



# Ethical Standards Commissioner

ANNUAL REPORT ON  
PUBLIC APPOINTMENTS

2021/22

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## INTRODUCTION

The Commissioner for Ethical Standards in Public Life in Scotland, known as the Ethical Standards Commissioner, regulates how Scottish Ministers make appointments to the boards of public bodies that are within our remit.

The Commissioner's statutory functions in relation to public appointments are to:

- prepare, publish and, as necessary, revise a Code of Practice for Ministerial Appointments to Public Bodies in Scotland (the Code)
- issue guidance on the Code and promote compliance with it
- examine the methods and practices employed by the Scottish Ministers when making appointments
- investigate complaints about how an appointment was made
- report to the Scottish Parliament instances of material non-compliance with the Code; the Commissioner may direct the Minister to delay making the appointment until Parliament has considered the report.

The Commissioner is to exercise these functions with a view to ensuring that appointments are made fairly and openly and allow everyone, where reasonably practicable, the opportunity to be considered for an appointment.

## SUMMARY OF THE YEAR

It has been positive to note that through 2021 the applications and appointments for under-reflected groups have increased slightly across almost every group, with targets either being met or close to being met. This has resulted in the demographic profile of all under-reflected demographic groups (other than women which was already at the target level) also increasing during the year. This may be as a result of the move to more online application and assessment processes, making the process as a whole more accessible, or more generally to the Scottish Government's gradual and ongoing improvement activity. It is worth noting that we received an unprecedented number of reports of good practice on the part of the Scottish Government this year, at just under 50, and this may well be a factor in the improvement in the diversity of boards. Requests for advice on good practice were also very high.

With the appointments process being run online as the norm through 2021/22 and with officials and panels becoming more used to this way of working, appointment activity has returned to a similar level as that in 2019/20. In our last annual report, the number of requests to extend terms of appointment beyond the eight-year maximum permitted by the Code was noted as being at a relatively high level due to a temporary cessation in appointment activity during the early days of the pandemic, when civil servants were relocated to support the Government's response. The knock-on effect of the temporary cessation is still being felt with requests for such extensions remaining at a higher level than would normally be expected. On three occasions during the year, the Commissioner requested that his concerns about a perceived lack of succession planning be highlighted with the appointing minister when agreeing an extension request. Reappointments also seem to be at a higher level than would normally be expected.

The figures for sector worked or most recently worked in and household income have been gathered for the second year and do not show very much variance from the previous year.

It is to be hoped that, while continuing to improve the figures for under-reflected demographic groups, the Scottish Ministers will also continue to think about and work to improve accessibility for those within a wider definition of 'diversity of thought', including those with private sector backgrounds and those with lower household incomes.

We also published a new and very progressive Code of Practice at our year end which, if properly implemented, should see further positive changes in both the effectiveness and diversity of our boards.

The backdrop to this work was not straightforward. The year 2021/22 has followed on from 2020/21 in being characterised by the effects and challenges presented by the Covid-19 worldwide pandemic. Although some of the restrictions on the movement of individuals were lifted during the summer months of 2021, and the roll out of vaccines provided hope of some return to normality, the spread of different variants of the virus also held up progress. Civil servants supporting the appointments process mainly continued to work from home throughout the year and the appointments process was conducted remotely using ICT.

Through 2021/22, the public appointments section of the office has also faced significant challenges with resourcing due to the Public Appointments Manager fulfilling the role of Acting Commissioner and the Public Appointments Officer acting up as Public Appointments Manager. It proved difficult to source additional resource in the team to support this aspect of the office's work and this has led to some activities not being completed. For example, the work in surveying the views of applicants about the appointments process had to be put on hold for the time being. One of the key aspects of the business plan, however, was revision and publication of the Code of Practice for Ministerial Public Appointments in Scotland, and this was achieved by the year end, despite the significant resource challenges that we faced.

Our workforce planning project was prioritised for early in the next financial year with a view to ensuring that we have the resources in place that we need to acquit this as well as the other statutory functions of the office. Our aim is to ensure that the positive work that is being done to increase board diversity can be fully supported and that our advice and guidance on compliance with the new Code will add significant value to the work of the Scottish Ministers and at the same time provide public assurance that appointments are made fairly, openly and on the basis of merit.

## IMPROVING DIVERSITY ON THE BOARDS OF PUBLIC BODIES

We have a statutory duty to use our powers with a view to ensuring that appointments are made fairly and openly and that as far as possible everyone has an opportunity to be considered for these very important roles. As part of our work in this area, the Commissioner agreed targets with the Scottish Ministers in the strategy document “Diversity Delivers” (published September 2008), intended to encourage applications from as wide a range of people as possible. The strategy also included a range of recommendations, agreed with the Scottish Government at the time, intended to improve on the diversity of Scotland’s boards. [Progress against the recommendations](#) is available on our website. The Commissioner has included a refresh and update of the diversity strategy in the [Revised Strategic Plan 2021-2024](#).

The following tables and graphs show the extent to which Scotland’s board members at the end of 2021 reflect the population of the country as a whole and how it has changed over time.

### Current demographic profile of Scotland’s boards

Figure 1

Target Group	Change in board membership profile	Profile of board members <sup>†</sup> at 31 December 2021	Profile of board members <sup>†</sup> at 31 December 2020	Scottish Population (2011 Census)
Female	-0.9%	50.8%	51.7%	51.5%
Disabled	+1.2%	8.6%	7.4%	19.6%
Black and minority ethnic <sup>††</sup>	+0.1%	3.7%	3.6%	4.0%
Aged 49 and under	+0.6%	18.3%	17.7%	54.3%*
Lesbian, gay and bisexual	+0.1%	5.0%	4.9%	6.0%**

<sup>†</sup>All board members inclusive of the chair unless otherwise stated. Percentages do not include those who did not make a declaration.

<sup>††</sup>Black and minority ethnic figures reflect people from a non-white minority ethnic background.

\* Scottish Population aged 18 to 49 as a percentage of the whole population aged 18 and over.

\*\* Estimated based on information from Stonewall Scotland website.

### How the demographic profile of Scotland’s boards is changing

As at 31 December

Figure 2

Group	All board members (inclusive of chairs)						Scottish Population 2011 Census	
	As at	31/12/21	31/12/20	31/12/19	31/12/18	31/12/17		31/03/05
Female		50.8%	51.7%	50.0%	48.6%	45.6%	34.5%	51.5%
Disabled		8.6%	7.4%	7.2%	6.9%	7.9%	2.4%	19.6%
Black and minority ethnic (visible)		3.7%	3.6%	2.8%	2.9%	3.2%	2.8%	4.0%

