



# Zero Waste Scotland: Board Chair

**Applicant Information Pack**

**Closing date for applications:**  
Sunday 7 January 2024

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# Foreword

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The challenges facing the global environment are undeniably stark. Namely the energy crisis, the cost-of-living crisis, and the most pressing issues of our lifetime, the climate and nature crises.

The world's population is expected to peak at 10bn in 2050, but our resources, the earth's raw materials, are not limitless. As a result, global labour and raw material costs are on the increase. Evidence estimates around four fifths of Scotland's carbon footprint comes from the products and services we manufacture, use, and throw away. Material consumption and waste are the primary drivers of nearly every environmental problem we currently face, from water scarcity to habitat and species loss.

We know a circular economy is part of the solution to our global climate emergency. An economy in which products, services, and systems, are designed to maximise their value and minimise waste.

Zero Waste Scotland is Scotland's circular economy expert. Over the next decade, it will play a pivotal role in catalysing and inspiring much needed transformation in our economy and society; where resources are valued to their maximum extent, and where new market opportunities are opened up in Scotland as a result. A new Circular Economy Bill has just been laid in Parliament to help provide the legislative framework for that change. Shortly, the Scottish Government also intends to publish a route map to further guide the actions needed to help support Scotland on this transition, in line with the goals outlined in the Climate Change Plan and the National Strategy for Economic Transformation.

After being established as a not-for-profit company limited by guarantee nearly ten years ago, over the next few years, Zero Waste Scotland will transition to become a public body. It will be accountable to Scottish Ministers and to the Scottish Parliament – while also retaining and growing its commercial ability to leverage wider funding and widen its impact in Scotland and beyond.

Therefore, this is a pivotal moment to take on leadership of Zero Waste Scotland. Over the next year, Zero Waste Scotland will develop a new Corporate Plan in response to this transition and mission - to shape new markets in Scotland resulting from economic transition and to end Scotland's throw-away culture. As Chair, you will provide crucial strategic direction to the organisation. You will have the opportunity to work with a skilled Board and provide strategic support, and guidance, to a strong, capable organisation. You will have the opportunity to work with wide-ranging stakeholders across business, public and third sectors, including community organisations.

We are looking for a Chair who is committed to our mission and purpose and, importantly, someone who has the breadth of skills and depth of expertise to help us realise our growth ambitions, including the full commercial opportunities of the organisation's new status. Drawing on your professional experience, as Chair, you will support in forging new partnerships across sectors to drive transformation from a linear, to a circular economy. This is a fantastic strategic opportunity, to lead and evolve Zero Waste Scotland and to help create a circular Scotland.

Both Zero Waste Scotland and Scottish Ministers value very highly the benefits of having different experience and points of view on our Board and particularly welcome applications from people currently under-represented, including women and disabled people, LGBTQIA+ people, those from black and minority ethnic communities and people aged under 50.

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

**Yours sincerely,**

**Janet Swadling OBE**

Chair of the People & Remuneration Committee



# Information on Zero Waste Scotland

**Zero Waste Scotland exists to lead Scotland to use products and resources responsibly, focusing on where we can have the greatest impact on climate change.**

Using evidence and insight, our goal is to inform policy and motivate individuals, and businesses, to embrace the environmental, economic, and social benefits of a circular economy.

Zero Waste Scotland is a not-for-profit company, limited by guarantee. It is predominately funded by the Scottish Government. Our recent formal classification as a Public Sector organisation brings new opportunities, which we will embrace through a robust and strategic transition. This, alongside the development of a new Corporate Plan, to be launched in 2024, means that Zero Waste Scotland is entering an exceptionally exciting period of change.

Zero Waste Scotland is recognised as a leader in delivering specialist expertise and services across both the public and private sectors. With c.190 staff and a budget of over c. £37 million (which includes the Recycling Improvement Fund, administered on behalf

of Scottish Government), we are working towards delivering four key strategic outcomes, as outlined in our: [Corporate Plan 2019 -23](#).

