

Implementation Board – Progress Report

Short Life Project Group
Supporting Governance

Meeting – September 28th 2017

Progress Report September 2017

- Provide advice on Strategic Board sub structures; terms of reference; membership
- Recommend initially two Strategic Committee/Hubs; with draft Terms of Reference
- As the formal Strategic Plan develops, the Strategic Board can modify the approach to reflect emerging priorities & workload
- Recommend there is a direct reporting line from the Analytical Unit into the the Chair of the Strategic Board
- Recommend that oversight for the work of the Analytical Unit is supported via an External Panel that reports to the Strategic Board
- Completed an extensive mapping of all existing governance fora
- Prepared a draft code of conduct for all members of the Strategic Board and the Strategic Committee/Hubs

Draft Strategic Plan Structure (1)

Vision: To make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth
 Long-term goal: "Scotland to rank amongst the *top quartile* of OECD countries for *productivity, equality & wellbeing and sustainability*"

...working within the strategic frame provided by:

SCOTLAND'S ECONOMIC STRATEGY
(and related SG Strategies)

NATIONAL PERFORMANCE
FRAMEWORK

INCLUSIVE GROWTH
FRAMEWORK

...focussed on the enterprise and skills systems, to achieve:

Dynamic, inclusive, globally competitive economy

High performing, inclusive labour market

Shaped by the widely-recognised *Drivers of Productivity and Growth*, set out in the Phase 2 Report:

INVESTMENT

Increased business investment
Infrastructure investment,
focused on developing key
growth opportunities.

SKILLS

A skilled, productive and
engaged workforce that can
access higher quality, higher
wage jobs.

INNOVATION

Increased growth through
business innovation and R&D
Stronger engagement between
research and industry.

INTERNATIONALISATION

More new exporters and
broader internationalisation.
Increased inward investment.

ENTERPRISE

More new businesses in
Scotland with higher growth
ambitions.
A full pipeline of entrepreneurs
building high-growth ventures

The plan will set out actions to address these drivers in a way that tackles inequalities across Scotland and generates long term sustainable growth:

FAIR WORK

Fulfilling, secure and well paid
jobs, where employees'
contributions are
encouraged, respected and
valued

PEOPLE

Economic benefits &
opportunities are spread
more widely across the
population, with lower
poverty levels & more equal
income & wealth distribution

PLACE/ REGIONAL

More economic opportunities
across cities, towns, regions
& rural areas, ensuring
sustainable communities

SUSTAINABLE & RESOURCE EFFICIENT

Maximising the positive
economic effect of
transitioning to a more
resource efficient, lower
carbon economy

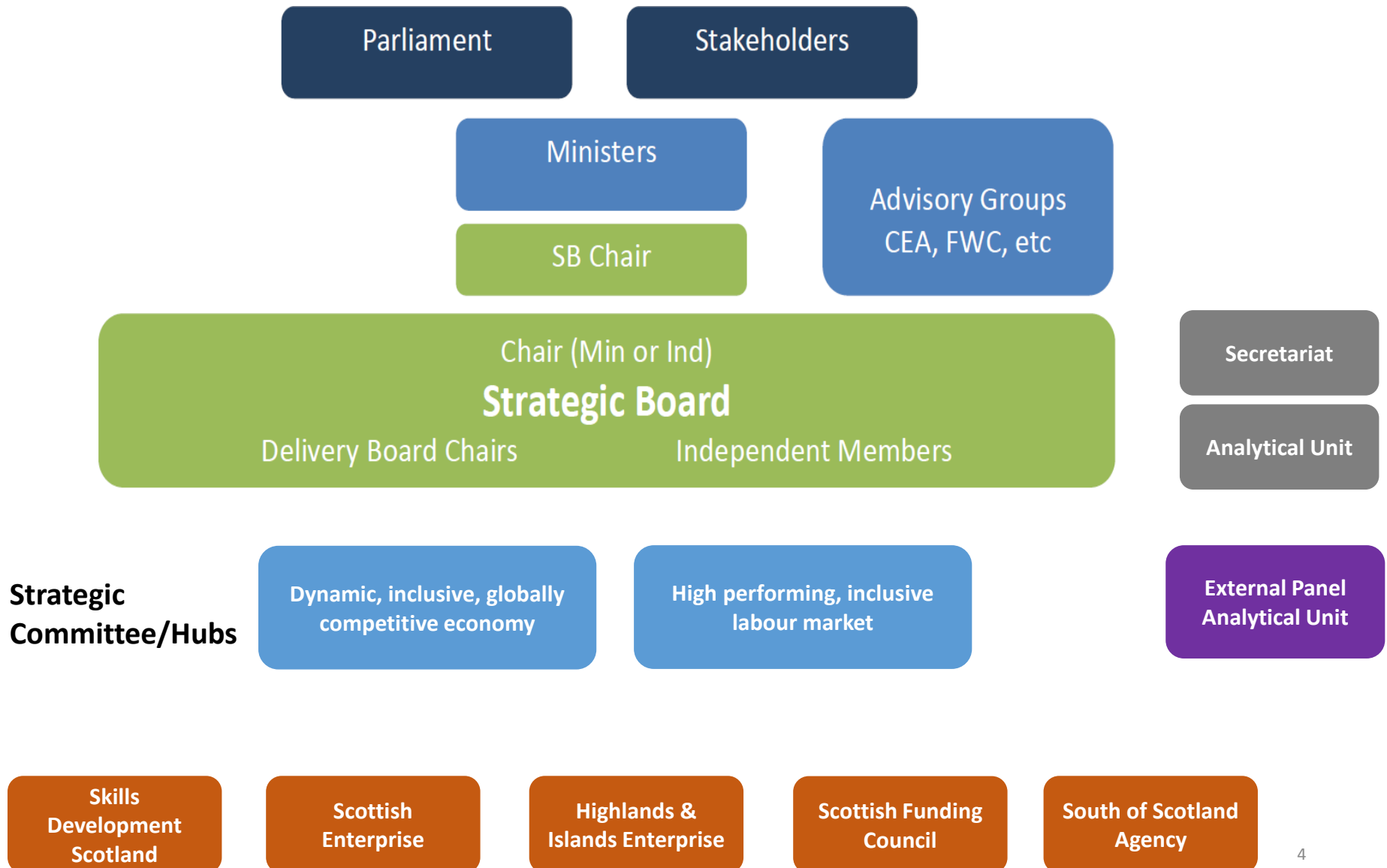
Outcomes &
Evidence Led

National Priorities
Inclusive Growth

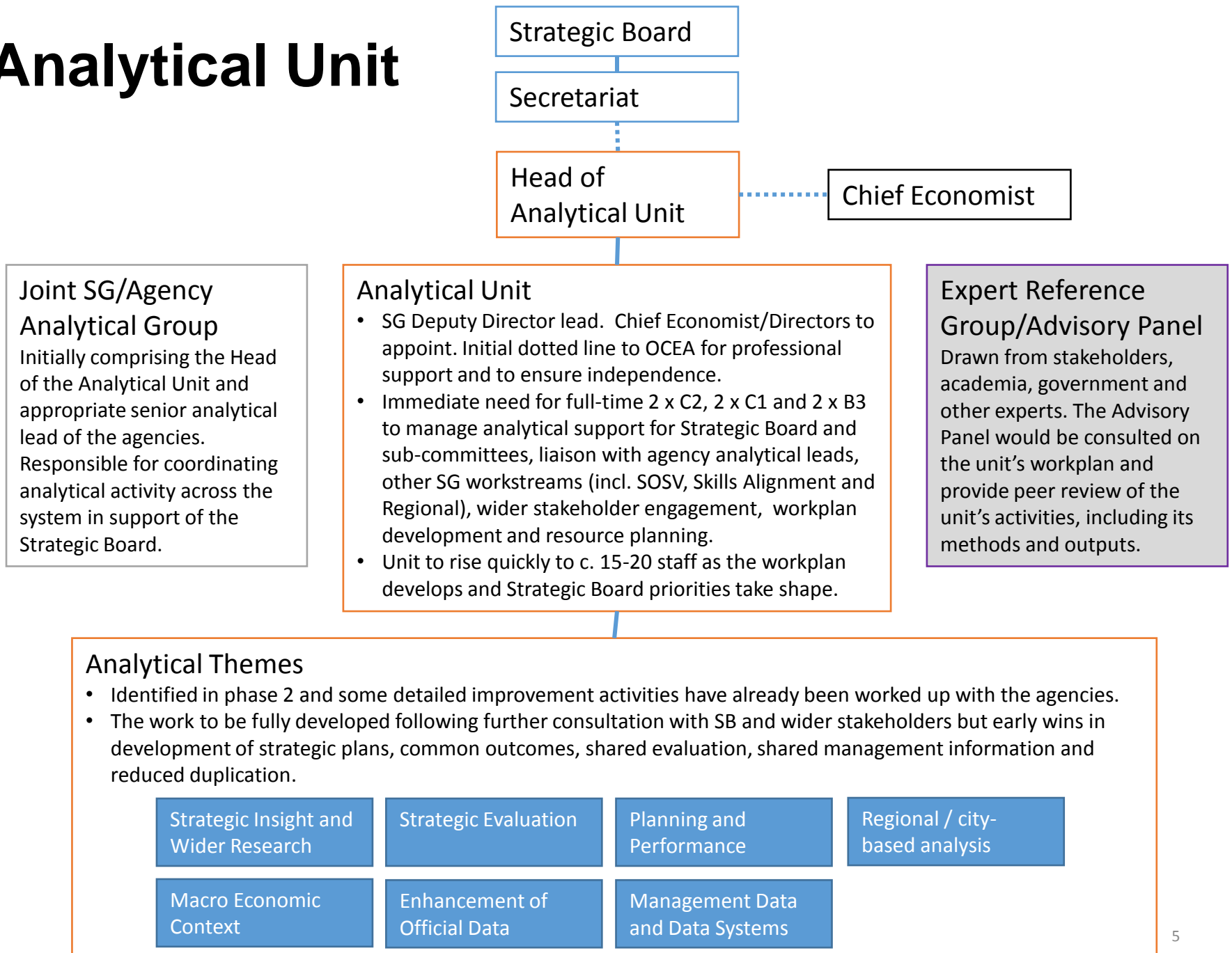
Strategic Board
Priorities

Agency
Priorities

Strategic Committees/Hubs



Analytical Unit



Appendix

Implementation Board - Governance Workstream

Frequently Asked Questions

Q. Do we need Strategic Committee/Hubs?

A. It is envisaged that the Strategic Board will meet every two months. Given the scale and scope of the ambitions of the Strategic Board, the Implementation Board has advised that a small number of Strategic Committee/Hubs could significantly improve the productivity of the Strategic Board.

