

ETLLD BUSINESS PLAN 2005 – 06

Aim

1. The Executive's *Partnership Agreement*¹ (PA), published in May 2003 states that growing the economy is the Executive's top priority. The aim of the Enterprise, Transport and Lifelong Learning Department is to help Ministers deliver that priority.
2. It will do so principally, but not exclusively, by supporting business, encouraging enterprise, building on the excellence of our universities and colleges, and improving skills and employability; and it will also promote economic growth, social inclusion and health and protection of our environment through a safe, integrated, effective and efficient transport system.
3. The rationale for the Executive's approach to supporting the growth of the economy is contained in the refreshed *Framework for Economic Development in Scotland*², first published in 2000 and revised in 2004. The key strategies are contained in the refreshed *Smart Successful Scotland*³, published in August 2004 and in the Lifelong Learning Strategy *Life Through Learning: Learning Through Life*⁴ published in March 2003. Key plans for transport are contained in the White Paper *Scotland's Transport Future*⁵, published in June 2004, and in *Building a Better Scotland: Infrastructure Investment Plan: investing in the future of Scotland*⁶, published in February 2005.

Objectives

4. The Executive's expenditure plans *Building a Better Scotland: Spending Proposals 2005-2008: Enterprise, Opportunity, Fairness*⁷, published in September 2004, sets out objectives for the Enterprise and Lifelong Learning (ELL) and Transport Portfolios over the period 2005-06 to 2007-08. These are specifically related to the SR 2004 process and have targets which relate to Spending Review decisions. The objectives for the 3 year period for the 2 portfolios are to:
 - raise the long term growth rate of the Scottish Economy
 - promote economic growth by building, enhancing, managing and maintaining transport services, infrastructure and networks to maximise their efficiency
 - influence Scotland's industry towards more sustainable patterns of development

¹ A Partnership for a Better Scotland: Partnership Agreement
<http://www.scotland.gov.uk/library5/government/pfbs-00.asp>

² Framework for Economic Development in Scotland
<http://www.scotland.gov.uk/library5/government/fedsm-00.asp>

³ Measuring Scotland's Progress towards a Smart, Successful Scotland 2004
<http://www.scotland.gov.uk/library5/enterprise/MP%20Report%202004.pdf>

⁴ Life Through Learning; Learning Through Life
<http://www.scotland.gov.uk/library5/lifelong/lism-00.asp>

⁵ Scotland's Transport Future – Transport White Paper – June 2004
<http://www.scotland.gov.uk/library5/transport/stfwp-00.asp>

⁶ Building a Better Scotland: Infrastructure Investment Plan: investing in the future of Scotland
<http://www.scotland.gov.uk/library5/finance/iipifs-00.asp>

⁷ Building a better Scotland: Spending Proposals 2005-2008: Enterprise, Opportunity, Fairness
<http://www.scotland.gov.uk/library5/enterprise/babs-00.asp>

- protect our environment and improve health by building and investing in public transport and other types of efficient and sustainable transport which minimise emissions and consumption of resources and energy
- improve the skill base of Scotland to be better prepared to meet the demands of the knowledge economy
- improve public transport integration by making journey planning and ticketing easier and working to ensure smooth connection between different forms of transport
- improve safety of journeys by reducing accidents and enhancing the personal safety of pedestrians, drivers, passengers and staff.

5. These objectives do not however reflect the full range of the Department's workload, which includes delivering nearly 100 specific commitments set out in the *PA*, a number of other commitments which predate the *PA*, and a range of other work. This includes responding to policy initiatives and Parliamentary demands, liaison with Whitehall and Europe, the administration of grant schemes, and dealing with correspondence, including requests for information under FOI. The Department's business planning for the 2005-06 year has therefore been carried out within a framework of 6 strategic priorities to achieve its aim of supporting Ministers in delivering, over time, their top priority of growing the economy.

Strategic priorities

6. The strategic priorities within which ETLLD will organise its work in 2005-06 to support Ministers in the delivery of their *PA* and other commitments, and their spending objectives to 2007-08, are:

- Supporting growth and improving productivity throughout the economy
- Supporting an aspiring, ambitious and enterprising business and learning culture
- Making Scotland an attractive place in which to live, learn, work and do business
- Connecting Scotland at home and abroad
- Closing the gap
- Delivering efficient and effective public services

Delivery Partners and Stakeholders

7. The Department will work with a variety of delivery agencies, advisory bodies and other organisations to deliver its priorities. These include:

Scottish Enterprise (with Careers Scotland)
 Highlands and Islands Enterprise (with Careers Scotland)
 The Scottish Further Education Funding Council
 The Scottish Higher Education Funding Council
 The Scottish University for Industry (*Learndirect Scotland*)
 The Scottish Industrial Development Advisory Board
 The Mobility and Access Committee Scotland
 Local Authorities
 Communities Scotland

The voluntary sector
The Confederation of British Industry Scotland
The Scottish Trades Union Congress
The Federation of Small Businesses Scotland
The Forum of Private Business
The Scottish Chambers of Commerce
Scottish Financial Enterprise
Scottish Engineering
The Scottish Construction Forum
Regional Transport Partnerships
Caledonian MacBrayne
Highlands and Islands Airports
British Waterways
Network Rail
Bus and rail operators
The Hunter Foundation

Key workstreams

8. Key workstreams, grouped by strategic priority, are shown in Annex A. Milestones and targets and details of other workstreams not captured there are set out in individual *lead* Division Plans, which provide a line of sight from strategic priorities to team objectives and, through the Executive's performance management systems, to individual activity. A glossary of Divisions is given at Annex B.

