



# Information pack for applicants for the position of Member of the Board

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**sportscotland**  
the national agency for sport

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## Welcome letter from Mel Young, Chair of **sportscotland**

Dear applicant,

Thank you for your interest in this **sportscotland** Board member vacancy.

We currently have three vacancies for members to serve on the **sportscotland** Board. Details are set out in the Person Specification section of this pack.

We are very keen to attract applicants from diverse backgrounds and hope you find this pack answers many of the questions you may have about the work of **sportscotland** and the role of a Board member.

Our ambition is to see an active Scotland where everyone benefits from sport. We already have talented people working in sport, an exceptional natural environment and a great range of sport facilities. We continue to invest Scottish Government and National Lottery funding to help Scottish people get the most out of these amazing assets and take part in sport at the level they choose.

The appointment of new Board members to the **sportscotland** Board comes at an important time in the development of sport in Scotland. Our commitment to get the most out of the sporting system for people in Scotland builds on the successes we have already achieved, and ensures we also contribute to the Scottish Government's Programme for Government and its Active Scotland outcomes.

Full details on the requirements for the role can be found in the enclosed information and it is important to note that all Board members are appointed by Scottish Government Ministers.

I hope that you will feel able to submit an application and, once again, thank you for your interest.

A handwritten signature in blue ink, appearing to read "Mel Young", with a long horizontal line extending to the right.

MEL YOUNG  
CHAIR

# Information about sportscotland

## Vision for sport in Scotland

**sportscotland** is the national agency for sport in Scotland. Our vision is an active Scotland where everyone benefits from sport.

That means we will all find ways to be physically active most days. Using a more active approach to getting around. Keeping active at home and work. Choosing to be active as part of our leisure time.

It also means more of us will be taking part in sport. Sport will be more relevant to our lives. We will take part in ways that suit us. We will experience fewer barriers to taking part. We will feel more included in sport.

Overall, it will feel like sport fits better into our lives. As a result, we will all experience more of the benefits of sport. Either first hand by taking part or through our communities and our nation as a whole.

## Playing our part

**sportscotland's** role is to make sure sport plays its part in a thriving Scotland. We are funded by Scottish Government and the National Lottery. As a public body, we report through Scottish Ministers to the Scottish Parliament. We contribute to the Scottish Government's Programme for Government, as set out in our strategic guidance letter.

We are proud of the role sport plays in Scotland's success.

Our mission is getting the most from the sporting system for the people of Scotland. We do this by influencing, informing and investing in the organisations and people who deliver sport and physical activity across the whole of Scotland.

For more information on what we deliver please read our 2017-18 annual review.

## A sporting system for everyone

We have designed a sporting system that makes the best use of Scotland's sporting assets and which adapts as needed to change in the world around sport. It exists so the people of Scotland can take part in sport at the level they choose.

### Our focus will be:

- **having more impact by working together across and beyond sport**
- **making sport more accessible for people who don't take part**
- **being clearer about how people can progress in sport to the level they choose**
- **leading the sporting system to contribute to the Active Scotland outcomes**
- **celebrating how sport benefits people's lives.**

## Structure and facilities

**sportscotland** employs around 350 staff across three directorates: sports development, high performance and corporate services, and at its three national centres. We deliver from offices across Scotland including our headquarters in Glasgow, the **sportscotland** institute of sport, based on the University of Stirling campus, and regional offices in Aberdeen, Dundee, Edinburgh and Inverness.

The regional offices accommodate our staff and those employed by Scottish sports governing bodies, which help facilitate close partnership working.

**sportscotland**'s Caledonia House, Edinburgh, is now a 'House of Sport' offering hot-desking facilities for **sportscotland** staff in the east region, office accommodation for 18 Scottish governing bodies of sport and other sports organisations.

The national centres are overseen by the **sportscotland** Trust Company, a wholly owned subsidiary of **sportscotland**, which has a separate Board. The national centres – Glenmore Lodge, Inverclyde and Cumbrae – provide unique facilities and services, offering opportunities to participate and progress in sport, as well as contribute to and at times lead innovation for particular sports.

