

# Information pack for the appointment of the Chair to the Highlands and Islands Enterprise Board



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Ministers are seeking to appoint a new Chair to the Board of Highlands and Islands Enterprise. Ministers value highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for this Chair vacancy follows the [Code of Practice for Public Appointments](#) and are regulated by the [Ethical Standards Commissioner](#).

## Key dates for this appointment round

Closing date	5.00 pm on Monday, 7 July 2025.
Shortlisting of applications	Thursday, 17 July 2025
Date applicants will hear about the outcome of their application	w/b 21 July 2025
Interviews	Tuesday, 5 August 2025 in Inverness. <b>It is unlikely that we will be able to offer alternative interview dates.</b>
Ministerial decision	by Monday, 1 September 2025
Start date	1 October 2025



4 June 2025

Dear Applicant

## **Appointment of the Chair to the Board of Highlands and Islands Enterprise**

Thank you for expressing interest in the role of Chair of the Board of Highlands and Islands Enterprise (HIE), the Scottish Government's economic development agency for the Highlands and Islands of Scotland. In the following pages you will find information about HIE, the work of the Board and the skills required for the role we are looking to fill.

I have worked closely with HIE for a number of years and I have seen firsthand the vital role it plays in supporting businesses and communities across the Highlands and Islands. It is an ambitious organisation working to build a greener, fairer, and more resilient region that benefits everyone and makes a strong contribution to Scotland. HIE's [five-year strategy](#), launched in August 2023, sets out its vision for a leading net zero region with a dynamic wellbeing economy. The themes in the strategy align to the actions set out in the Scottish Government's Programme for Government.

HIE's Board, which is appointed by Scottish Ministers, is responsible for setting strategic direction, key decision making and effective governance. Board membership encompasses a range of skills, knowledge and experience that reflect the diversity of its region and the breadth of its remit. Board members come from a range of backgrounds but have at least two things in common: HIE's passion for this part of Scotland and its commitment to make a positive difference to the wellbeing and prosperity of all those who live there. Information on HIE's current Board members can be found [here](#).

In response to a challenging fiscal environment, our public bodies are pursuing a programme of reform. The new Chair of HIE will require to demonstrate strong leadership in order to maintain HIE's focus on improving outcomes and efficiency whilst adjusting to these fiscal realities. Nonetheless, it is an exciting time to be working on economic development across the Highlands and Islands. HIE has recently been instrumental in producing research looking at [regional transformation opportunities](#). These include the tremendous potential of renewable energy, natural capital, space and life sciences. More traditional sectors such as tourism, creative industries and food and drink, are also key drivers of growth, prosperity and fair work.

The work HIE does every day, to bring projects to fruition that will maximise those opportunities, comes from making solid connections. Its links with the private sector and other partner organisations help to turn those ideas into genuine opportunities, supported by the agency's strong leadership and effective Board.

Scottish Ministers value very highly the benefits of having different experience and points of view on the Boards of our agencies. I am very keen that we have the most capable and diverse pool of candidates to consider – individuals from all walks of life who can add real value to HIE and support our vision and ambition for all parts of the Highlands and Islands.

This applicant information pack will hopefully answer any questions you might have about HIE and the Chair vacancy. If you have any unanswered queries, would like to find out more, or you would like to discuss with the current Chair, please contact the Executive Support Team at HIE, on 01463 245245 (ask for HIE Executive Support) or email [execsupport@hient.co.uk](mailto:execsupport@hient.co.uk).

Thank you again for your interest and I hope you will give serious consideration to applying.

A handwritten signature in black ink, appearing to read 'Kate Forbes', with a stylized, cursive script.

**KATE FORBES**

# Information about the Chair role

<b>Remuneration</b>	<p>£496.42 per day.</p> <p>Reasonable expenses incurred will be reimbursed. The role is non-pensionable.</p>
<b>Time commitment</b>	91 days per year.
<b>Length of appointment term</b>	<p>The appointment is for three years from 1 October 2025.</p> <p>Reappointment is not automatic and is subject to performance and the individual continuing to satisfy the requirements of the role.</p>
<b>Location of meetings</b>	<p>Board meetings take place in Inverness and other locations throughout the Highlands and Islands and, from time to time, elsewhere. Each meeting is also held online to facilitate participation by HIE employees and others who are making presentations. However, it is expected that Board members will normally meet face-to-face unless online attendance is agreed prior to the meeting.</p> <p>The Board meetings in 2025, which the appointee may attend, are scheduled for:</p> <ul style="list-style-type: none"> <li>• 26 August;</li> <li>• 27/28 October (combined with Area Visit to Inner Moray Firth);</li> <li>• 16 December.</li> </ul>

<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> <p>Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as Chair of the HIE Board.</p>
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# Highlands and Islands Enterprise

Highlands and Islands Enterprise (HIE) is a non-departmental public body of the Scottish Government, established by the Enterprise and New Towns (Scotland) Act 1990.