Q. What is the purpose of Strategic Committee/Hubs?

A. The aim of the Strategic Committee/Hubs is to enhance the capacity and capability of the Strategic Board by undertaking more detailed analysis, challenge and scrutiny of the activities under its remit.

Q. Who are the Strategic Committee/Hubs accountable to?

A. The Strategic Committee/Hubs are wholly accountable to the Strategic Board. All appointments to the Strategic Committee/Hubs will be made by the Chair and Strategic Board.

Q. Do they have power to make decisions?

A. No. The Strategic Committee/Hubs will provide analysis, insights and recommendations for consideration by the Strategic Board.

Q. Will the Strategic Committee/Hubs set performance indicators?

A. No. The Strategic Committee/Hubs will provide advice to the Strategic Board. They will interrogate, scrutinise and analyse the data and intelligence provided. They will review the outcomes and return on investment of the combined Agency strategies with a view to leveraging greater impacts on productivity & inclusive growth. The Strategic Board will formally agree all performance indicators.

Q. Do they have power over setting objectives, milestones & targets for Agency performance?

A. No. The responsibility for setting combined Agency objectives, milestones and targets will be the responsibility of the Strategic Board.

Q. Will the Strategic Board direct the activities for the Analytical Unit?

A. Yes. The Analytical Unit is wholly accountable to the Strategic Board. An External Panel reporting to the Strategic Board will provide strategic oversight for the activities of the Analytical Unit in response to the needs of the Strategic Board and its committees.

Q. Will the External Panel make final decisions on the resourcing and responsibilities of the Analytical Unit?

A. No. It will be for the Strategic Board to formally approve the plans, programmes & resourcing for the Analytical Unit

September 2017

STRATEGIC BOARD
BOARD MEMBERS' CODE OF CONDUCT

BOARD MEMBERS' CODE OF CONDUCT

CONTENTS

Section 1: Introduction to the Code of Conduct

Context

Appointments to the Strategic Board

Guidance on the Code of Conduct

Enforcement

Section 2: Key Principles of the Code of Conduct

Section 3: General Conduct

Conduct at Meetings

Relationship with Board Members and Employees of Relevant Public Bodies/Agencies

Remuneration, Allowances and Expenses

Gifts and Hospitality

Confidentiality Requirements

Use of Facilities

Appointment to Partner Organisations

Section 4: Registration of Interests

Category One: Remuneration

Category Two: Related Undertakings

Category Three: Contracts

Category Four: Houses, Land and Buildings

Category Five: Interest in Shares and Securities

Category Six: Gifts and Hospitality

Category Seven: Non-Financial Interests

Section 5: Declaration of Interests

General

Interests which Require Declaration

Your Financial Interests

Your Non-Financial Interests

The Financial Interests of Other Persons

The Non-Financial Interests of Other Persons

Making a Declaration

Frequent Declaration of Interests

Dispensations

Section 6: Lobbying and Access to Members of Public Bodies

Introduction

Rules and Guidance

Annexes

Annex A: Sanctions Available to the Standards Commission for Breach of Code

Annex B: Definitions

SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

Context

1.1 The Strategic Board for Enterprise and Skills ('hereinafter 'The Strategic Board')" has been established by Ministerial direction following conclusion of the Scottish Government's review of the Enterprise and Skills agencies.

1.2 While the Strategic Board is not governed by statute and is not formally a public body, as a public sector board with strategic oversight responsibilities for enterprise and skills matters it will operate at all times to the same high standards that are expected of public body boards in Scotland, aligned with relevant legislation and with public sector expectations of good governance.

1.3 The Scottish public has a high expectation of those who serve on public sector boards and the way in which they should conduct themselves in undertaking their duties. You must meet those expectations by ensuring that your conduct is above reproach.

1.4 The Ethical Standards in Public Life etc. (Scotland) Act 2000 ("the Act") provides for Codes of Conduct for local authority councillors and members of relevant public bodies; imposes on councils and relevant public bodies a duty to help their members to comply with the relevant code; and establishes a Standards Commission for Scotland, "The Standards Commission" to oversee the new framework and deal with alleged breaches.

1.5 The Act requires the Scottish Ministers to lay before Parliament a Code of Conduct for Councillors and a Model Code for Members of Devolved Public Bodies. The Model Code for members was first introduced in 2002 and was revised in December 2013 following consultation and the approval of the Scottish Parliament. These revisions will make it consistent with the relevant parts of the Code of Conduct for Councillors, which was revised in 2010 following the approval of the Scottish Parliament.

1.6 The terms of the Model Code will be assumed to apply to members of the Strategic Board *mutatis mutandis*.

1.7 As a member of the Strategic Board it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct, which full reflect the Model Code.

Appointments to the Board of Public Bodies

1.8 Public sector boards in Scotland are required to deliver effective services to meet the needs of an increasingly diverse population. In addition, the Scottish Government's equality outcome on public appointments is to ensure that Ministerial appointments are more diverse than at present. In order to meet both of these aims, a board should ideally be drawn from varied backgrounds with a wide spectrum of characteristics, knowledge and experience. It is crucial to the success of public sector authorities that boards attract the best people for the job. You should therefore be aware of the varied roles and functions of the board on which you serve and of wider diversity and equality issues.

Guidance on the Code of Conduct

1.9 You must observe the rules of conduct contained in this Code. It is your personal responsibility to comply with these and review regularly, and at least annually, your personal circumstances with this in mind, particularly when your circumstances change. You must not at any time advocate or encourage any action contrary to the Code of Conduct.

1.10 The Code has been developed in line with the key principles listed in Section 2 and provides additional information on how the principles should be interpreted and applied in practice. The Standards Commission may also issue guidance. No Code can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from the board secretariat. You may also choose to consult your own legal advisers and, on detailed financial and commercial matters, seek advice from other relevant professionals.

1.11 You should familiarise yourself with the Scottish Government publication “On Board – a guide for board members of public bodies in Scotland”. This publication will provide you with information to help you in your role as a board member and can be viewed on the Scottish Government website <http://www.gov.scot/Resource/0051/00514817.pdf>

Enforcement

1.12 Part 2 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 sets out the provisions for dealing with alleged breaches of this Code of Conduct and, where appropriate, the sanctions that will be applied if the Standards Commission finds that there has been a breach of the Code. Those sanctions are outlined in **Annex A**.

SECTION 2: KEY PRINCIPLES OF THE CODE OF CONDUCT

2.1 The general principles upon which this Code is based should be used for guidance and interpretation only. These general principles are:

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 Strategic Board, of which you are a member and in accordance with the core functions and duties 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 and in a way that is consistent with the purpose and functions of the Strategic Board when carrying out public business.

Accountability and 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 Strategic Board uses the resources over which it has oversight 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, and to maintain and strengthen the public's trust and confidence in the integrity of the Strategic Board and its members in conducting public business.

Respect

You must respect fellow members of the Strategic Board, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of the Strategic Board.

2.2 You should apply the principles of this Code to your dealings with fellow members of the Strategic Board, employees of the agencies within the scope of the Strategic Board's oversight and other stakeholders. Similarly you should also observe the principles of this Code in dealings with the public when performing duties as a member of the Strategic Board

SECTION 3: GENERAL CONDUCT

3.1 The rules of good conduct in this section must be observed in all situations where you act as a member of the Strategic Board.

Conduct at Meetings

3.2 You must respect the chair, your fellow board members and employees of the agencies in meetings. You must comply with rulings from the chair in the conduct of the business of these meetings.

Relationship with Board Members and Employees of Enterprise and Skills Agencies (including those employed by contractors providing services)

3.3 You will treat your fellow board members and any staff employed by the Enterprise and Skills Agencies (hereinafter 'the agencies') with courtesy and respect. It is expected that fellow board members and employees of the agencies will show you the same consideration in return. As a board member you should be familiar with relevant policies in relation to bullying and harassment in the workplace and you should lead by exemplar behaviour.

Remuneration, Allowances and Expenses

3.4 You must comply with any rules set for the Strategic Board by Scottish Ministers regarding remuneration, allowances and expenses.

