

“...to deliver
a result that will
be trusted
as accurate”

Electoral Management Board for Scotland
2014 Annual Report April 2015
EMBS/2015/01

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The Electoral Management Board for Scotland (EMB) was set up under the Local Electoral Administration (Scotland) Act 2011. This Act gives the Board “the general function of co-ordinating the administration of local government elections in Scotland.”

The EMB is independent of both UK and Scottish Governments and political parties, but is accountable to the Scottish Parliament.

The Board consists of Returning Officers, their Deputies and Electoral Registration Officers under the leadership of a Convener who is appointed by Ministers. Specialist advice is supplied by professional associations of election experts, the Scottish and UK Governments and the Electoral Commission.

As an expert body of electoral professionals the Board also works to promote consistency and best practice in all electoral events. In 2014 it provided extensive support to the Regional Returning Officer (RRO) for the European Parliamentary Elections (EPE) in the Electoral Region of Scotland and to the Chief Counting Officer (CCO) for the Scottish Independence Referendum (SIR).

FOREWORD

By the Convener of the Electoral Management Board for Scotland

This document provides a high level overview of the work of the Electoral Management Board for Scotland (EMB) through 2014, a year which saw Scotland's election administrators successfully deliver two major and high profile electoral events. In May Scotland was an Electoral Region in the UK for the European Parliamentary Elections and I served as Regional Returning Officer. September brought the Scottish Independence Referendum – the largest electoral event that Scotland has ever experienced – for which I had the honour and responsibility of being the Chief Counting Officer for this historic poll.

It is with the sense of satisfaction in a job well done that I can look back on the events of 2014, particularly given the unprecedented scale of the Referendum. However, as with many aspects of public service, the delivery of elections and referendums is not an individual enterprise. Hundreds of ordinary people did extraordinary work to allow the voters of Scotland to participate in these polls.

The support, wisdom and advice that the EMB gave me was fundamental to all that was achieved in these two roles. Without their professional expertise, experience and commitment to serving democracy in Scotland the current reputation of the country as an example of best practice in how to plan, manage and execute major electoral events would not have been possible.

I am grateful to all EMB members and advisers. However special thanks must go to my Depute, Sue Bruce, RO and CO for the City of Edinburgh and to Chris Highcock, Senior Depute RO and CO for Edinburgh and Secretary to the EMB who has worked tirelessly in the support of the EMB since its inception.

In the coming years the electoral community again faces a demanding programme of electoral events, starting with the UK Parliamentary General Election on 7 May 2015. Preparations are already underway for the Scottish Parliamentary Elections in May 2016 and the Scottish Local Government Elections in 2017.

Proposed changes to the devolution settlement in the UK are also likely to bring fresh challenges with the extension of the franchise to 16 and 17 year olds in time for the 2016 Scottish Parliament elections, and plans to grant the Scottish Parliament all powers in relation to elections to the Scottish Parliament and local government elections in Scotland, including powers in relation to campaign spending limits and periods and party political broadcasts.

In the service of the electors of Scotland throughout these challenges, the EMB will continue to serve, advise and lead Returning Officers and Electoral Registration Officers, co-ordinating activity to promote electoral events that voters will participate in and trust.



Mary Pitcaithly,
Convener of the Electoral Management
Board for Scotland

Regional Returning Officer for the Electoral
Region of Scotland

Chief Counting Officer for the Scottish
Independence Referendum

April 2015

PRINCIPLES AND OBJECTIVES

The Electoral Management Board for Scotland (EMB) was established under the Local Electoral Administration (Scotland) Act 2011, which gave the Board “the general function of co-ordinating the administration of local government elections in Scotland.”

This involves two specific roles:

- (a) assisting local authorities and other persons in carrying out their functions in relation to local government elections; and -
- (b) promoting best practice in local government elections by providing information, advice or training (or otherwise)

The Board's prime focus is ensuring that the interests of the voter are kept at the centre of all election planning, delivery and administration.

OBJECTIVE

With respect to specific electoral events, such as the support for the Scottish Independence Referendum, this translates into a single objective:

“...to deliver a result that will be trusted as accurate”

People need to trust the way in which elections work. Confidence in the result is fundamental to the effective delivery of the democratic process and is predicated on confidence in all stages of the process of planning and delivering an electoral event.

