

**FIRST MINISTER'S STATEMENT ON MORE
EFFECTIVE GOVERNMENT
Supporting Information**

January 2008

PUBLIC SERVICES IN SCOTLAND

1. The Scottish Government believes strongly in the ethos, value and importance of public services and their continuous improvement for the people of Scotland. From road building and care services through to safeguarding our natural and built environment, public services are designed and delivered in increasingly innovative ways by diverse providers from across the public, private and third sector. We want to reshape Scotland's public services, not because they are failing, but to make them more flexible, responsive and effective by removing unnecessary bureaucracy and duplication in service planning and delivery. This is not about squeezing our valuable public services. The aim is to free-up the time of our skilled public service staff to allow them to innovate and improve service delivery and help achieve more for Scotland.

2. The Scottish Government believes that more effective government can best be achieved by simplifying the complex and confusing landscape of public sector organisations. This will make it easier for the public to access services and for the organisations involved in developing and delivering them to provide a better, more joined-up service. The public sector cannot deliver for the people of Scotland by working in silos. Our delivery structures need to develop a more integrated approach to cut through and remove bureaucratic barriers. Institutional arrangements in our public services need to make sense for a country of 5 million. This means a clearer, more focussed organisational landscape that will be more effective in driving forward our other commitments to change and improve service delivery.

3. The Scottish Government's vision is to achieve:

- simpler structures which support the achievement of the Scottish Government's national strategic objectives and local government's delivery of better outcomes for local communities;
- transparent and clear public service decision-making, with streamlined scrutiny and control regimes, which facilitate Scotland's capacity to mobilise capital and grow our economy;
- fewer, better structured arms length bodies at a national level; which receive clear and integrated strategic direction from Government, while at the same time given room to deliver; and
- collaboration and joint-working between public services, which is essential for delivering better services, facilitated through less heavy formal structures and fewer organisational boundaries cutting across decision-making.

PRINCIPLES AND APPROACHES

4. Simplifying public services to achieve more effective government is one part of a broader approach to public service reform in Scotland, which includes moving to an outcome based approach, more effective performance management systems, streamlined and improved scrutiny frameworks and a drive for shared services. Effective reform requires an understanding of the public administration system as a whole and how it functions to continuously improve services and deliver a fairer society in Scotland. That is why these changes are based on a holistic look at Scotland's public sector. The Scottish Government's programme of reform and reshaping public services will deliver user-focus, effectiveness and value for money to ensure high quality services are provided for Scotland's people, which means:

user focus – the basis of good public services is putting the person and not the institution at the centre and developing on-going, personal relationships, between the public and providers rather than seeing services as anonymous, one-off transactions.

effectiveness - focusing on outcomes and monitoring the real improvements people see in their services and communities rather than the level of cash and resource invested in services.

value for money - we expect public service organisations to drive up efficiency and provide better, more streamlined services. This is to make sure that each and every public pound spent is done so effectively, getting the best results we can, but also wisely, making sure that it makes strategic sense and invests in Scotland's future.

REDUCTION IN NATIONAL PUBLIC SECTOR ORGANISATIONS

5. One part of the Scottish Government's approach to achieving more effective government is the reduction in the number of devolved, national public sector organisations. A leaner, more strategic approach to national Government is being pursued, with an overarching purpose of Government underpinned by five strategic objectives. Since coming into office the Scottish Government have brought Communities Scotland non-regulatory functions within the Scottish Government, reformed the Enterprise Networks, replacing 21 LECs with 6 organisations; set out plans to create a single integrated, national sports organisation; begun merging a range of skills and careers functions into Skills Development Scotland and announced our plans to strengthen the Children's Hearings System. VisitScotland will also rationalise its own 14 offices to six, aligning with the Enterprise Networks.

6. In October 2007, the Scottish Government announced its intention to reduce the number of devolved, national public sector organisations by 25% over the next 3 years, against a published baseline list of 199 organisations (set out in Annex A). The aim of this reshaping is to bring together organisations involved in delivering public services, across organisational boundaries to achieve common goals. The changes set out in this paper continue the process of simplifying public services by reshaping the national landscape of public organisations. The Scottish Government will:

- Stop activity that no longer contributes to the public purpose;
- Remove organisational barriers between linked areas of activity, or between policy and delivery and simplify structures to streamline decision making and increase transparency and public connection;
- Bring together organisations with similar skills, expertise and processes to achieve greater effectiveness, economies of scale and critical mass and removal of duplicated functions and powers;
- Take a new approach to arms length bodies, including the establishment of Delivery Units within the Scottish Government as an alternative to arms length bodies;
- Reduce the number of Advisory Bodies;
- Implement a consistent approach to the creation of new organisations; and
- Take forward a range of other approaches to achieving more effective government including shared services and closer collaborative working.

7. Where structural changes take place the purpose is to drive up efficiency and effectiveness in how the public sector organises itself to provide services. This can be achieved through simpler structures and by creating the conditions for better connections, joint working and informal collaboration to occur by removing organisational barriers. We remain committed that no compulsory redundancies will result from the structural changes we will progress. We will not make structural change to, or reduce the number of, local authorities, Health Boards or police services. Our focus is on a fundamental change in the relationship with local government signalled by the concordat embodying an outcome based approach. We will continue to support efficient government and an approach to shared services. We will also seek to devolve power to the local level, wherever that is possible to give individuals, families and communities more control over their destiny. On Health there has been significant change with a move to single system working leading to a substantial reduction in the number of Health bodies in recent years. And the focus is building capacity at national and local level in Scotland's police services.

SPECIFIC DECISIONS AND PROPOSALS

8. On 30 January 2008, the Scottish Government announced a package of changes to deliver more effective government in Scotland by reshaping Scotland's national public service organisations. The package contains three distinct categories:

- Decisions which will be delivered to meet the 25% reduction in the number of national public sector organisations in this Parliament.
- Proposals for organisational change on which we will consult stakeholders on the detail of the organisational change before progressing the implementation within the term of the Parliament to meet the 25% reduction in the number of national public sector organisations; and
- Further work to simplify, integrate and share services through closer collaboration.

9. This package will enable the Scottish Government to meet the target of 25% reduction in the number of national public sector organisations over and above the rationalisation of the Justice of Peace Advisory Committees (JPACs), progressed by the previous Administration. Including JPACs, this means a total reduction of 78 organisations from the published list of 199 national public organisations. The changes proposed will impact on a number of areas and details of these proposals are set out in the following annexes to this paper:

Annex B provides the detail of the proposals under the three categories at paragraph 8; and

Annex C provides a full list of the 199 organisations and the effect of change on particular organisations.

10. In summary:

- The Scottish Government will make substantial changes to the **environmental and rural affairs institutional landscape** through improved integration of marine management functions; the merger of the Deer Commission with Scottish Natural Heritage, and the abolition of the Advisory Committee on Sites of Special Scientific Interest. We will also merge the Scottish Agricultural Science Agency into Scottish Government and bring forward the review of the Agricultural Wages Board. We will

continue the integration of services to rural organisations and land managers; and will work with our environmental and rural research organisations, notably the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute. This will develop a research capacity with the critical mass to compete internationally.

- As part of a more integrated approach to **national policy on planning, design, architecture and building standards**, we will integrate the Building Standards Agency into Scottish Government bringing it together with architecture and planning policy in a new Built Environment Directorate. We will abolish the organisations set up for building standards and historic environment specialist advice,. We will also examine the scope for more joined up decision making across public services in considering development proposals, building on the substantial effort already being made in this area.
- We announced on 18 January our intention to create a single national body, while retaining the strong local link, to support all of the statutory processes within the **Children's Hearing System** to replace the large number of organisations involved in this vital area of service delivery.
- We also propose to remove NDPB status from the General Teaching Council for Scotland. The GTCS was established in 1966 and has served as the gate keeper to and regulator of the teaching profession in Scotland since then. Despite our very close and productive working relationship with the GTCS, our involvement in its business is 'light touch' in nature. We provide no grant in aid - the GTCS is funded solely by teachers' subscriptions - and the Scottish Ministers nominate only six of the Council's 50 members. This change will establish the GTCS as a self-regulating, professionled body, along the lines of the General Medical Council and will enhance the professional status of teachers. We will consult all relevant stakeholders on the detail of the statutory and organisational changes that will best serve the profession
- On **transport**, we will bring together the Public Transport Users Committee and the Mobility Access Committee into a single body to represent the interests of all transport users in Scotland. In so doing, we will engage with key stakeholders to make certain that this change strengthens the voice of people with travel accessibility and mobility issues. This will include enhancing the PTUC board with 3 additional members with a understanding of accessibility and mobility matters to ensure the travel needs of disabled people are fully represented when making recommendations to Ministers on transport matters.
- Following on from reform of the **Enterprise** Networks and establishment of Skills Development Scotland Ltd, we will abolish the Scottish Industrial Development Advisory Board, and examine the role of organisations such as Learning and Teaching Scotland.
- In **Justice**, we will review the role of the Risk Management Authority to determine whether integrating the functions into other bodies would improve the effectiveness of our systems for public safety; and we have decided not to establish the Scottish Civil Enforcement Commission, which was to be set up as a result of legislation passed by

the last Parliament. Justice of the Peace Advisory Committees have already been merged into 6 rather than 32 organisations.

11. The Scottish Government is committed to progressing these changes to reshape Scotland's public services. There are also some important areas where work will progress to examine the scope for further simplification. These include:

- Our National Collections play a vital role in our cultural life, inspiring our public, generating tourism, and promoting Scotland to the world. The Government will ask them to look at how they can work more closely together to strengthen their impact in their national role, in supporting collections activity throughout Scotland, and in presenting Scotland abroad.
- The Scottish Government will review tribunals, taking account of Lord Gill's review of the civil courts and Lord Phillip's review of administrative justice, to streamline and improve their operation and administration.
- The Scottish Government's response to Professor Crerar's review into the scrutiny of public services, was published earlier this month. The Government will work with the Scottish Parliament's Corporate Body and with local government to come forward with proposals for a substantial reduction in scrutiny as a means of better delivering better, more streamlined scrutiny arrangements; with a substantial reduction in the number of organisations with a scrutiny role.
- An outcome approach for public bodies will be developed, which sets out the direction and expectation of the Scottish Government in supporting the delivery of the national strategic objectives.
- Working with local government, the Scottish Government will also seek to reduce the number of local and regional partnerships required by Government.

