

# Information pack for appointment of a Non-Executive Director to the Caledonian Maritime Assets Limited Board



The Cabinet Secretary for Transport is seeking to appoint one Non-Executive Director to the Caledonian Maritime Assets Limited (CMAL) 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. This role specifically seeks an individual who resides within an island community.

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

## Key dates for this appointment round

<b>Closing date</b>	5.00 pm on Monday, 2 February 2026
<b>Shortlist of applications</b>	9 February 2026
<b>Date applicants will hear about the outcome of their application</b>	12 February 2026
<b>Interviews</b>	25 February 2026 in Glasgow  <b>It is unlikely that we will be able to offer an alternative interview date.</b>
<b>Ministerial decision</b>	23 March 2026
<b>Start date</b>	Early May 2026

T: 0300 244 4000  
E: scottish.ministers@gov.scot

January 2026

Dear Applicant

### **Appointment of a Non-Executive Director to the Board of Caledonian Maritime Assets Limited**

Thank you for expressing interest in joining the Board of Caledonian Maritime Assets Limited (CMAL). This position offers a unique opportunity to play a role in harnessing the expertise of the organisation *to support the provision of essential ferry services for Scotland's island and remote rural communities*. The communities are at the heart of all that we do.

Collectively, the Board's role is to ensure the delivery of efficient, cost-effective and safe ferries, harbours and port infrastructure for operators, communities and users across Scotland. The Board currently comprises four Non-Executive Directors (including the Chair) plus four Executive Directors (including the Chief Executive). The sole shareholder now seeks to appoint one additional Non-Executive Director.

In line with Scottish Ministers' commitment to strengthening island representation on the Boards of public bodies delivering essential services, we are seeking to appoint a candidate who resides within an island community. The successful candidate must also demonstrate an understanding of the key issues affecting rural and island communities and can represent those interests effectively. Additionally the Cabinet Secretary wishes to appoint someone with a good understanding of Gaelic and who can converse in the language. Full details of the skills and experience required for this role are set out in the person specification at pages 9-10.

Scottish Ministers greatly value the benefits of diverse experience and perspectives on the Board, and we encourage applications from people from all walks of life. We particularly welcome applications from under-represented groups, including women, disabled people, LGBT+ people, people from ethnic minority communities, and people aged under 50.

For further information about the role, please contact Morag McNeill, Chair of the CMAL Board at [Morag.McNeill@cmassets.co.uk](mailto:Morag.McNeill@cmassets.co.uk).

Yours Sincerely



**FIONA HYSLOP**  
Cabinet Secretary for Transport



**MORAG MCNEILL**  
Chair of the CMAL Board

# Information about the Non-Executive Director role

<b>Remuneration</b>	<p>£354.90 per day. Reasonable expenses incurred will be reimbursed. The role is non-pensionable.</p>
<b>Time commitment</b>	<p>Three days per month (36 days per year).</p>
<b>Length of appointment term</b>	<p>The appointment is for three years from the start date in early May 2026.</p>
<b>Location of meetings</b>	<p>Board meetings are usually held at the CMAL HQ in Port Glasgow although there will be further travel required across the ferry network.</p>
<b>Frequency of meetings</b>	<p>The Board has six in person Board meetings per annum, two months apart. One of these meetings will take place during the annual three day network tour. The Audit and Risk Committee meets three times per annum.</p> <p>Board meetings scheduled in 2026 are on:</p> <ul style="list-style-type: none"> <li>• 13 January - Board Meeting</li> <li>• 24 March - Board Meeting</li> <li>• 09-11 June - CMAL Network Tour</li> <li>• 04 August - Board Meeting</li> <li>• 29 September - Board Meeting</li> <li>• 03 November - Board Meeting</li> <li>• 15 December - Board Meeting</li> </ul>

## Disqualifications

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](#).

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.

Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as a Non-Executive Director of the CMAL Board.

Employees and board members of David MacBrayne Group are not eligible to apply for this appointment.

# The Caledonian Maritime Assets Limited Board

Caledonian Maritime Assets Limited (CMAL) is a Scottish Government owned public corporation, with Scottish Ministers as the sole shareholder. As a statutory harbour authority, CMAL owns the ferries, ports, harbours, and infrastructure essential to Scotland's ferry services, primarily serving the west coast, the Firth of Clyde, and the Northern Isles.

