

# Ethical Standards Commissioner

## STRATEGIC PLAN 2021-2024

Ethical, empathetic, effective

How we'll fulfil  
our role in  
public life in  
Scotland

**ESC**

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[www.ethicalstandards.org.uk/contact-us](http://www.ethicalstandards.org.uk/contact-us)

or

[info@ethicalstandards.org.uk](mailto:info@ethicalstandards.org.uk).

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Following consultation, this plan was laid before the Scottish Parliament by the Commissioner for Ethical Standards in Public Life in Scotland as required by section 14 of the Scottish Parliamentary Commissions and Commissioners etc. Act 2010.

## **ACTING COMMISSIONER'S FOREWORD**

The introduction of this revised strategic plan coincides with the sixth session of the Scottish Parliament. I have introduced it earlier than anticipated by the usual planning cycle to reflect our significantly altered operational context. The final months of the Parliament's fifth session saw a significant increase in complaints made to the office about the ethical conduct of individuals in public life. Those same months coincided with a decision by our external auditors to conduct a full wider scope review into the work of this office. These were difficult months coming, as they were, towards the end of a year in which people had endured loss, hardship and exceptional stress as a result of a global pandemic.

I am grateful for the auditors' work on the review and have welcomed their recommendations, the majority of which are addressed in this plan and in my more detailed biennial business plan which I plan to publish during the course of October.

The public's trust in those whom they elect to serve is of paramount importance to a healthy democracy. When public trust is eroded, so is public confidence in the individuals and institutions privileged enough to fulfil positions in public life. Trust, it is said, arrives on foot but departs on horseback. This plan sets out the steps that this office is already undertaking and intends to take in future to contribute to the restoration of the public's trust in us and in those individuals and institutions.

Our role is to investigate, without fear or favour, whether complaints about lobbying, the conduct of MSPs, local authority councillors and public body board members are well-founded. We report on our findings to other bodies, such as the Scottish Parliament itself in the case of MSPs and the Standards Commission for Scotland in the case of councillors and board members, which then take a view on whether inappropriate conduct identified is worthy of sanction. We are therefore part of a system of checks and balances intended to both promote good conduct and to hold individuals to account when that conduct falls short of what is expected. Each part of this system has to work effectively in order for the public to have trust in it.

We also oversee the system made to appoint chairs and board members to the majority of the boards of public bodies in Scotland. Whilst not elected, the members of the boards of nearing 100 regulated public bodies in Scotland have responsibility for providing the governance oversight of vital services that affect us all. These touch every aspect of our lives; from health to housing, the environment to education, the economy to enterprise, the creative and cultural sectors to crofting, or policing to public transport. Each Board within its different sector and particular remit provides strategic direction, scrutiny of performance and of course, stewardship of significant amounts of public money. It is in everyone's interests that these important public bodies are led by people who have a diverse range of the most appropriate skills and experience, who act with independence of thought, integrity and commitment and who are reflective of Scotland's geography, demography and breadth of experiences and insights.

Our role is to promote good practice in the making of these appointments, to encourage and enable improvements in board diversity and to report publicly when such practice isn't followed. Such reports present the Scottish Government and ourselves with opportunities to learn and improve on the appointments process.

The plan aims to inform MSPs, local authority councillors, public body board members and, of course, the people of Scotland, upon whose trust every elected individual and public authority relies, about what we plan to do in the coming years and, just as importantly, how we plan to do it.

I am very grateful to all of the individuals and organisations that took the time to respond to the draft of this plan during the consultation period. Their constructive views have led to a number of changes, reflected in this final version, which I hope and trust meets their aspirations for the work of this office.

A handwritten signature in black ink, appearing to read 'Ian Bruce', written in a cursive style.

Ian Bruce  
Acting Ethical Standards Commissioner  
8 October 2021

## OUR PURPOSE, VALUES AND STRATEGIC OBJECTIVES

We have concluded that our previous plan lacked a clear statement about how we will go about fulfilling our purpose and our objectives. The introduction of a statement of our values seeks to address this gap.

### Our Purpose

To conduct, without fear or favour, investigations into the ethical conduct of individuals in public life in Scotland and to report honestly and transparently on our findings

To provide appropriate oversight of public appointments and assurance to the public that such roles are filled on merit, following a fair and open and inclusive appointments process

### Our Values

We will conduct all of our activities in an ethical way, characterised by effective stewardship of public money, accountability, honesty, integrity, propriety, fairness and transparency

We will treat each individual and organisation that comes into contact with us with empathy, kindness and respect, recognising that their trust in us must be earned and we will ensure that our commitment to equality, diversity and inclusion informs all of our work

When we get things wrong we will admit our failings and demonstrate the lessons we have learned from them in order to improve on our performance

### Our Strategic Objectives

We will aim to ensure that we have the staff and resources in place that are needed to deliver all of our objectives

We will operate an effective complaints system that delivers successful and trusted outcomes and provides opportunities for learning and will work in partnership with our stakeholders to promote high standards in public life

We will provide assurance to the public and our stakeholders that our objectives are being met in accordance with our purpose and our values and that our governance is effective

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

## OVERVIEW OF THE ACTING COMMISSIONER'S PLANS

Some of the key changes we plan to deliver are:

**Greater assurance on quality than currently provided** via targets/KPIs, indicators and review systems all of which will be consulted on and published

**Improved governance** designed to oversee and ensure delivery of our strategic objectives

**Recruiting and developing staff** to ensure consistent high quality of our professional skills base and demonstrable adherence to our values as an office

