

# A Little Less Conversation: Closing Scotland's Implementation Gap

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# Executive Summary

Scottish politics since devolution has not been short of ambitious pledges. Revolutionising education through the Curriculum for Excellence. Closing the attainment gap. Getting to 'net zero' CO2 emissions by 2045. Fixing health inequalities. Doing right by those who grew up in care. Or building a new fleet of ferries to the islands.

The issue has been in actually making any of these things happen. Across each of these policy commitments, we find an 'implementation gap' between the aspiration and the reality. This report seeks to examine why.

We have spoken to people across the political spectrum and carried out extensive interviews with senior figures from the Scottish public sector. We have delved into over 100 reports and datasets, ranging from Audit Scotland's work, to committee proceedings and manifestos.

Scotland isn't unique in having a government which fails to deliver its stated goals, but what seems to be driving these problems here? Our research points to four big sources of failure.

**Too much Politics.** People across the world complain of short termism in their politicians – always operating with an eye on the next election. In Scotland, since 2014, this has been especially so, with an extra constitutional hangover added in. The country has been on a constant election high-alert. Since 2014, there have been two referendums, three UK general elections and two Scottish elections. And it has been the divide over independence and a second referendum, not the implementation of policy, which has dominated each of those campaigns. The consequence of this perma-campaign over the constitution is that every decision and announcement has been viewed through an electoral and constitutional lens, increasing the proclivity for 'government by press release', for short-term thinking, and for avoiding unpopular decisions. We see this in the ferry fiasco, in the failure to tackle the root causes of health inequalities and in the gap between rhetoric and action on net zero.

The constitutional framing of our politics has also meant that our opposition parties have, too often, failed to set out an alternative policy agenda. This too has contributed to the lack of focus on implementation.

Too much government with too many announcements. The number of ministers has swollen, increasing the number of politicians demanding to have something new to announce, rather than finishing and delivering what's already there. We are governed by a bewildering array of local and national bodies. And there is a tendency to announce strategies and consultations rather than solid plans for action – on average, there has been more than one strategy and more than one consultation announced every single week for the past decade. This is announcing, not governing. Good initiatives like the National Performance Framework have been cast by the wayside, shortening the horizon of policymaking. It's symptoms can be found in the issues with students from less affluent areas taking fewer qualifications after Curriculum for Excellence, or the lack of a plan to invest the funds required to actually deliver "The Promise".

**A failure to collaborate** across the UK. Part of the SNP's political narrative rests on finding points of difference with the Westminster government, and the Conservatives have also used the same tactic. This means things best done in consort end up being done apart, less effectively and less efficiently.

And then there's **our wider political culture**. Political power is too centralised. We see a lack of trust between the different layers of government and talk of local governments being too afraid of "the angry phone call from Edinburgh" to be experimental. As one former senior civil servant told us, there is a "safety first" culture in the civil service. This lack of confidence can be seen in the way that the "teacher empowerment" aspects of the Curriculum for Excellence failed to stick and in the failure for agencies to effectively work together to fulfil "The Promise".

Our constitutional politics, our system of government, our unwillingness to cooperate and our wider political culture have, therefore all had their role to play in creating an "implementation gap". But above all, and despite the mitigating circumstances of the times, it has been the failure of Scotland's political establishment to tackle these issues which has halted implementation in its tracks. We have, collectively, lacked the focus and the courage to follow through on the policy choices we say we want to make.

The constitutional divide has not just distracted us from this task; it has been a useful tool to put off the hard decisions our politicians must know need to be made. These are longstanding issues, baked into Scotland's political culture. It will take more than central action to fix it – it could require another generation to undo the damage of the previous one. However, here we propose some changes that should help rebalance our political culture away from its current axis.

**As the title of this report says, we have had far too much conversation in Scottish politics – it is time for a little more action.**

We suggest **government reform**, including a cap on the number of Scottish ministers to ensure that there are enough backbenchers left in Holyrood to scrutinise legislation. We propose that all quangos are reviewed every five years to assess their performance and clarity of responsibilities, and a shift in civil service recruitment practices to bring in more external talent. We also call on Ministers to acknowledge that implementation of policy can only happen as a collaboration between the Scottish Government, Local Government and UK Government. In our forthcoming work, we also propose greater decentralisation of power in Scotland and strengthened regional bodies to implement policy.

We propose **new central institutions for implementation**, such as a First Ministerial Delivery Unit to push key priorities, an independent Future Generations Unit to enhance scrutiny of long term challenges and a beefed up Scottish Treasury to bring more rigour and transparency to the budgeting and policy process.

And we propose **strengthened democratic oversight**; for example, by changing parliamentary rules so Scottish committee conveners are paid a salary, to signify their key role as government scrutineers-in-chief. We also suggest committee members and convenors are elected by their peers not hand-picked by government. The extra cost should be met from the savings from cutting government ministers.

The measures we suggest would go some way to closing the implementation gap. The most powerful thing, though, would be a generation of leaders determined to pick Scotland out of its current rut, and change its political culture from one that prizes big talk to one that prizes bigger actions.

Over the rest of the report, we will show how we fall short from getting things done, and how both citizens and the political classes alike agree Scotland feels like it is ‘stuck in a rut’. Next, we will look at its four main causes: Scotland’s politics of eternal constitutional campaigning, a government built to announce rather than do, a squeamishness about cross-UK cooperation, and a centralising culture. Deep dives on these can be found in the appendix, where we take specific policy priorities such as Curriculum for Excellence or Net Zero and see how these four failures play out across each of them. We then see how things could be different – we look at when Scotland has got it right, such as on violent crime reduction or the Queensferry crossing, and examine similar countries who have proven that they can deliver at pace. This diagnosis of what has gone wrong, and appraisal of those getting it right leads us to a set of principles for how we can build a Scotland that gets stuff done – the 10 C’s. Lastly, we propose a set of policies that can help to embed the 10 C’s in Scottish public life.







# Scotland, Stuck

For a perfect emblem of what is going wrong with Scottish politics, there are few better examples than “The Promise”.

The Promise – the name given to a pledge to find better ways to support children growing up in care - began life as an exemplar for how good policy should be made. It started in 2016 with a clear commitment from the then First Minister, Nicola Sturgeon. That led to a major piece of work in the form of the Independent Care Review which, between 2017 and 2020 listened to 5,500 people and made a series of far-reaching recommendations. It gained unanimous backing across the political spectrum and led to a clear sense across the entire public sector and among politicians of all persuasions that reform to a broken system was needed.

But seven years on, the project is yet to be realised.

In July, a leaked report handed to the Daily Record newspaper found that a half of Scotland’s councils are failing to track their progress on the pledge. Ms Sturgeon – now relieved of the burdens of office – has conceded action is “not happening quickly enough.”

According to one senior figure we spoke to for this report, the pace of reform has been “scandalous...all these years on, outcomes for these children has not improved.” Another figure closely involved in the project, Kezia Dugdale, the head of the John Smith Institute at Glasgow University has blamed the government's addiction to “reviews, inquiries, working groups and commissions” which have “created uncertainty, unnecessary delays, a feeling of inertia and new excuses for people resistant to change.”

In short, a reform plan which had the backing of the First Minister, a vast evidential basis, and clear political support, has yet to be implemented. Scotland is a country where a government plan literally called “The Promise” hasn’t been delivered upon.

The purpose of this report is to ask why. Not just with regard to The Promise, but right across Scotland’s public sector.

Because whether we look at specific policies, or general performance measures, Scotland is not meeting its immense potential. Economic growth has lagged in Scotland over the last decade – from 2014 to the outbreak of the pandemic in early 2020, Scottish GDP per head grew at less than half the rate of the UK – 0.65% compared to 1.4% [1]. Scotland’s productivity is hanging around the middle of the pack internationally, at 16th out of 38 OECD countries [2]. Little is changing on the public’s health, with Scottish men living 2.6 years on average less than English men and women 2.2 years less in 2018-20 [3]. Even before the pandemic, the gap between English and Scottish life expectancy was worse than it was 10 years ago. Progress on net zero has significantly slowed, after the closure of coal power stations had played out [4]. Scotland has dropped towards the OECD average on the maths and science PISA scores, down from being a leading performer [5]. Almost every area of policy is, at best, in a state of stasis.

Scotland, it should be said from the outset, is not alone in having a problem with implementation. A cursory glance across the United Kingdom – taking in, for example, the chaos surrounding HS2, the failure to build new housing, and the long-term weaknesses in the immigration system – demonstrates that in spades.

Nor is the picture all bad: there have been great success stories in Scotland over the first 25 years of devolution: from the pioneering work of the Violence Reduction Unit, to the implementation of the smoking ban, to the efforts made to reduce hospital acquired infections. The public sector and the third sector is packed with officials who have battled through institutional inertia to realise political pledges and transform lives for the better.

But whether it is over the delivery of two CalMac ferries on the Clyde, the lack of progress in closing the education attainment gap, or the likely failure to meet the country’s ambitious net zero targets, the blunt fact is that the distance in Scotland between promises and delivery is vast. In civic Scotland, a name for this - “the implementation gap” - has become common parlance. No wonder that the lament of 2023 is that “nothing works anymore”.

For all that policy ideas can inspire people – and help pad out a party political speech at conference – it is the successful and efficient implementation of policy which counts. The harsh truth is that, in modern day Scotland, our failure to implement government promises has become a stain on Scottish devolution. This is not just because, by continuing to fall short in policy implementation, we are letting down some of the most socially excluded people in the country. It is because the continual failure to deliver on promises is corroding our very belief in the idea of political progress, and we’re failing to create the economy and society that Scots deserve.



Polling by Our Scottish Future this summer found that fewer than 1 in 4 Scots believe the country is better today than it was five years ago. Scots are more pessimistic than optimistic about the future of the Scottish economy, the future of the NHS, and the Scottish Government under First Minister Humza Yousaf. A clear majority also agree that the country feels “stuck in a rut”. These figures show that change needs to happen. The argument of this report is that it is only by closing the implementation gap that our trust in politics can be restored. We argue that it is this – not the glib and performative announcements of yet more policies, targets, and consultations – that must be the priority for this and future Scottish Governments.

Scotland’s “implementation gap” in relation to health policy was identified at the start of this year by a far-reaching report into the country’s health inequalities by the Health Foundation think-tank.

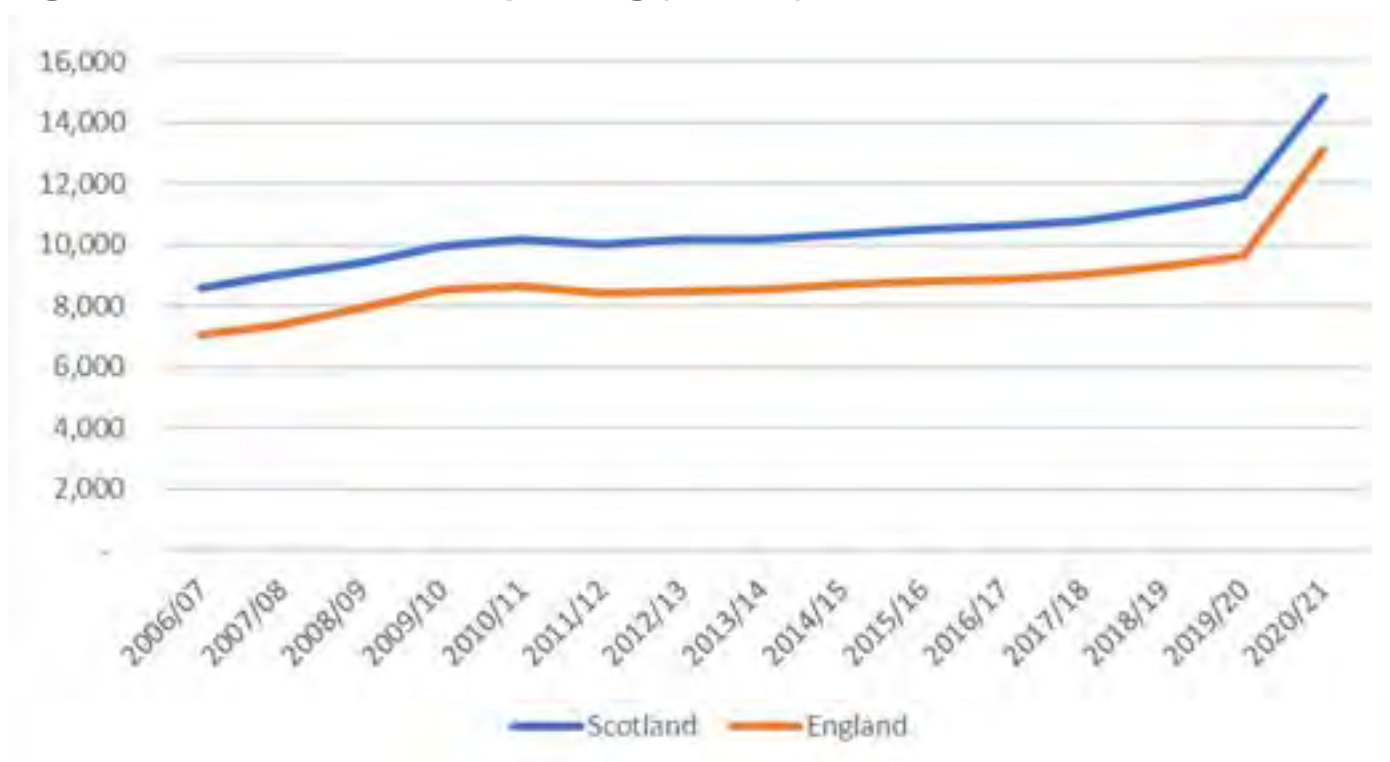
The report – *Leave No-One Behind* – noted the large number of strategies that have been published since devolution on health inequalities, from *Improving Health in Scotland* (2003), to *Closing the Opportunity Gap* (2004), to *Equally Well* (2008) and finally to *Public Health Priorities for Scotland* (2018). Its authors carried out a series of in-depth interviews with stakeholders involved in delivery in Scotland. And while it was acknowledged that closing health inequalities was never going to be easy, the report concluded that, among those interviewed, “there was a recognition of a difference between the policy intent and the reality on the ground for people experiencing services – a persistent and growing ‘implementation gap’.

Among those interviewed, no fewer than 82% described the implementation gap as a large or very large problem. It points to the overwhelming consensus among civil servants and public sector stakeholders that Scotland is simply not very good at getting things done.

Is this, as the Scottish Government often argue, due to a lack of cash and a lack of powers? The austerity economics as imposed by the UK Government are held up as an alibi for inaction, as is the claim that only independence would unlock the correct policy levers. All SNP Ministers can do, goes the argument, is to “mitigate” the damage.

The truth is more complex. Without doubt, the slowdown in public spending growth in Scotland has made it harder for government to deliver. But the argument that money is the only reason behind the lack of implementation does not hold water. Total Scottish identifiable public spending remains 20% per head higher than in England [6]; and most of the higher spending is concentrated in the public services under Holyrood’s control; if there is one area of the country where austerity has been looser, it is here. As the Health Foundation concluded: “The broader economic and fiscal context does not excuse the persistent implementation gap in Scotland – between policy intent, delivery and people’s experiences.”

**Figure 1: Total Identifiable Spending (£/head) 2006/07-2020/21**



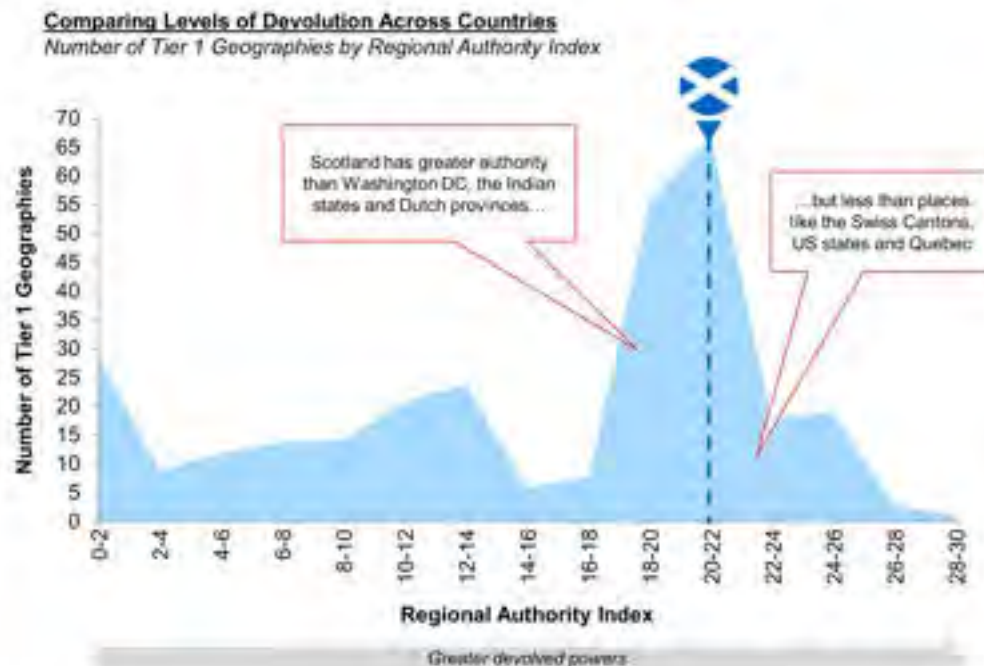
Source: [7] [8]

Meanwhile, on powers, the Scottish Parliament is one of the most powerful devolved assemblies anywhere in the world. The Regional Authority Index, put together by a team led out of Amsterdam’s VU University, compares different geographies by their level of powers over factors like policy making, borrowing and executive control. It shows that Scotland is indeed towards, but not at, the top of the pack. It has next to full control over major social policy areas like healthcare, housing and education. It has some, but not all control over benefits and taxation, and matters such as defence and security are fully reserved to the UK Government.



## Figure 2: Comparing Levels of Devolution Across Countries

### Number of Tier 1 Geographies by Regional Authority Index



Source: [9]

The causes of the implementation gap are therefore deeper than austerity and a lack of powers. The Health Foundation's own conclusions with regard to health inequalities cited a series of factors. Prominent among them were short-termism in planning; a centralised approach to policymaking; poor use of money in the system; and a lack of coherence across policy areas.

In this report, we put these factors to senior leaders in the Scottish public sector. We have spoken to former civil servants, public service leaders and politicians about their experiences. We have pored through countless strategy documents, external and internal reports evaluating how such political goals fare. The Scottish Parliament Finance and Public Administration Committee has also been conducting an inquiry into effective decision-making, which provides more general insights into the best way to get the machinery of government humming.

The report sets out our views on what causes the implementation gap – and sets out some ideas on how to close it.

As we will show, the reasons are multi-faceted. But if there is one big cause which lies behind the implementation gap, we have no hesitation in laying the blame at our post-referendum political culture.

We have a very specific problem: a toxic and insular politics which lacks the incentives, the attention-span and the sheer seriousness to get on and deliver in the long-term interest of the country. Heaven forbid that any of these things are best done in collaboration with the rest of UK.

As one interviewee put it to us, we are stuck on a constitutional treadmill which is getting us nowhere. Parties which define their support in nationalist and unionist terms benefit from a simple Scottish dichotomy. They know that voters tend to stick on their side of the independence divide, and that maximising turnout and encouraging tactical voting is the route to electoral success. This acts as a deterrent to doing anything too controversial on other areas of policy. All the while, the neediest children in our society continue to be short-changed, necessary reform continues to be dodged, and the vast challenges we face – around climate change, an ageing population, and low economic growth – are being left for future generations to clear up.

Something must change, and fast.