DELIVERING SIMPLER PUBLIC SERVICES

12. This is an ambitious package of reform which will need careful management, with the leadership and drive of the organisations involved, the continued commitment of staff, unions, stakeholders and the views of the public in how we can together improve the services they received. Decisions on the future of public organisations will continue to be taken through a robust and proper process, to ensure that those decisions are clear, consistent and transparent, provide clarity for staff and stakeholders, and also contribute to simplifying and enhancing the delivery of public services in Scotland. The Scottish Government will engage with the organisations and unions involved in each proposal to consider and address the specific implications of change, with business cases and implementation plans prepared to cover issues such as the detailed profile of costs and savings; the implications for individual staff within each of the organisations affected by the proposals and more effective asset management.

13. Many of the proposals require legislation. We are planning to bring forward legislative proposals later this year to enable these organisational changes to be implemented and delivered with on-going flexibility built into the process. Further details will be announced by the Government in due course.

14. Transitional costs of change will be met from within the existing budget allocations following last year's Spending Review. There will be no separate change fund.

15. In a tough financial climate we also need to increase the productivity of the public sector with challenging Efficient Government targets. By ending activity which is no longer needed, and integrating services within streamlined structures, the Scottish Government will make a significant contribution to the efficiency gains of around £25 million, required under efficient government from the bodies directly affected by these changes. The savings made will be available to support improved services. But the drive for more effective government will also produce substantial savings in the wider economy by making it easier and quicker to deal with the public sector. If simpler, more effective government could raise the productivity of Scotland's private sector by just 1%, the increased benefit to Scotland's economy would be around £800 million.

CONCLUSION

16. This approach to making government more effective is not about delivering a one-off initiative but is a longer term process of real change to simplify government and improve the quality of public services. It began with a reduction in Government departments and Scottish Ministers. The Scottish Government then committed to reduce Scotland's 199 national public bodies by 25%. And the new outcome based relationship with local government will simplify the delivery of public services by removing the micro-management of service delivery. A clearer, more focussed organisational landscape will be more effective in driving forward our broader package of policy change and improvements.

17. The simplification of the public sector landscape will form part of a re-definition of relationship between Government and Scottish public bodies. Public bodies will continue to play an important role in managing the delivery of vital services across Scotland. As such we will provide the necessary support to release the undoubted skills, knowledge and expertise which currently exist. The new relationship will be based around the principle of 'greater trust within a firm national framework' and be built on four key themes:

- The delivery of the new **national performance framework** using the outcome based approach with public bodies.
- Improved **governance and accountability** arrangements for Scotland's public bodies including the development of more effective sponsorship arrangements.
- A drive for public bodies to be more efficient and more productive in delivering services as part of their **continuous improvement**.
- A need to improve the **effectiveness of leadership and the quality of relationships** between Government, local government and public bodies to the benefit of the public.

18. Government will work closely with public bodies – agencies and NDPBs – to address these challenges in the coming months.

SCOTLAND'S PUBLIC SERVICES

At the national level alone we currently have 199 devolved public sector organisations delivering services. Public bodies in Scotland are normally established to carry out executive functions or other tasks which have a clear national remit. In simple terms this means a public body carrying out its day to day work independently of Ministers but for which Ministers are ultimately accountable. The term covers a wide and diverse range of organisations of varying size and responsibilities including:

Agencies

Scottish Government Agencies – are constituent parts of Scottish Government with a stronger focus on operational management and direct delivery of public services.

Non-Ministerial Departments – NMDs are also constituent parts of government, but operate at greater arms length than Executive Agencies. NMDs are headed by statutory office holders whose functions are defined in legislation.

NDPBs

Executive - have a national remit and carry out administrative, commercial, executive or regulatory functions

Advisory - have a national remit and carry out advisory functions providing specialist advice to Ministers and others

Tribunals – are responsible for tasks and advice relating to specialist areas of the law, carry out judicial functions but are separate from the formal court system

Public Corporations - are industrial or commercial enterprises under direct control of Ministers

NHS bodies – provide management, technical or advisory services within the NHS

All of the above operate under a framework of governance and accountability set by Ministers, including provisions in the Scottish Public Finance Manual.

Parliamentary

Commissioners & Ombudsmen – have a range of roles including safeguarding the rights of particular groups in society and reporting on, monitoring and handling complaints about the activity of public organisations. They are directly accountable to the Scottish Parliament.

Others

Others – there are a range of other significant national organisations with a variety of accountability arrangements based on the function of the body. Where the body is in receipt of government funding it is required to comply with the provisions of the Scottish Public Finance Manual and with any additional conditions of grant.

A list of the 199 organisations is set out below.

Executive NDPBs

Accounts Commission for Scotland
Bòrd Gàidhlig na h-Alba
Cairngorms National Park Authority
Crofters' Commission
Deer Commission for Scotland
Highlands and Islands Enterprise
Learning & Teaching Scotland
Loch Lomond and The Trossachs National Park Authority
National Galleries of Scotland
National Library Scotland
National Museums of Scotland
Police Complaints Commission for Scotland
Risk Management Authority
Royal Botanic Garden Edinburgh
Royal Commission on the Ancient and Historical Monuments of Scotland
Scottish Agricultural Wages Board
Scottish Arts Council
Scottish Children's Reporter Administration
Scottish Commission for the Regulation of Care
Scottish Criminal Cases Review Commission
Scottish Enterprise
Scottish Environment Protection Agency
Scottish Further and Higher Education Funding Council
Scottish Legal Aid Board
Scottish Natural Heritage
Scottish Police Services Authority
Scottish Qualifications Authority
Scottish Screen
Scottish Social Services Council
Scottish University for Industry
sportscotland
VisitScotland
Water Industry Commission for Scotland

Advisory NDPBs

Advisory Committee on Sites of Special Scientific Interest
Architecture and Design Scotland
Building Standards Advisory Committee
Fisheries (Electricity) Committee
General Teaching Council for Scotland
Historic Environment Advisory Council for Scotland
Justices of the Peace Advisory Committee (x32 multiple body)
Local Government Boundary Commission for Scotland
Mobility and Access Committee for Scotland
Public Transport Users Committee for Scotland
Scottish Advisory Committee on Distinction Awards
Scottish Industrial Development Advisory Board
Scottish Law Commission

Scottish Local Authorities Remuneration Committee
Scottish Records Advisory Council

Tribunals

Additional Support Needs Tribunals for Scotland
Children's Panel (x32 multiple body)
Lands Tribunal for Scotland
Mental Health Tribunal for Scotland
Parole Board for Scotland
Rent Assessment Panel for Scotland
Scottish Charity Appeals Panel

Public Corporations

Caledonian Maritime Assets Ltd
David MacBrayne Ltd
Highlands and Islands Airports Ltd
Scottish Water

NHS Bodies

NHS 24
NHS Boards (14)
NHS Education for Scotland
NHS Health Scotland Board
NHS National Services Scotland formerly known as the Common Services Agency
NHS Quality Improvement Scotland
National Waiting Times Centre Board
Mental Welfare Commission for Scotland
Scottish Ambulance Service Board
State Hospital Board for Scotland

Total number of NDPBs: 144

Scottish Government Agencies

Accountant in Bankruptcy
Communities Scotland
Fisheries Research Services
Historic Scotland
HM Inspectorate of Education
Mental Health Tribunal Administration Agency for Scotland
National Archives of Scotland
Scottish Agricultural Science Agency
Scottish Building Standards Agency
Scottish Courts Service
Scottish Fisheries Protection Agency
Scottish Prison Service
Scottish Public Pensions Agency
Social Work Inspection Agency
Student Awards Agency for Scotland

Transport Scotland

Total = 16

Non Ministerial Departments (NMDs)

General Register Office for Scotland
Registers of Scotland
Office of the Scottish Charity Regulator

Total = 3

Commissioners & Ombudsmen

Parliamentary Appointments:

Commissioner for Children and Young People in Scotland
Commissioner for Public Appointments in Scotland
Parliamentary Standards Commissioner
Scottish Information Commissioner
Scottish Public Services Ombudsman
Scottish Commission for Human Rights – currently being established

Others:

Prison Complaints Commissioner
Scottish Commission for Public Audit
Scottish Legal Services Ombudsman (to be replaced by Scottish Legal Complaints Commission)

Total = 9

Other Significant National Bodies

Audit Scotland
Court of Lord Lyon
Drinking Water Quality Regulator
HM Fire Service Inspectorate for Scotland
HM Prisons Inspectorate
HM Inspector of Constabulary
Inspectorate of Prosecution
Macaulay Land Use Research Institute
Moredun Research Institute
Office of the Queens Printer for Scotland
Prison Visiting Committees (VCs) and the Association of Prison Visiting Committees (AVC)
Quality Meat Scotland
Rowett Research Institute
Scottish Agricultural College
Standards Commission for Scotland
Scottish Crop Research Institute
Scottish Institute of Sport
Scottish Roadworks Commissioner
Sustainable Development Commission in Scotland
Waterwatch Scotland

Total = 20

Proposed Organisations

HUB Procurement Health
Judicial Appointments Board
Scottish Civil Enforcement Commission
Sentencing Council
Scottish Future Trust
Skills development Scotland
Vetting and Barring Agency

Total = 7

SIMPLIFYING THE PUBLIC SECTOR: SUMMARY OF PROPOSALS

A. DECISIONS TO PROGRESS ORGANISATIONAL CHANGE

19. The following organisational changes will be delivered to contribute to the 25% reduction in the number of national public sector organisations in this Parliament. Stakeholders will be involved in the implementation of these changes.