The Company is headquartered in Port Glasgow, with its executive management team and support staff based there. CMAL's mission is to deliver safe, efficient, and cost-effective ferry, harbour, and port infrastructure for operators, communities and users across Scotland. Its core responsibilities include:

- Maintaining and enhancing assets, including vessels and harbour properties under CMAL's authority.
- Delivering a comprehensive investment programme for new ferries and shore-side infrastructure.
- Working with the Scottish Government to develop long-term investment plans for the delivery of vessels and port infrastructure.
- Engaging with stakeholders across Scotland and the wider maritime community as the principal provider of reliable, modern ferries and future-proofed port infrastructure for the communities they serve.

The Board, appointed by Scottish Ministers, meets regularly with Ministers, Transport Scotland officials, ferry operators, and local community groups. These forums support CMAL's core activities, ensure island communities' interests are represented, and give the Board direct insight into their challenges and priorities. CMAL remains committed to maintaining island representation at Board level to strengthen the voice of island communities in shaping future strategies and investment decisions.

This is a period of real opportunity, as CMAL works with Ministers to deliver £580 million of investment in vessels and harbour infrastructure to strengthening island connectivity.

Finally, CMAL offers a wellbeing programme for Non-Executive Directors, along with induction and ongoing training, ensuring they are well-supported in fulfilling their role.

**Further information** - You can find out more about CMAL at [www.cmassets.co.uk/](http://www.cmassets.co.uk/).

# The role of a Non-Executive Director

Although some specific functions may vary, Non-Executive Directors:

- prepare for, and attend, meetings of the Directors and their committees;
- be a member of at least one committee;
- attend other meetings on behalf of the Company (as required);
- scrutinise and approve the Company's corporate and business plans, investment and service development business cases, regular financial, operational and other reports and annual reports and accounts;
- provide advice on the strategic direction of the Company within the context of Scottish Ministers priorities and the regulated environment in which the Company operates;
- agree and drive delivery against challenging operational and financial targets and performance indicators;
- maintain high standards of corporate governance and financial probity in line with duties as a Director under the Companies Act 2006 and as a Ministerial appointee to a public body;
- communicate effectively both with the other Directors and on behalf of the Company externally with a variety of stakeholders;
- develop and maintain an appreciation of the political and policy context and of the needs and interests of ferry users and communities;
- undergo such training as is required to carry out the duties of a Director of the Company; and
- carry out other tasks that may reasonably be required.

The responsibilities of the role also mean regular visits to ports, harbours and construction sites where CMAL have major projects underway.

The Board is also responsible for ensuring that the Company has in place a comprehensive policy in relation to the making of a qualifying disclosure (Whistleblowing) by the Company's staff and Directors; and for ensuring that staff and Directors have confidence in the fairness and impartiality of procedures for making and dealing with qualifying disclosures.

# Selection Panel

<b>Chair</b>	Morag McNeill, Chair of the CMAL Board
<b>Panel Member</b>	Andy Robinson, Head of Sponsorship, Transport Scotland
<b>Independent Panel Member</b>	Joanna Peteranna, Director of Area Operations, Highlands and Islands Enterprise and Member of the Ferries Community Board
<b>Representative of 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

Ministers are looking for one new Non-Executive Director who can put their skills 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. We understand that the skills and knowledge identified in the person specification can be gained in a variety of ways – the examples you provide can, therefore, be taken from any personal or any professional experience (including within your own business) gained. In your evidence, you should make clear the situation, what you did and the result.

Essential Criteria	Example indicators	How this will be assessed
<p>1. Ability to reflect the needs of island communities and converse in Gaelic</p>	<p>We are looking for an individual who <b>resides and has their primary residence</b> in an island community for this role. You will be able to:</p> <ul style="list-style-type: none"> <li>• demonstrate knowledge of the key issues affecting island communities</li> <li>• demonstrate experience of promoting and representing the needs of island communities</li> <li>• understand and converse in Gaelic.</li> </ul>	<p>You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.</p> <p><b>In your online application:</b> Please demonstrate how you meet this criterion. Your response should be no more than 300 words and information provided in excess of this will not be considered.</p>
<p>2. Strong interpersonal and communication skills - including experience of team-working, constructive challenge, collaboration, and stakeholder management</p>	<ul style="list-style-type: none"> <li>• excellent influencing and communications skills</li> <li>• ability to effectively express views in group setting and challenge constructively</li> <li>• ability to adapt style to different situations</li> <li>• experience of working across organisational</li> </ul>	<p>The evidence will be tested throughout the application and assessment process.</p>

