

Scotland's Digital Future: Delivery of Public Services, Central Government Strategy

ACCESS APPROACH DATA
BUSINESS COLLABORATION DATA
DELIVER DEVELOPMENT DIGITAL
EFFICIENCY FRAMEWORK ICT LOCAL
NATIONAL OPEN OPPORTUNITIES IMPROVE INFORMATION EFFECTIVE
PUBLIC SCOTLAND PROCUREMENT
SERVICES SHARING SCOTTISH
STRATEGY SUPPORT STANDARDS
TECHNOLOGIES WORKFORCE
USERS



The Scottish
Government
Riaghaltas na h-Alba

Section One

1 Introduction

Context

- 1.1 This document sets out the central government strategy for delivering digital public services in Scotland. It supports the strategy published at a national level: *Scotland's Digital Future – Delivery of Public Services* (September 2012).

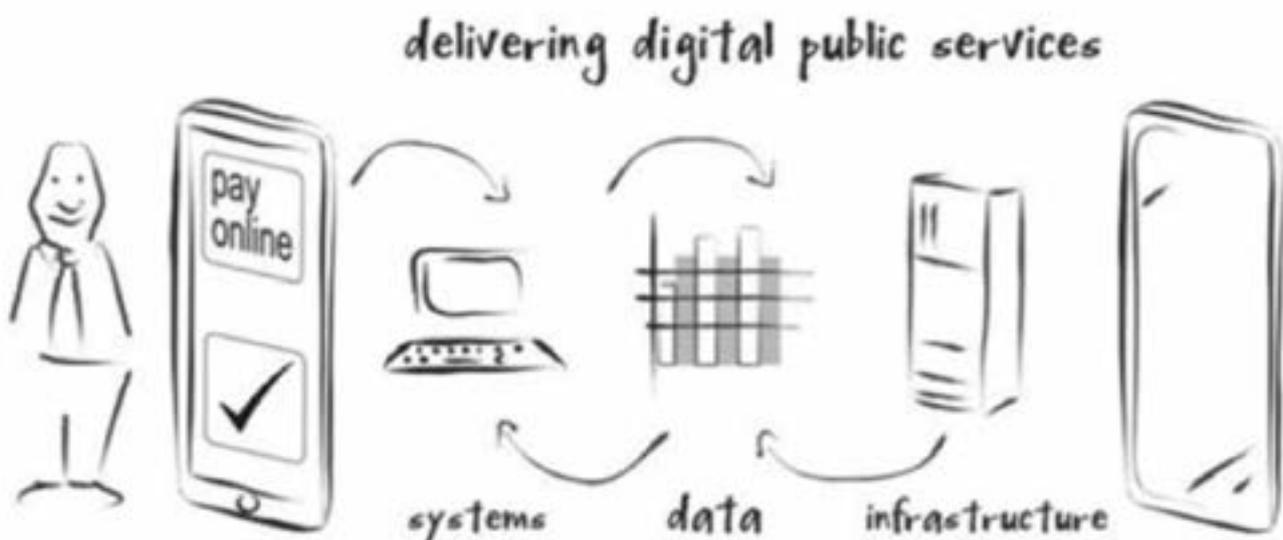
Purpose

- 1.2 The key aim of this sectoral strategy is to help central government in Scotland *deliver better digital public services for a better Scotland*.
- 1.3 Set in the context and timescales of the national strategic vision, this strategy outlines:
 - the overarching strategic aims, vision and principles that will enable central government to deliver the outcomes of the national strategy;
 - the steps that central government organisations should take to ensure that their business and ICT strategies are aligned with the above; and
 - an initial action plan of activities required in the first two years. This will lay the foundations for further strategy delivery over subsequent years and will be refreshed as we move forward.

- 1.4 The overall lifespan of the aims, vision and principles of this central government strategy will be ten years – with an end-date of September 2022. This strategy document and its action plan will have a shorter life-cycle and will be reviewed every two years during that period to ensure that it still supports that lifespan. At each review, a new iteration of the strategy document and the action plan will be produced.

