 10-12 of this Pack. Information on how to apply is at page 13.

Ministers value the contribution of those with different experiences and points of view serving on the Board very highly and I would encourage applications from women, disabled people, LGBT+ people, people from ethnic minority communities and people aged under 50.

If you have any questions about the role, please contact Jennifer McWhirter, Head of Corporate Legal and Leadership Support, SEPA at [jennifer.mcwhirter@sepa.org.uk](mailto:jennifer.mcwhirter@sepa.org.uk) or on 07827 807042.

Once again, thank you for taking an interest in these roles. If you consider that you have the skills and experience required, I would be delighted if you applied.

Your faithfully

A handwritten signature in black ink, consisting of several overlapping horizontal strokes and a vertical line on the right side, forming a stylized 'L' shape.

**Lisa Tennant**  
Board Chair

# Information about the Member roles

<b>Remuneration</b>	<p>£293.29 per day. Reasonable expenses incurred will be reimbursed.</p> <p>The role is non-pensionable.</p>
<b>Time commitment</b>	A minimum of 24 days up to a maximum of 30 days per year.
<b>Length of appointment term</b>	The appointments are for three or four years from 1 January 2026. Decisions on the length of individual terms will be agreed at the appointment stage.
<b>Location of meetings</b>	<p>Board meetings are normally held remotely via MS teams or in SEPA's Angus Smith Building, Eurocentral, Holytown, North Lanarkshire. They can also be held in other SEPA offices or elsewhere in Scotland from time to time.</p> <p>Current dates to give an indication are: <a href="#">Board and Committee calendar   Beta   SEPA   Scottish Environment Protection Agency</a>.</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>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOPA) before applying for this role.</p>

	Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as Member of the SEPA Board.
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# Scottish Environment Protection Agency

The Board is responsible for the overall direction and performance of the organisation, including efficiency and effectiveness as a public body. The Chair, Lisa Tennant, is responsible for overall leadership, and is personally responsible to Scottish Ministers.

SEPA has two Committees. The Audit, Risk and Assurance Committee is convened by the Board to monitor and review risk, control and corporate governance. Members are appointed to the Committee by the Board under the terms of the organisation's Standing Orders, to assist and advise it in undertaking its responsibilities.

The Board also established a People Committee, later widening its remit to the People and Resources Committee which focuses on the oversight and support of SEPA's most important people policies and the development of an organisational culture that can drive transformational change.

Board members come from a variety of business, environmental and health backgrounds, and bring with them a wealth of knowledge and expertise, as well as passion for environmental issues, all of which helps us to deliver our statutory purpose.

The main functions (including powers and duties) of the Board are those set out in the Environment Act 1995 and the Scottish Environment Protection Agency - [SEPA Framework Document](#).

# The role of a Member

The Board is responsible for the overall direction and performance of the organisation, including efficiency and effectiveness as a public body. In fulfilling this responsibility, Board Members, under the leadership of the Chair, will:

- agree strategic and operational plans to deliver the functions of SEPA;
- regularly scrutinise current and projected performance against the aims, objectives and targets set out in plans and take decisions on remedial action where required;
- ensure that effective governance is established and maintained, including ensuring that decision-taking is open and transparent and, with support from the Accountable Officer and the Audit Risk and Assurance Committee, ensure that key risks are identified and managed;
- approve the annual report and accounts and ensure these are provided to the Scottish Ministers to be laid before the Scottish Parliament;
- promote the efficient, economic and effective use of resources consistent with the principles of Best Value, and regularly scrutinise financial performance and compliance with financial guidance issued by the Scottish Government;
- promote the wellbeing, learning and development of staff, provide appropriate support and challenge to the Chief Executive on staffing matters.

A full description of SEPA's Board's role and responsibilities is detailed within its [Standing Orders](#). Specific guidance on how Board Members should discharge their duties will be provided in their appointment letters and in [On Board – A Guide for Members of Statutory Boards](#).

Members of the Board may also have the opportunity to be considered for a position on the SEPA Audit Risk and Assurance Committee and the People and Resources Committee.