**These include:**

- **Responsible consumption** – ensuring demands for products and services respect the limits of natural resources;
- **Responsible production** – where a circular economy is embraced;
- **Maximising value from waste** – where the environmental and economic value of wasted resources and energy is harnessed efficiently; and
- **Transforming Zero Waste Scotland** – becoming the leading organisation in driving radical change in behaviours towards products & resources.

These outcomes are underpinned by our annual delivery plan.

Our dedicated people, great relationships with partners - both locally and internationally - and trust from businesses and organisations, mean we are well placed to achieve the challenges ahead.



**“Zero Waste Scotland... a lighthouse for the circular economy”**

**Walter Stahel,  
Circular Economy Pioneer**

# About the role

**Our Chair plays a critical role in: setting the organisational strategy; ensuring we stay strategically aligned; overseeing delivery of our Corporate Plan ambitions; ensuring appropriate transparency and governance; and ultimately, achieving our vision for a circular Scotland.**

The Zero Waste Scotland Chair works with the Non-Executive Board Members and Executive Leadership Team (ELT) of Zero Waste Scotland to set the strategic direction for the organisation and adhere to the principles of good corporate governance.

The Chair ensures that the Board acts on a collective basis and must carry out its duties with independence and impartiality and in accordance with the Memorandum and Articles of Association and Standing Orders for Zero Waste Scotland. The Chair provides strategic direction, guidance, leadership, advice, challenge, support, and assurance.

In March 2023, the Office of National Statistics confirmed that Zero Waste Scotland should formally be classified as a public sector organisation. Over the next period, the Chair will work closely with the Scottish Government, Board members, and Executive team, to ensure a smooth transition of Zero Waste Scotland to a public sector organisation - accountable to Ministers and to the Scottish Parliament, while still retaining the benefits of its status as a company limited by guarantee. As part of wider public service reforms, including through collaboration with other bodies, you will help ensure that Zero Waste Scotland is focused on delivery, securing maximum value for money, and identifying and capitalising on new commercial opportunities. This will include identifying opportunities to leverage wider sources of funding, to increase reach and impact.

**Core responsibilities of the Chair include:**

## LEADERSHIP:

- Provide strategic leadership to Zero Waste Scotland Limited, in collaboration with the Board and through support to the Chief Executive.
- Set the strategic direction of Zero Waste Scotland post 2023 through the creation of an ambitious Corporate Plan for 2024-2028.
- Build a resilient, strategic senior leadership team fit to lead the transition of Zero Waste Scotland to a public body to deliver this plan, including equipped

to capitalise on the new market opportunities of a more circular economy.

- Work in partnership with the Scottish Government, to realise the full potential of this transition to enable a high functioning, delivery- orientated body.
- Inspire the Board, Executive & Colleagues in Zero Waste Scotland demonstrating passion for, and commitment to, the Vision, Mission and Values.
- Review Board Member performance, ensuring the board is appropriately skilled, resilient, and structured and that Board succession plans are in place.
- Foster a healthy relationship between Board members collectively and create an open and transparent relationship with the ELT, ensuring there is aligned commitment to shared goals.

## GOVERNANCE:

- Chair meetings of the Board effectively and objectively. Questioning intelligently and constructively, challenging rigorously, debating dispassionately and listening openly to the views of others.
- Ensure sub-committees work effectively and adhere to their Terms of Reference.
- Lead by example in upholding the highest ethical standards of integrity, ensuring appropriate governance is in place to mitigate risk and ensure legislative compliance is adhered to.
- Monitor performance against the operating plan through a performance framework and corporate plan objectives.
- Ensure actions from the Board are enacted.
- Ensure that the Principles of Public Life are adhered to at all times.

## REPRESENTATION:

- Act as a public figure and key industry influencer for the Circular Economy in Scotland, fostering new partnerships across diverse sectors to catalyse and inspire economic transformation and to help realise new market opportunities in Scotland from a circular economy.
- Take lead responsibility in representing Zero Waste Scotland in liaison with Ministers and the Scottish Government.
- Represent Zero Waste Scotland externally, building our reputation and sharing our narrative.
- Lead by example on our values and our commitment to social justice and quality, diversity & inclusion.