PRINCIPLES

This objective is built on four key principles for the work of the EMB:

- **Accessibility** - there should be no barriers to any voter taking part;
- **Consistency** - voters should have the same experience wherever they are in Scotland;
- **Efficiency** - electoral events will be administered efficiently; and
- **Integrity** - electoral events will produce results that are accepted as accurate

APPROACH

The Board's Convener has the power to issue directions to Returning Officers and Electoral Registration Officers in relation to their duties around local government elections, a power shared by the RRO for the European Parliamentary Elections and the CCO for the SIR.

The Board makes much use of the close community of electoral professionals in Scotland. The preferred approach is to operate through a progression of consensus where possible, guidance where helpful and direction if necessary.

STRATEGIC REPORT - MANAGEMENT COMMENTARY

During 2014 the EMB was involved in a number of key activities and significant achievements. These were focussed on the two major electoral events of the year, the European Parliamentary Elections and the Scottish Independence Referendum.

For both of these events while the EMB had no specific or defined responsibility, the Convener of the Board was appointed as both Regional Returning Officer (RRO) for the European Parliamentary Elections and then Chief Counting Officer (CCO) responsible for the Scottish Independence Referendum.

The Board provided resource, advice and guidance to the Convener in these roles. The Board also managed the funds assigned to the RRO and CCO to allow her to deliver her responsibilities in these roles.

This Annual Report only provides a brief overview of the activities associated with these events. Both were undertaken within formal project management structures and have resulted in project close reports which assessed the way in which the work was delivered, with lessons identified for the future work of the Board and for the administration of elections in general.

In addition to these specific areas of work the EMB continued its broader actions in support of the electoral community in Scotland, promoting best practice and acting as a single point of contact with the electoral community. This included liaison with Police Scotland on Integrity matters, with the Electoral Commission at a UK Level through the Electoral Advisory Board and the Elections, Referendums and Registration Working Group and the Scottish Parliament Political Parties Panel.

EUROPEAN PARLIAMENTARY ELECTIONS

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The EMB supported the RRO in delivering her responsibilities for the European Parliamentary Elections in the Electoral Region of Scotland as outlined in legislation and guidance. Local Returning Officers were responsible for the delivery of the elections locally, but the RRO had an overall responsibility for collation of the result for Scotland.

Governance

The EMB 's work in support of the RRO was conducted under a formal project management approach based on a PRINCE2 methodology. There were regular reports to the EMB who were acting as a Project Board, with close attention given to risk and contingency planning.

Workstreams

The project was divided into four workstreams.

WORKSTREAM	PRODUCTS TO BE DELIVERED
Governance	<ul style="list-style-type: none"> • Overall governance approach • Project Management tasks (risk, issues, tracking, project plan, etc) • Performance Management Framework for LROs
Communication	<ul style="list-style-type: none"> • Communication with LROs, candidates and agents, internal and external suppliers, etc.
Guidance and Directions	<ul style="list-style-type: none"> • RRO Directions • Advice and training for LROs and election teams
Count Collation	<ul style="list-style-type: none"> • Implementation and testing of the mechanism for result receipt, checking, collation, aggregation and declaration • Assurance of the security of the process • Receipt of 32 'local results' and production of national result • Logistics for count collation venue IT arrangements • Media liaison

Activities

- A series of Directions issued by the RRO, following consultation with stakeholders to ensure consistency in the fundamental voter facing processes.
- Nominations for the EPE in the Electoral Region of Scotland, planned and overseen by the RRO but taken by the Elections Team in the City of Edinburgh Council on her behalf.
- Project management, including project plan, risk register and regular status reports submitted to the EMB, supporting robust governance of the project.
- Rigorous live Performance Management regime to ensure that LROs were delivering key elements of the process to consistent standards.
- National seminars (4 around Scotland) provided by the RRO and the project team to meet local election teams, LROs and EROs face to face, assisting with clarifying roles and with later communication via telephone and email. These seminars were attended by all 32 LROs and 15 EROs.
- A briefing and information session for prospective candidates and their agents, outlining the key elements in the election process.
- A briefing for national suppliers including printers, software suppliers and the Royal Mail to clarify requirements and responsibilities and define a clear escalation process for any issues.
- **Count Collation** - the creation, test and implementation of a system to collect, confirm and collate results from the 32 Local Returning Officers to derive the result for the Electoral Region for Scotland.
- **Count Event** - planning and delivering a national count event working with the Scottish and UK media to allow results to be broadcast and communicated clearly and accurately.