Gifts and Hospitality

3.5 You must not accept any offer by way of gift or hospitality which could give rise to real or substantive personal gain or a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or cohabitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term “gift” includes benefits such as relief from indebtedness, loan concessions or provision of services at a cost below that generally charged to members of the public.

3.6 You must never ask for gifts or hospitality.

3.7 You are personally responsible for all decisions connected with the offer or acceptance of gifts or hospitality offered to you and for avoiding the risk of damage to public confidence in the Strategic Board. As a general guide, it is usually appropriate to refuse offers except:

- (a) isolated gifts of a trivial character, the value of which must not exceed £50;
- (b) normal hospitality associated with your duties and which would reasonably be regarded as appropriate; or
- (c) gifts received on behalf of the Strategic Board.

3.8 You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision that the Strategic Board may be involved in determining (or who is seeking to do business with any of the agencies covered by the Strategic Board), and which a person might reasonably consider could have a bearing on your judgement. If you are making a visit in your capacity as a member of the Strategic Board then, as a general rule, you should ensure that the board pays for the cost of the visit.

3.9 You must not accept repeated hospitality or repeated gifts from the same source.

3.10 Members of the Strategic Board should familiarise themselves with the terms of the Bribery Act 2010 which provides for offences of bribing another person and offences relating to being bribed.

Confidentiality Requirements

3.11 There may be times when you will be required to treat discussions, documents or other information relating to the work of the Strategic Board body in a confidential manner. You will often receive information of a private nature which is not yet public, or which perhaps would not be intended to be public. You must always respect the confidential nature of such information and comply with the requirement to keep such information private.

3.12 It is unacceptable to disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purposes of personal or financial gain, or for political purposes or used in such a way as to bring the Strategic Board into disrepute.

Use of Strategic Board Facilities

3.13 Members of the Strategic Board must not misuse facilities, equipment, stationery, telephony, computer, information technology equipment and services that have been made available to them in their capacity as board members, or use them for party political or campaigning activities. Use of such equipment and services etc. must be in accordance with board policy and rules on their usage. Care must also be exercised when using social media networks not to compromise your position as a member of the Strategic Board.

Appointment to Partner Organisations

3.14 You may be appointed, or nominated for appointment, as a member of another public body or organisation. If so, you are bound by the rules of conduct of these organisations and should observe the rules of this Code in carrying out the duties of the Strategic Board.

3.15 Members who become directors of companies as board members or nominees of a public body will assume personal responsibilities under the Companies Acts. It is possible that conflicts of interest can arise for such members between the company and the Strategic Board. It is your responsibility to take advice on your responsibilities to the Strategic Board and to the company. This will include questions of declarations of interest.

SECTION 4: REGISTRATION OF INTERESTS

4.1 The following paragraphs set out the kinds of interests, financial and otherwise which you have to register. These are called “Registerable Interests”. You must, at all times, ensure that these interests are registered, when you are appointed and whenever your circumstances change in such a way as to require change or an addition to your entry in the Strategic Board’s Register of Interests. It is your duty to ensure any changes in circumstances are reported within one month of them changing.

4.2 The Regulations¹ as amended describe the detail and timescale for registering interests. It is your personal responsibility to comply with these regulations and you should review regularly and at least once a year your personal circumstances. **Annex B** contains key definitions and explanatory notes to help you decide what is required when registering your interests under any particular category. The interests which require to be registered are those set out in the following paragraphs and relate to you. It is not necessary to register the interests of your spouse or cohabitee.

Category One: (i) Remuneration

4.3 You have a Registerable Interest where you receive remuneration by virtue of being:

¹ SSI - The Ethical Standards in Public Life etc. (Scotland) Act 2000 (Register of Interests) Regulations 2003 Number 135, as amended.

- employed;
- self-employed;
- the holder of an office;
- a director of an undertaking;
- a partner in a firm; or
- undertaking a trade, profession or vocation or any other work.

4.4 In relation to 4.3 above, the amount of remuneration does not require to be registered and remuneration received as a member does not have to be registered.

Category One: (ii) Non-Remuneration

4.5 Non-remunerated Board/Director level positions should be registered under Category One (section ii). Other non-remunerated (non-Board level positions) should be noted under Category Seven.

4.6 If you receive any allowances in relation to membership of any organisation, the fact that you receive such an allowance must be registered.

4.7 When registering employment, you must give the name of the employer, the nature of its business, and the nature of the post held in the organisation.

4.8 When registering self-employment, you must provide the name and give details of the nature of the business. When registering an interest in a partnership, you must give the name of the partnership and the nature of its business.

4.9 Where you undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and its regularity. For example, if you write for a newspaper, you must give the name of the publication, and the frequency of articles for which you are paid.

4.10 When registering a directorship, it is necessary to provide the registered name of the undertaking in which the directorship is held and the nature of its business.

4.11 Registration of a pension is not required as this falls outside the scope of the category.

Category Two: Related Undertakings

4.12 You must register any directorships held which are themselves not remunerated but where the company (or other undertaking) in question is a subsidiary of, or a parent of, a company (or other undertaking) in which you hold a remunerated directorship.

4.13 You must register the name of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which you are a director and from which you receive remuneration.

4.14 The situations to which the above paragraphs apply are as follows:

- you are a director of a board of an undertaking and receive remuneration declared under category one – and

- you are a director of a parent or subsidiary undertaking but do not receive remuneration in that capacity.

Category Three: Contracts

4.15 You have a registerable interest where you (or a organisation in which you are an employee, or an undertaking in which you are a director or in which you have shares of a value as described in paragraph 4.19 below) have made a contract with the board of which you are a member:

- (i) under which goods or services are to be provided, or works are to be executed; and
- (ii) which has not been fully discharged.

4.16 You must register a description of the contract, including its duration, but excluding the consideration.

Category Four: Houses, Land and Buildings

4.17 You have a registerable interest where you own or have any other right or interest in houses, land and buildings, which may be significant to, of relevance to, or bear upon, the work and operation of the board to which you are appointed.

4.18 The test to be applied when considering appropriateness of registration is to ask whether a member of the public acting reasonably might consider any interests in houses, land and buildings could potentially affect your responsibilities to the board to which you are appointed and to the public, or could influence your actions, speeches or decision making.

Category Five: Interest in Shares and Securities

4.19 You have a registerable interest where you have an interest in shares comprised in the share capital of a company or other body which may be significant to, of relevance to, or bear upon, the work and operation of (a) the body to which you are appointed and (b) the **nominal value** of the shares is:

- (i) greater than 1% of the issued share capital of the company or other body; or
- (ii) greater than £25,000.

Where you are required to register the interest, you should provide the registered name of the company in which you hold shares; the amount or value of the shares does not have to be registered.

Category Six: Gifts and Hospitality

4.20 You must register the details of any gifts or hospitality received within your current term of office. This record will be available for public inspection. It is not however necessary to record any gifts or hospitality as described in paragraph 3.7 (a) to (c) of this Code.

Category Seven: Non–Financial Interests

4.21 You may also have a registerable interest if you have non-financial interests which may be significant to, of relevance to, or bear upon, the work and operation of the Strategic Board. It is important that relevant interests such as membership or holding office in other public board, bodies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described.

4.22 In the context of non-financial interests, the test to be applied when considering appropriateness of registration is to ask whether a member of the public might reasonably think that any non-financial interest could potentially affect your responsibilities to the organisation to which you are appointed and to the public, or could influence your actions, speeches or decision-making.

SECTION 5: DECLARATION OF INTERESTS

General

5.1 The key principles of the Code, especially those in relation to integrity, honesty and openness, are given further practical effect by the requirement for you to declare certain interests in proceedings of the Strategic Board. Together with the rules on registration of interests, this ensures transparency of your interests which might influence, or be thought to influence, your actions.

5.2 Public sector boards inevitably have dealings with a wide variety of organisations and individuals and this Code indicates the circumstances in which a business or personal interest must be declared. Public confidence in the Strategic Board and its members depends on it being clearly understood that decisions are taken in the public interest and not for any other reason.

5.3 In considering whether to make a declaration in any proceedings, you must consider not only whether you will be influenced but whether anybody else would think that you might be influenced by the interest. You must, however, always comply with the **objective test** (“the objective test”) which is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a board member.

5.4 If you feel that, in the context of the matter being considered, your involvement is neither capable of being viewed as more significant than that of an ordinary member of the public, nor likely to be perceived by the public as wrong, you may continue to attend the meeting and participate in both discussion and voting. The relevant interest must however be declared. It is your responsibility to judge whether an interest is sufficiently relevant to particular proceedings to require a declaration and you are advised to err on the side of caution. If a board member is unsure as to whether a conflict of interest exists, they should seek advice from the board chair or, as appropriate, from the Strategic Board secretariat.

5.5 As a member of a public sector board you might serve on other bodies. In relation to service on the boards and management committees of limited liability companies, public bodies, societies and other organisations, you must decide, in the particular circumstances surrounding any matter, whether to declare an interest. Only if you believe that, in the

particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. You must always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the Strategic Board and another body or agency. Keep particularly in mind the advice in paragraph 3.15 of this Code about your legal responsibilities to any limited company of which you are a director.

Interests which Require Declaration

5.6 Interests which require to be declared if known to you may be financial or non-financial. They may or may not cover interests which are registerable under the terms of this Code. Most of the interests to be declared will be your personal interests but, on occasion, you will have to consider whether the interests of other persons require you to make a declaration. The paragraphs which follow deal with (a) your financial interests (b) your non-financial interests and (c) the interests, financial and non-financial, of other persons.