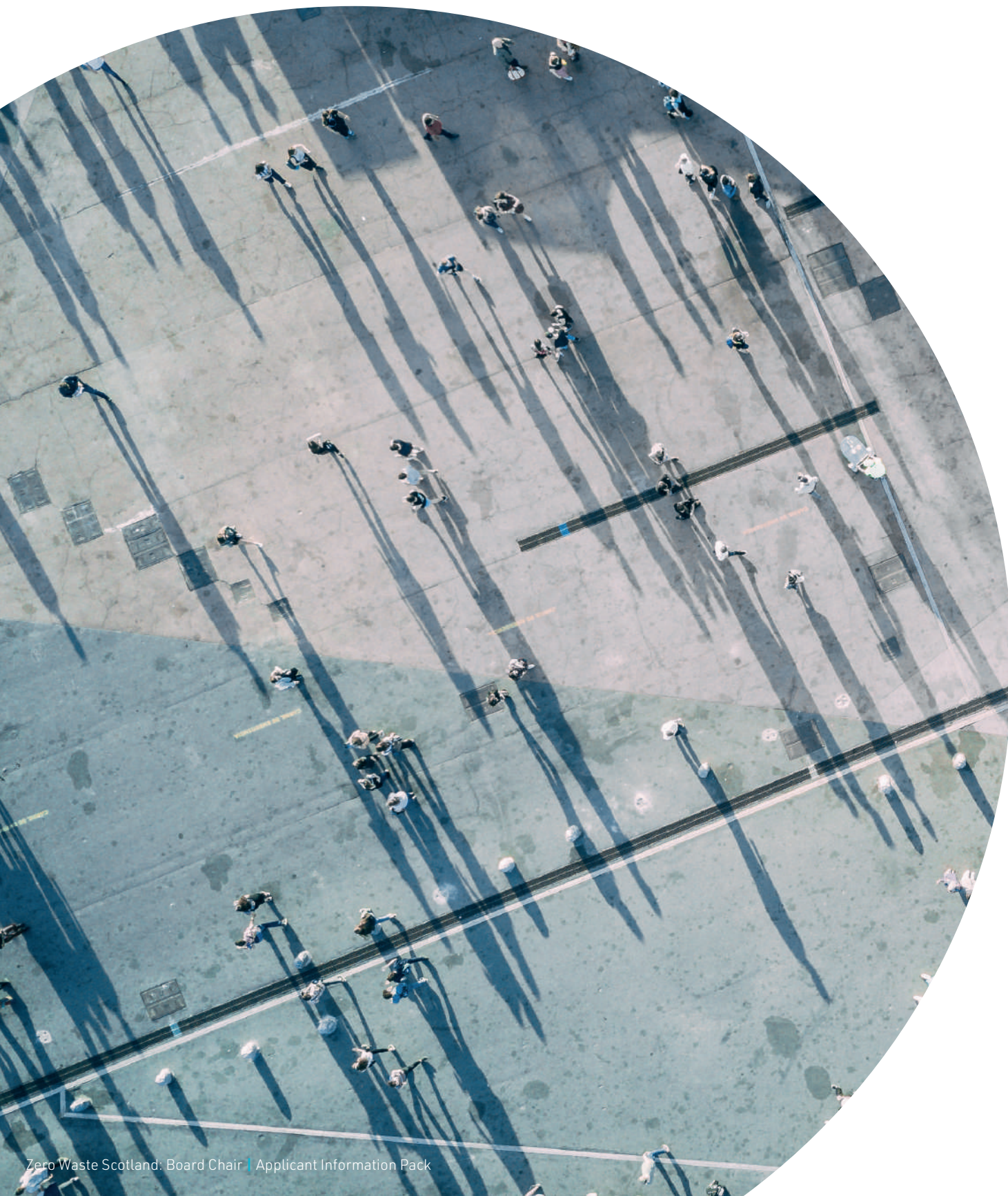
## FURTHER INFORMATION

For further information about Zero Waste Scotland and the Chair role, please contact, Jamie Brown, ~Director, FWB Park Brown at: [applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)

You can also find out more at: [Zero Waste Scotland](#)

## REASONABLE ADJUSTMENT

If you require a reasonable adjustment at any stage of this appointment process, or if you need any of the application pack documentation in an alternative format such as plain text, Braille or large print, please contact, [applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)



# Person Specification | Role: Chair

The person specification below set out the skills, knowledge and experience we are seeking and details of how, and at which stage in the process, each of the criteria will be assessed and evidenced.