Review

The election was a successful event. Largely positive feedback was received from LROs, political parties, candidates who stood for election and the media regarding the processes undertaken locally and nationally.

Turnout increased across the country by 4.9% compared with the European Elections in 2009. There were no questions raised as to the accuracy of the results.

A number of lessons were learned from the project which fed into the EMB's planning for its role in future electoral events, including the Scottish Independence Referendum on 18 September 2014.

Statistics

European Parliamentary Elections 2014 -
The Electoral Region of Scotland

Summary of Votes Cast		
Electorate	4,016,735	
Turnout (%)	33.5	
Party	Votes	Share of Vote (%)
Britain First	13,639	1.0
British National Party	10,216	0.8
Conservative Party	231,330	17.2
Labour Party	348,219	25.9
Liberal Democrats	95,319	7.1
NO2EU	6,418	0.5
Scottish Green Party	108,305	8.0
Scottish National Party (SNP)	389,503	28.9
UK Independence Party (UKIP)	140,534	10.4
Rejected Votes	2,184	0.2
Total	1,345,667	100.0

SCOTTISH INDEPENDENCE REFERENDUM

Legislative Background

The SIR was run in the context of several pieces of legislation and policy documents from both Scottish and UK Governments. These included:

LEGISLATION	MAIN ELEMENTS
The Edinburgh Agreement 15 October 2012	<ul style="list-style-type: none"> Joint agreement between Scottish and UK Governments, outlining responsibility for key elements of the referendum including date, franchise, conduct and question;
Scottish Independence Referendum (Franchise) Act 2013 Passed by the Scottish Parliament on 27 June 2013 /Royal Assent on 7 August	<ul style="list-style-type: none"> Defined franchise for the Referendum - all those aged 16 or over, registered as voters either through the existing local government voters' register or a new "young voters" register
Scottish Independence Referendum Act 2013 - passed by the Scottish Parliament on 14 November 2013 / Royal Assent on 17 December 2013	<ul style="list-style-type: none"> Covered all elements of the administration of the referendum including the Question, conduct of the referendum, Ballot Paper design, campaign regulation. Identified the Chief Counting Officer and her responsibilities

Governance

The EMB 's work in support of the CCO was conducted under a formal project management approach based on a PRINCE2 methodology. There were regular status updates to the EMB who were acting as a Project Board, with close attention given to risk and contingency planning.

Workstreams

The CCO's work on the Referendum was administered into a number of distinct but interconnected workstreams.

WORKSTREAM	PRODUCTS TO BE DELIVERED
Governance	<ul style="list-style-type: none"> Governance approach (roles and responsibilities, decision making bodies and their remits, agreed tolerances, escalation routes etc) Project Management (risk, issues, status reporting, project plan, integrity plan, contingency plan etc) Performance Management Framework for the 32 COs <ul style="list-style-type: none"> Reporting and tracking approach and implementation
Guidance and Directions	<ul style="list-style-type: none"> Set of guidance materials for the 32 COs including <ul style="list-style-type: none"> Detailed guidance for undertaking each element of the referendum process from planning to the verification & count Forms Performance Standards Materials for permitted participants and agents (in partnership with the Electoral Commission) General advice and template training materials for COs and their election teams
Count Event and Communication	<ul style="list-style-type: none"> Venue Communications Plan Media liaison Event Management Communication with stakeholders including COs, the media, Electoral Commission internal and external suppliers, etc. Website with information for journalists; separate one for results
Count Collation	<ul style="list-style-type: none"> Implementation and testing of the mechanism for receipt of local totals, checking, collation and declaration of the result Assurance of the security of the process Receipt of 32 local totals and production of national result Logistics for count collation venue and IT arrangements Arrangements around recruitment and training of the count collation team

Activities

Within these workstreams the CCO undertook a number of key activities. These included the following.