Figure 3

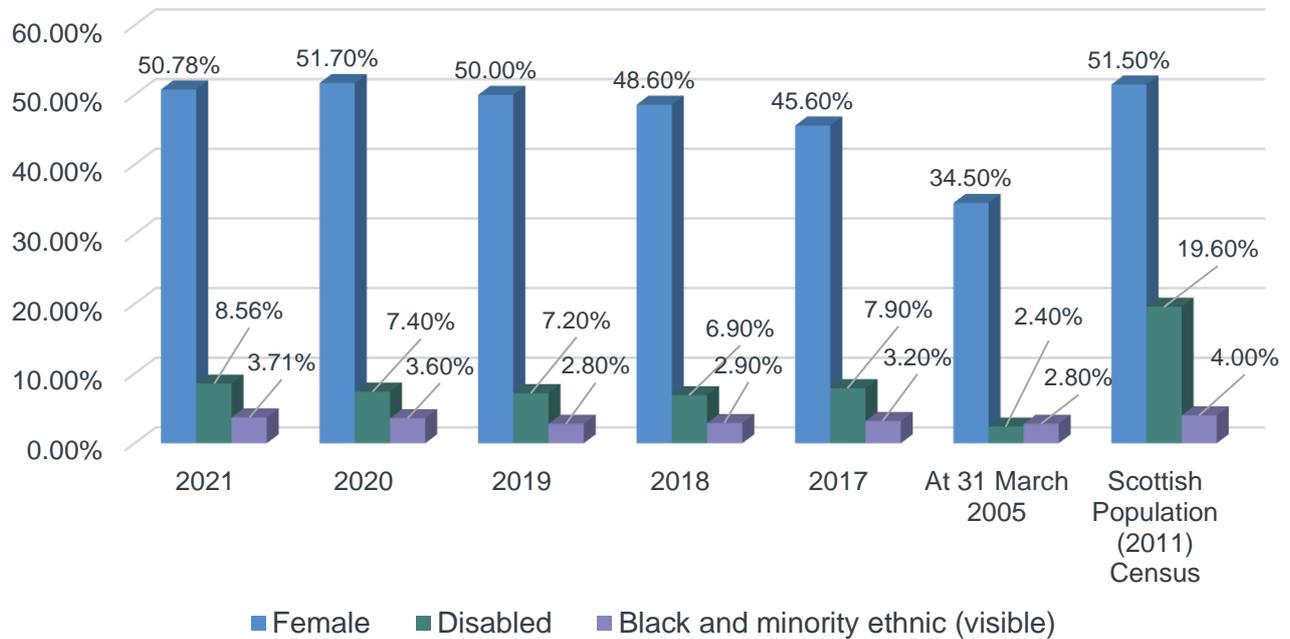
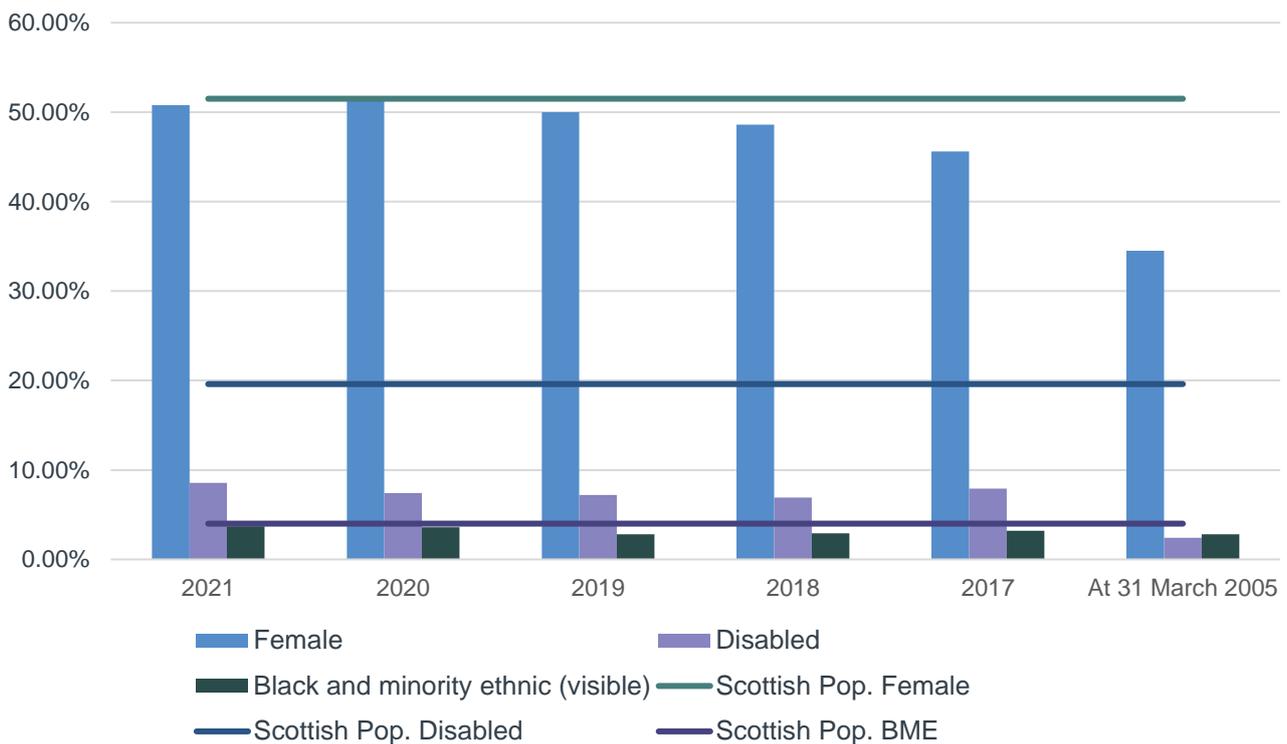


Figure 4



The Commissioner has not set an objective for reflection by protected characteristics on boards. It is however recognised that this baseline must be tracked in order to assess whether the measures put in place to meet Diversity Delivers targets for applications from individuals from currently under-reflected groups are leading in turn to successful applications and making a difference to board demographics. This in turn will determine whether the targets continue to be required and set at current levels.

Female board membership has increased year on year (other than a slight decrease in 2021/22) since 2015/16 and exceeds the 50% target set by the Scottish Ministers in 2015. There is still under-reflection in respect of all other characteristics for which targets have been set in comparison with the demographics of the population. It is, however, encouraging to see continual small increases across characteristics from 2019 to 2021, including a fairly substantial increase in the level of board members declaring a disability in 2021.

In 2018, the Commissioner requested, for the first time, the breakdown between chairs and members with a view to monitoring and tracking the extent to which public body chairs are reflective of society.

## Profile of chairs and board members

Figure 5

Target Group	Difference in profile from 2020 to 2021		Profile of board at the end of						Scottish Population (2011 Census)
	Chairs	Members	2021		2020		2019		
			Chairs	Members	Chairs	Members	Chairs	Members	
Female	-2.08%	-0.72%	37.21%	52.68%	39.29%	53.40%	29.41%	52.83%	51.5%
Disabled	2.08%	1.02%	12.79%	7.97%	10.71%	6.95%	11.76%	6.62%	19.6%
Black and minority ethnic <sup>††</sup>	^	0.43%	^	4.07%	^	3.64%	^	3.07%	4.0%
Aged 49 and under	-1.30%	0.89%	4.65%	20.16%	5.95%	19.27%	5.88%	19.55%	54.3%*
Lesbian, gay and bisexual	^	-0.02%	5.81	4.88%	^	4.90%	^	5.17%	6.0%**

<sup>††</sup>Black and minority ethnic figures reflect people from a non-white minority ethnic background

\* Scottish Population aged 18 to 49 as a percentage of the whole population aged 18 and over.

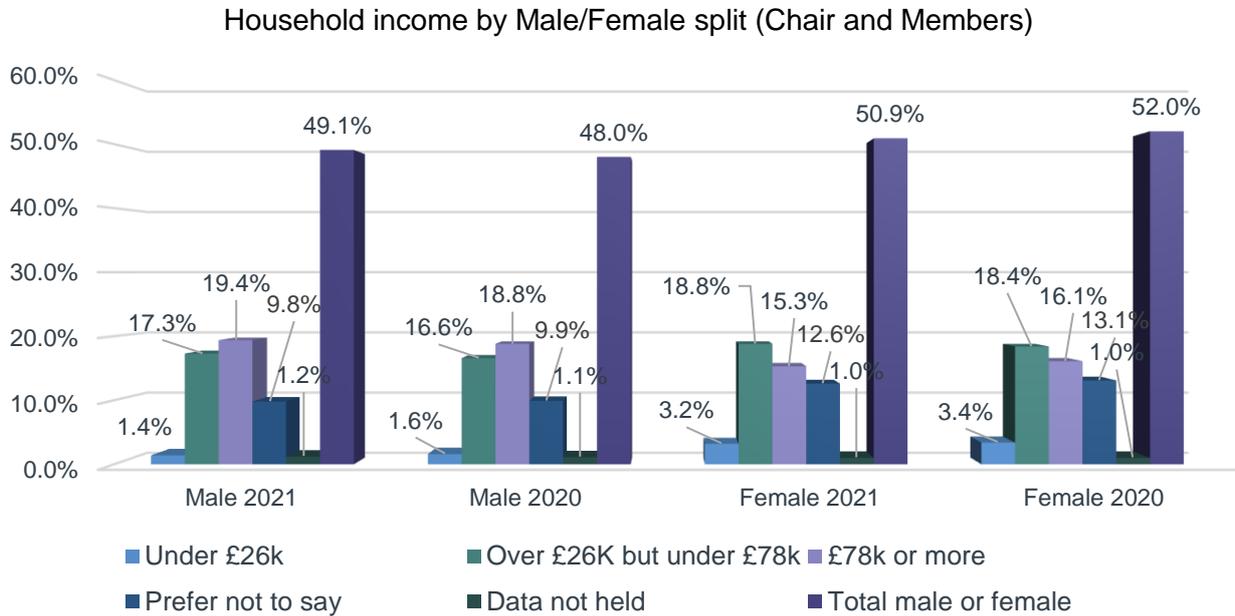
\*\* Estimated based on information from Stonewall Scotland website

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

Given significant continuing interest from a number of quarters, including the Standards, Procedures and Public Appointments Committee of the Scottish Parliament, about the data on applications and appointments by household income and sector worked (or most recently worked) in, the Commissioner has decided to continue providing the demographic data for current board members and chairs split by these categories.