Efficient Government and business improvement

9. The Executive's Efficient Government aims and objectives are set out in *Building a Better Scotland: Efficient Government – Securing Efficiency, Effectiveness and Productivity*⁸, published in November 2004. ETLLD is pursuing a number of Efficient Government and business improvement activities, as described below.

Transport Agency

10. Plans are under way for the formation of a new Transport Agency at the end of 2005. The tasks involved in splitting the existing Transport Group into its constituent parts, under the new organisational structures, have been disaggregated into a number of workstreams, all under the control of a Transport Change Board (TCB), which is chaired by the Transport Group Head and meets fortnightly to manage progress on this change programme. A member of the TCB is allocated responsibility for controlling the work stream and reporting its progress to the TCB.

11. This work is being carried out within the framework of a project plan highlighting the major pieces of work, the key milestones and the interdependencies. This is being used as a control mechanism. The plan allows the Group to identify

⁸ Building a Better Scotland: Efficient Government – Securing Efficiency, Effectiveness and Productivity

<http://www.scotland.gov.uk/library5/government/egrseep-00.asp>

which workstreams are on schedule, the knock-on-consequences of delays to the major decision points and a critical path analysis.

12. The creation of the Transport Agency (which will comprise roughly half of the existing Transport Group) plus the setting up of new structures both to manage the additional responsibilities for rail in Scotland which are being devolved to the Scottish Executive in the course of 2005, and to support delivery by the Agency across the range of its responsibilities, will be the most significant and demanding business improvement exercise for the Department in the coming year. The Agency will be established under a Framework Document agreed by Ministers, and will have a separate Corporate/Business Plan. For further detail see paragraphs 29-31 below.

Determined to succeed and schools of ambition

13. A new Division has been created within the Lifelong Learning Group which has responsibility for joining up and delivering the ETLLD-led Determined to Succeed initiative and the Education Department (ED)-led Schools of Ambition programme. The new Division has dual reporting lines to ETLLD and ED and will provide a single point of focus for external stakeholders in these related initiatives, including the Hunter Foundation, which is supporting both programmes.

Further and Higher Education

14. Reflecting the recent passage of legislation that will merge the Further Education and Higher Education Funding Councils with effect from autumn 2005, the Divisions responsible for HE and FE are being re-aligned. The new arrangement is creating new branches which will have specific responsibility for policy areas that are common to the 2 sectors including, for example, international issues.

15. The Department will begin work with the Funding Councils on the delivery of time releasing savings from the 2 sectors over the next 3 years valued at £50m. This will be delivered through collaboration between institutions, shared support services, new approaches to estates development and management, better procurement and pooling of research capacity. Proposals will also be taken forward to support the merger of Fife and Glenrothes colleges and Clackmannan and Falkirk colleges.

Policy and Financial Management Reviews of SEn, HIE and HIAL

16. PFMRs of SEn and HIE will consider among other things the potential for improvements in financial and governance issues, partnership working, performance monitoring, and sponsorship arrangements. In addition Scottish Enterprise plan to deliver around £4m of productive time efficiencies in 2005-06, driven by its business transformation process. Savings in staff time are expected from increasing use of technology (e.g. in records management) and from further streamlining and centralisation of network wide services (e.g. one network wide human resources team). These savings will free up staff time for re-deployment on other tasks.

Business Support Schemes

17. A Best Value review of the delivery of business (grant) support schemes is on track to deliver recommendations by the second half of 2005. This will require detailed consideration and perhaps further specific study but should produce firm outcomes in terms of service improvements and efficiency savings beginning in 2006-07. Work to improve grant management and delivery will continue to produce incremental efficiency savings – particularly through increased application of technology to routine functions - but more substantial savings are likely to follow the adoption of recommendations for grant delivery and realise benefits in 2006-07 and 2007-08.

Analytical services

18. The ELL Analytical Services Division will consider how it can improve its work planning and prioritisation. A small team of C and B band staff will consider how simple planning techniques can assist in prioritising work at times of high demand and utilising staff more effectively across branches. The team will also look at planning individual analytical projects including those that draw on analysts across the professions and from different branches. Issues of internal communication in carry out cross branch projects will also be considered. Early lessons, particularly on individual projects, should be available by summer 2005.