Scope

- 1.5 This strategy applies to all central government bodies in Scotland (Annex C) under the jurisdiction of Scottish Ministers or responsible to the Scottish Parliament. It covers the full breadth of services supplied by the central government sector to citizens and businesses.
- 1.6 To ensure and support delivery of truly joined-up public services, this strategy also recognises that multi-sectoral collaboration and sharing is required with partners across other sectors. The principles and aims must therefore align with other sectoral strategies.



Section Two: Strategic Aims & Vision

2 Our ambition and what success will look like

→ Digitally enabled online public services based on the needs of citizens

- 2.1 We will adopt a “digital first” approach; the preferred channel for delivering services will be digital and we will use this channel for all services that can usefully and efficiently be delivered in this way. Our digital solutions must meet the needs of citizens and customers when interacting with central government in Scotland.
- 2.2 When we are successful our citizens and businesses will have confidence in our services, find them simpler and easier to use and have a satisfying experience when interacting with us. In designing and redesigning services, we will adhere to standards to be agreed for digital services and we will meet our equality duty¹.



→ Digital public services which are easily accessible and well supported

- 2.3 We will aim to offer digital services across multiple platforms to engage across a wide demographic range. There will be a single point of entry to all digital central government services in Scotland. We will provide appropriate support for all those who need help in interacting with central government digitally.
- 2.4 The Scottish Government has already developed a prototype, DirectScot (directscot.org), that makes use of powerful search technology and adopts a ‘device neutral’ approach, meaning users can access services in a way that they choose, be that a computer, smartphone, tablet or other device.
- 2.5 When we are successful, our citizens and businesses will be able to find our services easily. The services provided will be capable of responding quickly to changing needs and staff will be able to provide tailored support for those who need it.



¹ The duty came into force on 5 April 2011 under the Equality Act 2010

→ **Digital public services that are cost effective, streamlined and efficient**

- 2.6 The *McClelland Review of ICT Infrastructure in the Public Sector in Scotland (2011)* identified a number of opportunities for streamlining services and achieving savings and overall efficiencies.
- 2.7 When we are successful, we will have reduced duplication and inefficiency across our digital public services, saved money and removed unnecessary barriers to data sharing.

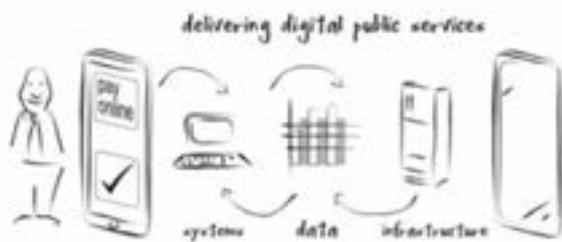


→ **IT systems and platforms that are agile and adaptable in response to changing organisational, business and customer needs**

- 2.8 We will innovate, implement and adapt systems and technologies that better support evolving business needs and are shareable across public bodies. We will aim to take a more modular approach to solutions, where individual components can be altered or enhanced more easily and at less cost.
- 2.9 When a bespoke application build is necessary, adopting a modular development approach should mean that parts of the application can be used without modification or with simple adaptation. Whether through an in-house development or by using a contractor (when financially appropriate to do so), we will ensure that both the Intellectual Property Rights and application source code are "open" for use by all other public sector organisations and by contractors working on their behalf. We will also seek to exploit such assets by making them available to third-party suppliers on an open or commercial basis, depending on the intended use.
- 2.10 When we are successful, we will have lowered overall lifetime system and maintenance costs. More systems will be able to evolve from one generation to the next without requiring complete replacement.

Section Three: The Drivers

3 Why we are doing this



- 3.1 The range of services offered by the bodies within the central government sector is diverse and delivered to a wide range of stakeholders. Currently, there are 144 such bodies and, despite the differences in the size, shape and functions of these organisations, there are many common drivers and aspirations, particularly in terms of achieving overall efficiencies and delivering better, outward-facing services.
- 3.2 In line with the objectives of *Scotland's Digital Future – Delivery of Public Services (2012)*, the central government strategy supports public service reform that focuses on achieving outcomes while becoming more efficient.
- 3.3 This strategy will play a key role in creating a more effective and efficient range of services by encouraging collaboration, reducing duplication, making appropriate use of digital technologies and sharing services wherever possible. The four pillars of reform identified in *Renewing Scotland's Public Services (2011)* provide fundamental drivers for this strategy. These are:
 1. a decisive shift towards prevention;
 2. greater integration of public services at a local level driven by better partnership, collaboration and effective local delivery;
 3. greater investment in the people who deliver services through enhanced workforce development and effective leadership; and
 4. a sharp focus on improving performance, through greater transparency, innovation and use of digital technology.