- **A set of nine Directions** issued by the CCO to the COs, following consultation with stakeholders, focussed on promoting consistency and assuring contingency, covering:
 - Polling Scheme (maximum number of voters allocated to a polling station);
 - Ballot Paper Colour (White/Pink);
 - Official Mark, UIM/Ballot Paper Numbering;
 - Poll Card Dispatch Date (14/15 August);
 - Postal Pack Dispatch Date (26/28 August);
 - Ballot Paper Printing (120%);
 - Timing of Count (to commence at 10pm);
 - Method of verification / count; and
 - Performance Management Framework.
- Later guidance was issued on accounting for contingency papers, to ensure that every paper was accounted for.
- **Extensive Guidance** created for Counting Officers, unique to the Referendum. The guidance was divided into 6 sections with accompanying resources provided.
 - Introduction and Parts A-F
 - A - Roles and responsibilities
 - B - Planning and organisation
 - C - Administering the poll
 - D - Absent voting
 - E - Verifying and counting the votes
 - F - After the declaration of the result
 - Resources
 - Performance Standards
 - Project Plan and Risk Register
 - FAQs and Polling Station Handbook
 - Doubtful ballot paper booklet and placemat
- **A Briefing Paper** on count timing was circulated to the media and other stakeholders, explaining the factors which would impact on the timing of the declaration of the result of the referendum, managing the expectations of the public and campaigners.
- **A Position Paper** on national recounts was drafted and released to the media and stakeholders explaining the position in law around recounts and how this would be applied as well as the practical issues that were in play.
- **A Memorandum of Understanding (MoU)** was agreed with the Electoral Commission clarifying which body had responsibility for which activities.
- **Two national seminars** provided by the CCO Team for local election teams and Counting Officers. These were attended by all 32 COs and 15 EROs.
- **Regular communications** to the 32 Counting Officers, with weekly email digests collecting that week's bulletins.
- **A briefing for national suppliers** - printers, software companies and the Royal Mail to clarify requirements and responsibilities and define a clear escalation process for any issues.
- **Count Collation** - the creation, test and implementation of a system to collect, confirm and collate results from the 32 Counting Officers to produce the national Referendum result for Scotland.
- **Count Event** - planning and delivering the national count event working with the Scottish, UK and international media to allow results to be broadcast and communicated clearly and accurately.
- **Adjudication of Doubtful Ballots** - publication of guidance on the adjudication of doubtful ballot papers, following extensive consultation with senior counsel and both campaign groups.

SCOTTISH INDEPENDENCE REFERENDUM

Scotland's Biggest Ever Electoral Event

The SIR was Scotland's largest ever electoral event in terms of its scale, profile and potential consequences.

An electorate larger than any that had ever previously participated in a poll in Scotland registered to vote. The extension of the franchise to 16 and 17 year old voters was a major contributor to this, but there were many other older individuals who registered for the first time, wanting to participate in this unique event.

This electorate consisted of 4,283,938 registered voters of whom 792,621 (18% of all registered voters) were postal voters. This was a greater number and larger proportion than at any previous event.

Across the country, polling was managed on a huge scale

Number of polling places	2,608
Number of temporary polling places included in number above	21
Number of polling stations	5,579
Number of Presiding Officers including standby staff	5,860
Number of Polling Clerks including standby staff	6,294
Number of other staff appointed to polling places	531
Number of polling place inspectors appointed	356

The EMB supported the CCO in delivering her responsibilities for the Scottish Independence Referendum as defined in the Scottish Independence Referendum Act 2013 (SIRA).

Counting Officers (COs) were responsible for the delivery of the referendum locally, as outlined in legislation and guidance. The CCO had overall responsibility for the conduct of the Referendum and ultimately collating the result.

At the 32 count centres, over 5,767 staff worked on the verification and counting of the ballot papers. In addition hundreds were involved in the associated logistical, media and security support.

The importance of the referendum question and the public engagement in the debate was reflected in a turnout which was unparalleled in the history of democracy in Scotland with 84.6% of the electorate casting a vote. 3,623,344 votes were received at counts across the country. The level of participation of postal voter was even more impressive. 93.7% of postal voters returned their ballot papers, such that over 20% of the papers ultimately counted came from postal voters.

