

Information pack for the appointment of Members of the Board of Loch Lomond and The Trossachs National Park Authority



The Cabinet Secretary for Rural Affairs, Land Reform and Islands is seeking to appoint up to five Members of Loch Lomond and The Trossachs National Park Authority Board. The Cabinet Secretary values highly the benefits of having different points of view on the Board and welcomes applications from people from all walks of life.

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

Key dates for this appointment round

Closing date	5.00 pm on Monday, 5 January 2026.
Shortlisting of applications	Monday, 12 January 2026.
Date applicants will hear about the outcome of their application	By Friday, 16 January 2026.

Interviews	<p>Wednesday, 28 and Thursday, 29 January and Monday, 2 and Tuesday, 3 February 2026 in Loch Lomond and The Trossachs National Park Authority, Carrochan, Carrochan Road, Balloch G83 8EG.</p> <p>It is unlikely that we will be able to offer alternative interview dates.</p>
Ministerial decision	<p>w/b 2 March 2026.</p>
Start date	<p>1 November 2026.</p>



27 November 2025

Dear applicant

Appointment of Members of the Board of Loch Lomond and The Trossachs National Park Authority

Thank you for your interest in being appointed as a Board Member of Loch Lomond and The Trossachs National Park Authority.

Our Board plays a vital role in delivering the statutory aims of the National Park:

- To conserve and enhance the natural and cultural heritage of the area;
- To promote the sustainable use of the natural resources of the area;
- To promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; and
- To promote sustainable economic and social development of the area's communities.

Our Board is also pivotal in the realisation of [our bold and ambitious National Park Partnership Plan 2024-2029](#) and our stated strategic aims around Restoring Nature, Designing a Greener Way of Living and Creating a Low-Carbon Place.

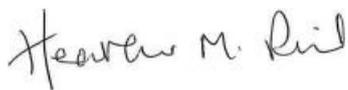
We are seeking five new Board Members to start in November 2026, who share our passion for the people, places and environment of the National Park and bring strategic insight and technical expertise to help us deliver our ambitious goals. This is a rewarding opportunity to work alongside a skilled and committed Board, engage with Scottish Government, Local Authority partners, and National Park communities and lead an organisation filled with talent, enthusiasm, and innovation.

Alongside the general skills and experience requirements for Board membership, we are looking to ensure continuity in the delivery of our strategic aims by appointing members with expert knowledge and understanding in at least one of the priority criteria set out at pages 12-15 in this pack:

- Knowledge and understanding of nature restoration and biodiversity;
- Knowledge and understanding of the climate emergency, adaptation, and mitigation;
- Knowledge and understanding of financial, audit, and risk management and its application in a public sector finance context;
- Strategic knowledge and understanding of the public sector in Scotland and the role of Scotland's National Parks in leadership and delivery;
- Knowledge and understanding of rural economic and social development.

We welcome applications from individuals who are ready to bring their expertise, energy, and perspective to help shape our National Park, and encourage applications from a diverse range of candidates.

For further information about the roles, in the first instance, please contact the Corporate Performance Manager, Dougie Smith at douglas.smith@lochlomond-trossachs.org. or on 01389 727750.



Dr Heather Reid
Convener

Information about the Member roles

<p>Remuneration</p>	<p>£228.69 per day.</p> <p>Reasonable expenses incurred will be reimbursed. The role is non-pensionable.</p>
<p>Time commitment</p>	<p>Members are expected to commit three days per month on average to the role. This may include periods of greater or lesser activity throughout the year. This time will include participation in Board meetings, Committee meetings, reading papers, participating in training and development work.</p>
<p>Length of appointment term</p>	<p>The appointments are for three or four years from 1 November 2026.</p>
<p>Location of meetings</p>	<p>There are typically four full Board meetings in a calendar year, and Members are expected to join and attend at least one of the Board's Committees (<i>Audit and Risk Committee/Planning and Access Committee/Futures Group</i>) which meet typically six times per year.</p> <p>Our current expectation is that members will attend most meetings in person although there will be some capacity for virtual attendance at non-statutory meetings. Physical meetings are held throughout the National Park, most often at the headquarters in Balloch. Those Members undertaking a planning role on the Board will be required to attend, in person, site inspections.</p>

	<p>Our statutory meetings are open to the public for attendance and streamed live on our website.</p>
<p>Disqualifications</p>	<p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>The Charities (Regulation and Administration) (Scotland) Act 2023 came into force on 31 August 2025, and the updated automatic disqualification criteria for charity trustees will apply.</p> <p>Former ministers and senior crown servants (Director General level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p> <p>Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as a Member of the Board of Loch Lomond and The Trossachs National Park Authority.</p>

What Does the National Park do?

