

**Appointment of the Chair and Non-
Executive Director of the British
Waterways Board operating as Scottish
Canals**

Applicant Information Pack

Closing date for applications: Midnight Sunday 21 November 2021

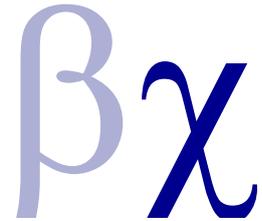
**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Applicant Pack	Page
Welcome letter	3
Information about Scottish Canals and the roles	4
Gender Representation on Public Boards (Scotland) Act 2018	6
Valuing diversity	6
Reasonable Adjustment	6
Person specification	7
Remuneration, time commitment and length of term	11
Disqualifications and nationality	11
Key dates in the competition	12
Selection panel	12
Guidance on submitting your evidence	12
References	14
Conflicts of interest	14
Assessment process	15
Expenses for attending interviews	16
Potential effect on benefits	16
Telling you about progress	16
Training and support	17
The fit and proper person test	17
Lobbying	19
The Principles of Public Life in Scotland	19

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26 October 2021

Dear Applicant

Appointments to the Board of Scottish Canals

Thank you for expressing interest in joining the Board of Scottish Canals. These positions offer a unique opportunity to play a major strategic role in harnessing the expertise of the organisation to protect and improve Scotland's canal network and the environments around them, and to ensure that the infrastructure, heritage and habitats of the canal system are safe and looked after so they can be enjoyed by generations to come.

The Board currently consists of a non-executive Chair, four non-executive Board members and the CEO. Scottish Ministers are looking to fill the roles of the incumbent Chair, who has reached the end of the statutory term following a successful period in post, and up to two Non-Executive Directors. Collectively, the Board's role is to provide overall strategic direction to the organisation to align with Scottish Ministers' priorities.

The Chair of the Board will demonstrate strong leadership skills and be prepared to work with Ministers to agree a strategic vision and priorities over time. The successful candidate will articulate those to the Board and executive team, ensuring that they are embedded in the culture of the organisation. They will have excellent communication skills and have the ability to influence stakeholders at all levels. They will also be required to show an ability to analyse complex issues and think independently and laterally to help deliver strong organisational performance.

All Board members must demonstrate a range of knowledge, skills and behaviours including: a strong focus on corporate governance; excellent communication skills; the ability to constructively challenge; strong finance, analytical and decision making skills; and a good knowledge of the wider issues relevant to the operations and activities of Scottish Canals. If you feel that you have the skills required, I would encourage you to apply. Full details of the skills and experience required for each position are set out in the attached pack.

I am happy to answer any further questions you might have. Alternatively, you may wish to contact the current Chair, Andrew.Thin@scottishcanals.co.uk.

Yours sincerely

FRANCES PACITTI

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Information about Scottish Canals

Scottish Canals is the operating name of the British Waterways Board in Scotland. The assets and functions of the British Waterways Board in England and Wales are now delivered through the Canals and Rivers Trust. The Transport Acts of 1962 and 1968 set out Scottish Canals' core statutory duties, and it is constituted as a non-departmental public body under the umbrella of Transport Scotland reporting to Graeme Dey MSP, Minister for Transport.

Scottish Canals operates and manages all five canals in Scotland: the Forth & Clyde, Union and Monkland Canals in the Lowlands, the Crinan Canal in Argyll, and the Caledonian Canal in the Highlands. The canals were built hundreds of years ago, but they are contributing to the contemporary prosperity of our country in an increasingly diverse number of ways. Originally a key part of the transport infrastructure that powered the industrial revolution in Scotland, today the canals deliver economic and social value through a range of very different functions and uses.

Our canals offer access to green and blue space in urban areas, and community hubs in rural areas. Scotland's canals are places where people can escape to nature helping to address some of the challenges of health inequality and the promotion of mental wellbeing. Our canals also offer unique opportunities to address the increasing environmental impacts of climate change and through partnerships Scottish Canals is working to find sustainable solutions to these issues and has recently stated an ambition to reach net zero on direct carbon emissions by 2030.