3.4 Other key drivers come from the economic climate that we find ourselves in, the needs of our citizens, and our aspirations for the future of Scotland. These are broadly grouped as:

- **Cultural:** Meeting increased citizen expectations and demands. Making public services more accessible, faster, simpler, and joined up.
- **Economic:** Reducing costs to make funding go further. Achieving savings identified by the McClelland Report and delivering economies of scale. Demonstrating greater accountability on spending. Recognising our reliance on technology and fully utilising what already exists in the most effective way.
- **National Performance Framework:** Commitments to transformation of public services with particular focus on enabling National Outcome 16 ("For public services that are high quality, continually improving, efficient and responsive to local people's needs."). This strategy will further enable National Outcome 1 ("We live in a Scotland that is the most attractive place for doing business in Europe."), National Outcome 10 ("We live in well-designed, sustainable places where we are able to access the amenities and services we need."), National Outcome 12 ("We value and enjoy our built and natural environment and protect it and enhance it for future generations."), and National Outcome 14 ("We reduce the local and global environmental impact of our consumption and production.").

Section Four: Strategic Principles

4 The what and the how

- 4.1 This strategy for the central government sector sits within the framework developed by the national strategy to deliver digital public services. The diverse range of client groups and the breadth of services delivered across the sector means that **central government organisations need to find common ways of operating and sharing to deliver better and more efficient public services.**
- 4.2 The core seven principles set out below are fundamental to successful delivery of our strategic aims and vision. Their themes are explored further in the remainder of this section.
- Our **public services** will always be delivered digitally as the first option where it is practical and efficient to do so. We will ensure that services remain accessible to citizens and businesses who are not digitally enabled.
 - Our **digital services** will be designed around the citizen or customer. Users of the service should not need to care how it works behind the scenes.
 - Our **digital solutions** should be innovative, shareable, re-usable and low maintenance – balancing business needs with lifetime costs.
 - Our **information** should be shared more proactively across organisations, while respecting privacy and meeting legislative and information assurance requirements.
 - Our **technologies** will be drawn from a wide range of sources and providers, with a high emphasis on interoperability and open standards.
 - Our **leaders** will embrace digital delivery and integrate it into their core business processes and planning.
 - Our **workforce** will be skilled in its general use of IT and use digital solutions effectively and efficiently. Our ICT professionals will be expert and highly skilled.

Citizen/Customer Focus

- **Services designed around users, not technologies**
- 4.3 Citizens and businesses will be able to access public information and services in the same way as they do from commercial service providers. Our presumption will be that redesigned services or new services will be delivered digitally, shaped by the needs of users and involve service users directly in their design. Services will be inclusive – taking into account the differing needs and capabilities of users, providing assistance and alternatives to digital access where necessary.
- **Platform neutral**
- 4.4 The digital age is heightening the public's expectations on service availability, accessibility and convenience. Services from the central government sector will be available on-line and through a range of digital devices and platforms wherever possible.

Workforce

- **Capability**
- 4.5 We will invest in our general workforce to help them build digital skills and work confidently with ICT solutions in a flexible and empowered way. For ICT professionals, we will build on existing technical and management capabilities, build further skills in the new technologies and develop skills around project/ programme management, contract management, customer service, information management and commercial understanding. We will maintain a register of skills and expertise which will inform future training and development plans. To enable and encourage sharing of best practice across the ICT profession, we will support short-term secondments and skills transfer between public and private organisations.

→ Capacity

4.6 We will build and retain capacity against a constrained economic background. We will adopt flexible working practices that ensure best use of skilled resources across organisations. To enable recruitment of young people into ICT in the public sector, we will look to make greater use of student placements and Modern Apprenticeships as well as provide training and development opportunities.

