

# National Islands Plan Implementation Route Map

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## Annex A – Implementation Route Map

The Islands (Scotland) Act 2018 requires the Scottish Government to review the existing National Islands Plan within five years. Therefore, the delivery timescale of the commitments within this Plan are split over the short-term (within one to two years), medium term (within one to four years), and long term (within one to five years). This Implementation Route Map lists the commitments under each Strategic Objective, documenting timescales and delivery partners. We will work and engage with delivery partners – as well as the business community, third sector and other local organisations where relevant – to ensure the successful implementation of these commitments.

### Connectivity

No.	Commitment	Timescale	Delivery Partners
1.	We will provide advice and practical support to local authorities to help them progress their fleet replacement plans.	Long	Local authorities
2.	We will work with public bodies delivering ferry services and infrastructure to improve and increase the reach of Board appointment campaigns amongst island communities and strengthen residency criteria for future positions. Under the new Clyde and Hebrides Ferry Services contract, we will work with the Ferries Community Board to further increase its role and voice.	Long	CalMac CMAL
3.	We will publish the Ferries Accessibility Standard in 2026 and open a new Islands Transport Accessibility Fund whose remit will include both ferries and aviation infrastructure.	Short	CalMac NorthLink
4.	We will monitor and evaluate the uptake and impacts of the new under-22s concessionary ferry travel schemes and consider potential enhancements.	Long	Young Islanders Network Ferries Community Board Operators Local authorities Regional Transport Partnerships
5.	We will explore options to support island businesses, including alternatives to the current ferry freight fare subsidies, to identify approaches that offer better value for money and respond more directly to business needs, remaining cognisant of the higher costs of doing business on islands.	Long	
6.	We will work with the UK Government to implement a Highlands and Islands exemption to the Air Departure Tax that protects connectivity and	Medium	UK Government

	complies with the UK Government's subsidy control legislation. We will engage with island communities and stakeholders to inform further policy development as we progress towards implementation.		
7.	Working closely with island communities, local authorities and partners, we will take forward detailed appraisals for the three potential fixed links identified in STPR2.	Long	Local authorities
8.	We will support local authorities' exploration of financing models and promote investment opportunities in fixed links projects.	Long	Local authorities Scottish Futures Trust Scottish National Investment Bank Highlands and Islands Enterprise
9.	We will support partners to deliver sustainable infrastructure elements of the Stornoway, Tarbert (Harris), Lochmaddy, Lochboisdale, Castlebay and Kirkwall Active Travel Masterplans, with a focus on where these align with supporting integrated journeys at ferry terminals. We will also support partners to deliver sustainable transport masterplans for Bowmore and Tobermory.	Long	Local authorities HITRANS
10.	We will work with Orkney Islands Council and Historic Environment Scotland to complete the Stenness Movement Study (Maeshowe – Stones of Stenness – Brodgar corridor) as part of the Orkney World Heritage Site Programme within the Islands Growth Deal. This will support the development of a heritage-sensitive sustainable travel plan, with insights and learning shared with other island communities.	Medium	Orkney Islands Council Historic Environment Scotland
11.	We will deliver smart, interoperable ticketing and better travel data for island passengers, including support for multi-modal and concessionary travel, in partnership with the National Smart Ticketing Advisory Board.	Long	National Smart Ticketing Advisory Board Traveline Scotland Local authorities Ferry operators Regional Transport Partnerships
12.	We will support the expansion of the public EV charging networks, providing reliable, accessible infrastructure in the right places for visitors and residents.	Long	Local authorities Regional Transport Partnerships Charge point operators
13.	We will carry out a mapping exercise to monitor broadband delivery, identify gaps in gigabit-capable coverage, and inform discussions with	Long	UK Government Providers