Proposal	Rationale
Abolish Communities Scotland as a separate agency and bring its main non-regulatory functions into the core Scottish Government. The regulatory functions will be reformed to operate outside the Government and independently of Ministers	The decision to implement this Manifesto Commitment was announced by Cabinet Secretary for Health and Wellbeing on 31 October 2007 following a review of Communities Scotland functions to achieve the most effective structures to respond to the housing policy challenges inherited. This decision is currently under implementation.
Rationalise Justice of the Peace Advisory Committees (NDPB) from 32 organisations to 6	The legislation effecting this change was progressed by previous administration to achieve more efficient and effective delivery and came into effect in December 2007. This has not been included in this Government's 25% reduction but will result in 26 fewer organisations, from the overall list of 199.
Amalgamate Scottish Arts Council/Scottish Screen in Creative Scotland	The establishment of Creative Scotland is part of the Government's current legislative programme and will achieve greater policy coherence and more efficient and effective delivery.
To integrate the Building Standards Agency into Scottish Government and bring together with Architecture and Planning Policy in a single integrated Directorate.	The SBSA will be integrated with core as part of a new Directorate for the Built Environment, which combines, architecture policy, building standards and planning. This will ensure a more integrated approach to the built environment.
Merge Scottish Agricultural Science Agency (SASA) and Scottish Government Rural Payments and Inspection Directorate (SGRPID)	SASA provides the service based input and SGRPID the technical inspection input on a range of duties including plant health, seeds certification, pesticides etc. This merger will allow better integration of all of this work, clarify responsibilities in the eyes of the customer and enable close integration of business processes.
SportScotland is to merge with the Scottish Institute of Sport (SIS), creating a new national organisation	This decision was announced by the Scottish Government on Wednesday 9 January in response to their Manifesto commitment. The new organisation will remove the layers of bureaucracy of the previous structure, making sure the interests of sport remain paramount.

Proposal	Rationale
Merge Scottish University for Industry (Learn Direct Scotland) Careers Scotland (part of Scottish Enterprise) and most of the skills and training functions of the enterprise networks to create Skills Development Scotland Ltd.	Streamlining functions into a single organisation to ensure Scotland's people have the skills they need for success. This proposal is under implementation.
Abolish Historic Environment Advisory Council for Scotland	This decision has been taken in line with the Government's approach to reducing the number of Advisory Bodies established to advise Scottish Ministers. Historic Scotland is responsible for advising Ministers on the historic environment and will ensure expert advice is provided.
Abolish Building Standards Advisory Committee	This decision has been taken in line with the Government's approach to reducing the number of Advisory Bodies established to advise Scottish Ministers. Expert advice on building standards will be obtained in other ways.
Transfer responsibility for the funding of education at the Scottish Agricultural College to the Scottish Funding Council	This change will streamline the funding of SAC by bringing it into the mainstream of further and higher education funding.
Abolish Advisory Committee on Sites of Special Scientific Interest (ACSSI) and transfer function to Scottish Natural Heritage (SNH)	SNH are responsible for safeguarding Scotland's Natural heritage and protecting sites of special scientific interest. It therefore makes sense that the functions of the Advisory Committee on Sites of Special Scientific Interest are transferred to SNH.
Abolish the Fire Service Inspectorate	The Government is planning to abolish the fire inspectorate to reduce duplication of audit of fire and rescue services. The Government will appoint, in place of the Chief Inspector, within government, a senior professional head of a fire and rescue service advisory unit who will be able to provide independent advice to Ministers and the fire and rescue services, and to provide an independent challenge function where necessary.
Not to establish the Scottish Civil Enforcement Commission	The functions can be delivered by other existing organisations.

B. PROPOSALS FOR ORGANISATIONAL CHANGE

20. The Scottish Government will consult stakeholders on the detail of the organisational change before progressing the implementation within the term of the Parliament to meet the 25% reduction in the number of national public sector organisations.

Proposal	Rationale
Bring together into a single national body the various bodies involved in supporting, organising and delivering the Children's Hearings system. This will be done in such a way as to ensure continued local delivery and the independence of the decision-making functions within the system.	In 2004, under the previous administration, stakeholders were invited to consider whether the supporting structure of the children's hearings system should be either a national body or a regionally based operation. Respondents favoured either the status quo (which was not an option) or a national body. This Government announced its intention to progress the creation of a single national organisation on 18 January 2008. This decision will lead to more effective and efficient delivery, strengthening the Children's Hearings system in line with the manifesto commitment.
Removing the General Teaching Council for Scotland (GTCS) NDPB status.	Ending NDPB status for the GTCS would mean treating it instead entirely as a self regulating, profession-led body. GTCS receives no Government funding and is self-funding, via annual registration fees, which it can set at its own discretion.
Abolish Scottish Industrial Development Advisory Board	This decision will help deliver a simplified and more flexible basis for advisory input from business on a wider range of public sector grants and help achieve a greater integration with wider enterprise related reforms.
Abolish Scottish Records Advisory Council	We will abolish the Scottish Records Advisory Council, as we believe the advice it provides can better be obtained from other sources. The decision is in line with the Government's approach to reducing the number of Advisory Bodies established to advise Scottish Ministers. Advice on public records and related matters can be more efficiently provided by informal consultation, co-ordinated by the National Archives of Scotland.
Support proposals to merge Rowett Research Institute with University of Aberdeen.	The Rowett Research Institute will become a wholly owned subsidiary of Aberdeen University to create a new Institute of Nutrition and Health. The merger will strengthen research capacity and international competitiveness and increase availability of scientific research for policy making.

<p>Work with environmental and rural research organisations, notably the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute. Senior management of the Moredun Research Institute, Fisheries Research Services, and the Scottish Agricultural College will also be involved to take the opportunity of developing better integration of research in support of the Scottish Government's Rural, marine and environmental policies.</p>	<p>The purpose of this proposal is to strengthen Scotland's scientific research capacity and international scientific competitiveness and increase availability of scientific research for policy making. It could also offer greater financial stability.</p>
<p>To bring together core marine management functions of the Scottish Fisheries Protection Agency, parts of Scottish Government and, possibly, Fisheries Research Services in a single Scottish marine management organisation. It will work with others, including Scottish Natural Heritage and the Scottish Environment Protection Agency, to improve integration of existing marine management (fisheries and other) functions and incorporate substantial new (notably marine planning) tasks.</p>	<p>This proposal would provide better integrated marine planning, policy and management. Drivers for greater integration include: growing demand on marine resources; EU and international obligations; environmental standards/improvement; recent recommendations from external reports, including the Scottish Parliament. This work will be guided by the Sustainable Seas Taskforce.</p>
<p>Merge Deer Commission with Scottish Natural Heritage (SNH)</p>	<p>The Deer Commission's work is focussed on the natural environment within which the deer live and this has close linkages with the focus of SNH</p>
<p>We will integrate the Fisheries Electricity Committee with SEPA. This will create a more streamlined process for the authorisation of new hydro-electric developments.</p>	<p>FEC advises Ministers and developers on possible effect of hydro-electric power schemes on Fisheries. SEPA has responsibility for fresh water and FEC functions could be fulfilled through an advisory panel.</p>
<p>Bring together the Mobility Access Committee and Public Transport Users Committee</p>	<p>This decision will create a single streamlined and more effective organisation to represent the interests of all transport users in Scotland. In so doing, we will engage with key stakeholders to make certain that this change strengthens the voice of people with travel accessibility and mobility issues. This will include enhancing the PTUC board with 3 additional members with a understanding of accessibility and</p>

	mobility matters to ensure the travel needs of disabled people are fully represented when making recommendations to Ministers on transport matters
Merge Mental Health Tribunal Administration Agency with the Mental Health Tribunal NDPB or bring the agency within core Government, pending a final decision on a streamlined tribunal service	Current arrangements separate the statutory responsibility for efficiency (in the Tribunal) from the financial accountabilities required of the Administration. Merger will create a more effective and efficient mental health tribunal structure by co-locating the duty of efficiency with the levers to make improvement.

C. FURTHER WORK TO SIMPLIFY, INTEGRATE AND SHARE SERVICES THROUGH CLOSER COLLABORATION

21. These proposals have not been counted towards the 25% target but may in time lead to organisational change, or a reduction in the number of public service organisations. Work is progressing to integrate delivery, share services and increase collaborative working between organisations. Some of the proposals may also lead to reshaping responsibilities for public service functions. Work to develop and consult on these proposals will be undertaken with stakeholders.

Proposal	Rationale and Next Steps
Increased collaboration between the National Collections (National Galleries, National Museums, National Library).	Examination of ways of working more closely together to strengthen their impact in their national role, in supporting collections activity throughout Scotland, and in presenting Scotland to the world.
Review the role of the Risk Management .	We will review the role of the Risk Management Authority to determine whether integrating the functions into other bodies would improve the effectiveness of our systems for public safety.
Rationalise historic archival, recording and scheduling functions examining functions and scope for streamlining across Royal Commission for Ancient and Historic Monuments, Historic Scotland and National Archives of Scotland and an increased connection with Scotland's People	Propose further engagement with sector on the options to streamline the archival, recording and scheduling functions of Scotland's heritage. Options to be developed with stakeholders.
Continue to support the partnership between the General Register Office for Scotland, the National Archives of Scotland, The Court of the Lord Lyon through Scotland's People	Family historians benefit from an informal partnership between these 3 public bodies which are most important to their researches. The partnership offers a single website - and, from the summer, a single Family History Centre in Edinburgh - where the digitised records of all 3 bodies are available. It is a world leader in its field
Examine the role of Learning Teaching Scotland in light of the establishment of Skills Development Scotland Ltd and the developing roles of national and local Government.	Review of whether functions presently undertaken by LTS might now best be undertaken elsewhere within the public sector, for example whether there is any overlap with the functions of Skills Development Scotland.
Examine the scope to achieve an integrated approach to public health in Scotland.	Further work is required to develop and then consult on this proposal to minimise duplication across public agencies and increase interaction with the key customers and the professionals on the ground delivering health improvement activities
Remove need for two National Parks each to be a single employer	Further work is required to develop and then consult on this proposal which would reduce the cost of corporate services by devising a single employer