5.7 You will also have other private and personal interests and may serve, or be associated with, bodies, societies and organisations as a result of your private and personal interests and not because of your role as a member of a public body. In the context of any particular matter you will need to decide whether to declare an interest. You should declare an interest unless you believe that, in the particular circumstances, the interest is too remote or without significance. In reaching a view on whether the objective test applies to the interest, you should consider whether your interest (whether taking the form of association or the holding of office) would be seen by a member of the public acting reasonably in a different light because it is the interest of a person who is a member of a public body as opposed to the interest of an ordinary member of the public.

Your Financial Interests

5.8 You must declare, if it is known to you, any financial interest (including any financial interest which is registerable under any of the categories prescribed in Section 4 of this Code).

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

Your Non-Financial Interests

5.9 You must declare, if it is known to you, any non-financial interest if:

- (i) that interest has been registered under category seven (Non-Financial Interests) of Section 4 of the Code; or
- (ii) that interest would fall within the terms of the objective test.

There is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

The Financial Interests of Other Persons

5.10 The Code requires only your financial interests to be registered. You also, however, have to consider whether you should declare any financial interest of certain other persons.

You must declare if it is known to you any financial interest of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registerable gift or registerable hospitality;
- (vi) a person from whom you have received registerable expenses.

There is no need to declare an interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded. There is no need to withdraw in the case of an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.11 This Code does not attempt the task of defining “relative” or “friend” or “associate”. Not only is such a task fraught with difficulty but is also unlikely that such definitions would reflect the intention of this part of the Code. The key principle is the need for transparency in regard to any interest which might (regardless of the precise description of relationship) be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a member of the Strategic Board and, as such, would be covered by the objective test.

The Non-Financial Interests of Other Persons

5.12 You must declare if it is known to you any non-financial interest of:-

- (i) a spouse, a civil partner or a co-habitee;
- (ii) a close relative, close friend or close associate;
- (iii) an employer or a partner in a firm;
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director;
- (v) a person from whom you have received a registerable gift or registerable hospitality;
- (vi) a person from whom you have received registerable election expenses.

There is no need to declare the interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

There is only a need to withdraw from the meeting if the interest is clear and substantial.

Making a Declaration

5.13 You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether agendas for meetings raise any issue of declaration of interest. Your declaration of interest must be made as soon as practicable at a meeting where that interest arises. If you do identify the need for a declaration of interest only when a particular matter is being discussed you must declare the interest as soon as you realise it is necessary.

5.14 The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words “I declare an interest”. The statement must be sufficiently informative to enable those at the meeting to understand the nature of your interest but need not give a detailed description of the interest.

Frequent Declarations of Interest

5.15 Public confidence in a public sector board is damaged by any perception that decisions taken by that board are substantially influenced by factors other than the public interest. If you would have to declare interests frequently at meetings in respect of your role as a board member you should not accept a role or appointment with that attendant consequence. If members are frequently declaring interests at meetings then they should consider whether they can carry out their role effectively and discuss with their chair. Similarly, if any appointment or nomination to another board or public body would give rise to objective concern because of your existing personal involvement or affiliations, you should not accept the appointment or nomination.

Dispensations

5.16 In some very limited circumstances dispensations can be granted by the Standards Commission in relation to the existence of financial and non-financial interests which would otherwise prohibit you from taking part and voting on matters coming before the Strategic Board and its committees.

5.17 Applications for dispensations will be considered by the Standards Commission and should be made as soon as possible in order to allow proper consideration of the application in advance of meetings where dispensation is sought. You should not take part in the consideration of the matter in question until the application has been granted.

SECTION 6: LOBBYING AND ACCESS TO MEMBERS OF PUBLIC BODIES

Introduction

6.1 In order for the Strategic Board to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the board conducts its business.

6.2 You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual members. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of public bodies, those they represent and interest groups.

Rules and Guidance

6.3 You must not, in relation to contact with any person or organisation that lobbies do anything which contravenes this Code or any other relevant rule of the Strategic Board or any statutory provision.

6.4 You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the Strategic Board.

6.5 The public must be assured that no person or organisation will gain better access to, or treatment by, you as a result of employing a company or individual to lobby on a fee basis on their behalf. You must not, therefore, offer or accord any preferential access or treatment to those lobbying on a fee basis on behalf of clients compared with that which you accord any other person or organisation who lobbies or approaches you. Nor should those lobbying on a fee basis on behalf of clients be given to understand that preferential access or treatment, compared to that accorded to any other person or organisation, might be forthcoming from another member of the Strategic Board.

6.6 Before taking any action as a result of being lobbied, you should seek to satisfy yourself about the identity of the person or organisation that is lobbying and the motive for lobbying. You may choose to act in response to a person or organisation lobbying on a fee basis on behalf of clients but it is important that you know the basis on which you are being lobbied in order to ensure that any action taken in connection with the lobbyist complies with the standards set out in this Code.

6.7 You should not accept any paid work:-

- (a) which would involve you lobbying on behalf of any person or organisation or any clients of a person or organisation.
- (b) to provide services as a strategist, adviser or consultant, for example, advising on how to influence the Strategic Board and its members. This does not prohibit you from being remunerated for activity which may arise because of, or relate to, membership of the Strategic Board, such as journalism or broadcasting, or involvement in representative or presentational work, such as participation in delegations, conferences or other events.

6.8 If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance of the Strategic Board secretariat.

ANNEX A

SANCTIONS AVAILABLE TO THE STANDARDS COMMISSION FOR BREACH OF THE CODE

- (a) Censure – the Commission may reprimand the member but otherwise take no action against them;
- (b) Suspension – of the member for a maximum period of one year from attending one or more, but not all, of the following:
 - i) all meetings of the Strategic Board;
 - ii) all meetings of one or more committees of the Strategic Board
 - (iii) all meetings of any other public body on which that member is a representative or nominee of the Strategic Board;
- (c) Suspension – for a period not exceeding one year, of the member's entitlement to attend all of the meetings referred to in (b) above;
- (d) Disqualification – removing the member from membership of that public body for a period of no more than five years.

Where a member has been suspended, the Standards Commission may direct that any remuneration or allowance received from membership of that public body be reduced, or not paid.

Where the Standards Commission disqualifies a member of a public body, it may go on to impose the following further sanctions:

- (a) Where the member of a public body is also a councillor, the Standards Commission may disqualify that member (for a period of no more than five years) from being nominated for election as, or from being elected, a councillor. Disqualification of a councillor has the effect of disqualifying that member from their public body and terminating membership of any committee, sub-committee, joint committee, joint board or any other body on which that member sits as a representative of their local authority.
- (b) Direct that the member be removed from membership, and disqualified in respect of membership, of any other devolved public body (provided the members' code applicable to that body is then in force) and may disqualify that person from office as the Water Industry Commissioner.

In some cases the Standards Commission do not have the legislative powers to deal with sanctions, for example if the respondent is an executive member of the board or appointed by the Queen. Sections 23 and 24 of the Ethical Standards in Public Life etc. (Scotland) Act 2000 refer.

Full details of the sanctions are set out in Section 19 of the Act.

ANNEX B

DEFINITIONS

“Chair” includes Board Convener or any person discharging similar functions under alternative decision making structures.

“Code” code of conduct for members of devolved public bodies

“Cohabitee” includes a person, whether of the opposite sex or not, who is living with you in a relationship similar to that of husband and wife.

“Group of companies” has the same meaning as “group” in section 262(1) of the Companies Act 1985. A “group”, within s262 (1) of the Companies Act 1985, means a parent undertaking and its subsidiary undertakings.

“Parent Undertaking” is an undertaking in relation to another undertaking, a subsidiary undertaking, if a) it holds a majority of the rights in the undertaking; or b) it is a member of the undertaking and has the right to appoint or remove a majority of its board of directors; or c) it has the right to exercise a dominant influence over the undertaking (i) by virtue of provisions contained in the undertaking’s memorandum or articles or (ii) by virtue of a control contract; or d) it is a councillor of the undertaking and controls alone, pursuant to an agreement with other shareholders or councillors, a majority of the rights in the undertaking.

“A person” means a single individual or legal person and includes a group of companies.

“Any person” includes individuals, incorporated and unincorporated bodies, trade unions, charities and voluntary organisations.

“Public body” means a devolved public body listed in Schedule 3 of the Ethical Standards in Public Life etc. (Scotland) Act 2000, as amended.

“Related Undertaking” is a parent or subsidiary company of a principal undertaking of which you are also a director. You will receive remuneration for the principal undertaking though you will not receive remuneration as director of the related undertaking.

“Remuneration” includes any salary, wage, share of profits, fee, expenses, other monetary benefit or benefit in kind. This would include, for example, the provision of a company car or travelling expenses by an employer.

“Spouse” does not include a former spouse or a spouse who is living separately and apart from you.

“Undertaking” means:

- a) a body corporate or partnership; or
- b) an unincorporated association carrying on a trade or business, with or without a view to a profit.