19. Two workstreams will consider analytical issues during 2005-06. One will look at issues around corporate statistics, such as the possible benefit from linking data sets to strengthen the evidence base on plant level productivity, the drivers of productivity and evaluating the impact of business support. Reporting in July 2005 this work stream aims also to identify requirements and priorities from existing and potential customers in ELL and elsewhere (including OCEA) as well as opportunities for new analysis. A second workstream will consider *inter alia* how ASD evaluates interventions and feeds back lessons into policy making.

Electronic Records and Document Management

20. The Department's Glasgow operation will move over to the ERDM system in 2005 following a successful pilot in BGI Division.

Trunk Road maintenance

21. Subject to resources being agreed by Ministers in 2005-06, the Department will begin work to achieve up to £5m more output over the next 3 years from trunk road maintenance through the implementation of robust Asset Management Plans (AMP). Comprehensive asset management plans promote the improved targeting of resources and improved efficiencies. For example, earlier maintenance interventions can reduce the amount of major reconstruction required and enable greater spend on lower cost resurfacing to extend the life of the asset.

Executive-wide aims and objectives

22. The Department is required also to play its full part in the delivery of Scottish Executive corporate objectives, for example in relation to performance management and diversity. It must also meet its statutory obligations in respect of, for example, Health and Safety and Race Relations

Race equality

23. ETLLD seeks to promote racial equality in all aspects of its work. The Department's *Race Equality Action Plan*⁹ covers a range of activities from the strengthening of FE colleges' ability to offer language support to improve integration within communities, including support to asylum seekers, Enterprise Network targets for business start-ups by minority ethnic people, and regular review the eligibility criteria for RSA to ensure that there is no discrimination against ethnic minority businesses. There are a range of actions in relation to transport. The *Action Plan* will be reviewed in 2005 in advance of new statutory obligations which come into force in the late autumn.

Training and development

24. The Scottish Executive's *Learning Strategy* sets out how the Executive plans to support people through learning to respond to the challenge of change. The strategic priorities for learning are to ensure that:

- new and existing staff have the core skills they need to perform effectively; and
- we develop the management and leadership capabilities which will achieve high performance now and in the future.

25. ETLLD has established a Training and Development Sub Committee of the Departmental Management Board (DMB) to consider, plan and deliver learning. Top priorities are: induction; financial management; understanding the media; and ICT. An extensive programme of lunchtime seminars for internal and external speakers is conducted. Professional qualifications in economic development, delivered under contract by Glasgow University, are being pursued by a small number of staff. The Department is committed to implement business improvement measures and embed a culture of continuous improvement and change

Risk Register

26. The Department has a register of significant risks which is reviewed at least quarterly by senior management. More detailed risk registers are maintained and reviewed by divisions.

⁹ <http://www.scotland.gov.uk/library5/society/wrte-00.asp>

Department size and structure

27. ETLLD had at the start of the 2005-06 year 650 budgeted staff posts. These comprised some 350 located in two Glasgow buildings, Meridian Court and Europa Building, plus 40 posts in Scottish Development International (SDI), located in Scottish Enterprise, and a further 260 staff in Transport Group at Victoria Quay, Edinburgh. Sponsorship of the Enterprise Networks rests with the Enterprise Networks Division, with 20 staff, included in the total above, which sits outside the three main Groups and reports direct to the Head of Department. The Senior Director of International Operations at Scottish Enterprise is Chief Executive of Scottish Development International and reports jointly to the Head of ETLLD and the Chief Executive of Scottish Enterprise. The Heads of Group, together with the Head of Department, the CE of SDI, an external non-Executive Director, the Head of EN Division, and 3 other Division Heads in rotation comprise the DMB.

28. The running costs of the Department in 2005-06, including ETLLD's contribution in respect of SDI, are £21.134 million. This budget will reduce, at constant 2005 prices, to £20,301 million in 2006-07 and £19.782 million in 2007-08. This is likely to result in a reduction over the period of up to 30 posts, though it is hard to predict the net staffing effect as the position is complicated by the need to recruit staff to run the new devolved rail activities, by the creation of the Transport Agency (some or all of whose costs will fall on programme budgets), and by the financial transfers which will follow the transfer of rail responsibilities.

29. The Agency will take on front-line delivery of a substantial part of the Executive's transport commitments. These comprise over £3 billion of capital investment by the Executive over the next decade and include:

- Planning all rail investment in Scotland, including the funding and specification of rail infrastructure outputs.
- Procuring, funding and managing the Scotrail franchise
- Design, construction, management and maintenance of Scotland's trunk roads
- Delivery of 8 major new public transport infrastructure projects
- The new National Concessionary Travel Scheme for older people, disabled people and young people
- Provision of national travel information, and integrated ticketing.

30. The Agency will bring together the Department's substantial engineering, major project management and procurement expertise in one place, with the addition of new specialist rail skills. This pooling of delivery knowledge and experience is a key driver behind the Agency's creation, allowing it to act as the 'intelligent buyer' of transport services and projects on behalf of Scottish Ministers and transport users. The Agency will be located in Glasgow.