Household income of board chairs and members  
As at 31 December

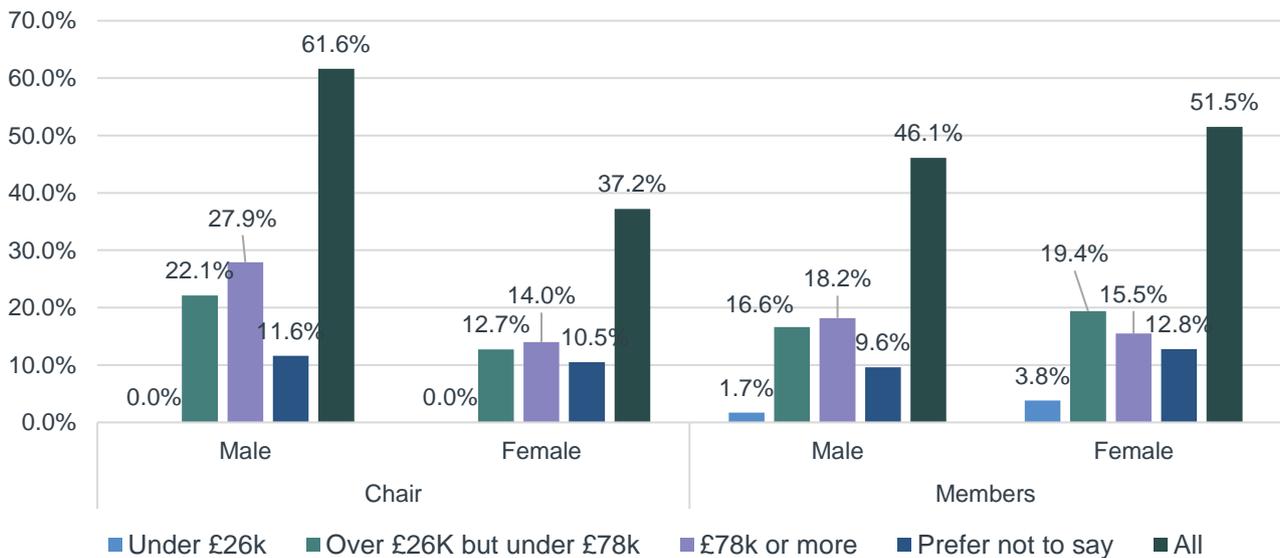
Figure 6



The Scottish Government publication, Poverty and income inequality in Scotland: 2016-2019 gives the median weekly household income figure as £517 per week, equivalent to £26,884 per annum (<https://www.gov.scot/publications/poverty-income-inequality-scotland-2016-19/>). The above chart shows that around 70% of our current board chairs and members (as at 31 December 2021) earn above or equivalent to the median income. This is a similar situation to that reported as at 31 December 2020.

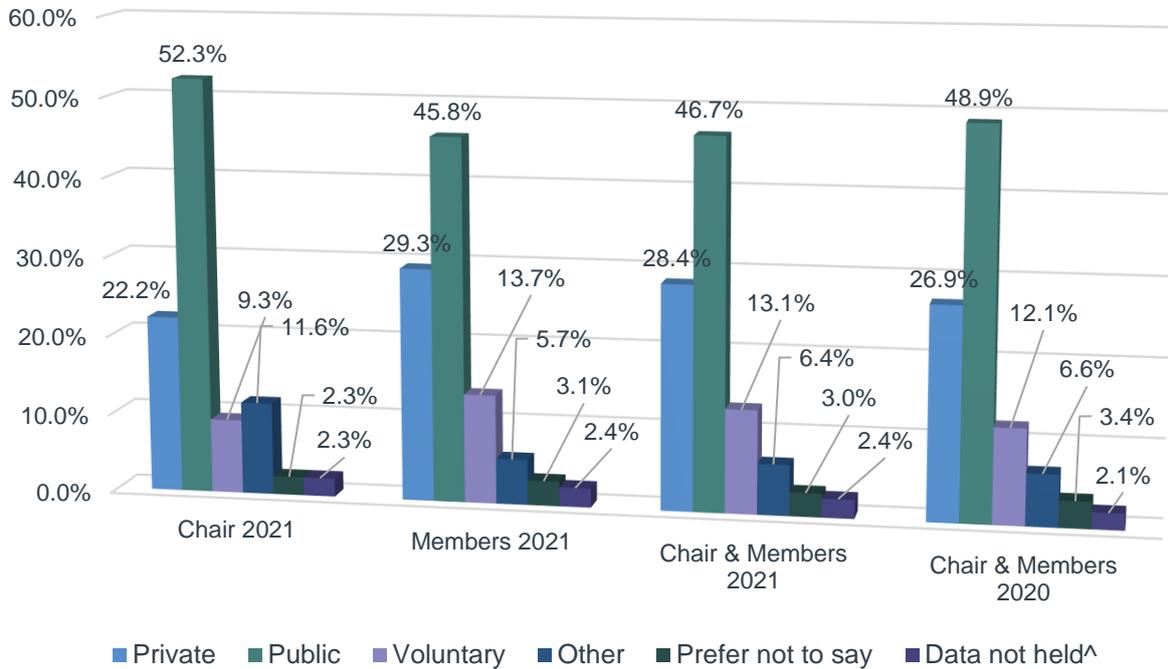
Household income by male/female and chair/member split  
As at 31 December

Figure 7



Sector worked (or most recently worked) in  
As at 31 December

Figure 8



Figures 28 and 29 above show that around half of both public body chair and members either work or mostly recently worked in the public sector. According to the Scottish Government publication “Public sector employment in Scotland: statistics for fourth quarter 2020” around 21.8% of the Scottish population work in the public sector. There has been a small incremental change from public sector to private or voluntary sector since 2021.

**PERFORMANCE AGAINST DIVERSITY DELIVERS TARGETS 2021**

The following chart shows the percentage of applications and appointments in 2021 by each target group as set out in Diversity Delivers. This information is provided by the Scottish Government and relates to a calendar year.

**Performance against Diversity Delivers targets  
1 January – 31 December 2021**

Figure 9

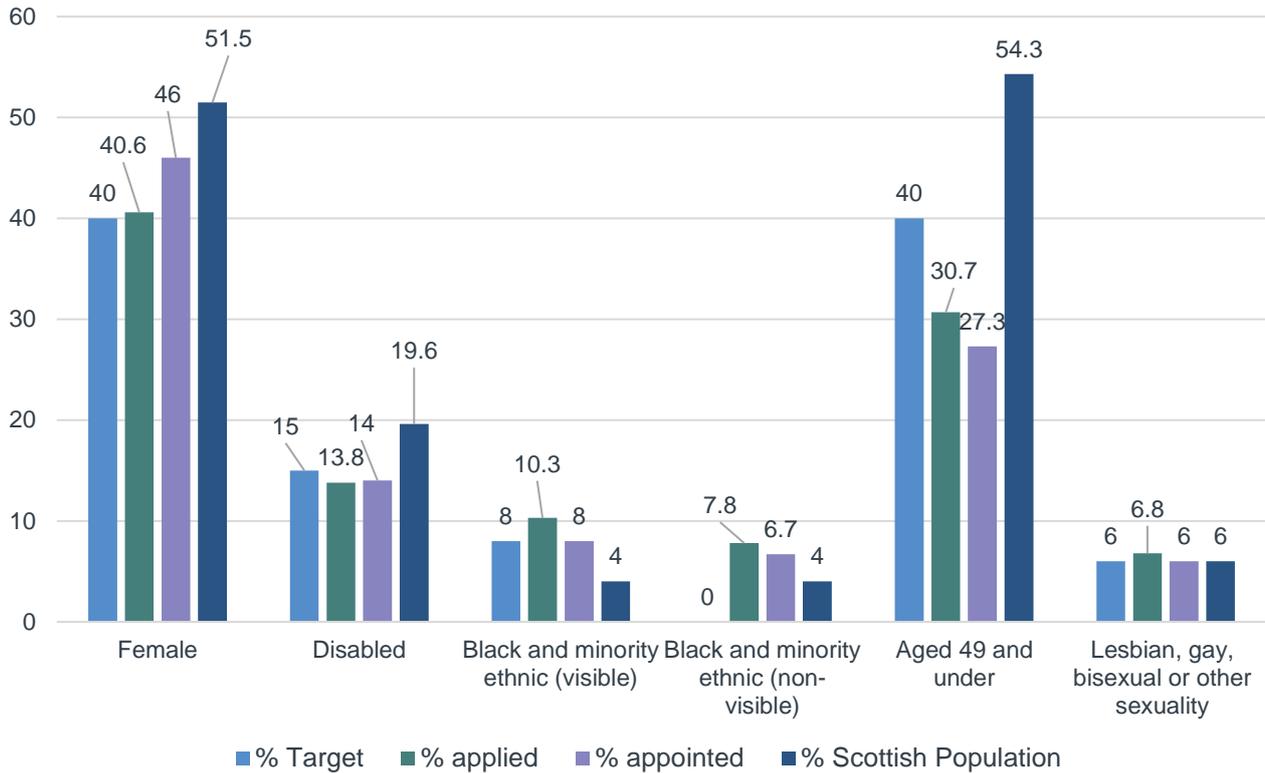
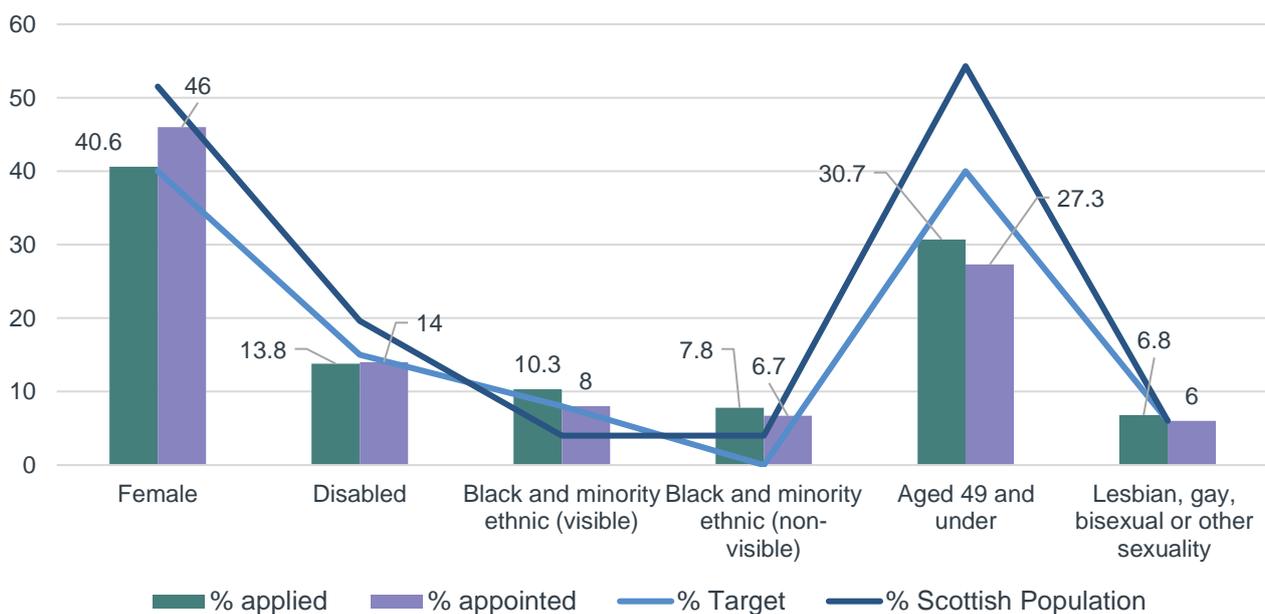