CATEGORY	INSERTED BY	GROUP / FORUM	ROLE / MEMBERS	BEARING ON STRATEGIC BOARD?
Innovation	SE	Scotland Can Do Innovation Forum	Scottish Government led forum created in May 2015 to help improve Scotland's innovation performance. SE, HiE, Innovate UK, SFC, Entrepreneurial Scotland, Codebase Scotland Ltd, Alexander Dennis Ltd, Nesta, Aberdeen Uni	Yes
Innovation	SE	Digital Scotland Business Excellence Partnership	Scottish Government Public/Private Sector partnership board: Members include SE, HIE, SDS, ScotlandIS, FSB, COSLA, BGNU, TAG, Tech Partnership, SFC. Overall focus on: <ul style="list-style-type: none"> • inclusive economic growth • reform public services • prepare children for the workplace of the future • tackle inequalities • empower communities 	Yes
International	SE	Trade Board	Expert exporting group activity from a variety of perspectives to perform an advisory function to the Scottish Government. Covers both exports and inward investment Russell Dalgleish; Linda Steedman, CEO of eCom Scotland; Ian Donnelly, Rosyth Babcock; Michelle Crossan-Matos, Samsung Electronics Europe; Eric Balish, Bank ABC; Rachel Jones, SnapDragon; James Withers, Scotland Food & Drink; Nora Senior, Scottish Chambers of Commerce; Jane Richardson, Entrepreneurial Scotland, Afzal Khushi, Trespass; Karen Betts, Scotch Whisky Association. SDI and SG attend.	Yes
International	SE	Scottish Cities Alliance	Scottish Government Project Collaboration of Scotland's seven cities – Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth and Stirling – and the Scottish Government working together to promote economic potential.	Yes
International	SE	Scotland Food & Drink Exports Group/Partnership	Involves: <ul style="list-style-type: none"> • Scotland Food and Drink, • Scottish Development International, • Quality Meat Scotland, • Seafood Scotland, • Scottish Salmon Producers' Organisation, and • Scottish Bakers 	Yes
International	SE	Connected Scotland	Supports the development of international opportunities for Scotland's higher education sector around international research collaboration, student recruitment and transnational education. Membership includes representatives from: <ul style="list-style-type: none"> • Scottish Government • Enterprise agencies • Scottish Development International • Scottish Funding Council • Royal Society of Edinburgh • Universities Scotland • Colleges Scotland (recently invited / tbc) 	Yes

Enterprise & Business Support	SE	Scottish/UK Business Growth Group	<p>To further joint work by the Scottish and UK Governments focused on shared ambitions for transformational change in Scotland's international trade, competitiveness and productivity.</p> <p>Brendan Dick, SCDI; Tim Allan and Waiyin Hatton, Scottish Chambers of Commerce; Colin Borland, FSB; David Watt, IoD; Graeme Jones, Scottish Financial Enterprise; Alison McGregor, CBI Scotland, Grahame Smith, STUC.</p> <p>UK Government: Lord Dunlop, Under-Secretary of State for Scotland; Tom Cartlidge, Scotland Office; David Power, Scotland Office; Janis Makarewich-Hall, BEIS</p> <p>Scottish Government: Keith Brown MSP, Mike Russell MSP, Richard Rollison, Russell Bain, Joe Brown, Allan Ross</p>	Yes
Enterprise & Business Support	SE	Entrepreneurial Scotland (as lead of the Scotland CAN DO backbone initiative)	<p>Network of Senior Business Leaders to led and promote levels of entrepreneurship.</p> <p>Facilitative leadership amplifying impact across entrepreneurial ecosystem.</p>	Yes
Enterprise & Business Support	SE	Fair Work Commission	<p>Promoting fair work practices in Scotland.</p> <p>Anne Douglas, Scottish Futures Forum; Linda Urquhart, Morton Fraser; Mary Alexander, Unite Union; Prof Patricia Findlay, Scottish Centre for Public Research; Lilian Macer, Unison; Bernadette Malone, P&K Council; John Reid, Michelin; Graeme Smith, STUC; Henry Simmons, Alzheimer's Scotland</p>	Yes
Enterprise & Business Support	SE	Business Representative organisations – in context of delivering the Review outcomes	TO BE CREATED – SCDI, Entrepreneurial Scotland, IoD, Scottish Chambers of Commerce, FSB	Unknown
Enterprise & Business Support	SE	Business in the Parliament	Parliamentary bi-annual event for MSPs and business to discuss topical issues and opportunities of interest to business to collaboratively drive sustainable economic development	No

Enterprise & Business Support	SE	Industry Leadership Groups (ILGs)	<p>ILGs are responsible for developing and delivering forward looking industry strategies. They provide strategic leadership and advice to industry and the public sector in Scotland, drawing on their members' national and international expertise on global trends and issues and the niche areas where Scotland has global competitiveness.</p> <p>Industry Leadership Groups comprise leading business figures drawn from across the private sector as well as senior representatives from the public sector including Scottish Enterprise, Scottish Government and key stakeholders.</p> <p>Current industry groups:</p> <ul style="list-style-type: none"> • Aerospace Defence and Marine • Construction Scotland • Chemical Sciences Scotland • Scottish Energy Advisory Board • Renewables Industry Advisory Group • Carbon Capture and Storage and Thermal Generation Advisory Group • Oil and Gas Industry Leadership Group • Digital Media Advisory Group • Scottish Forest and Timber Technologies Advisory Group • Financial Services Advisory Board (FiSAB) • Scottish Textiles Forum • Tourism Leadership Group • Life Sciences Advisory Board – LISAB • Technology Advisory Group • Scotland Food and Drink 	Yes
Skills	SE	Skills Committee	<p>The Skills Committee was established by the Scottish Funding Council as part of its statutory obligations under the Further and Higher Education (Scotland) Act 2005.</p> <p>The Committee informs the strategies and delivery work of the SFC and SDS. It brings together leaders from industry, universities and colleges, training providers, unions and other agencies connected to the skills and learning system, as well as a range of academic experts, with the purpose of giving strategic advice that is informed by evidence of demand.</p> <p>SFC is required, by legislation, to appoint one of its board members to be Chair of the Skills Committee. The Chairs of both SFC and SDS boards, in liaison with the Chair of the Skills Committee, appoint members, usually for a period of three years.</p> <p>Membership can be found here: http://www.sfc.ac.uk/aboutus/council_board_committees/Committees/Councilcommittees/skills_committee/about_us_committees_skills.aspx</p>	
Skills	SE	Scottish Apprenticeship Advisory Board (SAAB)	<p>The Scottish Apprenticeship Advisory Board (SAAB) gives employers and industry a leading role in developing apprenticeships in Scotland. Their knowledge and experience will help inform decisions about the future of apprenticeships. This will ensure apprenticeships develop to meet industry and economic need, fair work, and job opportunities.</p> <p>The Board was created following recommendations from the Commission for Developing Scotland's Young Workforce. It's led by employers and representatives from industry bodies across a range of sectors.</p> <p>The Board is made up of four groups: Group Board, Employer Engagement Group, Employer Equalities Group and the Frameworks and Standards Group. Read more about the membership of The Board in the Structure and Remit document. To find out more please visit apprenticeships.scot.</p>	

Skills	SE	Developing Young Workforce Programme Board	Programme Board with membership from the Wood Commission, national and local government, colleges and employers was established by the Scottish Government to provide strategic advice and challenge on progress. The Board meets quarterly. Membership at http://www.gov.scot/Topics/Education/developingtheyoungworkforce/programmeboard	
Skills	SE	Developing Young Workforce National Advisory Group	Established to promote the vision of DYW. Maintains the political will and represents the views of senior stakeholders. Co-chaired by DFM and COSLA education spokesperson. Membership at http://www.gov.scot/Topics/Education/developingtheyoungworkforce/nationaladvisorygroup	
Skills	SE	Developing Young Workforce National Group	The industry led National Invest in Young People Group is chaired by STV CEO Rob Woodward and provides oversight from industry, local government, the college sector and trade unions to for the establishment of a network of regional employer-led groups as a key element of the implementation of DYW.	
Skills	SE	15-24 Learner Journey Review Group	The 15-24 Learner Journey Review Group, comprised of senior level staff from relevant agencies and bodies to provide external scrutiny, challenge and act as a critical friend to the Learner Journey Review.	
Skills	SE	School Governance reform: Regional Collaboratives	<p>Recent school governance reform has led to the creation of new regional collaboratives. These are new regional partnerships that link schools within regional partnerships aligned to a quality framework overseen by Education Scotland.</p> <p>These are currently in the design phase and present the opportunity to enable school's to fully embed DYW through the development of a school curriculum that is contextualised within its region, linking with colleges and potentially regional labour market priorities and supported through strengthened regional collaboration.</p> <p>They provide a whole school wide focus, including early years, and create the opportunity for joining up the DYW message through the school system; and the focus on pedagogy enables opportunities for a regional curriculum to more fully develop and for work-based learning approaches to become more widespread.</p> <p>Ultimately, if DYW is given its place within the partnerships, the new collaboratives present the biggest opportunity to promote work based learning and tackle the parity of esteem and variability issues currently experienced within regions and across the country.</p>	
Skills	SDS	SCVO	Joint Action Plan agreed. SDS manage an ESF prog which has SCVO as a consortium lead	Yes
Skills	SDS	Third Sector Employability Forum (TSEF)	We are a member of the Exec and main forum groups. We identify links on a range of SDS related products on interest to the Third Sector. TSEF contains the main Third Sector Groups delivering employability in Scotland	Yes
Skills	SDS	Inspiring Scotland	Third Sector portfolio of projects, part funded by SG	Yes
Skills	SDS	Braveheart Steering Group	Criminal Justice/employability	Yes
Skills	SDS	Veterans Strategic Steering Group	SG led focused on delivering recommendations in Veterans Commissioner's Report	Yes
Economic development	SDS	Scottish Urban Regen Forum	National regen forum. SDS provide sponsorship and host a SURF Award	No