31. The existing Transport Group will retain responsibility for air, bus, ferry and freight policy, working primarily with the commercial operators who provide these services across Scotland. It will lead and co-ordinate the National Transport Strategy, with strong delivery 'know-how' provided by the Agency. By deploying the right skills in the right places across the Agency and Transport Group, both will have the shared objective of improving integration and quality in Scotland's transport overall.

KEY ETLTD WORKSTREAMS GROUPED BY STRATEGIC PRIORITY

Supporting growth and improving productivity throughout the economy

- Support the link between research and product development, maximising the potential of the Intermediary Technology Institutes.
- Stimulate new product development and spin-outs in Scotland by supporting the translation of ideas into marketable products through the Proof of Concept Fund and by encouraging academics and developers to be proactive in the commercial exploitation of their work.
- Work with businesses to increase investment in research and development, including support for highly innovative product/process developments under the SMART, SPUR and SPUR^{PLUS} schemes
- Support projects promoting co-operation in R&D and knowledge transfer between the Scottish public sector science base and SMEs under the SEEKIT programme
- Support R&D projects jointly undertaken between SMEs and public sector research bodies under the SCoRe programme
- Increase number of Scottish SMEs taking part in FP6 projects
- Promote and monitor uptake in Scotland of R&D tax credits.
- Contribute to implementation of new Life Sciences Strategy
- Work with SEN in design and launch of the Scottish Investment Fund (co-investment fund 2)
- Establish a Co-operative Development Agency to improve and promote provision of advice on co-operative development

Lead: BGI

- Work in partnership with SEN/HIE to ensure that the Manufacturing Advisory Service is operational by October 2005
- Lead with key partners (SEn/Strathclyde University and Scottish engineering) in hosting a Scottish manufacturing conference in November 2005
- Establish the new Financial Services Advisory Board (FiSAB) on a firm footing; work with Members to develop its Terms of Reference; and support its first 2 meetings.
- Participate in the Financial Services Implementation Group (FiSIG) to co-ordinate delivery of the FSSG's first year implementation plan, including liaising with key delivery partners
- Produce a new Framework document for partnership with the Scotch Whisky Association
- Work with the SWA to progress their proposals for new legislation taking on board views from OSSE to meet Minister's satisfaction
- Support Businesses Construction Innovation & Excellence Forum – providing Ministerial support and linkages to UK Government on construction issues.
- Work with the Scottish Construction Forum, Scottish Enterprise Glasgow, other Executive Departments, and DTI on construction issues and policy advice to Ministers.

Lead: EI

- Encourage at least 150 investment projects by companies in the Assisted Areas of Scotland to secure productivity and efficiency improvements.
- Provide RSA offers linked to the planned creation and safeguarding of some 6000 jobs in the 12 months to 31 March 2006 and a further 6000 jobs in the 12 months to 31 March 2007.

Lead: RSAS

- Disseminate and build support for the refreshed *Smart Successful Scotland* through a series of dinners for DFM with business and ensure alignment of Highlands and Islands dimension being prepared by HIE
- Deliver a pilot scheme for entrepreneurs from the public sector in rural areas (PA)

Lead: EN

- Revise the Science Strategy and consider development of an innovation strategy
- Consult on and publish the strategy for Scotland's Science Centres
- Complete successfully the work of the Implementation Advisory Group on tuition fees

Lead: HES

- In partnership with the DTI and working principally through the Government/industry partnership PILOT, continue to promote a vibrant and prosperous oil and gas industry in Scotland

Lead: ET

- Secure new services on the reopened Larkhall-Milngavie rail link by end 2005
- Secure the reopening of the Stirling-Alloa-Kinross rail line by March 2006
- Construction completed and trains running by end of 2005
- Support and work with key stakeholders and partners to deliver the feasibility studies for Aberdeen and Glasgow CrossRail
- Progress work with partners to secure:
 - direct rail infrastructure and services to Edinburgh Airport by 2010
 - direct rail infrastructure and services to Glasgow Airport by 2008
 - new services on the reopened Airdrie-Bathgate rail link by 2008 with complementary bus services
 - Edinburgh tram lines 1 and 2 by 2009
 - redevelopment of Waverley Station (Phase 1)
 - rail infrastructure and services to the Borders by 2008
- Guide Network Rail's development of a medium-term rail network utilisation study in line with the emerging long-term rail strategy
- Establish in liaison with the ORR the framework by October 2005 and complete the specification by April 2006 in line with the rail strategy.
- Agree ORR's new role in regulating Network Rail in Scotland by December 2005, and agreeing with DfT and ORR SE's involvement and use of ORR's information centre and DfT's network modelling framework.