	industry and UK Government on future digital connectivity investments for islands.		
14.	We will aim to align delivery of our Reaching 100% (R100) contracts with Project Gigabit contracts to maximise island coverage. In Spring 2026, we will announce the outcome of the regional Project Gigabit procurement to further extend gigabit-capable broadband coverage to over 13,000 eligible premises across Orkney and Shetland.	Medium	
15.	We will take forward a programme of trials to support our understanding of viable technologies and commercial models that have the ability to improve mobile coverage in unserved and underserved areas. This will include trialling the deployment of small cells as a method of addressing coverage gaps.	Long	Scottish Futures Trust Mobile operators
16.	We will roll out digital skills training in island communities, beginning with a pilot tailored on the farming and crofting sectors to improve confidence in using the rural payments portal.	Medium	Community Clicks Version 1

## Housing

No.	Commitment	Timescale	Delivery Partners
1.	Through refreshed Local Housing Strategy guidance for local authorities, we will introduce robust requirements about the distinct housing needs of island communities. In addition, refreshed guidance on Housing Need and Demand Assessments will include strengthened focus on localised housing needs and working in partnership with local communities.	Short	Local authorities Scottish Housing Network
2.	We will support the delivery of affordable homes across island communities by increasing available investment through the Rural and Island Housing Fund to £37 million to March 2028 and by raising feasibility support to up to £20,000 per project.	Short	
3.	We will encourage communities to come forward to local authorities and Registered Social Landlords with project proposals for the Rural Affordable Homes for Key Workers Fund where opportunities are identified.	Short	Local authorities Registered Social Landlords Communities Housing Trust

4.	Subject to parliamentary approval, we will exempt all island developments from the proposed Scottish Building Safety Levy.	Short	
5.	We will work to increase the volume of private funding enabling the delivery of housing developments on islands, supporting the role of SME housebuilders. This will include close partnerships with developers, public bodies and the Scottish National Investment Bank.	Long	Scottish National Investment Bank
6.	We will work with partners, including the Scottish National Investment Bank, to develop a pipeline of investment opportunities, support the delivery of more homes on islands and build delivery capacity. This will include consideration of the role of multi-site delivery structures.	Long	Scottish National Investment Bank
7.	We will engage with island local authorities to monitor the implementation of short-term let regulations and review initiatives to reduce the number of empty homes, identifying opportunities to share good practice.	Short	Local authorities
8.	We will provide match funding through the Scottish Empty Homes Partnership to support Empty Homes Officer roles within Orkney Islands Council and the Highland Council. We will explore similar opportunities with other island local authorities.	Short	Local authorities Scottish Empty Homes Partnership
9.	We will deliver additional funding for the continuation of the Argyll & Bute Empty Homes and Key Worker Housing project as part of a financial package for local initiatives aimed at returning empty homes into use.	Short	Local authorities Scottish Empty Home Partnership Third sector partners
10.	Subject to parliamentary approval, we will remove the 100% limit on the level of council tax premium that can be applied to second and long-term empty homes.	Short	
11.	In consultation with planning authorities and building standards verifiers, we will explore the development of island home templates that meet the needs of island communities.	Medium	Scottish Islands Federation Local authorities Building Standards Verifiers
12.	Working with partners, including public bodies, landowners and the Scottish National Investment Bank, we will explore opportunities to unlock land to support the delivery of more homes on islands.	Long	Scottish National Investment Bank Scottish Land and Estates Senior Public Sector Landowners Group Crofting Commission