Figure 10



The table below shows these figures for the preceding three years.

**Applications and appointments by target group**  
1 January – 31 December 2021

Figure 11

Target Group	Target	2021			2020		2019		Scottish Population*
	●	●	●	●	●	●	●		
	%	%	%	%	%	%	%		
Female	40.0	40.6	46.0	41.4	53.5	42.9	48.1	51.5	
Disabled	15.0	13.8	14.0	12.8	12.7	12.9	11.9	19.6	
Black and minority ethnic (visible)**	8.0	10.3	8.0	8.5	5.6	8.7	5.9	4.0	
Black and minority ethnic (non-visible)	N/A	7.8	6.7	8.9	5.6	6.3	5.9	4.0	
Aged 49 and under	N/A	30.7	27.3	28.2	21.2	30.8	27.4	54.3***	
Lesbian, gay, bisexual or other sexuality	N/A	6.8	6.0	5.4	5.6	4.9	3.7	6.0****	

Key: Applications ● Appointed ●

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

\* Unless otherwise stated, all population figures are extracted from 2011 census data

\*\* The target for the BME population is inclusive of people from non-visible minority groups. Up until 2017 the figures reported on have related to visible minority applicants and appointees. From 2017 onwards, the figures have been provided for both visible and non-visible. For this latter category the monitoring form question responded to is "Other white" and includes those who selected "Irish", "Polish" or "Other white ethnic group".

\*\*\* Scottish population aged 18 to 49 as a percentage of whole population 18 and over

\*\*\*\* Estimated based on information from Stonewall Scotland website

It is encouraging to see the small incremental increases across most of the groups in recent years. Women are the only standalone group over the past four years who were more likely to be successful when they applied but the level of applications in all groups has generally increased over the last four years and in 2021 there was a higher level of disabled appointments than applications and other groups had similar percentages of applications and appointments. It is hoped that, with the introduction of the revised Code, the good practices which have led to this improvement will proliferate at greater speed.

In response to continuing interest for a wider definition of diversity from the Standards, Procedures and Public Appointments Committee of the Scottish Parliament and other interested stakeholders, the Commissioner is continuing to publish statistical information on applications from and appointments to individuals disaggregated by household income and sector worked in this year.

Applications and appointments by sector worked (or most recently worked) in  
1 January – 31 December 2021

Figure 12

Current or most recent sector of work	2021		2020		2019		2018		Scottish Population
	●	●	●	●	●	●	●	●	
	%	%	%	%	%	%	%	%	
Private	36.1	31.3	33.1	23.9	33.9	27.4	31.2	25.0	78.2*
Public	40.1	43.3	41.9	49.3	41.4	45.8	36.5	52.4	21.8*
Voluntary	10.8	14.0	13.8	14.1	13.2	14.1	10.1	10.7	4.1**
Other	9.0	9.3	7.2	7.0	7.8	11.1	6.3	7.1	

Key: Applications ● Appointed ●

\*Figures obtained from the Scottish Government publication "[Public sector employment in Scotland: statistics for fourth quarter 2020](#)".

\*\*Figure used is the number of paid staff in the third sector obtained from the SCVO publication "[State of the Sector 2020: Scottish Voluntary Sector Statistics](#)" (c 108,000 headcount) as a percentage of the overall population figure used at \*.

It is clear from these figures that individuals from a public sector background are more likely than those from a private sector background to apply and that they are more successful when they do so. A disproportionately high number of people working in the voluntary sector, in comparison with the demographic of people working in that sector across the country, appear to apply for board roles and to be successful when they do so.

Applications and appointments by household income

1 January – 31 December 2021

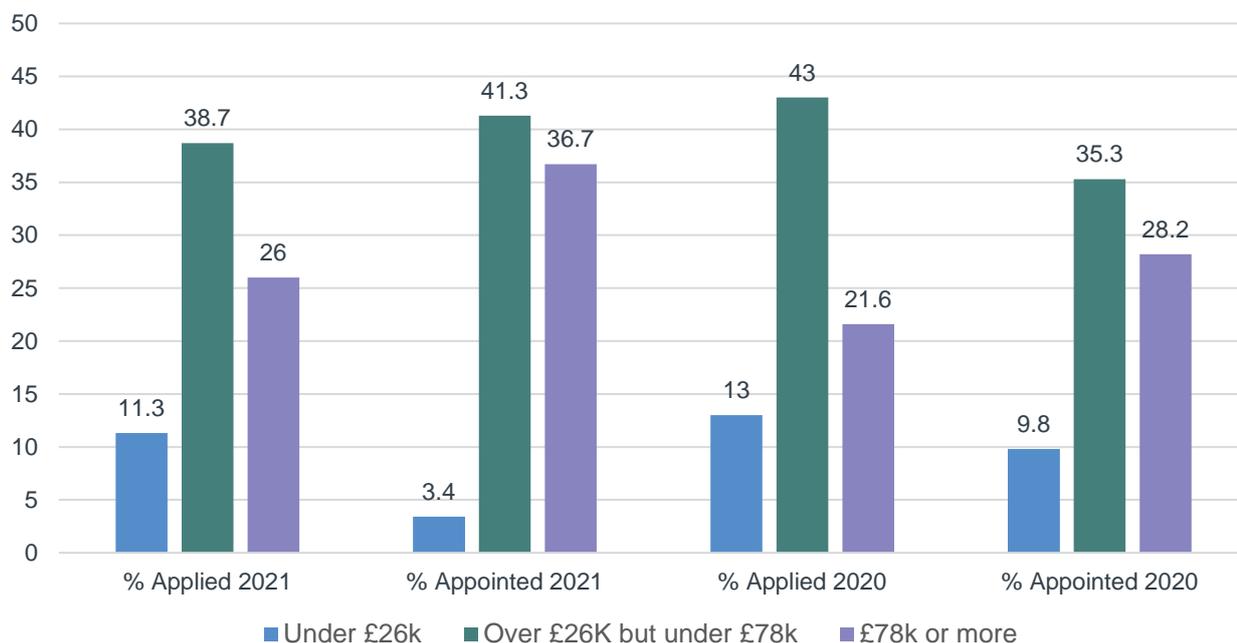
Figure 13

Household income	2021		2020		2019		2018	
	●	●	●	●	●	●	●	●
	%	%	%	%	%	%	%	%
a. Less than £5,200 per year	1.2	0.7	1.2	1.4	1.2	0.0	0.6	0.0
b. £5,200 to £10,399 per year	1.4	0	2.1	1.4	1.8	0.7	1.3	0.6
c. £10,400 to £15,599 per year	2	0.7	2.4	2.8	2.1	1.5	2.3	1.2
d. £15,600 to £25,999 per year	6.7	2	7.3	4.2	7.6	3.7	7.0	3.0
e. £26,000 to £36,399 per year	8.2	7.3	10.7	8.5	10.2	3.7	9.3	5.4
f. £36,400 to £49,399 per year	10.6	10	13.5	5.6	13.4	11.9	12.9	17.9
g. £49,400 to £62,399 per year	11.5	12	9.3	11.3	10.2	11.1	10.2	10.1
h. £62,400 to £77,999 year	8.4	12	9.5	9.9	8.9	13.3	6.6	7.7
i. £78,000 or more per year	26	36.7	21.6	28.2	21.7	37.8	16.9	29.8
j. Prefer not to say	24	18.7	22.5	26.8	22.8	16.3	32.9	24.4
All	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Key: Applications ● Appointed ●