We are seeking to recruit a Chair who meets all of the essential criteria outlined below:

## EXPERIENCE / SKILL

## WHAT DOES IT MEAN?

## EVIDENCE & ASSESSMENT

Proven strategic leadership capabilities.

- Experience of leading a Board, or similar, to make strategic decisions and agree tactical priorities in a complex environment.
- Ability to set strategic vision, engage with and include others and implement a strategy to execute delivery.
- Ability to create a collaborative and cooperative culture, which values diversity.
- Firm understanding of the difference between Board/ Executive responsibilities, and the ability to successfully and collaboratively challenge, counsel & mentor the Executive Team.

We will test the evidence you present in your written application. We will test this evidence further at interview, and through a presentation.

A vision for Scotland's circular economy and understanding of the strategic economic, social and environmental context.

- Understanding and experience of environmental sustainability and/ or circular economy.
- Understanding of the strategic economic, social and environmental context and policy frameworks within which Zero Waste Scotland operates.

We will test the evidence you present in your written application. We will test this evidence further at interview, and through a presentation.

Experience of successfully overseeing change and driving continuous improvement.

- Proven ability to steer organisations through periods of significant change, working collaboratively and flexibly to ensure successful outcomes.
- Ability to use commercial acumen skills to identify opportunities for change and improvement.
- Ability to communicate change positively and confidently, ensuring views are sought and flexibility in approach is evident, whilst not losing sight of key aims and objectives.

We will test the evidence you present in your written application. We will test this evidence further at interview, and through a presentation.

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Excellent communication and a strong capability to engage sensitively with multiple stakeholders.

- Experience of representing and promoting an organisation to a wide range of stakeholders - being an ambassador.
- Experience of developing strong relationships and alliances with partner organisations and influencing stakeholders.
- Able to influence colleagues and stakeholders successfully and challenge views of others constructively.

We will test the evidence further at interview.

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A proven track record of organisational leadership and governance.

- Direct experience of ensuring effective governance at senior management or Board level, in the private and/or public sector.
- Able to articulate what board responsibilities are from a fiscal and legal perspective and can demonstrate direct involvement in implementation of good governance principles.
- An understanding of audit & risk management and able to demonstrate effective practical application of that understanding.

We will test the evidence further at interview.







## REMUNERATION AND EXPENSES

The Chair receives £360.92 per day remuneration. Expenses incurred as a result of carrying out the duties of the appointment, including reasonable travel and subsistence costs and dependent carer and childcare expenses, will be reimbursed.

The appointment is non-pensionable.

## TIME COMMITMENT

The Chair of the Board is expected to devote between a minimum of 30 days and a maximum of 36 days per year to the role, including preparation at home, and attendance at meetings and events. There are four formal Board meetings per annum, one Annual General Meeting and, if appointed to a Board Sub-Committee, four Sub-Committee meetings per annum. A strategy day is also held at least once per annum. Informal monthly Board meetings are held in months where there is no formal meeting (these last approximately 2 hours).

The Chair is expected to attend all Board meetings. The Chair will also be expected to engage in ad hoc meetings or working groups and meetings with Government. The Chair will meet at least monthly with the CEO and will also meet Zero Waste Scotland staff to discuss key strategic issues, attend relevant seminars or events run by Zero Waste Scotland or partner organisations, attend conferences and events in Parliament etc.

## LENGTH OF THE APPOINTMENT

The appointment is initially for four years, with the possibility of reappointment (subject to evidence of effective performance and satisfying the skills and knowledge required at the time of reappointment and beyond). Any appointment, and subsequent reappointment, will not extend beyond a maximum of eight years.

