

justice

children

education

health

community care

enterprise

lifelong learning

communities

rural affairs

transport

environment

finance

Making it **work together**



SCOTTISH EXECUTIVE

A programme  
**for government**



As First Minister, I am determined to make a real difference for Scotland – to improve the lives and opportunities of all of our people. For many years past we asserted the benefits of devolution and now we set to work to make real the promise of devolution.

In this document, we set out what we are committed to achieving in government and what our priorities are. At its core is the delivery of the commitments we made together in our policy agreement, Partnership for Scotland. This document turns our agreement into a programme of work for this first Scottish Government.

It sets out what we will do and when.

We want the people of Scotland to hold us to account on our commitments.

Many of the issues we face, whether the scourge of drugs or the scandal of poverty, require co-ordinated attack from government. Each section of this document sets out how we will work together to deliver Scottish solutions to Scottish problems.

We have much to be proud of in Scotland today but we can still do so much better. We will work together to build a modern, prosperous and socially just Scotland. Our people are our most precious national asset. We will work together to equip them with the new and better skills on which our future prosperity depends.

We want everyone to be able to realise their full potential. We are determined to end health inequality and give all of our children the best start in life. That's why we will work together to make our standards in health and education among the best in the world. That's why we are committed to educational opportunity and lifelong learning.

This is a detailed programme but it is not the end of what will be achieved over the coming years. We will be a listening and learning Government – hearing what our people are saying and acting on it.

We will work together, not just as political parties, but as a partnership with the people and communities of Scotland. We will work together within the United Kingdom and with Europe for Scotland.

My promise to you is that working together we will deliver for Scotland.



**Jim Wallace MSP**  
Deputy First Minister and  
Minister for Justice

### Working together for a safe Scotland

We want a secure Scotland where individuals and communities are free from crime and free from the fear of crime. We will work together with the police and with communities to make our streets and neighbourhoods safe. That means attacking the drugs menace that threatens to blight our society. It also means having a police force that is rooted in our communities and spends its time on front-line duties. We will promote effective measures to support the victims of crime. We will further protect our communities through the rehabilitation of offenders. We will be tough on crime and on criminals.

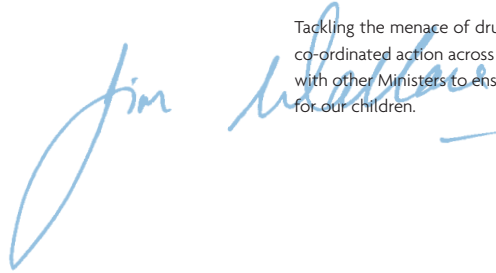
### Working together for a fair Scotland

We will update our legal framework. Scotland's system of land tenure is outdated. We will create a fair and modern system of land ownership and access through a programme of radical reforms. We will reform the law to protect the most vulnerable members of society.

### Working together for an open Scotland

Openness is central to a modern, mature and democratic society. It serves to make government more effective and empower people. This Government intends to provide more open access to information.

Working together  
to fight drugs



Tackling the menace of drugs is one of the priority tasks for the Executive. Working together, we will take co-ordinated action across the Scottish Executive. Deputy First Minister Jim Wallace and his team will work with other Ministers to ensure that we combat dealers, rehabilitate the victims and provide early education for our children.



**Working together for a safe Scotland****To combat crime and drugs in our communities**

- by September 1999 › We will tackle the problem of drugs in prisons. We will introduce Drug Treatment and Testing Orders to reduce drug related offending. Pilot schemes will be established in Glasgow in September 1999.
- by end of 1999 › We will use information technology to free up police officers for front line duties and develop a Scottish Police Information Strategy. A programme of integration of criminal justice IT systems will be taken forward, beginning with Fife, Grampian and Northern force areas before the end of 1999.
- by June 2000 › We will set up a Scottish Drug Enforcement Agency by June 2000 to target dealers and the supply of drugs. We will increase by up to 200 the number of police officers working against drugs in our communities.

**To support the victims of crime**

- by October 1999 › We will double the number of witness support schemes by October 1999.
- by 2001 › We will improve information to victims and their families on the progress of cases and on the release dates of offenders. These schemes will be in place by 2001.

**Working together for a fair Scotland****To protect the most vulnerable in our society**

- in 1999 › We will introduce legislation in 1999 to reform the law on managing the welfare and finances of adults who are incapable of making their own decisions about these matters.
- by 2001 › We will review the law by 2001 in relation to sexual and violent offenders, including harassment and in particular stalking.

**To reform Scotland's outdated feudal and land tenure systems**

- in 1999 › We will introduce legislation in 1999 to abolish feudal tenure.
- by spring 2000 › We will introduce legislation in the spring of 2000 to provide a community right of purchase when land comes to be sold.
- by spring 2000 › We will introduce legislation in the spring of 2000 to provide a right of responsible access to the land.
- by autumn 2002 › We will legislate to modernise crofting tenure by autumn 2002.