# What Is Causing the Implementation Gap?

Governments attempt to create change across almost every field of their activities. There might be structural reform here, investment there, cost cutting in one department and new interventions in the next. The policy examples we've examined here, though, are those that are being actively driven by the government – the manifesto commitments, the 'personal priorities'. As we see in this report, a big slug of political capital from a leader is no guarantee of success for a policy, so what does it really require? How do you bridge the implementation gap?

We find 4 big, recurring problems that we have seen across all manner of policy problems and throughout our interviews. Below, we examine each in turn and give an example of how it can wreak havoc with governmental priorities.

## 1. A political culture focused on the constitutional question



*The causes of the implementation gap are multi-faceted but at the heart of it is our politics. It's the distraction we face thanks to the big constitutional question.*

**- Former Scottish Government civil service leader**

A charge of governments being 'short-termist' and 'only worried about the next election' would ring true across much of the world. However, there are some factors particular to Scotland that make this more acute.

For over a decade and a half now, Scottish politics has been dominated by the constitutional question. Whether it was the run up to the 2014 referendum, the clamour for a second poll after the Brexit result, or Nicola Sturgeon's efforts in the courts, it has rarely been off the political agenda. The problem with running a rolling referendum campaign for a vote that could be 'just around the corner' is it disincentivises taking any difficult, long-term decisions. Sometimes, the long term interests of Scotland are best served by something that people might not like in the short term. Such decisions are not made, though, for fear that a dent in the popularity of the government would translate into damage for their side on the constitutional question. Civil servants told a recent Scottish parliament enquiry that "decision making worked better when Ministers were clear (and 'firm') about what they wanted to be delivered" [10], but making a call means taking political risks.

When policy proposals *are* made, there is often a price tag attached. How often have we then discovered that a ‘new investment in x priority’ is actually funded by moving around some existing pots here, rebranding an old initiative there or through some other form of slightly creative accounting? Is it any wonder that things don’t get delivered properly, or at all, if the funds required are not actually allocated to deliver them? Press releases are cheap, but real change is often not.

Constitutional short-termism also creates an accountability gap. When elections are won and lost on the Yes/No divide and not on the delivery of public services, political parties take an obvious lesson: they do not need to focus on long-term solutions to our most pressing national challenges to win votes, nor even run day to day business competently, but rather they need to shore up their constitutional base. Again, the challenge for political leaders seeking to focus on the long-term is not unique to Scotland, but the constitutional stand-off makes it even less likely.

Nor have efforts to implement policy been aided by Scotland’s relentless political calendar: in the last decade alone, the country has gone through two epoch-defining referendums, three general elections, two Scottish elections, and two local government election campaigns. Another general election is set for next year, and a Scottish election looms in 2026.





The upshot is that Scottish politics has inevitably focussed on how to win elections, not how to govern for the long term. This has been a problem for the opposition as well as the government. The high stakes of the independence question means that a controversial but perhaps sensible policy proposal from one of the pro-UK parties could end up hitting polling on the constitutional question. As one interviewee told us, without the opposition setting out their own plan on how reforms and long-term challenges might be addressed, the governing parties get let off the hook. There is a sense that all sides of the debate are colluding with each other.

The continuous distraction, then, of the constitutional question leads to a neutered Scottish political debate. That might seem strange to say, given the fraught discussions over independence. But the sheer dominance of the constitutional battle - through which even issues like gender recognition are viewed - means there is little room for anything else. Actual policy debates tend to focus on short-term issues around management, not on long-term reform. An uneasy consensus settles over many other areas of policy, where neither side wants to propose anything too dramatic for fear of spooking their half of the constitutional divide. This means that the level of policy scrutiny from the opposition parties can be too limited.

It is also becoming more of a problem. The Scottish Parliament's Public Administration committee inquiry heard that "there was a feeling that the yes/no divide has become worse in recent years with new MSPs more partisan- for example, providing opposition to policies for opposition's sake/political polarisation" [10].

Former First minister **Jack McConnell** summed the situation up recently:

*'Almost nothing has changed in Scotland since the referendum. Not just in terms of public opinion, but in terms of everything else as well, education, employment and so on. Some things are slightly worse and at its heart is the polarisation around the constitutional issue. Public discourse in Scotland has got us to a stage where there is no potential in the immediate future, I don't think, to change any of the policies or the delivery in areas where things could be improved, because all we are doing is waiting for the next referendum.'* [11]

## Case Study: Ferguson Marine

The “Ferry Fiasco” is the quintessential example of Scotland’s recent proclivity for gesture politics and for policy decisions being made with an eye to the political calendar, not the long-term health of public finances or delivery of services. Eight years on from the ferries being commissioned, and 6 years since Nicola Sturgeon ‘launched’ the Glen Sannox ship, neither ferry is yet complete or seaworthy.

In 2015, the state-owned CalMac ferry company required new vessels to service the Isle of Arran and the ‘Uig triangle’ in the West of Scotland. The previous year, Alex Salmond had recently arranged a deal to have industrialist Jim McColl save the listing Ferguson Shipbuilders on the lower Clyde. In the build up to the Independence referendum, this provided a great story of Glasgow’s industrial rebirth. It won the contract from CalMac, worth £97m. Nicola Sturgeon could be found on the day of the announcement, hardhat in hand, surrounded by the staff of Ferguson Marine.

Typically, such a shipbuilding contract would include a “builders refund guarantee”. This would protect the buyer (the taxpayer) in the case of Ferguson Marine going bust, or failing to deliver a ferry. Scottish ministers, however, signed the deal off without one of these in place, because Ferguson were not able to provide such a guarantee. This was against the advice of the public corporation that owns CalMac, Caledonian Marine Assets Ltd (CMAL).

In 2017, there was a ‘launch’ ceremony for the Glen Sannox, attended by Nicola Sturgeon and Humza Yousaf as Transport Minister. Fake windows were painted onto the bridge, the inside of the ferry was far from finished and the bow eventually had to be replaced. This photo opportunity alone was revealed to have cost the taxpayer £50,000 [14]. At the event, Sturgeon praised the “state-of-the-art ferries” as “more sustainable”. One of the causes of the delays was the hybrid diesel and liquefied natural gas engines, which Ferguson struggled to perfect. Such technology was used overseas, but it was new for the UK. [15]

Delays and cost increases on the project kept racking up, with no recourse available for CMAL. The original delivery date was mid-2018. The budget is now £351m, over 3.5 times higher than that originally set out. In August 2023, further delays were announced, as the Maritime and Coastguard agency requested that more staircases were added to both ships for safety reasons, potentially jeopardising the planned Summer 2024 launch [16]. Because of the lack of builders refund guarantee, this swollen budget remains the problem of the taxpayer, not of the company. The people of West Scotland are still missing 2 ferries, but the Scottish Government at least benefited from 2 photo opportunities. [17]

Throughout, there has also been a lack of clarity in the lines of responsibility around the project. In 2020, the Rural Economy and Connectivity Committee published a report looking into the ferry procurement saga. Among its conclusions was that there was a “lack of clarity and understanding by all parties to the contract concerning their respective roles and responsibilities” and no clear escalation process. [18]

In summary, throughout the lifetime of this affair – from the efforts in summer 2014 to save the Fergusons yard, to the decision to approve it as the supplier of the ferries, to the hasty move to launch the Glen Sannox before it was ready, and finally to the decision to nationalise it – decisions have been made with an eye to short-term political gain in the constitutional battle over Scotland’s future.



## 2. Too much government



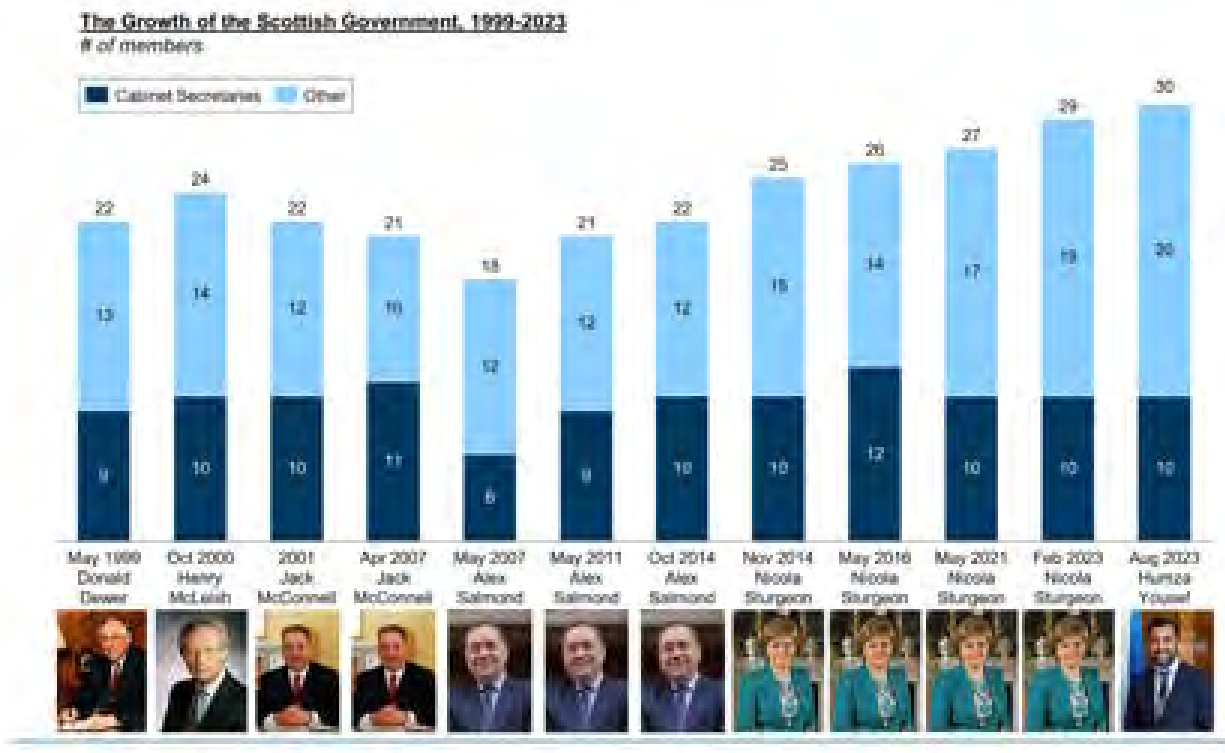
*Whitehall's scale means that at least some civil servants can just get on with the job. Scotland's is smaller, but the pressure of things like FMQs and the promotion of policies remains. That means that a higher share of civil servants get pulled into the 'spin cycle'.*

### - Former senior civil servant

Scotland is not only suffering from politicians too fixated on elections and referendums. There are also weaknesses in the way that it is being governed.

Scottish governments are getting too big. During the early years of Scottish devolution, there were between 9 and 11 senior members of the government (now called Cabinet Secretaries) and a further 10-14 junior members or law officers. This made for a government of 21-24 MSPs. Alex Salmond's first government in 2007 contained just 6 Cabinet Secretaries, with 18 MSPs in the government. Since then, though, there has been an inexorable rise in the number of people sporting ministerial titles.

**Figure 3: The Growth of the Scottish Government, 1999-2023 (# of members)**



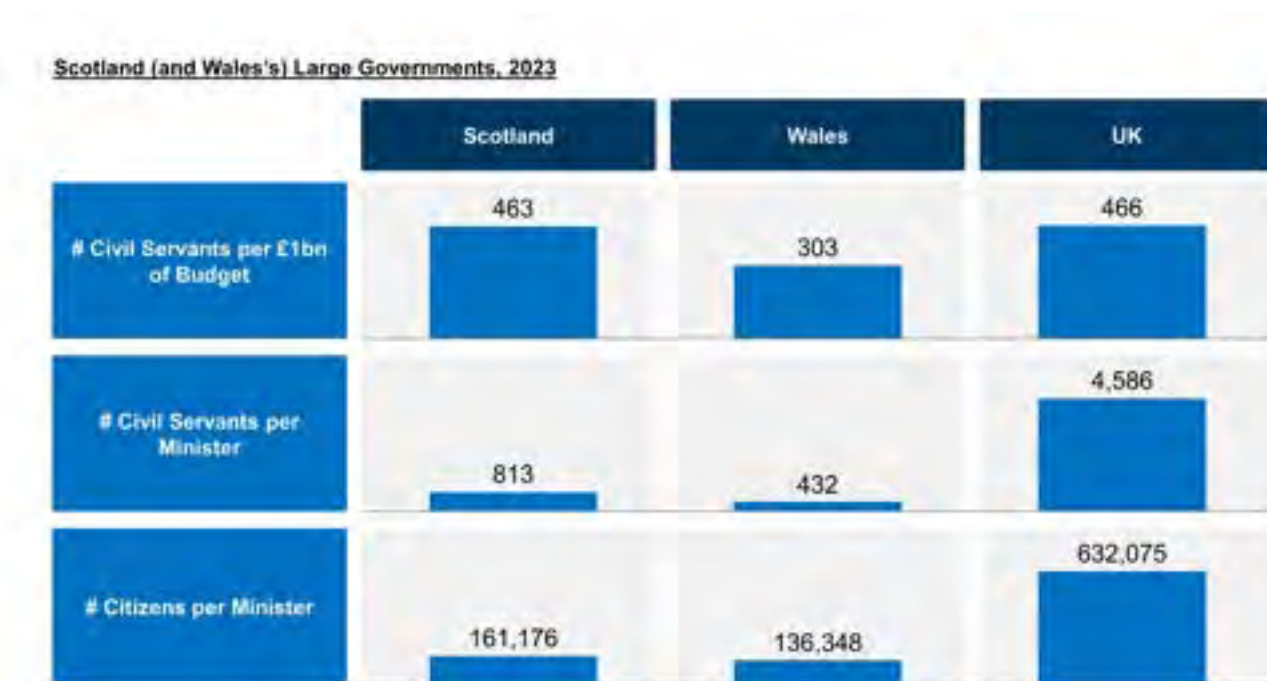
Source: [19]



The increasing number of Ministers leads, ineluctably, to a smaller number of MSPs whose primary goal is to scrutinise legislation and to question how ministers plan to implement it: of the 71 SNP and Green MSPs currently elected, nearly half are ministers. Parliament is therefore being weakened by the growth of government.

But the growing number of ministers also has damaging effects within government, we were told by those who had been inside the civil service. Naturally, every minister wants to have their own set of priorities, and each wants to make a mark. They want to make announcements which feed the news cycle. To do that, they need civil servants. The ratio of civil servants to ministers, however, is much lower in Holyrood than it is in Westminster. In London, there are over 4,500 civil servants for every minister. In Scotland, that figure is just over 800. This ratio gets lower and lower as new ministers are added. Although the powers of Scottish ministers are more limited in some areas, the scale of ambition or work required by civil servants to design policies is not correspondingly smaller. We were told that civil servants therefore are more stretched, and less able to properly drive the implementation of the policies developed.

**Figure 4: Scotland (and Wales's) Large Governments, 2023**



Source: [19] [20] [21] [22] [23]

In the Scottish Parliament, as well as in Westminster, there is a weekly drumbeat of questions for the leader, regular ministerial questions and the general swirl of the 24 hour news cycle. Each of these things require support for ministers from civil servants. We heard from those with experience of both UK and Scottish civil services of the greater impact that this has on Scotland. The level of support needed for these activities isn't all that much lower in Scotland, but it has far fewer civil servants on hand. That means that the share of civil servants having to deal with these non-strategic, short term policy issues is much higher in Scotland – fewer can be left alone to carry out policy delivery.

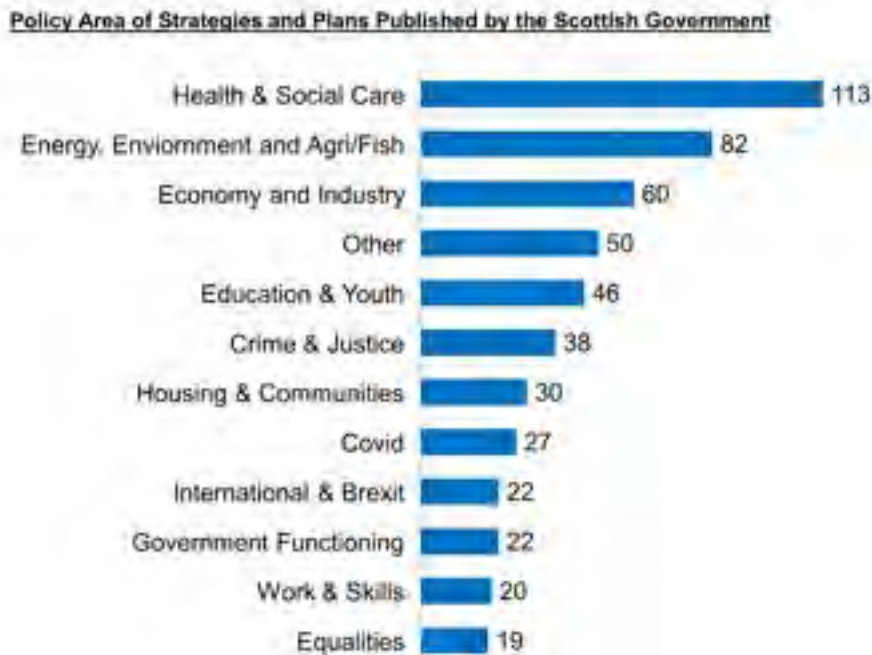
The former SNP Health Secretary and MSP Alex Neil raised this point in a recent Our Scottish Future podcast. He said that, while the Health Secretary is always going to be having to deal with a daily crisis, “you need to make sure that the long term work is being done”. When asked why the recommendations of Professor David Kerr’s 2005 report on NHS reform were not implemented, he explained that “the problem [was that] there was no one charged, even at senior civil service level, with implementing the reforms...we should have set up a dedicated unit so that it could not be distracted from day to day buffeting. A minister should have been in charge of driving those reforms.”

Overlapping responsibilities between ministers, civil servant teams and agencies can also lead to bad decision making. A former minister recounted a time when “the adverse impact of a policy proposal on another policy priority having not been considered as the latter was ‘someone else’s responsibility’ [10].

Then there is the Scottish Government’s addiction to consulting. If a new minister wants something to announce, it can be all too easy to call for yet another strategy or consultation on a tricky topic, rather than actually focusing on trying to make the previous strategy happen. After 113 strategies and plans on health and social care, the system feels close to collapse. There have been a staggering 60 plans and strategies relating to the economy over the last decade and we still have anaemic productivity growth. 82 plans and strategies on climate change have been released but there is still nothing that is reassuring the CCC that we are going to meet our 2045 targets. In total, 529 strategies or plans have been published since 2014 by the Scottish Government.

**That’s more than 1 a week.**

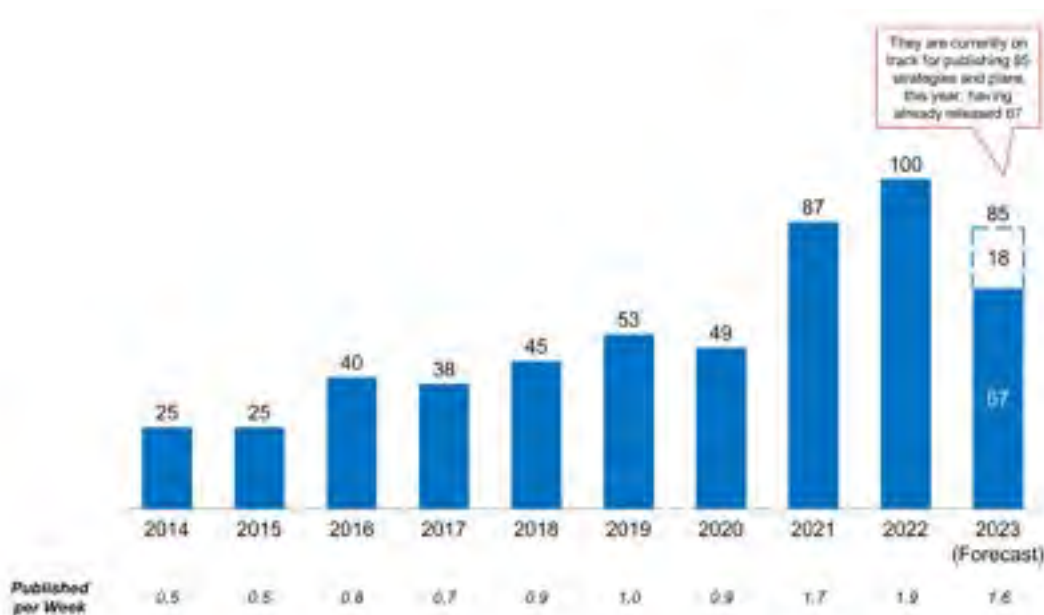
## Figure 5: Policy Area of Strategies and Plans Published by the Scottish Government



Source: [24] [25]

In fact, the rate of strategy production has increased at quite the clip. In 2014, we were getting one strategy a fortnight. By 2022, we were getting a strategy every 3-4 days. Clearly Holyrood is becoming more productive in at least this.

