

# Member Appointment Round – Board of Architecture and Design Scotland: Applicant Information Pack

## Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba

The Cabinet Secretary for Constitution, External Affairs and Culture is seeking to appoint up to 3 Members to the Board of Architecture and Design Scotland. A separate appointment round for the Chair of A&DS is ongoing. Applicants who have applied, or intend to apply, for the Chair role are also welcome to apply for this Member round, provided they meet the criteria.

The Cabinet Secretary values highly the benefits of having different points of view on the Board. Having a diverse Board improves the decision making of the Board and builds a vibrant and creative culture which is better able to respond to the diverse needs of communities. We welcome applications from people who can bring their diverse perspectives to our work and who meet the requirements of this role.

The appointments process for this 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>	Thursday 16 April 2026
<b>Online Information Session</b>	Wednesday 25 March 2026 18.30-19.30 <a href="#">Click here to sign up</a>
<b>Sift of applications</b>	Wednesday 6 May 2026
<b>When applicants will hear about the outcome of their application</b>	W/C 11 May 2026
<b>Interviews</b> We would like to encourage the widest possible pool of applicants to apply for this role. Please contact the Public Appointments Team at <a href="mailto:public.appointments@gov.scot">public.appointments@gov.scot</a> if you	Interviews will be held in person in Edinburgh at St Andrews House on <ul style="list-style-type: none"><li>• Tuesday 26 May</li><li>• Thursday 28 May</li></ul>

would like to request an online interview as a reasonable adjustment	<b>It is unlikely that we will be able to offer an alternative interview date</b>
<b>Ministerial decision</b>	Mid-June 2026
<b>Estimated start date</b>	August 2026

March 2026

Dear Applicant

Thank you for your interest in the role of Member to the Board of Architecture and Design Scotland. This is a fantastic opportunity to play a key role within Scotland's creative, architecture and design sector at an exciting time of change and opportunity.

Architecture and Design Scotland (A&DS) was established as a public body in 2005 and is a national champion for good design of the built environment, helping to shape the places and buildings that influence our lives.

Over the past 20 years the organisation has accomplished a great deal, helping to embed the benefits of good design across an array of issues and places. Much has changed over this period, and, in order to ensure that A&DS role and functions continue to be fit for purpose, a review of the functions and structure of A&DS was published in 2025. The Review [summary report](#) and [background report](#) include a series of recommendations that set an exciting new direction and refreshed priorities for the body.

Alongside its continuing and important actions to champion good design, A&DS will now play a more key role in supporting and developing Scotland's architecture and design workforce, growing the collective capacity and increasing impact.

The role of Members is key to successfully delivering the review outcomes and new ambitions for A&DS. Members provide support to the Board Chair, help to steer the organisation's strategic direction and ensure robust governance in times of reform and change. The role involves strategic thinking, providing vision, inspiration and constructive challenge and the ability to hold others to account.

Scotland's architecture is a national asset, part of our identity, society and culture. Good architecture and design thrive within a culture that values innovation and harnesses creativity to get the very best out of our resources and investments.

The built environment impacts all of us in our daily lives and I value the benefits of having different points of view on the Board including representation of protected characteristics and groups currently under-represented on Scotland's Public Bodies.

Applications from people from all walks of life are encouraged. If you are knowledgeable and passionate about architecture, design or the wider built environment, if you can bring vision, drive and resilience to strengthen an effective Board, then I hope you will consider applying for this important role.

**ANGUS ROBERTSON**

Cabinet Secretary for Constitution, External Affairs and Culture

## Information about the role

<b>Remuneration</b>	<p>Member roles are remunerated at the daily rate of £196.16 per day, providing a yearly remuneration of £4,708. You will also receive reimbursement for reasonable travel expenses and reasonable childcare/carer costs incurred whilst undertaking duties.</p> <p>The appointment is not pensionable.</p>
<b>Time Commitment</b>	<p>At present, the time commitment for Members is around two days a month (24 days per year) on Board business which covers preparation for meetings, attending meetings and representing the organisation at events. There may also be periods when pressure of business can require additional time.</p> <p>The Board currently meets quarterly although the frequency may be adjusted as required and agreed by the Board. In addition, the Board is currently supported by 1 sub-committee made-up of Board members which meets around 4 times per year.</p>
<b>Length of Appointment Term</b>	<p>This appointment will be for up to 4 years in the first instance. On the expiry of the appointment, the successful candidate is eligible for reappointment subject to evidence of effective performance, satisfying the requirements of the person specification for the role at the time of reappointment and Ministerial approval. The combined length of an appointment cannot exceed eight years.</p> <p>It should be noted that the 2025 review of A&amp;DS recommended that the body may be merged or nested within another host public body. Any future changes to the structure of A&amp;DS may have implications for the responsibilities and tenure of the Chair and Board members</p>
<b>Location of Meetings</b>	<p>Board meetings are currently held in person at A&amp;DS's office at the Edinburgh Futures Institute, Lauriston Place, Edinburgh. Strategy sessions can</p>