**Better complaints handling** via a streamlined, high quality service

**More meaningful engagement** with the Scottish Ministers, MSPs, public body board members, local authority councillors, monitoring officers and representative organisations such as COSLA, SOLAR and SOLACE to inform and shape our work and our performance

**Codifying** a coherent, comprehensive suite of procedures which we'll publish so people know what to expect

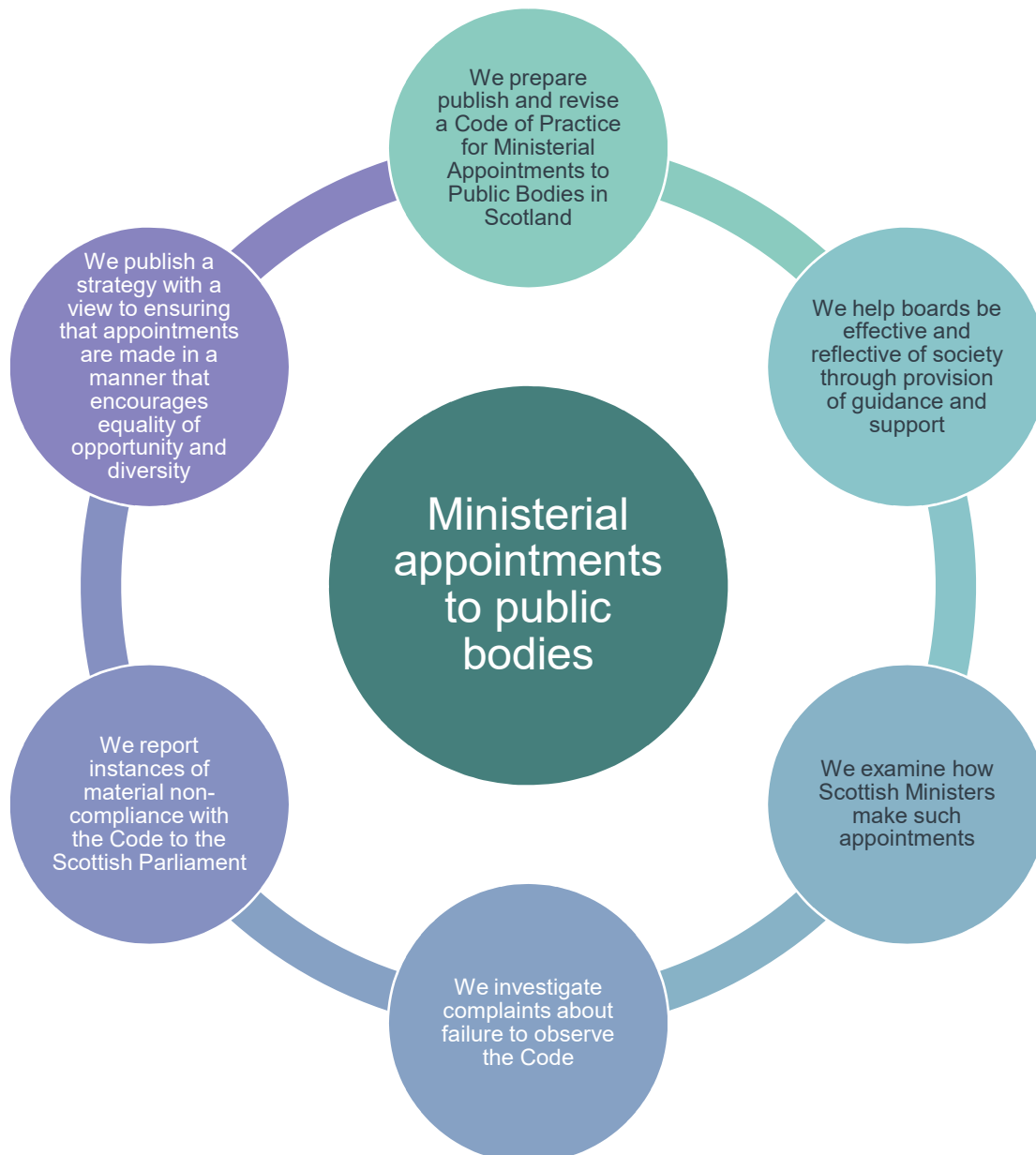
**Revising the Code and guidance** on Ministerial Appointments to Public Bodies in Scotland and promoting and supporting its implementation through the provision of an extensive training programme