Proposal	Rationale and Next Steps
	servicing both Boards.
Review the Scottish Agricultural Wages Board (SAWB)	Work is needed to review the functions and processes of the SAWB in the context of national minimum wage structures and to consult stakeholders on achieving the most effective processes.
Review the operation and administration of Tribunals in Scotland.	There is a range of tribunals operating in Scotland, of varying sizes, and each with stand-alone administrative support. A review of administrative justice chaired by Lord Philips will report shortly, following which we will develop proposals to streamline the operation and administration of tribunals in Scotland. This will take account of Lord Gill's review of the civil courts, and consider the relationship between tribunals operating in devolved and reserved areas.
Examine the scope to increase joined up decision making in the processes across public sector bodies to consider development proposals.	A number of public bodies are statutory consultees on local plans and individual developments. A group will be established to look at the scope to streamline the engagement of statutory consultees in the development planning and development management processes. The group will involve the Scottish Government, Scottish Natural Heritage (SNH), Scottish Environment Protection Agency (SEPA), Historic Scotland (HS), Transport Scotland and Scottish Water together with representatives of business and local government
Create a single environmental and rural delivery service for shared customers.	The core proposal is based on a shared delivery service to land managers, which improves service primarily by moving the complexity of multiple organisations away from the customer (the organisations identify which specialisms need to be involved and co-ordinate for the customer), and by co-ordinating inspections. Work is underway to implement the proposal.
Refine the responsibilities of Architecture and Design Scotland (A+DS) within the reshaped built environment sector.	A+DS is the national champion for good design in the built environment and provides independent design advice. To improve effectiveness of delivery A+DS will move towards a more outcome focused approach, working in partnership with Government and other organisations involved in change and development in the built environment.
The development of an outcome approach for public bodies.	To set out the direction and expectation of the Scottish Government in supporting the delivery of our strategic objectives. This approach should give greater clarity to public bodies on what the Scottish Government, expect of them, for example including issues such as improving environmental performance

Proposal	Rationale and Next Steps
	and enabling sustainable economic growth, and, at the same time, provide more room for manoeuvre to innovate to achieve outcomes
Reduction in number of local and regional partnerships required by Government	Further work, with local government, at a national and sub-national level to reduce the number of partnerships which this Government requires and to examine the scope for further integration in other parts of the delivery landscape, including small or regional organisations
Progress simplification in handling of scrutiny and complaints.	Professor Crerar’s review into the scrutiny of public services found overlap and duplication in the way public bodies are scrutinised and complaints handled. The Government will work with the Scottish Parliament’s Corporate Body and with local government to come forward with proposals for a substantial reduction in the number of bodies with a scrutiny role as a means of better delivering better, more streamlined scrutiny arrangements.

INFORMATION ON 199 ORGANISATIONS IN THE BASELINE LIST

Executive NDPBs

Organisation	Accounts Commission for Scotland
Remit	To secure the audit of local authorities and joint boards. To report and make recommendations to Scottish Ministers and to audited bodies. To hold hearings and apply sanctions to councillors and officers where appropriate.
Further work	Considered as part of the scrutiny and complaints landscape
Organisation	Bòrd na Gàidhlig http://www.bord-na-gaidhlig.org.uk/
Remit	To ensure a sustainable future for the Gaelic language and culture in Scotland. Aims of the organisation include:- Increase the number of Gaelic speakers and users of Gaelic; Strengthen Gaelic as a family and community language; Facilitate access to Gaelic language and culture throughout Scotland; Promote and celebrate Gaelic's contribution to Scottish cultural life; Extend and enhance the use of Gaelic in all aspects of life in Scotland
What is proposed	No change
Organisation	Cairngorms National Park Authority http://www.cairngorms.co.uk/
Remit	To conserve and enhance the natural and cultural heritage of the area; to promote sustainable use of the natural resources of the area; to promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; to promote sustainable economic and social development of the area's communities.
Further work	To consider scope for a single employer serving both boards..
Organisation	Crofters' Commission http://www.crofterscommission.org.uk/
Remit	To reorganise, develop and regulate crofting and promote the interests of the crofters
Further work	To consider following the completion of the Shucksmith Committee of Inquiry into Crofting.

Organisation	Deer Commission for Scotland http://www.dcs.gov.uk/
Remit	To further the conservation, control and sustainable management of deer in Scotland and to keep under review all relevant matters, including the welfare of deer.
Firm proposal	To merge the Deer Commission with Scottish Natural Heritage.

Organisation	Highlands and Islands Enterprise http://www.hie.co.uk/
Remit	To prepare, co-ordinate, promote and undertake measures for the economic and social development of the Highlands and Islands.
What is proposed	Part of the Enterprise network reform.

Organisation	Learning & Teaching Scotland http://www.ltscotland.org.uk/
Remit	To: actively promote a climate of innovation and ambition throughout the Scottish education system. • support teachers, schools and local authorities in improving the quality of education and raising levels of achievement of all learners. • ensure that the curriculum and approaches to learning and teaching, including the use of ICT, assist children and young people in Scotland to develop their full potential. • work in close partnership with The Scottish Government and other key stakeholders to build capacity and support the delivery of a first class education that is recognised as such nationally and internationally
Further work	Examine its role in light of the establishment of Skills Development Scotland Ltd.

Organisation	Loch Lomond and The Trossachs National Park Authority
Remit	To conserve and enhance the natural and cultural heritage of the area; to promote sustainable use of the natural resources of the area; to promote understanding and enjoyment (including enjoyment in the form of recreation) of the special qualities of the area by the public; to promote sustainable economic and social development of the area's communities
Further work	To consider scope for a single employer serving both boards.

Organisation	National Galleries of Scotland http://www.nationalgalleries.org/
Remit	To care for, preserve and add to the objects in their collections; to ensure objects are exhibited to the public, and generally to promote the public's enjoyment and understanding of fine arts.
Further work	Examination of ways of working more closely together to strengthen their impact in their national role, in supporting collections activity throughout Scotland, and in presenting Scotland to the world.

Organisation	National Library Scotland http://www.nls.uk/
Remit	It is a library of legal deposit, entitled to claim works published in the United Kingdom and Ireland. It has large collections of printed books, manuscripts and maps and has an unrivalled collection of Scottish material.
Further work	Examination of ways of working more closely together to strengthen their impact in their national role, in supporting collections activity throughout Scotland, and in presenting Scotland to the world.

Organisation	National Museums of Scotland http://www.nms.ac.uk/home.aspx
Remit	To care for, preserve and add to the objects on their collections; ensure that the objects are exhibited to the public, and to make the collections available through research, exhibitions, education and other activities.
Further work	Examination of ways of working more closely together to strengthen their impact in their national role, in supporting collections activity throughout Scotland, and in presenting Scotland to the world.

Organisation	Police Complaints Commissioner for Scotland http://www.pcc-scotland.org/home.aspx
Remit	To scrutinise independently the manner in which police organisations deal with complaints.
Further work	Considered as part of the scrutiny and complaints landscape

Organisation	Risk Management Authority http://www.rmascotland.gov.uk/home.aspx
Remit	To promote and support excellent professional practice in managing the risk to the public presented by serious offenders; and to support the administration of the Order for Lifelong Restriction that applies to a small number of the most serious violent and sexual offenders
Further Work	We will review the role of the Risk Management Authority to determine whether integrating the functions into other bodies would improve the effectiveness of our systems for public safety.

Organisation	Royal Botanic Garden, Edinburgh http://www.rbge.org.uk/
Remit	To explore and explain the world of plants. It is also a major tourist attraction. To maintain and develop the living and preserved collections to project science into society both at home and internationally and to maximize visitor numbers
Further work	RBGE senior management will be invited to participate in the development of a new Scottish scientific research Institute to capture potential research and education synergies..

Organisation	Royal Commission on the Ancient and Historical Monuments of Scotland http://www.rcahms.gov.uk/
Remit	To carry out a programme of field surveys and recording of the built heritage of Scotland under international convention. As part of this work it compiles and maintains the National Monuments Records of Scotland.
Further work	To rationalise historic, archival, recording and scheduling functions across Royal Commission for Ancient and Historic Monuments, Historic Scotland and National Archives of Scotland and increase connection with Scotland's people.

Organisation	Scottish Agricultural Wages Board
Remit	To make Orders fixing minimum wage rates, holiday entitlements and other conditions for workers employed in agriculture in Scotland.
Further work	To review the Scottish Agricultural Wages Board (SAWB)

Organisation	Scottish Arts Council http://www.scottisharts.org.uk/
Remit	To support and develop the arts in Scotland.
Firm Decision	To amalgamate with Scottish Screen into Creative Scotland.

Organisation	Scottish Children's Reporter Administration (SCRA) http://www.scra.gov.uk/home/index.cfm
Remit	To facilitate the performance by the Principal Reporter of his statutory functions in relation to children who may be in need of compulsory measures of care; to deploy and manage staff to carry out that work and to provide suitable accommodation facilities for children's hearings.
Firm Proposal	Create a single national body to support all of the statutory processes within the Children's Hearing System.

Organisation	Scottish Commission for the Regulation of Care (the Care Commission) http://www.carecommission.com/
Remit	To ensure improvement in the quality of care services in Scotland, respecting the rights of people who use those services to dignity, privacy, choice and safety. This is to be attained through a new, unified regulatory system.
Further work	Considered as part of the scrutiny and complaints landscape

Organisation	Scottish Criminal Cases Review Commission http://www.sccrc.org.uk/home.aspx
Remit	To consider alleged miscarriages of justice and to refer deserving cases to the High Court for determination.
What is proposed	No change

Organisation	Scottish Enterprise http://www.scottish-enterprise.com/
Remit	To generate jobs and prosperity for the people of Scotland.
What is proposed	Part of the Enterprise network reform.
Firm decision	Merge Careers Scotland (part of Scottish Enterprise) and most of the skills functions of Scottish Enterprise with SUFI to create Skills Development Scotland Ltd.

Organisation	Scottish Environment Protection Agency http://www.sepa.org.uk/
Remit	To provide an efficient and integrated environmental protection system for Scotland which will both improve the environment and contribute to

	the Scottish Ministers' goal of sustainable development.
Firm proposal	We will integrate the Fisheries Electricity Committee with SEPA.
Further work	To create a single environmental and rural delivery service for shared customers.

Organisation	Scottish Further and Higher Education Funding Council http://www.sfc.ac.uk/
Remit	To fund further and higher education and research in Scotland through providing grants to support teaching, learning and research in Scotland's colleges and universities.
Firm decision	To transfer funding of the higher education functions of the Scottish Agricultural College to SFC.

Organisation	Scottish Legal Aid Board http://www.slab.org.uk/
Remit	To access and where appropriate grant, applications for Legal Aid; to scrutinise and pay legal aid accounts submitted by solicitors and advocates; and to advise Scottish Ministers on legal aid matters.
What is proposed	No change

Organisation	Scottish Natural Heritage http://www.snh.org.uk/
Remit	To act as the statutory adviser to Scottish Ministers and others on matters affecting the natural heritage of Scotland
Firm decision	The Advisory Committee on Sites of Special Scientific Interest will be abolished and its functions transferred to SNH.
Firm proposal	Merge Deer Commission with Scottish Natural Heritage (SNH) To involve SNH in better integrated marine management.
Further work	To create a single environmental and rural delivery service for shared customers.