As well as its primary role of providing leisure and active travel opportunities, Scottish Canals stimulates multi-million pound regeneration and development, supports Scotland's tourism and destination economy, contributes significantly to the active living agenda, biodiversity, heritage, education and enables skills and confidence building projects in some of Scotland's most disadvantaged communities.

Scottish Canals has assembled a talented executive team, and developed an organisational culture that places a high value on innovation, managed risk taking, and employee empowerment. Scottish Ministers require a board which can operate effectively within this context, providing the motivational leadership and skilled governance appropriate to an organisation of this nature.

There are currently six members of the Board comprising four Non-Executive Directors, the Chair and the Chief Executive. The Board meets regularly and is supported by an Audit & Risk Committee chaired by one of the Board members. The Board also meets as a Remuneration Committee to consider senior staffing issues when required, and Board members are expected to make time available between meetings to ensure that they maintain a good understanding of the business.

About the roles

Chair

We are looking for an individual to lead the Board of Scottish Canals to successfully deliver its corporate objectives and strategic priorities by:

- providing strategic direction while working within a Public Bodies environment;

Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals Applicant Information Pack

- maintaining high standards of corporate governance, ensuring the propriety, regulatory, economy, efficiency and effectiveness of Scottish Canals' operations in alignment with the wider Scottish Government objectives and policies;
- communicating effectively both within Scottish Canals and on behalf of Scottish Canals externally to a wide variety of stakeholders and communication between the board and Scottish Ministers;
- developing and agreeing Scottish Canals' Corporate Plan and strategic direction, prioritising business opportunities as well as a broad range of other responsibilities including pay and employment, health and safety, communications and marketing, customer care, general stewardship, and corporate governance issues; and
- undertaking an annual appraisal of the performance of the Chief Executive (in consultation with other non-executive board members) and other Non-Executive Directors.

The Chair is accountable to the Scottish Ministers and may also be held to account by the Scottish Parliament. More information on the responsibilities of the Chair are outlined in the Scottish Canals Framework Document which can be accessed at – [Scottish Canals Framework Document \(Revised February 2019\) \(transport.gov.scot\)](#)

Non-Executive Director

In your role of Non-Executive Director you will provide active, healthy and effective direction, support and guidance to ensure that Scottish Canals delivers, and is committed to delivering, its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers as outlined in [Making the Most of Scotland's Canals](#). You will provide a strong, healthy 'challenge function', carefully scrutinising planned and underlying assumptions before decisions are taken. In exercising this function, you will, where necessary, challenge other members and senior staff of Scottish Canals.

Specific functions may vary but, unless otherwise agreed, you will:

- prepare for, attend and contribute positively towards meetings of Scottish Canals and its committees;
- assist in the development, approval and monitoring of Scottish Canals' corporate plans which demonstrate how Scottish Canals contributes to [National Outcomes](#);
- monitor the financial position of Scottish Canals against budget allocations and key financial targets and ensure corrective action is taken where required;
- establish good partnership working with other organisations and participate in reference groups, discussion forums and open meetings (as required);

The Board is accountable to the Scottish Ministers and may also be held to account by the Scottish Parliament. More information on the responsibilities of the Board are outlined in the Scottish Canals Framework Document which can be accessed at – [Scottish Canals Framework Document \(Revised February 2019\) \(transport.gov.scot\)](#)

Further information

For further information about Scottish Canals and the roles, please contact the Director of Aviation Maritime and Freight and Canals Directorate Frances.Pacitti@transport.gov.scot, or alternatively the current SC Chair, Andrew.Thin@scottishcanals.co.uk

You can also find out more about Scottish Canals at www.scottishcanals.co.uk.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 sets a 'gender representation objective' that a board should have 50% of non-executive members who are women. In circumstances where there are two or more equally qualified candidates (a tie break), at least one of whom is a woman and one who isn't, then section 4(3) of the 2018 Act requires the appointing Minister to appoint a woman if doing so will result in the board achieving (or making progress towards achieving) the gender representation objective. In a tie break the appointing Minister can choose to appoint a candidate, who is not a woman, on the basis of another characteristic or situation and can give preference to that candidate (section 4 (4) of the 2018 Act). If the appointing Minister wishes to choose a candidate because of a situation that was not specified in the applicant pack, the appointing Minister will ask the Ethical Standards Commissioner to make an exception to the Public Appointments Code of Practice.