The staff and facilities at the national centres, and the access they provide to the outdoors represent an important national resource and asset in Scotland's sporting system.

## Core functions

**sportscotland** provides a range of services. These include:

- providing sports expertise to the Scottish Government to support policy development and delivery
- leading, supporting and coordinating the key deliverers of sport, including: local authorities, leisure trusts and Scottish governing bodies of sport; and, strengthening and extending the relationships and interactions across the sporting system
- investing National Lottery and Scottish Government funding
- adding value to Scottish sport on the back of major events and our partners' investments
- delivering high-quality performance programmes and providing expert support services to Scottish athletes to help them compete on the world stage through the **sportscotland** institute of sport
- offering high-quality courses and training opportunities for a wide range of sports participants and people working in sport
- collaborating with UK and international sporting bodies and systems to ensure Scotland's ambitions for sport are well represented and well-integrated at UK and international levels
- understanding and promoting the contribution of sport to wider social and economic outcomes.



# Role description

All members of the **sportscotland** Board are appointed by Scottish Minister's.

The purpose of our Board is to work with the Chief Executive and staff to achieve an active Scotland where everyone benefits from sport. The Board helps ensure we get the most from the sporting system for the people of Scotland and contribute to the Scottish Government's Active Scotland outcomes. The Board helps achieve this by providing leadership, direction, scrutiny and guidance.

As a Board member, you will support the Chair and work with the other Board members to contribute to the actions below.

- Ensure we contribute to the Scottish Government's Active Scotland outcomes and deliver Ministerial priorities, by working in collaboration with other organisations in Scottish sport.
  - Advise on the preparation and delivery of our corporate strategy and business plan.
  - Maintain links with the wider sporting system at UK and international levels.
  - Maintain links with the business and wider community, where these are relevant to our work.
  - Advise on how investments are allocated to address the needs of sport, nationally and locally.
  - Advise on how resources are deployed to meet our objectives and Ministerial priorities.
  - Oversee how Board decisions are delivered.
  - Oversee our performance.
  - Ensure inclusion underpins everything we do.
  - Ensure governance arrangements are sound and appropriate for a publicly-funded organisation.
  - Ensure we embed high standards and values.
- In helping to carry out these functions, you will:
- Maintain a focus on strategy, performance and governance. It is not the role of the Chair and non-executive Board members to be involved in our day-to-day management.
  - Work well with other Board members to achieve agreed decisions.
  - Chair, or participate in, where required, one or more of the Board's committees.
  - Act on the principle of joint responsibility for decisions of the Board.
  - As a Ministerial Appointment, on behalf of Scottish Ministers ensure the Scottish Government's policies and priorities are taken forward in line with the Strategic guidance letter. We would advise applicants to read the [Active Scotland Outcomes Framework](#)
  - uphold the highest ethical standards of integrity and probity, and comply with the Board Members Code of Conduct.
  - uphold the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles) (see pages 16 and 17).

## Time commitment

As a member, you must commit to attend and contribute to six Board meetings per year. Currently Board meetings involve attending an evening session with the Board meeting the following morning. The evening session allows the Board to engage in strategic discussions, often following a presentation from staff or someone representing an organisation working within the sporting system.

Overnight accommodation is provided. Most meetings are held at the **sportscotland** National Sports Training Centre Inverclyde in Largs. At least once a year the meeting and overnight stay is at the **sportscotland** National Outdoor Training Centre Glenmore Lodge, located just outside Aviemore.

For each meeting, Board members are paid for one and a half days. This recognises the additional time required to read Board papers and attend the evening sessions. You should also demonstrate an adequate degree of flexibility to contribute to other business activities as required, for example serving on the **sportscotland** Board committees.

The Audit and Risk Committee meets four times a year and the Remuneration and Succession Planning Committee twice a year. These Committees are normally held either immediately before or after a Board meeting as this reduces the amount of time Board members have to travel. The only exception to these arrangements is that the August meeting of the Audit and Risk Committee is held on a different day to the Board meeting as this involves reviewing the annual accounts.

Overall, the total time commitment from Board members could be up to 16 days per year.