## OUR STATUTORY FUNCTIONS

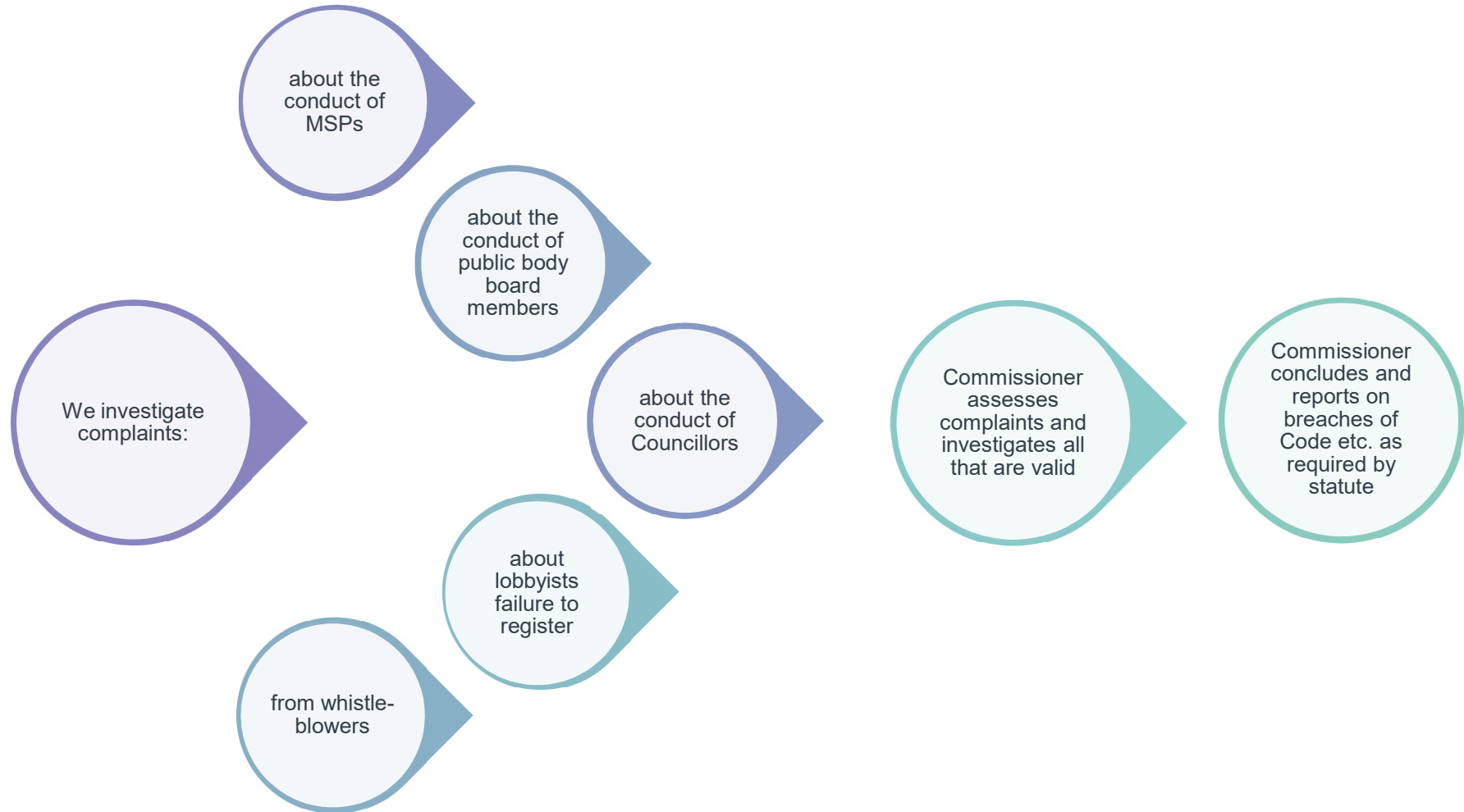
The Commissioner has a broad range of statutory functions which can be summarised as:

- regulation of ministerial appointments to public bodies
- complaints handling

### REGULATION OF MINISTERIAL APPOINTMENTS TO PUBLIC BODIES



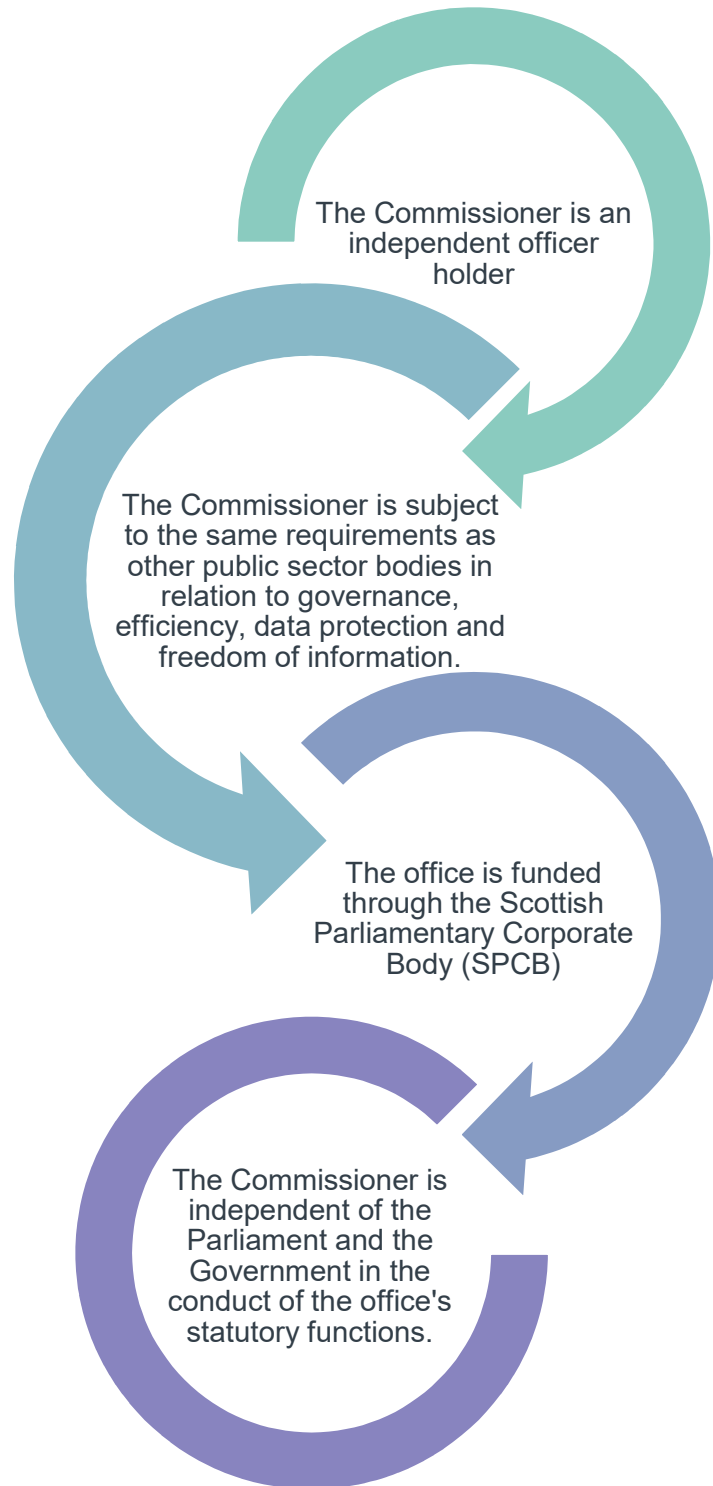
**COMPLAINTS HANDLING**



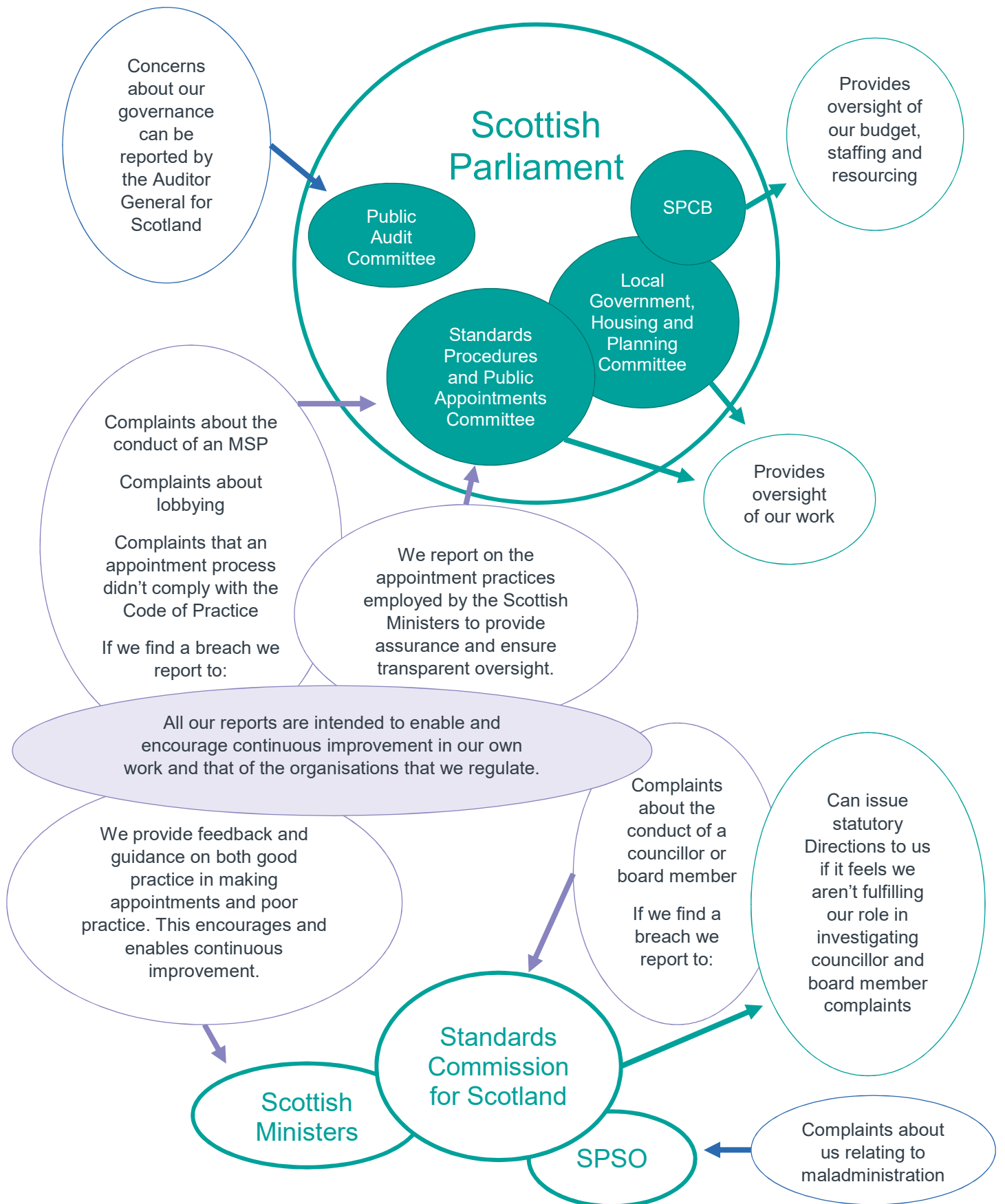
The Commissioner's remit is statutory. All relevant statutes are listed in Appendix 1.



**ABOUT THE COMMISSIONER'S OFFICE**



**OUR OVERSIGHT AND REPORTING LINES**



## **OPERATIONAL CONTEXT**

The introduction of this plan coincides with a new session of the Scottish Parliament and presents an opportunity to encourage conversations about the ethical conduct that the public anticipates from MSPs, councillors and board members.

With the easing of lockdown measures, put in place as a result of a global pandemic, we will have to consider whether our traditional operating model for acquitting our statutory functions remains appropriate. Staff have been working almost exclusively remotely and that will have ramifications for the office's approach to working in the future. Increased flexibility in working patterns and practices can realise benefits both for staff and for those who come into contact with us.