## Figure 6: Strategies and Plans Published by the Scottish Government



Source: [24]

The breadth of topics covered show the span of the government’s focus. We have the “Challenging men’s demand for prostitution: Policy Principles”, there is the “Scotland’s Honey Bee Health Strategy: implementation plan” and then “Scotland’s International Framework: India engagement strategy”. These are undoubtedly important topics, but with over 500 strategies in play, and some of them retreading old ground, it is no wonder that many remain unfulfilled. Add to that 669 consultation papers, and you can see why some commentators complain that Holyrood suffers from “consultitis”.

**Figure 7: Consultations Published by the Scottish Government**



Source: [24]

There have been attempts to embed long term thinking and measurement into the system. The National Performance Framework (NPF), based on earlier internal work by the then Scottish Executive officials, was launched in 2007. As Nicola Sturgeon recounted in 2018, it was intended to give “the public sector...individuals and organisation across the private sector, a very clear vision of the kind of country we wanted to create”. With those goals clear, in theory, everyone would be able to see what the Scottish Government was trying to ultimately achieve, and everyone could focus on the outcomes it set out. The aim was to focus civil servants and public sector leaders on policy outcomes and help schools, health boards and police forces work towards a set of common objectives. The hope was also that opposition parties would use the NPF to hold the government to account.



Sadly, this is not the way it turned out according to those interviewed and the analyses read. As one figure involved in the process told us: “The NPF hasn’t not worked as it was hoped. It’s partly been down to weaknesses in leadership and the quality of delivery has not been what it should have been. This is something that’s been recognised by John-Paul Marks (the new Permanent Secretary of the Scottish Government)”. Another told us: “John Swinney (the former Finance Secretary) really championed the NPF but the work that was needed to embed that wasn’t done. It felt like an optional extra.” Essentially, it ended up as a collection of datapoints, with directional or loose targets but no plans actually to deliver them. Sometimes what you measure isn’t what you manage.

These long term factors might have received more focus if the Scottish Parliament committee system had been working more effectively. One former civil servant we spoke to lamented that the “committees have tended to be sub-sumed by the party machine”, with appointments being made by the parties rather than the parliament. These should be powerful bastions of independently minded back-benchers, able to challenge ministers and hold them to account on what they say they are going to deliver. Many that we spoke to, however, did not feel like this was currently the case.

Other factors blocking implementation include “churn”, where we see civil servants regularly shifting between departments. This has been a recurring point from evidence given to the Finance and Public Administration Committee’s enquiry into decision making in Holyrood, especially relating to more technical civil service roles. There are benefits to some level of department switching, such as breaking silos, but former ministers and others question whether a better balance could be struck. They found that it “can negatively impact on a challenge culture whereby civil servants who have worked hard on a policy then move and there is then no-one prepared to ‘argue’ for it” [10]

Ministers too have been moved around, although not at the breakneck speed of Westminster in recent years. Even so, with many Scottish Cabinet Secretaries having been rotated every couple of years, it still makes it more challenging to pursue long term goals, and its impact on government decision making has been recognised by the Scottish Parliament enquiry into Public Administration. New ministers want to make their mark, and would sooner have officials focus on their new bright idea, rather than finish delivering their predecessor’s.

Nor is implementation made easier by Scotland’s cluttered governing landscape: 130 public bodies, including 32 local authorities, 30 integrated joint boards, 14 health boards, 8 special health boards, and 7 regional transport partnerships. At the same time, power has become increasingly centralised to Edinburgh.

As Adam Lang, director of change and collaboration at the UK Carnegie Trust recently noted: “The combination of this centralisation of power and cluttered landscape of delivery is a significant contributing factor to the well documented implementation gap that exists between the aims of our policy making on paper and the reality of delivery on the ground.”

## Case Study: Who is in charge of Net Zero?

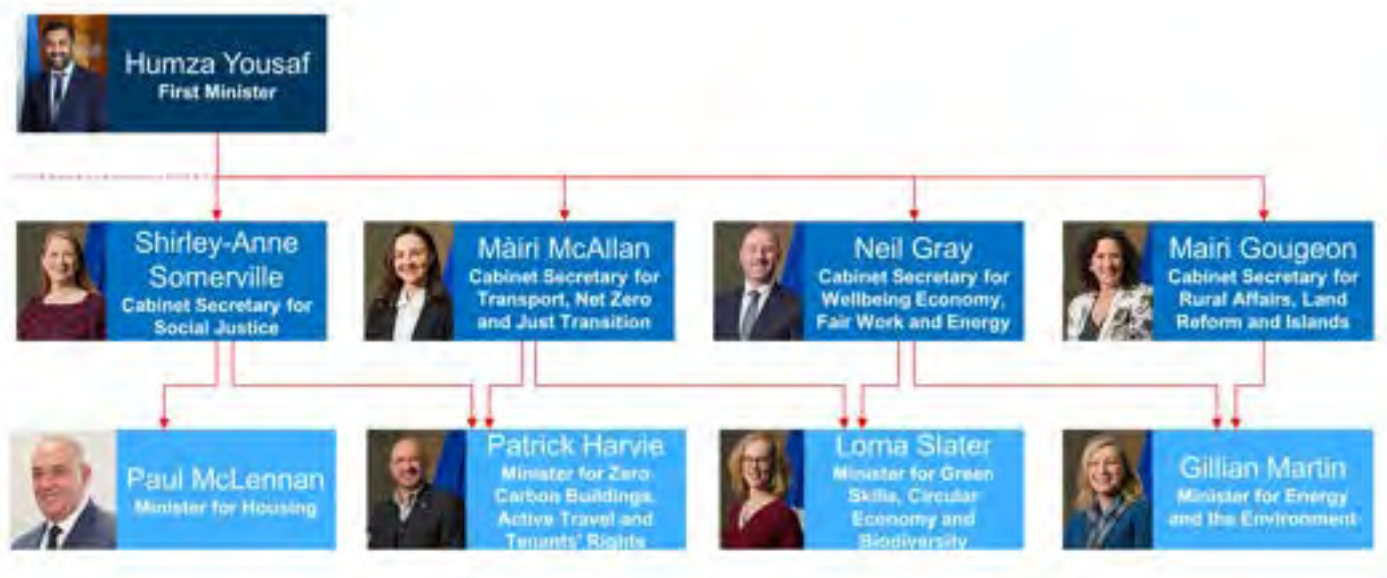
Accountability is a word that came up time and time again in our interviews with politicians, with those working around the Scottish public sector, and in reports analysing policy delivery. Where it exists, someone is going to be trying really hard to make something happen. Where it does not, people will be doing their best to avoid being blamed when the policy fails to land.

Part of creating accountability is by setting clear roles and responsibilities. Murky reporting lines and shared stewardship can create confusion, and lead people to be banging their heads on the walls of silos whilst they're trying to get something done. So if someone is made accountable, they need to be able to pull all the levers that they can to be able to make the desired result happen.

For an example in how not to set something up for success, we can take a look at how the First Minister has structured his cabinet to tackle net zero. It is a cross cutting policy area, certainly. But we currently have 4 Ministers working on net zero and environmental topics, with them supporting 4 different Cabinet Secretaries.

The complex organogram below gives a clear summary of this Kafkaesque web of net zero roles across Humza Yousaf's Government.

**Figure 8: Current Scottish Cabinet Secretaries and Ministers with responsibility for Net Zero related areas**



Source: [26]

At the Cabinet Secretary level, we have Màiri McAllan at the Cabinet Secretary for Transport, Net Zero and Just Transition. It seems clear that she is the person who is to be held accountable for Scotland's progress towards net zero. The Energy brief, however, sits with Neil Gray, Cabinet Secretary for Wellbeing Economy, Fair Work and Energy. And the Minister for Energy and the Environment, Gillian Martin, is shared between Gray and Mairi Gougeon, Cabinet Secretary for Rural Affairs, Land Reform and Islands.

Housing is another critical part of the net zero puzzle. We have two ministers with seemingly overlapping responsibilities. Paul McLennan is Minister for Housing. That sounds clear enough. But what about Patrick Harvie, Minister for Zero Carbon Buildings, Active Travel and Tenant's Rights? Is McLennan to worry about houses up until the point that they use enough solar panels and insulation to become zero carbon? Do renters look to Harvie to support when they feel their rights are being infringed, but to McLennan when everything is just about okay?

Nicola Sturgeon's had many similar issues. She had Lorna Slater as Minister for Green Skills, Circular Economy and Biodiversity. Meanwhile, Richard Lochhead was Minister for Just Transition, Employment and Fair Work, with 'Green Skills' a bullet point listed under his responsibilities. Is it any wonder that the Climate Change Committee believes that Scotland's "trend of failure [on net zero] will continue without urgent and strong action to deliver emissions reductions, starting now" [4]

### 3. The prizing of difference, rather than cooperation, with the rUK



*We haven't had governments in Holyrood or Westminster who really believe in devolution, and in making it work*

**- Former senior civil servant**

The Health Foundation report that inspired this project found that “there are limits to change without greater collaboration between Scotland and the UK”. This view was echoed in our interviews, where we were told that the lack of cooperation between the Holyrood and Westminster governments is holding implementation back.

The constitutional cold war means that, outside of a few good personal relationships, there is little trust between ministers in London and Edinburgh. Take London’s habit of ignoring or forgetting to deal with Edinburgh; the complaints made by SNP Ministers about the lack of attention and knowledge from the UK Government is not nationalist shroud-waving, it is a problem that pro-UK Scottish Ministers will encounter if ever they too get into government. Combine that ignorance with Edinburgh’s strategic political preference to go its own way and we end up with regular examples where cost efficient methods of delivery are shunned.

The chaos over the introduction of a new Bottle Deposit Scheme is an obvious example. By having its own scheme, the Scottish Government ensured that those firms which wanted to export into both Scotland and the rUK had to negotiate two different sets of labels, and two different processes. For the significant beverages industry north of the border, this was a major concern.

Such a failure to cooperate can have real impacts on the outcomes and costs of a project. The case study below delves into the damage caused by Scotland’s decision to decouple timings on the census from the rest of the UK.



## Case Study: Scotland's Census

Scotland has managed its own census through the National Records of Scotland (NRS) since 2001 officially, and for decades before in practice. Historically, this always took place on the same date as the census in England and Wales. However, in July 2020, the Scottish government announced it would move the census date to 2022, citing the disruption of Covid, and the potential impact on completion rates. England and Wales proceeded with their census in 2021, and attained a 97% collection rate, which was in fact better than in 2011. Things did not proceed as well in Scotland. [27] [28]

The Auditor General warned that the decision to decouple from England and Wales, and delay the census has added £21.6m to the cost of its delivery. It had also flagged previous concerns about the management of the census programme, with NRS rating the census programme as 'red' in March 2019 due to challenges setting up the census rehearsal. By late 2021, Audit Scotland was highlighting "a number of risks, primarily around resourcing, which could have an impact on delivery". There had also been "a number of changes in leadership". [29]

By the deadline of May the 1st, just 77% of households had completed the survey. That is against a target set by National Records of Scotland of 94%. The deadline ended up being extended twice, first to the end of May, and then into mid-June, incurring an extra £6m. This pushed up the completion rate to 88%, still far below the target and what had been achieved by England and Wales during the heart of the pandemic. Completion rates are especially bad in the least affluent parts of the country, meaning that the public sector's ability to understand the needs of those communities will be severely undermined – it was as low as 81.7% in Glasgow.

Angus Robertson was the minister ultimately responsible for the delivery of the census. He has claimed it as a "success", but this wasn't an opinion echoed by some of his colleagues. The implementation of the census has been "a shambles" according to "one frustrated senior member of the government". This is a view apparently shared by "many frontline workers responsible for collecting the data" according to the BBC. [30]

Willie Rennie, Liberal Democrat MSP, called the decision to have a different date to the rest of Great Britain as “nationalistic belligerence”. One of the big issues was that, by decoupling the date from the English and Welsh one, Scotland missed out on the benefits of a UK wide awareness campaign to complete the survey. The campaign run out of Scotland was “criticised for confusion about what the census is and why it needs to be returned”. Those who worked on the programme also pointed to issues with the app used by enumerators. This had worked successfully in England and Wales, but for reasons that are currently unclear, issues in Scotland meant that staff were “left with nothing to do...for long periods”. [30] [31]

National Records of Scotland will conduct a “lessons learned” review, which will be presented to parliament. Perhaps then, it will be possible to see just what drove this example of government failure, but it is a clear reminder of how cooperation with the rest of the UK can benefit delivery.

## 4. A centralising, cautious culture



*Scotland is small enough that ministers in the centre are less inclined to hand off responsibility locally... There is a real culture of fear in Local Government. The leadership is always looking over their shoulders worried about what the Scottish Government think and will say. It suppresses innovation.*

### - Former senior civil servant

Scotland's delivery problem is not just about the distracted nature of its politicians, its failure to set up its civil service for success, or its pursuit of difference with the rest of the UK. There is also an issue of culture. Many of those we spoke to discussed the pervasive small-c conservatism and distrust of innovation in Scotland; what one former civil servant described to us as the "aye been" approach to Scotland's public sector: this is the way we've done things, and that's the way they'll stay. As an ongoing Scottish Parliamentary enquiry recently heard: while "previously ministers were "in listening mode", they are now "more likely to try and provide answers, defend government policy approaches and try to avoid any suggestion they didn't know the solution" [10].

Innovation is further stymied, we were told, by an issue that has come up frequently in our evidence: the pervasive lack of trust between different institutions across the public sector in Scotland. Joint working is sporadic; instead, we were told that institutions are too often focussed on maintaining their status and funding. One civil servant questioned "whether organisations depending on public money would feel able to criticise government policy, for fear of losing funding. This is clearly a risk for third sector bodies which may be wholly or largely dependent on public funding, and whether or not ministers would actually withdraw funding in the event of criticism, the perception that this possibility exists will have a suppressing effect on open public debate on policy." [10].

There exists an "institutional preciousness" in Scotland, and a sense that there is no point trying something new or risking a different approach, with a strong "cover your own back" culture [10]. The problem, we were told, might be down the "cluttered" nature of government: with three layers of government, thousands of politicians, and dozens of quangos all fighting over a relatively small patch of territory, might this inevitably lead towards a greater propensity towards turf wars and power hoarding? If so, government becomes less an outward facing attempt to deliver for people, than it does a power game, with central government, local government and the third sector all jostling for position.

Then there is the fraught relationship between local government and a centralising national government - witnessed only in the last few weeks following the Scottish Government's decision to freeze council tax without consulting local government leaders. Rather than being seen as a partner, local government has been relegated to a "delivery agent" - yet, at the same time, deep cutbacks to local government have reduced its ability to do so. The promise of the 2007 concordat which aimed to create a "fundamental shift" in the relationship between the Scottish Government and local government to one "based on mutual respect" has not been met: our interviewees' sense felt this has had deep consequences for the lack of implementation. [32],

This small-c conservative, inward-facing culture was also, we were told, far too hostile towards the private sector. A culture of "Scottish exceptionalism" ruled when it would be far more rational, some argued, to accept that the private sector could play a role in, for example, delivering on efforts to reduce waiting lists.

Another problematic factor in our political culture has been its interaction with the media. Most news organisations no longer report on local government, and newspapers now focus the reduced resources they do have almost entirely on Holyrood. This has led to the increasing "presidentialisation" of Scottish politics where the leader and their government have to appear omniscient. This is seen most acutely during the increasingly pointless weekly ritual of First Minister's Questions when the First Minister is expected to have his or her fingertip on everything from pandemics to potholes, reinforcing the popular view that it is he or she who is responsible for the lot. Ministers meanwhile know they must be prepared for 'gotcha' questions about every conceivable statistic relating to the brief, and to every incident in every school, hospital and street. This has an impact on the entire governing nerve-system: as one interviewee told us, often the particular worries of the First Minister around a particular subject or controversy that week spread right through the civil service. This only has the effect of focussing government on short-term concerns, rather than long-term strategy.



It also fosters a sense of disempowerment and unwillingness to take risks among others in public service. If a Minister is responsible for everything in Scotland, the message is that nobody else is responsible for anything. Thus, as some interviewees told us, we have bred a political culture which lacks leadership at a regional and local level with policy change entirely reliant on ideas being handed down through the system from central government. This disempowering culture can be seen in the education system and, specifically, the roll out of Curriculum for Excellence. A policy vision (that, like “the Promise” was agreed by all political parties and across government) failed at the implementation stage most notoriously when teachers – who had been originally told the new Curriculum would free them up to teach – both asked for guidance, and then understandably complained about the thousands of pages of guidance central government issued.

### Case Study: Suppression of Innovation in Education

A report by Aveek Bhattacharya for Our Scottish Future looked at “Encouraging Innovation and Experimentation in Scottish Schools”. It found that “there is a remarkable degree of consensus” that Scotland’s education system is “cautious, conformist, risk averse and stuck in its ways”.<sup>[33]</sup>

It quotes several experts who pointed to an “insular culture” and the need for “wild cards” to “ask tough questions and challenge orthodoxies”. It also points out that despite the lack of a curriculum to proscribe content, and a fairly autonomous school system, teachers and schools are not “aware of or do not feel able to use the latitude that they have”.

The research identified several primary challenges, which likely hold across areas beyond education:

- A tendency towards **micromanagement**, and a ‘tick-box’ audit culture
- A ‘**middle layer**’ of administration uncertain about its role, with local authorities seen as obstructing innovation and Regional Improvement Collaboratives yet to achieve their potential
- **Personnel** in senior positions that tend to risk through conformism and avoiding ‘rocking the boat’
- A lack of **time and resources** for new ideas and professional development
- Too little support for **forums for sharing ideas and spreading good practice**
- **Assessment and inspection practices** that too often constrain rather than encouraging innovation and diversity
- Scope to improve **evaluation and engagement with research**

An additional case study in the appendix takes a deeper look at the Curriculum for Excellence and explores how a programme that started with aims of empowering teachers, has failed to change a culture still beholden to the cycle of examinations.

# When Things Go Right

The tragedy of the Covid-19 pandemic reminded us what it was possible for humanity to achieve if it really needed, or wanted to. Governments provided sufficient surety of demand to create markets for lateral flow tests, PCRs and, ultimately, vaccines nearly overnight – investment poured in. When ready, these could be acquired at anywhere from your local pharmacist to your Christmas market. Meanwhile, the furlough programme sprung up to shield many from unemployment. Of course, terrible mistakes also abounded, with late lockdown decisions and the failure to protect residents in care homes costing many lives, whilst gung-ho procurement practices led to fraud and accusations of corruption.