**PLEASE NOTE: The new Board members will be required to attend their first Board meeting on Wednesday 26 June 2019 (9am – 1pm) at sportscotland National Sports Centre Inverclyde, Largs.**

## Length of appointment

This appointment will be for up to four years. When the appointment ends, the successful candidate is eligible for reappointment for a further four years subject to:

Ministerial approval which is informed by:

- evidence of effective performance
- satisfying the requirements of the person specification for the role at the time of reappointment

The combined length of an appointment cannot exceed eight years.

Periodically, during their term of office Board members will be invited to complete a self-assessment. This will be followed by a meeting with the Chair to discuss their contribution to the Board and ideas as to how the operations and effectiveness of the Board might be enhanced.

## Fees and allowances

Board members receive a fee of £168.30 (non-pensionable) for each day devoted to **sportscotland** Board business. This is paid through the **sportscotland** PAYE system. Board members are eligible for allowances at rates set centrally for any travel and subsistence costs incurred on Board business. We will also reimburse all reasonable dependent-carer expenses, including childcare expenses. Receipts must be provided.

## Political activities

Board members are required to declare any political activities and affiliations to Scottish Ministers as part of the appointment process.

This information is gathered to comply with section G1 of the Code of Practice for Ministerial Appointments to Public Bodies in Scotland, published October 2013 by the Ethical Standards Commissioner, and is collected under the provisions of GDPR Article 6 (1) (e) and in compliance with GDPR Article 9 (2) (g).

## Lobbying (Scotland) Act 2016

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSPs, Scottish Ministers, Special Advisers and the Permanent Secretary who are covered by the terms of the Act. You are expected to familiarise yourself with your obligations under the Act. For more information, see [www.lobbying.scot](http://www.lobbying.scot).

## Confidentiality

During the appointment and after the termination of the appointment, for whatever reason, Board members are subject to an obligation of confidentiality. This includes any information of a confidential nature, which has come to their knowledge during their appointment with, and related to, the activities of **sportscotland**.

This obligation means that Board members will not divulge any information of a confidential nature concerning the business or transactions of **sportscotland** (or its Board members), except in the performance of their duties as part of this appointment. The only exception to this is if they are ordered to divulge confidential information by a court or tribunal. Board members will also use all reasonable efforts to prevent the disclosure of confidential information.

## Termination of appointment

A Board member is entitled to resign their appointment with **sportscotland** by giving written notice to Scottish Ministers. The appointment of the Board member, including the Chair, may be terminated by Scottish Ministers before the term mentioned in the appointment letter finishes and in line with the conditions set out in this letter. Scottish Ministers have the power to remove a Board member from office if they are satisfied that the member:

- has been bankrupt
- has granted a trust deed for creditors or a composition contract
- has proposed a voluntary arrangement which has been approved
- has had his or her estate sequestrated
- has been absent from three consecutive Board meetings of **sportscotland** without the permission of **sportscotland**;
- is otherwise considered unfit or unable to discharge the functions of a member.
- failure to uphold the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles).
- conduct has been inconsistent with the conditions set out in the appointment letter.

## Training and development

All new members will receive:

- an induction pack
- a one-to-one meeting with the Chair
- a meeting with the Minister
- an introduction to the organisation and its work by the Chief Executive and other members of **sportscotland**'s Executive Team
- opportunities to attend training sessions on good governance.

# Person specification

## What do we need from new sportscotland Board members?

It is important we have people with a variety of skills, knowledge, experience and personal qualities to enable the Board to work effectively. We also need to ensure we have the right balance of skills, knowledge and experience on the Board.

In this section we explain exactly what we are looking for and how this will be tested during the appointment process.

For this current round of appointments, we have three vacancies.

### Vacancy one

This candidate must have:

- all the general skills and personal qualities (see Table 1)
- knowledge or experience of local authorities and their contribution to sport (see Table 2)
- knowledge or experience of financial management (see Table 2).

### Vacancy two

This candidate must have:

- all the general skills and personal qualities (see Table 1)
- knowledge or experience of the relationship between business and sport (see Table 2)
- knowledge or experience of financial management (see Table 2).

### Vacancy three

This candidate must have all the general skills and personal qualities (see Table 1).