→ Leadership

4.7 Chief Executives, Directors of IT, and Service Delivery Managers are responsible for building collaboration across the sector and leading cultural change in order to drive service redesign for a digital age. We will work to link IT objectives very clearly to overall business objectives and outcomes and embed this within organisation's plans. We will encourage IT staff to be outward focused – to think about *why* they're doing something and not just *what* they're doing. We will promote the value of ICT as a profession and encourage a culture that supports the need for continuous change and learning.

Privacy and Openness

→ Information sharing

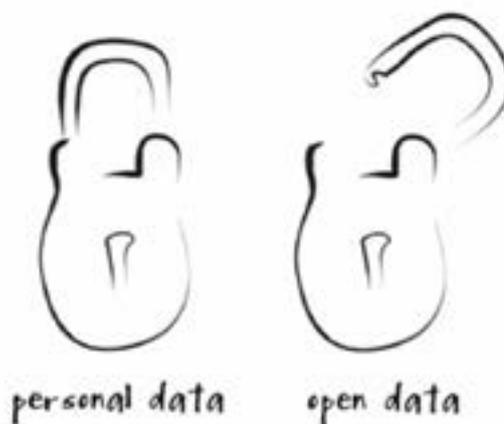
4.8 We recognise that the central government sector is a repository for large amounts of citizen and business data and information and is trusted to manage it in a resilient and secure manner. We will work to embrace a data sharing policy that achieves a balance between privacy, confidentiality and the opportunity to reuse data to improve the customer experience and evidence base for decision making. We will continue to ensure compliance with legislative and information assurance requirements while actively addressing barriers to sharing and implementing data sharing frameworks and agreements across the sector.

→ Authentication

4.9 We will adopt mechanisms for identity and authentication management in line with a common approach for the Scottish public sector. This is being developed in pursuance of *Scotland's Digital Future – Delivery of Public Services (September 2012)*.

→ Access to information

4.10 The Government is committed to seeking ways to publish more non-personal information in reusable formats and under licence terms that permit or encourage reuse. Publication, especially in linked open data formats, can lead to wider benefits: it can encourage economic activity; enhance political accountability and transparency; and provide a means to achieve efficiencies in data handling and sharing. We will continue to build on current initiatives to publish data in these ways, and will continue to canvass the views of potential reusers on what our priorities for publication should be. In addition, we will build on existing programmes to create a culture where legal, ethical, and secure sharing and linkage of personal data is accepted and expected. We will do this while minimising the risks to privacy and enhancing transparency by driving up standards in sharing and linkage procedures.



Collaboration and Value for Money

→ Collaboration and interoperability

4.11 We aim to take full advantage of reusing and sharing existing and future systems solutions. We will maximise use of online technology whilst acknowledging that other service channels will continue to operate. For this to succeed, our technical architectures must become more aligned, to ensure more effective interoperability, and the central government sector should adopt national standards and frameworks wherever possible.

→ Shared services

4.12 We will commit to looking first at whether services can be shared before commissioning or purchasing. We will assess the ability of existing shared services to meet business needs and business processes against the cost of doing something independently.

→ Sharing and reuse of technologies

4.13 We will take forward “share and re-use before buying and building” as the procurement paradigm for sourcing ICT services, capability and equipment. By sharing and reusing, we will endeavour to gain maximum benefit from existing investments, and will always look to gain maximum leverage by collaborating when procuring new systems. Building and bespokeing will be a last resort when other options have been examined.

→ Scottish Wide-Area Network (SWAN)

4.14 Working in partnership, the Scottish Government and key stakeholder organisations responsible for the delivery of public services, have initiated the SWAN Programme. The aim is to deliver a single, holistic telecommunications network service for the use of all central government bodies and (potentially) all public service bodies within Scotland.

4.15 The SWAN Programme is strategically aligned with the *McClelland Review of ICT Infrastructure in the Public Sector in Scotland*, taking forward its recommendations on public services collaborative procurement, aggregation of network demand and the use of common standards. It is the first initiative to be launched by Scottish Ministers in support of *Scotland's Digital Future: Delivery of Public Services*.