HIE acts as a public agency with a statutory duty to undertake economic and social development across the Highlands and Islands of Scotland.

## **Our vision, purpose and key outcomes**

Our five-year strategy, published in August 2023, sets out our long-term vision and ambitions for the Highlands and Islands and the outcomes we will strive to achieve. It is available online at [www.hie.co.uk/strategy](http://www.hie.co.uk/strategy).

The strategy is built around four pillars of people, place, planet and prosperity, three cross-cutting themes of net zero, fair work and inclusive growth, and regional transformational opportunities.

## **Business model and environment**

The HIE Board oversees the work of the organisation, reporting to the Cabinet Secretary for Economy and Gaelic. We work collaboratively with the Scottish Government and partner organisations to align strategies and resources in ways that will optimise effective delivery of the National Strategy for Economic Transformation and the New Deal for Business.

Under the guidance of our Chief Executive and leadership team, HIE's activities are delivered through six directorates:

**Enterprise and community support** focuses on effective support for HIE clients; growing the tourism, food and drink and creative industries sectors; encouraging innovation and productivity; attracting inward investment; Gaelic language and culture, and helping communities own and manage social enterprises, property and other assets.

**Strategic projects** directs HIE support to realise benefits from significant and complex projects that will have a transformational impact across the region. These include our own hand property and infrastructure investments, regional growth deals, digital connectivity, renewable energy, net zero and space.

**Strategy and regional economy** holds responsibility for strategy, policy, research, performance measurement and analytics, marketing, communications and engagement.

**Corporate services** is responsible for strategic financial management, financial services, procurement, information governance and IT systems and Business Improvement and Internal Audit, ensuring that innovation, corporate governance and value for money are at the heart of our operations and decision-making.

**Human resources** oversees the resourcing, management, performance and development of employees to support delivery of HIE's objectives and values.

**Area operations** is responsible for oversight of the operation and performance of HIE's seven area teams.

## **National initiatives**

We also operate across all of Scotland to deliver two national strategic initiatives.

- Wave Energy Scotland, a subsidiary of HIE, runs the world's largest wave technology innovation programme and is fully funded by the Scottish Government.
- The Scottish Land Fund, is funded by the Scottish Government and delivered in partnership by the National Lottery Community Fund and HIE, provides grants of up to £1m to help communities across Scotland take ownership of the land and buildings along with practical support to develop community aspirations into viable projects.

## **Our values**

HIE employees are passionate about HIE's purpose and proud to make a difference to the region we serve:

- We are outward-looking and think long-term;
- We are customer-focused;
- We work together and learn from each other;
- We are committed to excellence and innovation;
- We encourage diversity and respect each other;
- We network and collaborate - inside and out;
- We listen and communicate clearly.

## **Collaboration**

Effective partnership working is a key principle of HIE's approach and essential to achieve the ambitions set out in the Scottish Government's National Strategy for Economic Transformation (NSET) and the New Deal for Business.

By working together, we aim to ensure that important issues affecting economic and community development in the Highlands and Islands – including some that fall outwith HIE's direct remit, such as housing, skills and transport, can be considered and tackled holistically.

We seek to build and sustain productive partnership working with a broad range of organisations across the public, private, academic and third sectors, both through formal and informal arrangements. Examples include area-focused community planning and growth deal partnerships, Focus North, the Highlands and Islands Regional Economic Partnership, the Convention of the Highlands and Islands, and the Inverness and Cromarty Firth Green Freeport.

Key partners for HIE in the public sector include the Scottish Government, development agencies Scottish Enterprise and South of Scotland Enterprise, Skills Development Scotland, the Scottish Funding Council, VisitScotland, the University of the Highlands and Islands, the region's seven local authorities and Business Gateway.