## General skills and personal qualities

All Board members need to have general skills and personal qualities which will enable them to make a full contribution to the work of the Board. These are outlined in Table 1.

You may have gained these:

- by working in a management post or at a senior level
- by being active in your community, in a voluntary capacity
- through your own personal life experience.

You may just have a natural aptitude in these areas. Your skills and experience do not necessarily need to come from working in sport or related activity. You will be able to build your knowledge about sport through the induction process and experience gained if you are appointed. We actively encourage and support applications from people from all backgrounds across Scotland.

**Table 1: General skills and personal qualities (we want all applicants to demonstrate these)**

Skills and personal qualities	What does this mean	Why are we looking for this	How will this be tested
Communicating and influencing effectively	<p>This means you will be:</p> <ul style="list-style-type: none"> <li>• clear in your communications and have good listening skills</li> <li>• confident in expressing your own views and asking questions in a group</li> <li>• able to influence others</li> <li>• able to adapt your style in different situations</li> <li>• confident in questioning proposals and debating</li> <li>• able to think strategically and contribute to decision making</li> <li>• able to analyse information to inform your opinions.</li> </ul>	<p>Being able to communicate by clearly expressing your views and show that you are taking account what is being said by others on the Board are important skills for all Board members.</p>	<p>We will be assessing this through completion of your written application In addition, you will be asked to assess a paper immediately before the interview and express views about the content at the interview.</p>
Working collaboratively and constructively with others in a team setting	<p>This means you will:</p> <ul style="list-style-type: none"> <li>• appreciate the knowledge and skills of colleagues</li> <li>• support colleagues whenever possible</li> <li>• encourage discussion around others' points of view</li> <li>• share knowledge at every opportunity</li> <li>• show respect for colleagues, staff and stakeholders</li> <li>• be flexible and strive to achieve agreement</li> <li>• accept an agreed decision even if it goes against a personal view.</li> </ul>	<p>All members need to work well with other people to enable the Board to reach agreed decisions in an effective and positive way.</p>	<p>During the interview, we will ask you to give us some practical examples of situations where you have worked collaboratively and constructively with others. This may have been in employment, through working in the community or in a voluntary capacity.</p>
An understanding of how sport and physical activity can help change lives.	<p>This means that you will:</p> <ul style="list-style-type: none"> <li>• have an interest and enthusiasm for how sport and physical activity can inspire others.</li> <li>• have an understanding how the Active Scotland Outcomes Framework can improve lives for communities throughout Scotland.</li> <li>• understand how sport and physical activity can contribute positively to the health of communities across Scotland, particularly in disadvantaged communities.</li> <li>• understand the importance of addressing barriers and increasing participation in sport and physical activity among under-represented groups.</li> </ul>	<p>We need Board members who:</p> <ul style="list-style-type: none"> <li>• understand the importance of encouraging everyone in Scotland to take part in sport or physical activity</li> <li>• will raise the profile of the benefits that being active can have for all individuals and communities.</li> </ul>	<p>We will want you to tell us about your interest in sport and physical activity and how this has been gained in the written application. We will also discuss this with you during the interview.</p>

## Priority experience, knowledge and expertise

During this recruitment round, in addition to the general skills set out above we need people who can bring specific experience, knowledge and expertise to the Board. The specialist skills we are looking for during the current appointment process are set out in Table 2. We are looking for two candidates who can demonstrate that they can satisfy one of these.

If you believe you can demonstrate more than one, you can tell us about this in your written application and during your interview if you reach that part of the appointment process. Although we only ask applicants to demonstrate one of the priority requirements, in making their decisions the Selection Panel will take into account the full range of skills, knowledge and experience applicants can offer. This will ensure all the essential skills the Board needs are met. The Minister will appoint the combination of candidates who, together, most closely meet the priority requirements.