Organisation	Scottish Police Services Authority http://www.spsa.police.uk/
Remit	To provide policing and support services to Scotland's eight police forces and the criminal justice community
What is proposed	No change

Organisation	Scottish Qualifications Authority http://www.sqa.org.uk/sqa/CCC_FirstPage.jsp
Remit	The national body in Scotland responsible for the development, accreditation, assessment and certification of qualifications other than

	degrees. SQA qualifications are available in schools, colleges, training centres and the workplace.
What is proposed	No change

Organisation	Scottish Screen http://www.scottishscreen.com/
Remit	Scottish Screen is the national development agency for the screen industries in Scotland
Firm Decision	To amalgamate with Scottish Arts Council into Creative Scotland.

Organisation	Scottish Social Services Council http://www.sssc.uk.com/Homepage.htm
Remit	To regulate the Social Services Workforce and raise standards in social work and social care
What is proposed	No change

Organisation	Scottish University for Industry http://www.learnirectscotland.com/
Remit	To stimulate demand for lifelong learning by businesses and individuals; provide information and advice to enable learners to find out about the range of opportunities and support available in Scotland; improve access to learning through working with partners to overcome barriers to learning; and to develop capacity in the learning market through working with partners to encourage innovation and address market gaps.
Firm decision	Merge with Careers Scotland (part of Scottish Enterprise) and most of the skills functions of Scottish Enterprise to create Skills Development Scotland Ltd.

Organisation	Sportscotland http://www.sportscotland.org.uk/
Remit	The council has both executive and advisory functions and acts as the National Lottery distributor body for the Lottery Sports Fund in Scotland.
Firm decision	Sportscotland is to merge with the Scottish Institute of Sport creating a new national organisation.

Organisation	VisitScotland http://www.visitscotland.com/
Remit	VisitScotland's principal functions are marketing, visitor services, research and co-ordination of action arising from the Strategy for Scottish Tourism
What is proposed	VisitScotland's regional offices will be rationalised as part of the reform

	of the enterprise networks.
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Organisation	Water Industry Commission for Scotland http://www.watercommissioner.co.uk/
Remit	To promote the interests of persons whose premises are connected to the public water supply system or the public sewerage system or both relating to the provision to them of water and sewerage services. To determine maximum charges and approve charges schemes. To establish a licensing framework for retailing water and sewerage services to non-household customers.
Further work	Considered as part of the scrutiny and complaints landscape

Advisory NDPBs

Organisation	Advisory Committee on Sites of Special Scientific Interest http://www.snh.org.uk/publications/online/designatedareas/ssi2/designating.asp
Remit	To advise Scottish Natural Heritage in cases where there are sustained scientific objections to the notification of sites Sites of Special Scientific Interest
Firm decision	The Advisory Committee on Sites of Special Scientific Interest will be abolished and its functions transferred to SNH.

Organisation	Architecture and Design Scotland http://www.ads.org.uk/
Remit	Scotland's national champion for good architecture and design in the built environment
Further work	To improve effectiveness of delivery within the reshaped Built Environment sector.

Organisation	Building Standards Advisory Committee
Remit	To advise Scottish Ministers on the exercise of their functions under the Building (Scotland) Act 2003; keep under review the operation of regulations under the Act; and make recommendations to Ministers in connection with the regulations.
Firm decision	To abolish.

Organisation	Fisheries (Electricity) Committee
Remit	To advise and assist Scottish Ministers and any person engaging in, or proposing to engage in, the generation of hydro-electric power on questions relating to the effect on fisheries or stocks of fish. The Committee also advises on intakes and outfalls at some other types of power station, particularly the large coastal and estuarine fossil-fuelled and nuclear stations the use very large quantities of seawater for cooling purposes
Firm proposal	We will integrate the Fisheries Electricity Committee with SEPA. This will create a more streamlined process for the authorisation of new hydro- electric developments.

Organisation	General Teaching Council for Scotland http://www.gtcs.org.uk/Home/home.asp
Remit	To maintain a register of qualified teachers; keep under review the standards of entry to the teaching profession; make recommendations to the Scottish Ministers on standards of education, training, career development and fitness to teach of teachers; advise Ministers on supply of teachers.
Firm proposal	End NDPB status and treat GTC entirely as a self-regulating, profession led body, along the lines of the General Medical Council.

Organisation	Historic Environment Advisory Council for Scotland http://www.heacs.org.uk/
Remit	To provide to Scottish Ministers advice on issues affecting the historic environment and how the functions of the Scottish Ministers exercisable in relation to the historic environment may be exercised effectively for the benefit of the historic environment.
Firm decision	To abolish.

Organisation	Justices of the Peace Advisory Committees
Remit	To keep under review the number of justices of the peace in its particular area and to advise Scottish Ministers on the appointment of new Justices.
Firm decision	As part of the changes being made to the Justice system under the Summary Justice Reform Programme the previous, local authority based JPACs have been replaced by 6 larger JPACs, based on sheriffdoms, covering all of Scotland. .

Organisation	Local Government Boundary Commission for Scotland http://www.bcomm-scotland.gov.uk/
Remit	To review local government council boundaries and electoral arrangements, To advise Scottish Ministers with regard to the need for change deemed necessary in the interests of effective and convenient

	local government.
What is proposed	No change

Organisation	Mobility and Access Committee for Scotland (MACS) http://www.macs-mobility.org
Remit	To Advise Scottish Ministers on the transport needs of disabled people in Scotland.
Firm proposal	To bring together the Public Transport Users Committee and the Mobility Access Committee into a single body to represent the interests of all transport users in Scotland. In so doing, we will engage with key stakeholders to make certain that this change strengthens the voice of people with travel accessibility and mobility issues. This will include enhancing the PTUC board with 3 additional members with a understanding of accessibility and mobility matters to ensure the travel needs of disabled people are fully represented when making recommendations to Ministers on transport matters

Organisation	Public Transport Users' Committee for Scotland (PTUC) http://openscotland.gov.uk/Topics/Transport/ptuc/Contacts
Remit	To represent effectively the interests of public transport users. To consider and make recommendations to Scottish Ministers relating to public transport services in, from and to Scotland and it shall consider and make recommendations about other matters if asked to do so.
Firm proposal	To bring together the Public Transport Users Committee and the Mobility Access Committee into a single body to represent the interests of all transport users in Scotland. In so doing, we will engage with key stakeholders to make certain that this change strengthens the voice of people with travel accessibility and mobility issues. This will include enhancing the PTUC board with 3 additional members with a understanding of accessibility and mobility matters to ensure the travel needs of disabled people are fully represented when making recommendations to Ministers on transport matters

Organisation	Scottish Advisory Committee on Distinction Awards http://www.sacda.scot.nhs.uk/
Remit	To advise the Minister for Health and Community Care and Scottish Ministers which specialists engaged in the NHS in Scotland should receive awards for professional distinction.
What is proposed	No change

Organisation	Scottish Industrial Development Advisory Board (SIDAB) http://www.rsascotland.gov.uk/ras/files/SIDAB%20Members%20Handbook.doc
Remit	To advise the Scottish Ministers on the exercise of their powers under

	Section 7 of the Industrial Development Act 1982 which was devolved to Scottish Ministers in 1998 and relates to the administration of the Regional Selective Assistance Scheme in Scotland.
Firm proposal	Abolish SIDAB and achieve greater integration with enterprise-related reforms.

Organisation	Scottish Law Commission http://www.lawscot.org.uk/Public_Information/consultation/Scottish_Law_Commission.aspx
Remit	To promote the systematic reform and development of Scots Law
What is proposed	No change

Organisation	Scottish Local Authorities Remuneration Committee
Remit	To prepare and submit to the Scottish Ministers advice in relation to the payment by local authorities of remuneration (including pensions) and allowances to and reimbursement of expenses incurred by members of local authorities, and the payment of severance payments in relation to members of local authorities. Ministers have also set clear criteria of which the Committee must take account, including the affordability and public acceptability of its advice.
What is proposed	No change

Organisation	Scottish Records Advisory Council http://www.scottishrecordsadvisorycouncil.info/
Remit	To submit proposals or make representations to the Scottish Ministers, the Lord Justice General or the Lord President of the Court of Session on matters relating to the custody, preservation, indexing and cataloguing of the public records of Scotland, and on facilities for public access to these records. Also to advise the Scottish Ministers on the application of the Freedom of Information (Scotland) Act 2002 to information in records held by the Keeper of the Records of Scotland
Firm proposal	Abolish Scottish Records Advisory Council

Tribunals

Organisation	Additional Support Needs Tribunals for Scotland http://www.asntscotland.gov.uk/asnts/141.html?pMenuID=25&pElementID=25
Remit	To ensure that all children and young people are provided with the necessary support to help them meet their individual needs and to help them make the most of their education by adjudicating where parents and the Education Authority cannot agree on matters related to co-ordinated support plans.
Further work	Considered as part of the scrutiny and complaints landscape and also in

	relation to work on streamlining tribunals.
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Organisation	Children's Panels http://www.childrens-hearings.co.uk/
Remit	To make decisions in respect of children referred to a Hearing by the Principal Children's Reporter. These children are considered to be in need of compulsory measures of supervision because they are at risk or have offended.
Firm Proposal	Create a single national body to support all of the statutory processes within the Children's Hearing System. To be considered as part of work on streamlining tribunals

Organisation	Lands Tribunal for Scotland http://www.lands-tribunal-scotland.org.uk/
Remit	To deal with disputed valuations of land; the discharge of restrictive title conditions; disputes during council house purchase under tenants' rights legislation; appeals against the Keeper of the Registers of Scotland and voluntary or joint references of consent.
Further work	To be considered as part of work to streamline tribunal services for Scotland.

Organisation	Mental Health Tribunal for Scotland http://www.mhtscot.org/mhts/CCC_FirstPage.jsp
Remit	To hold independent tribunal hearings and make decisions on the long term compulsory care and treatment of people with mental health disorders. It was established by the Mental Health (Care and Treatment) Act 2003. The Act specifies membership of the Tribunal, the role and functions of the President, Tribunal procedures etc. The Act also provides that "The Scottish Ministers may appoint such staff and provide such accommodation for the Tribunal as they may determine".
Firm proposal	Merge Mental Health Tribunal Administration Agency with the Mental Health Tribunal NDPB or bring the agency within core Government, pending a final decision on how best to streamline tribunals.