## Health and Social Care

No.	Commitment	Timescale	Delivery Partners
1.	By early 2026, we will provide funding to HITRANS to develop a Health and Transport Action Plan (HTAP) for the Highlands and Islands, including demand assessments and structured engagement between transport providers and Health Boards.	Short	Regional Transport Partnerships NHS Boards Local authorities
2.	We will work with NHS Health Boards covering islands to identify a transport lead to coordinate delivery under the new HTAP, ensuring local needs are reflected and coordinated across health and transport systems.	Short	NHS Boards
3.	We will support the expansion of Hospital at Home services in island communities through upskilling staff, point-of-care testing, and remote monitoring. This will reduce the need for travel, maintain local economies, support ageing populations, and improve access to urgent and unscheduled care.	Short	NHS Boards
4.	We will ensure island communities benefit from digital prescribing solutions. This will improve medication safety, access, and management for older people and those with multiple conditions, supporting continuity of care and reducing reliance on physical travel for repeat prescriptions.	Long	NHS Boards
5.	We will ensure that the action plan accompanying the new Long-Term Conditions Framework has a specific focus on improving equality of access to care and support for island communities.	Medium	NHS Boards Third sector organisations
6.	We will work with island Health Boards and their partners to define core services and delivery models that ensure equitable access for island populations. This includes care delivered in communities rather than requiring travel off-island.	Medium	NHS Boards
7.	We will pilot remote diagnostic technologies in at least two island communities by the end of 2026, supporting earlier diagnosis and reducing the need for travel.	Short	NHS Boards
8.	As we develop the Primary Care Route Map during 2026, we will consider the feasibility of island-specific workforce incentives.	Short	

9.	In early 2026, we will support tailored rollout of the Getting It Right for Everyone (GIRFE) approach in island Health and Social Care Partnerships, assisting staff with training and adaptation.	Medium	Health and Social Care Partnerships
10.	We will work with education and workforce partners to pilot “Earn as You Learn” (EAYL) digital training for Allied Health Professionals (AHP) in island communities. This will support the development of a sustainable pipeline of qualified AHPs and reduce reliance on agency staffing.	Medium	
11.	Over the course of 2026, we will monitor the impact of revised incentives on NHS dental service uptake in island communities, with a specific focus on improving access to general dental services (high street dentistry). In addition, we will explore alternative models of care and workforce incentives to further support the role of the Public Dental Service (PDS) in island areas, especially for patients with complex needs.	Medium	NHS National Service Scotland NHS Boards British Dental Association Scotland
12.	In early 2026, we will convene an advisory group – including community representatives – to explore alternative models of dental service provision in island areas. The group will consider options beyond traditional high street and Public Dental Service models, including alternative ownership structures to support financial sustainability.	Short	NHS NSS (NHS Delivery) NHS Boards Health and Social Care Partnerships British Dental Association Scotland
13.	We will create new mental wellbeing resources tailored for island communities and make them available on the Mind-to-Mind website. This will include culturally relevant materials, such as additional resources in Gaelic, to support inclusive access and engagement.	Short	NHS 24 Healthcare Improvement Scotland Gaelic language partners NHS Boards
14.	We will deliver mental health training in partnership with young people in island communities, with the aim of creating a network of mental health champions. This initiative will help reduce stigma, increase peer support, and build community resilience.	Short	Change Mental Health Young Islanders Network Third sector organisations Local schools
15.	Over the course of this Plan, we will identify opportunities where new infrastructure investment – for instance, in renewables and housing – can deliver added value for health and social care. This includes exploring the repurposing of disused assets to support workforce accommodation or future service provision.	Long	
16.	We will work across government portfolios to improve access to funded learning pathways for working-age adults in island communities,	Long	

	particularly those entering support worker roles. This includes addressing barriers related to cohort size, funding eligibility, and remote learning infrastructure.		
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## Economy, Education and Skills