**Table 2: Priority experience knowledge and expertise**

Experience, knowledge, expertise	What does this mean	Why are we looking for this	How will this be tested
<p><b>Business and sport</b></p> <p>Knowledge of the links between business/commercial sectors and sport.</p> <p>You will have experience and an understanding of financial management and possibly experience and an understanding of the role of an Audit Committee.</p>	<p>This means you will:</p> <ul style="list-style-type: none"> <li>have experience of working in the business or commercial sectors, which have links with sport. This could include setting up and managing sponsorship, commercial or other forms of partnership with businesses. This might include experience of securing Corporate Social Responsibility investment or other forms of funding for sport.</li> <li>understand the importance of using public funds appropriately and how an Audit Committee helps to do this.</li> </ul>	<p>Financial sustainability is a key issue for the sport sector and this can be supported through having specific types of experience and skills on the Board to support and advise <b>sportscotland</b> how this can be addressed.</p> <p><b>sportscotland</b> requires good financial management and governance to meet statutory requirements, delegated authority arrangements and internal policies. These help <b>sportscotland</b> deliver its plans economically and effectively.</p>	<p>We will want you to tell us about your knowledge and experience and how this has been gained in the written application. We will also have a discussion with you about this during the interview.</p>
<p><b>Local authority and sport</b></p> <p>Experience and understanding of the role of Scottish local authorities in sport and physical activity. This could have been gained from working for a local authority, or in other roles which worked in partnership with a local authority and/or allowed you to gain an understanding of their contribution to sport.</p> <p>You will also have experience and an understanding of financial management and possibly experience and an understanding of the role of an Audit Committee.</p>	<p>This means you will</p> <ul style="list-style-type: none"> <li>understand the role, contribution and importance of local authorities in sport and physical activity and how they can work with communities to provide opportunities for sport and physical activity throughout Scotland.</li> <li>understand the importance of using public funds appropriately and how an Audit Committee</li> </ul>	<p>Local authorities and community sport are key parts of the sporting system across Scotland. It is therefore important that there is knowledge and experience of how they contribute to the sporting system on the Board.</p> <p><b>sportscotland</b> requires good financial management and governance to meet statutory requirements, delegated authority arrangements and internal policies. These help <b>sportscotland</b> deliver its plans economically and effectively.</p>	<p>We will want you to tell us about your knowledge and experience and how this has been gained in the written application. We will also have a discussion with you about this during the interview.</p>

## Assessment for this appointment

Assessment will happen in two stages.

### Stage one

The selection panel will assess your written application.

If you are applying for one of the two specialist vacancies noted on page 9 under Person Specification your application should cover at least one of the requirements set out in the priority experience, knowledge and expertise section (Table 2) and the requirements in the general skills and personal qualities section (Table 1).

If you are applying for the more generalist role then your application should cover the requirements in the general skills and personal qualities section (Table 1).

### Stage two

We will invite applicants who most closely meet the requirements to attend the final stage of assessment. This will involve an interview and a practical exercise. The practical exercise will involve reading a short paper immediately prior to the interview and then giving your views on it during the interview. We encourage all applicants to carry out some background reading on **sportscotland** and its activities.

The practical exercise and interview will assess all the required skills, knowledge, experience and personal qualities. The selection panel will also ask follow up questions to find out more about your relevant experience and about the depth of your knowledge.

More information on assessment methods is available from the Public Appointments website:

[www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience-tested](http://www.publicappointments.org/faqs/faq/29/how-are-skills-knowledge-and-experience-tested)



# How to apply

You will need to submit your written application and a tailored CV (no more than two sides of A4) by Friday 22 March 2019. We encourage applicants to apply electronically.

If you have any difficulties completing your application, please contact Leigh Alowooja on 0131 244 4618 or at [leigh.alowooja@gov.scot](mailto:leigh.alowooja@gov.scot). We will always consider disability-related reasonable adjustments to enable you to demonstrate your merit and participate fully in the selection process. If you need any of the application pack documentation in an alternative format, please contact Leigh Alowooja (details above).

## Completing the application form

The application form seeks information about you and the skills, knowledge and experience you have that are relevant to the role. The Person Specification details what we are seeking as well as how and at which stage in the process each of the criteria will be tested.

The selection panel will not make assumptions about your evidence. You should provide clear and succinct information about yourself and how you meet the criteria. For example:

- When being asked to demonstrate a skill, you should give specific examples which demonstrate what you did, the reasons for your actions, the skills you used and what specifically about your approach affected the outcome.
- When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

Please respect the word limits for each section. These help the selection panel consider your ability to communicate effectively. You may be asked to expand on your answers if you are invited to interview, so it is a good idea to retain a copy of your application form.