Organisation	Parole Board for Scotland http://www.scottishparoleboard.gov.uk/
Remit	To determine the suitability for release of prisoners serving four years or more and for those who will be released on life licence. The Board also has powers to insert licence conditions and to recall offenders to custody.
What is proposed	No change

Organisation	Private Rented Housing Panel (Rent Assessment Panel for Scotland) http://www.prhpScotland.gov.uk/prhp/121.html
Remit	To provide members of the Rent Assessment Committees which consider objections to fair rents set by the Rent Officers under the Rent (Scotland) Act 1984 and assess the market rent for assured and short assured tenancies created under the Housing (Scotland) Act 1988, when the landlord and tenant cannot agree on an appropriate rent.
What is proposed	No change

Organisation	Scottish Charity Appeals Panel http://www.scap.gov.uk/index.html
Remit	To consider cases of appeal from charities unsatisfied with the decision on their status by the Office of the Scottish Charities Regulator
Further work	Considered as part of the scrutiny and complaints landscape.

Public Corporations

Organisation	Caledonian Maritime Assets Ltd http://www.cmassets.co.uk/index.htm
Remit	CMAL owns the vessels, harbours and equipment required for the operation of the Clyde and Hebrides Ferry Services. The vessels are leased to the operator of those services, currently CalMac Ferries Ltd.
What is proposed	No change

Organisation	David MacBrayne Ltd
Remit	A group holding company
What is proposed	No change

Organisation	Highlands and Islands Airports Ltd http://www.hial.co.uk/
Remit	Is responsible for the management and operation of ten airports in the Highlands and Islands of Scotland: Barra, Benbecula, Campbeltown, Inverness, Islay, Kirkwall, Stornoway, Sumburgh, Tiree and Wick.
What is proposed	No change

Organisation	Scottish Water http://www.scottishwater.co.uk/portal/page/portal/SWE_PGP_HOME/SWE_PGE_HOME
Remit	To provide drinking water and waste water services to the people of Scotland
What is proposed	No change

NHS Bodies

Organisation	NHS 24 http://www.nhs24.com/content/
Remit	To establish, implement and manage a confidential 24-hour nurse consultation and health information telephone advice service across Scotland – its main service is to provide access to out-of-hours services provided by the area NHS Boards.
What is proposed	No change

Organisation	NHS Boards http://www.show.scot.nhs.uk/organisations/index.html
Remit	To provide a comprehensive and integrated health service - designed to secure improvement in physical and mental health and the prevention, diagnosis and treatment of illness.
What is proposed	No change

Organisation	NHS Education for Scotland http://www.nes.scot.nhs.uk/
Remit	To contribute to the delivery of highest quality health care by promoting best practice in the education and lifelong learning of all NHS Scotland Staff, particularly through multi-disciplinary working and learning
What is proposed	No change

Organisation	NHS Health Scotland http://www.show.scot.nhs.uk/information/healthInformation.html
Remit	The work of NHS Health Scotland is set in the context of the Scottish Government's vision for achieving a healthier Scotland as outlined in: 1. Towards a Healthier Scotland; 2. Our National Health, a Plan for Action, a Plan for Change; 3. Improving Health in Scotland: The Challenge; 4. Social Justice: a Scotland where everyone matters and building a better Scotland
What is proposed	No change

Organisation	NHS National Services Scotland http://www.nhsnss.org/
Remit	NHS National Services Scotland is an integral part of the NHSScotland supporting frontline patient care by providing and co-ordinating essential national and regional services.
What is proposed	No change

Organisation	NHS Quality Improvement Scotland http://www.nhshealthquality.org/nhsqis/CCC_FirstPage.jsp
Remit	To support, ensure and monitor the quality of health care provided by NHSScotland
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	National Waiting Times Centre Board http://www.nhsgoldenjubilee.co.uk/home/
Remit	The National Waiting Times Centre is a special health board established on 27 June 2002 to manage the former HCI facility in Clydebank. It is now established and managed as a national centre to address waiting time priorities.
What is proposed	No change

Organisation	Mental Welfare Commission for Scotland http://www.mwscot.org.uk/home/home.asp
Remit	The Commission has a statutory duty to protect people who may, by reason of mental disorder, be incapable of protecting themselves or their interests adequately.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Ambulance Service http://www.scottishambulance.com/
Remit	The Scottish Ambulance Service was established as a special Health Board on 1 April 1999 to provide ambulance and other means of transport for patients throughout the whole of Scotland.
What is proposed	No change

Organisation	State Hospitals Board for Scotland http://www.tsh.scot.nhs.uk/
Remit	The State Hospital is a secure hospital providing care for mentally disordered people who need treatment in conditions of special security
What is proposed	No change

Scottish Government Agencies

Organisation	Accountant in Bankruptcy http://www.aib.gov.uk/
Remit	To: (i) Generally supervise the process of sequestration in Scotland and to ensure that those involved in that process, principally trustees and commissioners, properly carry out their responsibilities, and to take appropriate action when they fail to do so. (ii) Maintain a public register of sequestrations, protected trust deeds and company insolvencies. (iii) Undertake the functions of commissioners in sequestrations where none may be, or are, elected. (iv) Act as interim and permanent trustee in sequestrations where no insolvency practitioner is appointed or elected to do so. The Accountant also has responsibility for administering the Government's policies in respect of personal insolvency and the process of corporate insolvency in Scotland and to monitor the implementation of these policies.
What is proposed	No change

Organisation	Communities Scotland http://www.communitiesscotland.gov.uk/intradoc-cgi/idc.cgi_isapi.dll?IdcService=GET_DOC_PAGE&Action=GetTemplatePage&Page=CS_HOME
Remit	To make Scotland a country where everyone has the opportunity to enjoy a decent quality of life through affordable housing in strong and confident communities, having access to learning and employment opportunities, and living free from poverty, inequality and discrimination. Community Scotland's objectives are: <ul style="list-style-type: none"> • To increase the supply of affordable housing where it is needed most. • To improve the quality of existing houses and ensure a high quality of new build. • To improve the quality of housing and homelessness services. • To improve the opportunities for people living in disadvantaged communities. • To support the social economy to deliver key services and create job opportunities. • To use our experience of delivering housing and regeneration programmes to inform and support the development of Ministerial policies.
Firm decision	Abolish Communities Scotland as a separate agency and bring its main non-regulatory functions into the core Scottish Government. The regulatory functions will be reformed to operate outside the Government and independently of Ministers

Organisation	Fisheries Research Service http://www.marlab.ac.uk/
Remit	To provide scientific advice and information; to conduct research, monitoring and surveillance; to perform regulatory and enforcement activities; to represent the Scottish Government at national and international meetings; to communicate issues and information to all stakeholders; to ensure that the policies and regulatory activities of Government are supported by full and up-to-date knowledge
Further work	To involve FRS in the development of better integrated arrangements for marine/environmental science and research, and marine management.

Organisation	Historic Scotland http://www.historic-scotland.gov.uk/
Remit	To safeguard the nation's historic environment by scheduling monuments of national importance and by listing historic buildings of special architectural or historic interest. To conserve properties in its care and provide financial assistance to private owners towards the costs of conserving and repairing outstanding monuments and buildings. To conduct research relating to building conservation and in developing and promoting craft skills. To carry out specialised conservation work and raise the standard of conservation practice among owners, and trade and professional groups. The agency has a commitment to encourage knowledge about Scotland's historic environment and provides guidebooks and other publications, and educational material relating to the school curricular guidelines.
Further work	To rationalise historic, archival, recording and scheduling functions across Royal Commission for Ancient and Historic Monuments, Historic Scotland and National Archives of Scotland and increase connection with Scotland's people.

Organisation	HM Inspectorate of Education http://www.hmie.gov.uk/
Remit	To promote sustainable improvements in standards, quality and achievements for all learners in a Scottish education system which is inclusive. Working in partnership HMIE will seek to ensure that: <ul style="list-style-type: none"> • children, young people and adults in Scotland become successful learners, confident individuals, active citizens and effective contributors in the workplace and community; and • providers of educational and children's services in Scotland enable children and young people to be safe, nurtured, achieving, healthy, active, included, respected and responsible. <p>HMIE inspects: Local Authorities, Health Boards, Charities. For the period 2004 – 2007, Ministers agreed four strategic priorities for HMIE on which its performance will be measured. These are:</p>

	<ul style="list-style-type: none"> • Through inspection and reporting, promote public accountability for the delivery of high quality education to all learners in Scotland. • Work with other organisations to build capacity to provide education and services for children of the highest quality for all users. • Support informed policy development by providing high quality, independent, professional advice drawn from inspection and review evidence and knowledge of the system. • Develop and manage HMIE as a best value organisation.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Mental Health Tribunal Administration Agency for Scotland http://mhtscot.org/mhts/CCC_FirstPage.jsp
Remit	<p>The Administration of The Mental Health Tribunal Scotland was established as an Executive Agency on 1 April 2005 and commenced live operations on 5 October 2005 when the Mental Health (Care and Treatment) (Scotland) Act 2003 came into force. The core function of the Agency is to provide support to the Mental Health Tribunal by providing case management and hearing support to ensure that the Tribunal can, through the panels sitting across Scotland, determine the applications and referrals made to it under the Act. To do this they need to work closely with all stakeholders, including NHS Boards and Local Authorities, to ensure that the administrative processes requirements of legislation but run as smoothly as possible.</p>
Firm proposal	Merge Tribunal Administration Agency with the Mental Health Tribunal NDPB or bring the agency within core Government, pending a final decision on proposals to streamline tribunals

Organisation	National Archives of Scotland http://www.nas.gov.uk/
Remit	To select, preserve, and make available the national archives of Scotland in whatever medium, to the highest standards; to promote the growth and maintenance of proper archive provision throughout the country; and to lead the development of archival practice in Scotland. In addition to advising Scottish Ministers on records and information policy, the NAS advises Scottish public authorities about the creation and management of their records, it advises public and private owners about their historical records and it provides a reference service to the public on all aspects of the national archives
Further work	To rationalise historic, archival, recording and scheduling functions across Royal Commission for Ancient and Historic Monuments, Historic Scotland and National Archives of Scotland and increase connection with Scotland's people. Continue to support the partnership between the General Register Office for Scotland, the National Archives of Scotland and The Court of the Lord Lyon through Scotland's People.