**Working together for an open Scotland****To introduce an effective Freedom of Information regime**

- by autumn 1999 › We will consult widely in the autumn of 1999 on proposals for a Scottish Freedom of Information Bill.

- › Encourage stronger links between the police and the communities in which they operate.
- › Speed up the operation of the courts system.
- › Consult on arrangements over judicial appointments.
- › Tackle the problem of persistent re-offending.
- › Implement our action plan on the Macpherson Report on the Stephen Lawrence case.
- › Expand treatment and rehabilitation facilities for drug, alcohol and substance abuse.
- › Rehabilitate offenders through training, education and work and through alternatives to custody.
- › Set up a Scottish Land Fund to support community ownership by early 2000.
- › Support the provision of leisure and other facilities for young people as part of our preventative strategy on crime.

## Working together to give our children the best start in life

Sam Galbraith MSP  
Minister for Children and Education

Our children are the future of Scotland. We need to give them the best possible start in life so that they have the opportunity to play their full part in Scotland's future. Getting it right in the early years lays the foundation for the whole life of a child. We will provide children with a stimulating environment for playing, developing and learning, and help parents to balance work and family life. Education is our highest priority in government. This Government will work together with parents, teachers and pupils to achieve a world-class reputation for education, and create the high standards in our schools that will be the foundation for Scotland's future success. We will also develop wider involvement in culture and sport to enable people of all ages to enjoy rounded lives.

Working together for children

Sam Galbraith has started work with Ministerial colleagues to develop integrated policy, funding and service delivery for children. He will ensure that vulnerable families, particularly those with very young children get the support they need, especially when the issues cut across other departments such as health and that tackling child poverty is a priority.

He will also consult widely on an action programme for youth which values young people and reflects their own aspirations and needs.



**To deliver high quality, affordable, accessible childcare**

**by December 1999** › We will develop the Childcare Strategy for Scotland and set up a new National Childcare Information Line by December 1999.

**by 2001** › We will establish a new independent regulatory body by 2001 to ensure high quality care for children.

**by 2002** › Having delivered a nursery place for every 4-year-old, we will ensure a nursery place for every 3-year-old whose parent wants it by 2002.

**by 2002** › We will train 5,000 new childcare workers by 2002.

**by 2002** › We will expand support for families and very young children through family centres, and mobile and outreach services, for at least 5,000 additional children by 2002.

**by 2003** › We will provide out of school care places for 100,000 children by 2003.

**To promote social inclusion particularly through early years intervention**

**by 2001** › We will support 60 New Community Schools by 2001.

**by 2001** › We will continue to invest in the early intervention programme in primary schools to improve children's standards of literacy and numeracy, and publish an independent assessment of the programme's effectiveness by 2001.

**To modernise Scottish schools**

**by 2002** › We will ensure an e-mail address for every school child by 2002.

**by 2003** › We will build or substantially renovate 100 schools by 2003.

**by 2003** › As part of our major investment in books and equipment, we will ensure that there are at least 4 modern computers for each class by 2003, and that every school leaver will understand information technology.

**To raise standards and achieve excellence**

**by November 1999** › We will introduce the Improvement in Scottish Education Bill by November 1999 to support continuous improvement of standards in all schools.

**by August 2001** › We will reduce class sizes in P1, P2 and P3 to 30 or less by August 2001.

**by 2001** › We aim that by 2001 at least 94% of pupils in S4 achieve Standard Grade in English and Maths and at least 23% of S4 pupils go on to achieve 3 or more Highers at grades A-C.

**by 2003** › We will ensure by 2003 that every school age child in Scotland has a Personal Learning Plan to map out a pathway to achievement.

**To strengthen leadership in schools and reward professionalism in teaching**

**by 2000** › We will attract, motivate and retain high-quality teachers by enhancing their professionalism through, among other things, a new framework for continuing professional development which we will begin to implement by 2000.