Loch Lomond and the Trossachs National Park was established by the National Parks (Scotland) Act 2000 to safeguard areas of outstanding and diverse landscapes, habitats and communities. We do this by working to co-ordinate the delivery of four main statutory aims:

- conserve and enhance the natural and cultural heritage of the area;
- promote the sustainable use of the natural resources of the area;
- promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; and
- promote sustainable economic and social development of the area's communities.

This means being involved in developing key strategic documents such as:

- National Park Partnership Plan, which sets out our priorities for the Park's development in association with partner organisations.
- Local Development Plan, which guides all future development and the use of land.
- The National Park's response to the Climate and Nature Emergencies and the Scottish Biodiversity Strategy.

Additionally, the National Park Authority has full statutory planning powers and is the statutory access authority. While the full Board oversees preparation of the Local Development Plan and occasionally takes decisions to determine planning applications for major developments, the Planning and Access Committee meets more regularly to determine a wide range of planning applications as well as deal with occasional statutory access matters. Significant planning issues for the National Park area include provision of affordable housing, sustainable tourism development, rural economic development and ensuring climate resilient communities and businesses for the future.

The Scottish Parliament is currently scrutinizing the Natural Environment Bill which is hoped to be enacted before the Scottish elections in 2026. The Bill proposes some changes to the National Parks (Scotland) Act 2000 which include amendments to strengthen the four statutory aims, strengthening the duty of other public bodies both to have regard to the aims and to facilitate the delivery of National Park Partnership Plans; and to enhance enforcement powers to improve byelaw compliance by being able to issue fixed penalty notices. The Bill and a range of amendments being proposed by individual MSPs are currently being debated in Parliament and may lead to further changes being proposed and agreed.

There are three areas of strategic focus for the National Park over the next several years, as set out in our National Park Partnership Plan 2024-2029: **Restoring Nature**; **Designing a Greener Way of Living**; and **Creating a Low- Carbon Place**.

The Board will help guide and shape the organisation's workstreams related to these areas, including our work on Mission Zero, Future Nature, the Place Programme, Sustainable Transport and the challenges of meeting national and international Climate Targets.

As Scotland's first national park, Loch Lomond and The Trossachs National Park Authority was established in 2002. The Park is the fourth largest in the UK and more than 15,000 people live in the park, which is customarily split into four sections: Breadalbane, Loch Lomond, The Trossachs, and Cowal.

Our 17 Board Members are appointed in three different ways, each bringing unique skills to our Board: Ministerial Appointees (six), Local Authority Nominated (six) and Locally Elected (five).

Equality, Diversity and Inclusion

Loch Lomond and the Trossachs National Park Authority is committed to creating a welcoming, accessible and diverse Board through our governance structures and recruitment processes.

Our Equalities Mainstreaming Report 2025-2029 has three main Outcomes:

- At all levels of the organisation, our staff, volunteers and Board better reflect the diversity of Scotland.
- The National Park is a place for everyone, and we are supporting diversity and inclusion by removing barriers and improving services to meet the needs of all users.
- We have embedded the needs of more diverse groups into our work through increased engagement and consultation.

Over the last few years, we have undertaken Board Shadowing and Boardroom Apprentice programmes to help us meet our aims in diversifying our decision-making.

Board Member Responsibilities

Under the leadership of the Convener, the National Park Authority Board provides leadership, direction, support and guidance to ensure that the National Park delivers our functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers.

Board members are required to:

- Contribute to setting the strategic direction of the National Park Authority in a way which reflects Scottish Ministers' policies and priorities through the production and oversight of the Corporate and Operational Plans;
- Contribute to setting the vision and objectives for the National Park, through the preparation and oversight of key strategic documents, including the National Park Partnership Plans and Local Development Plan;
- Add value to the work of the organisation's staff through support and constructive challenge and advice in Board and Committee meetings, and other forms of joint working with staff;
- Take collective responsibility for the Authority's decisions on planning, development control and other matters, including participating as required in formal decision processes in the planning committee or other committees;
- Act as champions for the Park externally in dealings with the public and with national and local organisations;
- Take collective responsibility for the performance of the organisation including developing and promoting the efficient and effective use of staff and other resources in accordance with the principles of Best Value; and
- Adhere to expected standards of conduct as set out in the Parks Code of Conduct for Board Members under the terms of the Ethical Standards in Public Life etc (Scotland) Act 2000.