# The Board

The Board has corporate responsibility for ensuring that HIE fulfils the aims and objectives set by the Scottish Ministers and for promoting the efficient and effective use of resources by HIE, in accordance with the principles of [Best Value](#). In pursuit of its wider corporate responsibilities, the Board will:

- establish [the overall strategic direction of HIE](#) within the policy, planning and resources framework determined by the Scottish Ministers;
- ensure that the Scottish Ministers are kept informed of changes which are likely to impact on the strategic direction of HIE or on the attainability of its targets, and determine the steps needed to deal with such changes;
- ensure that any statutory or administrative requirements for the use of public funds (i.e. all funds falling within the stewardship of HIE) are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the Scottish Government Sponsor Directorate, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account relevant guidance issued by the Scottish Ministers;
- ensure that the Board receives and reviews regular financial information concerning the management of HIE; is informed in a timely manner about any concerns about the activities of HIE; and provides positive assurance to the Scottish Government Sponsor Directorate that appropriate action has been taken on such concerns;
- demonstrate high standards of corporate governance at all times, including by setting up and using an independent audit committee - in accordance with the guidance on [Audit Committees](#) - to help the Board address the key financial and other risks facing HIE. The Board is expected to assure itself on the effectiveness of the internal control and risk management systems;
- provide commitment and leadership in the development and promotion of [Best Value](#) principles throughout the organisation; and
- appoint with the Scottish Ministers' approval a Chief Executive to HIE and, in consultation with the Scottish Government Sponsor Directorate, set performance objectives and remuneration terms linked to these objectives for the Chief Executive which give due weight both to the proper management and use of public monies and to the delivery of outcomes in line with the Scottish Ministers' priorities.

# The Chair role

The Chair of HIE holds a high profile position delivering dynamic leadership of HIE's board. Working with the CEO and the wider organisation, they are an ambassador and an advocate, not only for HIE, but the Highlands and Islands region itself.

This role relies on building positive relationships of influence amongst the business community, politicians and wider stakeholder groups. To maximise HIE's contribution to economic and community development, the Chair must be able to develop and deliver the strategic vision and strategies required. The successful candidate will need to be adept at operating and managing within a changing environment.

The skills above will complement the Chair's ability to make sure the Board is:

- diverse, acting collectively and collaboratively; aligning with the Scottish Government's Programme for Government and its Economic Strategy;
- effective and maintains the highest standards of corporate governance and financial management.

If you have any unanswered queries, would like to find out more, or you would like to discuss with the current Chair, please contact the Executive Support Team at HIE, on 01463 245245 (ask for HIE Executive Support) or email [execsupport@hient.co.uk](mailto:execsupport@hient.co.uk).

# The Selection Panel

<b>Chair</b>	Colin Cook, Director of Economic Development, Scottish Government
<b>Independent panel member</b>	Jane Cumming, Managing Director, Beaully Station Limited
<b>Independent panel member</b>	Dennis Overton OBE, Chair, Scottish Food Commission
<b>Representative from the Ethical Standards Commissioner</b>	Catriona Maclean, Public Appointments Adviser

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

# Person Specification

The new Chair will provide active and dynamic leadership, demonstrating a passion for the Highlands and Islands and a clear understanding of the issues facing communities and businesses throughout the region. Like many public sector bodies, HIE is facing a period of change and the Chair will lead the Board through this significant period demonstrating strong leadership skills and innovation. The new Chair must also demonstrate a track record of quantifiable success against challenging targets with experience gathered as a senior executive or at board level in a non-executive capacity. There must also be an appreciation of effective governance and the government decision making processes.

The table below sets out the priority and essential criteria and explains how and at what stage of the process that criteria will be tested.

## Priority Criteria

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

Priority Criteria	Example indicators	How this will be assessed
1. Ability to lead a board to make strategic decisions in a complex environment	<ul style="list-style-type: none"><li>the ability to see the bigger picture;</li><li>a demonstratable track record as a senior executive or as a non-executive in a board level capacity;</li><li>the ability to develop a compelling vision, create conditions and build capability to develop an organisation;</li><li>experience in effectively formulating and</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 provide an overall statement covering the three priority criteria. The overall statement should be no longer than 1000 words. Any words in excess of the word count will not be considered by the selection panel.</p>

	<p>implementing strategy at board level within an organisation – setting long term vision and goals, and dealing effectively with complex and competing priorities;</p> <ul style="list-style-type: none"> <li>• substantial involvement in defining and delivering transformational change programmes or activities.</li> </ul>	
2. Strong knowledge and understanding of the economies of the Highlands and Islands and Scotland	<ul style="list-style-type: none"> <li>• knowledge and understanding of economic and social regeneration, affecting rural and island communities;</li> <li>• knowledge and understanding of economic issues affecting Scotland.</li> </ul>	<p>This will be assessed at the application stage and at the interview stage.</p> <p><b>In your online application</b> please provide an overall statement covering the three priority criteria. The overall statement should be no longer than 1000 words. Any words in excess of the word count will not be considered by the selection panel.</p>
3. Passion for the culture of the Highlands and Islands	<ul style="list-style-type: none"> <li>• clear understanding of the importance of Gaelic and Gaelic culture and its impact on the Highlands and Islands region;</li> <li>• a deep understanding and experience of the issues affecting those living in urban, rural and island communities in the region.</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 provide an overall statement covering the three priority criteria. The overall statement should be no longer than 1000 words. Any words in excess of the word count will not be considered by the selection panel.</p>