In the face of this vast turnout, very few of these papers were rejected. Across the 32 separate counts only 3,429 (less than 0.1%) ballot papers were deemed invalid by the Counting Officers, a much smaller proportion than at regular elections. This reflected the intensive voter education programme that was implemented to stress the need to place a single X on the paper to ensure that the vote would be counted.

The CCO's Team had been aware of the level of voter engagement and had planned for this unparalleled turnout with directions that required that sufficient polling stations and staff were provided. These measures were effective: while polling places were busy, there were no unmanageable queues and no queue of voters at 10pm when polls closed.

Electorate (Eligible Voters)	4,283,938
Votes Cast	3,362,344 (Turnout of 84.6%)
Votes for Yes	1,617,989 (44.7%)
Votes for No	2,001,926 (55.3%)
Rejected Papers	3,429 (0.094% of the votes cast)

An international media event

The Referendum was an event with an international profile. Television crews were present at each of the 32 counts broadcasting the local totals as they were declared. At the national Count Collation Centre in Edinburgh a major media base was established, supporting print, radio and television journalists from around the world.

Review

The Referendum was a successful electoral event and delivered a result that was trusted. Feedback from stakeholders including COs, EROs, Scottish Government, the Electoral Commission, national and international observers, campaigners and agents was very positive and the result was accepted as accurate. There were no legal challenges to the result or the process.

The Electoral Commission's report into the event which was published on 16 December 2014 stated:

"The referendum was well-run by the CCO and her CO and ERO colleagues because of careful planning (in part possible because of existing administrative structures in Scotland), sufficient resourcing and careful delivery of the administrative process through much hard work by all those involved."

Following the declaration of the results there were a number of theories questioning the integrity of some aspects of the process, propagated through social media. The CCO team were able to account for and explain all of the issues. In a statement issued at the time, Mary Pitcaithly, Chief Counting Officer for the Scottish Independence Referendum said:

"I am aware of the content being shared on social media and speculation regarding the conduct of the count process.

"All counts throughout Scotland were scrutinised by thousands of people, including hundreds of independent observers, and hundreds of counting agents representing both the Yes Scotland and the Better Together campaigns. It is their job to observe the count while ballot papers are being counted to ensure the proper process is being followed. Independent international election observers attended and watched the counts taking place. Every count in Scotland provided access for print, broadcast and online media. In addition, officers from Police Scotland were present at every count centre. As such, the count centres received an unprecedented level of observation and scrutiny and I believe any instances of perceived wrongdoing would have been reported by any of these attendees and observers there and then. I am not aware of any complaints having been raised by any observer or agent and none were made to me during the verification, counting and adjudication stages. I am satisfied that all counts were conducted properly."

The experience of the referendum has allowed the CCO team to identify a variety of lessons learned in regard to voter education and the requirement to more actively engage with and react to social media at future electoral events.

FUTURE WORK PROGRAMME

Future Electoral Events

The EMB currently has no legal role or remit in the UK Parliamentary General Election for which polling is on 7 May 2015. However, the community of Electoral Registration Officers and Returning Officers increasingly looks to the Board for advice, guidance and leadership.

The Board will do whatever it can to promote and support these teams across the country as they deliver this set of elections. It has already produced a set of recommendations to promote national consistency in areas including dispatch dates for poll cards and postal votes, similar in form and structure to the directions that were developed and issued by the RRO and CCO.

Similarly there is also close involvement from the Board in preparations for the Scottish Parliamentary Elections in 2016 although as yet the Board has no formal role in those polls.

Under the Local Electoral Administration (Scotland) Act 2011 the Board already has “the general function of co-ordinating the administration of local government elections in Scotland”, with the next set of council elections coming in 2017. Work on those events is already advanced with the EMB working with the Scottish Government to specify and procure an eCounting system to be used across the 32 local authorities.

Devolution of Further Powers

The publication on 22 January 2015 of “Scotland in the UK: An Enduring Settlement”, with its proposals for the devolution of further powers based on the proposals of the Smith Commission, presents the prospect of several changes that will impact on electoral legislation and administration in Scotland.