Lead: TD3

- Deliver and monitor delivery of the remainder of the motorway and trunk road improvement programme to secure completion of:
 - A90 Hatton Bends scheme
 - A9 Helmsdale to Ord Phase 1
 - design of A737 Roadhead Roundabout
 - design of A77 Burnside Improvement
 - design of A82 Dumbuck Junction scheme
 - A77 Whitletts Roundabout
 - A702/A721 Junction Improvement
 - design of A702 Candymill Bend
- Manage 4 Operating Company trunk road maintenance contracts.
- Improve the condition of the trunk road network Improve the operation of the trunk road network and the provision of information for road travellers by:
 - managing and developing NADICS
 - Publishing congestion indicators for 2004
- Ensure that the bridges stock is managed effectively by:
 - delivering £5m worth of work as part of the Bridge Strengthening programme
 - programme of mitigation measures at high risk road over rail bridge sites in line with post-Selby guidance.
 - replacing A78 Inverkip Street Rail Bridge
 - strategy for strengthening and repairing M74 Raith Bridge and M8 White Cart Viaduct
 - completing A898 Erskine Bridge strengthening

Lead: TRNM

- M74 – (subject to appeals) take to next stage
- M8 - seek Ministerial agreement on project scope and associated improvements
- M80 - hold PLI and complete construction of Auchenkilns junction
- Aberdeen Western Peripheral Route - complete public consultations on route options and agree preferred line
- A876 Kincardine main crossing - make orders and invite tenders
- M77 Fenwick-Malletsheugh – complete
- A96 Fochabers-Mosstodloch - prepare contract documents
- Carry out improvements to A75, A77, A9, A96, A68, A7, A76, A90 through Route Action Plans
- Complete Studies for:
 - A80 Allondale Park and Ride rail scheme
 - A76 road improvement at Gateside
 - Route Action Plan for A82 Balloch to Fort William
 - Route Improvement Strategy for A9 between Perth and Blair Athol
 - Route Action Plan for A985
 - STAG report on A77 Maybole
- Complete outstanding works and correction of defects on A720, A8, A90, A96, A1, A78, A830

Lead: DCD

Supporting an aspiring, ambitious and enterprising business and learning culture

- Carry out policy review of Make it in Scotland in partnership with Careers Scotland and review evidence of image problems within the manufacturing sector
- Organise full day Conference for business on Friday 9 September 2005 in the Chamber of the Scottish Parliament
- Develop, promote and monitor the *Improving Regulation* agenda, proof policy developments for Scottish business interests and prepare second Annual Report
- Co-ordinate Executive interests in post office matters

Lead: EI

- Implement *Determined to Succeed*

Lead: DtS

- Deliver 300 Business Learning Accounts to help small businesses provide training opportunities for their employees by 2006
- Evaluate Business Learning Accounts and consider future policy
- Develop, in collaboration with other Executive Departments, an Employability Framework
- Work with Enterprise Networks to maintain Modern Apprenticeship participation at 30,000 and improve completion rates
- Develop re-engineered Skillseeker model
- Work with Enterprise Networks to increase the number of people in employment under training

Lead Division: TTW

- Implement Review of Funding of Learners
- Widen ILA Scotland to universal offer
- Review, confirm and implement new devolved arrangements for the Career Development Loan Scheme, in liaison with DfES
- Implement the new Higher Education Childcare Fund, with revisions to the Guidance and Allocations process.

Lead Division: FFL

- Work with SHEFC to support the further development of UHIMI
- Develop thinking on Scotland's HE Futures
- Follow up actions from the study on the current quality assurance landscape in Scotland building joint enhancement-led approaches to quality
- Work with the Hunter Foundation to establish Entrepreneurial Chairs in Scottish Universities to increase expertise and entrepreneurial skills within HEIs

Lead: HES

- Increase graduates as a proportion of the workforce

Lead: SFEFC/SHEFC and various ELL divisions

- Work with the SQA, Universities Scotland and the Quality Assurance Agency for Higher Education to progress the implementation of the Scottish Credit and Qualifications Framework

- Scottish Union Learning Fund (SULF)

Lead: SLW

- Implement joint schools/FE strategy and implementation plan to encourage locally relevant links between schools, FE colleges and local employers to ease school leavers' transitions into further learning, training or employment.

Lead: FAE

Making Scotland an attractive place in which to live, learn, work and do business

- Continue to support Home Zones through Advisory Group and participation in HZ Network events and funding for HZ activity (within 20mph zone etc funding package)
- Implement 20 mph speed limits around schools.
- Issue revised guidance on setting of speed limits following consideration of responses to consultation. Liaise with DfT on timing of issue of finalised guidance, expected Summer 2005.
- Delivery of SRSC programme of road safety publicity and education initiatives.
- Promotion of cycling and walking strategies

Lead: TD3

- Implement Trunk Road Safety Action Plan and associated programme of works

Lead: TRNM

- Complete subordinate legislative framework on road user charging
- Support charging authorities in taking forward RUC schemes
- Complete Tolled Bridges Review

Lead: RPGF

- Review research into experience overseas of tree planting by roads to act as carbon sinks and provide recommendations to Ministers
- Administer Trunk Road Landscape Policy on new-build and routine & structural maintenance works.
- Publish advice on Road Furniture in the Countryside by Autumn 2005.
- Prepare strategy for new Noise Insulation Assessment Memorandum to cover European Noise Directive implications

Lead: DCD

- Liaise with public agencies to ensure a co-ordinated response to business relocation and regeneration issues arising from the proposed M74 extension
- Input into Executive planning and preparation for the G8 summit, including working with the business organisations on economic benefits of the summit and supporting a programme of G8 related events

Lead: EI

- Work with business to develop and implement a green jobs strategy
- Clarify objectives for regeneration and achieve objectives for the Clyde Waterfront through the Partnership Board.