4.16 SWAN supports the manner in which central government public services can collaborate and share across multi-sectoral organisational boundaries to ensure that services which are delivered – whether at a national or local level – can be truly joined up to meet the needs of the customers of public services, the individuals and businesses of Scotland.

Procurement and Supplier Management

4.17 We will work in partnership with central government bodies and the ICT industry to maximise value from existing national and sectoral procurement frameworks. We will also explore opportunities for new collaborative frameworks and contracts, ensuring that the central government sector is joined up in its approach to buying technology to support public service delivery. This will deliver the right balance between cost, quality and sustainability to ensure value for money.

4.18 When purchasing from the commercial sector, we will use national and sectoral procurement frameworks wherever practical, or utilise other means for gaining financial and value advantages.

4.19 We will ensure end-to-end supplier and contract management is in place to maintain value, with the consistent benchmarking of benefits undertaken on a regular basis.

4.20 We will use the introduction of a Procurement Reform Bill to encourage sustainability, innovation and growth and make better use of public procurement to promote jobs and training opportunities, while encouraging central government bodies to consider the economic and environmental impact of their procurement activities.

Section Five: Next Steps

5 A roadmap for central government organisations

- 5.1 As noted previously in this strategy document, central government is a diverse and complex sector. Overall, the need for central government organisations to collaborate and share in order to leverage more out of ICT and result in efficiencies is paramount. There is no single best way to do this, but organisations must look at their costs, resources and contracts for delivering digital services. Chief Executives and their Boards have a key role in probing deeply and asking searching questions about whether there are opportunities to share services, reduce contract costs, or share resources.
- 5.2 The focus is on delivering digital services and so this strategy applies to more than ICT and ICT departments. It requires fundamental integration of digital services into business. Each organisation needs to look at how it delivers services and operates business processes to assess the most efficient way of using digital delivery methods.

Timescales and Milestones

- 5.3 In order to pursue and implement this strategy at organisation level a number of actions will need to be taken in to the development and implementation of corporate plans.

By early in 2013-14 organisations will have:

- Discussed this strategy at Board level and nominated a business champion for digital services.
- Reviewed their business strategy in light of the seven key principles outlined in this sectoral strategy to ensure that the overall aims and objectives align.
- Identified their total current ICT costs, both in-house, contractual and any investment commitments, to provide an initial baseline figure.

- Identified current on-line delivery and outlined anticipated priorities for new or redesigned on-line delivery – in order to allow alignment with the single point of entry to digital public services.

During the annual corporate planning cycle organisations will have:

- Discussed the strategic principles with staff, customers and suppliers.
- Identified, for each of the seven strategic principles, priority actions to progress alignment with that principle, including priority services for digital delivery. (These priority services will contribute to a national roadmap for digital services.)
- Reviewed and revised their organisations ICT Technical Strategy (or equivalent) to align with the strategic aims.
- Aligned themselves in a cohort of similarly focused organisations – this could be because of similarity in function, size, type of customers, contracts, need to share data, need for similar solutions etc.

Through implementation in 2014-15 organisations will:

- Make progress in aligning with each of the seven key principles and be able to demonstrate this.
- Set out a plan for further progress on each of the seven principles in.
- Be in a position to benchmark efficiencies against their initial baseline figure.