You can find further information and examples on completing a competency-based application form in the hints and tips section of the Appointed for Scotland website:

<http://www.appointed-for-scotland.org/how-to-apply/competency-based-applications/>

The application form also has a declaration statement. By submitting your form, you are declaring the information you have provided is true and complete.

## Diversity monitoring

We want public appointments to reflect the diverse Scottish population so it is important that opportunities to serve on boards are open to all. To help us achieve this, we ask that you complete a diversity monitoring form as part of your application. This information is never seen by the selection panel and is not used to assess your suitability for appointment.

GDPR Articles 6(1) (c) and (e) are the lawful bases for processing and GDPR Article 9 (2) (b), in order to comply with a legal obligation, is the condition for processing.

## Further information

If you are interested in discussing this appointment further, please contact Laura Cook who will arrange a telephone call with the **sportscotland** Chair Mel Young. Laura's telephone number is 0141 534 1153 or email [laura.cook@sportscotland.org.uk](mailto:laura.cook@sportscotland.org.uk)

# Appointment information

## Selection panel

The selection panel will be:

- **Derek Grieve, Head of Active Scotland Division (panel chair)**
- **Mel Young, Chair, sportscotland**
- **Audrey Sutton, North Ayrshire Council, Independent panel member**

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.

## Nationality

If you're a non-British national, you can apply for, and be appointed to, the boards of Non-Departmental Public Bodies (NDPBs). However, you must be legally entitled to work in the UK.

## Disqualifications

No Disqualifications in applying as a board member of **sportscotland**.

## Telling you about progress

If you aren't invited to interview, we will tell you about the outcome of your application in writing.

If you're invited to interview, we will offer feedback. It will be based on:

- the assessment of your merit in relation to the skills, knowledge and experience required by the person specification and;
- where appropriate, the outcome of the fit and proper person test (there are more details about the test on page 17).



## Key dates for these appointments

What happens	When
Date appointment publicised	22 February 2019
Closing date for completed applications	22 March 2019
Date of shortlisting meeting to select applicants for next stage	4 April 2019
Date outcome of shortlisting meeting will be relayed to applicants	5 April 2019
Latest date applicants can request feedback following shortlist	19 April 2019
Dates for interviews	25, 26 April 2019 & 1 May 2019
Date by which the Minister will decide whom to appoint	w/c 3 June 2019
Date by which applicants will be informed of the Minister's decision	w/c 3 June 2019
Latest date applicants can request feedback following interview	21 June 2019
Appointment Date (This will allow the new members to attend June Board which will be held on 26 June 2019)	20 June 2019

### Expenses for attending interviews

If you are invited for an interview, you can claim for reasonable expenses involved in attending. This includes childcare and dependent carer expenses. We expect you to use the most efficient and economical means of travel and the amount we reimburse will normally be restricted to this. If you need to stay overnight, you must contact Leigh Alowooja on 0131 244 4618 in advance for confirmation of current subsistence rates. If you are invited for interview these rates, and a claim form, will be included in the invitation letter. You must provide receipts to support 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](http://www.gov.uk/browse/benefits)

### Valuing diversity

The Scottish Ministers are committed to diversity and equality.

We value having Board members with different points of view, and experiences. We are hoping 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 public appointments process promotes, demonstrates and upholds equality of opportunity for all applicants.

Scottish Ministers particularly welcome applications from groups currently under-represented on Scotland's public bodies, such as women, disabled people, those from black and minority ethnic communities and people aged under 50.

For more information about public appointments and other vacancies, please visit the dedicated public appointments website at [www.appointed-for-scotland.org](http://www.appointed-for-scotland.org)

# Ethical standards

## About the Commissioner and these regulated appointments

This appointment is regulated by the Ethical Standards Commissioner (the Commissioner). If you have concerns about the way this appointment round was conducted, please contact Public Appointments Team (PAT) (contact details are in this pack) in the first instance. More information about the Commissioner is included at the end of this section and provides more information on his regulatory role in relation to public appointments, and about taking unresolved complaints further.

