

Information pack for appointment to the Board of Historic Environment Scotland



The Cabinet Secretary for Education, Culture and Gaelic is seeking to appoint up to six new Members to the board of Historic Environment Scotland. 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 board vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	Thursday 23 July 2026 at 5pm
Shortlist of applications	28 July 2026
Date applicants will hear about the outcome of their application	w/c 3 August 2026
Interviews	Interviews will take place in Edinburgh on 6, 11 and 13 August 2026. Applicants are expected to be available on all dates and it is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	w/c 14 September 2026
Start date	Mid-October 2026

Welcome

Dear Applicant

Thank you for your interest in joining the Board of Historic Environment Scotland.

HES is the lead public body established to investigate, care for and promote Scotland's historic environment. We play a lead role in securing the delivery of the Strategy for Scotland's Historic Environment – "[Our Past Our Future](#)".

At HES, we want the historic environment to make a real difference to people's lives. A difference to our health, to our economy, to our culture, to our environment. Heritage is at the heart of Scotland's communities, creating jobs, inspiring learners, and supporting individual and community wellbeing. We want to harness this potential to help build a fairer, sustainable, and more inclusive Scotland.

Heritage can, and must, support our collective efforts to build a brighter, fairer, and greener future for Scotland. This means prioritising our efforts to deliver maximum impact, and focusing on building the skills, capacity and resilience that we and the sector need to support the economy. It means a renewed emphasis on people and place, and working across boundaries to unlock our collective potential.

In these challenging times, more and more people have been finding comfort, solace, inspiration, and joy from the heritage on their doorsteps and beyond. And digital technology has brought the past into people's homes, providing new opportunities for education, learning, fun, and play. HES is committed to building on these trends.

We are aiming to strengthen our working partnerships across Scotland, the UK and internationally. Our pioneering work on climate change will be of crucial importance over the coming decade. As Scotland's largest operator of visitor attractions from Shetland to the Borders, we are undertaking significant long-term planning and investment in our properties, including promoting our important historic archives. This is an exciting time to be joining the Board.

In keeping with the wide scope of our responsibilities, we are aiming for a diverse Board membership that represents the people of Scotland. We are looking for up to six new members and would particularly welcome the opportunity to appoint someone coming to a role as a Board member for the first time, who is looking to broaden their own skills and experience and grow into the role. We will provide induction, support, and ongoing learning and development opportunities for all Board members.

To find out more about our work before you apply, please visit our [web site](#). Full details of how to apply are in this pack.

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

Sir Mark Jones

Chair, Historic Environment Scotland

Information about the role

Remuneration	£308 per day (non-pensionable) and reasonable expenses.
Time commitment	Two days per month.
Length of appointment term	Four years.
Location of meetings	The Board meetings are usually held in Edinburgh. Members are also expected to attend some of the wide range of cultural and fundraising events and other activities organised by Historic Environment Scotland.
Disqualifications	<p>A Board member is disqualified from appointment to the Board if that person is:</p> <ul style="list-style-type: none">(a) a Member of the House of Commons,(b) a Member of the House of Lords,(c) a Member of the Scottish Parliament.(d) persons disqualified under the Charities and Trustee Investment (Scotland) Act 2005 <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>

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.

The Board of Historic Environment Scotland

HES is the lead body for the historic environment in Scotland. Our work touches everyone in Scotland at every age. We are the custodians of the past, for the present and the future.

- We care for more than 300 sites of national importance all across the country and are the largest operator of paid visitor attractions in Scotland.
- We look after internationally significant archives and artefacts.
- We are at the forefront of investigating and researching the historic environment and addressing the impacts of climate change on its future.
- We protect our historic places through designations and consents, promote their sustainable development, and provide millions of pounds each year to local communities to repair and revitalise their historic environment.
- We provide advice and guidance about the historic environment and offer a wide range of training and learning opportunities.

We are an executive Non-Departmental Public Body (NDPB), and as such operate within the context of the Scottish Government's national outcomes and strategic objectives, including public service reform.

We are a registered Scottish Charity and operate within the framework of charity regulation

We are core funded by the Scottish Government but also derive at least 50 % of our income from operating our key visitor attractions and ancillary activities. We are committed to diversifying and increasing our commercial income.