Applications and appointments by household income 2020 and 2021

Figure 14



By reference to the Scottish Government publication Poverty and income inequality in Scotland: 2014-2017, in 2021, at least 64% of applicants and 78% of appointees had household incomes above the median. It is also apparent that in this and in previous years, those with household incomes in excess of £78,000 per year, the top 5% of earners in the UK according to HMRC estimates, are far more likely to be appointed than others who have applied. The results of the high level of applications from and appointments to individuals in the upper household income bracket are clearly contributing to the demographic profile of chairs and members by household income shown earlier in the report.

The Scottish Government also provides application and appointment data to the Commissioner disaggregated by Director General (DG) area to aid in identifying those that are meeting or exceeding the targets and so that the sharing of their good practice can be encouraged. The Director General areas are:

- Communities
- Education and Justice
- Economy
- Health and Social Care
- Scottish Exchequer
- Organisation Development & Operations
- Constitution & External Affairs.

There were no appointment rounds for the DG areas of Organisation Development & Operations or Constitution & External Affairs as neither of these areas have responsibilities for bodies with regulated public appointments. The numbers behind the percentages provided for the Scottish Exchequer are very small and so commentary below made about all areas, does not include the Scottish Exchequer, where some applications were made but no appointments.

The Commissioner requested, for the first time in 2021 (for 2020 data) the data to also be disaggregated by household income and sector worked (or most recently worked) in. Analysis of these data for 2021 are included in Appendix 1.

There appears to have been some encouraging progress by some DGs in some areas.

The high levels of application and appointments for disabled applicants is of particular note. DG Health and Social Care achieved the 15% target rate for applications and the conversion rate from application to appointment exceeded the target in both Health and Social Care and Education and Justice. All areas recorded an increase in both applications and appointments of disabled applicants. The Scottish Government recently concluded an exercise on mentoring and board shadowing with Inclusion Scotland. It seems that recommendations arising from this report have reaped benefits.

Significant improvements have been made in the last five years with applications and appointments based on gender across all areas and this year was no exception. DG areas where the target was not met came close to it.

Every area achieved the 8% target (which was based on both visible and non-visible BME) for applications from BME applicants (if looking at applications from visible BME applicants only). Applications from non-visible BME applicants, where they did not also achieve the 8% target, generally came very close to it. The conversion rate from applications to appointments among this group did not follow the same trend other than for DG Communities and DG Health and Social Care where 8% of appointments was achieved.

DG Economy and DG Education and Justice both achieved the target for applications from LGB communities with others also achieving close to it.

Although there are no targets, highlights from the data on household income and sector worked (or most recently worked) in provided include:

- DG Economy appointed 46.4% from the private sector
- DG Health and Social Care received applications from 16.8% and appointed 10% of applicants earning £26,000 or less

It is encouraging to see these pockets of improvement in certain areas of the Scottish Government. The Commissioner noted that a high number of reports of good practice had been made during the year and it seems that this good practice has borne fruit. There have been some significant good practice projects undertaken in DG Health and Social Care during the year and it has been encouraging to see these also being shared with other directorates. Some of this work has extended to encouraging and supporting applicants who may wish to take on a chair role and it is hoped that this will continue to have an impact into the future. Where higher numbers of applicants and appointments are being received and made, it would be helpful to see further dissection of the information to understand where intersectionality may be making a difference to applicant progress.

## PERFORMANCE AGAINST OUR BUSINESS PLAN

The Commissioner’s public appointments objective is set out in the strategic plan for 2021 to 2024. It is:

We will, through appropriate regulation, contribute to the establishment and maintenance of effective and diverse boards that are reflective of the communities that they serve.

The following activities are intended to achieve that objective:

- We will publish for consultation a draft revised Code of Practice for appointments with a greater focus on outcomes, accountability and transparency and an emphasis on learning lessons
- We will seek support to revise and republish Diversity Delivers, to include new recommendations for the achievement of greater board diversity
- We will take account of all stakeholder views in order to finalise the Code
- We will provide guidance, training and support to everyone engaged in the appointments process with a view to their implementing the new Code's provisions effectively

These activities are also detailed in the Biennial Business Plan 2021-23.

Progress against the Business plan for 2021-22 is summarised in the following table.

Figure 15

Public Appointments	Milestones	Achieved
A1 Develop a revised Code of Practice for Public Appointments	i. Lay draft and consult Scottish Ministers, Scottish Parliament and key stakeholders on proposals from July - September 2021. ii. Analyse responses by November 2021.	i ✓ ii ✓ (deadline extended for further consultation with SG. Analysis complete February 2022)
A2 We will take account of all stakeholder views in order to finalise the Code.	i. Publish results of analysis by December 2021 ii. Publish revised code and provide to Scottish Parliament by January 2022 iii. Have parts of Code that are of interest and relevance to the public translated into BSL, Easy Read and other languages by December 2022	i ✓ ii ✓ (deadline extended for further consultation with SG. Analysis and revised Code published March 2022) iii X (this action was deferred until October 2022 as that is when the Code is due to come into force).

A3	We will provide guidance and support to everyone engaged in the appointments process with a view to their implementing the new Code's provisions effectively	<ul style="list-style-type: none"> <li>i. Draft and publish statutory guidance by February 2022</li> <li>ii. Run training for PAAs, Scottish Government Public Appointments Team (PAT) and panels on new Code's application from February 2022</li> <li>iii New Code comes into effect from April 2022</li> <li>iv Continue to feed into lessons learned for the Scottish Government by running applicant surveys on a round by round basis and providing reports of feedback, whenever a request to run a survey is made.</li> </ul>	<ul style="list-style-type: none"> <li>i <b>X</b> (delayed until 2022/23; Code published March 2022, see A2ii above)</li> <li>ii <b>X</b> (delayed until 2022/23; Code published March 2022, see A2ii above)</li> <li>iii ● (published March 2022 and comes into effect in October 2022)</li> <li>iv ● (backlog due to lack of resource)</li> </ul>
A4	We will seek support to revise and republish Diversity Delivers, to include new recommendations for the achievement of greater board diversity.	<ul style="list-style-type: none"> <li>i. Consult informally by Sept 2021</li> <li>ii Issue formal request by Oct 2021</li> </ul>	<ul style="list-style-type: none"> <li>i ✓</li> <li>ii ✓</li> </ul>

✓ Achieved   ● Partially achieved   X Not achieved

Figure 16

Performance measures	Due Date	Status
1 Numbers of regulated bodies and posts		
2 Number of appointment rounds initiated and completed	Published	Done
3 Number of applications and appointments	in Annual Report	
4 Time taken for individual stages of appointment rounds	and/or on website	
5 Timing of re-appointments		
6 Numbers of people appointed who have not previously held and do not currently hold a regulated appointment		
7 Satisfaction levels with appointment process		
8 Changes in demographic profile of applicants, appointees and board membership		
9 Performance against Diversity Delivers targets		

We publicly report progress against our Biennial Business Plan which can be found on the website. The most recent version is here: [Biennial Business Plan 2021-2023 - Progress as at 31 March 2022.](#)

## MONITORING AND REPORTING

All information under this heading relates to the Commissioner’s statutory duties to monitor and report on appointment activity and to provide guidance on application of the Code.

The Commissioner’s remit extended to 733 posts on the boards of 99 public bodies at the year end. In the case of a proportion of these bodies, such as regional colleges, only the chair appointments are regulated. Additionally, some bodies are statutorily included in the Commissioner’s remit even though they are either abolished or no longer active.