Lead: EN

- Merge the Higher and Further Education Funding Councils (SFEFC and SHEFC) and charge them to have regard to the future skills needs of Scotland (jointly with Higher Education Division).
- Give students in Further and Higher Education the right to refer matters to the Ombudsman when institutional mechanisms fail them (with HE Division).
- Prepare annual Ministerial Guidance for issue to the Funding Council outlining priorities for the FE sector and HE sectors (in conjunction with HE Division).
- Work with universities and colleges to promote greater transparency and the use of Nolan principles in the appointment of Principals (with HE Division)

Lead: FAE/HES

- Support Fresh Talent to attract more people to live, work and study in Scotland and any UK-wide initiatives to recruit more international students
- Support the Funding Council in the promotion of the sustainability agenda among and between HEIs.

Lead: HES

- Implement the review to update and, where necessary, expand the range and level of competencies provided for in the 'National Guidelines on Provision Leading to the Teaching Qualification (Further Education) and Related Professional Development'

Lead: FAE

- Maximise the support of European Structural Funds where appropriate
- Implement effectively the 2000-2006 Programmes and Community Initiatives in line with EC Regulations.
- Complete and implement recommendations of the recent Review of the PMEs.
- Work to ensure adequate progress towards N+2 targets for 2005.
- Step up preparatory work in planning for future programmes under post 2006 Structural Funds regime
- Manage the transition to the new post 2006 structural fund landscape

Lead: ESF

- Contribute to the debate on State Aid reform, continue to raise awareness of State Aid and provide advice to Ministers, colleagues across the Executive, the Enterprise Networks, and LAs.

Lead: RSAS/ESF

- Work towards target for 40% of Scottish electricity generation to be from renewable sources by 2020
- Implement throughout the public sector in Scotland a £20 million initiative aimed at achieving energy efficiency savings of up to £70 million over the next 5 years, and £30 million a year thereafter

Lead: ET

Connecting Scotland at home and abroad

- Develop and produce the National Transport Strategy
- Produce guidance by October 2005 to assist the regional transport partnerships in the production of their transport strategies

Lead: TDI

- Manage Scotrail Franchise to ensure commitments are met in return for agreed level of support
- Complete a 10-15 year strategy for rail in Scotland, linked to the wider Scottish Transport Strategy and in consultation with external stakeholders

Lead: TD3

- Implement bus industry regulation, including regulations on DRT
- Monitor quality partnerships and promote quality contracts
- Progress implementation of review on taxi licensing
- Oversee the Bus Route Development Fund (follow through actions)
- Promote enhanced air services/PSOs Highlands and Islands
- Review of the continuation of air service provision at Barra:
- Extend devolved powers in relation to aviation, including responsibility for PSOs
- Support more air routes from Scottish airports through the Air Route Development Fund

Lead: TD2

- Prepare for tendering of the Clyde and Hebrides Ferry Services
- Manage existing Northern Isles ferry contract
- Tender contract for new Northern Isles Ferry Services
- Tender contract for Campbeltown – Ballycastle ferry service (if agreed by NIO)
- Support development of Rosyth-Zeebrugge ferry service
- Establish devolved ports policy framework in “Modern Ports: A UK Policy”
- Take forward work on the establishment of international container transshipment facilities in Scotland.

Lead: TD4

- Attract 1500 to 1800 “high value” jobs via inward investment activity
- Offer the range of UKTI programmes, assist companies to develop international strategies, and extend overseas incubation services
- Expand the export of Scottish produce
- Assist 500-600 high potential organisations in priority industries to participate in internationally

Lead: SDI

- Building on the procurement achieved in 2004-05, roll out affordable broadband connectivity to achieve access in every community by end December 2005

Lead: ET

- Support the Fresh Talent initiative by working with EducationUKScotland and the sector to market opportunities for study in Scotland and via distance learning more effectively to potential overseas students
- Support the delivery of the Executive's International Strategy, focussing on promoting educational exchanges and international student recruitment
- Develop a strategy for English for Speakers of Other Languages (ESOL) in Scotland, in support of the conclusions of the Scottish Refugee Integration Forum, by summer 2006.
- Support implementation of the Memorandum of Understanding between the Executive and the Ministry of Education of the Peoples Republic of China, on promotion of educational collaboration, as it relates to FE
- Work with British Council and Education UK Scotland to develop policy and practice designed to market Scottish further education abroad.

Lead: FAE

- Work with stakeholders and partners to ensure support for Ministerial international priorities, including the UK EU Presidency, the Bologna process, Africa and China
- Seek to ensure that public sector investment in e-learning is co-ordinated and identify opportunities for collaborative e-learning development, including through the Interactive University

Lead: HES

Closing the gap

- Assist 150,000 adults to improve their numeracy and literacy skills by 2006 and publish a refresh of the ALNIS report by spring 2006.
- Work with community-based learning providers and employers to engage more non-traditional learners back into learning.