**by 2002** › We will recruit 1,000 additional teachers and 5,000 classroom assistants by 2002.

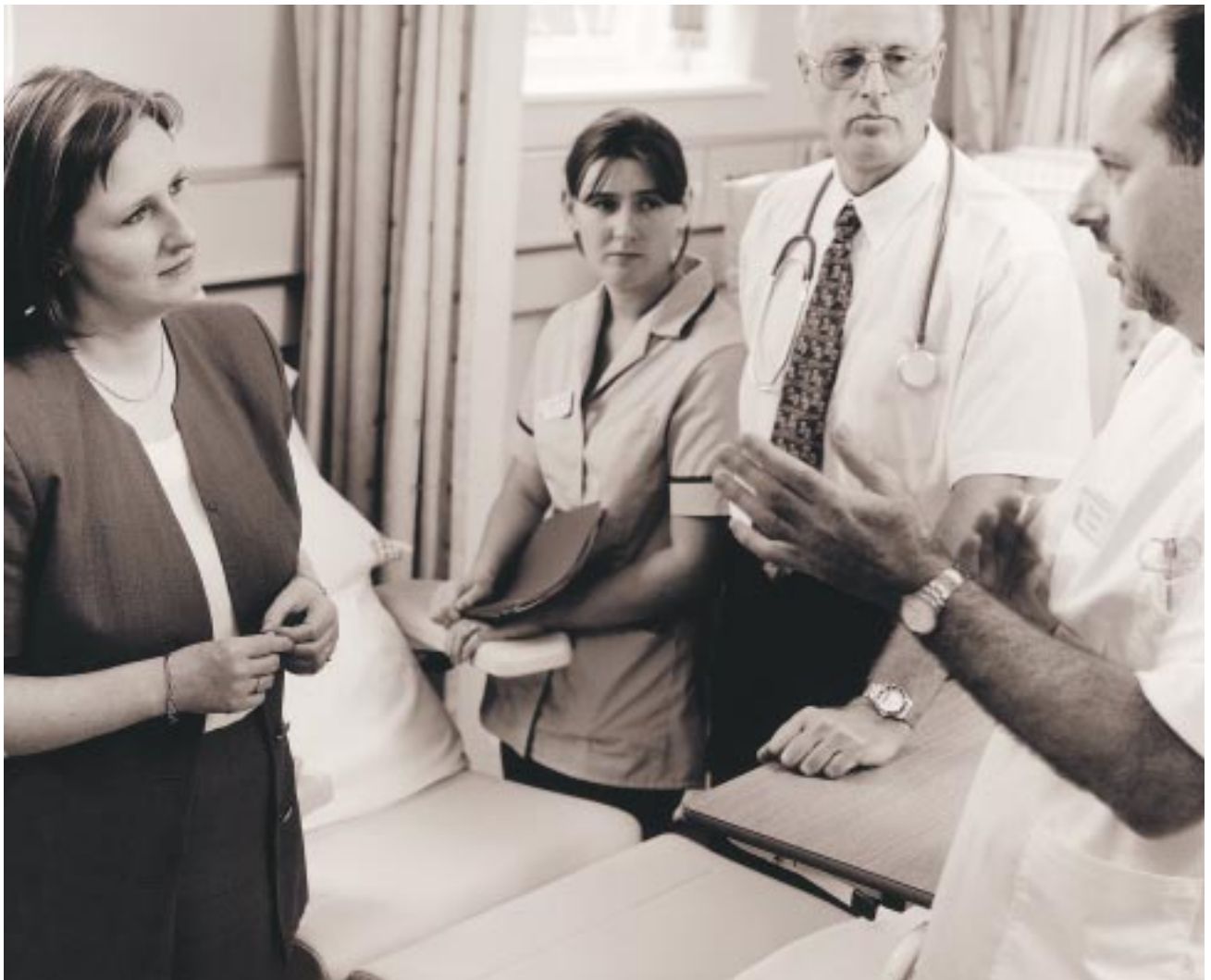
- › Publish a National Policy on Architecture for consultation by autumn 1999.
- › Publish a National Cultural Strategy by summer 2000 and support the creative industries.
- › Ensure free admission to the National Museums of Scotland by April 2001.
- › Establish a Scottish Football Academy and a network of local academies by 2002 as part of our wider programme of support for sport.
- › Ensure that all schools have a sports co-ordinator by 2003.
- › Develop a modern pay and conditions package for teachers.
- › Establish an Education Forum.
- › Encourage civic, environmental and business education in schools.
- › Make the Scottish Qualification for Headship mandatory.
- › Establish a Consultancy Index of Adults deemed unsuitable to work with children.

We believe that every individual has a right to high quality health and community care. Access to, and quality of, service must be determined by need and not by ability to pay or by where you live. We will substantially increase NHS spending in real terms over the coming years. This will allow us to invest in modern, high quality health services which give people the treatment they need, where they want it. This should be at home if possible, in hospital if necessary.

We believe that our modern NHS must care as well as it cures. We will improve the patient's journey – from GP surgery to outpatient clinic, from hospital to home. We will strengthen the patient's voice and will work to ensure that patients, and their carers and families, get the response and support they need through every stage of their care.

We will tackle the root causes of ill health and will seek radical, innovative ways to improve the health of the people of Scotland. We will promote better health for all by helping people to adopt healthier lifestyles and through effective prevention and screening measures. Getting this right will enable our people to enjoy a better quality of life, to live longer and to stay active and independent.

Good health is an essential part of social justice. Susan Deacon will co-ordinate across the full range of the Scottish Executive's work to tackle the root causes of ill health and to promote better health. Tackling poverty, reducing inequalities in health and changing lifestyles will be at the core of that approach. By working together with health, local authority, education, voluntary and private sector colleagues we will mount a concerted drive to improve the health of the Scottish people – from birth to old age. Through the better direction of resources and a co-ordinated approach we will improve health and life expectancy – particularly for the disadvantaged.