That was an exceptional situation than none of us hope to repeat again. But it showed that, when the circumstances and environment were right, implementation was possible. In this chapter, we look at examples where post-devolution Scotland has fulfilled its promise. We also look at the Swedish example – often held up as a role model for Scotland – and their strong record of delivery in the late 90s/early 00s.

## Scottish Patient Safety Programme

The Scottish Patient Safety Programme is “seen as the exemplar and the keystone of quality improvement in Scotland”. [34] It began in 2008 with a target of cutting hospital mortality in Scotland by 15% within 5 years. These timelines proved too ambitious, but were eventually met – by 2016, there had been a fall of 16.5%. Below these headline figures, there was particular progress on hospital acquired infections, and cardiac arrests among other areas. For example, rates of *Clostridium difficile* (‘C Diff’), a hospital acquired infection, fell by more than 50% from 2008 to 2011.

The programme was inspired by the work of Ninewells Hospital, near Dundee. They had formed a partnership to reduce patient harm with the Institute for Healthcare Improvement and the Health Foundation. Together, they drove a 60% reduction in patient harm. In 2008, the Scottish Government set up the Scottish Patient Safety Programme to roll out this approach. In summary, it “trains clinicians and managers, refines skills and methods, and oversees the testing and roll out of changes to care, with success measured by data submitted by boards to the national programme” [34].

The vision for the project was clear, with Ninewells as the model and roll out the goal. The stability of the approach has also enabled it to develop and bed in, with Mark Dayan of the Nuffield Trust praising how Scotland “has stuck with” its “well thought-through system of patient safety” rather than “chopping and changing every couple of years”.

Prior to the launch of the programme in January 2008 there was a 5 month planning phase “during which essential structures were established”, including national project and health board leadership as well as a National Advisory Board (chaired by the Chief Medical Officer). This also gave time for stakeholders to plan delivery. They set out principles that may have relevance elsewhere:

“Improvements must have a large impact on severe events; address high frequency occurrences; be easily accomplished; demonstrate a sound cost-benefit ratio; have a balanced impact on institutional resources; have a timeline for implementation; and be applicable in multiple care settings.”

Policymakers held NHS Scotland to account by making it clear that safety was a key priority. This meant that “patient safety became a common discussion item at the national meetings of chief executives, the board chairs, and other executive leaders such as medical and nurse directors.”

Management walkthroughs also became “a rigorous mechanism to analyse information, identify effective actions, and ensure that these actions are performed.”

Metrics were developed with care. The programme’s leadership “had to work closely with expert clinicians to agree on definitions” and streamline the data that needed to be collected. Learning and best practice gathering were built into the programme from the start, with “biannual countryside meetings” for participants to share “their experiences in overcoming barriers and creating solutions”. As well as this, there were monthly calls with clinicians, the monthly publication of local data, site visits and other national events.

This wasn't a programme driven from the centre for the centre. It was a model developed locally, and "Scotland's local health boards were recruited to convince hospital staff and patients that safety was a priority". Frontline staff were also supported to help make the changes happen. Investment was made in a "Scottish clinical improvement faculty as well as training and providing managers, leaders, and clinicians with measurement expertise.". 200 clinicians were given extensive training in "improvement science". Frontline leadership was also provided with support to ensure that they could carry out their functions, with "a focus on organizational leadership and governing board member development regarding their respective roles in driving quality and safety in their boards." They also built systems that gave frontline clinicians insights about their own performance based upon near real-time data, rather than just having them input data that feeds up into hospital or board-wide dashboards.

### Queensferry Crossing

The decision to deliver a new bridge on the Forth was taken in December 2007, and the Forth Crossing Act was given royal assent in 2011, opening the door for the project to begin. The Queensferry Crossing was opened to traffic on the 30th of August 2017. At its opening the following month, the Queen praised the bridge as an 'extraordinary achievement' and the Scottish Government would certainly concur. Globally, only one in ten major projects run to time and budget. The bridge was delayed by 8 months due to poor weather, but came in £110m under budget. What went right? [35] [36]

The Project Manager worked on the project for its duration, and the Project Director joined after the procurement stage, through to its opening. Audit Scotland cited this "strong and consistent leadership" with "an open and transparent approach" as a factor in the project's success. It also found "timely decision making" by the leadership. This created clear accountability for the project.

The Audit Scotland report found "effective project planning from the beginning of the project". The process for deciding the ultimate model of the crossing was comprehensive but decisive. The Scottish Government "carried out an extensive options appraisal", featuring 65 different possibilities, ranging from hovercrafts to tunnels. The options were then sifted down, with the final shortlist compared on factors such as "cost, construction time, risks, environmental impact, and economic benefits". They were also checked for alignment with other strategic goals of the Scottish Government (e.g. national economic policy and transport priorities). This then allowed them to reach the final model of a "cable-stayed bridge between South Queensferry and east of Rosyth".

In infrastructure projects, keeping the community onside is vital. The project benefited from "extensive engagement and communication with stakeholders" according to Audit Scotland. This resulted in "high satisfaction within local communities" about the level of information and engagement provided.





## **National Manufacturing Institute for Scotland**

In June 2023, the National Manufacturing Institute for Scotland was opened in Renfrewshire, on the banks of the river Clyde. This £90m investment represents the government making a decisive bet on which economic sectors it sees as Scotland's future: it is situated within the region's burgeoning advanced manufacturing cluster, and will help to catalyse further growth.

It is a truly collaborative effort. The Scottish Government, University of Strathclyde and Renfrewshire Council are driving the scheme, with funds coming from the Glasgow Growth Deal. It also represents one of the UK High Value Manufacturing Catapults. The private sector is closely involved as well, with senior leaders from Aggreko, Boeing and Aker Offshore Wind on the board.

The new Institute will support the advanced manufacturing sector in a number of ways. It includes 5 centres:

- **Advanced Forming Research Centre:** Features “cutting-edge equipment” for everything from residual stress evaluation to cold forming. It has over 75 employees, and makes its facilities available to over 70 member and partner organisations.
- **Digital Factory:** A “multidisciplinary team of experts” who support companies in taking full advantage of the digital revolution. These interventions are designed to improve productivity in the firms, and aid innovation.
- **Digital Process Manufacturing Centre:** A 650m<sup>2</sup> site to demonstrate how modern technology can be deployed to improve productivity in the process manufacturing industry. It also promotes best practice sharing and networking across the sector.
- **Lightweight Manufacturing Centre:** Making things strong but lighter is a vital contribution to reaching net zero. Materials science to create lighter battery enclosures, plane parts and turbine blades can help to improve their efficiency without sacrificing their resilience. They offer factory space, clean room houses, a fibre spinning rig and oxidising ovens that enable firms to experiment using technology that they would not be able to justify investing in alone.
- **Manufacturing Skills Academy:** With aims to build a talent pipeline for the advanced manufacturing industry, the Academy offers training courses, doctorates and an online training portal.

Such facilities, built through collaboration, help to foster further collaboration within and between industry, academia and the public sector. It is a powerful new institution to push Scotland’s advanced manufacturing capabilities forward.

We can also be inspired by looking beyond Britain’s shores; some countries seem to have the knack for structural reform. Here we look at an example, and the approach taken.

## **Sweden**

If you ask Scots what country they would like Scotland to become, the answer is often a Scandinavian one, as Our Scottish Future has found in focus groups and polls. Norway has the oil wealth, but Sweden appears to combine strong public services with an innovative private sector that can spawn brands like IKEA, Spotify and H&M. However, Sweden hasn't always been the Sweden we know today. In the 90s it nearly all came crumbling down, but was rescued by deft political narrative building and effective delivery.

In the 80s, Sweden deregulated its financial markets, allowing debt to build whilst devaluing the Krona to drive exports; in the 90s it crashed. By 1994, “public debt doubled, unemployment tripled, and the government budget deficit increased 10-fold...at more than 10%” [37]. The ‘Swedish Model’ was being written off by economists.

It was clear to policymakers that big change was needed. Indeed, “the Social Democrats as well as the centre-right bloc agreed that Sweden needed to undergo a radical transformation”. An economist was asked to chair a commission to examine Sweden's situation. It produced 113 suggestions of reform. The political consensus was there to push through with sometimes unpopular changes, so a “consistent reform agenda” was implemented even when government control shifted between the Social Democrats and the centre-right bloc [38].

There were dramatic changes, which restructured the macroeconomy. One of the most difficult missions was closing the deficit. They balanced the budget, by making 53% of the savings through spending cuts, and 47% through tax rises. These were frontloaded in the parliament, to take the most difficult decisions whilst the fiscal crisis was fresh in people's memories.

On the supply side, they joined the EU, gave the central bank independence and carried out pension reforms. Investment was also made to make Sweden's economy more future facing. There was a leasing scheme to increase personal computer ownership in households, and investment was made to expand the broadband network. 27.3bn Krona (£2bn) was invested in a ‘Green people's home’ agenda to create green jobs. Substantial investment was made in R&D, with spend up to 3.8% of GDP by 2001.

It was also vital to ensure that support was there to shield people from the worse harms, and help them thrive in the new Sweden. ‘Social Bridges’ were designed to help people retrain for new industries, which combined both employer subsidies to hire, and adult education. Women were supported into the workforce with a better childcare offer and strengthened parental rights. Spend on education and childcare were protected during the period of austerity, to ensure that the economy’s future potential was not hindered by the fiscal retrenchment. [39]

How were such widespread changes made over the period of a few years? The clarity of mission was important – saving the ‘Swedish Model’ and turning the economy around. The consensus on the type and scale of reforms held fairly well across the different political parties involved. They also collaborated closely with the EU and other partners. One of the reforms extended the time between elections from 3 years to 4 years, which increased governments’ ability to think longer term, and create breathing space before returning to campaigning mode.

**Figure 9: Swedish GDP and Productivity Growth, 1980-2000 (%)**



Source: [40] [41]



# How To Close The Implementation Gap – The 10 C's

Scotland can counter the negative tendencies it has got into in delivery, with too many ministers making too many announcements. With too much time spent worrying about spooking their own side of the independence debate. And too little time spent working effectively with other layers of government. As we've seen, it can still do things right. And, as a small country, it could look to places like Sweden as a role model for how to make change happen.

Here, we lay out what that could look like for Scotland. Taking the 10 C's as its principles, Scotland can be fast-moving and focused. It will be hungry to get things done but, crucially, it will take them on a few at a time with all of its energy. It will also know when something is best done in partnership rather than alone, and be happy to accept and respond to criticism when it comes. With strong, committed leadership, this is what Holyrood and Scotland could become, with a system once more capable of keeping its promises.

## The 10 C's

1. **Choices:** To deliver you actually need to make choices and stick to them. There has been a tendency in Scotland to say 'yes' to too much, which means that we end up with a long list of priorities. Perhaps it would be healthy to ask 'what are we going to stop doing/not going to do' because of a new policy being introduced.
2. **Concentration of Resources:** Scotland's size, budget and civil servant base means that it would be far better off concentrating its resources on a smaller list of priorities than trying to exact change across many areas at once, as it does currently.
3. **Clarity of Responsibilities/goals/milestones:** A number of the policy areas examined in the report uncovered a lack of coordination between different agencies, such as Education Scotland and the SQA over what it takes to earn a National 5. Greater clarity over responsibilities was clearly required.
4. **Consistency:** Going back to the same plan/agenda again and again and again, with the same team/leaders doing it is the best way of making it happen. Many of the challenges tackled by government could take years or a generation to address, so consistent effort is essential.
5. **Communication:** Communication is vital for successful change. This should be about listening as well as making sure that everyone affected by the change is well informed about the project.

6. **Capability:** Without the right people and the right skills, change isn't possible. This applies within Holyrood, within the Scottish civil service, and on the frontline of public services.

7. **Collaboration:** There is a need for far closer working across different levels of government, building up current institutions rather than fostering conflict with the UK Government or treating local government as a delivery wing. This applies across the public sector as a whole. The whole point of the National Performance Framework was to bring the public sector together to more effectively tackle the problems that sit across organisational boundaries; that simply hasn't happened to anything like the extent necessary to date.

8. **Confidence:** Holyrood has no hope of solving the implementation gap by itself. It can't rely on a sort of Barber-esque centrally driven programme led by clever people that forces change through the system. This works, sometimes, but it rarely leads to long term transformational change. If we really want to improve outcomes for the public, we need a professional workforce (teachers, social workers, health professionals etc) that is capable, coordinated and able to make informed decisions about the support offered to the people they are dealing with. Ultimately, they need to have the confidence in themselves to make calls, we need to show our confidence in them.

9. **Challenge:** Scotland needs higher quality scrutiny in Holyrood, and beyond. There needs to be a greater openness to listening to opposing views. There also needs to be an acceptance that you can't please every special interest group, and that criticism is inevitable, especially when making clear, brave choices.

10. **Consequences** for individual/institutional failure to deliver: Many programmes cut across traditional departments or agencies. That is fine, but someone, a single minister or a single senior civil servant, needs to be made ultimately accountable for the project. Otherwise the risk is, as we have seen, that with many people jointly responsible, no one is responsible.

# Policy Interventions

We propose a set of interventions that could make this style of policy implementation more possible. Ultimately, however, this is not something that tweaks from the centre can fully resolve. The issue is deeply cultural, both across the political class, the civil service and all organisations involved in delivering public priorities. It will take sustained efforts on their parts to shift Scotland from a culture of arguing to one of doing.

## A Generation of Strong Leadership

The truth of the matter is that the most critical issue is the cultural one. When Holyrood was established, the vision was of a more collaborative, experimental and long-termist way of doing politics. The result has instead been that the Scottish Parliament reflects many of the worst aspects of the Westminster it tried to improve on. To recapture those original goals, Scotland requires a skilled and committed generation of political leaders who are willing to change the way that things are done.

Part of that would be taking the heat and urgency out of the independence debate. The SNP's latest position is to argue that winning a majority of seats at the next General Election will entitle it to begin negotiations on secession. If the pro-independence parties fall short of this next year, then a similar test would presumably be proposed for the Holyrood elections in 2026.

However, with both the government and opposition at Westminster opposing a rerun of the referendum, at least over the next few years, a more honest position would recognise that, whoever the next Prime Minister is, they are probably not going to respond to pressure from the Scottish Government for a second referendum and that the best case for independence supporters rests on winning a sustained, significant polling lead, with demand for a referendum at the top of public priorities.

Some of the opposition parties in Scotland also benefit from the bifurcated debate on the constitution. It would take real leadership, but the current First Minister and opposition leaders could turn away from the 'rolling campaign' and focus instead on how to make things in Scotland work better. They can then start to recapture the initial ideals of the devolution project.

There's not an easy policy button you can press here. The problem is largely one of culture and leadership. Our suggestions include changes and new institutions that may, over time, help to strengthen these things in Scotland.

## **Cut the number of ministers, and use the savings to increase the power of Scottish Parliament Committees**

### A Cap on Scottish Government Ministers

*To Address: Concentration of resources*

The number of ministers and law officers in the Scottish Government jumped from 25 in 2014 to 30 now. At this rate, there will be no backbenchers from the ruling party in another couple of decades.

We recommend placing a cap on the number of MSPs in the Scottish Government. Scottish Governments got by with 25 or fewer members of the government in its first 15 years – this seems like a sensible level for a cap. The number of MSPs at cabinet secretary level has been fairly stable at 9-11, except for during the early Salmond years when there were 6. It is in the more junior position of Minister that numbers have swelled. Ministers get paid at extra £31,854 on top of their MSP salary. The 25 MSP cap would mean dropping 5 ministers, saving £159,000.

This measure would ensure that civil servants are not spread so thinly, as they tried to manage competing ministerial priorities. It also dissuades First Ministers from using ministerial appointments for patronage. An exception to the cap could be made at times of crisis, with agreement from the Scottish Parliament.

## Make Scottish Parliament Committees More Influential

### *To Address: Challenge*

Committees in Scottish Parliament have not become the engines of scrutiny they were designed to be. One interviewee described them as being “sucked into the party machines”, and failing to hold governments to account on policy and delivery. In Westminster, members of parliamentary select committees, and especially their chairs, can command a public profile. Think of Jeremy Hunt chairing the Health and Social Care Select Committee during the pandemic. Or Meg Hillier, whose Public Accounts Committee evidence sessions and reports can humiliate ministers on live TV, or break the careers of quangocrats. Talented MPs, either on the way up, or who have been cast out of high office, see select committees as a great way to raise their profile, display their analytical prowess and independence. A similar culture has not formed around Scottish Parliament committees. Why?

In the Scottish Parliament, committee membership is decided by the parties, and then agreed by parliament. This differs from the Westminster model, where MPs put themselves up for selection to the committees. MPs in the UK Parliament earn an extra £17,354 for chairing a select committee, which helps to attract talent.

We propose moving the Scottish committee model closer to the Westminster one. They should be freed from the constraints of party management, and instead elected by parliamentarians. Convenors (equivalent to chairs in Westminster) should also be remunerated, funded through the minister cap.

£10,000 each for the 15 Scottish Parliament committee convenors would cost £150,000 – covered by the £159,000 saved by reducing the number of MSPs in government. It would increase the prestige of the roles, attract more talent to the office and ensure that there are strong independent voices providing scrutiny of the government.





## New Institutions

The experts interviewed for this report, and the analysis of key policy areas, suggests that there are several functions that are currently missing from the Scottish system. An argument could be made for new bodies, or the enhancement of existing bodies to deliver the following:

### A Scottish Treasury

*To Address: Choices*

HMT acts as the sceptical agent in Westminster. Most new policies require funding, and this gives the Treasury the right to hold proposals up to the light. The “adequacy of some of the tools or models that were used to assess whether policies would, in future, be successful and represent value for money was questioned “ during testimony from civil servants, advisors and former ministers to a Scottish parliament enquiry [10].

The economist John McLaren called for a Scottish Treasury in his 2022 report for Our Scottish Future. He links a lack of focus on economics in Scotland to the “Finance & Economy Portfolio being of a much lower status, and less well staffed, than the UK Treasury”. He argues that a beefed up department would “improve the prioritisation of spending, introduce more growth incentives” and “enforce better value for money”. It could also be the body in government that asks “if you’re going to do this, what are you going to stop doing?”.

### A Policy Delivery Unit

*To Address: Clarity of Responsibilities/goals/milestones, Consequences*

Dr Michelle Clement of King’s College London is an expert on the impact of New Labour’s Delivery Unit. It was set up in 2001, and led by Michael Barber in order to “monitor and accelerate the implementation” of the government’s “public service reform priorities” across a range of departments. There were 3 aspects of the Delivery Unit that Clement highlights as being critical to its success:

- A ‘rigorous and relentless focus’ on a small number of key priorities
- Limiting the size of the Delivery Unit (c40 members of staff) to keep it agile and avoid it becoming yet another piece of bureaucracy in the system
- Use the PM’s time, the “most valued resource in Whitehall” to hold people accountable, e.g. through 2-3 monthly “stocktake meetings” with the relevant ministers and senior civil servants.

She found that the Delivery Unit succeeded in “improving performance in the vast majority of target areas”, including on A&E waiting times, GP appointments, rail punctuality, all Home Office measures and most educational ones. [42]

Scotland is clearly lacking such a capacity, and would benefit from a small, focused team beholden to a subset of the First Minister’s priorities. Like the Delivery Unit, it would benefit from close working with the Scottish finance department to set metrics and build a delivery focused culture. It would also ensure that each key priority had a dedicated ministerial lead, and a dedicated civil service lead who would be accountable for the project’s success.

This kind of intensive, focused project management with senior political input works can be very effective for well-defined projects with clear goals. Other techniques may be needed for more difficult underlying so-called “wicked” issues.