Scottish Government Guidance on the Act is [available here](#).

Valuing Diversity

The Scottish Ministers are committed to diversity and equality and value very highly the benefits of having different points of view and experiences on our Boards. Accordingly, it is hoped to receive applications from a wide range of talented people irrespective of their religion or belief, sex, age, gender reassignment, disability, sexual orientation, race, political belief, relationship status or caring responsibilities.

We value very highly the benefits of having different experience and points of view on our Boards. Scottish Ministers particularly welcome applications from people with protected characteristics that are currently under-represented on SC, such as women, disabled people, LGBTI+ people, those from black and minority ethnic communities and people aged under 50.

If you have a disability within the meaning of section 6 of the Equality Act 2010 and require an adjustment at any stage of the public appointments process, please get in touch with the Scottish Canals Sponsorship Team at ScottishCanals@transport.gov.scot.

Reasonable Adjustment

If you require a reasonable adjustment at any stage of the public appointments process, please contact with the Scottish Canals Sponsorship Team at;
ScottishCanals@transport.gov.scot

If you need any of the application pack documentation in an alternative format such as plain text, Braille or large print, please contact the Scottish Canals Sponsorship Team at
ScottishCanals@transport.gov.scot

Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals Applicant Information Pack

Person Specification

The person specification sets out the skills, knowledge and experience we are seeking for each position and indicates how and at which stage in the process each of the criteria will be tested. As it is important that there is the right balance of experience, knowledge and expertise on the Board, the appointing Minister will be taking into account which of these each applicant is able to demonstrate when selecting applicants for appointment.

The assessment includes consideration of the information you provide as part of the application process, i.e. a covering letter, a tailored CV and an application form. The applicants who most closely meet the requirements set will be invited to attend for interview where the selection panel will ask questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required for the role or roles you have applied for. Those shortlisted for interview, may also be asked to undertake an additional task. Full details will be provided to those shortlisted.

Candidates may apply for both of the advertised roles, in which case a separate application should be completed and returned for each role.

Applicants need to demonstrate that they have the skills, knowledge and experience required for these appointments as detailed below.

Chair Role

If you are applying to be the Chair of the Board, you must demonstrate evidence of all the following essential criteria:

Skills/Knowledge/Experience	What it means	Where it will be tested
Strategic Leadership Skills	<ul style="list-style-type: none">• experience of focussing a Public Sector organisation on agreed strategic priorities;• ability to articulate a clear and persuasive strategic vision for the organisation and an understanding/experience of how to shape organisational culture to reflect the strategic vision in a complex environment;• evidence of using strong interpersonal skills to inspire, bring together and motivate staff and stakeholders;• evidence of strong leadership, constructive challenge and ability to hold an executive team to account, while showing tolerance and openness;	Application and interview (if invited).

**Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals
Applicant Information Pack**

	<ul style="list-style-type: none"> • evidence of driving organisational focus on climate change adaptation, mitigation and resilience initiatives; • experience of Infrastructure Asset Management. 	
Governance	<ul style="list-style-type: none"> • direct experience of ensuring effective governance at senior management or board level; • an understanding of the responsibilities and accountabilities of public bodies and an understanding of the frameworks within which a public sector body operates; • ability to articulate what board responsibilities are from a fiscal and legal perspective and can demonstrate direct involvement in the implementation of good governance principles; • an understanding of audit and risk management and the ability to demonstrate effective practical application of that understanding. 	Application and interview (if invited).
Corporate finance and analysis and decision-making	<ul style="list-style-type: none"> • experience of robust financial management including <ul style="list-style-type: none"> ○ financial/budget scrutiny ○ financial management and sustainability ○ challenging investment appraisal and management; • can demonstrate effective decision making at a senior level; • comfortable in the analysis of highly complex (including financial) information where critical/important decisions are being made; • understands the wider strategic environment and takes account of this when making decisions. 	Application and interview (if invited).
Excellent communication, networking, mediation and conflict resolution skills	<ul style="list-style-type: none"> • experience of partnership development, key stakeholder management and internal team building. • ability to influence, challenge, show tolerance and harness diversity; • ability to represent the organisation effectively to external stakeholders and inspire, lead and motivate a diverse range of audiences; 	Application and interview (if invited).

**Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals
Applicant Information Pack**

	<ul style="list-style-type: none"> • awareness of changing trends and user requirements in an evolving leisure & recreation market. 	
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Non-Executive Director

If you are applying for the Non-Executive Director role, you must demonstrate evidence of all the following essential criteria:

Skills/Knowledge/Experience	What it means	Where it will be tested
Governance	<ul style="list-style-type: none"> • direct experience of ensuring effective governance at senior management or board level; • an understanding of the responsibilities and accountabilities of public bodies and an understanding of the frameworks within which a public sector body operates; • ability to articulate what board responsibilities are from a fiscal and legal perspective and can demonstrate direct involvement in the implementation of good governance principles; • an understanding of audit and risk management and the ability to demonstrate effective practical application of that understanding. 	Application and interview (if invited).
Corporate Finance and analysis and decision-making	<ul style="list-style-type: none"> • can demonstrate effective decision making at a senior level; • comfortable in the analysis of highly complex information where critical/important decisions are being made; • experience of financial management including; <ul style="list-style-type: none"> ○ financial/budget scrutiny ○ financial management and sustainability 	Application and Interview (if invited).

**Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals
Applicant Information Pack**

	<ul style="list-style-type: none"> ○ investment appraisal and management; ● understands the wider strategic environment and takes account of this when making decisions. 	
Influencing and communication skills	<ul style="list-style-type: none"> ● strong interpersonal skills and self-awareness; ● evidence of constructive challenge, showing tolerance and openness while harnessing diversity; ● evidence a collegiate approach in collective decision-making with an ability to listen, understand and articulate in a sensitive and accessible manner while maintaining trust and building consensus within a team environment; ● ability to represent the organisation effectively to external stakeholders and inspire and motivate a diverse range of audiences; ● ability to influence others to achieve the organisation's strategic objectives; ● awareness of changing trends and user requirements in an evolving leisure & recreation market. 	Application and interview (if invited).
Knowledge & experience of Infrastructure Asset Management	<ul style="list-style-type: none"> ● experience of Infrastructure Asset Management including knowledge of associated costs, risks, performance attributes and approach. ● asset management experience; ● experience of 3rd party infrastructure delivery. 	Application and interview (if invited).

Remuneration and Expenses

Chair

The Chair receives £335.00 per day. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence costs and dependant carer and childcare expenses, will be reimbursed.

Non-Executive Director

Non-Executive Director receives £240.00 per day. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence costs and dependant carer and childcare expenses, will be reimbursed.

The appointments are non-pensionable.

Time Commitment

The Chair is expected to devote around 42 days per year to the role with Non-Executive Directors expected to devote up to 20 days per year.

Length of the Appointment

The term of appointment for both the Chair and Non-Executive Director position will be for three years. The Chair will be appointed in April 2022 with a Non-Executive Director appointed in July 2022.

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

Location of meetings

Board meetings are usually held in central Scotland, but there is an expectation that travel across the Scotland-wide canal system will be required.

Nationality/Disqualifications

There is no bar on non-British nationals applying for and being appointed to the board of Executive Non-Departmental Public Bodies. However, you must be legally entitled to work in the UK.