Our office operates in a demand driven environment, with the volume of public appointment rounds and incoming complaints both fluctuating over time. The scope of our remit is set to expand over the early years of this strategic plan. This expansion relates to changes to the Code of Conduct for MSPs to include complaints from MSP staff and parliamentary staff, of bullying, harassment (including sexual harassment) and other inappropriate behaviour with no time bar on historic incidents. Suitable expertise will be required to cater for complaints arising under this newly expanded scope, which has the potential for considerable operational impact.

Additionally, new Codes of Conduct for Councillors and Members of Devolved Public Bodies have been laid with the Scottish Parliament. The changes made to the previous versions will mean a change to the expectations placed on those subject to both Codes' provisions. They place much greater emphasis on personal responsibility. We worked alongside the Scottish Government and the Standards Commission for Scotland on the revised Codes as they were being developed. The Standards Commission has an adjudicatory role, given that it reaches conclusions on the cases that we bring before it, regardless of the conclusions that we have reached. It can also issue us with directions in relation to relevant aspects of our work and did so in the preceding year. Although we operate at arms-length from each other to ensure independence on individual cases, it is vital that we also work together to ensure a shared understanding of the Codes, the guidance and their application to individual circumstances. We anticipate continuing with and building on that productive working relationship, inclusive of attendance at training on the revised Codes, to ensure that there is consistency in the system of regulation such that everyone knows what to expect from us. We will also support the Standards Commission with the provision of training for board members, councillors and others on the revised Codes to ensure wider understanding of their provisions.

The extent to which complaint volumes increase, as well as an increase in their complexity, as a result of this scope expansion and the changes made to the Codes of Conduct, may further impact what has been a marked increase in total complaints over recent years.

Over and above this, we are consulting on revisions to the Code of Practice for Ministerial Appointments to Public Bodies in Scotland and also seeking support for a renewal of Diversity Delivers, the first strategy designed and published in 2008, intended to secure more diverse boards. Board diversity has never been more important, given the exceptional challenges that our public bodies face and the innovative solutions required to deliver against ministerial ambitions.

## **CONTRIBUTION TO NATIONAL PERFORMANCE FRAMEWORK**

The Commissioner's activities are relevant to the people, prevention, performance and partnership elements of the [Scottish Government's reform agenda for public services](#).

- The existence of an independent body responsible for investigating and reporting on alleged breaches of the various codes of conduct contributes to prevention and to performance, and to the maintenance of public confidence in the ethical standards observed by many institutions which are responsible for the development and implementation of public policy and for the delivery of public services.
- The Commissioner's public appointments work, and in particular the role of the Public Appointments Advisers' (PAAs') and the Commissioner's engagement with the Scottish Government officials tasked with enhancing board appointments and governance, contributes to the people, performance and partnership elements of the reform agenda, and to the wider [human rights](#) outcome by promoting equality of opportunity and diversity in the public appointments process. We are also committed to equality, diversity and inclusion in our own work, in our interactions with others and in relation to our staff. Assurance that appointments are made on merit and that the process secures diverse boards also contributes to performance against the framework. Good governance of our public bodies will not be attained without diverse boards populated by people who are effective in their roles.

## **EQUALITY, DIVERSITY AND INCLUSION**

- As with other public authorities, the Commissioner's office is subject to the Public Sector Equality Duty (PSED). Equality and the PSED are at the heart of and inform all of our work. We will ensure all staff know how to meet the duty in their work, so they can carry out their roles effectively. We will also collect and analyse demographic data and qualitative views to ensure that our policies and practices are equitable and meet the needs of people, regardless of the protected characteristics that they share.

## OUR STRATEGIC OBJECTIVES

We aim to ensure that we have the staff and resources in place that are needed to deliver all of our objectives. We value people and recognise that unless we have staff who are valued and supported to maintain their wellbeing, feel happy in and proud of our work and the way in which we do it, we will have failed. Actions under this heading are set out in page 18 of this plan.

We will operate an effective complaints system that delivers successful and trusted outcomes and provides opportunities for learning and will work in partnership with our stakeholders to promote high standards in public life

- We will consult all relevant stakeholders on our current complaint handling procedures and revise them and publish them in the form of an investigations manual which takes account of the views received. Parts of the manual will be produced in Easy Read, BSL and other languages to ensure accessibility.
- We will adapt our procedures to take account of stakeholder views and engender trust in the way that we work
- We will publish our procedures as revised so that everyone knows what to expect
- We will ensure that all staff are trained to fulfil their roles effectively, including on the revised Codes of Conduct for Councillors and Members of Public Bodies
- We will highlight the need for the provision of support for complainers, respondents and witnesses in cases in which we are investigating complaints about bullying and harassment, including sexual harassment

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

- 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

We will put new and more effective governance measures in place, inclusive of independent elements, to ensure for ourselves and to assure others, by way of public reporting, that we are achieving our objectives in line with our purpose and our values and in line with the resources made available to us

- We will adopt quality assurance monitoring of key performance indicators such as timescales for investigation stages, including surveys of the views of those with whom we come into contact, and report publicly on the results. We will use those results to improve on what we do and ensure that our practices are equitable
- We will report publicly on the difference that the new Code of Practice is making to the appointments process, for good or for bad, with a view to improving on practices. We will do so by publicising instances of good practice or innovative practice and learning as well as areas for improvement.
- We will work in partnership with the Scottish Government, the Scottish Parliament, the Standards Commission for Scotland and other stakeholders to promote good practice and to ensure that lessons are learned from the outcomes of our investigations. Our ongoing engagement with our stakeholders will be regular and meaningful.