### A Future Generations Unit:

*To Address: Consistency, Communication*

Whilst the Policy Unit would be tied closely to the First Minister and the government, there needs to be more external scrutiny built into the system. Wales’s Well-being of Future Generations Act 2015 placed a burden on all parts of the public sector to consider their long term impact, and created a Future Generations Commissioner to hold them to account. They can conduct reviews and make recommendations to public bodies, who must then publish their response, explaining what they will and will not do.

A similar system could work in Scotland, too. It could hold ministers to account to the National Performance Framework. An independent Future Generations Unit could maintain a public dashboard of progress on the delivery of key policies, and a small set of critical metrics. The National Performance Framework does this to an extent, but with over 80 metrics, limited context and a lack of ownership, this has not proved to be an effective tool for scrutiny.

This authoritative body would be geared to scrutinise such data, challenge ministers and keep an eye on the long term. It could point out instances where ministers are replacing perfectly fit for purpose strategies with new ones, when they should be delivering, and highlight “consultitis” where it occurs. It could set scores for departments and sub-departments in terms of their long time focus. These could even feed into senior civil servant appraisals, in order to help change behaviour there as well.

The Commissioner could also convene ‘Public Scrutiny Panels’ on key topics (such as net zero or health reform) that would give citizens the chance to challenge ministers over their failure to implement policies effectively.

Every year, a ‘Scottish Government Delivery Audit’ would be submitted to parliament for debate, which would judge progress on its long term policy programmes. This annual moment would boost the level of communication and conversation around implementation.

Such activity, and its public reprimands (and acknowledgements of success) could be useful for both the press and opposition parties in creating more of a culture of policy scrutiny.

## **Scotland 2040 Citizens Assemblies**

*To Address: Choices*

In Our Scottish Future’s experience of polling and focus groups, we see surprising amounts of alignment over what kind of economy, what kind of public services and what kind of lifestyle people want in their country. Of course, the question of whether that is best achieved as part of the UK or alone is a matter of often fraught debate.

A panel of Scots, drawn from across communities, political inclinations and ages, could forge agreement over what kind of Scotland they would like to see in 2040. As with Sweden, this consensus, once unearthed, could guide politicians from across the political parties in making or supporting difficult reforms.

## **Civil Service and Quango Reforms**

*To Address: Capability*

The Scottish civil service could be improved with greater external experience, more consistency in terms of staffing and greater empowerment to foster decisiveness. The Finance and Public Administration Committee is likely to come out with a series of reforms to further these goals, but we would suggest:

- Public reporting on churn and average tenures at a department and sub-department level
- Greater weighting in recruitment scoring for people with relevant experience outside of the civil service
- Ensuring that all senior civil servants have worked either in a frontline public service role, the third sector or private sector for at least 6 months
- Quinquennial review of quangos, whether they are still delivering on their purpose, whether there are any overlapping responsibilities, and whether its responsibilities are at the correct tier of government

## Better Working Across Layers of Government

*To Address: Collaboration, Confidence*

Gordon Brown chaired a 'Commission on the UK's Future' on behalf of the Labour leader Keir Starmer, which delivered its recommendations in December 2022. These covered a wide range of constitutional and institutional changes, and are outlined in Figure 10. Most pertinent to this report are the proposals to devolve power closer to the people, to ensure self & shared government in home nations, and improve cross-UK working.

Our Scottish Future is currently running a project looking at how to 'rewire Scotland'. It examines the way that the different tiers of government in Scotland fit together, where collaboration is falling short and what changes should be made, and will publish its findings soon. These reforms are vital towards improving implementation so we set some of them out here.

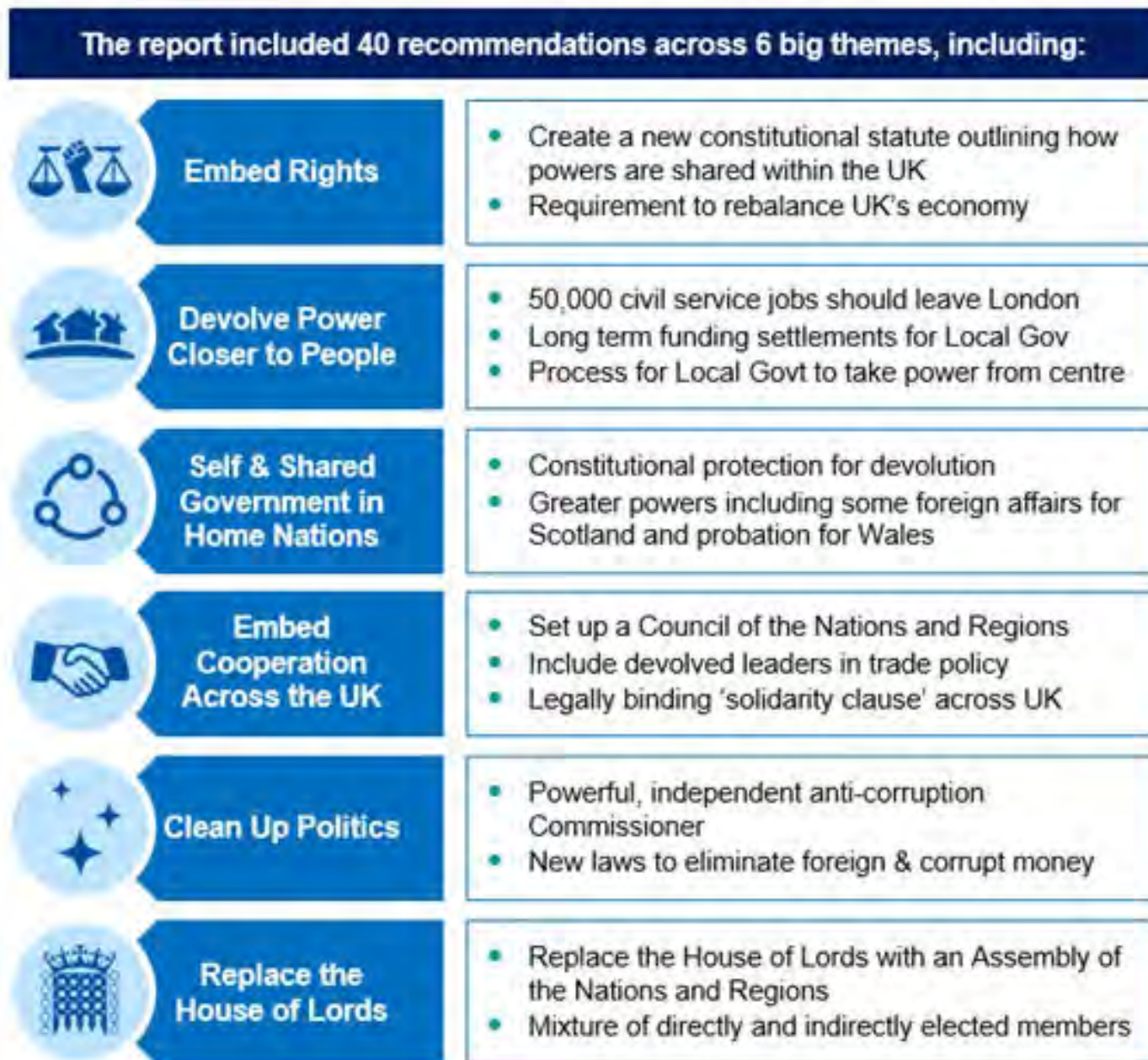
We propose a legal requirement for "decisions to be taken as close as meaningfully and practicably possible to the people affected by them" to act as a check on any centralising instincts.

We believe that bringing local councils together, as they do currently on growth deals, could increase their capacity to deliver, perhaps with a "Regional Provost" as a figurehead.

We also suggest a legal obligation of cooperation - a "solidarity clause" - between institutions across the UK and the Scottish Government -so that, for example, UK wide departments and bodies are obliged to allow oversight from representatives from the nations and regions.

We also support a Council of the Nations and Region to enable high level discussions over policy, and an Assembly of the Nations of Regions to replace the House of Lords would ensure that cooperation and discussion across the UK would become a more normal part of the political process

**Figure 10: Summary of Recommendations of Commission on the UK's Future**



Source: [43]



# Conclusion

We have seen how it can be done. Scotland's newly devolved powers can be used as they were intended, as we saw with the Queensferry Crossing, Scottish Patient Safety Programme and the National Manufacturing Institute to try new things, to tailor interventions to a Scottish context and to give Scottish people a stronger voice in how their country is run. Sadly, as we see in the 6 different political priorities examined in Appendix 1, Scottish policy can often find itself in a dead end. Often, the intention is good. Frequently, the policy itself is also a commendable one. But it gets snarled up somewhere between that design and it happening in reality.

It is not for a lack of trying. The experts that we spoke to, and the reports we read highlighted the skills and talents of the civil servants and public sector workers who keep Scotland running. After an especially trying few years, no one can doubt their determination, and their desire to help things change for the better. What we have seen, though, is that the government, the structures in place, the refusal to cooperate effectively and the pervasive political culture of short-termism and centralisation is hindering their best efforts. This is driving the 'implementation gap'.

We have identified the **10 C's** - critical steps that can help to bridge it:

- Choices
- Concentration of Resources
- Clarity of Responsibilities/goals/milestones
- Consistency
- Communication
- Capability
- Collaboration
- Confidence
- Challenge
- Consequences for individual/institutional failure to deliver

If you get those things right, then those good intentions and ideas actually have the power to improve the lives of people in this country. There are a number of policy measures that may help Scotland to rebuild a culture of 'getting things done' that can help embed those steps. Capping the number of Scottish ministers would help to focus government, would stop spreading civil servants too thinly, and create proper focus on a more limited set of top priorities. Handing power over Scottish Parliament Committees from the party leadership to parliament, and paying their Convenors would help to make them powerful independent voices and increase scrutiny in Holyrood. A Scotland 2040 citizen's assembly could forge agreement on a long term plan for the country beyond the binaries of independence and the union. A Delivery Unit for the First Minister would be a source of impetus for the shortlist of key governmental priorities, whilst a Future Generations Unit would keep an eye to the long term and track how strategies and policies go from proposal to reality.

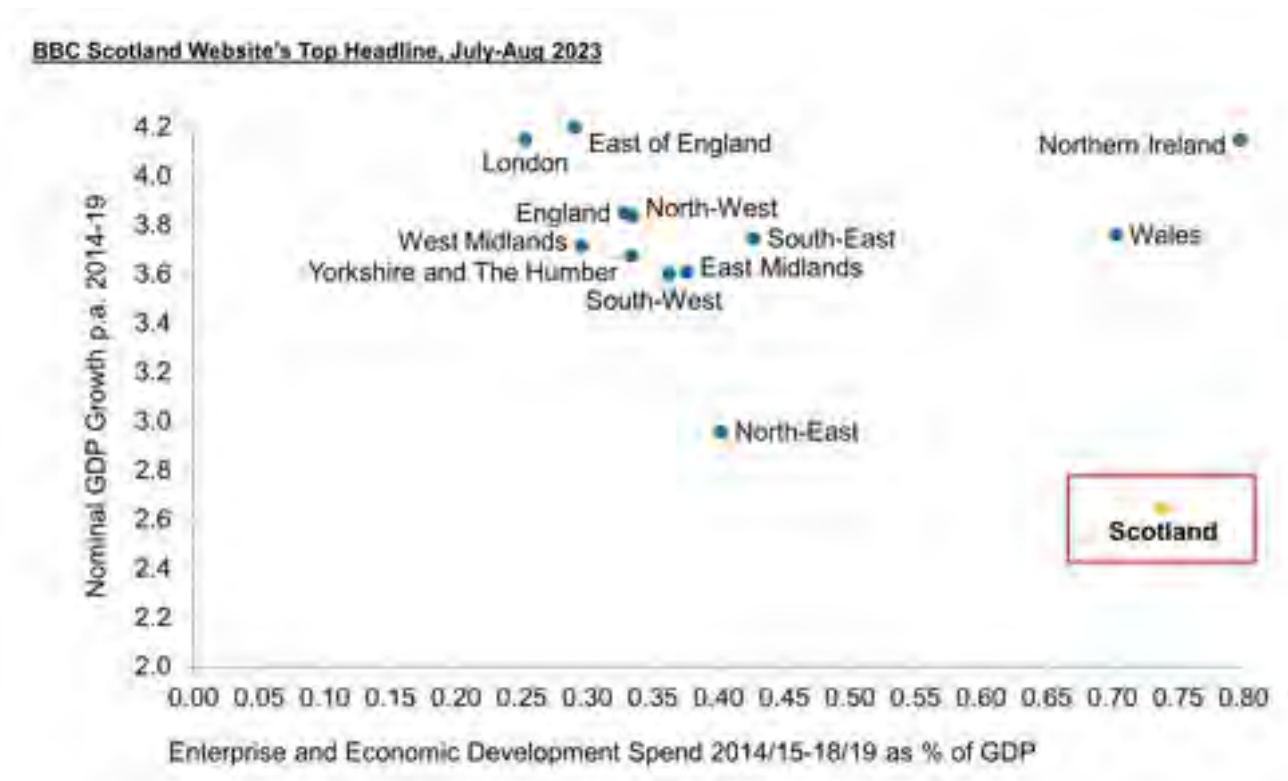
More needs to happen. Just as it has taken the Scottish Parliament a generation to get to this place, far from the ideals with which it was established, it may take another generation to create a more entrepreneurial, collegiate and delivery focused culture once more. But, even if it takes time, the work to close the implementation gap has to start somewhere.



# Appendix 1: Where is it going wrong? – A deep dive into ambitions unfulfilled

Scots are downbeat about the country’s progress in recent years. Indeed, only 23% agree that Scotland is doing better today than it was 5 years ago, against 43% who disagree [44]. More people than not are pessimistic about the outlook for Scotland’s NHS and the economy. The Health Foundation’s independent review of health inequalities in Scotland identified an ‘implementation gap’ which meant that rhetoric or good intentions from policymakers failed to translate into improvements. When we see that Scotland is the UK’s slowest growing region whilst spending the second most on economic development (see figure 11), or how it is being overtaken in education league tables, or is struggling to meet its ambitious net zero targets, we have to ask whether the implementation gap can be found across more than just health policy.

**Figure 11: Economic development spend versus GDP growth, 2014-19**



Sources: [45]

We have selected 6 areas which have had high levels of backing from First Ministers. Some have become totemic political projects, such as ‘The Promise’ to care-experienced young people, introducing the Curriculum for Excellence, closing the ‘Attainment Gap’ in education and reaching net zero by 2045. Others, such as health inequality and housing have maintained their salience over the years.

# The Promise

## **Ambition:**

*‘I am making this statement today to underline my political and personal commitment to turning its vision of how we must care for our most vulnerable young people into reality as quickly as possible.’*

**- Nicola Sturgeon, 2020**

In 2016, the former First Minister made a commitment to in her speech to the SNP autumn conference “to love our most vulnerable children and give them the childhood they deserve”. Sturgeon initiated “an independent, root and branch review of the care system” which culminated in February 2020 with the release of the Independent Care Review. On its release, the then First Minister committed “unequivocally” to “get on at pace with implementing it”. [46] [47]. The government was therefore committed to delivering the more than 80 recommendations. [48]

## **Reality:**

As part of the Independent Care Review, ‘The Plan 21-24’ outlined the milestones and expectations of The Promise for the next 3 year period. These are outlined in the graphic below.

**Figure 12: The Promise Five Priority Areas Graphic**



Source: [49]

The Promise Oversight Board was set up to hold the government and “The Promise Scotland”, the body supporting delivery, to account. They have released two reports so far evaluating progress – one in May 2022, another in June 2023. The conclusion of both is the same. Change is not happening fast enough:

*“Before our next report is published, for Scotland to deliver the promise, there must be a step change in the pace and scale of improvements being made.” The Promise Oversight Board Report One, May 2022 [50]*

*“We know that change is happening...but there needs to be much faster progress...Sadly, due to the worsening circumstances for so many and the current pace of change, the Promise Oversight Board does not believe that delivering the original aims of Plan 21-24 is realistic by next year.” The Promise Oversight Board Report Two, June 2023 [51]*

It is clear from these findings that the Scottish Government is currently on track to break The Promise.



## Causes...

### *Government*

#### *No one has been accountable for The Promise*

The organisation called “The Promise” sits outside of the government. Ultimately, it has the power to write reports and convene the various departments and agencies that are actually responsible for making The Promise happen. Even with best efforts, this body relies entirely on the willingness of a range of other organisations to make The Promise happen. It is a reassuring figurehead for the scheme, but it is powerless. The government has deniability, and can point to the external body to show that something is happening, and to pass on blame if things are running behind.

Humza Yousaf appointed Natalie Don as Minister for Children, Young People and Keeping the Promise, including the Promise in a ministerial title for the first time. This at least gives clear ministerial accountability, which was lacking previously.

#### *Lack of a clear plan and set of indicators*

Delivering the promise requires actions across a number of Scottish Government departments, both at the national level and in frontline organisations. The complex array of activities requires tight coordination and real leadership. Sadly, the 2nd report of The Promise Oversight Board finds that “Scotland does not yet have a single route-map to 2030 in place”. Not only that, but “there continues to be no shared set of outcomes and indicators across a timeline that will drive the necessary collaboration”. Without such a plan, and such measurables, how will anyone be able to tell whether the project is on track? The Board rightly calls for “explicit leadership and drive from the Scottish Government and scrutiny bodies” on this issue. [51]

The Scottish Government published its implementation plan for The Promise in March 2022. The Oversight Board criticised this as being “more a statement of commitment than a true ‘implementation plan’...we continue to be concerned about the lack of connection between policy intention and practice”. [50]

Data on the care system is also lacking, hindering efforts to scrutinise progress on The Promise. In their May 2022 report, the Oversight Board said that they “found the data available to be insufficient for understanding children’s lives” and holding them back from being able to do their job. They criticise the currently collected data for focusing on what is important to “the system” but not the most crucial things for those the system should be helping. Those things are often more complex to measure but more important, with “a child’s personal development as they grow older” given as an example [50].

Even Nicola Sturgeon has criticised progress on The Promise, with a leaked report to the Daily Record showing that just half of councils had “indicators” to measure progress on its delivery. The former First Minister said that “this paper shows progress is not happening quickly enough and I hope it acts as a wake up call and pushes many of our councils to significantly up their efforts...of course we must get it right but we must get it right as soon as we possibly can.” [52]

### *The Paralysis of Consultations*

It is often safer to institute a review of a problem than to enact policy to tackle it. Who could argue with gathering more insights in order to make a better informed decision? Those for whom time is of the essence, of course. Whilst a policy review is carried out, lives move on and situations can get worse. The Scottish Government has a habit of such processes.

This is impacting on delivering change for children in the care system. The Promise Oversight Committee gives the example of the National Care Service consultation, which they say “interrupted and delayed both the process and the pace of change” on The Promise for ten months. They go on to say that:

“This is not new. The perpetual motion of reviews, inquiries and commissions, examining intersectional issues from different angles, is a major contributor to Scotland’s policy ‘implementation gap’. The ever present risk that the next set of conclusions might contradict the previous one creates circumstances that contribute to inaction – or worse still, permit paralysis.” [50]

They appear to be making a more general point here than just on The Promise. The Scottish Government’s ‘consultitis’, a symptom of the fear of making decisions, is holding back positive change across the country.

### *Lack of an investment strategy*

The Scottish Government has been slow to properly allocate the financial backing for The Promise. The Promise Oversight Board also calls out that there is “no comprehensive investment strategy”, clarifying that “this does not have to mean additional resources...it means making best use of the resources that already exist by focusing on outcomes for children and families”.