		(SURF)		
Skills	SDS	Joint DYW Programme Board	reviews the DYW programme across all 5 change themes. Chaired by SDS / SG and attended by SDS ; SFC ; ES. Meets quarterly and is an external governance group within the DYW Programme	Yes
Skills	SDS	DYW Change Theme 1(schools) and 2 (school / college)	monthly liaison meetings with SG ; SDS ; ES ; SQA – meet to review progress in CT 1 and 2. Chaired by SG / SDS	Yes
Skills	SDS	DYW Change Theme 3 (colleges)	monthly meeting with SFC and SDS meet to review progress in CT 3. Chaired by SFC	Yes
Skills	SDS	DYW Change Theme 4 (Apprenticeships) and 5 (Employers)	monthly liaison meetings with SG and SDS meet to review progress in CT 4 and 5 Chaired by SG	Yes
Skills	SDS	Devolved Employment services National Advisory Group	group now suspended but due to be replaced with something equivalent so expect SDS will be on that	Yes
Skills	SDS	DYW Regional Groups	The groups aim to: encourage and support employers to engage directly with schools and colleges; and to challenge and support employers in recruiting more young people. Membership includes local business; LAs; DWP; FSB; NHS...	Yes
Economic development	SE	National Economic Forum	The National Economic Forum provides an opportunity for new initiatives and partnerships to flourish as a form of broad-based social and economic partnership for Scotland. Audience and speakers are invited from across the business community.	
Economic development	SE	Local Economic Development Partnership Forum	Forum for central and local government, along with key economic development bodies and delivery agencies, to work together to drive sustainable economic growth across Scotland by promoting investment, employment, innovation and business support through focused, local interventions. Co-chaired by Minister for Business and the Economic Development Spokesperson for COSLA Membership includes SG, COSLA, SLAED, SE, HIE, VisitScotland and SDS	
Economic development	SE	Local Economic Development Senior Officers Group	Forum for senior officials from national, local and public sector business support delivery partners to drive the operational delivery of activity agreed at the Local Economic Development Partnership Forum. Membership includes SG, COSLA, SLAED, SE, HIE, BG and SDS	
Economic development	SE	Convention of the Highlands and Islands	A forum for central and local government to work collaboratively to deliver sustainable economic development across the Highlands and Islands.	
Economic development	SE	South of Scotland Alliance	A partnership between D&G and Scottish Borders Councils and Scottish Enterprise with business representatives from both local authority areas. Established as an Alliance in 2003 to provide a voice for the South of Scotland and to focus on addressing key strategic challenges facing the economic development of the area.	

Economic development	SE	Community Planning Partnerships and associated sub group representation (Children's service etc) Local Authority wide services across Health, Economy, Employability & Skills	<p>A Community Planning Partnership (or CPP) is the name given to all those services that come together to take part in community planning. There are 32 CPPs across Scotland, one for each council area. Each CPP is responsible for developing and delivering a plan for its council area.</p> <p>Under Part 2 Community Planning, of the Community Empowerment (Scotland) Act 2015 CPPs are responsible for producing 2 types of plan to describe its local priorities, the improvements it plans for and by when.</p> <p>The first type of plan is Local Outcomes Improvement Plan which covers the whole council area. The second type of plan is a Locality Plan. Locality Plans cover smaller areas within the CPP area, usually focusing on those areas which benefit most from improvement. Each CPP will produce at least one Locality Plan and some CPPs will produce many – there is no fixed number. Locality planning aims to meet local needs and ambitions, so the views of local communities are particularly important.</p>	
Economic development	SE	Council of Economic Advisors	<p>The Council of Economic Advisers was first established in 2007 to advise Ministers on how to best position Scotland amongst the world's most competitive economies.</p> <p>The membership of the Council draws upon a range of knowledge and expertise and consists of leading figures from the private sector and academia, including two Nobel Laureates.</p> <p>The Council has two formal meetings a year, but takes forward a considerable amount of engagement and work between meetings with efforts focussed on:</p> <ul style="list-style-type: none"> • Improving the Competitiveness of the Scottish Economy; and • Tackling Inequality within Scotland. 	
Other	SE	Can Do Places	Infrastructure/Town Centres	
Other	SE	Gender – Women in Enterprise etc	Equalities	
Other	SDS	Social Security Agency Operations advisory Group	helping SG set up SSA, group has agency, LA and other NDPB members.	Yes
Other	SDS	Autism Network Scotland	group of learning disability organisations with an employability focus	No
Other	SDS	Disability Inclusive Confident Employers (DICE)	DWP, employers, equality organisations, DYW, schools etc. Not sure yet when the first meeting is though.	Yes
Other	SDS	Strategic Forum Research Group	This is a collection of research heads/managers from SDS, SG, SE, HIE, SFC and Visit Scotland. Usually meets around once a quarter. Key topics discussed include the strategic review, collaborative research and sharing research expertise.	Yes
Skills	SDS	National Parental Engagement Steering Group	Forum for representatives of parents' organisations, public sector, third sector and other agencies with a parental engagement dimension and is co-chaired by SG and Education Scotland(ES)	Yes
Skills	SDS	Creative Learning Plan	These forums are taking forward the Scottish 2016-19 Creative Learning Plan	No

		Strategic Group		
Skills	SDS	Career Education Partnership Programme Group	Has representation from SDS, SG and ES and looks at steering and coordinating collective work around career education and, more broadly, Change themes 1 and 2 of DYW	Yes
Skills	SDS	Employer Reference Group	Chaired by ES and brings together representatives from across education (including SFC, SQA, College, schools, LAs, ES and business reps)	Yes
Skills	SDS	Focus West	West of Scotland group looking at widening access to HE includes HE, schools, LA and SDS reps.	Yes
Skills	SDS	DYW Professional Learning Reference Group	ES chaired group with reps from SDS, CDN, SCE, GTC, LAs and Enterprising Schools Scotland	Yes
Skills	SDS	Partnership Schools Scotland Reference Group (and related management group)	SDS are working with SPTC to pilot and evaluate the 'Partnership Schools' approach to improving parental engagement in supporting learning. The reference group has representation from a wide range of partners including HE, FE, COSLA, ES, GTCS, NPFS, Children and Young People's Commissioner Scotland, LAs, teachers associations and representative groups	Yes
Skills	SDS	Scottish Government STEM working group	WG developing the SG STEM strategy. Chaired by SG and includes representation from SFC / FE / HE	Yes
Skills	SDS	RAISE Implementation Group	RAISE is a programme part funded by Wood Foundation and coordinated by ES to improve science / STEM education. Now in year 2 and involving 10 LAs. This forum supports professional learning, collaborative work and sharing practice across schools and LAs	Yes
Skills	SDS	DYW CT1, 2 & 4 Collaboration	The first meeting of this group took place in SDS at the end of October. This group aims to identify collaboration and co-working opportunities within change themes 1, 2 and 4 and involves members from these themes including those in Scottish Government, Education Scotland and SDS.	Yes
Skills	SDS	SFC gender Action Plan steering group	to align SFC gender action plan with MA equality action plan in relation to gender	Yes
Skills	SDS	SCQF quality committee	to ensure that SCQF rated provision is of standardised quality	Yes
Skills	SDS	City and guilds scottish advisory committee	to provide advice to C&G awarding body on SG policy etc	No
Skills	SDS	SCLD employment task group	to provide steering on employability outcomes for people with learning disabilities	Yes
Skills	SDS	NOS Governance Group	responsible for the strategic direction for National Occupational Standards (NOS) and ensuring NOS remain fit for purpose for employers across the UK. It comprises officials from the Devolved Administrations (DAs) and SDS	Yes

Skills	SDS	Standards and Frameworks Panel	Works on behalf of the Devolved Administrations (DAs) to ensure the quality and integrity of NOS across the UK It comprises officials from the DAs, qualifications regulators and SDS.	Yes
Skills	SDS	Modern Apprenticeship Group	Oversees approval of MA frameworks in Scotland	Yes
Skills	SDS	MAP Dundee	Partnership including DYW, Dundee city council ed dept to make MAs available to bi-lingual pupils and expanding to care exp and disabled	No
Skills	SDS	Scottish Training Federation	To provide strategic policy updates, member updates, share communications and discuss NTP contractual issues	Yes
Economic development	SDS	City deals	All regions	Yes
Skills	SDS	UHI Further Education Regional Board	The further education regional board will ensure all the colleges which deliver further education in the region, and which form the university partnership, work together to meet the needs of their respective communities as well as those of the wider area. Members: Argyll College UHI; Highland Theological College UHI; Inverness College UHI; Lews Castle College UHI; Moray College UHI; NAFC Marine Centre UHI; North Highland College UHI; Orkney College UHI; Perth College UHI; Sabhal Mòr Ostaig UHI; Shetland College UHI; West Highland College UHI; Local authority director of education; Director of Highlands and Islands Enterprise; Skills Development Scotland	Yes
Economic development	SDS	Regional Growth Deal Partnerships		Yes
Skills	SDS	Skills Forums / Sector Skills Groups	East Ayrshire Economy & Skills Delivery Plan Working Group; East Ayrshire Works Partnership Group; Shetland Skills Forum; Scottish Borders Learning & Skills Partnership Skills Groups: Chemical sciences; CITB Scottish Advisory Board; Scottish Building Services Engineering Employers Skills Forum; Engineering Skills Leadership Group; Creative Industries Skills Forum; Digital Technologies Skills Group; Digital Tourism Scotland; Energy Skills Partnership; Energy Skills Action Group; Scotland Food & Drink Skills Group; Manufacturign Action Plan Skills Group; FISAB Skills Group (Finance); Scotland Food & Drink Productivity Group; Road Haulage; National Manufacturing Institute for Scotland; Energy Job Taskforce; Screen Unit Programme Board; Early Learning & Childcare Programme Board	Yes
Skills	SDS	Technical Expert Groups	Graduate Level Apprenticeships: Built Environment & Civil Engineering	Yes
Skills	SDS	Regional Economic Groups	Arran Economic Group; Ayrshire economic Partnership; N. Ayrshire Economic Development and Regeneration Board; Millport Economic Group; D&G Economic Leadership Group; Strathclyde Economic Forum; Glasgow Economic Leadership Forum; South Ayrshire Economy & Employment Strategic Delivery Partnership	Yes
Skills	SDS	EF Advisory groups - Lowlands & Uplands and Highlands & Islands	To provide strategic policy updates, member updates, share communications and discuss EF issues	Yes