Lead: FAE

- Improve access to HE by encouraging continuing development of articulation routes, joint programmes and effective use of resources between FE and HE
- Improve access to FHE for students with additional needs by ensuring that agencies such as health and social work are clear on their roles and responsibilities, researching and reviewing what additional support is required for students with additional needs, and monitoring and evaluating access provision in HEIs

Lead: HES

- Increase support for 16-19 year olds from low income families to stay on at school and/or FE college, thereby raising the participation and retention rates of this group by at least 5% by 2007-08
- Monitor EMA payments, publish research on attainment in pilot areas, agree contractual arrangements with delivery partners (SFEFC, local authorities), and implement second year of national roll out

Lead: FFL

- Assess applications for RSA grants of £2 million and over against the Executive's sustainable development objectives

Lead: RSAS

- Work with the Enterprise Networks to close the gap in unemployment rates between the worst 10% of areas and the Scottish average by 2006
- Reduce the proportion of 16-19 year olds not in education, training and employment [by 2008]
- Reduce the number of workless people dependent on DWP benefits in Glasgow, North & South Lanarkshire, Renfrewshire & Inverclyde, Dundee, and West Dunbartonshire
- Develop NFF exit strategy (with EN Division)

Lead: TTW

- Oversee delivery of new concessionary travel schemes: put in place rail concessionary scheme for the elderly and disabled by March 2006 and agree policy on scheme for young people
- Deliver integrated ticketing priorities

Lead: TD2

- Promote better collaboration between agencies with expertise in rural development, including the Scottish Agricultural College and the Enterprise Networks
- Organise effective meetings of the Convention of the Highlands and Islands
- Advise on objectives for large scale regeneration, including Executive involvement in Clyde Corridor and deliver the latter
- Scope options for a body promoting the business case for diversity and supporting SMEs in adopting diversity practices and implement agreed option Carry out a race impact assessment of Smart Successful Scotland

Lead: EN

Delivering efficient and effective public services

Ministerial/Parliamentary

- Provide draft Answers to approximately 1500 PQs (30 a week) to Ministers' offices within centrally determined deadlines
- Provide draft replies to up to 3,000 MSP/MPs' letters (60 a week) to Ministers' offices within centrally determined deadlines
- Advise on around 650 diary cases within centrally determined deadlines
- Brief and support a range of Ministerial media events and announcements
- Manage Departmental input to Honours system: NY 2006, B 2006, NY 2007

Lead: all divisions

- Manage Stages 2 and 3 of the Transport (Scotland) Bill and consequent secondary legislation in respect of Regional Transport Partnerships (Part 1 of the Bill)

Lead: TDI

- Manage the FE and HE Funding Councils merger Bill to enactment by summer 2005

Lead: HES

- Ensure Civil Nuclear contingency plans and emergency planning procedures are in place and kept under review.

Lead: ET

- Provide analytical input into all ETLLD policy proposals

Lead: ASD

- Ensure Department's interest in any legislation initiated outside the Department is properly covered
- Prepare briefing for Ministerial and Accountable Officer appearances before Committees of the Scottish Parliament, and information papers as required.

Lead: all Divisions

Service to the public/stakeholders

- Respond within set deadlines to around 3500 items of official correspondence (70 a week)
- Respond to all Freedom of Information requests and appeals within statutory deadline

Lead: all Divisions

- Deal with RSA cases aiming for at least 200 decisions and at least 150 accepted offers of grant (excluding SDI Finance Team cases)
- Explore the scope for further streamlining of smaller RSA grants and possible on-line applications for smaller grants during 2005
- Complete development of grant administration database by September 2005 and consider on-line grant applications by September 2005.

Lead: RSAS

- Undertake all ESF Managing Authority functions with regard to application and claim checking to a high degree of accuracy within specified targets for ERDF, ESF, EAGGF, FIFG, LEADER + and INTERREG IIIB and IIIC
- Make payments to final beneficiaries within 30 working days of receipt by the Paying Authority of a valid request for payment.
- Make payments to vulnerable final beneficiaries on request by the Managing Authority as soon as possible on receipt by the Paying Authority of a valid request for payment.

Lead: ESF

- Manage the processing of electricity and gas pipeline consents efficiently and review and improve procedures.