## LOCATION OF MEETINGS

Board meetings are normally held in Zero Waste Scotland's offices, Ground Floor, Moray House, Forthside Way, Stirling, FK8 1QZ. They can also be held in locations elsewhere in Scotland from time to time.

## KEY DATES IN THIS APPOINTMENT PROCESS

### WHAT HAPPENS

### WHEN

Appointment publicised	<b>24 Nov 2023</b>
Closing date for applications	<b>7 Jan 2023</b>
Shortlisting meeting	<b>15 Jan 2024</b>
Applicants advised of the outcome of the shortlisting meeting	<b>16 Jan 2024</b>
Interviews	<b>31 Jan &amp; 1 Feb 2024</b>
Confirmation of Ministerial Approval	<b>22 Feb 2024</b>
Date applicants will be advised of the outcome	<b>23 Feb 2024</b>
Expected date of appointment (subject to Ministerial approval)	<b>26 Feb 2024</b>

Please note that if invited to interview, it is unlikely that we will be able to offer an alternative date.

## THE SELECTION PANEL

### The selection panel will be comprised of:

- Kevin Quinlan, Director of Environment & Forestry (Panel Chair)
- Dame Susan Rice DBE (Panel Member)
- Janet Swadling OBE, Chair, People and Remuneration Committee & Non-Executive Director (Panel Member)

To make sure the process is transparent, and the appointment is made on merit, the selection panel will declare if they know anyone who has applied for these appointments.

Where an applicant and selection panel member have a close relationship, the Selection Panel Chair will make the final decision on any potential conflicts.

You will be asked to let us know in your application form if, and how, you know any of these selection panel members. This will help us to come to a view on the appropriateness of your assessment by one or more of them.

## **GUIDANCE ON COMPLETING YOUR APPLICATION**

### **How to Apply**

Applications can be made online via Zero Waste Scotland's [recruitment page](#)

Application will be by a statement of suitability detailing how you fit against the person specification criteria in no more than two pages. This will be supported by your CV of no more than two pages and by application form which captures your personal details and declarations.

What you put in the statement of suitability and CV will be the evidence that determines whether or not you will be shortlisted for interview. You must, therefore, demonstrate clearly the evidence required to show how you meet the criteria being tested. Please do not submit a CV on its own as it will not be considered.

You should provide clear and succinct evidence. If providing examples, you should choose the ones which best demonstrate to the selection panel what

it is you did and what specifically about your approach affected the outcome. The selection panel will not make assumptions about your examples, so it is important you take the time to ensure the evidence you are providing demonstrates fully how you meet the essential criteria. You may be asked to expand on your answers if you are invited to interview so it is a good idea to retain a copy of the evidence you provide in your application.

### **Application Form**

The statement of suitability and CV containing the evidence requested must be accompanied by the application form that contains your personal details, declaration and equalities monitoring information.

The form is available to download on Zero Waste Scotland's [recruitment page](#) and should be emailed with the completed statement of suitability and CV to:

Jamie Brown, ~Director, FWB Park Brown at: [applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)

Applications will not be considered unless all three documents are included – Application Form, Statement of Suitability and CV.

### **VALUING DIVERSITY**

Zero Waste Scotland is committed to diversity and equality and value very highly the benefits of having different points of view and experiences on our Board. Accordingly, it is hoped to receive applications from a wide range of talented people irrespective of their religion or belief, sex, age, gender reassignment, disability, sexual orientation, race, political belief, relationship status or caring responsibilities.

Zero Waste Scotland particularly welcome applications from people with protected characteristics that are currently under-represented such as women, disabled people, LGBTQIA+ people, those from black and minority ethnic communities and people aged under 50.

If you have a disability within the meaning of section 6 of the Equality Act 2010 and require an adjustment at any stage of the appointments process, please contact, Jamie Brown, ~Director, FWB Park Brown at: [applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)



## CONFLICTS OF INTEREST

In the application form, you are asked to complete the section which provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at the final assessment stage. If you are unsure whether you have a conflict of interest and would like to discuss this, please contact, Jamie Brown, ~Director, FWB Park Brown at:

[applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)

## UNSUCCESSFUL APPLICANTS / FEEDBACK

Applicants who are not shortlisted for interview will be advised of the outcome of their applications in writing.