The two basic proposals are for

- the extension of the franchise to 16 and 17 year olds in time for the 2016 Scottish Parliament elections; and
- the Scottish Parliament to be granted all powers in relation to elections to the Scottish Parliament and local government. This will include powers in relation to campaign spending limits and periods and party political broadcasts.

While these will require legislation which will not be progressed until after the UK Parliamentary General Election, the cross-party consensus indicates that this is likely to happen and indeed, steps to implement the extension of the franchise are already underway.

The EMB will continue to engage with the UK and Scottish Governments to offer our advice on the implementation of these changes.

Since its establishment in 2008, the EMB has supported the successful delivery of several elections and the 2011 Referendum on Parliamentary Voting Systems. Although the EMB did not have a statutory role in the SIR, its Convener was appointed under SIRA as CCO for the referendum and it played an integral role in providing advice and support to the CCO to ensure the proper and effective conduct of the poll.

In its work in support of the RRO and CCO in 2014 the EMB has again demonstrated the added-value it brings to electoral events in Scotland, with consistency and best practice being facilitated by the Board across the country. Stakeholders throughout the electoral community recognise and increasingly call on the Board's leadership and expertise.

In the context of the legislative and administrative structures for electoral matters in Scotland which are developing as a consequence of further devolution, there is a strong argument for an enhanced role for the EMB as it supports, promotes and resources the provision of efficient and effective electoral administrative processes in the interests of the voter.

A consistent approach to the administration of elections in Scotland demands that the EMB's statutory remit be extended to Scottish, UK and European Parliamentary elections and the Convener given a power of direction at these elections. This would be a natural progression.

To achieve this, the long-term funding and legal status of the EMB needs to be secured and clarified so that it can undertake fully the tasks it was created to do when Governments established the Board in 2008. Currently the EMB is funded on an event by event basis. However, its work continues year round and with major electoral events coming each year, a more permanent long term funding position needs to be secured. The work of the board is currently heavily subsidised by local authorities, not least by the City of Edinburgh who provide accommodation and other resources. Secure dedicated funding for the EMB would represent a recognition of the role, work and worth of the Board.

The undernoted table provides details of how the EMB is financed and how these resources have been defrayed to support the work programme in the period.

The Electoral Management Board for Scotland Financial Statement 2014/15

	Budget	Forecast for year
	£'000	£'000
Expenditure		
Staff secondees	53	60
Other staff costs	6	6
Property costs	6	-
Communications Support	15	15
Website	12	12
Other expenses	4	2
Total Expenditure	96	95
Income		
Scottish Government	79	79
Scotland Office	17	17
Total Income	96	96
Net Expenditure	-	(1)

BOARD MEMBERS & ADVISERS

The Board is composed of eight members; five are Returning Officers (or their Deputies) and three are Electoral Registration Officers. These are appointed by a Convener, who is in turn appointed by Scottish Ministers following a process of open competition. Advisors from the professional associations working in electoral administration, SOLAR and the Association of Electoral Administrators (AEA), also attend the Board meetings. The Electoral Commission, the Scottish Government, Scotland Office and COSLA also have representatives at each meeting, acting as official advisors to provide support and advice.

Mary Pitcaithly OBE - The Convener

In 2014 Mary Pitcaithly OBE was responsible for delivering the largest electoral event in Scotland in the country's history. After being Regional Returning Officer for the Electoral Region of Scotland in May, Mary assumed responsibility as Chief Counting Officer for the Scottish Independence Referendum. The Referendum saw Scotland's largest ever electorate with 4,283,938 registered voters, and the greatest ever number of postal voters 792,621 (18% of all registered voters). Levels of engagement in the process were huge with a turnout of 84.6% (3,623,344 votes counted) and very few rejected ballots (less than 0.1%). The process has been widely praised as best practice in voter engagement and promoting confidence in the result.

Mary Pitcaithly OBE has worked in local government since 1980 and has been Chief Executive of Falkirk Council since 1998.

After studying law at Edinburgh University, Mary worked in private practice before joining the public sector. As Head of Paid Service for the Council, she leads a workforce of around 7,500, serving a population of 160,000 and has responsibility for a budget of £350m.