### How many bodies and positions do we regulate?

Figure 17

At 31 March	2022	2021	2020
No. of bodies regulated	99	99	97
No. of posts regulated	733	717	755
<b>Avg. no. of regulated positions per board</b>	<b>7.4</b>	<b>7.2</b>	<b>7.8</b>

The National Confidential Forum was removed from the Commissioner’s remit on 23<sup>rd</sup> April 2021 and Environmental Standards Scotland was brought into our remit in October 2021.

A list of the regulated bodies is available at [www.ethicalstandards.org.uk/regulated-bodies](http://www.ethicalstandards.org.uk/regulated-bodies).

### How many appointments did we oversee?

During the financial year 2021/22, we were active in overseeing 133 appointment rounds. For a more detailed breakdown of appointment activity see Appendix 2. The data in Appendix 2 are supplied by the Scottish Government. It covers a calendar rather than financial year. It sets out all appointments made by the Scottish Ministers in 2021, the number of applications for the posts and the oversight level applied by the Commissioner.

Appointments are made through a process called an appointment round. Multiple appointments can be made through a single appointment round and the Scottish Ministers can run more than one round in a single year per public body. In certain circumstances we allocate a Public Appointments Adviser (PAA) to oversee all or part of the round. We report on these allocations rather than the number of appointment rounds as this better reflects our actual workload - not every allocation becomes an appointment round and on occasions where a number of appointments are sought within one round, we will usually only make one allocation to cover all the appointments.

## Number of allocations made

Figure 18

<b>Allocations made</b>	<b>2021/22</b>	<b>2020/21</b>	<b>2019/20</b>
Brought forward from previous year	52 <sup>1</sup>	40 <sup>2</sup>	58
Started in year	81	58	70
<b>Active during year</b>	<b>133</b>	<b>98</b>	<b>128</b>
Completed	79	45	83
Open at end of year	54	53	45

Presented by financial year rather than calendar year as information obtained from ESC records rather than those of the Scottish Government.

The significant drop in the number of rounds completed during the year 2020/21 can largely be attributed to a temporary cessation in appointment activity due to the Covid-19 pandemic. Levels during 2021/22 have returned to those reported in previous years. The oversight levels for allocations in 2021/22 are set out in the table below. How the Commissioner decides on an appropriate oversight level is explained in the [guidance on application of the Code](#) (see section 8).

## Scrutiny of appointment rounds

Figure 19

<b>Scrutiny of appointment rounds</b>	<b>2021/22</b>	<b>HIGH</b>	<b>HIGH (SG request)</b>	<b>MEDIUM</b>	<b>MEDIUM (SG request)</b>	<b>LOW</b>	<b>TBC</b>
Started in year	81	32	1	19	0	8	21
Carried forward from previous year	52	27	5	8	0	8	4
Total active in year	133	59	6	27	0	16	25
Open at year end	54	21	0	9	0	8	16
<b>Total completed in year</b>	<b>79</b>	<b>38</b>	<b>6</b>	<b>18</b>	<b>0</b>	<b>8</b>	<b>9</b>

TBC reflects the Commissioner's allocation of PAAs to rounds at a much earlier stage in planning and before any decisions have been reached on whether and, if so, how many appointments are to be made. A proportion of early engagement allocations did not result in appointment rounds.

## How many people apply for a public appointment?

From the information provided by the Scottish Government, during the calendar year 2021, 150 appointments were made to 53 public bodies following 1,868 applications made by 1,526 applicants (2020: 71 appointments to 30 public bodies; 1,307 applications and 1,117 applicants).

<sup>1</sup> One round was reported as live at the end of 2020/21 which was subsequently closed with a closing date at the end of March 2021 and therefore should have been included in the "completed in year" category.

<sup>2</sup> Five rounds were reported as live at the end of 2019/20 which were subsequently closed with a closing date at the end of March 2020 and therefore should have been included in the "completed in year" category

Number of applications and appointments  
During the year to 31 December

Figure 20

Number of	2021	2020	2019
Applications	1,868	1,307	2,088
Appointments	150	71	135
Average applications per appointment	12.5	18.4	15.5

Breakdown of applications  
During the year to 31 December

Figure 21

Number of applications	2021	2020	2019
Applied	1,868	1,307	2,088
Reached shortlist	1,868	1,299	2,079
Invited to interview	480	242	442
Recommended for appointment	159	87	151
Appointed	150	71	135

How long does an appointment round take?

As with the appointments' statistics, much of the material relating to these measures is provided to the Commissioner by the Scottish Government and relates to a calendar year. Concerns have historically been raised about the time taken for appointment rounds and reappointments and the Commissioner therefore included indicative targets for timescales in guidance on application of the Code. All of the indicative targets have been surpassed in four out of the past five reporting years.

The following tables provide information on the time taken for appointment rounds and for appointment and reappointment decisions to be made. The 2021 appointment rounds concerned are listed in Appendix 2.

The average time taken to appoint a member from the date of planning to the Minister's appointment decision  
During the year to 31 December

Figure 22

	2021	2020	2019	TARGET
Number of rounds	67 <sup>3</sup>	31	55	
Average time taken (weeks)	18.5	20.4	17.5	Up to 16 and no more than 20 weeks

Time taken for discrete stages of an appointment round

Figure 23

Stage		2021	2020	2019
From	To	No of weeks	No of weeks	No. of weeks
Closing date for applications	Date when all applicants are informed about the final appointment decision	11.2	13.5	10.8
Date of interviews	Date when all applicants are informed about the final appointment decision	5.9	4.4	5.3
Selection panel report	Ministerial decision	8.3	9.6	1.6
Date on which the round is planned	Date on which the minister makes their appointment decision (overall time for purposes of target)	18.4	20.4	17.5
Date on which the round is planned	Date on which applicants are informed of the appointment decision	26.8	21.1	18.8

An appointment to the board of a public body is for a set number of years. At the end of this period, the board member's term of office may cease or they may be re-appointed. The guidance on the Code anticipates that the appointing Minister will give board members reasonable notice of their decision with a minimum of 13 weeks anticipated. In 2021, 21 people had their terms of appointment extended. This tended to be due to the temporary cessation of appointment activity attributable to the Covid-19 pandemic and allowed for boards to maintain continuity during this time. There is no target for extensions, but the data for 2020 was noted in the 2020/21 report for the first time for interest. It is also noted for 2021 and the high level experienced during 2020 does not seem to be continuing.

<sup>3</sup> Appendix Two shows that the appointment rounds for the 2 NHS rounds (one seeking 4 chairs and one seeking 3 digital champions) were run in tandem. Each is counted in this total as a single appointment round.

## Time taken to advise board members about reappointment decisions

Figure 24

	2021	2020	2019	Target
	Weeks	Weeks	Weeks	(Min. no. of weeks)
Amount of notice given to re-appointees before term of appointment due to end	19.5	20.2	17.7	13
Number of people reappointed	111	65	50	
Amount of notice given to those having their terms extended	12.0	22.5		
Number of people having their terms extended	18	21		

## Applicants hold or have held an appointment

This indicator relates to whether applicants hold or have previously held a public appointment.

Figure 25

	2021				2020				2019			
	●	%	●	%	●	%	●	%	●	%	●	%
Total	1,526		1,868		1,117		1,301		1,786		2,088	
Currently holds /previously held a public appointment*	77	5	81	4	91	8	101	8	83	5	97	5
Currently holds /previously held a regulated public appointment*	58	4	71	4	54	5	64	5	52	3	72	4
Did not say**	0	0	0	0	0	0	0	0	0	0	0	0

Key: ● Applicants ● Applications

\*Applicants who complete the relevant fields on the application form do not restrict themselves to listing regulated appointments. Two figures are provided as a consequence; the number of those who have declared any appointment and those who declared regulated appointments. The former includes children's panels, housing associations, tribunals, justice of the peace posts and appointments in England among others.

\*\*Applicants are now obliged to provide an answer to this question.

## Ministers interviewing applicants

The guidance on application of the Code states that the appointing minister is anticipated as meeting with appointable applicants, particularly in the case of significant chair appointments. During 2021, the Scottish Ministers met with potential appointees on the following rounds:

- Borders College (Chair)
- Dumfries and Galloway College (Chair)
- Lanarkshire NHS Board (Chair)
- Highlands and Islands Airports Limited (Non-Executive Director).

### What do applicants think of the appointments process?

Due to low numbers of applicants responding to the surveys in the previous few years, and the changed operational circumstances of the Commissioner’s office, it was not possible to produce an annual applicant survey report for 2021 and individual applicant surveys per round have also currently been paused. It is hoped that this activity will be re-established as soon as possible when additional resource is available.

We also ask public body and panel chairs to provide their views on the contribution of our PAA and on the appointments process. We use a simple 1 to 5 scale (5 is very satisfied, 1 is very dissatisfied), the results of which have consistently exceeded 4 in the past two years.