## The Principles of Public Life in Scotland

If you want to be appointed to roles in public life, you have to pass a Fit and Proper Person test, which is described in more detail below.

Part of the test involves agreeing to apply the Principles of Public Life in Scotland if you are appointed.

The Principles of Public Life in Scotland are:

- **Duty:** You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.
- **Selflessness:** You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.
- **Integrity:** You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.
- **Objectivity:** You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.
- **Accountability and Stewardship:** You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.
- **Openness:** You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.
- **Honesty:** You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.
- **Respect:** You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly, you must respect members of the public when performing duties as a member of your public body.

## The Fit and Proper Person Test

Scottish Ministers, and the public, must feel confident that people being appointed to the Boards of public bodies are fit and proper persons to take up these positions. This means people who are 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 relation to the skills and knowledge required in your application, and further probe it at interview if you are invited. If you are invited to interview, you will also be asked to complete a practical exercise on the day. Further information will be provided to those invited to interview.

### 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 **sportscotland**, the nature of the appointment and that you are not aware of having committed any offence, or performed any act, that is incompatible with the position that you are applying for. We will do this using the declaration statement on the application form. By submitting your completed application, you are 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 are invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We will ask you to confirm that, to the best of your knowledge, you do not have any conflicts of interest that are incompatible/unmanageable. We will ask for additional information if you have declared a conflict of interest in your initial application.
- You will also be asked at the application stage to declare if you have had any political activity in the past five years.

### Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland

- The **sportscotland** Board expects Members to observe the nine Principles of Public Life in Scotland listed on page 16. If you are invited to interview, 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 7. If you are invited to interview, you will be asked whether you can meet this commitment.

## Conflicts of interest

Conflicts of interest may arise where there is a clash between your role on the **sportscotland** Board and your professional or personal interests. If you have any concerns about this, you should mention them to the Selection Panel if you are invited for interview.

Further, if you and a member of the Selection Panel have a close relationship the Panel Chair must let the Commissioner know. The Commissioner can decide that the Panel Member should not be involved in your assessment and may ask them not to take part in this appointment round.

You can get more guidance on conflicts of interest relating to suitability for appointment by visiting the Commissioner's website at:

[www.publicappointments.org/publications/publication/596/](http://www.publicappointments.org/publications/publication/596/)

If you want to know if you have a conflict that would bar you from being a Board member of **sportscotland** before you apply, then you should contact Derek Grieve, Head of Active Scotland Division, Scottish Government on 0131-244-0268 or email him [Derek.Grieve@gov.scot](mailto:Derek.Grieve@gov.scot) to discuss your concerns and he will answer your query.



# Appointment

## What happens if you are appointed?

If you are appointed, some of the information that you have given us will be made public in a media release about your appointment. It will include:

- your name
- a short description of **sportscotland**
- a brief summary of the skills, knowledge and experience you bring to the role
- how long you have been appointed for and the time commitment
- any remuneration associated with the appointment
- details of any other public appointments you hold and any related remuneration you receive for them and their time commitment
- details of any political activity in the last five years you declared
- a statement that the appointment is regulated by the Ethical Standards Commissioner (the Commissioner).

## Complaints

Please note there is no appeal process in respect of the Public Appointment process.

You can find out about our complaints procedure on the Appointed for Scotland website: <http://www.appointed-for-scotland.org/Complaints/>. Or you can contact Public Appointments, Area 3G (South), Victoria Quay, Edinburgh EH6 6QQ; Freephone 0800 015 8449 or email at [publicappointmentcomplaint@gov.scot](mailto:publicappointmentcomplaint@gov.scot)

# Ethical Standards Commissioner

## Who We Are

This information 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 information 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](mailto:appointments@ethicalstandards.org.uk)**

**T: 0300 011 0550**

**Head Office**

Doges, Templeton on the Green,  
62 Templeton Street,  
Glasgow G40 1DA

**Tel** 0141 534 6500

**Fax** 0141 534 6501



[sportscotland.org.uk](http://sportscotland.org.uk)