Economic development	SDS	The Convention of the Highlands and Islands (CoHI)	Seeks to strengthen alignment between the Scottish Government and member organisations in order to develop sustainable economic growth. Members include: Argyll and Bute Council; Bord Na Gaidhlig; Cairngorm National Park Authority; Crofters Commission; Comhairle Nan Eilean Siar; Forestry Commission; Highlands and Islands Enterprise; Moray Council; NHS Highland; NHS Orkney; NHS Shetland; NHS Western Isles; North Ayrshire Council; Orkney Islands Council; Scottish Natural Heritage; Shetland Islands Council; Skills Development Scotland; Scottish Funding Council; The Highland Council; University of the Highlands and Islands; VisitScotland	Yes
Skills	SDS	Association of Directors of Education Scotland (ADES)	ADES is an independent professional network for leaders and managers in education and children's services. We inform and influence education policy in Scotland working in partnership with local and national government and other agencies. We also offer a wide range of professional development activities and opportunities for our members.	Yes
Economic development	SDS	Regional Advisory Boards (RAB)s	regionally-based boards advising us on the best way to maximise the contribution of each region to Scotland's economic growth	Yes
Skills	SDS	National Cyber Resilience Leaders' Board		No
Skills	SDS	EU Joint Programme Monitoring Committee	The Joint Programme Monitoring Committee (JPMC) monitors the performance of the European Regional Development Fund and European Social Fund programmes according to specific milestones and targets, and continually assesses the contribution of the Funds to the strategic aims of EU2020. SFC, SDS, HiE, SE, SG all represented	No
Skills	SDS	Advisory Group for Additional Support for Learning	Agency group that supports policy development and implementation in relation to Additional Support for Learning. Includes representation from 3rd sector, health, education, Scottish Government, Education Scotland, other local authority, SDS.	No
Skills	SDS	Project Search Steering Group	Project Search is a targeted programme of employment training and support for people with learning disabilities. Group attended by Local Council representatives, Health, 3 rd Sector, SDS	No
Skills	SDS	National Level - College Development Network (CDN)	Essential Skills Forum - CDN's Essential Skills and Volunteering Network is focused on those skills that prepare individuals for employment.	No
Skills	SDS	Local Authority Level - Dundee & Angus College Future Talent Strategy Group	Develop and promote effective skills pathways for young people.	No
Skills	SDS	Local Authority Level - Orkney Offer Steering Group Skills Workstream	Developing an authority wide approach to skills pathways - includes OIC Education Dept SMT, all HTs, DYW Coordinator.	No
Skills	SDS	DWP groups	East Lothian DYW Group. Alignment of services for customers, referrals between services, joint CPD	No
Skills	SDS	Community Justice Scotland	Hazel - Mathieson - Community Justice Ayrshire. Partnership approach and alignment of services to take forward new agency priorities	No
Skills	SDS	Colleges	Hazel Mathieson - Ayrshire College. Grant McDougall - Borders College. Sharon Kelly - Glasgow Clyde College and West of Scotland College.CIAG and My World of Work services and capacity building	No

Economic development	HIE	Caithness and North Sutherland Regeneration Partnership	HIE, SDS, Highland Council, Scottish Government and the Nuclear Decommissioning Authority.	Yes
----------------------	-----	---	--	-----

1. Corporate Governance	2. Financial, Audit & Risk Assurance	3. Portfolio & Programme Delivery
Strategic Board Executive Team Resources Board People Board Improvement Board Economy Board Constitution Board	SGARC SGARC/PARC Infrastructure & Investment Board Fiscal Strategy Board Fiscal Responsibility Board Fiscal Responsibility Steering Group COPFS ARC HW ARC LJ ARC FCS ARC EE ARC Remuneration Group Top Level Pay Committee Internal Audit Housing and Regeneration Finance Board	Streamlining Corporate Systems Steering Group Digital Communications Programme Board Digital Public Services Assurance Board Information Systems Investment Board People Strategy Programme Board Capability Steering Group Public Service Reform Board ELL Portfolio Board Learning Programme Board Strategic Corporate Services Board SLF Planning Group NXD Planning Group/ NXD Network Meeting Infrastructure Action Plan Board Resources Board Operational Group Public Boards and Corporate Diversity Programme Board Forth Replacement Crossing Project Board NHS Efficiency Portfolio Board DG Communities Meetings Justice Board Democratic Renewal and Future Delivery of Public Services Programme Board Smarter Workplaces Programme Board Social Security Programme Assurance Board Strategic Forum

Portfolio and Programme Delivery cont... (non- exhaustive snap shot)

Ministerial Group on Europe
 Scottish Energy Advisory Board
 Low Carbon Infrastructure Transition Programme – Programme Board
 Heat Network Partnership
 Zero Waste Taskforce
 Green Growth Programme Board
 Public Sector Climate Leaders Forum
 Climate Leaders Officers Group
 2020 Scotland's Climate Group
 Connected Scotland
 Scottish Cities Alliance - City Investment Network
 Strategic Historic Environment Forum
 COSLA Sports, Arts and Culture Working Group
 Public Procurement Reform Board
 Scottish Business Development Bank - Working Group
 Joint Programme Monitoring Committee
 Infrastructure Action Plan Portfolio Board (IAPPB)
 Scottish Rail Industry Planning & Advisory Group
 High Speed Rail (HSR) Scottish Partnership Group
 Business Gateway Management Group
 Business Pledge Planning and Delivery Group
 National Community Planning Group
 Scottish Export Joint Working Group

LED Partnership Forum / LED Senior Officers Group
 Scottish Economy Partnership Group
 Can Do Innovation Forum
 Innovation Strategic Partnership Group
 Innovation Partnership Board
 Innovation Policy Forum
 Horizon 2020 Cross Government Steering Group
 Cross Government Group for European Fund for Strategic Investments
 Tackling Inequalities Board
 Fair Work Convention Group
 Living Wage Leadership Group
 Developing the Young Workforce Programme Board
 Developing the Young Workforce National Advisory Group
 NHS Research Scotland (NRS) Strategy Board
 Health Science Scotland
 Trade and Investment Strategy Partnership
 Senior Officers Programme Board
 Scottish Employability Forum
 Digital Scotland Business Excellence Partnership Board
 Customer Engagement Alignment Sub-Group

DRAFT TERMS OF REFERENCE – September 2017

DYNAMIC, INCLUSIVE, GLOBALLY COMPETITIVE ECONOMY

The Dynamic, Inclusive, Globally Competitive Economy - Strategic Committee) aims to enhance the capacity and capability of the Strategic Board by undertaking more detailed analysis and scrutiny of the activities under its remit.

Working closely with the High Performing, Inclusive Labour Market Committee, the Dynamic, Inclusive, Globally Competitive Economy Committee will focus on deeply understanding the performance of Scotland's economy and identifying what need to be done to close the gaps to help meet Scottish Government aspirations, focused on the key areas driving productivity growth: Innovation., Internationalisation, Investment, Enterprise.

In doing this, the Committee will consider the important interplay between the different drivers of productivity, reflecting on how action by Government, its agencies and wider partners can deliver increased competitiveness and growth, while ensuring this growth is more inclusive .

The Committee's work programme will connect to the Labour Markets issues being addressed by the High Performing, Inclusive Labour Market Committee, considering national and regional dimensions, identifying options for collaborative action across the agencies and wider partners. As a result it will bring forward evidence, options and analysis for consideration by the Strategic Board.

The Economy Committee will work very closely with the other Strategic Board committees and ensure that critical interdependencies are actively managed and that siloed working is minimised.