	<p>be held in Edinburgh or other parts of Scotland.</p> <p>The expectation is that the role will involve a blend of virtual and physical meetings, and a physical presence will be required to be able to carry out the full range of Board activities.</p>
<b>Disqualifications</b>	<p>In general, you should have the right to work in the UK to be eligible to apply for a public appointment. You cannot be considered for a public appointment if:</p> <ul style="list-style-type: none"> <li>• you are disqualified from acting as a company director (under the Company Directors Disqualification Act 1986);</li> <li>• have an unspent conviction on your criminal record;</li> <li>• your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt 6 Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors.</li> </ul> <p>When you apply, you should declare if:</p> <ul style="list-style-type: none"> <li>• you are, or have been, bankrupt or you have made an arrangement with a creditor at any point, including the dates of this.</li> <li>• you are subject to a current police investigation.</li> </ul> <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>

## About Architecture and Design Scotland

# Architecture & Design Scotland

Ailtearachd is Dealbhadh na h-Alba



**Jim MacDonald**  
A&DS Chief Executive

Architecture and Design Scotland (A&DS) was established in 2005 to promote good architecture and sustainable design. We do this by working with other organisations to encourage a focus on place that embraces good architecture and urban design.

We are an Executive Non-Departmental Public Body and our work supports the delivery of the Scottish Government's objectives and outcomes as set out in the National Performance Programme (NPF).

### Responsibilities

- To support the creation and renewal of sustainable buildings and places
- To improve skills and increase understanding
- To provide advice
- To deliver effective communications and advocacy
- To promote excellence in the delivery of public buildings and spaces
- To do research and build evidence

### Our vision

Scotland is a country where architecture and design innovation improves people's lives, enhances our environment, and contributes to a growing, sustainable economy.

### Delivery: A new direction

In June 2025, the Scottish Government published the outcomes of a review of architecture policy delivery in Scotland, alongside a series of recommendations. A [summary report](#) and [background report](#) have been published on the Scottish Government website.

This marks the start of a new chapter for Architecture and Design Scotland. The recommendations set out a remit for us to refocus our work on architecture and design, positioning the organisation as a centre for excellence that supports sector-wide development through collaboration, insight, and innovation.

We will continue the support for the healthcare and learning sectors, alongside our new programme which will deliver targeted actions to address housing, environmental, and climate challenges, stimulate economic growth, and reduce child poverty. It will also contribute significantly to public service reform by demonstrating how investment in design reduces costs and improves outcomes for users.

## **A&DS Focus areas**

### **Sector development**

Working with partners to remove barriers to growth, increase capacity and create opportunities in the architecture and built environment sectors through focused areas of activity

### **Public sector capital investment**

Evidencing design impact through our work in Healthcare and the Learning Estate to improve delivery and outcomes in the wider public sector capital investment and support Public Service Reform

### **Housing**

Creating the conditions to build better, faster and more affordable housing through piloting new design-led models that challenge the status quo

Cross-cutting themes across all our work include:

### **Digital**

Using digital innovation to amplify our impact by combining data-driven approaches and digital tools with our core design expertise

### **Climate**

Embedding net-zero principles and climate resilience throughout our work

## **The role of the Board and Member**

A&DS Board is accountable to Scottish Ministers. Members of A&DS Board, including the Chair, are non-executives, appointed by Scottish Ministers.

The 4 main functions of the Board are:

- To ensure A&DS deliver its functions in accordance with Ministers' policies and priorities
- To provide strategic direction
- To ensure financial stewardship
- To hold the CEO and the Leadership Team to account

## Member Duties

As a Member, working alongside your Board colleagues, you will:

- Approve the 3-year Corporate Plan and annual Business Plan.
- Approve the annual budget for Architecture and Design Scotland.
- Approve the Annual Report and Accounts prior to their publication.
- As required, appoint, with the Scottish Ministers' approval, a Chief Executive to Architecture and Design Scotland and, in consultation with the 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 Scottish Ministers' priorities.
- Establish sub-committees and working groups to carry out delegated activities on its behalf. The Chair shall be responsible for the appointment of Board members to act as the chair or to be members of each sub-committee so formed. The Board shall agree protocols for the remit and conduct of these committees and working groups.
- Delegate to a Sub-Committee or the Chief Executive as appropriate any of the above decisions as required

A key current priority for the Board is supporting the implementation of the Review outcomes and the new direction for A&DS.