External Review into the Organisation and Culture at HES

Recently there have been ongoing leadership and governance issues at HES which resulted in an external review into the organisation and culture at HES being undertaken. This was undertaken by David Martin, with the HES Board accepting his report on 28 May 2026.

The review found that HES benefits from a highly committed, skilled workforce and has delivered important outcomes for Scotland's heritage. However, the organisation is at a

critical juncture: rapid growth in resources and staffing has not been matched by clear strategic alignment or investment priorities, and legacy issues continue to fragment culture and ways of working. While external audits confirm sound financial footing, they highlight weaknesses in governance, workforce practices and oversight that now require urgent attention.

HES is currently reviewing the report's recommendations before addressing the issues raised.

Find out more about Historic Environment Scotland at <https://www.historicenvironment.scot/>.

The role of the Board Member

The main functions (including powers and duties) of the body are those set out in the **Historic Environment Scotland Act 2014** <http://www.legislation.gov.uk/asp/2014/19/contents/enacted>.

The main functions are:

- (a) identifying and recording the historic environment,
- (b) understanding and interpreting the historic environment,
- (c) learning about, and educating others about, the historic environment,
- (d) protecting and managing the historic environment,
- (e) conserving and enhancing the historic environment.

Historic Environment Scotland also has the function of managing its collections as a national resource for reference, study and research. Those collections include the collections belonging to the former Royal Commission on the Ancient and Historic Monuments of Scotland (RCAHMS)

The Board is responsible for determining the overall vision, strategic aims and objectives of Historic Environment Scotland, in accordance with the statutory duties and within the policy and resource framework agreed with Scottish Ministers.

The Board has oversight and is ultimately responsible for stewardship and performance of the organisation. Full details of the operating framework and expectations are set out in [various publications](#) available on the [HES web site](#), particularly:

The selection panel

Chair	Jamie Macdougall, Deputy Director, Culture and Historic Environment, Scottish Government
Panel member	Catherine Muirden, Chair of National Galleries Scotland
Independent panel member	Ronnie Hinds
Representative of the Ethical Standards Commissioner	Shortlisting: Ali Jarvis, Public Appointments Adviser Interviews: Duncan Wallace, Public Appointments Adviser

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 to recruit up to six new members to Historic Environment Scotland. We have identified specific requirements that will complement the skill-set of the existing Board. Depending on the strength of the field, it is intended to appoint up to six applicants, all of whom can demonstrate **ONE** of the priority criteria outlined below, as well as all of the essential criteria.

Applicants must demonstrate evidence of one of the priority criteria. You may only select **ONE** of the priority criteria so pick the one which is strongest for you. Where two or more

applicants have equal merit on the priority criterion, the assessment of essential criteria will be taken into account.

The Minister will appoint the best balance of six applicants across the five priority criteria. In the event that there are no applicants suitable for appointment under one of the priority criteria, the Minister may decide to appoint more than one applicant who has provided strong evidence against one of the other priority criteria.

The tables below set out the skills, knowledge, experience and attributes that we are seeking and explain 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.

All applicants must provide evidence of ONE of the PRIORITY criteria outlined at section A. During the whole assessment process, they must also demonstrate evidence against the ESSENTIAL Criteria in Section B.

Section A: Priority Criteria: applicants should demonstrate **ONE of the following criteria:**

Priority criteria	Example indicators	How this will be assessed
<p>Strong experience in finance, audit and oversight</p>	<ul style="list-style-type: none"> • Senior-level financial oversight, audit or assurance. • Understanding financial reporting, controls and risk management. • Providing effective challenge on financial sustainability and value for money. • Relevant appropriate professional qualifications such as (Chartered Accountant). • For at least one appointment, experience sufficient to support chairing the Audit and Risk 	<p>This criterion will be assessed at the application stage and at interview if you are shortlisted.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>

	Committee will be particularly valuable.	
Recent experience in ICT/Digital programmes and operational leadership	<p>We need a person who has:</p> <ul style="list-style-type: none"> • The ability to contribute a digital perspective to board and committee discussions, and • The ability to support the executive team by sharing a digital perspective. 	<p>This criterion will be assessed at the application stage and at interview if you are shortlisted.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>
Experience in people leadership and organisational change/re-design	<ul style="list-style-type: none"> • A proven track record in providing strategic direction and oversight for organisational redesign. • Contributing to positive organisational culture, wellbeing and engagement. • Relevant appropriate professional qualifications (e.g. CIPD). • A proven track record in HR leadership, organisational development and transformation. • Proven technical experience in employee relations, culture change and organisational development. 	<p>This criterion will be assessed at the application stage and at interview if you are shortlisted.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>