Kezia Dugdale, the former Scottish Labour leader, sits on The Promise Oversight Board. She similarly identified a lack of clarity on the funding earmarked to support The Promise in an article for The Times in February [53]:

“The family wellbeing fund is the £500 million pot promised by the first minister for The Promise. But three years on, it is still unclear whether it is new money or if it has been drawn from other pots of planned spending. We need to know this so we can assess whether a price is being paid elsewhere.”

There is also concern that these funds will be used to mitigate cuts to local services. Full transparency will be required to ensure that these funds are indeed used to support The Promise [51]:

## *Inter-Government Cooperation*

### *Failure to cooperate over ‘cross-border’ cases*

Many of the powers that govern the care system are devolved to the Scottish Government. However, the lives of young people and their families can take them across the borders within the UK. A Competition and Markets Authority review into the British children’s social care landscape for that sometimes children “are being placed in Scotland from English local authorities due to a lack of appropriate places in England” [54]. The Oversight Board pointed to the lack of a “clear, collaborative plan between The Scottish Government and The UK Government to address the issues at the core of the problem.” [50]

## *Culture*

### Failure of collaboration across the system

The care system is far from monolithic. It is formed between everything from local authorities to the Scottish Human Rights Commission, from Police Scotland to Health and Social Care partnerships. Within the Scottish Government, The Promise Oversight Board identifies “five Cabinet Secretaries and nine Ministers with responsibility to keep the promise”. Humza Yousaf appointed Natalie Don MSP as the Minister for Children and Young People and Keeping The Promise, whilst the Deputy FM held responsibility for The Promise under Nicola Sturgeon. The Oversight Board laments that, “despite this senior-level commitment, the overlapping responsibilities make it hard for those who are dependent on the government for guidance, funding and strategy to fulfil their responsibilities.”

The Board also hints at tensions or failures to work together between the various organisations with some responsibility for the care of looked after children:

“The promise report emphasised the importance of a “foundation of loving, caring relationships”. This also needs to be reflected in how various parts of the ‘system’ treat other parts of the ‘system’. There must be respect, tolerance and collaboration across Scotland for change to really happen.” [50]

## *Other*

### *The pandemic and economic conditions*

The Independent Care Report was launched in February 2020. 50 days later the country was in lockdown, and the year after that rolling inflationary pressures have pushed more and more households into poverty. Both of these have made life more difficult for those in and around the care system. The respite of school and halting of social care visits reduced the support and visibility of those children in challenging home environments. Pressures on food prices, energy prices and housing are driving poverty which again make for a worse home life. With the scale of the problem increasing, the importance of The Promise is bigger than ever.

Organisations across the care sector are also struggling due to the tight labour market. The workforce is “over-stretched and under-resourced”. The impact on recruitment and retention “risks significantly undermining progress to #KeepThePromise” [51].

# Curriculum for Excellence

## Ambition:

*‘Our aspiration is to enable all children to develop their capacities as successful learners, confident individuals, responsible citizens and effective contributors to society...A Curriculum for Excellence challenges us to achieve this aim’*

**- Peter Peacock, Minister for Education and Young People & Euan Robson, Deputy Minister for Education and Young People in 2004 [55]**

The Curriculum for Excellence (CfE) is misnamed. As Aveek Bhattacharya said on an OSF podcast, “the first paradox of [CfE] is that Scotland doesn’t have a national curriculum...it was supposed to be a broad framework in which teachers are given latitude – it gives the destinations but not the best route to get there” [56]. So, it is not a curriculum, which would typically present the topics to be studied. It is more of an educational philosophy. It concluded that Scottish schools should imbue several qualities in their pupils:

- Confident Individuals – giving them the self-respect and personal sense of wellbeing to ride life’s highs and lows, and to make informed decisions
- Successful Learners – imbuing a passion for learning that will enable them to reskill as the economy changes over the coming decades
- Responsible Citizens – ensuring that they can deal with the ethical issues of our times, from climate change to genetic engineering and AI, as well as help to create a better world through building better communities
- Effective Contributors – helping them to work well with others and be a useful part of the workforce

It also talked about how it should be used, and incorporated into the education system. It is to be thought of a mission statement – something to shoot for over decades. A process of continuous improvement is to be expected as the CfE embeds and reacts to changes in society. It should also enable active learner engagement. The CfE isn’t something that happens to learners, it should be something that empowers them to drive their education.

These principles were supported by the five parties in the Scottish parliament (Labour, SNP, Conservative, Liberal Democrat, Green), and the Curriculum of Excellence became part of Holyrood consensus.



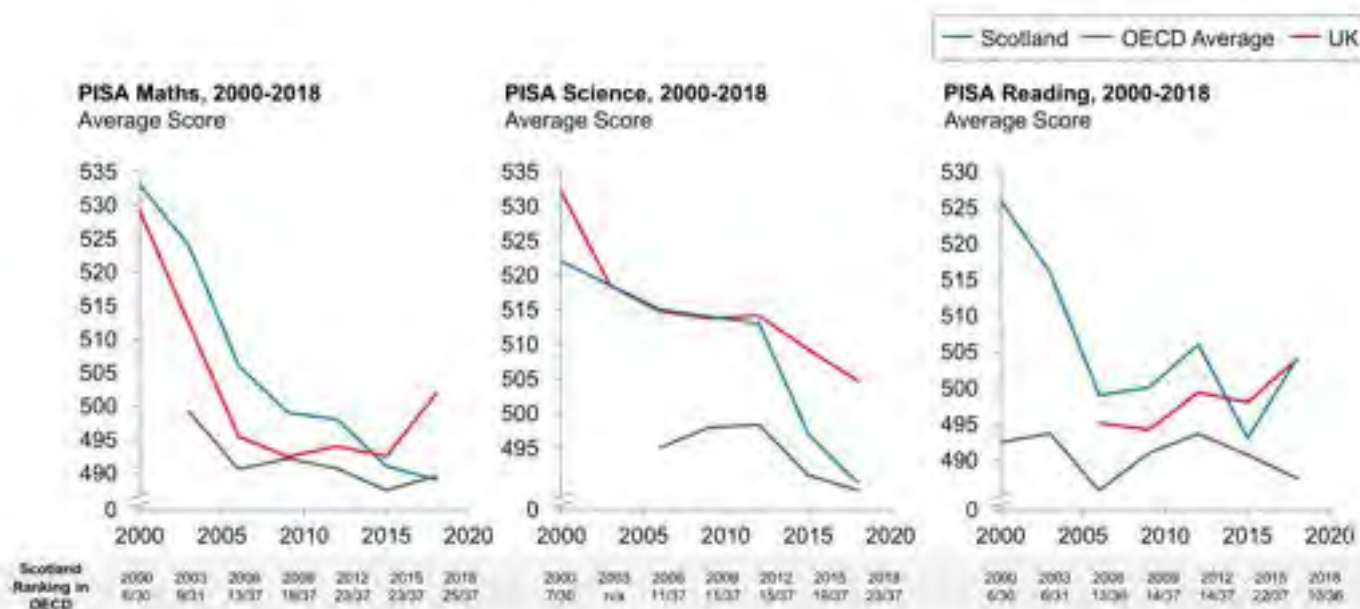
## Reality:

*‘Scotland’s results are even worse than three years ago, when the outcome was widely seen as dismaying.’*

**- Lindsay Paterson, Prof of Education at Edinburgh University in 2019 [57]**

At the turn of the millennium, Scotland’s education system was praised as world leading. The country ranked 6th or 7th across maths, science or reading within the OECD. Like the countries of East Asia, Scandinavia and Australasia, Scotland was examined as a source of best practice. Two decades later, Scotland finds itself rattling around in the bottom half of the OECD rankings for maths and sci-ence. A recovery in Reading between the 2015 and 2018 PISA scores sees it at 10th, up from 22nd.

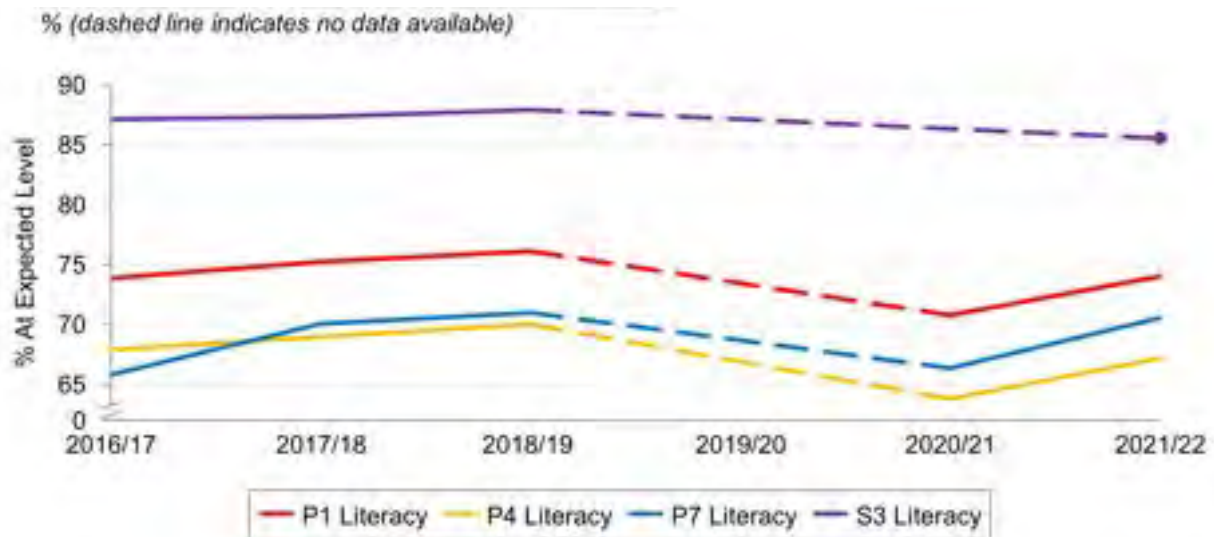
**Figure 13: PISA Performance of Scotland, UK and OECD Average**



Source: [5]

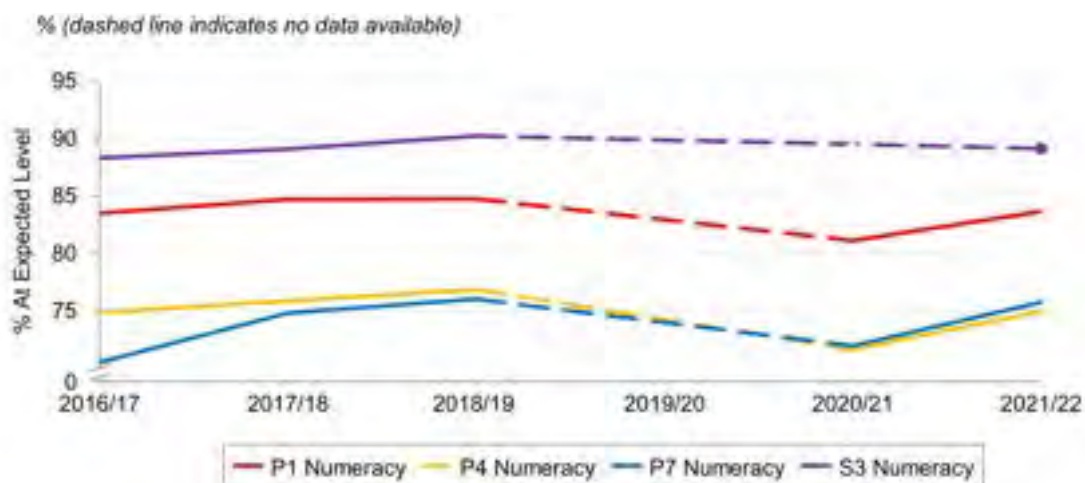
The change from the Scottish Survey of Literacy and Numeracy to Achievement of Curriculum for Excellence from 2018 means that there is a limit to how far back comparable data on some education metrics can be found. Figures 14 and 15 show some very slow progress on literacy and numeracy across P1, P4 and S3 between 2016/17 and 2018/19. The exception is at P7, where the proportion of children meeting the expected level on numeracy rose from 70% in 2016/17 to 75% in 2017/18, and from 66% to 70% on literacy. After a drop during the pandemic across all ages, performance is recovering back towards pre-pandemic levels.

**Figure 14: Share of Pupils Achieving Expected Level - Literacy**



Source: [58]

**Figure 15: Share of Pupils Achieving Expected Level - Numeracy**



Source: [58]

Looking at the senior phase, it seems that a few things are happening. Firstly, fewer people are taking SCQF level 3 and 4 qualifications in the senior phase, and more people are taking SCQF level 5. Secondly, students are taking fewer qualifications overall in the senior phase, down from an average of 8 to 6-7 per pupil at S4, and fewer Highers/Advanced Highers. Thirdly, pass rates have improved at National 5 and Higher.

So pupils are taking fewer qualifications, but are more likely to pass them. They are also increasingly getting the more valuable Level 5 qualifications rather than lower level ones. Although that may sound positive, this runs counter to the stated intentions of CfE. The vision was of a broader curriculum, where students could have more flexibility to take different levels of qualification across different years in their Senior phase. The reality has been the opposite.

## Causes...

### Government

#### *A shallow understanding of the principles of CfE by those implementing it*

The vision of CfE – one described as “bold and widely supported” by the OECD – was not fully realised in the implementation stage of the programme, and was not understood in depth by the educators with responsibility for delivering it.

Dr Keir Bloomer, one of the people who helped to write “A Curriculum for Excellence” has said that “Implementation...proceeded on the basis of inadequate understanding [of the intentions behind CfE]”. He has described how there was “minimal continuity of membership” between the boards designing and implementing the new policy, meaning that the guidance for CfE diverged from its original intentions. He points to the “levels and entitlements” in the Building the Curriculum 3 paper as “ill-considered, difficult to implement and unhelpful to the idea of continuity and progression of learning throughout schooling”. In his view, then, those ensuring that the CfE was delivered had not fully grasped what was at the heart of its design. [59]

There is a similar issue on the ground in schools. Mark Priestly and Sarah Minty, of the University of Stirling and Edinburgh respectively, found that teachers “generally responded very positively to the philosophy and ideas behind CfE”. The question is, however, “whether the teaching workforce has been able to take the time to make sense” of CfE in its fullness, and “whether the assumptions within CfE about learning and knowledge are congruent with teachers’ own implicit theories of learning and knowledge”. So they approve of the idea, but perhaps not engaged fully in what it means for them and the way that they work. Priestly and Minty describe this difference as ‘first order engagement’ versus ‘second order engagement’.

This reflects a failure in proper stakeholder engagement, to ensure that those carrying out the policy had the space and support needed to think about what it means for them [60]. In one study, a teacher admitted “that it was only with the arrival of the new S1 pupils in 2010, that CfE became real for some teachers; in other words, when it became a requirement to implement it.” [61]. In their largely positive report on CfE, the OECD also identify this “gap between stakeholders’ involvement and their impact on effective enhancements to CfE implementation”.

## *A lack of clarity on the structure of secondary school, with knock on effects of curriculum narrowing*

Previously, secondary school in Scotland was structured around 2 year couplets. S1 and S2 would cover a broad range of subjects, unexamined. S3 and S4 would build toward Standard Grades, and S5 and S6 would culminate in Scottish Highers. CfE changed this, with S1 to S3 designated for BGE and S4 centred around new National Qualifications.

This sounds straightforward enough, but there is a lack of clarity on when exactly schools can start studying for National Qualifications, and what amount of teaching is required to meet them. For the old Standard Grades, 160 hours of classroom time was required over the 2 years S3-4 period. If National Qualifications were only to be studied for in S4, then either the classroom teaching requirement would have to be cut from 160 hours, or pupils would study for fewer qualifications in S4.

The Scottish Government, SQA and Education Scotland failed to reckon with this, and provide clear guidance to schools. Indeed, they had contradictory positions on it. It is worth looking at testimony to the Education and Skills Committee in April 2019 to see the extent of confusion coming out of the education agencies, with the committee pressing them on whether the 160 hours all has to be inside the classroom or not:

Alan Armstrong, Education Scotland: “Its notional 160 hours for a Scottish credit and qualifications framework-related 24 points is based on notional learning, not all of which requires teacher contact.”

James Morgan, SQA: “The allocation of 160 hours is for directed learning in the classroom and similar environments, and there is 80 hours of self-directed learning.”

If the two main agencies for education can't agree on what it takes to gain a qualification at S4, how are schools supposed to align with the government's goals? Differing interpretations of this point would dictate how many qualifications some can study for in S4.

When pressed on this disparity, a different representative for SQA said that “such decisions have to be made for individual young people”. He also said that more able students could consider skipping National 5s in S4 and going straight to Highers in some subjects, allowing them to have a broader education by spreading the qualifications over the whole senior phase. In essence, the Scottish Government and agencies puts their hands up and left the decisions on how many subjects and when down to school interpretation.

That attitude of devolved responsibility is to be welcomed.

However, in practice what it has meant is young people gaining fewer qualifications. This was not an intended outcome of CfE. The number of subjects per student studied plunged after these reforms were introduced, with two thirds of students taking 7-8 subjects in 2013, but under half in 2014. Tragically, it's created a new 'attainment gap' as well, with "a steeper decline (e.g., fewer entries, narrower range of subjects) affecting students from comparatively disadvantaged areas" [63]. As universities have not changed their expectations, it's the students in more affluent areas, whose schools have stuck to 8 subjects, who have a better chance at university. The table shows the wide variation in qualification numbers by school.

**Figure 16: Distribution of schools based on how many National 5s their pupils typically take**

# of National 5s	# Schools
5 Subjects	20
6 Subjects	150
7 Subjects	100
8 Subjects	50

Source: [62]

A clearer position on qualification numbers and when they are best taken is needed to eradicate this disparity in outcomes. However, according to Barry Black, former advisor to Labour's Education spokesperson, the approach of the Scottish Government has been to "retrofit" an educational rationale onto this adverse outcome, rather than admit that it has been an error. If it cannot be treated as a problem, then it cannot be resolved.



## **Culture**

### *Lack of support and capacity in the education system to be able to fully deliver CfE, and poor quality guidance*

One of the principles of the CfE was to empower teachers – to give them the autonomy to shape what they are teaching. When the reforms were introduced, teachers found the principles and guidance too vague to be able to guide their teaching. The agencies and government responded, and teachers were eventually given over 20,000 pages of guidance. Keir Bloomer describes explaining CfE to a group of Norwegian Directors of Education, who “laughed uproariously” as he laid out the “4 capacities...5 levels, 7 principles, 6 entitlements and 10 aims, 8 curriculum areas and 3 interdisciplinary areas, 4 contexts for learning and 1,820 experiences and outcomes” which teachers were supposed to be familiar with [64]. Teacher Athole McLauchlan described “trying to make literal sense of often confusing and vague language.” [65].

Teachers were not given the well targeted support to deal with these fundamental changes to the way that they work. There is a need to “build capacity in the schools and the system” just as you build capacity in the students [56]. The CfE reforms coincided with a period of austerity in the public sector. Typically, such change programmes require additional financing to help raise awareness, train staff where required, bring people together and set up new infrastructure. The CfE reforms had to be done on a shoestring, whilst schools were already struggling to stay afloat.

Prof Mark Priestly argued that the Scottish education system lacked a ‘meso layer’ between those who develop policy in central government and those who practice it – the teachers in the schools. He pointed to the JCT (Junior Cycle for Teachers) in Ireland. It provides professional development and resources for teachers across all subjects, and helps to drive change in the profession. Wales also has some teachers who are partly seconded and partly in schools still who can work together across a region or cluster of schools to develop resources and training. Scotland lacks that layer, which means that departments in schools or just the teachers themselves have to grapple with the reams of guidance provided for CfE.