## ASSESSMENT PROCESS

### Application

Assessment will happen in two stages. Firstly, the selection panel will assess the evidence you have presented against the criteria that are being tested at initial application. The applicants who most closely meet these requirements will be invited to attend for interview.

### Interview

The final stage of assessment will include an interview with the selection panel, where you will be asked questions in order to allow you the opportunity to demonstrate that you have the skills, knowledge and experience required. Those invited for interview, will also be asked to prepare and deliver a presentation.

Full details on the final stage of assessment will be provided to those candidates who are invited. For those candidates invited to the final stage, the selection panel may consider information available in the public domain such as a check of social media activity/posts, printed and other media.

In accordance with GDPR article 6 (1) (e) this information will only be used for the purpose of this application. For successful candidates this information will be retained and destroyed five years after your appointment term ends. For unsuccessful candidates this information will be destroyed after a period of five years. Any findings in this regard may be discussed with you during the interview as part of the Fit and Proper Person tests.

### Reasonable Adjustments

If you require a reasonable adjustment for the interview or other assessments, please let us know so that we can put arrangements in place. We will ensure that the building where the interview is held is wheelchair accessible. We can also make a range of other adjustments to support an inclusive recruitment process, and diverse candidate requirements. Please contact, Jamie Brown, ~Director, FWB Park Brown at: [applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)

### Feedback

Feedback will be offered to all applicants who are interviewed. Feedback will be based on:

- The assessment of your merit in relation to the skills, knowledge, experience and values required by the person specification; and
- The outcome of the fit and proper person test where appropriate (see the section entitled "Ethical Standards").



## RECOMMENDED CANDIDATES

Zero Waste Scotland Board appointments are subject to Ministerial approval. For candidates being recommended for appointment, the selection panel will provide the relevant Minister with a summary of the evidence gathered during the process. Following Ministerial approval, the successful candidate will be informed.

## EXPENSES FOR ATTENDING INTERVIEWS

Interviews will take place in central Edinburgh. Candidates can claim for reasonable expenses incurred in attending. This includes dependent carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact Zero Waste Scotland in advance, for confirmation of current subsistence rates. Receipts must be provided in support of all claims.

## WHAT HAPPENS IF YOU ARE APPOINTED?

Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment.

### This will include:

- Your name;
- A short description of Zero Waste Scotland;
- A brief summary of the skills, knowledge and experience you bring to the role;
- How long you have been appointed for;
- Any remuneration associated with this appointment;
- Details of any public appointments you hold and any related remuneration you receive for them;
- Details of any political activity declared by you;
- In accordance best practice and good governance, a statement that the appointment has been made in line with the Code of Practice for Ministerial Appointments to Public Bodies in Scotland.

## TRAINING AND SUPPORT

Your induction will include (but not be restricted to) the following:

- Your role and responsibilities;
- role of the body and arrangements for Board meetings;
- Organisational structure of Zero Waste Scotland;
- Internal and external communication in relation to Zero Waste Scotland business;
- Role of, and relationship with, the Scottish Government Sponsor Team and Minister;
- Budget and financial information;
- Arrangements for remuneration and expenses.

The Chair will be appraised by a Scottish Government official. The Chair will conduct an annual appraisal of each Non-Executive Director Board Member.

Zero Waste Scotland Board members are asked to refer to the Scottish Government's generic guide on the duties of board members of public bodies "**On Board.**"

You can also download it from [www.scotland.gov.uk/Topics/Government/public-bodies/On-Board](http://www.scotland.gov.uk/Topics/Government/public-bodies/On-Board)

As an example of good practice, this guide is intended to help you in fulfilling your duties throughout the period of your appointment.