Organisation	Scottish Agricultural Science Agency http://www.sasa.gov.uk/
Remit	To ensure the quality of seeds and tubers for planting, and new crop varieties; keep field and horticultural crops free of damaging diseases; keeping serious pests of plants out of the UK and Scotland; Act as the Scottish Government's Inspectorate of genetically-modified crops; Develop new and more sensitive diagnostic tests for pests and diseases; Preserve and maintain a wide range of historic, heritage and other varieties of potatoes, cereals, peas and brassicas; Monitor the pesticide load in our diet, and the pattern of use of pesticides in Scotland; Protect wildlife against deliberate or accidental poisoning; Understand the ecology of important vertebrate species (e.g. rabbits, foxes, geese).
Firm decision	Merge the Scottish Agricultural Science Agency and Scottish Government Rural Payment and Inspection Division.

Organisation	Scottish Building Standards Agency http://www.sbsa.gov.uk/
Remit	To prepare the building regulations and write guidance on how to meet the regulations; to provide views on compliance to help verifiers make decisions; to grant relaxations of the regulations in exceptional cases; to maintain a register of Approved Certifiers; to monitor and audit the certification system; to monitor and audit the performance of verifiers; and to verify Crown building work
Firm decision	To integrate the Building Standards Agency into Scottish Government and bring together with Architecture and Planning Policy in a single integrated Directorate.

Organisation	Scottish Courts Service http://www.scotcourts.gov.uk/
Remit	To provide administrative, organisational and technical services required to support the Judiciary in delivery of Justice within the Court of Session, High Court of Judiciary and the 49 Sheriff Courts located throughout Scotland
What is proposed	No change

Organisation	Scottish Fisheries Protection Agency http://www.sfpa.gov.uk/closed.asp
Remit	SFPA's key aim is to protect fish stocks in the interests of the future of the Scottish fishing industry. In doing so it carries out all aspects of enforcement of fisheries legislation and regulations in the seas around Scotland and in Scottish ports. This includes policy, operations, ships, aircraft and fishery offices around the coast.
Firm proposal	To involve SFPA as a key partner in developing better integrated marine management arrangements.

Organisation	Scottish Prison Service http://www.sps.gov.uk/default.aspx
Remit	To keep in Custody those committed by the courts; to maintain good Order in each prison; to Care for prisoners with humanity; to provide prisoners with a range of Opportunity to exercise personal responsibility and to prepare for release; and to play a full role in the integration of offender management services
What is proposed	No change

Organisation	Scottish Public Pensions Agency http://www.sppa.gov.uk/
Remit	To administer and regulate the NHS and teachers' pension schemes in Scotland, and other occupational pension schemes for which the Scottish Ministers are responsible. It also regulates the local government, police and fire pension schemes administered by Scottish local authorities.
What is proposed	No change

Organisation	Social Work Inspection Agency http://www.swia.gov.uk/swia/CCC_FirstPage.jsp
Remit	To inspect all social work services in Scotland and report publicly and to Parliament on the quality of these services, locally and nationally. With the emphasis on People, and working in partnership with other agencies, we aim to improve social work practice and so make a real difference in people's lives. SWIA aims to inspect all local authority social work services on a three-year cycle. It undertakes joint inspection work with HM Inspectorate of Education.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Student Awards Agency for Scotland http://www.saas.gov.uk/
Remit	To deal with financial support and give advice to eligible Scottish students in higher education throughout the United Kingdom, together with certain related roles in connection with student loans, hardship funds and educational endowments
What is proposed	No change

Organisation	Transport Scotland http://www.transportscotland.gov.uk/
Remit	Is responsible for the rail and trunk road networks and will oversee their operation and management. Transport Scotland support delivery of the programme of major transport infrastructure projects for road and rail. It is also responsible for running the new Scotland-wide Free Bus Scheme for older and disabled people and the concessionary travel scheme for young people which will begin in 2007.
What is proposed	No change

Non Ministerial Departments (NMD)

Organisation	General Register Office for Scotland (GROS) http://www.gro-scotland.gov.uk/
Remit	To administer the registration of events such as births, deaths, marriages, civil partnerships, divorces and adoptions, and is responsible for the statutes relating to the formalities of marriage and conduct of civil marriage. GROS take the census of Scotland's population every ten years and prepare and publish demographic and other statistics for central and local Government, for medical research, and for the private sector. GROS also make available to customers public records about individuals, and maintain for the Scottish Government the National Health Service Central Register.
Further work	Continue to support the partnership between the General Register Office for Scotland, the National Archives of Scotland and The Court of the Lord Lyon through Scotland's People.

Organisation	Registers of Scotland http://www.ros.gov.uk/
Remit	Is responsible for compiling and maintaining registers relating to property and other legal documents. Its main aim is to protect the rights of the individual while providing access to important legal information
What is proposed	No change

Organisation	Office of the Scottish Charity Regulator (OSCR) http://www.oscr.org.uk/
Remit	To increase public confidence in charities through effective regulation, increase transparency and public accountability of charities, increase charity trustees' awareness of their statutory responsibilities, establish and maintain OSCR as a credible, respected, trusted and effective regulator.
Further work	Considered as part of the scrutiny and complaints landscape.

Commissioners & Ombudsmen

Organisation	Scottish Children's Commissioner http://www.sccyp.org.uk/
Remit	To ensure the United Nations Convention on the Rights of the Child is adhered to in Scotland. The Commissioner has a legal duty to keep on reminding everyone of the promises and can also set up an investigation if she thinks the promises are not being kept. If the Commissioner believes that a public, private or voluntary organisation is not keeping the promises made to children and young people, she can require them to attend a public investigation, examine them under oath and force them to produce documents.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Office of the Commissioner for Public Appointments in Scotland http://www.publicappointments.org/
Remit	To create and regulate the process by which people are appointed to the boards of many of Scotland's public bodies.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Parliamentary Standards Commissioner http://www.spssc.co.uk/
Remit	Is an independent investigator of complaints that Members of the Scottish Parliament (MSPs) have broken their Code of Conduct. The Code of Conduct gives guidance to MSPs on how to carry out their Parliamentary duties.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Information Commissioner http://www.itspublicknowledge.info/home/ScottishInformationCommissioner.asp
Remit	Is responsible for enforcing and promoting Scotland's freedom of information laws
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Public Services Ombudsman http://www.spsso.org.uk/
Remit	Is a 'one-stop-shop'. It replaced three previous offices - the Scottish Parliamentary and Health Service Ombudsman, the Local Government Ombudsman for Scotland and the Housing Association Ombudsman for Scotland. It investigates complaints about most organisations providing public services in Scotland including councils, the National Health Service, housing associations, the Scottish Government and its agencies and departments, universities and colleges and most Scottish public authorities.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Commission for Human Rights http://www.opsi.gov.uk/legislation/scotland/acts2006/asp_20060016_en_1
Remit	To Promote, education and awareness-raising of human rights issues as a key means of developing a real and reliable human rights culture in Scotland. It does this by providing information, education, strategic advice and training on human rights issues.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Prisons Complaints Commission http://www.scottishombudsman.org.uk/
Remit	To conduct an independent review of prisoners' complaints that have not been resolved through the internal grievance system of the SPS. The SPS does not deal with complaints that relate to conviction or sentence awarded by the Courts, decisions relating to parole or life licence, or complaints relating to medical matters that involve clinical judgement.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Commission for Public Audit http://www.opsi.gov.uk/legislation/scotland/acts2000/en/aspn_20000001_en_1
Remit	The Scottish Commission for Public Audit was established under section 12 of the Public Finance and Accountability (Scotland) Act to examine the proposed budget of Audit Scotland, appoint Audit Scotland's auditors, and initiate and consider 3E examinations into Audit Scotland. The main areas of responsibility of the Commission are: (a) to examine Audit Scotland's proposals for the use of resources and expenditure and report on them to the Parliament; (b) to appoint a qualified person to audit the accounts of Audit Scotland; (c) to lay before the Parliament and publish a copy of Audit Scotland's accounts and the auditor's report on them.
What is proposed	No change.

Organisation	Scottish Legal Services Ombudsman/Scottish Legal Complaints Commission http://www.slsso.org.uk/ www.scottishlegalcomplaints.com/
Remit	The Scottish Legal Services Ombudsman oversees the handling of complaints against legal practitioners by their professional bodies (The Law Society of Scotland or The Faculty of Advocates). It is to be replaced in 2008 by the Scottish Legal Complaints Commission, which has been established under the Legal Profession and Legal Aid (Scotland) Act 2007. The SLCC will receive all complaints against solicitors which it has not been possible to resolve at source and will be funded by levies on the legal profession.
Further work	SLCC will be considered as part of the scrutiny and complaints landscape.

Other Significant National Bodies

Organisation	Audit Scotland http://www.audit-scotland.gov.uk/
Remit	To help the Auditor General and the Accounts Commission to make sure organisations that spend public money in Scotland use it properly, efficiently and effectively. It does this by carrying out audits – that is, detailed and systematic investigations – of various aspects of how public bodies work.
What is proposed	Considered as part of the scrutiny and complaints landscape.

Organisation	Court of Lord Lyon http://www.lyon-court.com/lordlyon/CCC_FirstPage.jsp
Remit	The Court of the Lord Lyon is the heraldic authority for Scotland. It deals with all matters relating to Scottish Heraldry and Coats of Arms and maintains the Scottish Public Registers of Arms and Genealogies. The Lord Lyon King of Arms is also responsible for State Ceremonial in Scotland.
Further work	Continue to support the partnership between the General Register Office for Scotland, the National Archives of Scotland and The Court of the Lord Lyon through Scotland's People.