## Further Information

For more information, please contact Jennifer McWhirter, Head of Corporate Legal and Leadership Support, SEPA at [jennifer.mcwhirter@sepa.org.uk](mailto:jennifer.mcwhirter@sepa.org.uk) or on 07827 807042. Further information about SEPA can be found [www.sepa.org.uk/](http://www.sepa.org.uk/).

Gatenby Sanderson have been appointed to support the appointment process. For further information, please contact GatenbySanderson Limited, 14 King Street, Leeds, LS1 2HL. Telephone (0113) 2056086 or email [info@gatenbysanderson.com](mailto:info@gatenbysanderson.com).



# The Selection Panel

<b>Chair</b>	Thekla Garland, Head of Environmental Quality Unit, Scottish Government.
<b>Independent panel member</b>	Colin Galbraith, Chair, NatureScot Board.
<b>Panel Member</b>	Lisa Tennant, Chair, Scottish Environment Protection Agency Board.
<b>Representative from the Ethical Standards Commissioner</b>	Kay Hampton, Public Appointments Adviser, Ethical Standards Commissioner.
<b>Panel Member (sift only)</b>	Kirsty-Louise Campbell, Chief Officer, Governance, Performance and Engagement, Scottish Environment Protection Agency.
<b>Panel Member (sift only)</b>	Kirsty Paterson, Chief Officer, People, Workspaces and Development, Scottish Environment Protection Agency.

Please note that applicants will be asked to declare if they know any members of the selection panel and those conducting the initial sift of the applications.

The selection panel, and those conducting the initial sift of the applications, 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 four Members who can put their skills, knowledge, understanding and experience to good use on the SEPA 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.

As detailed below, one of the four successful candidates will be considered and recommended for appointment as Chair of the Audit, Risk and Assurance Committee. If you are applying for this role then you will be asked to demonstrate evidence of the four essential criteria (1-4 listed below).

Those applicants who do not wish to apply for the Committee Chair role will be asked to demonstrate evidence of the remaining essential criterion (2-4 listed below).

The candidates recommended to the Cabinet Secretary for appointment will be the combination of candidates who together most closely meet the priority, essential and where appropriate, the desirable criteria overall, and are, therefore, most suitable to meet the needs of the Board as a whole. The needs of the Board overall include the fit with the current SEPA Board and executive team. This includes the values of the organisation which the Board have also adopted: Passionate, Professional and Purposeful.

## PRIORITY CRITERIA

### Chair of the Audit, Risk and Assurance Committee

If you wish to be considered for this role, please provide the evidence as detailed below.

Priority Criteria	Example indicators	How this will be assessed
1. Audit/finance committee experience in the public or private sector	<ul style="list-style-type: none"><li>previous audit experience ideally as a member of an appropriate board or committee;</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 how you meet this criterion. Your</p>

	<ul style="list-style-type: none"> <li>• experience of working at board level with external auditors;</li> <li>• strong understanding of risk assessment, management and mitigation techniques.</li> </ul>	response should be no more than 400 words.
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## ESSENTIAL CRITERIA

### All Roles

Regardless of whether you wish to be considered for the Chair of the Audit, Risk and Assurance Committee, please provide the evidence as detailed below.

Essential Criteria	Example indicators	How this will be assessed
2. Strategic vision/seeing the bigger picture	<ul style="list-style-type: none"> <li>• direct experience of contributing to the development of a strategy or business plan;</li> <li>• measurement of performance and delivery;</li> <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 aim of the organisation when considering issues;</li> <li>• sees whole picture rather than the part they may</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 how you meet this criterion. Your response should be no more than 400 words.</p>

	feel most qualified or experienced in.	
3. Communication, collaboration, and influence	<ul style="list-style-type: none"> <li>the ability to communicate and influence effectively in a committee/meeting setting;</li> <li>seeks opportunities to build collaborative relationships within the board, the wider organisation and with partner organisations to reach common goals.</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 how you meet this criterion. Your response should be no more than 400 words.</p>
4. Constructive challenge	<ul style="list-style-type: none"> <li>evidence of constructive questioning and challenging of proposals or approaches.</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 how you meet this criterion. Your response should be no more than 400 words.</p>

### Desirable Criteria

Regardless of whether you wish to be considered for the Chair of the Audit, Risk and Assurance Committee, please provide the evidence as detailed below.