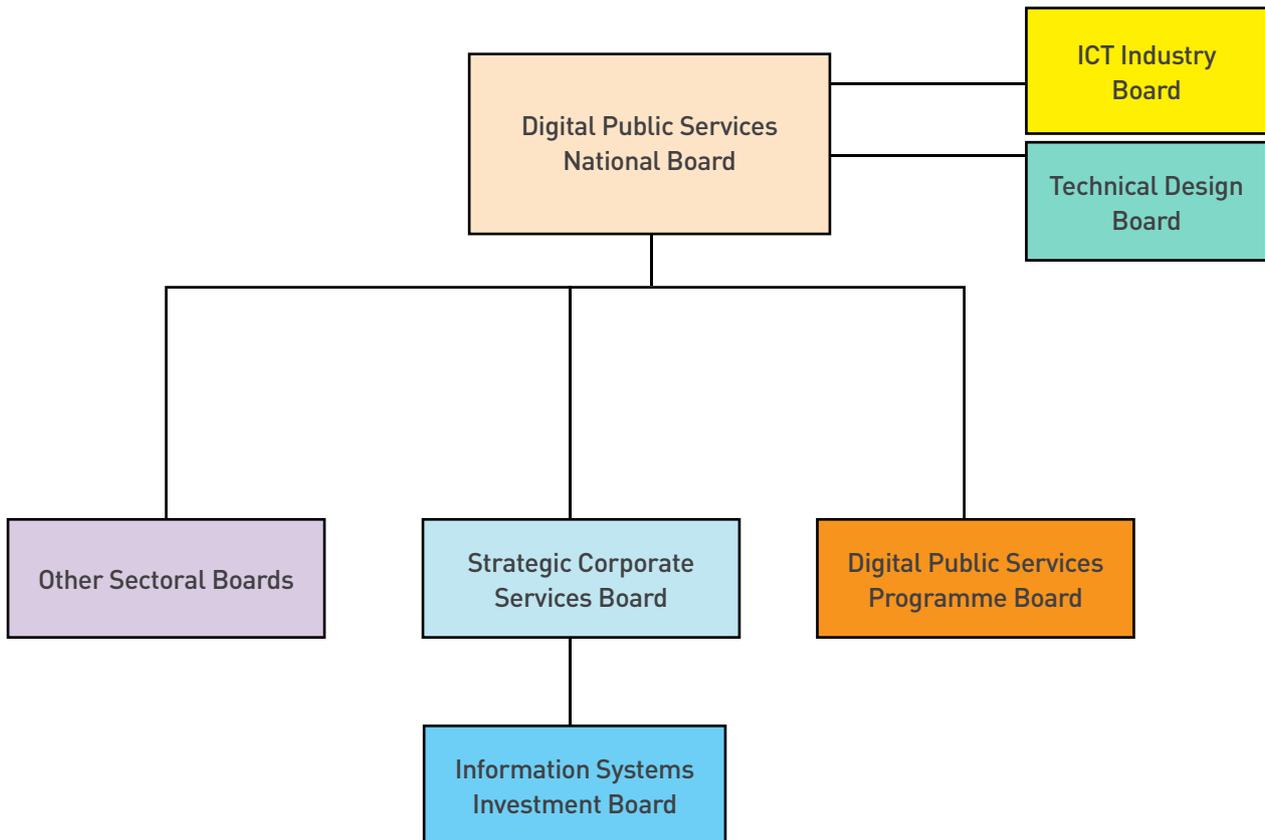
Section Six: Governance

6 How accountability will be managed

- 6.1 Central government is unique amongst the sectors because of the breadth and diversity of the organisations it covers. This variety poses challenges, as well as opportunities, to delivering the vision set out in this strategy.
- 6.2 To address this challenge we will put in place a structure where:
- Governance is delivered through the Strategic Corporate Services Board (SCSB), aligned to the Digital Public Services Board, and follows the frameworks outlined in the national strategy;
 - The Information Systems Investment Board (ISIB) will advise the SCSB on relevant ICT investment decisions across central government providing assurance where appropriate and recommending further action and challenge when required;
 - Project and Programme Boards will be created to support and deliver on the outcomes of the sectoral action plan and provide assurance to the SCSB; and
 - Central government organisations' own Boards will ensure that delivery of outcomes from the sectoral action plan are embedded in their own governance arrangements.
- An overview of Governance Structure can be seen at Annex A
- Deliverables and Measurements: Who will deliver what and how we will measure benefits**
- 6.3 The central government sector is diverse and complex and in order to deliver the intended outcomes of this strategy, accountability and responsibilities must be clearly defined as must the expectations on central government sector bodies, citizens and business. All central government organisations will factor the expected strategic aims of the strategy into their forward business plans.
- 6.4 Building on the national strategy, we will liaise with citizens, businesses, Chief Executives, Directors, CIOs and others to achieve collaboration within the central government sector. In support of this, we will develop a stakeholder engagement plan which will also address the many complex interfaces we require to maintain (including the private sector, other sectors and the Programme and Project Boards driving forward the national strategy action plan).
- 6.5 We will undertake a mapping exercise of business synergies and common interests across all central government bodies and will form "Peer Groups" of organisations delivering similar services to identify opportunities for new shared digital services, simplify existing services and deliver efficiencies.
- 6.6 Progress and Benefits will be reported annually in a format consistent with requirements of the national strategy.
- We will build on the central government benchmarking work undertaken to date, expanding to include internal, external and peer group data and establishing an agreed set of qualitative and quantitative measures.
 - We will engage with the private sector, professional ICT bodies and other governments to ensure we learn and extrapolate best practice.
 - We will measure and report on the cost savings delivered from more effective use of ICT and the efficiency of the ICT workforce across the central government sector.
 - We will develop processes to routinely measure the experience of the public in engaging with central government digital public services.