## *The continued primacy of exam results as a measure prevents the full intention behind CfE from being realised*

Part of the philosophy of CfE was to broaden the purpose of education beyond a narrow focus on academic qualifications, through the 4 capacities. However, ultimately, qualifications remain the most valued 'output' of the system. Universities have not stopped using qualifications as their key criteria when allocating places on courses, and it's still what employers will value most when looking at entry level people, alongside experience.

They are also the most straightforward aspect of education to produce data on (although, as discussed elsewhere, changes to these systems inhibits the ability to look at data over time). This has led to criticism from some sources, who say that the Scottish Government and Civil Service are too reliant on generating metrics in schools (e.g. qualification results) to be analysed centrally as their main means of controlling the system. This "micromanagement" has driven a "fear culture" in education according to Dr Neil McLennan [56].

It also appears to have suppressed educators' willingness to innovate and take risks. John Swinney told teachers to "proceed until apprehended", but Emma Seith counters that "in Scottish education, you get apprehended pretty quickly". [56] There is a clear tension here behind the principles of the CfE around teacher, school and learner empowerment, against the metric and target setting, command and control culture of the Scottish civil service.

# Attainment Gap

## Ambition:

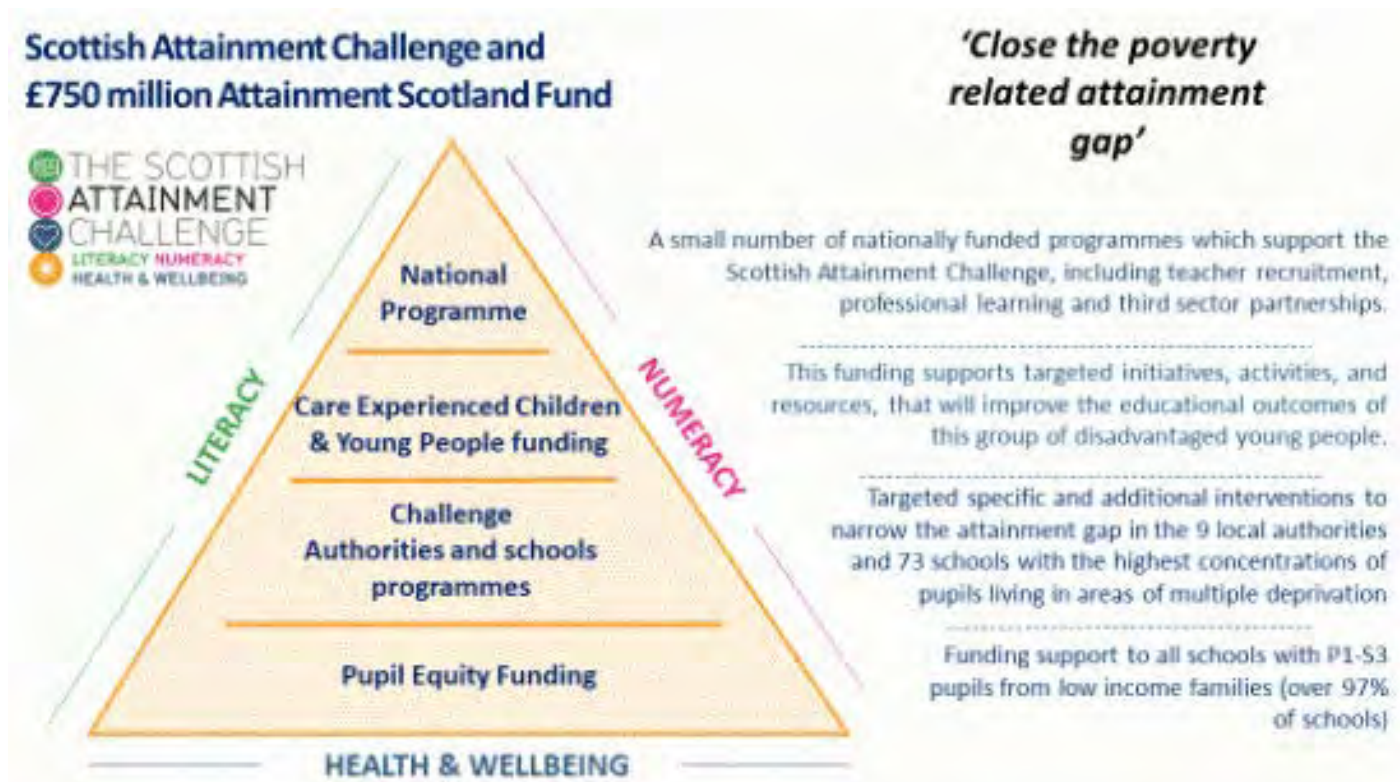
*‘My aim – to put it bluntly – is to close the attainment gap completely. It will not be done overnight – I accept that. But it must be done.’*

**- Nicola Sturgeon, 2015**

The ‘attainment gap’ became a central focus for SNP education policy from the mid-10s. It centres around inequity in educational performance based upon people’s socio-economic background. This is defined by looking at the Scottish Index of Multiple Deprivation and comparing educational performance between those in the bottom 20% of deprivation and those in the top 20%.

The original target was to eliminate the attainment gap by 2026. This was downgraded in 2022 to “substantially eliminating the poverty-related attainment gap by 2026”. [66]

**Figure 17: The Scottish Government’s approach to the attainment gap**



Source: [67]

The graphic above illustrates the Scottish Government’s approach to the Scottish Attainment Challenge’ (SAC) and the £750m pledged for the 2016-21 parliament. Much of this funding was allocated to different parts of the sector based upon different ways of measuring disadvantage.

The majority of the funding (£488m) was associated with the pupil equity funding. This is allocated to schools based upon the share of P1-S3 pupils who are on free school meals, and is spent at the discretion of the school. 9 local authorities were designated as ‘challenge authorities’. These, along with 73 schools from outside of their territories, received extra resources. Funding was also allocated to local authorities based upon how many in-care young people were in their social care or school system.

At a national level, the government also ran several projects around teacher recruitment, and formed partnerships with third sector organisations to pilot and scale other interventions.

For the 2021-26 parliament, a further £1bn was set aside for the Attainment Scotland Fund. The policy prospectus is similar, but they have dropped the ‘challenge authorities and schools’ programme in favour of spreading the funding across all local authorities. [68]

## **Reality:**

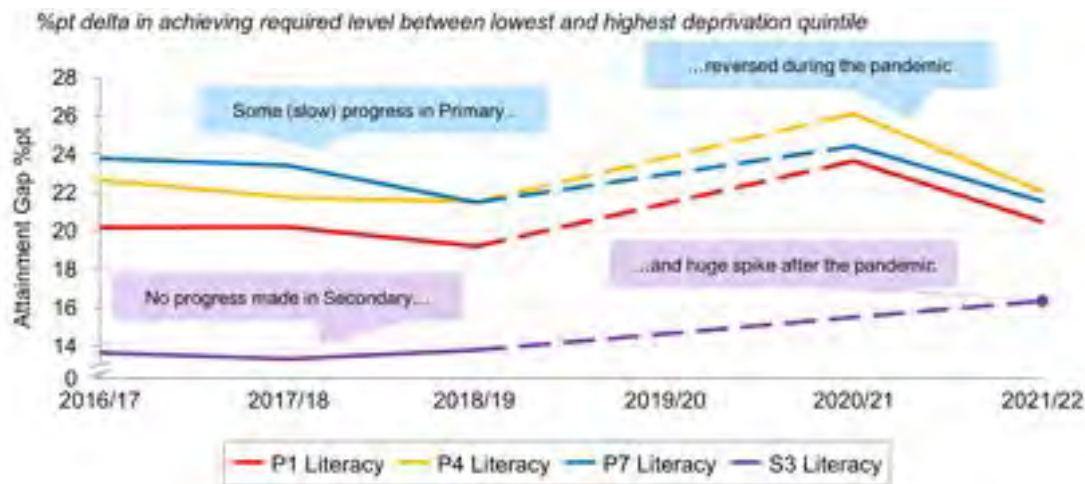
*“Progress on closing the poverty-related attainment gap between the most and least deprived school pupils has been limited.”*

### **- Audit Scotland, 2021**

As with Curriculum for Excellence, the discontinuation of certain assessments limits our ability to look at long term trends in Scottish educational performance. The Scottish Survey of Literacy and Numeracy was run from 2011 to 2017, before it was replaced by the Achievement of Curriculum for Excellence levels. Even so, we can see that the overall picture is one of limited, or no progress.

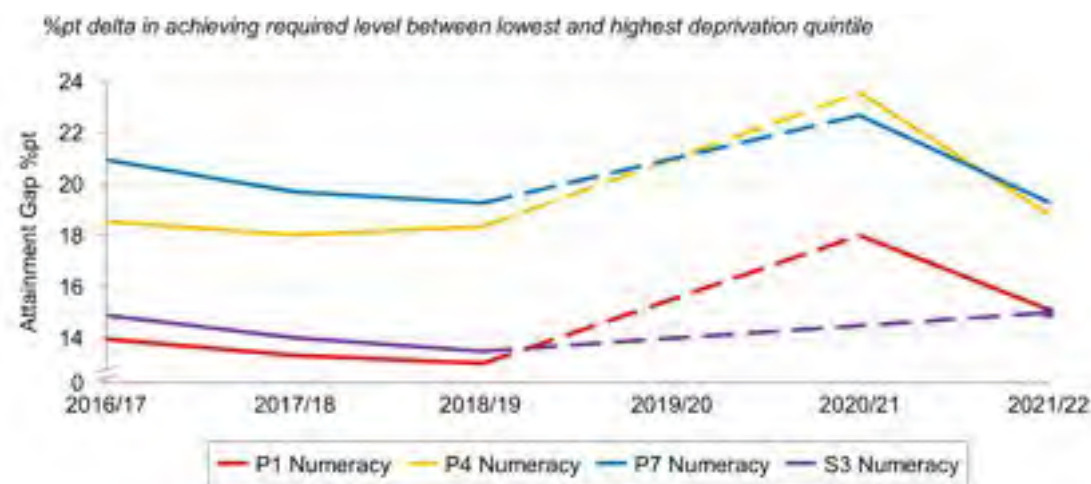
On the fundamental skills of literacy and numeracy, the attainment gap in 2021/22 remains wider than that seen in 2018/19. The impact appears to have been most acute on literacy at S3. Prior to the pandemic, between 2016/17 and 2018/19 there were some small improvements across the different age groups, but not the scale of improvement required to meet the SNP’s goals for 2026.

**Figure 18: Attainment Gap in Literacy**



Source: [58]

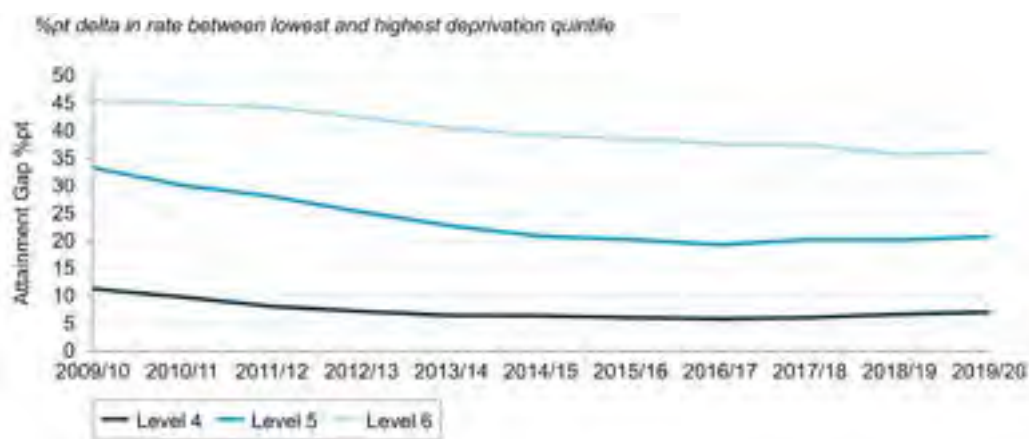
**Figure 19: Attainment Gap in Numeracy**



Source: [58]

The data series for senior level qualifications is comparable over a longer time period. This shows better progress up to 2014/15, since when there has been no change.

**Figure 20: Attainment Gap on Gaining 1 or more SCQF by Level**

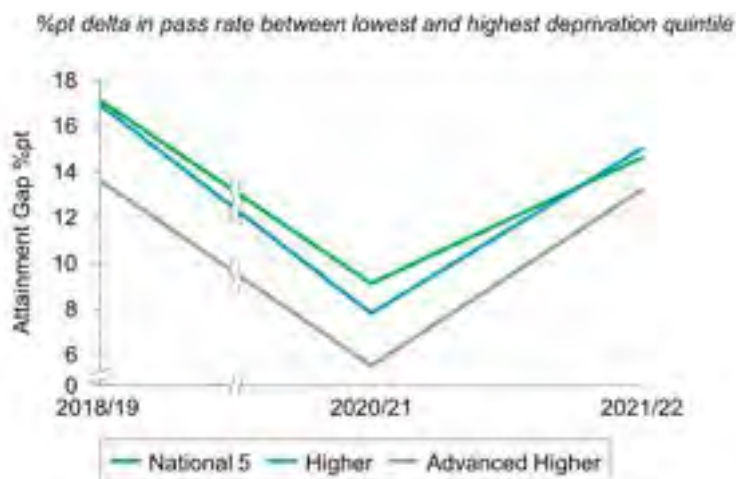


Source: [69]



During the 2020/21 academic year, senior qualification grades were awarded based upon teacher estimates. This appears to have had a very favourable impact on the attainment gap, which fell markedly, before reverting towards its previous level in 2021/22.

**Figure 21: Attainment Gap in Pass Rate for Senior Exams**



Source: [70] [71]

The attainment gap persists right through to the early careers of young people. The rate of employment, education or training among 16-19 year olds went from 96.2% in 2016 to 96.7% for those in the least deprived areas, and from 83.3% to 87.4% in the most deprived areas. This has reduced the gap from 12.9% to 9.3%.

Looking across the different educational stages, it is clear that the Scottish Government is not on track to “substantially eliminate” the attainment gap. Very little progress has been made since 2015/16, and since the £1bn has been deployed.

## Causes...

### *Politics*

#### *The Attainment Gap is driven by more than just education*

The OECD note that closing the attainment gap “will not be possible solely through schooling and CfE in particular, as other socio-economic factors influence learner outcomes” in their evaluation of the Curriculum for Excellence in 2021. Other policy areas are also critical, such as “welfare, housing and health”.

The question is, if the Scottish Government was investing £1bn, where would that be most impactful in breaking the link between affluence and education attainment? The Scottish Government chose to spread the funding throughout Primary and Secondary schools. Another decision could have been to focus on directly reducing poverty for those in the early years of childhood. £1bn over a 5 year parliament could have been used to boost the household incomes of the poorest 5th of 0-4 year olds by £4k a year [72] [25]. That is not how you would deliver such a cash benefit, not in the least because the attainment gap between the other quintiles and the top remain large, but the thought experiment demonstrates what could be achieved through the benefits system with a £200m/year investment.

The Labour party has begun outlining its plans for childcare and the nursery sector. Bridgett Philipson, the Shadow Education Secretary has called for “graduate-led nurseries” in a bid to reduce the disparities in educational attainment seen further down the line [73]. With £200m a year, Scotland could hire 2 graduate level workers into each of the 2,500 nurseries in the country, primed to imbue reading and literacy skills from an earlier point in the children’s educational journey [74] [25].

The Scottish Government would point to their promise on increasing free childcare hours and the Scottish Child Payment as helping to ease these other factors. The scale, however, of the Scottish Child Payment is too small to have a considerable impact on the attainment gap. Evaluations of the Scottish Attainment Challenge are therefore right to examine whether the bulk of a £1bn investment is best spent through the school system at all. Politically, however, it is the more obvious and straightforward decision.

## Government

### *Lack of clear accountability and measures on delivery of the Scottish Attainment Challenge*

The approach taken for the SAC was, sensibly, to devolve much of the decisions on how to deploy funds to headteachers and their schools. There have been questions, however, about whether the ownership of success for the Challenge is clear enough with so many stakeholders at play, from schools to Local Authorities to Regional Improvement Collaboratives. The Scottish Parliament committee implores the successor body to Education Scotland to “take ownership and demonstrate accountability for outcomes” [75].

The Scottish Government also seem to be strengthening the role of Local Authorities in the SAC, by sharing the funding that was previously reserved for Challenge Authorities among the whole group. There will need to be a careful balance here. There needs to be chains of accountability to ensure that the agenda is prioritised, and Local Authorities have a crucial convening and best practice sharing role. Jim Thewliss of School Leaders Scotland told the committee that “Schools are more than happy to be held accountable for the strategies that they put in place if they are empowered to develop the strategies in the first place, as opposed to having them imposed on them within a local authority wide structure.”

### *Funding allocation methodology excluded some of those in poverty*

Part of the Scottish Attainment Challenge programme was the ‘Challenge Authorities and schools’ strand. The decision to allocate funds to a subset of Local Authorities and schools and not others attracted some criticism. According to the Audit Scotland report, those authorities missing out had a perception that this was “having a negative effect on those in the middle who may have a lot of pupils experiencing challenges related to deprivation, but do not receive additional money from this part of the programme.” They also criticised the targeting decisions for especially underplaying the impact of rural poverty. [76]

The Scottish Government dropped this approach for the 2021-26 parliament. All local authorities will instead receive funding, and be held to account for progress on the SAC in their areas, as well as providing more data on how funds are spent.

The impact of this change will be felt in those which were formerly ‘challenge authorities’. The tapering of the funding will naturally lead to more limited interventions there than was achieved in the previous parliament.

### *Interventions are unsustainable*

Schools are using the SAC for a wide range of interventions, from nutrition to extra staff and trips. There is a concern that, whilst these might be impactful uses of the funding, they are not sustainable.

The funds are time limited, so Audit Scotland highlights those which “have the potential to be more sustainable in the longer term, such as...[improving] teaching expertise and practice” [76]. Education Scotland especially celebrate those local authorities using funds to support teacher professional development [77].

## Culture

### Devolved approach to delivery but with limited approach to best practice sharing and evaluation

The Scottish Attainment Funds are predominantly distributed to schools and local authorities. It is right that these bodies take the lead in determining what interventions work best in their communities. This has resulted in a large number of interventions that have been tested, modified and dropped since the Scottish Attainment Challenge (SAC) began. In their 2022 report, the Scottish Parliament Education, Children and Young People Committee warns that there is “mixed evidence” on whether the “lessons learned during that period are shared widely and systematically”. They advise the Scottish Government to “closely monitor how effectively and consistently best practice is being shared by Education Scotland”. [75]

In their revisions to the programme for the 2021-26 parliament, it seems that the Scottish Government is also asking Local Authorities to play a larger role in evidence gathering and best practice percolation. Above these, Regional Improvement Collaboratives (RICs) are another layer in the education system tasked to “Identify, promote and share good practice in learning, teaching and assessment.” [78].

## Other

### Pandemic has widened educational inequality

We can see from the data how the attainment gaps across the education system were worse following the pandemic. The poverty alliance cited the “digital exclusion barriers for low-income families” and mental health impacts on children and their families. ‘Out of school’ options are also seen as particularly important for “priority family groups, particular lone parent families” [75]. Teachers told the Scottish Parliament Committee that it was “completely unrealistic” to now expect any improvement in attainment during the pandemic period.

These impacts have given rise to calls to find a new “baseline” from which to measure progress on closing the attainment gap following the pandemic. There are also calls to ensure that the stark impact of the pandemic does not cause a loss of hope and focus on the project. Emma Congreve of the Fraser of Allander Institute told the Committee that “We cannot simply say that the targets are not achievable because of Covid and that we should forget about them. Things have got worse, so it is not an excuse”.