Transformation and change	<ul style="list-style-type: none"> <li>senior level experience of leading organisation-wide transformation and culture change;</li> <li>the ability to oversee significant organisational change to deliver strategic objectives.</li> </ul>	This will be assessed at the interview stage if you are invited.
Digital transformation	<ul style="list-style-type: none"> <li>digital strategy/changing systems;</li> <li>delivering efficiencies.</li> </ul>	This will be assessed at the interview stage if you are invited.

# The Application Process

## **Priority Criteria - Chair of the Audit, Risk and Assurance Committee**

Applicants applying for the Chair of the Audit, Risk and Assurance Committee role, should provide evidence in their application of the following

1. Audit/finance committee experience in the public or private sector;
2. Strategic vision/seeing the bigger picture;
3. Communication, collaboration and influence;
4. Constructive challenge.

There is a limit of 400 words for each criterion.

## **Essential Criteria - Remaining Board Roles**

Applicants who do not wish to be considered for the Chair of the Audit, Risk and Assurance Committee should provide evidence of the following:

2. Strategic vision/seeing the bigger picture;
3. Communication, collaboration and influence;
4. Constructive challenge.

There is a limit of 400 words for each criterion.

## **Desirable Criteria**

You do not need to provide evidence of the desirable criteria in your application. This will be tested at the interview stage if you are invited:

- Transformation and change
- Digital transformation

Please also upload a two page CV. This should include relevant information of your professional, personal and voluntary experience.

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 optional boxes that you are not providing evidence for.

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 prepare a short response to a topic relevant to a SEPA Board role. 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 published. The updated guidance will apply to this appointment process. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.



# Common Questions and Answers

<b>Who can I contact to speak about this role?</b>	For more information, please contact Jennifer McWhirter, Head of Corporate Legal and Leadership Support, SEPA at <a href="mailto:jennifer.mcwhirter@sepa.org.uk">jennifer.mcwhirter@sepa.org.uk</a> or on 07827 807042. Further information about SEPA can be found <a href="http://www.sepa.org.uk/">www.sepa.org.uk/</a> .
<b>Who can I speak to about a disability related reasonable adjustment?</b>	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. Deaf, deafblind and BSL users can contact the team via <a href="#">contactSCOTLAND-BSL</a> .
<b>I am having a problem with the application process who can I speak with?</b>	Please contact the Public Appointments Team (see contact details above).
<b>Do you have any advice about how to complete an application form?</b>	Yes. More information is provided here: <a href="#">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a> .
<b>Do you have any advice for candidates attending interviews?</b>	Yes. More information is provided here: <a href="#">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a> .
<b>I can't attend the interview in person, can I attend remotely?</b>	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
<b>Will you reimburse expenses for attending an interview?</b>	Yes. You can claim reasonable expenses. Further information will be provided with the invitation to interview.
<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.

<p><b>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</b></p>	<p>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>.</p>
<p><b>Can I apply if I am not a British citizen?</b></p>	<p>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.</p>
<p><b>Would remuneration for a public appointment impact on my benefits?</b></p>	<p>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>.</p>
<p><b>Do the selection panel see information from the diversity monitoring form?</b></p>	<p>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).</p>
<p><b>Do I need to provide an email address and contact details at application stage?</b></p>	<p>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.</p>

<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/public-bodies-model-code-of-conduct">Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)</a> (this includes the <a href="#">Principles of Public Life</a> ). A copy of the SEPA Board Code of Conduct is also attached. <a href="#">Code of Conduct for Members   Beta   SEPA   Scottish Environment Protection Agency</a> .
<b>How can I complain about the public appointments process?</b>	Further information about the complaints process for public appointments can be found here: <a href="https://www.gov.scot/public-appointments-guide">How to apply - Public appointments: guide - gov.scot (www.gov.scot)</a> . Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Details here <a href="#">Investigation process public appointments   Ethical Standards Commissioner</a>

**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](#)