### Satisfaction with the appointment process

Figure 26

Average satisfaction level	2021/22	2020/21	2019/20
PAA’s contribution	4.67	4.46	4.51
Appointments process	4.15	3.85	4.05

Satisfaction levels are measured on a scale of 1 to 5 with 1 being very dissatisfied and 5 very satisfied.

Presented by financial year rather than calendar year as information obtained from ESC records rather than those of the Scottish Government.

Any comments or constructive suggestions made are acted upon by the PAT and/or the Commissioner as appropriate.

## PROVIDING GUIDANCE

### Enquiries and reports arising from scrutiny

The following tables summarise substantive contacts with the ESC office during the reporting year. As this information is gathered by ESC it is reported by financial year.

Figure 27

Issues raised	2021/22	2020/21	2019/20
Enquiry - Asked for advice on the Code of Practice	150	177	166
Enquiry - Asked for advice on good practice	32	14	8
Enquiry – Asked for exceptions to the Code, or term extensions or to discuss options not covered by the Code	39	46	46
Diversity research enquiry	-	-	5
Enquiry - General enquiry on the work of the office	10	42	30
Enquiries and Reports - Miscellaneous or “Other” enquiries or reports	206	346	315
Enquiry - Freedom of information requests	-	-	-
Report a complaint about an appointment round	-	4	1
Report a concern about an appointment round or a failure in administration	71	100	91
Report about good practice	49	20	10
Report an update on round activity	41	-	-
Report about non-compliance with the Code of Practice	4	7	8
<b>Totals</b>	<b>602</b>	<b>756</b>	<b>680</b>

\* Narrative below provides further detail.

#### 1\* - Requests for advice on the Code of Practice

Comparative analysis of these requests showed that seeking advice related to planning and application and assessment methods were the most common during the year which is similar to previous years. There was a significant jump in queries relating to the fit and proper person test (13 compared to 1 in the previous year) which were enquiries across a number of different rounds. This may be due to a general increase in interest in standards in public life and panels being concerned to ensure that applicants are appropriate for taking up these positions.

#### 2\* - Exception requests and options discussions

The Scottish Ministers can approach the Commissioner and make a case for specific provisions of the Code to be varied. The Commissioner’s agreement to such “exceptions” allows for courses of action to be taken that would otherwise not comply with the Code.

39 such cases were approved during the year in comparison with 46 in 2020/21:

- The largest number of exceptions sought in 2021/22 were in relation to extensions to board member and chairs' terms. This was also the reason for the largest number of exceptions in 2020/21 and to a certain extent still seems to be related to the fact that appointment activity was temporarily ceased due to the Covid-19 pandemic and a backlog of activity resulted. In a small number of cases, the Commissioner agreed to the extension in order to allow the board to function appropriately but also asked for concerns about an apparent lack of succession planning to be highlighted to the appointing minister.

Other exception requests were:

- additional appointments were made to seven bodies
- changes to panel membership (or agreement for a panel member to miss a section of the process) were allowed for on six occasions
- unanticipated vacancies were filled from a reserve list of people considered suitable but not appointed at the conclusion of a recent competition once
- an emergency interim appointment was allowed for twice
- three queries were made about the use of recruitment consultants
- six miscellaneous Code variations were agreed. One was a request for a panel to be chaired by two people who worked on a role share basis which was not agreed to, and one was a general exception request such that panels could submit applicant summaries to ministers for only those that they wished to recommend for appointment, rather than for every applicant in the process. This was agreed to subject to the proviso that ministers were able to request applicant summaries for all applicants if they preferred.

### 3\* - Report a complaint about an appointment round

No complaints were received during the year.

### 4\* - Reported concerns

Reported concerns this year were less than in previous years. Concerns about planning and application and assessment methods continue to be the main reasons for concerns.

### 5\* - Reported good practice

Forty nine good practice reports were received during the course of the year which is a far higher number than in previous years. These included the following:

- Twenty three of these were general in nature, rather than pertaining to one appointment round. These included topics such as the Scottish Government's approach to returning to face to face meetings, reporting updates on diversity projects such as mentoring or support for disabled applicants and general press articles of interest relating to diversity or appointments.
- Four related to reports of good practice in assessment where a different approach was being considered.
- Three reported good consideration and use of a wide range of attraction strategies and a further two reported similar practices with regard to publicising the appointment opportunity.
- Two reports were made about the positive impact that was made through the panel working well together.

## 6\* - Report non-compliance

There were 4 contacts relating to non-compliance. The instances of non-compliance are listed below.

- One reported that the applicant summaries presented to the minister did not include all applicant summaries, but only those being recommended for appointment. This was subsequently allowed for following a general exception request to D7 of the Code and is explained under exception requests above
- One related to a reappointment where the appointee had not been formally informed about the decision to reappoint them after their appointment term had come to an end. They had been verbally notified that they would be reappointed, but not in writing.
- One reported that the assessment methods to be used by the panel would differ in some aspects than had been published in the applicant pack. The panel took steps to mitigate the effect of this as far as possible
- The final report of non-compliance involved a person specification which was not compliant with the Code and which the panel were keen to progress with nonetheless. Changes were eventually made to the person specification to bring it into line with the Code before publication.

PAT and the Scottish Government's cooperation with our office when non-compliance was identified precluded material breaches of the Code arising.

## 7\* - Report an update on a round

In 2021/22 a new category of report was introduced to cover occasions when a report about an update on activity in an appointment round was made but where this update was neither good practice nor serious enough to consider as a concern. 41 such reports were made during the year, which otherwise would have been reported under the "other" category.

## Guidance on application of the Code

The Commissioner's office provides Code interpretation guidance, primarily to officials and PAAs, on a very frequent, ad hoc basis. Where trends are identified, the Commissioner seeks to provide general guidance with a view to improving on practices and increasing understanding.

No new Statutory guidance was provided during the course of 2021/22.

## APPENDIX ONE: APPLICATIONS AND APPOINTMENTS BY DG AREA

The Scottish Government also provides application and appointment data to the Commissioner disaggregated by Director General (DG) area to aid in identifying those that are meeting or exceeding the targets and so that the sharing of their good practice can be encouraged. In 2021 the DG areas for Economy, Education & Justice, Communities, Health & Social Care and the Scottish Exchequer saw appointments made to boards within their remit. No appointments were made in the DG areas for Organisation Development & Operations or Constitution & External Affairs.

Gender parity has been a particular focus for the Scottish Government since the launch of its 5050 by 2020 campaign in June 2015. That target was achieved in June of 2019, albeit for board members and not board chairs, on the boards of Scotland’s regulated public bodies. Two of the three DG areas exceeded the target of 40% of applications from women during 2021 although none saw 50% or more applications. However, all DG areas were close to meeting the 40% target, if not actually achieving it and both area who achieved the 40% of applications exceeded 50% of appointments.

### Applications from and appointments made to women by DG area

Figure 28

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Female</b>	36.5%	42.9%	46.1%	56.5%	35.0%	37.5%	46.0%	52.0%	37.5%	0.0%
<b>Male</b>	59.8%	57.1%	52.3%	43.5%	63.2%	60.7%	51.1%	48.0%	62.5%	0.0%
<b>Prefer not to say</b>	3.7%	0.0%	1.6%	0.0%	1.8%	1.8%	2.9%	0.0%	0.0%	0.0%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

We continue to observe a wide range of good practice being developed and implemented within the Health and Social Care directorate and this is also being made available to other DG areas. Some of these good practices also include building a pipeline of diverse applicants who are ready and enthused to apply for chair roles. It is positive to see this good practice reflected in the application and appointment numbers within this directorate.

It is also very positive to see a large range of diverse applicants applying and being appointed in the Education and Justice directorate. And all DG areas have attracted and appointed a relatively high number of disabled applicants compared to previous years (although not all managing to achieve target). This may be as a result of the mentoring and board shadowing project which the Scottish Government undertook recently jointly with Inclusion Scotland. We also received a high level of reports of good practice during 2021/22 and expect that this may have had an impact on the diversity of applicants applying in the same period.

Reviews of other protected characteristics by DG area showed some differentiations for different groups.

## Applications from and appointments made by age

The target for applications for this group is 40%.

Figure 29

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Under 50</b>	25.5%	23.9%	34.8%	34.8%	30.8%	26.8%	31.2%	26.0%	37.5%	0.0%
<b>Over 50</b>	66.4%	76.1%	57.0%	65.2%	59.7%	66.1%	62.5%	72.0%	50.0%	0.0%
<b>Prefer not to say</b>	8.1%	0.0%	8.2%	0.0%	9.5%	7.1%	6.3%	2.0%	12.5%	0.0%
<b>All</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

## Applications from and appointments made by ethnicity

The target for applications from this group is 8% for both visible and non-visible BME individuals. There is no disaggregated target for non-visible BME applicants.