Annex A

Governance diagram



The Strategic Corporate Services Board, the Central Government Governance Board, is supported by the Information Systems Investment Board. The Strategic Corporate Services Board is one of six Boards delivering sector specific objectives and actions. The Industry Board and Technical Design Board will guide and action and deliver the High Level ICT Operating Framework.

Annex B

Plan for sector-level actions

Priority	Action	Timeline	Lead
Citizen Customer Focus	Undertake a mapping exercise to identify priorities both in terms of existing and planned central government services for digital delivery.	April/June 2013	Sectoral Board and CG bodies
	Establish central government sector group to identify and address any constraints/ limitations in adopting the <i>Channel Neutral Approach</i> for digital services.	April 2013	Sectoral Board and CG bodies
	Develop an implementation plan for the central government sector to adopt the identity and authentication mechanisms outlined in the national strategy.	June 2013	CG bodies Workforce
Workforce	Define central government approach to recruiting young people into a career in public sector ICT.	May 2013	Sectoral Board (SCSB)
	Undertake a strategic review of current ICT skills available within central government to identify gaps, and the subsequent development of actions to address these.	June 2013	Sectoral Board (SCSB)
	Develop and maintain a register of ICT skills within the central government sector.	September 2013	CG bodies and Industry
	Develop joint training and development opportunities for the ICT workforce in central government.	September 2013	CG bodies and Industry and eSkills
	Identify digital skills requirements and capacity and capability in areas such as project/programme management, contract management, customer service, information management and commercial understanding.	September 2013	CG bodies and Industry and eSkills
	Deliver training and development opportunities for our workforce in digital skills, project/programme management, contract management, customer service, information management and commercial understanding.	November 2013 onwards	CG bodies

Priority	Action	Timeline	Lead
Privacy and Openness	Contribute to the work of the Scottish Cyber Security Information Assurance Delivery Group to (1) promote good practice and standards for information sharing; and (2) promote robust levels of cyber security in online public services which enable people to transact online with government with confidence.	January 2013 onwards	Scottish Govt Office of Security & Information Assurance, Central Govt bodies, Scottish Cyber Security Information Assurance Delivery Group
	Contribute to consultations on detailed proposals for a Data Sharing, Open/Big Data and Data Linking Service and the Privacy Advisory Service and Committee.	January 2013 onwards	OSIA
Collaboration and Value for Money	Define the central government approach to benefits realisation, aligned to the national strategy.	June 2013	Sectoral Board (SCSB)
	Publish measurements and benefits framework.	September 2013	Sectoral Board (SCSB)
	Develop a process to ensure policy compliance in relation to the national strategy, ICT investment and shared services agenda to maximise sharing and reuse.	February 2013	Sectoral Board (SCSB)
	Develop a directory of central government systems and services available as shared services.	April 2013	Scottish Government
	Create a working group to investigate the implications for central government of adopting the Public Sector Open Source Strategy.	April 2013	Technical and Design Board
	Work across central government sector to identify pipeline of organisations to join SWAN on completion of vanguard project by April 2014.	January 2013 onwards	SWAN Programme
	Pilot an arms-length, publicly owned, not-for-profit business to provide innovative and cost effective shared services into central sector bodies.	within 2 years	Skills Development Scotland, Scottish Enterprise, Highlands and Islands Enterprise
	Identify opportunities from central government sector to put in place additional collaborative procurement frameworks and contracts to maximise public sector buying power.	January 2013 onwards	Scottish Procurement
	Ensure compliance with the national ICT Procurement Portfolio Plan.		