**To provide a modern, high quality, responsive NHS in Scotland**

- by end of 1999 › We will use modern technologies to provide a better service to patients. Scottish NHS Net will link all GPs' surgeries and hospitals by the end of 1999, and thereafter it will be extended to pharmacists.
- in 2000 › In 2000 we will publish a full report on Scotland's leading edge work on clinical outcomes and quality.
- by 2002 › Through the introduction of an instant appointments system by 2002, we will ensure that people know the time of their hospital appointment before leaving their local surgery.
- by 2003 › We will deliver the biggest ever hospital building programme in Scotland and will provide 8 major new modern hospital developments by 2003.

**To improve the health of the people of Scotland**

- by end of 1999 › We will ban tobacco advertising by the end of 1999.
- by 2002 › We will create a network of Healthy Living Centres by 2002, which will focus in particular on improving health in areas of poverty and deprivation.
- by 2010 › We will build a Health Promotion Fund to support measures to improve health and to help meet our targets of halving deaths from coronary heart disease and cutting deaths from cancer by 20% by 2010.

**To develop new approaches to speed treatment and shorten waiting times**

- by end of 1999 › By the end of 1999, we will set targets to speed treatment and shorten waiting times.
- by 2002 › By 2002 we will launch a new generation of walk-in/walk-out hospitals. In these hospitals patients will be assessed and treated by specialist staff offering same day treatment.
- by 2002 › We will establish an additional 80 One Stop Clinics where patients get diagnosis and treatment all in the same day by the year 2002.

**To deliver person-centred health and community care**

- by early 2000 › By early 2000 we will launch Scottish NHS Direct to provide a 24-hour telephone health advice service.
- in 2000 › We will work in partnership with patients and NHS staff to establish our Patients' Project in 2000. The project will develop a strategy for communicating effectively with patients.
- in 2000 › In 2000 we will introduce a Carers' Strategy for Scotland to help unpaid carers.
- in 2000 › In 2000 we will publish our proposals for services for people with a learning disability.

**To work in partnership with the people who deliver health and social care**

- in 1999 › In 1999 we will publish an Education, Training and Lifelong Learning Strategy for the NHS in Scotland.
- by 2001 › By 2001, we will establish a Scottish Social Services Council to recognise and increase the skills and professionalism of the social care workforce.

**To improve food standards and safety**

- in 1999 › In 1999 we will publish a range of advice on the safe handling and preparation of food in voluntary establishments and catering premises.
- by 2000 › Where necessary, we will use our statutory powers to ensure that high food standards are met, including the introduction of a Butchers' Licensing Scheme for Scotland by 2000.
- in 2000 › We will establish the new Executive in Scotland of the Food Standards Agency in 2000 which will assist people to make informed choices about what they eat and to take steps to ensure their food is safe.

- › Introduce legislation to modernise the statutory framework for meeting the needs of people with mental illness following completion of the Millan review in summer 2000.
- › Work to end 'postcode prescribing' through the creation of a new body to assess and advise on the clinical effectiveness of drugs and treatments.
- › Introduce a fairer system for the allocation of NHS resources based on need and recognising the particular needs of deprived and rural communities.
- › Increase the number of doctors and recruit more nurses and introduce more family-friendly policies as part of our overall commitment to retain and to value all NHS staff.
- › Take steps to improve the nation's dental and oral health, particularly among children – including a widespread public consultation on fluoridation.
- › Establish 4 major demonstration projects, to determine best practice for improving children's health from the period leading up to birth and throughout the first 5 years of childhood, to improve teenage sexual health and reduce the number of teenage pregnancies, and to tackle cancer and coronary heart disease.
- › Improve standards of care through new independent inspection of day and home care, and nursing and residential care homes.
- › End the ban on beef-on-the-bone as soon as medical advice indicates that it would be safe to do so.

**Henry McLeish MSP**  
Minister for Enterprise  
and Lifelong Learning

Every family needs secure employment to give them the confidence to plan for the future. In a successful Scotland, knowledge, skills and innovation are the keys to providing security and future prosperity. An enterprising workforce generates wealth, helps sustain high employment and ensures good quality public services. This Government will work together with business and trade unions as well as in the UK and Europe to promote a stable and competitive environment. This will be an environment that inspires more home grown businesses to flourish, that encourages the expansion of export markets and that retains its attraction as a home for foreign investors.

We will also work to develop a well-trained workforce that continually upgrades its skill levels and where lifelong learning is an aspiration for all and is available for all. Our aim is to create a knowledge driven economy which can meet the challenges of a highly competitive global environment. At the same time we will work to promote economic development which is environmentally and socially sustainable.