Members are expected to attend full Board and Committee meetings regularly and to be able and willing to chair meetings as and when requested to do so by the Convener. Members are expected to give the commitment of time necessary to play a full part in the work of the National Park.

Declaration of Interests

Members are required to make a full public disclosure of any interests that bear on their general role on the board; this information will be posted on the Authority's website.

Board members will be expected to observe the [LLTTNPA Board Code of Conduct](#) .. The Code of Conduct is based on the nine key principles of conduct underpinning public life in Scotland:

- Selflessness
- Integrity
- Objectivity
- Accountability and stewardship
- Openness
- Honesty
- Leadership
- Public service
- Respect

Information

More information about Loch Lomond and The Trossachs National Park and its Authority can be found at www.lochlomond-trossachs.org.

For further information about the roles, in the first instance, please contact the Corporate Performance Manager, Dougie Smith at douglas.smith@lochlomond-trossachs.org or on [01389 727750](tel:01389727750).

The Selection Panel

Chair	Donald Henderson, Deputy Director, Nature, Scottish Government
Independent panel member	Morag Sheppard, Member of the Board of Environmental Standards Scotland
Panel member	Dr Heather Reid, Convener of the Board of Loch Lomond and The Trossachs National Park Authority
Representative from the Ethical Standards Commissioner	Neelam Bakshi, 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 Cabinet Secretary is looking for Members who can put their skills, knowledge, understanding and experience to good use on the Board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

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

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

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

Priority Criteria	Example indicators	How this will be assessed
1. Knowledge and understanding of nature restoration and biodiversity	<ul style="list-style-type: none"> • an understanding of and experience of nature restoration and advocating for nature; • awareness of biodiversity and nature related policy and strategy at national levels. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 350 words.</p>
2. Knowledge and understanding of the climate emergency, adaptation and mitigation	<ul style="list-style-type: none"> • understanding of the Climate Emergency and the need for action as it relates to the National Park; 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how</p>

	<ul style="list-style-type: none"> • awareness of climate related policy and strategy at national levels. 	<p>you meet this criterion. Your response should be no more than 350 words.</p>
<p>3. Knowledge and understanding of financial, audit, and risk management, and its application in a public sector finance context</p>	<ul style="list-style-type: none"> • a working knowledge of finance, audit and risk management in large complex organisations; • able to demonstrate practical application of one or more of these areas from an executive or non-executive perspective; • aware of emerging risks. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 350 words.</p>
<p>4. Strategic knowledge and understanding of the public sector in Scotland and the role of Scotland's National Parks in leadership and delivery</p>	<ul style="list-style-type: none"> • experience of operating in a public sector environment at a strategic level; • ability to deliver Ministerial priorities and align resources to those priorities; • experience of leadership and partnership working to progress strategic aims. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 350 words.</p>
<p>5. Knowledge and understanding of rural economic and social development</p>	<ul style="list-style-type: none"> • an understanding of the complex and competing demands in rural communities; • knowledge of rural economics; • understanding of the importance of social and cultural heritage in the 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 350 words.</p>

	communities of the National Park.	
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Essential Criteria	Example indicators	How this will be assessed
1. Ability to analyse and review complex issues, weigh up conflicting opinions and reach impartial and informed decisions	<ul style="list-style-type: none"> • recognises the information which is needed to make the decision; • sound evaluation of information with a range of conclusions which are clearly explained; • comfortable working with both numerical and written data; • make decisions when the information is complicated and made up of several components. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 250 words.</p>
2. Ability to contribute effectively to organisational strategy and development, including understanding the importance of prioritisation	<ul style="list-style-type: none"> • able to contribute to the development of a strategy or business plan; • able to identify a range of priorities, challenges and risks within different timeframes and evaluate their impact from a strategic perspective; • have a clear informed picture of the long-term aims of the organisation when considering issues. 	<p>This will be assessed at the interview stage.</p>
3. Ability to apply the national policy context relevant to the work of	<ul style="list-style-type: none"> • an understanding of the policy context for National Parks in relation 	<p>This will be assessed at the interview stage.</p>