Mary is a former Chair of SoLACE Scotland and has represented local government on a number of national bodies, including the Resilience Advisory Board for Scotland. She was also a member of the Arbuthnott Commission set up by the Secretary of State for Scotland and the First Minister to consider boundary differences and voting systems in Scotland.

Mary has been a Returning Officer since 1998 and has dealt with elections to the Scottish, Westminster and European Parliaments as well as Falkirk Council. She was a Depute Returning Officer for the Referendum held in Scotland in 1997 and was the Regional Counting Officer for Scotland in the 2011 AV Referendum. She is currently Convener of the Electoral Management Board for Scotland.

Returning Officer Members

Dame Sue Bruce - Depute Convener

Sue Bruce has worked in Local Government since 1976. She was appointed Chief Executive of the City of Edinburgh Council, and Returning Officer for the Edinburgh constituencies, in January 2011.

Sue has held a number of senior positions including Chief Executive with Aberdeen City and East Dunbartonshire Councils, where she was also Returning Officer.

She has served in the Strathclyde Regional Education Directorate, held the post of Depute Director of Education with East Ayrshire Council and was East Dunbartonshire Council's Strategic Director responsible for Education, Housing, Social Work and Cultural Services. Her interests have led her to serve on a number of national and international external boards and initiatives.

Sue was announced as Chief Executive of the Year 2013 at the HR Network National Awards. The award reflects the impact Sue has had as Chief Executive of the City of Edinburgh Council, particularly in relationship to the development of the Edinburgh Guarantee and the achievement of Investors In People (IIP) Gold.

In May 2010 and again in 2011, Sue received the Prince's Business Ambassador Award from HRH the Prince of Wales. In October 2010, the Scottish Leadership Awards recognised her as the Scottish Public Sector Leader of the Year.

In December 2014 Sue received an Honorary Degree from Heriot Watt University.

In the 2015 New Year's Honours List Sue Bruce was made a Dame Commander of the Order of the British Empire.

Malcolm Burr

Malcolm Burr was appointed Chief Executive of Comhairle nan Eilean Siar in October 2005, and was previously employed in Orkney Islands Council as Assistant Chief Executive, and in Comhairle nan Eilean and Strathclyde Regional Council, within Legal Services.

Malcolm studied law at Edinburgh and Cambridge Universities, and hold the degrees of LLB (Hons) and LLM (Hons). He is a qualified Solicitor and Notary Public.

Malcolm is an Office Bearer of SOLACE Scotland, and represents Highlands and Islands Councils on the Court of the University of the Highlands and Islands. Originally from Edinburgh, he now lives in Stornoway on the Isle of Lewis.

BOARD MEMBERS & ADVISERS

Returning Officer Members

Stuart Galloway

Stuart is employed by Dundee City Council with over 30 years experience of elections. He was appointed Depute Returning Officer in 1997 and since 1997 has been responsible for the production of the Electoral Register and all other ERO duties for Dundee.

David Martin

David Martin is Chief Executive of Dundee City Council, a post which he took up in December 2014. Previously he was Chief Executive of Renfrewshire Council, prior to which he held senior management posts with several local authorities, working in the fields of economic policy, business and property development, community planning, housing, finance and environmental services.

David studied at Glasgow University where he gained B.Sc Hons and an M.Phil in town and regional planning. Originally from Motherwell, he now lives near Dunblane.

David has been an Executive Member of the Scottish Society of Directors of Planning and has held several directorships of both commercial and not for profit organisations. He is currently a non-executive director of the Dundee Rep.

In the past David has been Chair of SoLACE Scotland, Depute Chair of the West of Scotland Regional Resilience Partnership, and the Public Procurement Reform Board and Early Years Task Force. He is currently a member of the Serious Organised Crime Task Force chaired by the Justice Minister. His interests include Scottish history, politics, golf, music, endeavouring to retain a modicum of fitness and being an undaunted supporter of Motherwell FC.

Bob Jack (until June 2014)

Bob Jack was appointed Chief Executive of Stirling Council in May 2009. Prior to that date he held the posts of Director of Corporate Services from 2003 and Director of Civic Services from 1996 when Stirling Council was established.