No.	Commitment	Timescale	Delivery Partners
1.	We will support a campaign across island parishes to provide information on croft succession planning, gather views on key areas of concern for crofters and highlight the work of the Scottish Land Matching Service.	Short	Crofting Commission
2.	We will develop new training resources for island crofters to support active management of common grazings and encourage the establishment of new grazings committees.	Short	Crofting Commission
3.	Focusing on horticulture, we will establish and support a network of island food producers to strengthen local food resilience and retail opportunities.	Long	Scotland Food and Drink Nourish Scotland Scottish Islands Federation
4.	We will support new training opportunities co-designed with island women who are interested in pursuing a career in agriculture and deliver enhanced support to encourage and empower women to become trainers in the agricultural sector on islands.	Short	Lantra Scotland Scottish Crofting Federation Grass-Ceiling Women in Agriculture Group Scotland Scottish Association of Young Farmers Clubs
5.	We will provide targeted support that facilitates small producer access to abattoir services on our islands.	Short	Highlands and Islands Enterprise Quality Meat Scotland
6.	We will undertake a feasibility study to inform discussions on increasing communities' role in directly managing quota stocks, including options to run a pilot project in an island area.	Medium	Local authorities
7.	We will work with public and private sector partners to ensure an efficient approach towards the fish farm consenting processes, remove duplication and enable a pathway for aquaculture development from 3 to 12 nautical miles.	Medium	Local authorities Crown Estate Scotland Highlands and Islands Enterprise Scottish Environment Protection Agency NatureScot Fish Health Inspectorate

			Salmon Scotland
8.	We will engage with island communities, local authorities and businesses to inform the development of good practice principles for community benefits for aquaculture developments.	Medium	Local authorities Crown Estate Scotland Highlands and Islands Enterprise Salmon Scotland
9.	We will deliver tailored training programmes to grow skills and build capacity for island communities to steward sustainable tourism in ways that reflect their values and ensure that the economic, social and environmental benefits are retained locally.	Medium	Highlands and Islands Enterprise
10.	Working with public and private partners, we will incorporate investment opportunities from across the islands into our national project pipeline and showcase 'investment ready' projects through the Invest Scotland online portal. We will also explore opportunities to bundle projects together to attract private investment on islands.	Long	Highlands and Islands Enterprise Local Authorities
11.	We will explore opportunities to improve how net revenues from the Scottish Crown Estate support community infrastructure on islands.	Medium	Local authorities Crown Estate Scotland COSLA
12.	Crown Estate Scotland will engage offshore wind developers on their commitments to island supply chains and consider opportunities to invest in island ports.	Long	Crown Estate Scotland
13.	We will convene a roundtable with key partners to utilise evidence gathered by Highlands and Islands Enterprise on the challenges and potential solutions to delivering childcare services in island and rural communities. This will seek to agree practical recommendations for action that will be taken forward through key strategic groups such as the Convention of the Highlands and Islands, and the Islands Strategic Group.	Short	Local authorities Highlands and Islands Enterprise Care and Learning Alliance Regulators
14.	In 2026, we will launch a consultation and introduce the necessary legislative changes to create a new definition for School Age Childcare within the regulatory framework. This would enable a review of workforce qualifications, supporting services to attract a more diverse workforce to address recruitment and retention challenge in island areas.	Short	Care Inspectorate Scottish Social Services Council Scottish Out of School Care Network

15.	Through the Education and Childcare Assurance Board, we will work in partnership with COSLA to build considerations of our islands educational context into a wider workforce strategy.	Medium	Education Scotland Local authorities
16.	As part of a review of the Teacher Induction Scheme, we will consider additional measures and changes to encourage more graduate teachers to undertake probation in island locations.	Short	COSLA Local authorities Scottish Council of Deans for Education The General Teaching Council for Scotland
17.	Through the Learning Estate and Investment Programme, school infrastructure projects will be delivered in Brae, Broadford, Kirkwall and Mull before the end of 2029. While working with COSLA, local authorities and Scottish Futures Trust, we will explore how we can deliver further improvements in the school estate across island areas.	Long	Local authorities COSLA Scottish Futures Trust
18.	We will pilot an island scholarship scheme for postgraduate students to address skills shortages in locally-identified priority sectors.	Long	Heriot-Watt University Orkney Islands Council Skills Development Scotland Scottish Funding Council
19.	We will work with further and higher education institutions to attract international students and staff to our islands, including through the joint implementation of the Destination Scotland campaign, and to ensure that delivery of our International Education Strategy fully reflects the opportunities within island communities.	Medium	University of Highlands and Islands Heriot-Watt University Robert Gordon University
20.	We will work with island local authorities to convene localised workforce engagements that bring together employers, investors and public agencies to agree actions that address local skills shortages. This could include proposals for shared public-private investments, including through the Workforce North initiative.	Short	Local authorities Skills Development Scotland Highlands and Islands Enterprise Further and Higher Education Inst.
21.	We will work with partners to promote Scotland's Migration Service to island employers and investors, highlighting its support for those who wish to undertake international recruitment and retention activities.	Short	Highlands and Islands Enterprise Scottish Islands Federation