Lead: ET

- Manage Freight Facilities Grant scheme
- Monitor delivery of the Public Transport Fund
- Steer Rural Transport Fund schemes

Lead: TD2

- Management of funding for projects under the Piers and Harbours Grant Scheme
- Administer devolved regulation of commercial and transport ports and harbours and related works at sea in Scotland, including completion of the implementation of the Trust Port Guidelines

Lead: TD4

- Monitor through the Fraser Figure role the efficient and effective administration by SAAS of schemes of student support, paying due regard to the expectations of customers, and provide advice to Ministers on Agency targets and performance

Lead: Head of LLL Group

- Facilitate the smooth transition of Strathclyde Passenger Transport to the West of Scotland partnership; the creation of the new statutory RTPs and the transition of the other VRTPs to these
- Ensure creation of new Transport Agency and smooth transition by relevant divisions

Lead: RPGF

NDPB sponsorship

- Day to day sponsorship responsibilities in respect of Scottish Enterprise, Highlands and Islands Enterprise.
- Carry out PFMR of Enterprise Networks
- Monitor performance of Networks and ensure that the impact of activity is measured and evaluated
- Clarify role of Local Economic Forums and support their effectiveness

Lead: EN

- Day to day sponsorship responsibilities in respect of SHEFC and SFEFC.
- Take forward a further review of governance and accountability of FE colleges, incorporated within a wider review of the FE sector more generally and which will provide a sound evidence base for the 2006 Spending Review.
- Manage appointments to new Further and Higher Education Funding Council to a high standard, on time, and in full compliance with Executive and OCPA rules.
- Follow up actions from the report on the quality assurance review
- Support Ministerial consideration of the proposal for college mergers within the sector and for developments in the FE estate in Glasgow.
- Work with SFEFC and ASC to ensure full participation in the Efficient Government initiative to secure efficiencies in SFEFC, and across the FE sector

Lead: FAE

- Sponsorship of SUFI

Lead: SLW

- Sponsorship of Calmac

Lead: TD4

- Sponsorship of HIAL
- Manage PFMR review process of HIAL
- Sponsor British Waterways activity in Scotland

Lead: TD2

- Administer and support SIDAB

Lead:RSAS

- Pay grant in aid to SQA for accreditation functions

Lead: SLW

Other Executive/UK/EU liaison

- Maintain contact with all relevant Whitehall Departments:
 - DTI/Treasury/FCO to influence the UK response to the Commission's proposals on the new Regional Aid Guidelines to maximise available scope within Scotland and secure the optimum outcome before the new guidelines are agreed (expected by the end of this year).

Lead:RSAS

- Scotland Office/DTI/DWP/HSE/EU on trade, industry and employment issues and international events
- DTI on trade and industry issues and international events with particular reference to shipbuilding and aerospace

Lead: EI/SDI

- DTI/OST on science issues

Lead: HES

- DTI on the oil, gas, and electricity industries

Lead: ET

- DTI/SBS on small firms and industrial R&D issues

Lead: BGI

- DWP on New Deal and Welfare to Work

Lead: TtW

- DfES on lifelong learning, including funding for learners, HE, FE, ALN

Lead: LLL Group

- DfES to improve the mechanisms for joint sponsorship of the Student Loan Company improve further the responsiveness of SLC to Scottish needs, and participation in the End-to-End (or Quinquennial) Review of the SLC
- DfES on European Court of Justice (ECJ) judgements on maintenance to EU students and migrant workers

Lead: FFL

- DfT on reserved transport issues

Lead: Transport Group

- Network Rail and ORR on rail issues
- Transfer SRA functions, processes, resources and knowledge to support the Scottish Executive in assuming additional rail responsibilities for rail services in Scotland
- Define and agree the new regulatory requirements and appropriate arrangements, including Binding Arrangement, for Network Rail in Scotland to enable and support the implementation of the rail review outcome for Scotland.
- Ensure the financial transfer to support the devolution of new responsibilities to the Scottish Executive is in place by October 2005.

Lead: TD3

- Coordinate and represent Scottish interests in the future of the Structural Funds negotiations through participation in the Core Negotiating Group, the UK Structural Funds Steering Group and the Structural Actions Working Group.

Lead: ESF

Other

- Agree analytical priorities and provide an effective service to divisions
- Support conduct of PEAs for new expenditure commitments above an agreed threshold

Lead: ASD

- Develop and manage the Transport research programme
- Manage, develop and evaluate the processes that underpin the determination of, and commitment to strategic infrastructure projects or measures

Lead:TD1

- Manage the 2005/06 Trunk Road Research Programme & Expenditure and develop 2006/07 programme

Lead: DCD

GLOSSARY OF ETLLED DIVISIONSMeridian Court, Glasgow

Analytical Services Division	ASD
Business Growth and Innovation	BGI
Enterprise and Industry	EI
European Structural Funds	ESF
Enterprise Networks	EN
Energy and Telecommunications	ET
Regional Selective Assistance Scotland	RSAS

Europa Building, Glasgow

Determined to Succeed	DtS
Further and Adult Education	FAE
Funding for Learners	FFL
Higher Education and Science	HES
Skills for Life and Work	SLW
Transitions to Work	TtW

Atlantic Quay, Glasgow

Scottish Development International	SDI
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Victoria Quay, Edinburgh

Transport 1 – strategy and legal	TD1
Transport 2 –aviation, freight, rural, buses, taxis and inland waterways	TD2
Transport 3 - Rail	TD3
Transport 4 - Ferries, ports and harbours	TD4
Trunk roads design and construction	DCD
Trunk roads network management	TRNMD
Roads policy and group finance	RPGF