Working together to develop  
the knowledge economy

*Henry McLeish*

Henry McLeish will lead a team to develop Scotland's knowledge economy and enhance our use of new technology throughout all types of business. We will also aim to create better links between businesses and universities, especially in the area of science where we need to maximise the commercialisation prospects that arise from our science base and encourage both co-operative and new-start innovation.

We will also enlarge opportunities for lifelong learning and ensure that our workforce is fully capable of utilising the new technology that is constantly emerging.



**To create a culture of enterprise**

- by January 2000 › We will publish a Tourism Strategy by January 2000.
- by 2000 › Introduce by April 2000 a new business mentoring scheme.
- by 2000 › We will develop a manufacturing strategy for Scotland and start to implement it by early 2000.
- by 2001 › We will encourage the transformation of ideas from our labs into successful businesses and will support the establishment of a Scottish Institute of Enterprise by 2001.
- by 2009 › We will help to create 100,000 new Scottish businesses by 2009.

**To provide training for skills that match jobs for the future**

- by end of 1999 › We will initiate a Scottish Labour Market Unit by the end of 1999 to highlight the skills that Scotland needs.
- by end of 2001 › To complement the successful New Deal, by the end of 2001 we will deliver 100 projects in Scotland through the New Futures Fund initiative, to improve the employability of our most disadvantaged young people.
- by 2003 › We will create 20,000 Modern Apprenticeships by 2003.

**To widen access to further and higher education**

- by 2002 › We will increase by 42,000 student numbers in Scotland by 2002.
- We will ensure that more part-time students and students from low income families have access to further and higher education and will:
- from 2000-01 › double the loan funding for mature part-time students on low incomes from 2000-01.
  - in 1999 › introduce a pilot scheme in 1999 to encourage students from low-income families to stay on at school with a view to going on to higher education.
  - › increase access funds, starting this year, to relieve financial difficulties faced by higher education students.
- We will review the issue of tuition fees and financial support arrangements for students in the light of the report by the Independent Inquiry.

**To create a culture of lifelong learning, increasing adult participation in education and training**

- in 2000 › We will establish the Scottish University for Industry in the year 2000.
- by 2002 › We will deliver 100,000 Individual Learning Accounts by 2002.

- › Develop a website to provide easier access for businesses on local and national advice and funding.
- › Promote an entrepreneurial culture by increasing school activities.
- › Develop adult guidance through Scottish Guidance Group and Learning Direct Scotland.
- › Support the progress of a University of the Highlands and Islands and investigate a South of Scotland University.
- › Work towards secure status of Gaelic, foster the unique role of Sabhal Mor Ostaig and take forward the recommendations of the Fraser report on Gaelic broadcasting.

## Working together to tackle poverty and regenerate communities

**Wendy Alexander MSP**  
Minister for Communities

We believe that individuals prosper in strong and secure communities. We want to create a more just Scotland, where a decent quality of life and warm, affordable housing is available to all and where individuals have the opportunity to fulfil their potential. We will strengthen Scotland's communities and develop a Social Inclusion Strategy to co-ordinate action across Scottish society. We will work with communities, and ensure local services become more responsive to people's needs.

Working together for  
Social Inclusion

Wendy Alexander is heading up a Ministerial Committee to promote social inclusion, which will include six other Ministers and will report directly to Cabinet. These Ministers will work together to ensure that individual programmes make an effective contribution to tackling poverty. Scotland's new Social Inclusion Strategy will be committed to tackling the causes of social exclusion and will help to empower individuals and communities.

*Wendy Alexander*



**To tackle poverty and ensure the best environment for children to grow up in**

**by end of 1999** › We will publish a Scottish Social Inclusion Strategy this year.

**by end of 1999** › Our new Social Inclusion Partnerships will support the regeneration of Scotland's most deprived neighbourhoods. We will introduce a monitoring and evaluation framework by the end of 1999 to track success.

**by 2002** › We will work in partnership with the UK Government to tackle child poverty and raise over 60,000 children out of poverty in Scotland by 2002.

**To regenerate the most disadvantaged communities, and to ensure that decent affordable housing is available to everyone**

**by 2000** › Through the Empty Homes Initiative we will bring over 900 empty houses back into use by 2000 for households in housing need or facing homelessness.

**over the next 3 years** › We will ensure that 18,000 new and improved homes are built over the next three years for affordable renting or low-cost owner occupation.

**by 2003** › We will ensure that no one has to sleep rough by 2003, by providing new accommodation and better support services.

**by 2003** › By 2003, we will attract new large scale investment to improve council homes through schemes to encourage community ownership, subject to the consent of tenants by ballot.

**by 2003** › We will improve 100,000 houses suffering from dampness and condensation by 2003 through the Healthy Homes Initiative. This initiative will give priority to the elderly and those on lower incomes.