Applicants will also be ineligible to apply for the role of Chair if they have already served a total of eight years as the Chair of the Board of Scottish Canals. Likewise, applicants will be ineligible to apply for the Non-Executive Director role if they have already served a total of eight years as a Non-Executive Director of Scottish Canals.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Key dates in this competition

What happens	When
Appointment publicised	27 October 2021
Closing date for applications	21 November 2021
Shortlisting meeting	15 December 2021
When applicants will be advised of the outcome of the shortlisting meeting	December 2021/January 2022
Interviews	Chair Interviews 8 and 9 February 2022 NED Interviews 17 and 23 February 2022
When Ministers will decide whom to appoint	March 2022
Date applicants will be advised of the outcome	March 2022
Expected date of appointments (subject to Ministerial approval)	April 2022 and July 2022

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

The Selection Panel

The selection panel will comprise:

- Frances Pacitti (panel chair), Director of Aviation, Maritime, Freight and Canals, Transport Scotland;
- Andrew Thin, current Chair of the Board, Scottish Canals and the Scottish Land Commission;
- Lorna Jack, Chair of the Board, Highlands and Islands Airport Limited.

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.

You will be asked to let us know in your application if and how you know any of these selection panel members. This will help us to come to a view on the appropriateness of your application being assessed by one or more of them.

Guidance on submitting your evidence

How to Apply

To apply candidates should send the following:

- a covering letter highlighting your motivation in applying for the post;
- a tailored career history/CV (maximum two sides of A4);
- a completed application form that captures your personal details, declarations, equalities monitoring information and evidence of your suitability for the role; and
- name and contact details of your current or most recent employer.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

What you put in the covering letter, CV and application form will be the evidence that determines whether or not you will be shortlisted for interview. You must, therefore, demonstrate clearly the evidence required to show how you meet the criteria set for the role or roles you are applying for. For each individual criteria, you should include:

- a description of the situation and the context;
- what skills and knowledge you utilised; and
- the outcome and your personal contribution.

Your completed covering letter, tailored CV and application form should be returned by email to: ScottishCanals@transport.gov.scot by midnight on the closing date of **Sunday 21 November 2021**.

Evidence

Using no more than 300 words for each criteria, you should provide evidence to demonstrate how you meet each of the essential criteria required – as set out in the person specification section of the Application Pack. You should provide clear and succinct evidence of how you meet the criteria using examples from your career or from your personal experience.

You should give specific examples which best demonstrate to the selection panel what it is you did and why, the reasons for your actions, the skills you used and what impact your approach had on 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 situations where you have used this.

The selection panel will not make assumptions about your examples so it is important that you take the time to ensure that the information you are providing in respect of your application fully demonstrates how you meet the essential criteria. Be clear and succinct in your answers as there are word limits, which will help the selection panel to consider your ability to communicate effectively. You may be asked to expand on your answers if you are shortlisted for the final assessment stage so it is a good idea to retain a copy of your letter, CV and application form.

Guidance on submitting your personal details, declarations and equalities monitoring information

The covering letter and tailored CV will not be considered if it is not accompanied by the completed application form.

Personal details

You are asked to complete the section which provides details of your name and address and other personal details. This information will be passed to the selection panel.

Declaration

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at interview and checked as part of the final assessment. This information will be passed to the selection panel.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Equalities Monitoring Information

The Scottish Government is committed to appointment on merit, and to equality and diversity in public appointments. The Equalities Monitoring information is not passed to the selection panel. However, in the event of a tie break situation in respect of the Gender Representation on Public Boards (Scotland) Act 2018, the appointing Minister will have access to the monitoring information of only those candidates involved in the tie break in order to best inform their decision on whom to appoint.

The information gathered from equalities monitoring is very important and helps to ensure that everyone is treated fairly, without discrimination because of age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other relevant details. All equalities monitoring questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our policy development will be.

All information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles GDPR Articles 6(1) (c) and (e), which are the lawful bases for processing, and GDPR Article 9 (2) (b) so we can comply with a legal obligation which is the condition for processing. It will not be placed on a personal file.

References

We intend to take up references, should you be successful at interview, as part of the fit and proper person test for these appointments. Please, therefore, provide the name and contact details of your current or most recent employer. If this is not possible you should provide contact details of somebody who knows you in a professional, not personal, capacity.