	<p>boundaries to deliver shared outcomes</p> <ul style="list-style-type: none"> <li>• clear understanding of the importance of reputation management</li> <li>• an understanding of the value of challenge, tolerance, and openness.</li> </ul>	
3. Strong analytical and decision-making skills	<ul style="list-style-type: none"> <li>• effective use of evidence to inform complex decision making</li> <li>• evidence of risk based decision making aligned to organisational priorities.</li> </ul>	The evidence will be tested at interview if you are invited. This will include a practical exercise.
4. Understanding of the role of the CMAL Board and its responsibility to Scottish Ministers	<ul style="list-style-type: none"> <li>• direct experience in successfully formulating strategy at a senior level within private, public and/or third sector organisations</li> <li>• demonstrate experience of the skills and knowledge required to be an effective non-executive having regard to the relationship between CMAL and Scottish Ministers.</li> </ul>	<p>You will be asked to provide evidence in your application. The evidence will be tested further at interview if you are invited.</p> <p><b>In your online application:</b> Please demonstrate how you meet this criterion. Your response should be no more than 300 words and information provided in excess of this will not be considered.</p>

**Please also provide a tailored career/life history as an attachment.** This should include information from your professional, personal and voluntary experience relevant to the role. You may wish to include:

- Dates
- Brief information about the organisation
- Information about your role and experience

Please note that the panel are **not** looking for a full CV, but a tailored career/life history that is relevant to the role. Your attachment should be no more than one A4 page (12 point minimum font size) and information provided in excess of this limit will not be considered.

## How to Apply

Start the application process by clicking this link: [Public appointments - Scottish Government Jobs](#).

Find the advert for the board you want to apply for and follow the instructions. Refer to the person specification above. 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.

Please note that you will not be able to update your answers or supporting documents once the online application is submitted. 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).

## 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 an additional exercise related to the criterion on analytical and decision making skills.
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. The appointing Minister may request to meet with candidates before making a final decision.
6. 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.

### **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. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

### **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.

### **Social media checks for candidates invited to interview**

The selection panel may consider publicly available information about candidates which is posted by candidates on social 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 - Scottish Government Jobs](#)

## References

We intend to take up references, should you be successful at interview, as part of the fit and proper person test for this appointment. If you are shortlisted you will be asked to provide the name and contact details of two individuals, this can be either a current, most recent or a previous employer who will act as a personal referee. If this is not possible you should provide contact details of somebody who knows you in a professional, not personal, capacity.

## 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 26th 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. Following your application, you will receive a request from the Public Appointments Team to request this data from you.

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 these roles?</b>	For further information about the roles, please contact Morag McNeill, Chair of the CMAL Board at <a href="mailto:Morag.McNeill@cmassets.co.uk">Morag.McNeill@cmassets.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> . 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?</b>	Yes. More information is provided here: <a href="https://www.gov.scot/publications/introduction-public-appointments-guide-2025/pages/introduction-public-appointments-guide-2025.aspx">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="https://www.gov.scot/publications/introduction-public-appointments-guide-2025/pages/introduction-public-appointments-guide-2025.aspx">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. 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

	<p>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><b>How will my personal information be handled?</b></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 here: <a href="#">Privacy notice - Scottish Government Jobs</a></p>
<p><b>Can I get feedback on my application or interview?</b></p>	<p>Yes. You can request feedback.</p>
<p><b>Is any training provided if I am offered and take up an appointment?</b></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><b>Is it possible to hold more than one public appointment?</b></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><b>Are public appointments announced?</b></p>	<p>Yes. Every appointment is announced here: <a href="#">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.</p>
<p><b>What standards are expected of board members?</b></p>	<p>The conduct expected of board members of Scottish public boards is set out here: <a href="#">Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)</a>.</p>
<p><b>How can I complain about the public appointments process?</b></p>	<p>Further information about the complaints process for public appointments can be found here: <a href="#">How to apply - Public appointments: guide - gov.scot (www.gov.scot)</a>. Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner.</p>

	Details here <a href="#">Investigation process public appointments</a> <a href="#">  Ethical Standards Commissioner</a>
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### **For further information**

Please contact the Public Appointments Team, Scottish Government

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

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