Figure 30

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>BME (visible)</b>	10.3%	0.0%	8.2%	0.0%	9.5%	10.7%	11.9%	12.0%	12.5%	0.0%
<b>BME (non visible)</b>	7.7%	14.3%	7.0%	0.0%	9.8%	5.4%	5.9%	8.0%	25.0%	0.0%
<b>Other</b>	77.1%	81.0%	81.3%	100.0%	78.2%	82.1%	79.3%	78.0%	62.5%	0.0%
<b>Prefer not to say</b>	4.8%	4.8%	3.5%	0.0%	2.5%	1.8%	2.8%	2.0%	0.0%	0.0%
<b>Not Stated</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%
<b>All</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

## Applications from and appointments made by declared disability

The target for applications from this group is 15%.

Figure 31

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Declared disability</b>	9.6%	9.5%	9.8%	8.7%	14.2%	16.1%	16.7%	16.0%	12.5%	0.0%
<b>No declared disability</b>	83.8%	90.5%	85.5%	87.0%	81.5%	76.8%	78.8%	82.0%	87.5%	0.0%
<b>Prefer not to say</b>	5.5%	0.0%	3.9%	4.3%	4.2%	7.1%	4.5%	2.0%	0.0%	0.0%
<b>Not stated</b>	1.1%	0.0%	0.8%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>

## Applications from and appointments made by LGB

The target for applications from this group is 6%.

Figure 32

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Heterosexual</b>	85.3%	81.0%	82.8%	95.7%	83.1%	87.5%	87.7%	86.0%	100.0%	0.0%
<b>Non-Heterosexual</b>	5.5%	9.5%	9.4%	0.0%	7.7%	7.1%	5.4%	6.0%	0.0%	0.0%
<b>Prefer not to say</b>	9.2%	9.5%	7.8%	4.3%	9.2%	5.4%	6.9%	8.0%	0.0%	0.0%
<b>All</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

## Applications from and appointments made by sector worked (or most recently worked) in

Sector worked (or most recently worked) in – no target

Figure 33

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Private</b>	26.9%	9.5%	35.9%	30.4%	45.4%	46.4%	30.4%	24.0%	25.0%	0.0%
<b>Public</b>	45.0%	57.1%	46.5%	52.2%	31.8%	25.0%	44.4%	54.0%	25.0%	0.0%
<b>Voluntary</b>	12.9%	19.0%	10.9%	13.0%	7.3%	8.9%	13.7%	18.0%	0.0%	0.0%
<b>Other</b>	9.6%	14.3%	3.1%	4.3%	11.5%	14.3%	8.0%	4.0%	50.0%	0.0%
<b>Prefer not to say</b>	5.5%	0.0%	3.5%	0.0%	3.9%	5.4%	3.4%	0.0%	0.0%	0.0%
<b>All</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

## Applications from and appointments made by household income

Household Income – no target

Figure 34

	Communities		Education & Justice		Economy		Health & Social Care		Scottish Exchequer	
	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd	Applied	Apptd
<b>Less than £26,000</b>	8.9%	0.0%	9.0%	0.0%	8.3%	0.0%	16.8%	10.0%	0.0%	0.0%
<b>£26,000 - £78,000</b>	42.1%	52.4%	40.2%	34.8%	35.2%	41.1%	40.7%	40.0%	0.0%	0.0%
<b>Over £78,000</b>	22.1%	33.3%	24.2%	34.8%	32.7%	42.9%	20.4%	32.0%	87.5%	0.0%
<b>Prefer not to say</b>	26.9%	14.3%	26.6%	30.4%	23.8%	16.1%	22.1%	18.0%	12.5%	0.0%
<b>All</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100%</b>	<b>100%</b>	<b>100.0%</b>	<b>100.0%</b>

## APPENDIX TWO: APPOINTMENTS MADE IN 2021

Key for table	
Applications: ● Appointments: ●	
<b>Column: DG</b>	<b>Column: Level</b>
<b>DG - Director General with sponsorship responsibility</b> C – DG for General Communities E – DG for General Economy EJ - DG for General Education and Justice HSC – Chief Exec of NHS Scotland SE - DG for Scottish Exchequer Cor – DG for General Corporate	L - low M - Medium MSG – PAA involvement during planning requested H - High HSG - Set at high at the request of the Scottish Government

Body	DG	Position	●	●	Level
Accounts Commission for Scotland	C	Chair	6	1	H
Bord na Gaidhlig	EJ	Members	10	1	H
Bord na Gaidhlig	EJ	Members	8	2	H
Borders NHS Board	HSC	Member	13	2	H
Care Inspectorate Board	HSC	Chair	7	0	H
Children's Hearings Scotland	EJ	Members	64	2	L
Community Justice Scotland	EJ	Chair	5	1	H
Consumer Scotland	E	Chair	9	1	H
Consumer Scotland	E	Members	46	4	H
Creative Scotland	E	Members	66	4	M
Crown Estate Scotland	E	Members	44	2	L
David MacBrayne Ltd	E	Chair	5	1	H
David MacBrayne Ltd	E	Non-Executive Directors	46	3	H
Dumfries and Galloway NHS Board	HSC	Members	40	3	H
Fife NHS Board	HSC	Members	22	3	H
Fife NHS Board	HSC	Non-executive Whistleblowing Champion	28	1	H
Food Standards Scotland	HSC	Chair	9	1	H
Food Standards Scotland	HSC	Members	37	3	H
Forth Valley NHS Board	HSC	Members	30	2	H
Grampian NHS Board	HSC	Member	22	1	H
Greater Glasgow & Clyde NHS Board	HSC	Members	39	3	H
Healthcare Improvement Scotland	HSC	Member	34	1	H
Highland NHS Board	HSC	Member	21	1	M
Historic Environment Scotland	E	Chair	6	1	H
Judicial Appointments Board for Scotland	EJ	Lay Chairing Member	11	1	H
Judicial Appointments Board for Scotland	EJ	Legal Member (Solicitor) and Lay Member	23	1	M
Lanarkshire NHS Board	HSC	Chair	3	1	H
Lanarkshire NHS Board	HSC	Members	28	3	H
Lanarkshire NHS Board	HSC	Members	26	5	H
Mobility and Access Committee for Scotland	E	Members	36	6	L
National Galleries of Scotland	E	Trustees	32	5	M
National Library of Scotland	E	Chair	5	1	H

Body	DG	Position	●	●	Level
National Museums Scotland	E	Trustees	47	3	L
NatureScot	E	Members	117	7	M
NHS 24	HSC	Members	59	2	H
NHS Education for Scotland	HSC	Member	17	1	M
NHS Education for Scotland	HSC	Member	15	0	H
NHS Lanarkshire, NHS 24 and Scottish Ambulance Service	HSC	Board Members	24	2	H
NHS Lanarkshire, NHS Lothian, NHS Western Isles, The State Hospital Board for Scotland	HSC	Chair Appointments	15	3	H
Orkney NHS Board	HSC	Member	18	1	H
Public Health Scotland	HSC	Chair	12	1	H
Quality Meat Scotland	E	Members	35	5	M
Revenue Scotland	SE	Chair	18	1	H
Risk Management Authority	EJ	Board Members	12	2	L
Royal Botanic Garden, Edinburgh	E	Trustees	13	3	M
Scottish Agricultural Wages Board	E	Chair	7	1	L
Scottish Agricultural Wages Board	E	Independent Board Members	11	2	L
Scottish Children's Reporter Administration	EJ	Members	24	2	L
Scottish Criminal Cases Review Commission	EJ	Legal Members	12	2	L
Scottish Enterprise	E	Board Member	54	1	M
Scottish Environment Protection Agency	E	Members	53	2	M
Scottish Fire and Rescue Service	EJ	Members	92	4	H
Scottish Fiscal Commission	SE	Commissioner	8	0	H
Scottish Fuel Poverty Advisory Panel	E	Chair	4	1	H
Scottish Fuel Poverty Advisory Panel	E	Members	23	4	H
Scottish Housing Regulator	C	Board Members	32	2	L
Scottish Legal Aid Board	EJ	Legal Member & Non Legal Member	41	2	M
Scottish Legal Complaints Commission	EJ	Members	87	9	H
Scottish Police Authority	EJ	Chair	8	1	H
Scottish Police Authority	EJ	Members	65	6	H
Scottish Water	E	Members	25	2	M
Scottish Water	E	Non Executive Board Member	10	1	L
Shetland NHS Board	HSC	Member	8	1	M
Tayside NHS Board	HSC	Members	75	3	H
Western Isles NHS Board	HSC	Members	13	2	H
Western Isles NHS Board	HSC	Non-Executive Members	22	3	H
Western Isles NHS Board	HSC	Non-executive Whistleblowing Champion	11	1	H
<b>Totals</b>			<b>1,868</b>	150	

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