Purpose of the Dynamic, Inclusive, Globally Competitive Economy Committee

- Scrutinise nationally and regionally the core imperatives and challenges in building a dynamic, inclusive, globally competitive economy in Scotland
- Clarify the critical drivers that sit within the scope of the work of the Agencies and those drivers that sit out with the scope of the Agencies
- Focus on evidence led, outcomes, impacts and the return on investment from the Agency strategies against building a dynamic, inclusive, globally competitive economy in Scotland and its regions
- Present options and offer recommendations to the Strategic Board in support of new collaborative strategies and actions that seek to improve the performance of Scotland's economy both nationally and regionally
- Provide regular reports to the Strategic Board highlighting the performance of Scotland's economy both nationally and regionally, and the progress being made against objectives.
- Helping to connect the new collaborative strategies with the work of the individual Agency Boards

Key functions

1. **Commission the Analytical Unit and Agencies to complete and maintain a comprehensive baseline assessment of the performance of Scotland's economy nationally & regionally.** For example: undertaking a detailed analysis of the national and regional performance of Scotland's economy against the agreed performance framework
2. **Critically assess the performance of the Scottish economy against the upper OECD quartile performers.** For example: using a gap analysis to identify core challenges and underperformance in Scotland both nationally and regionally and work with Agencies to help inform their actions and how these actions can tackle underperformance areas
3. **Consider the scope of influence & direct impacts that arise through the Agency investments in Scotland's economy.** For example: critically review the impact and return on investment arising from the combined Agency strategies; identifying factors outwith the scope of the Agencies that have a disproportionate impact on either supporting or deflecting inclusive economic growth e.g. local government, business gateway; recommend priority themes that have the greatest potential to deliver a positive impact taking account of regional and national variations
4. **Establish annual and multi annual objectives and milestones for improving the performance of Scotland's economy based on evidence and analysis,** in line with Scottish Government aspirations.. For example: jointly agree with the agencies individually and collectively performance objectives that will help achieve inclusive economic growth; make recommendations to Scottish Government in respect of critical investments and drivers, both within and outwith the scope of the Agencies.
5. **Stimulate and challenge the Enterprise and Skills system.** For example: jointly agree with the Agencies where to develop new collaborative innovative options to deliver against the agreed milestones and objectives; present options and proposals to the Strategic Board for consideration and approval; monitor and review progress against the agreed objectives and milestones, considering the contribution of the Agencies and other partners and making recommendations to the Strategic Board on priority areas of focus.

Membership/Composition

The Dynamic, Inclusive, Globally Competitive Economy Committee should comprise a minimum of 8 members and a maximum of 12.

- The Chair of the Committee will be a member of the Strategic Board and will be appointed by the Chair of the Strategic Board
- The Chair of the Committee must be independent of the constituent agencies under the scope of the Strategic Board
- At least two members of the Committee will be drawn from the membership of the Strategic Board

- The Chair of the Strategic Board will appoint additional external members with the appropriate expertise to support the work of the Dynamic, Inclusive, Globally Competitive Economy Committee
- Each of the agencies will be represented on the Dynamic, Inclusive, Globally Competitive Economy Committee
- A representative from the Analytical Unit will attend the Dynamic, Inclusive, Globally Competitive Economy Committee
- All members of the Committee will work to support the aims of the Strategic Board and will operate to a defined code of conduct
- Conflicts of interest will be managed through a formal register of interests

Quorum

The quorum for meetings shall be four or more Dynamic, Inclusive, Globally Competitive Economy Committee members being present at meetings.

Reporting

The Dynamic, Inclusive, Globally Competitive Economy Committee will report its activities and findings to the Strategic Board. Minutes and an update from the Chair of the Economy Committee will be provided at the Strategic Board meeting after each Committee meeting.

Review

A forward plan for each operating year of the Strategic Board will detail the scope of work to be considered over the full annual cycle. This forward plan will be kept under regular review by the Committee, and amended as necessary, taking account of business also being considered through other Committees of the Strategic Board. Where matters arise in the work of the Committee that are felt appropriate for raising with the Strategic Board or that merit further Committee review, these will be included within the forward plan.

The Committee will on an annual basis prepare a short Annual Report - (i) business review summarising the activities during the period; (ii) self-evaluation of the Board's own performance/effectiveness and (iii) review of the Committee's Terms of Reference to ensure and affirm they are fit for purpose.

DRAFT TERMS OF REFERENCE – September 2017

HIGH PERFORMING, INCLUSIVE LABOUR MARKET

The **High Performing Inclusive Labour Market - Strategic Committee/Hub** aims to enhance the capacity and capability of the Strategic Board by undertaking more detailed analysis and scrutiny of the activities under its remit. The HPILM Strategic Committee/Hub will bring forward evidence, options and analysis for consideration by the Strategic Board. All decisions will be made at the Strategic Board.

The HPILM will focus on establishing a comprehensive understanding of Scotland's progress towards building national & regional, high performing and inclusive labour markets as a critical driver of productivity and inclusive growth. In particular the HPILM will scrutinise the outcomes and return on investment of the combined Agency strategies with a view to leveraging greater impacts on productivity and inclusive growth.

This Strategic Committee/Hub will work very closely with the other Strategic Board Committees/Hubs and ensure that critical interdependencies are actively managed and the propensity for silo working is kept to a minimum.

Purpose of the Strategic Committee;

- Scrutinise both nationally and regionally the core imperatives and challenges in building a high performing, inclusive labour market in Scotland in support of the Scottish Government's productivity and inclusive growth ambitions
- Clarify the critical drivers that sit within the scope of the work of the Agencies and those drivers that sit out with the scope of the Agencies
- Focus on evidence led, outcomes, impacts and the return on investment from the Agency strategies against building a high performing, inclusive labour market in Scotland and across its regions
- Provide challenge and direction to the Agencies with a view to leveraging greater impacts on improving the core baseline indicators for a high performing, inclusive labour market in Scotland (national & regional)
- Present options and offer recommendations to the Strategic Board in support of new collaborative strategies that seek to improve the performance of Scotland's labour market both nationally and regionally
- Avoid duplicating the operational work of the Boards of the Agencies

Key functions;

- 1. Engage with the Analytical Unit & Agencies to complete and maintain a comprehensive baseline assessment of the performance of Scotland's labour market nationally & regionally;**
 - a. Critically review all available evidence including the drivers and key supporting indicators that contribute to creating a high performing, inclusive labour market in Scotland, nationally & regionally
 - b. Undertake a detailed analysis of the national and regional performance of Scotland's labour market against the agreed performance framework
 - c. Set out upper quartile OECD performance in relation to high performing, inclusive labour markets
- 2. Critically assess the performance of the Scottish labour market against the upper OECD quartile performers nationally & regionally**
 - a. Complete a gap analysis against OECD upper quartile performers
 - b. Identify core challenges and underperformance in Scotland's labour market both nationally and regionally
- 3. Determine the scope of influence & direct impacts that arise through the Agency investments in Scotland's labour market**
 - a. Clarify the scope and areas of direct influence that are fully aligned to the Agency enterprise & skills strategies and associated investments/budgets
 - b. Critically review the impact and return on investment arising from the combined Agency strategies on building a high performing, inclusive labour market in Scotland (national & regional)
 - c. Consider factors out with the scope of the Agencies that have a disproportionate impact on either supporting or deflecting a high performing, inclusive labour market in Scotland
 - d. Prioritise those themes that have the greatest potential to deliver a positive impact taking account of regional and national variations
- 4. Establish annual and multi annual objectives & milestones for improving the performance of Scotland's labour market**
 - a. Engage the Analytical Unit to provide a realistic profile of the trajectory required to move the current performance of Scotland's national and regional labour markets to OECD upper quartile levels
 - b. Establish and formally agree joint annual performance objectives & milestones across the Agencies

- c. Where appropriate make recommendations to Scottish Government in respect of critical investments & drivers out with the scope of the Agencies

5. Stimulate and challenge Agencies

- a. Request the Agencies to develop new collaborative and innovative options in response to the joint annual performance objectives & milestones
- b. Present options and proposals to the Strategic Board for consideration & approval
- c. Monitor & review progress of the Agencies against annual performance objectives & milestones

Responsibilities

- Working with the Analytical Unit, support the Strategic Board to build a comprehensive understanding of the drivers and key supporting indicators that will contribute to creating a high performing, inclusive labour market in Scotland, nationally & regionally
- Critically review the return on investment from the Agencies in support of a high performing inclusive labour market & report findings to the Strategic Board
- Present options for new collaborative Agency strategies for consideration by the Strategic Board
- Provide regular reports to the Strategic Board highlighting the performance of Scotland's labour market both nationally & regionally

Membership/Composition

The HPILM Strategic Committee should comprise a minimum of 8 members and a maximum of 10.

- The Chair of the HPILM will be a member of the Strategic Board and will be appointed by the Chair of the Strategic Board
- The Chair of the HPILM must be independent of the constituent agencies under the scope of the Strategic Board
- At least three members of the HPILM will be drawn from the membership of the Strategic Board
- The Chair of the Strategic Board will appoint additional external members with the appropriate expertise to support the work of the HPILM

- Each of the agencies will be represented on the HPILM
- A representative from the Analytical Unit will attend the HPILM
- All members of the HPILM will work to support the aims of the Strategic Board and will operate to a defined code of conduct
- Conflicts of interest will be managed through a formal register of interests

Quorum

The quorum for meetings shall be four or more HPILM members being present at meetings.

Reporting

The HPILM Committee/Hub will report its activities, outputs and advice to the Strategic Board. Minutes and an update from the Chair of the HPILM Committee/Hub will be provided at the Strategic Board meeting after each Committee/Hub meeting.

Review

A forward plan for each operating year of the Strategic Board will detail the scope of work to be considered over the full annual cycle by the HPILM Committee/Hub. This forward plan will be kept under regular review by the Strategic Board & HPILM Committee/Hub, and amended as necessary.

The HPILM Committee will on an annual basis prepare an annual report including - (i) business review summarising the activities during the period; (ii) self-evaluation of the HPILM's own performance/effectiveness and (iii) review of the Committee/Hubs Terms of Reference to ensure and affirm they are fit for purpose.