## HOW WE WILL REPORT ON PROGRESS

We will report progress against the strategic plan through our:

- Annual Report and Accounts
- Regular publication of minutes of Senior Management Team meetings at which progress will be discussed and recorded.

The annual report and minutes will set out achievement against the published business plan.

The biennial business plan sets out the activities of the organisation and how they support the delivery of our strategic objectives. The plan is a mixture of regular business as usual activity as well as actions to deliver specific pieces of work. It will include references to operational performance indicators, targets, monitoring mechanisms and quality standards for the organisation. These will be reviewed annually on a rolling basis and progress against the plan will also be published annually.

Progress will also be reported via the following channels, with all publications available on our website and highlighted on social media as appropriate:

- Reports and evidence to the relevant subject committees of the Scottish Parliament
- Specific reports required by legislation and national guidance
- Special reports
- Publications of documents such as minutes from senior management team meetings and governance reports
- Ad hoc reports
- Good practice case studies on our website, to celebrate and encourage wider adoption

The results of our engagement with a range of stakeholders using surveys and other methods will also be reported on.

The individuals and organisations that we consulted in order to develop this strategic plan are included in Appendix 3.

## COSTS

We recognise that public sector resources are limited and understand that we must review, scrutinise and report publicly on our work to ensure best value and continuous improvement.

The following table shows current expenditure projected over the period of this plan, assuming no change in real terms. This budget is the minimum required to deliver current statutory functions to published standards and timescales. The projections have been varied to take account of recommendations arising from the wider scope review referred to in the Acting Commissioner’s foreword.

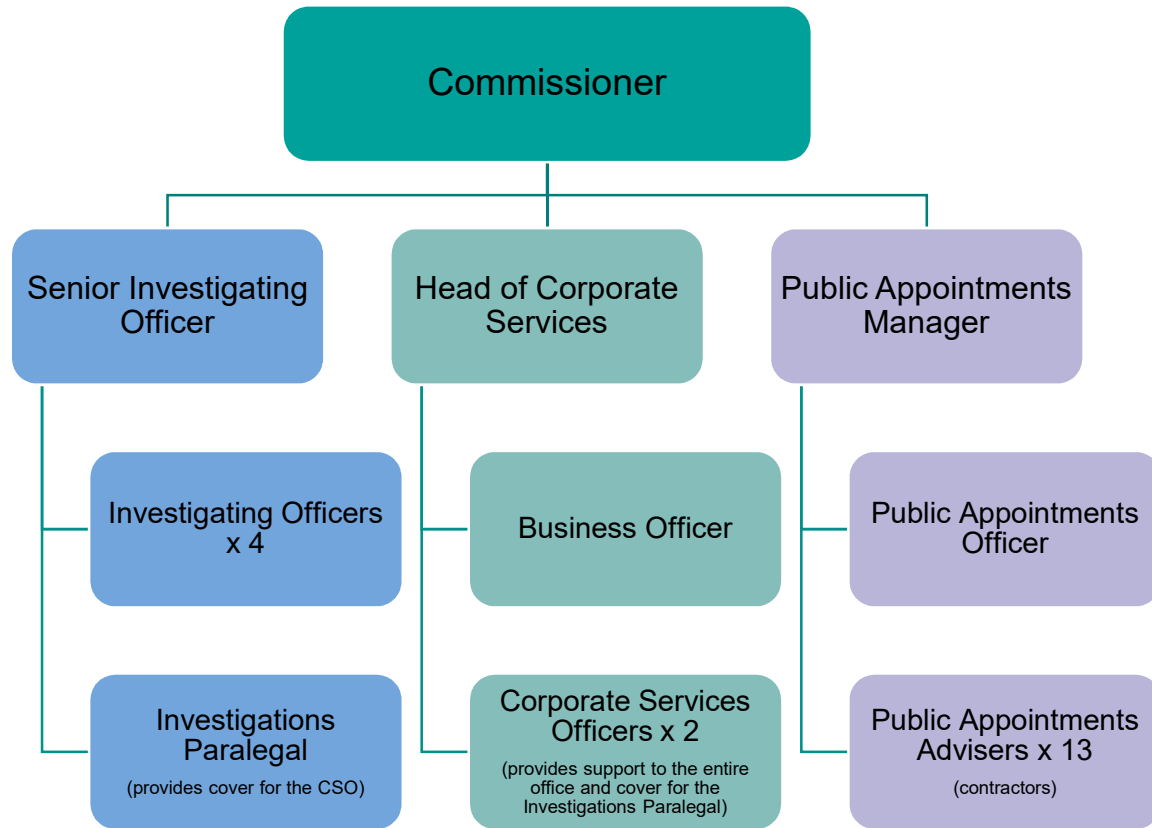
One of the recommendations marked as requiring urgent attention was the recruitment of staff into key posts in order to address a lack of capacity in relation to governance and fulfilling our investigatory functions. A business case to address this recommendation was submitted to the SPCB and agreed. It allowed us to recruit an additional Investigating Officer and an additional Corporate Services Officer as well as increasing to full time the hours of the Public Appointments Officer. The new staff structure is reflected in on p17.