**To promote equality of opportunity and community involvement**

**by September 1999** › We will establish by September 1999 a Racial Equality Advisory Forum to develop a long term strategy and action plans to tackle institutional racism.

**by December 1999** › We will establish an Equality Unit within the Scottish Executive by December 1999, to ensure that equality of opportunity is at the heart of policy making.

**by 2001** › We will seek to ensure that 1,000 young people complete the Millennium Volunteers scheme by 2001.

**To provide the public with high quality local government services which provide customer care, flexibility and choice**

**by end of 1999** › In response to the McIntosh Commission, we have already set up a working party on enhancing the attractiveness of public services and electoral systems, including progress on electoral reform.

**by December 1999** › We will set up a Community Leadership Forum to stimulate modernisation in Scottish local government, and unveil a package of development and training by December 1999.

**by end of 1999** › We will consult with COSLA this year on financial opportunities such as the effective pooling of budgets at local level and business improvement districts.

**by summer 2000** › We will legislate by summer 2000 to establish a Scottish Standards Commission and a code of conduct both for local government and for other public bodies.

- › We will deliver Best Value in local government to improve services.
- › Create 400 New Deal places each year in tackling fuel poverty and insulation.
- › Encourage rent deposit schemes.
- › Promote a common tenancy agreement for all tenants in social housing.
- › Seek to improve the house buying process in Scotland by supporting measures which avoid additional costs for house buyers resulting from multiple surveys and valuations, and include energy efficiency assessments.
- › Improve disabled access to public buildings, and promote barrier-free housing standards.
- › Review the present arrangements for factoring former council property now in owner occupation.
- › Consult on new ways, such as a tribunal, of dealing with harassment by landlords, eviction proceedings, unfit conditions and enforcement of repairs.
- › Require new homes to have more effective insulation standards.
- › Work to strengthen the infrastructure of the voluntary sector and of volunteering, as a priority.

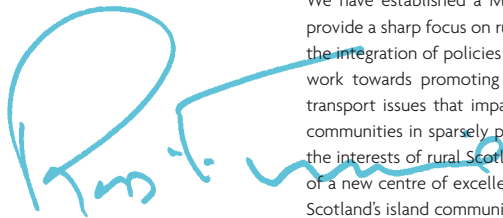
## Working together to enhance rural Scotland

**Ross Finnie MSP**  
Minister for Rural Affairs

People's priorities are similar throughout Scotland. But this Government recognises that delivering these priorities requires different solutions in different circumstances. The delivery of public services to rural communities must meet the specific needs and challenges these communities face. This Government is committed to support and enhance all aspects of rural life.

Rural Scotland is a place of beauty for Scots and visitors alike to enjoy. But it is also a place to live and a place to work. We need to sustain rural life by diversifying local economies while supporting the important traditional industries of agriculture, fishing and forestry. We will work together with local producers to expand the market at home and abroad for Scotland's premium goods. A firm foundation for this needs to be laid by developing the excellence of Scottish products.

Working together to promote  
rural development



We have established a Ministerial Committee, reporting to the Cabinet and chaired by Ross Finnie, to provide a sharp focus on rural issues. This brings together the Ministers for all major departments to ensure the integration of policies through the Executive in the interests of rural communities. The Committee will work towards promoting the development of the rural economy; will tackle together the variety of transport issues that impact on rural areas; and will address the special health and education needs of communities in sparsely populated areas. Examples of the wider action the Executive will take to further the interests of rural Scotland are support for a University of the Highlands and Islands; the establishment of a new centre of excellence in rural health care in Inverness; and ensuring affordable air and sea links to Scotland's island communities.



## Our priorities are:

- To promote improved environmental, employment and living conditions in rural areas**
- from 1 January 2000** › We will implement, from 1 January 2000, a package of measures through the new Rural Development Regulation as part of the Agenda 2000 agreement. This will assist the integration of agriculture with a wider and more diverse rural economy, enhance the environment and improve employment and living conditions in rural areas.
- by summer 2002** › We will implement by summer 2002 a strategy to exploit the output of our world class research base in agricultural and biological sciences to the greater benefit of the rural economy.
- To promote the Scottish food industry**
- by summer 2000** › We will develop by summer 2000 a strategy to achieve substantial growth in the food industry and added value in rural Scotland.
- by autumn 2000** › We will establish by autumn 2000 new schemes of assistance tailored to meet the processing and marketing requirements of the Scottish food and drink industry.
- To promote the adaptation of Scotland's agriculture to a sustainable future**
- by summer 2000** › We will continue to support farmers in the less-favoured areas by introducing an effective successor to the Hill Livestock Compensatory Allowance Scheme by summer 2000.
- by summer 2000** › We will implement by summer 2000 a package of reforms following the Agenda 2000 agreement which provides effective support to Scottish agriculture.
- by autumn 2000** › We will introduce by autumn 2000 an independent appeals mechanism for farmers suffering penalties in relation to their EU subsidy claims.
- To promote the development of sustainable fisheries and aquaculture**
- by summer 2000** › We will develop by summer 2000, through the new Scottish Inshore Fisheries Advisory Group, plans to secure greater local involvement in inshore fisheries.
- in 2002** › We will work for an outcome to the review of the Common Fisheries Policy in 2002 which protects the interests of Scottish fishermen.
- To promote sustainable forest management**
- by autumn 2000** › We will publish a Scottish Forestry Strategy by autumn 2000.