Hear directly from Mr Angus Robertson, Cabinet Secretary for Constitution, External Affairs and Culture, on these role and their importance. You can view his short message by [clicking on this link](#).

If you would like more information about this role, or an informal discussion please contact, Jim MacDonald, CEO, A&DS at [Jim.MacDonald@ads.org.uk](mailto:Jim.MacDonald@ads.org.uk) to arrange a call.

## The Selection Panel

<b>Panel Chair</b>	Sandy Robinson, Chief Architect, Scottish Government
<b>Panel Member</b>	Kirsty Macari, Deputy Chair, Architecture and Design Scotland
<b>Independent Panel Member</b>	Gareth Morgan, Independent Panel Member

Please note that applicants will be asked to declare if they know any members of the selection panel. The 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

We are looking for Members who can bring their experience and insight to support the work of A&DS. The table further 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 panel have identified 2 Priority Criteria and 3 Essential Criteria. Applicants should be able to evidence at least one Priority Criteria and all of the Essential Criteria to be successful in this role.

The Priority Criterion is weighted over the Essential Criteria, and the candidate(s) who meets the Essential Criteria AND provides the strongest evidence against their chosen 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 panel will then take into account the strength of the evidence presented against the Essential Criteria in determining the candidate most able to fulfil this role.

To apply, applicants must submit **statement of evidence**, using no more than 400 words per criterion and a **tailored career history** of no more than 500 words.

Your **statement of evidence** must clearly evidence how you meet at least one of the Priority Criteria (you may provide evidence for both if relevant) and Essential Criterion 1 and 2 – as listed below:

- **Priority Criterion 1** – Understanding the value and impact of architecture and design (max 400 words)
- **Priority Criterion 2** - Understanding of climate and sustainability issues as one of A&DS key priorities/aims (max 400 words)
- **Essential Criterion 1:** Operating at a strategic level (max 400 words)
- **Essential Criterion 2:** Supporting good governance (max 400 words)

Please note, Essential Criterion 3: Relationships, influencing and communication, **will only be tested at interview.**

When completing your application, please submit one Word document with clear headings for your tailored career history and your statement of evidence outlining your chosen Priority Criterion and Essential Criterion 1 and 2.

Please note any content exceeding the word limit will not be considered by the selection panel - images will not be accepted.

Please describe the breadth and depth of your experience, demonstrate your understanding, and explain how you have applied these in practice.

Priority Criterion	Example Indicators	Assessment
1. Understanding the value and impact of architecture and design.	<ul style="list-style-type: none"> <li>• Demonstrates awareness of how architecture, design and built environment can positively influence outcomes.</li> <li>• Understands how A&amp;DS can adapt and contribute to the public service reform agenda</li> <li>• Understands the bigger picture around the changing role of Architecture &amp; Design Scotland and the opportunities it faces.</li> <li>• Awareness of the wider creative industries ecosystem, including digital design, and its interface with architecture and design.</li> </ul>	<p>In your online application: Please demonstrate how you meet this Priority Criteria and/ or Priority Criterion 2 in your <b>statement of evidence</b>.</p> <p>You will also be asked about this at interview and asked to prepare a <b>presentation</b>. More details will be provided if invited for interview.</p>