## THE FIT AND PROPER PERSON TEST

Zero Waste Scotland must feel confident that people to be appointed to the Board of Zero Waste Scotland are fit and proper persons to take up these positions. In this context a fit and proper person is an individual who is suitable for appointment because they meet the requirements of the role, and their past or present activities (and/or behaviours) mean that they are suitable to be appointed.

The fit and proper person test is an on-going process with checks built into different stages of the appointment round. These are designed to collect the necessary information and evidence. For these appointments, the checks in place for the fit and proper person tests are:

### Verification of relevant information provided by the applicant

- We will test the evidence you provide in your application in relation to the skills, knowledge and experience required for the position, and further probe your evidence at interview if you're invited.
- If applicants provide information in support of meeting any of the criteria which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.

### Ensuring that the applicant's conduct to date has been compatible with the appointment in question:

- We will confirm that you understand: the work of the body, the nature of the appointment and that you're not aware of having committed any offence, or performed any act, that's incompatible with the position that you're applying for. We will do this using the declaration statement on the application form.

### Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters:

- Information on disqualifications is provided in this pack material and you are asked to review this prior to submitting your application. We will confirm that you are not disqualified from taking up the role using the declaration statement on the application form.
- By submitting your completed application you're declaring that the information provided is, to the best of your knowledge and belief, true and complete.

### Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment:

- You're asked in your application to complete questions about potential conflicts of interest.
- If you're invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We'll ask you to confirm that, to the best of your knowledge, you don't have any conflicts of interest that are incompatible/unmanageable. We'll ask for additional information if you've declared a conflict of interest in your initial application.
- you'll also be asked at the application stage to declare if you've had any political activity in the past five years.

### Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by Zero Waste Scotland's Memorandum and Articles of Association:

- In carrying out their role, individual Board members will be expected to comply with the Codes of Conduct and rules adopted by bodies.
- You are referred to Zero Waste Scotland's [Memorandum and Articles of Association](#) and you should review this prior to submitting your application. Confirmation that you have read the Memorandum and Articles of Association, that you understand it and agree to be bound by it in the event that you are appointed, forms part of the declaration statement of the application form. By virtue of submitting the completed form you are declaring that the information provided is, to the best of your knowledge and belief, true and complete.
- Applicants are expected to embrace the nine Principles of Public Life in Scotland. These are included in this pack at page 15. If invited to the final assessment stage, you will be asked to confirm your understanding of, and agreement to, applying these principles.

### Establishing that the individual is able to meet the time commitment required:

- The time commitment involved for the role is given on page 8. If you're invited to interview, you'll be asked whether you can meet this commitment.

## LOBBYING

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 as these may apply to their communications with MSPs, Scottish Ministers, Special Advisers and the Permanent Secretary who are covered by the terms of the Act. Applicants are expected to familiarise themselves with their obligations under the Act.

For more information see [www.lobbying.scot](http://www.lobbying.scot)

## COMPLAINTS

Zero Waste Scotland is not regulated by the Ethical Standard's Commission however, this appointment has been made in line with the Ethical Standards Commissioner's Code of Practice for Ministerial Appointments to Public Bodies in Scotland. If you have concerns with the way in which this appointment round was conducted, please contact, Jamie Brown, ~Director, FWB Park Brown at:

[applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com)

## THE PRINCIPLES OF PUBLIC LIFE

People who wish to be appointed to roles in public life have to pass a Fit and Proper Person test which is described in more detail below. The Principles of Public Life in Scotland are as follows:

**Duty** You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

**Selflessness** You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

**Integrity** You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

**Objectivity** You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

**Accountability & Stewardship** You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

**Openness** You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

**Honesty** You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

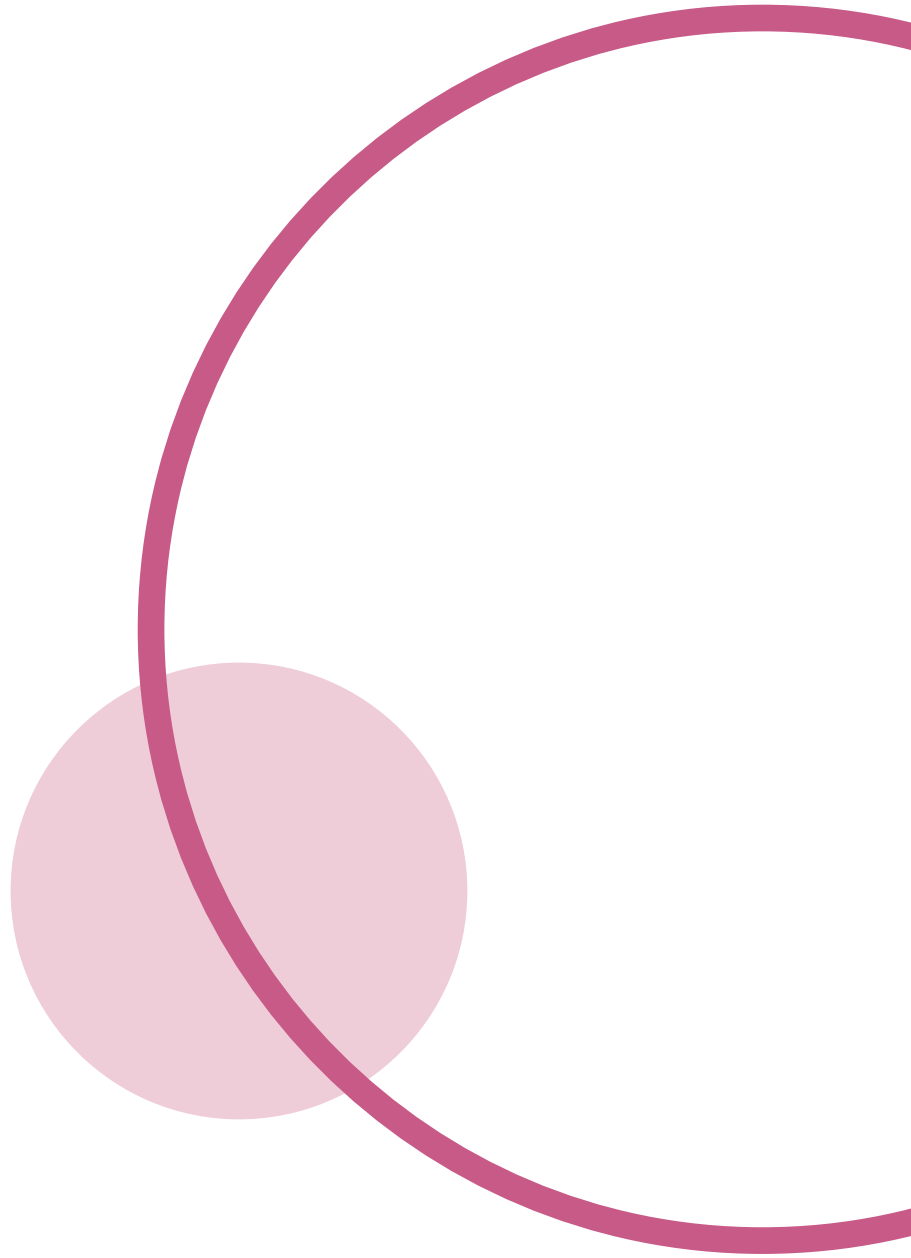
**Leadership** You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business.

**Respect** You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly, you must respect members of the public when performing duties as a member of your public body.



As Zero Waste Scotland transitions to becoming a public body, it will be required to adhere to public sector legislation including the Public Appointments and Public Bodies etc. (Scotland) Act 2003.

In the process for this Chair appointment, Zero Waste Scotland is mirroring these requirements. It is expected that all future board appointments to Zero Waste Scotland's Board will be conducted under the formal process regulated by the Commissioner, including the consideration of any reappointment to this role at the end of the initial four-year term.





## More Information

To find out more about this appointment, please contact  
Jamie Brown, ~Director, FWB Park Brown at:

[applications@fwbparkbrown.com](mailto:applications@fwbparkbrown.com) or visit: [Zero Waste Scotland](#)