## Climate, Nature and Energy

No.	Commitment	Timescale	Delivery Partners
1.	We will work with local government and a broad range of other partners to expand the network of “Climate Ready” partnerships in all island areas, with an initial focus on Na h-Eileanan Siar and Argyll and Bute in 2026.	Medium	Local authorities Community planning partnerships
2.	We will pilot a “Climate Tips for Teachers” resource for island communities to foster open conversations about climate, reduce eco-distress and empower young islanders to act.	Short	Education Scotland
3.	We will launch a programme of targeted engagements by NatureScot to identify and implement Nature30 opportunities that increase coverage of land managed for nature in a way that works for island landowners and communities. This work will have an initial focus on crofted land.	Medium	Crofting Commission Scottish Crofting Federation NatureScot
4.	We will work with local authorities, regional partnerships and communities to encourage the development of Nature Networks that reflect the specific circumstances of each island community.	Long	Local authorities NatureScot
5.	We will commission research to develop a comprehensive understanding of current and future threats to island biosecurity. This will inform more targeted actions and engagements to protect island environments and communities.	Long	NatureScot
6.	We will develop a public information campaign and deliver training for island communities to raise awareness of the environmental and economic benefits of peatland restoration, including for farming, crofting and other land-based businesses. Working with crofters and other stakeholders, we will also support restoration projects on Scottish Ministers’ Crofting Estates and develop solutions to encourage peatland restoration in other island crofting areas, with a particular focus on common grazings.	Long	NatureScot
7.	We will foster investment in island woodland projects that support a just transition and build community wealth.	Long	Local authorities Woodland Trust Scotland Scottish Crofting Federation Point and Sandwick Trust Shetland Amenity Trust

			Orkney Woodland Project Communities Housing Trust Community Woodlands Association
8.	We will work with island communities, local authorities and businesses to co-design local circular economy solutions that align with the aims of Scotland's Circular Economy and Waste Route Map as well as the forthcoming Circular Economy Strategy.	Long	Local authorities Zero Waste Scotland SEPA Resource and waste sector
9.	We will refresh the Scottish Government's Good Practice Principles for Community Benefits, so that these arrangements deliver sustainable, meaningful impacts and meet the needs of communities.	Short	Community organisations Local authorities Third sector organisations Energy infrastructure developers Highlands and Islands Enterprise
10.	We will expand the scope of the Carbon Neutral Islands Project (CNI), sharing tools and knowledge with other islands across Scotland whilst supporting our CNI communities to access climate finance for long-term investment in decarbonisation.	Long	Local authorities Highlands and Islands Enterprise Third sector organisations
11.	We will work with island communities and local authorities to help homeowners and businesses reduce their building emissions.	Long	Local authorities Community Councils
12.	We will undertake engagement with island communities, fuel suppliers and the UK Government to discuss means of mitigating the challenges facing island consumers who use alternative fuels for heating, including options to develop credit facilities.	Long	UK Government