	2021/22	2022/23	2023/24
	Approved Budget £'000s	Indicative Budget £'000s	Indicative Budget £'000s
<b>Staff Costs</b>	651	779	824
<b>Staff Related Costs</b>	13	16	17
<b>Property Costs</b>	90	92	92
<b>Professional Fees</b>	140	199	160
<b>Running Costs</b>	50	53	54
<b>Sub-total</b>	<b>944</b>	<b>1,139</b>	<b>1,147</b>
<b>Capital Expenditure</b>	2	6	6
<b>Contingency funding</b>	105		
<b>TOTALS</b>	<b>1,051</b>	<b>1,145</b>	<b>1,153</b>

These budgets take account of the fact that the majority of our work is demand led. They will be refined each year to reflect any significant changes and agreed with the Scottish Parliamentary Corporate Body. Changes to the budget may be driven by external forces, such as pay increases, adjustments to pension contribution rates, the impact of the UK’s exit from the European Union and the aftermath of a global pandemic as well as additional statutory functions and regulatory requirements. Funding for additional specific projects supporting this strategic plan will be sought as part of the annual budget exercise. An indication of these costs is given in the table on the following page. Where possible, we will absorb these costs in the existing budget.



## OUR STRUCTURE



## TIMEFRAME

Detailed delivery dates for our strategic objectives are published in our [Biennial Business Plan 2021-2023](#) available on our website.

## **APPENDIX 1**

### **STATUTORY PROVISIONS**

The Commissioner's functions in relation to public standards were originally set out in

- a) the Ethical Standards in Public Life etc. (Scotland) Act 2000 (the Ethical Standards Act), and
- b) the Scottish Parliamentary Standards Commissioner Act 2002 (the Parliamentary Standards Act).

The Commissioner's functions in relation to public appointments were set out in the Public Appointments and Public Bodies etc. (Scotland) Act 2003 (the Public Appointments Act).

Revisions to the institutional arrangements and performance requirements were set out in the Scottish Parliamentary Commissions and Commissioners etc Act 2010, and in The Public Services Reform (Commissioner for Ethical Standards in Public Life in Scotland etc.) Order 2013 (Scottish Statutory Instrument 2013/197)

The remit was extended by the Interests of Members of the Scottish Parliament (Amendment) Act 2016 and by the Lobbying (Scotland) Act 2016.

## APPENDIX 2

### WHAT WE DO

1. We investigate complaints about the conduct of MSPs, local authority councillors and board members of public bodies.

Standards of behaviour are set out in codes of conduct for MSPs, councillors and board members.

Where the Commissioner has concluded his investigation, he will report to

- the Standards Commission for Scotland, in the case of councillors and board and
- to the Scottish Parliament, in the case of MSPs and where in his view a breach of the relevant provisions has occurred.

The Commissioner also investigates complaints about lobbyists, where they fail to register or supply certain information to the Scottish Parliament. Any breach is reported to the Scottish Parliament.

2. We regulate how the Scottish Ministers make appointments to the boards of regulated public bodies. The Commissioner has the power to:
  - prepare and publish and, as necessary, revise a Code of Practice for Ministerial Appointments to Public Bodies in Scotland
  - issue guidance on the Code
  - examine how the Scottish Ministers are making appointments and in particular assess whether they are following the Code of Practice, and
  - report any serious instances of non-compliance to the Scottish Parliament

We must also ensure that, as far as possible, appointments are made fairly and openly and allow everyone, where reasonably practicable, the opportunity to be considered for an appointment.

Details of the legislation underpinning these functions are available on our website.

## **APPENDIX 3**

The individuals and organisations with a stake in our work, and who we consulted on this plan.

- The Scottish Parliament
- The Scottish Government
- The Standards Commission for Scotland
- COSLA
- The Society of Local Authority Lawyers & Administrators in Scotland
- SOLACE Scotland
- Chief Executives and Council Leaders of all Local Authorities in Scotland

Aberdeen City Council  
Aberdeenshire Council  
Angus Council  
Argyll and Bute Council  
City of Edinburgh Council  
Clackmannanshire Council  
Comhairle nan Eilean Siar  
Dumfries and Galloway Council  
Dundee City Council  
East Ayrshire Council  
East Dunbartonshire Council  
East Lothian Council  
East Renfrewshire Council  
Falkirk Council  
Fife Council  
Glasgow City Council  
Highland Council  
Inverclyde Council  
Midlothian Council  
Moray Council  
North Ayrshire Council  
North Lanarkshire Council  
Orkney Islands Council  
Perth and Kinross Council  
Renfrewshire Council  
Shetland Islands Council  
South Ayrshire Council  
South Lanarkshire Council  
Stirling Council  
West Dunbartonshire Council  
West Lothian Council  
Scottish Borders Council

- The Chairs of Public Bodies

North East Scotland College  
the Accounts Commission for Scotland  
Architecture and Design Scotland  
Ayrshire Regional College  
the Bord na Gaidhlig  
Borders NHS  
Borders Regional College  
the Cairngorms National Park Authority  
Caledonian Maritime Assets Ltd  
Forth Valley College  
Children's Hearings Scotland  
NHS National Services Scotland  
Community Justice Scotland  
Creative Scotland  
the Crofting Commission  
Crown Estate Scotland  
Dumfries & Galloway Regional College  
Dundee and Angus Regional College  
Edinburgh Regional College  
Fife Regional College  
Food Standards Scotland  
Grampian NHS  
Highland NHS  
Highlands and Islands Airports Ltd  
Highlands and Islands Enterprise  
Historic Environment Scotland  
the Independent Living Fund  
the Judicial Appointments Board for Scotland  
the Regional Board for Lanarkshire Colleges  
the Local Government Boundary Commission for Scotland  
Lothian NHS  
the Mental Welfare Commission for Scotland  
the Mobility and Access Committee for Scotland  
the National Galleries of Scotland  
the National Library of Scotland  
the National Museums of Scotland  
NHS 24  
the Office of the Scottish Charity Regulator  
Orkney NHS  
Quality Meat Scotland  
the Risk Management Authority  
the Royal Botanic Garden Edinburgh  
the Schools Closure Review Panel  
the Scottish Agricultural Wages Board  
the Scottish Ambulance Service  
the Scottish Children's Reporter Administration  
the Scottish Commission on Social Security  
Scottish Enterprise  
the Scottish Further & Higher Education Funding Council  
the Scottish Futures Trust  
the Scottish Housing Regulator  
the Scottish Land Commission