Priority	Action	Timeline	Lead
Governance	Develop a stakeholder engagement plan to liaise with Chief Executives, Directors, CIOs, citizens, businesses, and others to achieve collaboration within the central government sector.	April 2013	CG Bodies
	Map business synergies and common interests across all central government bodies and form "Peer Groups" of organisations delivering similar services to identify opportunities for new shared digital services, simplify existing services and deliver efficiencies.	August 2013	CG Bodies

Annex C

Public bodies landscape – January 2013 (144 Bodies)

Executive Agencies (8)

Accountant in Bankruptcy
Disclosure Scotland
Education Scotland
Historic Scotland
Scottish Prison Service
Scottish Public Pensions Agency
Student Awards Agency for Scotland
Transport Scotland

Non Ministerial Departments (NMDs) (5)

National Records of Scotland
Office of the Scottish Charity Regulator
Registers of Scotland
Scottish Court Service
Scottish Housing Regulator

Public Corporations (6)

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

Executive NDPBs (33)

Accounts Commission for Scotland
Architecture and Design Scotland
Bòrd na Gàidhlig
Cairngorms National Park Authority
Care Inspectorate

Creative Scotland
Crofting Commission
Highlands and Islands Enterprise
Loch Lomond and The Trossachs National Park Authority
National Galleries of Scotland
National Library of Scotland
National Museums of Scotland
Police Complaints Commissioner for Scotland
Quality Meat Scotland
Risk Management Authority
Royal Botanic Garden, Edinburgh
Royal Commission on the Ancient and Historical Monuments of Scotland
Scottish Agricultural Wages Board
Scottish Children's Reporter Administration
Scottish Criminal Cases Review Commission
Scottish Enterprise
Scottish Environment Protection Agency
Scottish Funding Council
Scottish Legal Aid Board
Scottish Legal Complaints Commission
Scottish Natural Heritage
Scottish Police Services Authority
Scottish Qualifications Authority
Scottish Social Services Council
Skills Development Scotland
sportscotland
VisitScotland
Water Industry Commission for Scotland

Advisory NDPBs (7)

Judicial Appointments Board for Scotland
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 Law Commission
Scottish Local Authorities Remuneration Committee

Tribunals (38)

Additional Support Needs Tribunals for Scotland
Children's Panels (32 bodies)
Lands Tribunal for Scotland
Mental Health Tribunal for Scotland
Parole Board for Scotland
Private Rented Housing Panel
Scottish Charity Appeals Panel

Health Bodies (23)²

Healthcare Improvement Scotland
Mental Welfare Commission for Scotland
NHS 24
NHS Boards (14 bodies)
NHS Education for Scotland
NHS Health Scotland Board
NHS National Services Scotland
National Waiting Times Centre Board
Scottish Ambulance Service Board
State Hospital Board for Scotland

Parliamentary Commissioners and Ombudsmen (6)

Commission for Ethical Standards in Public Life in Scotland
Scotland's Commissioner for Children and Young People
Scottish Human Rights Commission
Scottish Information Commissioner
Scottish Public Services Ombudsman
Standards Commission for Scotland

Other Significant Bodies (18)

Audit Scotland
Court of Lord Lyon
Drinking Water Quality Regulator
HM Chief Inspector of Constabulary in Scotland
HM Chief Inspector of Prisons in Scotland
HM Chief Inspector of Prosecution in Scotland
James Hutton Institute
Justices of the Peace Advisory Committee (6 bodies)
Moredun Research Institute
Office of the Queens Printer for Scotland
Scottish Agricultural College
Scottish Roadworks Commissioner
Visiting Committees for Scottish Penal Establishments

TOTAL: 144

² Health Bodies will be covered by the e-health strategy 2011-2017



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