## Poverty, Cost of Living and Social Justice

No.	Commitment	Timescale	Delivery Partners
1.	We will ensure that barriers to take-up that impact island communities are considered as part of the development of the next Benefit Take-Up Strategy, due by October 2026.	Short	
2.	Social Security Scotland plans to undertake additional analysis on the experiences of island communities compared to other parts of Scotland,	Long	Social Security Scotland

	setting out notable differences in social research publications to inform future delivery.		
3.	We will ensure the learning and insights from the Shetland Fairer Futures Partnership and the Whole Family Support approach are shared with other island areas, improving our understanding of what measures are effective in tackling child poverty among island communities.	Short	Local authorities Third sector organisations
4.	We will review the guidance on the development of Local Child Poverty Action Reports and consider how to best reflect the distinct challenges facing island communities.	Short	COSLA Public Health Scotland Improvement Service Third sector organisations
5.	We will engage with the UK Government on energy market reforms, advocating for greater clarity on the implications for bill-payers and encouraging the development of a support package to tackle fuel poverty.	Long	
6.	We will explore the possibility of using local authority level data to investigate the impact of an energy social tariff on island communities.	Medium	
7.	We will establish a dedicated working group bringing together Disabled People's Organisations, island local authorities, and community representatives to gain a comprehensive understanding of the barriers faced by disabled people living on islands.	Long	Local authorities Disabled People's Organisations
8.	We will support island-based energy consumers to access help and advice on energy costs, metering and decarbonisation by working with advice bodies to develop services that are tailored to their needs.	Short	Consumer Scotland Advice Direct Scotland Citizens Advice Scotland Home Energy Scotland
9.	Informed by Consumer Scotland's research and recommendations, we will engage with UK Government, Royal Mail, Post Office, Ofcom, and parcel delivery companies to ensure island communities and businesses can access essential services, including banking and equitable postal and delivery services.	Short	Consumer Scotland
10.	We will work with local authorities and other key stakeholders to capture and apply learning from disruption affecting island communities, helping to strengthen preparedness and response planning, including in relation to digital infrastructure and food resilience.	Short	Local authorities

## Empowered Communities and Culture

No.	Commitment	Timescale	Delivery Partners
1.	We will actively support island local authorities to explore, pursue and implement additional powers, where these can strengthen local decision-making and deliver better outcomes for island communities.	Long	Local authorities
2.	We will publish detailed plans and timelines for implementation of Single Authority Models in Orkney, Na h-Eileanan Siar and Argyll and Bute by the end of this Parliament. Early implementation will focus on deeper integration across key services in local government and health and social care, with potential for new governance arrangements to encompass a broader suite of functions.	Short	Local authorities Health Boards Integration Joint Boards
3.	We will identify practical improvements and set out clear, targeted actions to support consistent and robust application of ICIA's across all relevant areas, and work with public authorities and island communities to embed them more systematically in policy development and decision-making. This will include commissioning advice from island organisations to identify best practice in community engagement, with a particular focus on involving young people.	Medium	Local authorities Scottish Islands Federation Young Islanders Network
4.	We will conduct a new iteration of the Scottish Islands Survey in 2026-27.	Short	
5.	We will support community-led approaches to gathering island-level data to improve local understanding of trends and aid local planning. This will include a demonstrator project, with learning shared with other island communities.	Medium	Local authorities Scottish Islands Federation
6.	We will establish a training programme for island communities so they are empowered to participate in planning processes, including through the development of Local Place Plans and Community Action Plans.	Long	Planning Aid Scotland Scottish Islands Federation Young Islanders Network
7.	We will support the continuation and expansion of the <i>Even Here, Even Now</i> project to include all island areas, promoting island culture, heritage and languages.	Long	Creative Scotland
8.	We will support young islanders to celebrate and grow their islands' heritage, both locally, across Scotland and on the international stage.	Long	Young Islanders Network