The details, which should include their name, position and relationship to you and contact details, should be added to your covering letter.

Conflicts of Interest

You are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at the final assessment stage. If you are unsure whether you have a conflict of interest and would like to discuss this, please contact:

- the Director of Aviation Maritime and Freight and Canals
Frances.Pacitti@transport.gov.scot, or alternatively the current SC Board Chair,
Andrew.Thin@scottishcanals.co.uk.

Unsuccessful Applicants/Feedback

Applicants who are not shortlisted for interview will be advised of the outcome of their applications in writing. Subject to the number of applicants, feedback may be available on request to those who did not reach interview.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Assessment Process

Application

Assessment will happen in two stages. Firstly the selection panel will assess the evidence you have presented in your application against the essential criteria for the role or roles you have applied for. The applicants who most closely meet these requirements will be invited to attend for interview.

Interview

The final stage of assessment will be an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required for the role you have applied for. Those shortlisted for interview, may also be asked to undertake an additional task. Full details will be provided to those shortlisted.

We will continue to review how the interview will be undertaken and depending on circumstances, this may result in interviews being carried out online using MS Teams. The selection panel will be as flexible as is possible to ensure that no candidates are disadvantaged by any alternative arrangements. If candidates have any concerns or restrictions with regards to interviews, either in terms of these being carried out face to face or online, please let the Scottish Canals Sponsorship Team know by emailing ScottishCanals@transport.gov.scot. Full details, including arrangements for holding interviews remotely by video link if appropriate, will be provided to those candidates who are shortlisted.

Social Media

For those candidates shortlisted, the selection panel may consider information available in the public domain such as a check of social media activity/posts, printed and other media. In accordance with GDPR article 6 (1) (e) this information will only be used for the purpose of this application. For successful candidates this information will be retained and destroyed five years after your appointment term ends. For unsuccessful candidates this information will be destroyed after a period of five years. Any findings in this regard may be discussed with you during the interview as part of the Fit and Proper Person tests which are detailed at pages 17-18.

Reasonable Adjustments

We will contact you to agree an interview date. If you require a reasonable adjustment for the interview or other assessments at this stage, please let us know when you are agreeing the interview date so that we can put arrangements in place. If the interviews are held face-to-face, we will ensure that the building where the interview is held is wheelchair accessible. We can also make a range of other adjustments, for example coloured paper, an introduction to the building where interviews will be held so that you are familiar with the layout, and adjustment of the time in the interview stage for any practical exercises. This isn't an exhaustive list and you should contact the Scottish Canals Sponsorship Team by emailing ScottishCanals@transport.gov.scot if you have any questions.

Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals Applicant Information Pack

Feedback

Feedback will be offered to all applicants who are interviewed. Feedback will be based on:

- the assessment of your merit in relation to the skills, knowledge, experience and values required by the person specification; and
- the outcome of the fit and proper person test where appropriate (see the section entitled “Ethical Standards”).

Subject to the number of applicants, feedback may also be available on request to those who were not shortlisted for interview.

Recommended Candidates

For candidates being recommended for appointment, the selection panel will provide the relevant Minister with a summary of the evidence gathered during the process. The Minister can choose to meet those applicants prior to making a decision.

Pre-appointment checks

Candidates chosen by Ministers for appointment will be required to complete a pre-appointment check called the Baseline Personnel Security Standard (BPSS). This is a security check that is designed to provide Ministers’ with assurance about a candidate’s credentials and confirm their identity and residence. Some appointments also require a Protecting Vulnerable Groups (PVG) check.

Expenses for attending interviews

Although it is likely that your interview will be undertaken online using MS Teams, if you are invited for interview face-to-face, you can claim for reasonable expenses incurred in attending. This includes dependent carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact the Scottish Canals Sponsorship Team by emailing ScottishCanals@transport.gov.scot in advance, for confirmation of current subsistence rates. A copy of our travel and subsistence rates and claim form can be provided to you on request. If invited for interview, the rates with a claim form will be included in the letter of invitation. Receipts must be provided in support of all claims.