## also

- › Increase expenditure on agri-environment programmes by 75% by 2001-02.
- › Issue guidance on the location of marine fish farms by November 1999.
- › Demonstrate by summer 2000, through independent certification, that Forestry Commission forests in Scotland are sustainably managed.

Our commitment to sustainable development is central to our policies on transport and the environment.

We will build an integrated transport system, which meets our economic and social needs but does not threaten the health of our environment. This requires innovative solutions to the distinctive problems of our congested cities, towns and main roads, and the enhancement of all types of public transport. We will recognise the needs and roles of motorists, cyclists and pedestrians in the development of integrated transport systems. Support for the variety of transport links which provide a lifeline to remote and fragile communities is a crucial means of maintaining their viability. We will continue to support the essential role of the car in rural community life.

The landscape of Scotland – of world renown and quality – provides jobs and income for many Scots through leisure and tourism, in town and country. The environment in which we live, the water we drink, the air we breathe have profound effects on our health and well-being. Bringing all this together to protect our future requires the approach of sustainable development, which we have made central to all our policies.

*Sarah Boyack*

Sarah Boyack will work with Ministerial colleagues to integrate the principles of environmentally and socially sustainable development into all Government policies. We will take a strategic approach to environmental issues. We will work with people in Scotland to bring understanding that sustainable development offers benefits now and protects them in the future.



**To deliver a sustainable, effective and integrated transport system**

- in early 2000 › We will introduce a Bill in early 2000 to invest in transport and to encourage bus use. This Bill will allow road user charging and charges on parking at the workplace, where it is sensible to do so. We will use the money raised to invest in transport improvements.
- by March 2000 › We will publish an action plan to develop through ticketing by March 2000.
- by end of 2000 › We will establish the framework for a national transport timetable system by end 1999, and implement by end 2000.
- between 1999-2002 › We will run a Public Transport Fund between 1999-2002 to provide alternatives to car use, and to assist innovative investment in new railway stations, new bus lanes, new rapid transport systems and park and ride schemes.
- by March 2002 › By increasing the Freight Facilities Grant, we will move freight off the roads and on to trains and ships and we will transfer an additional 15 million lorry/miles a year off the roads in Scotland by March 2002.

**To safeguard and improve Scotland's environment**

- by end of 2000 › We will improve standards of urban wastewater treatment systems through the highest ever level of investment, with the construction of new systems in Edinburgh and Glasgow complete by end 2000.
- by summer 2001 › We will establish the first National Park for Scotland in Loch Lomond and the Trossachs by summer 2001.

**To work for efficient use of resources**

- by end of 1999 › We will adopt a National Strategy for waste by the end of 1999.
- by summer 2000 › We will provide locational guidance on renewable energy development by summer 2000.
- by end of 2000 › We will review building standards relating to the conservation of fuel and power and develop proposals for improved energy standards for new buildings by end 2000.

- › Encourage the establishment of regional transport partnerships to improve the co-ordination of transport policies and delivery of services across local authority boundaries.
- › Encourage the improvement and integration of concessionary fare schemes on public transport for pensioners and those with special needs.
- › Ensure the maintenance of affordable air and sea links to Scotland's island communities. At the Skye Bridge, a discount scheme aimed at local users and freight traffic is now in place and we will review its effects. We have frozen tolls at their current levels in cash terms for the remainder of the contract.
- › Introduce a new system for nature conservation.
- › Invest to raise the quality of Scotland's drinking water and work with local authorities to reduce the risk to health from poor air quality.
- › Bring Scotland's 60 designated bathing beaches up to European standards.
- › Implement EU Directives on environmental impact assessment and control of major accident hazards.
- › Improve the operation of the planning system to make it more positive and proactive.
- › Introduce strategic environmental assessment for Government programmes.

**Jack McConnell MSP**  
Minister for Finance

We are committed to making government work for the people of Scotland. That means getting the processes of governance right, as well as our policies and programmes.

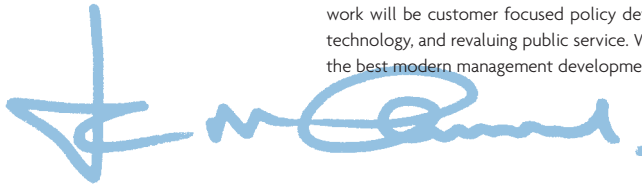
**Finance and modern government – working together for better value**

We want to develop services which respond to customer need while at the same time offering best value. That means efficient government. We want the Scottish Parliament's system of budgeting to be among the best in the world.