Bob qualified as a solicitor in 1981, having graduated in Public Law from Edinburgh University in 1978, and worked in legal posts in both Central Regional Council and Falkirk District Council. He was the last Director of Administration and Legal Services of Central Regional Council which was abolished in 1996. As Chief Executive and head of paid service in the Council he was responsible for carrying out the agreed policies of the Council and the overall management of Council services. He was the principal policy and management adviser to the Council, chaired the Corporate Management team and was the first point of contact with the Scottish Government, regulatory bodies and partner public bodies, such as NHS Forth Valley, Central Scotland Police, University of Stirling, Forth Valley College and Loch Lomond and Trossachs National Park.

Until his retirement Bob was Returning Officer for elections to the Council and the Stirling Parliamentary Constituency for the Scottish, Westminster and European Parliaments and for the elections to the Loch Lomond and Trossachs National Park. He was a Member of the Electoral Management Board for Scotland and its predecessor interim Board from 2009, but stood down following his retirement in June 2014.

BOARD MEMBERS & ADVISERS

Electoral Registration Officer Members

Joan Hewton

Joan commenced working in the Assessor and Electoral Registration office of Strathclyde Region in 1976. She was appointed Depute Electoral Registration Officer for Lanarkshire in 1997 and ERO for Lothian in 2005. As Lothian ERO she is responsible for the compilation and maintenance of electoral registers for the City of Edinburgh, East Lothian, Midlothian and East Lothian Council areas. She currently holds the posts of Vice Chairperson of the Scottish Assessors' Association's Electoral Registration Committee, Vice President of the SAA and is a member of the Association of Electoral Administrators.

Ian Milton

Ian Milton was appointed Assessor and Electoral Registration Officer for the Grampian Area in September 2009. Prior to this appointment Ian had worked at Assistant Director and Depute levels in Grampian since 1991.

Ian qualified as a chartered surveyor in 1987 and practiced in Lothian and Fife. In 1991 he moved to the North East of Scotland and in 1992 was invited to join the Scottish Assessors Association. In 1997 he joined the Association of Electoral Administrators. He is now a qualified member of the AEA and a Fellow of the Royal Institution of Chartered Surveyors. He has considerable experience in electoral registration and valuation for local taxation. He was recently appointed to the Executive of the SAA and chairs the Electoral Registration Committee.

David Thomson

David started work as a Trainee Valuer/Surveyor in Strathclyde Regional Council (Renfrew Sub-Region) Assessors Department in 1985 and other than a short spell with Irvine Development Corporation, has worked in the Assessor and ERO's environment ever since.

He progressed through various posts in SRC (Renfrew and Ayr Sub-Regions), Ayrshire VJB and Lanarkshire VJB before being appointed as Assessor & Electoral Registration Officer for Dunbartonshire and Argyll & Bute Valuation Joint Board in 2004.

Having served as the President of the Scottish Assessors Association from 2011-2013, he is currently the 'Additional member' of the Association's Executive Committee.

The Convener has invited a number of individuals to advise the Board at its meetings, representing a range of stakeholders in the electoral process. In 2014 these have included:

Andy O'Neill

Electoral Commission, Head of Office for Scotland

Gordon Blair

Depute Returning Officer representing the Society of Local Authority Lawyers and Administrators in Scotland (SOLAR).

David Miller

Depute Returning Officer representing the Association of Electoral Administrators

Roddy Angus

Scotland Office (UK Government)

Steve Sadler, Louise Unwin, Gillian Cross, Natasha Griffiths

Scottish Government

Secretary to the EMB

Chris Highcock acts as Secretary to the EMB. Supporting the policy and strategic work of the Board he is a key liaison between the it and the 32 Election Teams and 15 EROs across Scotland. He engages with key stakeholders in government and the Electoral Commission and with the various suppliers, ensuring that the Board is aware of the context in which it operates.

Chris is Senior Depute Returning Officer for the City of Edinburgh and has overseen the capital's delivery of elections and referendums since 2011 and worked on elections in various roles since 2001. The city has 17 wards, 6 Scottish Parliamentary constituencies and 5 UK Parliamentary constituencies and is responsible for the Lothian region in the Scottish Parliament elections. Electoral events in Edinburgh are on a large scale often with over 400 polling stations across 150 polling places, over 80,000 postal voters and a count with 500 staff to serve the electorate of around 330,000



**Electoral Management Board
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