<p>2. Understanding of climate and sustainability issues as one of A&amp;DS key priorities/aims</p>	<ul style="list-style-type: none"> <li>• Commitment to net zero and sustainability in the built environment; ability to scrutinise and champion sustainable design.</li> </ul>	<p>In your online application: Please demonstrate how you meet this Priority Criterion and/or Priority Criterion 1 in your <b>statement of evidence</b>.</p> <p>You will also be asked about this at interview and asked to prepare a <b>presentation</b>. More details will be provided if invited for interview.</p>
Essential Criterion	Example Indicators	Assessment
<p>1. Operating at a strategic level</p>	<ul style="list-style-type: none"> <li>• Ability to shape and influence organisational strategy; comfortable with change, innovation, digital and adaptive thinking.</li> <li>• Ability to contribute effectively towards strategic decision making</li> </ul>	<p>In your online application: Please demonstrate how you meet this criterion in your statement of evidence.</p> <p>You will also be asked about this at interview.</p>
<p>2. Supporting good governance</p>	<ul style="list-style-type: none"> <li>• Sound understanding of good practice in governance and collective leadership.</li> <li>• Good understanding of accountability, risk management and financial scrutiny.</li> <li>• Ability to constructively challenge</li> <li>• Ability to analyse and contributes to board discussions</li> </ul>	<p>In your online application: Please demonstrate how you meet this criterion in your statement of evidence.</p> <p>You will also be asked about this at interview.</p>
<p>3. Relationships, influencing and communication</p>	<ul style="list-style-type: none"> <li>• Has the ability to represent A&amp;DS with diverse stakeholders and audiences and is able to</li> </ul>	<p>You will be asked about this at interview.</p>

	<p>inspire others and carry confidence.</p> <ul style="list-style-type: none"> <li>• Experience using effective communication and influencing skills.</li> <li>• Demonstrates an ability to work inclusively and collaboratively to deliver improved and shared outcomes.</li> </ul>	
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### Tailored Career History

In addition to submitting a statement of evidence against the criteria assessed at application stage, you are also asked to submit a **tailored career history**. This should include information from your professional, personal and voluntary experience which is relevant to this role. This should be no more than 500 words. You may wish to include:

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

### How to apply online

1. Find the role you wish to apply for on this [website](#).
2. Click the 'Apply Now' button at the top of the advert and complete the personal information and conflict of interest questions.
3. When prompted, attach your combined statement of evidence and tailored career history in one Word document.
4. Save and submit your application.

[Further guidance on how to apply can be found here.](#)

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)

# The Assessment Process

The assessment process is detailed below:

1. The selection panel will assess all applications against the criteria for appointment (see the Person Specification in this Pack). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. If you are selected for interview, you will be asked to prepare a short presentation in response to a question issued in advance. No slides are required. Further details will be provided with your interview invitation.
3. The selection panel will interview candidates and the questions asked will relate directly to the criteria for appointment.
4. The selection panel will also ask questions relevant to the fit and proper person test (see further information below) which will include questions about the [Principles of Public Life](#).
5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.
6. The appointing Minister will make a decision on whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with 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). An 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. 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 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](#)
- There is confirmation that the time commitment required for the role can be met.

## **Social Media Checks - 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.

## **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.

The Gender Representation on Boards (Scotland) Act 2018 sets a ‘gender representation objective’ that a board should have 50% of non-executive members who are women. In circumstances where there are two or more equally qualified candidates (a tie break), at least one of whom is a woman and one who isn’t, then section 4(3) of the 2018 Act requires the appointing Minister to appoint a woman if doing so will result in the board achieving (or making progress towards achieving) the gender representation objective.

In a tie break the appointing Minister can choose to appoint a candidate, who is not a woman, on the basis of another characteristic or situation and can give preference to that candidate (section 4 (4) of the 2018 Act). In this case, the appointing Minister

will ask the Ethical Standards Commissioner to make an exception to the Public Appointments Code of Practice.

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.

## Frequently asked Questions and Answers

<b>Who can I contact to speak about this role?</b>	If you would like more information about these board roles, or an informal discussion about them please contact, Jim MacDonald, CEO, A&DS at <a href="mailto:Jim.MacDonald@ads.org.uk">Jim.MacDonald@ads.org.uk</a> to arrange a call.
<b>Who can I speak to about a disability related reasonable adjustment?</b>	Please contact the Public Appointments Team Email: <a href="mailto:public.appointments@gov.scot">public.appointments@gov.scot</a> Deaf, deafblind and BSL users can contact the team via <a href="#">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 for candidates attending interviews?</b>	Yes. More information is provided here: <a href="http://www.gov.scot/publications/introduction-to-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 and 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 here: <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 only be shared with the selection panel <u>after</u> scoring has been complete at the shortlisting stage. Information about a reasonable adjustment may be 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 <a href="#">Privacy Notice</a> .
<b>Can I get feedback on my application or interview?</b>	Yes. Feedback is available on request.
<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>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="#">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 5 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="#">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> )
<b>How can I complain about the public appointments process?</b>	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. <a href="#">Investigation process public appointments   Ethical Standards Commissioner</a>

### For further information

Please contact the Scottish Government's Public Appointments Team at [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

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