

Douglas Ross MSP  
Convener  
Education, Children and Young People Committee  
The Scottish Parliament

31 December 2025

Dear Convener,

Thank you for your consideration of the Qualifications Scotland (Appointment of Initial Members) Regulations 2025. While the Committee agreed to make no comments on the instrument, I acknowledge your letter of 13 November setting out the Committee's questions.

On the matter of training and support for Board members, all members, both those newly appointed and those transferring from the Scottish Qualifications Authority, will receive training designed to support the development of a new organisational culture. This will include induction sessions and ongoing development opportunities to ensure the Board is equipped to lead the new body effectively and in line with its distinct remit.

Specifically, the Chair has completed training aimed at strengthening leadership during cultural change. This training focused on practical skills such as working collaboratively, building strong and responsive relationships, earning trust, and encouraging innovative ideas by involving others. In addition, the Chair has included measures of cultural improvement within the CEO's performance objectives to ensure progress is monitored and supported

The induction and support programme for all Board members will cover governance, statutory responsibilities, and strategic priorities; briefings on organisational values and expected behaviours; and targeted training for committee roles and key governance responsibilities. Members will also have access to guidance, mentoring, and one-to-one support as required.

In relation to whether future Board appointments will consider gender balance: as regulated appointments, members of Qualifications Scotland will be appointed in accordance with the [Ethical Standards Commissioner Code of Practice for Ministerial Public Appointments to Public Bodies in Scotland](#). Under the Code, all public appointments must be made on merit. Only persons judged best able to meet the requirements of the post will be appointed.

The Code also states that public appointments must be advertised publicly in a way that will attract a strong and diverse field of suitable candidates and that the process itself must provide equality of opportunity and the practices employed must be inclusive for people from all walks of life and backgrounds. Future appointments will also be subject to the requirements of the Gender Representation on Public Boards (Scotland) Act 2018.

Announcements will be made shortly on the full Board for Qualifications Scotland after the recently undertaken appointment round.

I trust this addresses the Committee's questions, and I would be happy to provide any further clarification if required.

Yours sincerely,

**JENNY GILRUTH**

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