Organisation	Drinking Water Quality Regulator for Scotland
Remit	The role of Drinking Water Quality Regulator for Scotland was established in the Water Industry Act 2002 to provide an independent check that Scottish Water is complying with the drinking water quality regulations. To allow him to carry out his functions, the 2002 Act provides him with extensive powers to: acquire information, conduct investigations and take enforcement action should this prove necessary. The primary purpose of the regulations is to protect public health and
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	HM Fire Service Inspectorate for Scotland http://www.scotland.gov.uk/Topics/Justice/Fire/15130/1018
Remit	The Inspectorate's main responsibilities include regularly reviewing how the Services are performing, providing advice on technical matters, producing an annual report on the state of the Fire Services, and examining particular areas such as Community Fire Safety, Training, Diversity, the Retained Duty System and Performance Management. The Inspectorate is also responsible for Fire Safety enforcement on Crown Premises.
Decision	The Government is planning to abolish the fire inspectorate to reduce duplication of audit of fire and rescue services.

Organisation	HM Prisons Inspectorate for Scotland http://www.scotland.gov.uk/Topics/Justice/Prisons/17208
Remit	The Inspectorate's main statutory responsibility is the regular inspection of individual prison establishments in Scotland. In carrying out this function, matters which are inspected and reported on include physical conditions, quality of prisoner regimes, morale of staff and prisoners, facilities and amenities available to staff and prisoners, questions of safety, and decency and contribution to reducing re-offending. HMCIP is also required to inspect Legalised Police Cells, and to produce an Annual Report which is submitted to the Scottish Parliament
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	HM Inspectorate of Constabulary for Scotland http://www.scotland.gov.uk/Topics/Justice/Police/15403
Remit	Her Majesty's Inspectorate of Constabulary for Scotland (commonly known as the Police Inspectorate or HMIC) is responsible for inspecting the eight Scottish police forces and four common police services. HMIC operates independently of the Police Forces, Police Authorities and the Scottish Government and exists to monitor and improve the police services in Scotland. HMIC does this by: Inspecting Police Forces and organisations within the Scottish Police Services Authority; Carrying out 'Thematic' Inspections; and Providing advice to Scottish Ministers
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Inspectorate of Prosecution in Scotland http://www.scotland.gov.uk/Topics/Justice/ipis
Remit	IPS is the independent Inspectorate for the Crown Office and Procurator Fiscal Service, the sole prosecuting authority in Scotland and also responsible for investigating sudden deaths and complaints against the Police which are of a criminal nature. The aim of the IPS is to make recommendations that will result in clear and measurable improvements in the Crown Office and Procurator Fiscal Service (COPFS) service delivery, making COPFS more accountable and enhancing public confidence. The principal functions of the IPS are:- <ul style="list-style-type: none"> • to inspect or arrange for the inspection of the operation of COPFS; • to report to the Lord Advocate on any matter connected with the operation of COPFS which the Lord Advocate refers to us.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Macaulay Institute http://www.macaulay.ac.uk/
Remit	To undertake research in the context of rural land use and resource management; to assess the environmental, economic and social impact of agricultural and related land use and the consequence of change resulting from factors and influence such as policy management.
Firm proposal	We will work with our environmental and rural research organisations, notably the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute.

Organisation	Moredun Research Institute http://www.mri.sari.ac.uk/
Remit	To conduct scientific research on infectious diseases of livestock
Further work	The proposal based on the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute also has the potential to involve the Moredun Research Institute in the development of better integrated arrangements for natural resources science and research. This opportunity will be explored.

Organisation	Office of the Queens Printer for Scotland
Remit	Provides access to Scottish legislation and delivers a range of services to the public, information industry and government relating to the re-use of information created by the devolved government for Scotland, the Scottish Government.
What is proposed	No change

Organisation	Quality Meat Scotland (QMS) http://www.qmscotland.co.uk/
Remit	To provide information to the red meat industry.
What is proposed	No change

Organisation	Rowett Research Institute http://www.rowett.ac.uk/
Remit	To advance understanding of the molecular and physiological aspects of mechanisms underlying nutrition in animals and man and to identify how this can improve sustainable agriculture, food quality and human health.
Firm Proposal	Proposed merger of Rowett Research Institute with the University of Aberdeen to create a new Institute of Nutrition and Health.

Organisation	Scottish Agricultural College http://www.sac.ac.uk/
Remit	To support the development of land-based industries and communities.
Firm decision	To transfer funding of the higher education functions of the Scottish Agricultural College to SFC.
Further work	The proposal based on the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute also has the potential to involve aspects of the SAC's activities in the development of better integrated arrangements for natural resources science and research. This opportunity will be explored.

Organisation	Standards Commission for Scotland http://www.standardscommissionscotland.org.uk/
Remit	<p>The Standards Commission for Scotland is an independent body set up by the Scottish Parliament under the Ethical Standards in Public Life etc (Scotland) Act 2000. The aim of the Commission is to campaign for and encourage high ethical standards in public life through the promotion and enforcement of the Code of Conduct for Councillors and the Code of Conduct for Members of Devolved Public Bodies. The Commission also aims to ensure that the investigative and adjudicatory functions of the organisation are carried out effectively and in accordance with the legislation.</p> <p>The Standards Commission for Scotland is made up of a Convener, five Commission Members and two independent Departments - the Office of Investigations, led by the Chief Investigating Officer, and the Office of Administration and Hearings, led by the Secretary to the Commission.</p>
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Scottish Crop Research Institute http://www.scri.ac.uk/
Remit	To contribute to crop research; in particular to exploit the advantages and to solve the problems of crop production in northern Britain through plant breeding, improved cultural practices and improved environmentally sensitive systems of crop production.
Firm proposal	We will work with our environmental and rural research organisations, notably the Macaulay and Scottish Crop Research Institutes, to encourage them to come together in a new Institute.

Organisation	Scottish Institute of Sport http://www.sisport.com/sisport/CCC_FirstPage.jsp
Remit	To work with and bring together key organisations in Scottish sport, support them in developing and delivering their single plan for sport.
Firm decision	Sportscotland is to merge with the Scottish Institute of Sport creating a new national organisation.

Organisation	Scottish Road Works Commissioner http://www.opsi.gov.uk/legislation/scotland/acts2005/asp_20050012_en_1
Remit	The Commissioner has the general functions of— (a) monitoring the carrying out of works in roads in Scotland; (b) promoting compliance with the 1991 Act and obligations imposed under it; and (c) promoting the pursuit of good practice by those persons who have functions conferred on or permissions granted to them by or under that Act, as well as the particular functions conferred upon the Commissioner by or under that or the Transport Scotland Act 2006.
Further work	Considered as part of the scrutiny and complaints landscape.

Organisation	Sustainable Development Commission in Scotland http://www.sd-commission.org.uk/scotland.php
Remit	Is the Government's independent advisor on sustainable development. The Commission reports to the First Minister of Scotland on key policy areas including: energy, the economy, climate change, governance and food. Help government, local authorities and businesses put sustainable development at the heart of what they do.
What is proposed	No change

Organisation	Prison Visiting Committees (VCs) and the Association of Visiting Committees (AVC). http://avc.bpweb.net/
Remit	Visiting Committees are statutory bodies of volunteers appointed to monitor conditions in prisons on behalf of Scottish Ministers, operating independently to prison management. Prison Visiting Committees are appointed by Local Authorities whilst Young Offender Institution Visiting Committees are appointed by Scottish Ministers. Each Visiting Committee submits an Annual Report to Scottish Ministers The Association of Visiting Committees was formed to promote the effective operation of Visiting Committees including training. The AVC produces an Annual report which is circulated to relevant interested parties.
Further work	Considered as part of the scrutiny and complaints landscape

Organisation	Waterwatch Scotland http://www.waterwatchscotland.org/web/site/home/home.asp
Remit	Waterwatch Scotland replaces the five former regional Water Customer Consultation <u>Panels</u> . As well as having a national remit, we also benefit from new and increased powers to make a difference for customers within the water industry in Scotland. These powers were increased through the Water Services etc. (Scotland) Act 2005. Waterwatch Scotland will engage with the many varied interests and groupings that are represented within the broad customer range in Scotland. Our role is to: <ul style="list-style-type: none"> • represent customers • investigate <u>complaints</u> • influence policy • <u>inform</u> and advise
Further work	Considered as part of the scrutiny and complaints landscape.

Proposed Organisations

Organisation	HUB Procurement Health
Remit	The Hub initiative is an Improved Procurement vehicle for community based premises. The proposed national, delivery vehicle would be responsible for the implementation of the programme and supporting local procurement.
What is proposed	Consideration is being given as to whether the a separate body is needed or whether the functions can be carried out by an existing organisation..

Organisation	Judicial Appointments Board
Remit	To provide an open and transparent judicial appointment system and to make recommendations to the First Minister for filling vacancies in the judicial offices of judge, sheriff principal and sheriff in Scotland.
What is proposed	The Board has operated since 2002 on an administrative basis but it is proposed to bring forward legislation to put the body on a statutory footing, bringing its position into line with Northern Ireland and England. This aims to strengthen judicial independence in Scotland

Organisation	Scottish Civil Enforcement Commission
Remit	This body was to be established under the Bankruptcy and Diligence (etc.) (Scotland) Act 2007. It was to be responsible for supervising enforcement in relation to debt and personal insolvency .
What is proposed	This body will not now be established and the Scottish Government will consider how best to deal with its proposed functions without the creation of a new public body

Organisation	Sentencing Council
Remit	The Scottish Government is considering the proposal to establish a Sentencing Council to give effect to a system of sentencing guidelines, thereby bringing greater consistency and transparency to the sentencing process.
What is proposed	The structure and precise role of any Sentencing Council is currently under consideration. We intend to consult on draft proposals in the next few months. This may in time lead to the establishment a new statutory body, but final decisions are yet to be taken.

Organisation	Scottish Futures Trust
Remit	To provide a better deal for taxpayers by combining opportunities for maximising investment levels and reducing costs.
What is proposed	Currently under consultation.

Organisation	Skills Development Scotland Ltd.
Remit	To ensure Scotland's people have the skills they need for success.
What is proposed	Merging Careers Scotland; SufI; skills and training functions of Scottish Enterprise and Highlands and Islands Enterprise to create a new organisation, expected to be in place by April 2008.

Organisation	Vetting and Barring Agency
Remit	To deliver the vetting and barring scheme for the children and protected adults workforce and encompassing Disclosure Scotland.
What is proposed	The Protection of Vulnerable Groups (Scotland) Act 2007 established provisions for a vetting and barring scheme for those working with children and vulnerable adults. The new agency will replace Disclosure Scotland.