

Richard Leonard MSP
Convener
Public Audit Committee
The Scottish Parliament

08 October 2025

Sent by email to: publicaudit.committee@parliament.scot

Dear Convener

Supplementary information

Thank you again for the opportunity to provide evidence to the Committee in September. I undertook to follow up with some supplementary information. This is set out below.

Information on the number of individuals who sit on more than two boards

(Information taken from the [Scottish Government tracker](#) – updated 25/3/25)

836 positions are listed on the tracker. (219 of these are health positions as covered by the Audit Scotland report)

Of the 836 positions:

108 positions (13%) are held by 54 people holding 2 roles

23 positions (2.75%) are held by 7 people holding 3 or more roles

Of the 54 people holding 2 roles:

9 hold 2 health roles (18 roles)

16 hold 1 health role

Of the 7 people holding 3 or more roles:

1 holds 2 health roles

3 hold 1 health role

Information on the remuneration of board chairs and members (taken from the [Scottish Government publication 28 November 2024](#))

The rates apply from 1 April 2024

NHS Chairs (remuneration is based on a time commitment of 156 days per year or 3 days per week)			
Tier 1	2023/24 Daily rate	Increase	2024/25 Daily rate
NHS Greater Glasgow and Clyde, NHS Lanarkshire, NHS Lothian and NHS Grampian	£ 287.39	£ 64.61	£ 352.00
NHS Ayrshire and Arran, NHS Fife, NHS Forth Valley, NHS Highland and NHS Tayside	£ 229.42	£ 60.58	£ 290.00
NHS Borders, NHS Dumfries and Galloway, NHS Orkney, NHS Shetland, NHS Western Isles, Healthcare Improvement Scotland, NHS 24, NHS Education for Scotland, NHS Golden Jubilee, NHS National Services Scotland, Public Health Scotland, Scottish Ambulance Service and The State Hospitals Board for Scotland	£ 213.79	£ 46.21	£ 260.00
Non-Executive Board Members (remuneration is based on a time commitment of 52 days per year or an average of 8 hours per week)			
Tier 1	2023/24 Salary	Increase	2024/25 Daily rate
All NHS Boards and Special Health Boards Non-Executive Board Members	£ 173.66	£ 51.34	£ 225.00

Information on any boards who are good at engagement

From the end of round reports which are received by my office, we have identified examples of good practice in publicity. We have published these on our website with the intention that boards and selection panels can learn lessons from what has worked well on other appointment rounds. The details are all available from this page on our website:

[Good Practice in Public Appointments - Publicity | Ethical Standards Commissioner](#)

I trust that this is all clear and helpful to you and to the Members of the Committee. In addition, it may be of interest to the Committee that the research referenced during my evidence on time commitment and remuneration has now been published and can be found on the following page on our website:

[Review of public appointees' time commitment and remuneration needed, study finds | Ethical Standards Commissioner](#)

Please don't hesitate to contact me if you have any questions about this or if I can be of any further assistance to the Committee.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Ian Bruce', with a stylized flourish at the end.

Ian Bruce
Ethical Standards Commissioner