Our priority will be to deliver high quality public services while protecting the interests of the community. We will continue to support new and innovative ways of providing public services such as public/private partnerships. We will build on changes already announced to make public/private partnerships work better, including, where appropriate, allowing the asset to return to public ownership.

We will deliver Best Value for the whole of the Scottish budget.

Working together for  
modern Government



Jack McConnell will work across the Executive to promote modern government. The main themes of this work will be customer focused policy development and service delivery, making best use of information technology, and revaluing public service. We will encourage staff working in partnership with other bodies, the best modern management development, and use feedback from the public to improve all we do.



**To secure best value and modern government**

- first term** › We will not increase income tax in the first term of the Scottish Parliament.
- in 1999** › We will introduce a Public Finance and Accountability Bill in 1999, setting out the financial framework for the Scottish Parliament.
- in autumn 1999** › We will improve the treatment of both capital and revenue support for councils, and will launch a review of support for service to deprived communities in the autumn of 1999.
- by October 1999** › We will work with the UK Government and its European partners to promote Scottish interests in Europe. We will launch an office of the Scottish Executive in Brussels in October 1999.
- by end of 1999** › We will publish by the end of 1999 our strategy for modernising government in Scotland.
- every year** › We will encourage the development of the Civic Forum and will carry out wide consultation throughout Scotland. We will consult widely on our budget priorities every year.

**Working together to develop Digital Scotland**

Modern government for Scotland depends on the effective use of digital technology. This means vision and co-ordination across the public sector, and partnership with the private and voluntary sectors.

To achieve this, we have established a Ministerial Committee, reporting to Cabinet, to ensure that Scotland takes full advantage of information and communications technology. This will lead to improved services to the public and secure commercial advantage. We will build on and integrate developments such as the NHS Net and the National Grid for Learning.



**Tom McCabe MSP**  
Minister for Parliament

**Working with the Scottish Parliament**

The Scottish Executive is accountable to the Scottish Parliament; we are committed to the principles upon which the Parliament was founded – openness, accountability, transparency. For example, the Parliament will be able to review and monitor public appointments to ensure the highest standards and accountability in public life and the effectiveness of appointees.

The business of government requires us to work closely with the Parliament. The Minister for Parliament, **Tom McCabe**, is responsible for proposing the timetable for Government business – its legislative programme – and monitoring its progress through Parliament. He is also the Executive's representative on the Parliamentary Bureau, which arranges the programme of meetings and the business to be discussed.



**Rt Hon The Lord Hardie QC**  
Lord Advocate

**Legal Advice**

The Lord Advocate, **Andrew Hardie** and the Solicitor-General, Colin Boyd are the law officers of the Scottish Executive. They provide advice on all aspects of Scots law including the operation of the Scotland Act, European obligations, and the provisions of the European Convention on Human Rights. They appear in court on behalf of the Executive.

The Lord Advocate is also head of the prosecution system responsible for prosecuting in the criminal courts and for the investigation of deaths. In carrying out these duties he acts independently from the rest of the Scottish Executive, but is answerable to the Scottish Parliament.

## Working together to deliver the people's priorities

Priorities are:

### **Modern Apprenticeships**

By the end of 1999 there will be places for 10,000 Modern Apprentices in Scotland. By 2003 we will have doubled this to 20,000 places.

### **New businesses**

We will help to create 40,000 new Scottish businesses by 2003, as part of a 10 year plan to create 100,000 new businesses by 2009.

### **Scottish Drug Enforcement Agency**

We will set up a Scottish Drug Enforcement Agency to target dealers and the supply of drugs. The Agency will start its work by June 2000.

### **Schools**

100 new or refurbished school buildings during the lifetime of the Parliament, meeting the needs of children, families and teachers across Scotland.

### **Nursery places**

We will ensure a nursery place for every 3 year old whose parent wants it by 2002. 35% of parents will have access to a place by the end of 1999, and 60% of parents by June 2000.

### **Hospitals**

8 major new hospital developments will open between 2001 and 2003, serving people across Scotland, from the New Royal Infirmary in Edinburgh to the Community Hospital in Benbecula.

### **Public health**

We will promote public health through creating a network of Healthy Living Centres by 2002, as a step on the way to halving deaths from coronary heart disease and cutting deaths from cancer by 20% by 2010.

### **Homelessness**

We will ensure that no-one has to sleep rough by 2003, by providing new accommodation and better support services.

### **Land reform**

We will introduce a Land Reform Bill in the first parliamentary session, providing the right for the community to buy land when it comes to be sold and a right of responsible access to the land.

### **Natural heritage**

We will establish the first National Park for Scotland in Loch Lomond and the Trossachs by summer 2001.

£4.95