## Essential Criteria

Essential Criteria	Example indicators	How this will be assessed
Ability to build and manage relationships with stakeholders to deliver effective partnership working	<ul style="list-style-type: none"> <li>• success in building relationships at board level and working collaboratively to achieve key strategic outcomes;</li> <li>• ability to develop partnerships and relationships with Scottish Ministers and a wide range of local, national and international stakeholders including local communities.</li> </ul>	This will be assessed at the interview stage if you are shortlisted.
Strong knowledge of good governance.	<ul style="list-style-type: none"> <li>• direct experience of ensuring the highest standards of corporate governance at board level are maintained;</li> <li>• able to articulate what board responsibilities are from a fiscal and legal perspective;</li> <li>• an understanding of audit and risk management and able to demonstrate effective practical application of that understanding.</li> </ul>	This will be assessed at the interview stage if you are shortlisted.
Ability to communicate effectively with a range of audiences in both writing and in speech	<ul style="list-style-type: none"> <li>• can act as the ambassador for HIE and present and promote its aims and impact locally,</li> </ul>	This will be assessed throughout the appointment process which will include a mock exercise if you are shortlisted.

	<p>regionally, nationally and internationally and in the media;</p> <ul style="list-style-type: none"><li>• excellent communication skills to influence, engage, develop partnerships and relationships;</li><li>• the ability to challenge constructively and to positively influence outcomes;</li><li>• ability to counsel and mentor an executive team.</li></ul>	
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# The Application Process

## How to apply

For the online application, please provide an overall statement providing evidence of the three priority criteria listed below:

1. ability to lead a board to make strategic decisions in a complex environment;
2. strong knowledge and understanding of the economies of the Highlands and Islands and Scotland;
3. passion for the culture of the Highlands and Islands.

The overall statement should be no longer than 1000 words. Any words in excess of the word count will not be considered by the selection panel.

The evidence in the statement will be assessed by the selection panel and will determine whether you are shortlisted for interview.

You should also provide a tailored career/life history. This should be no more than one page and include relevant information from your professional, personal and voluntary experience. You may wish to include:

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

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 two exercises which will include a preparing short response to a question provided in advance of the interview and a mock media exercise undertaken on the day of the 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 appointing Minister.
5. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. As this is a Chair appointment, the First Minister will then be asked to approve the decision.
6. The appointing Minister 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 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-for-public-appointments/pages/default.aspx).

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

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

# Common Questions and Answers

<b>Who can I contact to speak about this role?</b>	For more information, please contact the Executive Support Team at HIE, on 01463 245245 (ask for HIE Executive Support) or email <a href="mailto:execsupport@hient.co.uk">execsupport@hient.co.uk</a> .  Further information about HIE can be found at <a href="http://www.hie.co.uk">www.hie.co.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="mailto:contactSCOTLAND-BSL">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="http://www.gov.scot/public/appointments/guide">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="http://www.gov.scot/public/appointments/guide">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.

<b>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</b>	The ESC <a href="#">regulate and monitor the public appointments process</a> . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: <a href="#">Public appointments Information leaflet   Ethical Standards Commissioner</a> .
<b>Can I apply if I am not a British citizen?</b>	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen. However, you must be legally entitled to work in the UK.
<b>Would remuneration for a public appointment impact on my benefits?</b>	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided at <a href="#">Public Appointments and Welfare Benefits: Information - gov.scot (www.gov.scot)</a> .
<b>Do the selection panel see information from the diversity monitoring form?</b>	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting.  Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
<b>Do I need to provide an email address and contact details at application stage?</b>	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS), the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.

<b>How will my personal information be handled?</b>	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice on the application system.
<b>Can I get feedback on my application or interview?</b>	Yes. You can request feedback.
<b>Is any training provided if I am offered and take up an appointment?</b>	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.
<b>Can I apply for a Chair role on a board if I have already been a Member of that board?</b>	Yes. Board members can serve a maximum of eight years on one board in one role. The Chair is considered a different role and so current and previous members can apply.
<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">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/news-releases/members-of-devolved-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> ).  You will also wish to read the <a href="#">Code of Conduct for Members of Highlands and Islands Enterprise</a> .

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

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

**For further information**

Please contact the Public Appointments Team, Scottish Government

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

**Phone number:** 0300 244 1898

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



**Scottish Government**  
Riaghaltas na h-Alba