9.	We will support the establishment of a network of Gaelic development officers. This will aid the creation of new Gaelic hubs, encourage inter-island collaboration on language development and highlight socio-economic opportunities connected to the use of Gaelic.	Long	Bòrd na Gàidhlig Highlands and Islands Enterprise Local authorities University of the Highlands and Islands
10.	We will expand Gaelic medium education provision on islands from early years to secondary levels, including through increased support for GME teachers and the establishment of a new GME secondary school.	Long	Local authorities University of the Highlands and Islands
11.	We will ensure the implementation of the National Islands Plan supports the development of guidance concerning Areas of Linguistic Significance. This will include enhancing the gathering of language data through future iterations of the Scottish Islands Survey.	Medium	Bòrd na Gàidhlig Highlands and Islands Enterprise Local authorities
12.	We will work with local authorities that include traditional Gaelic areas to assess the economic contribution of Gaelic and Gaelic broadcasting to their island communities. We will identify lessons that can support local language promotion and community regeneration in other island areas, for instance in relation to Orcadian and Shetlandic.	Medium	Local authorities Highlands and Islands Enterprise MGAlba
13.	We will ensure that the delivery of the BSL National Plan is responsive to the barriers faced by users in island communities.	Long	British Deaf Association Deafblind Scotland The ALLIANCE National Deaf Children's Society Scottish Ethnic Minority Deaf Charity

## Duties in Relation to Island Communities: Relevant Authorities (introduced by section 7(2) of the Islands (Scotland) Act 2018)

### Scottish Administration

1. Scottish Ministers
2. Keeper of the Records of Scotland
3. Keeper of the Registers of Scotland
4. Registrar General of Births, Deaths and Marriages for Scotland

### Scottish public authorities with mixed functions or no reserved functions

5. Accounts Commission for Scotland
6. Audit Scotland
7. Bòrd na Gàidhlig
8. Caledonian Maritime Assets Limited (company number SC001854)
9. Children's Hearings Scotland
10. Consumer Scotland
11. Creative Scotland
12. Crofting Commission
13. Crown Estate Scotland
14. David MacBrayne Limited (company number SC015304)

15. Highlands and Islands Airports Limited (company number SC097647)
16. Highlands and Islands Enterprise
17. Historic Environment Scotland
18. The Local Government Boundary Commission for Scotland
19. Mental Welfare Commission for Scotland
20. Mobility and Access Committee for Scotland
21. Qualifications Scotland
22. Scottish Children's Reporter Administration
23. Scottish Courts and Tribunals Service
24. Scottish Enterprise
25. Scottish Environment Protection Agency
26. Scottish Fire and Rescue Service
27. Scottish Further and Higher Education Funding Council
28. Scottish Housing Regulator
29. Scottish Land Commission
30. Scottish Legal Aid Board
31. Scottish Natural Heritage
32. Scottish Police Authority
33. Scottish Social Services Council
34. Scottish Sports Council
35. Scottish Water
36. Skills Development Scotland Co. Ltd (company number SC202659)
37. Social Care and Social Work Improvement Scotland
38. VisitScotland
39. Zero Waste (Scotland) (company number SC436030)

### **Health Boards (including Special Health Boards)**

40. Common Services Agency for the Scottish Health Service
41. Healthcare Improvement Scotland
42. NHS 24
43. NHS Ayrshire and Arran
44. NHS Borders
45. NHS Dumfries and Galloway
46. NHS Education for Scotland
47. NHS Fife
48. NHS Forth Valley
49. NHS Grampian
50. NHS Greater Glasgow and Clyde
51. NHS Highland
52. NHS Lanarkshire
53. NHS Lothian
54. NHS National Waiting Times Centre
55. NHS Orkney
56. NHS Shetland
57. NHS Tayside
58. NHS Western Isles
59. Public Health Scotland
60. Scottish Ambulance Service
61. State Hospitals Board for Scotland

### **Integration Joint Boards**

62. An integration joint board established by virtue of section 9 of the Public Bodies (Joint Working) (Scotland) Act 2014

### **Local Government**

63. Argyll and Bute Council
64. Comhairle nan Eilean Siar
65. Highland Council
66. North Ayrshire Council
67. Orkney Council
68. Shetland Council

### **Regional Colleges**

69. Ayrshire Regional College
70. University of the Highlands and Islands

### **Regional Transport Partnerships**

71. Highlands and Islands Regional Transport Partnership
72. Shetland Regional Transport Partnership
73. Strathclyde Regional Transport Partnership



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