the Scottish Law Commission  
the Scottish Police Authority  
the Scottish Social Services Council  
Skills Development Scotland  
VisitScotland  
the Water Industry Commission for Scotland  
West Lothian Regional College  
Western Isles NHS  
Scottish Advisory Committee on Distinction Awards  
City of Glasgow College  
Glasgow Clyde College  
Glasgow Kelvin College  
Inverness College  
Lews Castle College  
North Highland College  
Perth College  
Ayrshire and Arran NHS  
the Care Inspectorate  
David MacBrayne Ltd  
Dumfries and Galloway NHS  
Fife NHS  
Forth Valley NHS  
Greater Glasgow and Clyde NHS  
Healthcare Improvement Scotland  
Lanarkshire NHS  
Loch Lomond and the Trossachs National Park Authority  
NHS Education for Scotland  
the Parole Board for Scotland  
the Poverty and Inequality Commission  
Public Health Scotland  
Revenue Scotland  
the Scottish Criminal Cases Review Commission  
the Scottish Environment Protection Agency  
the Scottish Fire and Rescue Service  
the Scottish Legal Aid Board  
the Scottish Legal Complaints Commission  
the Scottish Qualifications Authority  
Scottish Water  
Shetland NHS  
South of Scotland Enterprise  
sportscotland  
the State Hospitals Board for Scotland  
Tayside NHS  
West Regional College  
the Regional Board for Glasgow Colleges  
the Golden Jubilee Foundation Board  
the Scottish Fiscal Commission  
Scottish Natural Heritage  
Scottish Canals  
Moray College  
East Ayrshire Health and Social Care Partnership  
North Ayrshire Integration Joint Board  
South Ayrshire Integration Joint Board  
Scottish Borders Health and Social Care Integration Joint Board  
Dumfries and Galloway Integration Joint Board

Fife Integration Joint Board  
Clackmannanshire and Stirling Integration Joint Board  
Falkirk Health and Social Care Partnership  
Aberdeen City Integration Joint Board  
Aberdeenshire Integration Joint Board  
Moray Integration Joint Board  
East Dunbartonshire Health and Social Care Partnership Integration Joint Board  
East Renfrewshire Integration Joint Board  
Glasgow City Integration Joint Board  
Inverclyde Integration Joint Board  
Renfrewshire Integration Joint Board  
West Dunbartonshire Integration Joint Board  
Argyll and Bute Integration Joint Board  
Highland Health and Social Care Partnership  
North Lanarkshire Health and Social Care Integration Joint Board  
South Lanarkshire Integration Joint Board  
City of Edinburgh Integration Joint Board  
East Lothian Integration Joint Board  
Midlothian Integration Joint Board  
West Lothian Integration Joint Board  
Orkney Islands Integration Joint Board  
Shetland Islands Integration Joint Board  
Angus Integration Joint Board  
Dundee Health and Social Care Partnership  
Perth and Kinross Joint Integration Board  
Western Isles Integration Joint Board  
Highlands and Islands Regional transport partnership  
North-East of Scotland Regional transport partnership  
Shetland Regional transport partnership  
South-East of Scotland Regional transport partnership  
South-West of Scotland Regional transport partnership  
Strathclyde Regional transport partnership  
Tayside and Central Scotland Regional transport partnership

Additionally, the Chairs of NHS Boards as a separate group

- Equalities Organisations

Inclusion Scotland  
the Equality and Human Rights Commission Scotland  
CEMVO  
Age Scotland  
the Scottish Women's Convention  
MECOPP  
Changing the Chemistry  
Stonewall Scotland  
the Scottish Youth Parliament  
BEMIS  
Women on Boards  
the Equality Network  
Disability Equality Scotland  
the Coalition for Racial Equality and Rights  
Neish Training  
Young Scot

LGBT Youth Scotland  
EQUATE Scotland  
the Glasgow Centre for Inclusive Living  
VOX Scotland  
Youth Scotland  
Engender  
the First Minister's National Advisory Council on Women and Girls  
Close the Gap  
the University of the West of Scotland  
Heriot-Watt University  
PATH Scotland  
the West of Scotland Regional Equality Council  
Central Scotland Regional Equality Council  
Edinburgh and Lothians Regional Equality Council

- Other Significant Organisations

Accounts Commission for Scotland  
Audit Scotland  
Chartered Institute of Public Finance and Accountancy  
Colleges Scotland  
Committee on Standards in Public Life  
Institute of Chartered Accountants of Scotland  
Institute of Directors Scotland  
Law Society of Scotland  
Office of the Commissioner for Public Appointments  
Office of the Commissioner for Public Appointments in Northern Ireland  
Scottish Chambers of Commerce  
Scottish Council for Voluntary Organisations  
Scottish Human Rights Commission  
Scottish Public Services Ombudsman  
Scottish Trades Union Congress  
the Improvement Service

- Public Appointments Advisers

Di Airey  
Neelam Bakshi  
Jayam Dalal  
Matt Dynan  
Kay Hampton  
Bernard Horsford  
Ali Jarvis  
Paul Matheson  
Bill Smith  
Alec Spencer  
Duncan Wallace  
Heidi Winser  
Sue Young