<p>National Parks to deliver national and place-based solutions and outcomes</p>	<p>to national and place-based solutions;</p> <ul style="list-style-type: none"> • ability to translate policy into deliverable outcomes for diverse locations. 	
<p>4. Experience of engaging with senior management and board member colleagues to challenge constructively and influence decision-making within a board or team setting</p>	<ul style="list-style-type: none"> • being confident in questioning proposals, debating issues, and challenging effectively within a diverse team, committee or board situation; • evidence of where challenge has changed the views of others and influenced decisions without causing rancour or resentment; • an appreciation of the different roles and responsibilities of staff and non-executive board members. 	<p>This will be assessed at the application stage and at the interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 250 words.</p>
<p>5. Experience of operating effectively as a leader</p>	<ul style="list-style-type: none"> • thought leadership on issues relevant to LLTTNPA; • able to inspire diverse others and gain respect; • successful in encouraging a group to work collaboratively, reach compromise and consensus, and achieve positive outcomes. 	<p>This will be assessed at the interview stage.</p>

The Application Process

How to apply

Priority Criteria

For the online application, you should provide evidence of one or more of the priority criteria listed:

1. Knowledge and understanding of nature restoration and biodiversity;
2. Knowledge and understanding of the climate emergency, adaptation, and mitigation;
3. Knowledge and understanding of financial, audit, and risk management and its application in a public sector finance context;
4. Strategic knowledge and understanding of the public sector in Scotland and the role of Scotland's National Parks in leadership and delivery.
5. Knowledge and understanding of rural economic and social development.

There is a limit of 350 words for each criterion chosen.

Essential Criteria

You should also provide evidence of the essential criteria listed:

1. Ability to analyse and review complex issues, weigh up conflicting opinions and reach impartial and informed decisions
4. Experience of engaging with senior management and board member colleagues to challenge constructively and influence decision-making within a board or team setting

There is a limit of 250 words for each criterion.

The remaining three essential criteria will be tested at interview.

CV

In your online application you will be invited to provide a two page CV tailored to support your application.

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 .

Guaranteed interviews

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

The Assessment Process

The assessment process will happen as follows:

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

Fit and proper person checks

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

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

Media/Social media checks for candidates invited to interview

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

Gender Representation on Public Boards (Scotland) Act 2018

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 (“2018 Act”) was published on 26 June 2025 following the Supreme Court Judgment dated 16 April 2025 on the definition of “Man”, “Woman” and “Sex” in the Equality Act 2010, and consequently in the 2018 Act.

In order to comply with the 2018 Act, Scottish Government must now request data on biological sex as registered at birth from all applicants for Public Appointments on Boards which are captured by the 2018 Act. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

Common Questions and Answers

<p>Who can I contact to speak about this role?</p>	<p>For more information, in the first instance, please contact the Corporate Performance Manager, Dougie Smith at douglas.smith@lochlomond-trossachs.org or on 01389 727750.</p> <p>Further information about Loch Lomond and The Trossachs National Park and its Authority can be found at www.lochlomond-trossachs.org.</p>
<p>Who can I speak to about a disability related reasonable adjustment?</p>	<p>Please contact the Public Appointments Team by email at public.appointments@gov.scot.</p> <p>Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL.</p>
<p>I am having a problem with the application process who can I speak with?</p>	<p>Please contact the Public Appointments Team (see contact details above).</p>
<p>Do you have any advice about how to complete an application form?</p>	<p>Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot).</p>
<p>Do you have any advice for candidates attending interviews?</p>	<p>Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot).</p>
<p>I can't attend the interview in person, can I attend remotely?</p>	<p>Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).</p>
<p>Will you reimburse expenses for attending an interview?</p>	<p>Yes. You can claim reasonable expenses. Further information will be provided with the invitation to interview.</p>
<p>What does 'appointed on merit' mean?</p>	<p>Appointed on merit means that the people who are appointed most closely meet the criteria that are sought for the board vacancy at a point in time.</p> <p>People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.</p>

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

<p>How will my personal information be handled?</p>	<p>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.</p>
<p>Can I get feedback on my application or interview?</p>	<p>Yes. You can request feedback.</p>
<p>Is any training provided if I am offered and take up an appointment?</p>	<p>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.</p>
<p>Is it possible to hold more than one public appointment?</p>	<p>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.</p>
<p>Are public appointments announced?</p>	<p>Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) 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.</p>
<p>What standards are expected of board members?</p>	<p>The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life).</p> <p>You will also wish to read LLTTNPA Board Code of Conduct.</p>
<p>How can I complain about the public appointments process?</p>	<p>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</p>

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

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