<p>Strong board governance experience</p>	<ul style="list-style-type: none"> • Direct experience of ensuring effective governance at senior management or board level, including chairing or participating as a member of key committees. • An understanding of audit and risk management and be able to demonstrate effective practical application of that understanding. • Experience of performance management and oversight. 	<p>This criterion will be assessed at the application stage and at interview if you are shortlisted.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>
<p>Experience in the heritage buildings sector</p>	<ul style="list-style-type: none"> • Experience in providing oversight and risk management in the heritage buildings sector. • Understanding of key challenges in heritage buildings management. 	<p>This criterion will be assessed at the application stage and at interview if you are shortlisted.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>

Section B: Essential Criteria: all applicants must demonstrate all of the following criteria:

Essential criteria	Example indicators	How this will be assessed
<p>Challenging the views of others in a constructive and supportive way</p>	<ul style="list-style-type: none"> • Being confident in questioning others' proposals and debating issues. • Putting forward your views in an objective way. • Helping others to consider their own position in a non-confrontational way. • Experience of providing constructive challenge on governance matters. 	<p>This criterion will be assessed at the application stage and at interview.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>
<p>Seeing the 'bigger picture'</p>	<ul style="list-style-type: none"> • Able to look ahead and consider issues within different timeframes. • Identifying relevant implications such as challenges and risks. • Seeing beyond your own personal experience or specialism and considering other information and perspectives. • Not taking a short term or parochial view. 	<p>This criterion will be assessed at the application stage and by asking you to deliver a short presentation at interview.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>
<p>Communicating effectively</p>	<ul style="list-style-type: none"> • Being focussed and succinct in your communication. • Good listening skills and active listening - showing people that you are 	<p>This criterion will be assessed at the application stage and at interview.</p>

	<p>taking account of what is being said.</p> <ul style="list-style-type: none"> • Confident in expressing views and opinions in a group setting. • Able to adapt your style appropriately for diverse audiences. • Good communication skills. 	<p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>
<p>Personal commitment and enthusiasm for Scotland's Historic Environment.</p>	<ul style="list-style-type: none"> • Enthusiasm for Scotland's historic environment and commitment to the role of Historic Environment Scotland • Able to explain how the historic environment benefits both you personally and the wider society • Can explain to others and enthuse them about the aims and objectives of Historic Environment Scotland 	<p>This criterion will be assessed at the application stage and at interview by asking you to deliver a short presentation.</p> <p>In your online application: Please attach an overarching statement demonstrating evidence for ONE of the priority criteria and ALL of the essential criteria. Your statement should be no more than 1,000 words.</p>

In your online application you will be invited to provide a tailored career/life history. This should include information from your professional, personal and voluntary experience relevant to the role(s). 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 roles. **Your response should be no more than 400 words 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

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 meet 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. Candidates will also be provided with a question in advance of the interview and asked to prepare and deliver a short verbal response to the panel.
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](#).
4. 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.
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.

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](#)
- 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 - Public appointments: guide - gov.scot \(www.gov.scot\)](#)

Gender Representation on Public Boards (Scotland) Act 2018

Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 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

Who can I contact to speak about this role?	If you have any questions regarding these roles or the Board, please contact Holly Gadd, Executive Board Support Coordinator, Historic Environment Scotland at holly.gadd@hes.scot .
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice about how to complete an application form?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
What does 'appointed on merit' mean?	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.
What role does the Ethical Standards Commissioner (ESC)	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair

<p>have in the appointments process?</p>	<p>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 here: 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. 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 here: Privacy notice - Public appointments: guide - gov.scot (www.gov.scot)</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</p>

	attend an induction day hosted by the Scottish Government.
Is it possible to hold more than one public appointment?	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.
Are public appointments announced?	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 5 years.
What standards are expected of board members?	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)
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. Investigation process public appointments Ethical Standards Commissioner

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](#)