Potential effect on benefits

Taking up a public appointment either paid or unpaid may have an effect on your entitlement to benefits or any benefits that you are in receipt of. This will depend on your individual circumstances, the type of benefit you receive and the appointment. You should seek advice from the office that deals with your benefit. Further information can be found at www.gov.scot/publications/public-appointments-and-welfare-benefits-information/.

What happens if you are appointed?

Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment. This will include:

- your name;

Chair and Non-Executive Director of the British Waterways Board operating as Scottish Canals Applicant Information Pack

- a short description of Scottish Canals;
- a brief summary of the skills, knowledge and experience you bring to the role;
- how long you have been appointed for;
- any remuneration associated with the appointment;
- details of all other public appointments you hold and any related remuneration you receive for them;
- details of any political activity declared by you;
- a statement that the appointment is regulated by the Ethical Standards Commissioner.

Training and support

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

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

Board Members will be supported and appraised by the Chair on an annual basis, with the Chair being appraised by a Scottish Government official. The Chair will also conduct a Board Effectiveness annual appraisal each year.

The Scottish Government's generic guide on the duties of board members of public bodies "*On Board*" will be made available to you. You can also download it from www.scotland.gov.uk/Topics/Government/public-bodies/On-Board. This guide is intended to help you in fulfilling your duties throughout the period of your appointment.

The Fit and Proper Person Test

Scottish Ministers and the public must feel confident that people to be appointed to the Boards of public bodies are fit and proper persons to take up these positions. In the context of public appointments a Fit and Proper Person is an individual who is suitable for appointment because they meet the requirements of the role, and their past or present activities (and/or behaviours) mean that they are suitable to be appointed.

The fit and proper person test is an on-going process with checks built into different stages of the appointment round. These are designed to collect the necessary information and evidence. For these appointments, the checks in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant

- We will test the evidence you provide in your application in relation to the skills, knowledge and experience required for the position, and further probe your evidence at interview if you're invited.
- If applicants provide information in support of meeting any of the criteria which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question:

- We will confirm that you understand: the work of the body, the nature of the appointment and that you're not aware of having committed any offence, or performed any act, that's incompatible with the position that you're applying for. We will do this using the declaration statement on the application form.

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters:

- Information on disqualifications is provided in this pack material and you are asked to review this prior to submitting your application. We will confirm that you are not disqualified from taking up the role using the declaration statement on the application form.
- By submitting your completed application you're declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment:

- You're asked in your application to complete questions about potential conflicts of interest.
- If you're invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We'll ask you to confirm that, to the best of your knowledge, you don't have any conflicts of interest that are incompatible/unmanageable. We'll ask for additional information if you've declared a conflict of interest in your initial application.
- you will also be asked at the application stage to declare if you've had any political activity in the past five years.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the members' code of conduct for the body concerned:

- Scottish Canals has a code of conduct which closely follows the model code of conduct approved by the Scottish Parliament and is available at the attached link www.scottishcanals.co.uk/corporate/about-us/meet-the-board/board-code-of-conduct/.
- Confirmation that you have read the Members Code of Conduct for the Board, that you understand it and agree to be bound by it in the event that you are appointed forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the nine Principles of Public Life in Scotland. These are included in this pack at pages 19-20. If invited to the final assessment stage, you will be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required:

- The time commitment involved for the role is given on page 11. If you're invited to interview you'll be asked whether you can meet this commitment.

**Chair and Non-Executive Director of the British Waterways Board operating as
Scottish Canals
Applicant Information Pack**

Lobbying

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSP's, Scottish Ministers, Special Advisers and the Permanent Secretary who are covered by the terms of the Act. Applicants are expected to familiarise themselves with their obligations under the Act. For more information see www.lobbying.scot/.

The Principles of Public Life

People who wish to be appointed to roles in public life have to pass a Fit and Proper Person test which is described in more detail above. The Principles of Public Life in Scotland are as follows:

Duty You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Selflessness You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

Openness You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

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.