Clearly, the pandemic has exacerbated the scale of the challenge on the attainment gap. It is important to acknowledge, however, that even before this, performance was not nearly fast enough to meet the SNP’s original aim of closing the gap by 2026.







# Net Zero

## **Ambition:**

*‘Scotland plans to reach net zero by 2045, with interim targets of 75% by 2030 and 90% by 2040’*

### **- Scottish Government**

Scotland has set a target, in law, to reach Net Zero by 2045. Only 4 countries have legislated for a more ambitious Net Zero target than Scotland – the Maldives (2030), Finland (2035), Austria (2040) and Iceland (2040). Germany and Sweden are also in the 2045 club, with the rest of the UK sitting along 17 countries (plus the EU) with a legally binding 2050 target [79].

Scotland’s move came in 2019. The Committee on Climate Change released a report saying that while England could reach Net Zero by 2050, Scotland could do the same by 2045 because of the greater potential for tree planting and carbon capture. The Scottish Parliament then amended the 2009 Climate Change Act to reflect this goal [80]

## **Reality:**

*‘Scotland’s climate targets are in danger of becoming meaningless’*

### **- Committee on Climate Change, December 2022**

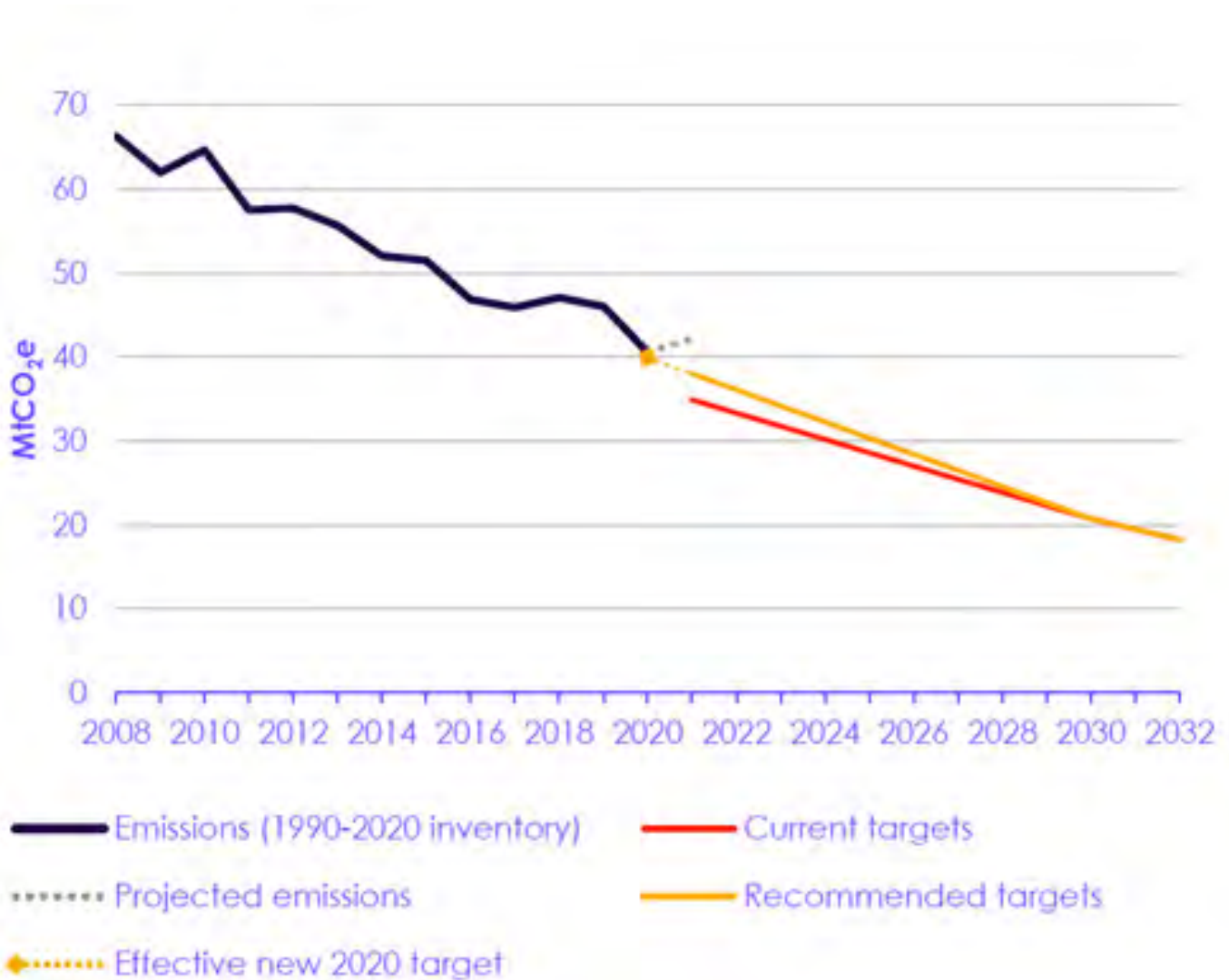
*‘The fall in emissions in 2020 was largely due to travel restrictions during the COVID-19 pandemic, without which it is unlikely the target would have been met. The annual targets in the 2020s will be much harder to achieve as emissions rebound.’*

### **- Committee on Climate Change, December 2022**

Scotland’s ambitious 2045 goal implies equally ambitious intermediate targets. The CCC acknowledged that the country had indeed met its 2020 target, but that was only because of the drop in energy usage because of the pandemic [4]. Otherwise, Scotland is not (yet) on the pathway to the rapid cuts in CO2 emissions needed to reach its Net Zero goal. It was announced in June 2023 that Scotland had missed its target for 2021, the “eight time in 12 years that it’s been missed” [81].

The slow progress in recent years necessitates even more ambitious rates of improvement in the future if the 2030 and other benchmarks are to be reached. Figure 22 demonstrates the steepening required curve, in yellow.

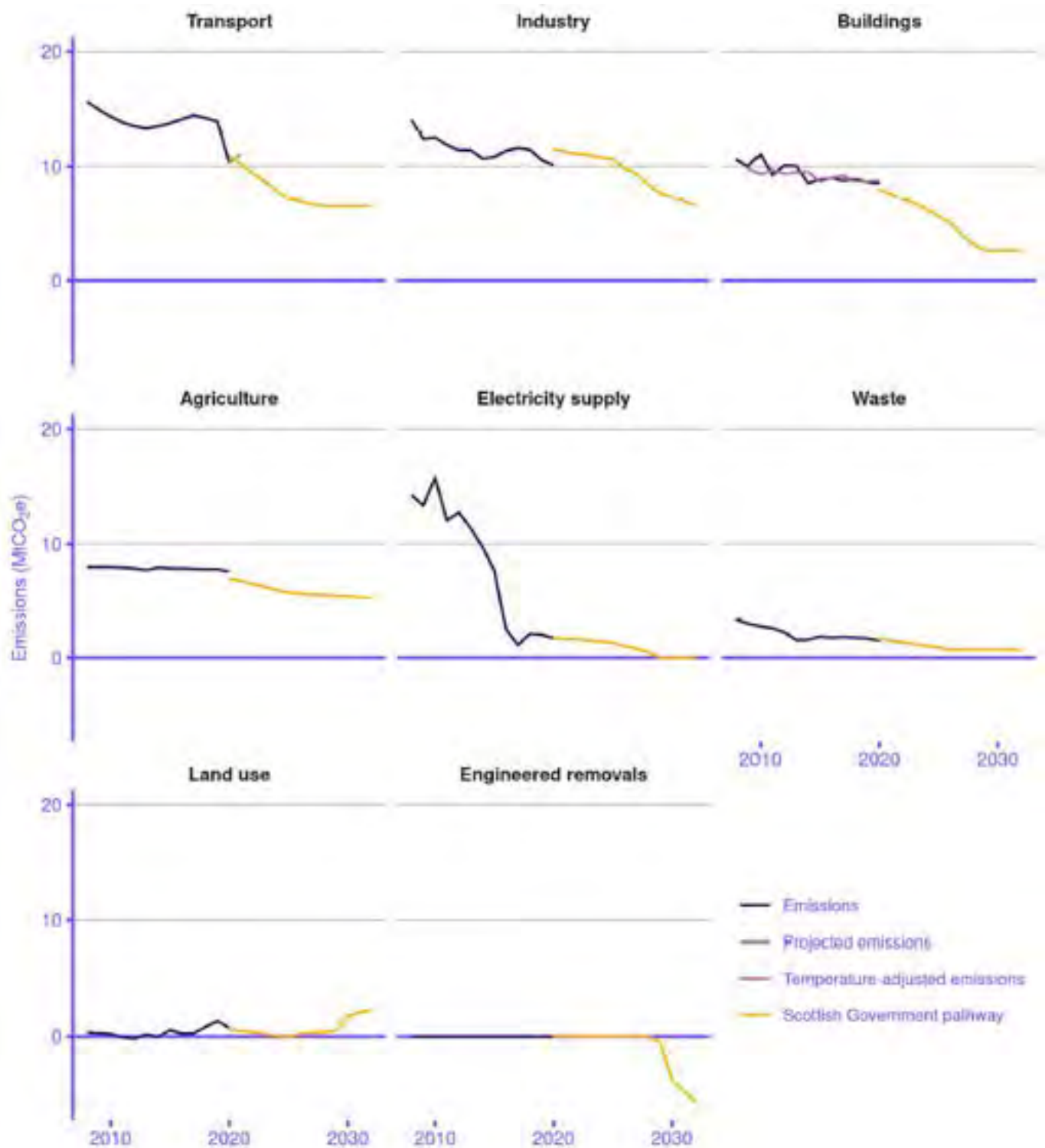
**Figure 22: Climate Change Committee’s recommended targets for Scottish CO2 emissions**



Source: [4]

The CCC also lays out targets by sector, as well as historic changes. Only in electricity supply and waste can we see the rate of reductions required to meet the desired levels, excluding pandemic effects. Indeed, huge progress has been made in decarbonising the electricity supply. The effect of lockdowns and changes to commuting patterns is clear, especially on transport and industry. The drop in transport needs to become permanent in order for the sector level target to be reached, although more time is given for such a step change to occur in industrials. Smaller contributions to cutting emissions are required in agriculture and waste, with ‘engineered removals’ doing increasing amounts of legwork in mitigating remaining CO2 output by the 2030s.

**Figure 23: Scottish pathway by source of CO2 emissions**



Source: [4]

The CCC also evaluated the Scottish Government’s performance across 8 key areas where policy is largely devolved. It found that they were ‘Significantly off track’ on half of them and ‘Slightly off track’ on two. On the remaining two, they deemed it ‘too early to say’ whether sufficient impact had been had on low-carbon heat, and pointedly marked aviation demand as N/A because “the Scottish Government has committed to growth in aviation demand following the pandemic”. The Scottish Government is not ‘On track’ on a single one of the areas highlighted. This is damning stuff for an SNP-Green coalition that claims net zero as one its primary purposes.

**Figure 24: CCC evaluation of Scottish performance on net zero across devolved policy areas**

**Table 2**  
Progress against Scotland's milestones

Sector	Milestone	Ambition	On track?
Transport	No new fossil-fuel car sales by 2030	High	Slightly off track
	20% reduction on 2019 car-kms by 2030	High	Significantly off track
	Aviation demand	None	N/A
Buildings	Low-carbon heat	High	Too early to say
	Energy efficiency	High	Significantly off track
Agriculture and land use	Afforestation	High	Slightly off track
	Peatland restoration	Low	Significantly off track
Waste	Recycling rates	High	Significantly off track

Source: [4]

**Causes...**

**Politics**

Creating difference with the UK

In 2019, Theresa May committed the UK to net zero carbon emissions by 2050. In 2021, Nicola Sturgeon commits Scotland to reaching that goal by 2045. In 2019, a bottle deposit return scheme was included in the Conservative (among other party's) manifesto, with the policy ultimately set to come in during 2025. In 2021, Scotland announced that the "UK's first" scheme would launch in 2023 [82]. The UK Government sets an environmental policy goal, and the Scottish Government one-ups it.

This competition could be a healthy spur to development. However, as we saw above, the Scottish Government is far off track on the road to net zero by 2045. The Scottish deposit return scheme was delayed from August 2023 to March 2024, and then again to at least October 2025 [83]. It seems that the SNP has a habit of making punchy promises that make it look good next to the UK Government on green issues, but ultimately failing to deliver on them.

The problem of this is especially clear on the deposit return scheme example. The differing timelines and lack of cooperation on approach has ultimately led to an embarrassing turnaround, where the UK scheme may end up launching before the Scottish one. The UK Government challenged the policy over it breaching single market laws. Spats then played out with Lorna Slater, the Green party SNP leading the initiative having to deny that the Scottish Government had failed to apply for an exception to the UK Internal Market Act [84].

The drinks industry was especially sceptical about having two schemes operating across the UK, which would necessitate using two sets of labelling for products ending up in Scotland and those going to the rest of the country. Barry Watts of the Society of Independent Brewers said that “a separate scheme in Scotland and then different criteria in the rest of the UK is creating huge costs and confusion for consumers and small producers and will inevitably reduce choice and increase prices”, and called for “the devolved governments [to work] together to achieve a joined up [bottle deposit scheme]”. The differing timelines and lack of cooperation on approach has ultimately led to an embarrassing turnaround text deleted.

The SNP has undoubtedly been bold in setting the 2045 target but where they have been less bold on is making decisions on net zero that might risk unpopularity with voters. There are a number of aspects of the way people live that can impact their CO2 emissions – from what they eat, to how they heat their home and whether they fly to go on holiday.



In the CCC's analysis of the Scottish Government's actions so far, they presented a table demonstrating what progress had been made on everything from afforestation to car kilometres. Air travel demand was included on that list but is marked as N/A because of the SNP not setting any goals in this area. Indeed, the CCC calls out this conflict, pointing out that "the Scottish Government has committed to growth in aviation demand following the pandemic, which runs counter to the very challenging emissions reduction targets". The Scottish Government does have levers to act on this, including on airport expansion and the Air Departure tax, but it has not been willing to spend any political capital on telling people to look closer to home to holiday or do business.

The SNP are storing up a risk for the Scottish system. The public is largely behind net zero as a goal, with 68% of Scots backing the 2045 target, and 41% saying that it should be a bigger priority for the Scottish Government. The problem, as Citizens Advice Scotland has found, is that "consumers are 'in the dark' over what Net Zero means for them". Most respondents (65%) claimed to have "no identifiable energy efficiency measures or renewable technologies installed in their home". Only 17% seem to recognise that cutting water usage has a big impact on climate change, with the same share of greenhouse gases coming from water heating as from aviation. There is a long way to go to make sure Scots are fully engaged in the net zero mission [85].

It seems that there are aspects of policy which will have a big impact on households that the Scottish Government is not yet being frank about. Reform Scotland noted that Freedom of Information requests revealed that Holyrood is planning to tighten rules around home heating, but the "the lack of clarity for the public is unacceptable". Giving people sufficient time to prepare would help them to better accept these changes [86].

Such changes to society can also present challenges to influential sectors in the Scottish economy. The Oil and Gas industry is the clearest example, but those who farm animals and some parts of industry may also see their activities conflicting with some changes required to hit the 2045 target.

Now is the time to build the consensus in Scotland for what the government is going to do, what business needs to do and what households need to do. Some things might create some disruption, such as installing installation or a heat pump; some things would require a change in lifestyle, such as taking fewer flights or eating less meat; some things may require an upfront investment, such as buying an electric car or refitting a factory. There is a nascent movement, driven by Nigel Farage and others, to push for a referendum on net zero. Losing the understanding and then consent of households and businesses for the plan for change risks jeopardising the whole project.

## Government

### Efforts to Reach Net Zero are being poorly project managed

Few policy priorities are as far reaching, and cut across as many departments as the net zero goal. As such, strong project management processes are needed for the executive to have any handle on how things are progressing. This isn't about centralising all actions, it's about finding ways to make sure that all the responsible bodies are cooperating effectively, risks are being managed, and developments are being monitored. It does not seem like the Scottish Government is getting this right, yet.

Fraser of Allander were critical in a number of areas, identifying “a significant gap between the intentions of processes and how these processes are being applied”. In particular, they are talking about the use of business cases, impact assessments and economic appraisals, which are vital for ensuring value for money, gathering data and ensuring that goals are met. This should be bread and butter stuff for the Scottish civil service. However Fraser of Allander found that “these processes appear to be regularly missing key components, insufficient in quality, performed too late to genuinely influence how decisions are made or missing entirely.”. What is going on?

It seems that oversight structures are also weak. They found “...very limited challenge, scrutiny or governance arrangements around many issues”. Civil servants were “unable to point us towards who is responsible for questioning the existence or quality of business cases or the social and environmental impacts of policies” [87].

Audit Scotland came to similar conclusions in their April 2023 report on governance and risk management. They said that while improvements had been made, “further improvements to key aspects of governance are required”, such as on better coordinating different bodies to avoid duplication, launching a workforce plan and setting up more regular reporting. On risk management, “arrangements remain underdeveloped and further work is needed”, with scoring criteria, actions and the monitoring of follow through on actions all highlighted as weak spots.

## Lack of firm, long term plans

3 years on from the target being set, the CCC was still needing to “urgently” call on the Scottish Government to “provide a quantified plan for how its various policies and plans will combine” to meet its net zero goals. Local Authorities also highlighted “the challenges posed by a short policy cycle that has not been designed to deliver results across policy areas with a longer-term outlook” [4].

It is not that there are not strategies - the Scottish Government’s ‘Update to the Climate Change Plan 2018-2032’ is 255 pages. It is that they do not go to the level of “and this action is estimated to have this result, which will sum up to reduce emissions from this sector by this amount”. There needs to be a rigorous set of plans that can be enumerated, and then cascaded up to the annual emissions targets. After all, “targets themselves do not guarantee delivery and without transparent and accountable tracking of these goals, there is a danger they become worthless and simply policy by target setting” as Reform Scotland said in 2022 [86].

## **Inter-Governmental Cooperation**

### Lack of cooperation with the UKG

Scotland has significant powers over many of the areas that pertain to net zero, including housing, local transport and skills policy. However, powers are reserved to the UK Government on topics like engineered removals of carbon from the atmosphere and electricity supply. The complex interweaving of responsibilities between different levels of government means that “finding a way to cooperate with the UK Government effectively is key for realising both Scotland’s ambitions and the full potential of Scotland’s contribution to the UK’s own decarbonisation plans” as the Committee on Climate Change noted in 2022 [4]. Audit Scotland concurs, declaring that “The Scottish Government cannot achieve net zero targets and adaptation outcomes alone”, and calling for it to “work with the UK Government, Scottish public bodies, the private sector, third sector organisations and individuals to change behaviours and combat climate change” [88].

The results of collaboration are clear. In December 2022, OFGEM announced that undersea cables would help to better connect areas which produce renewable electricity with demand centres in Scotland and England. These will better connect the Western Isles with the Scottish mainland, Spittal in Caithness to Peterhead in Aberdeenshire, and then Peterhead to England. This greater market access should act to spur further development of the renewable energy industry in these communities whilst helping both Scotland and England to meet zero carbon electricity generation goals [89].

Such cooperation is also required in other areas. It will be vital if Scotland is to fulfil its ‘engineered removals’ ambitions for 2030. It expects to deliver around two thirds of the UK’s total of ‘engineered removals’. The ‘Scottish Cluster’ is currently on the reserve list of projects for the Carbon Capture and Storage Infrastructure Fund, after bids from the North West (HyNet) and North East (North East Cluster) were announced as being successful at the end of 2021. The Scottish project is a “back-up” but presumably a forerunner if funding for such schemes is expanded [90]. Close working should continue, and Scottish ministers should be making the strong case for joint funding the scheme. As the CCC says, “a functioning working relationship and effective input on plans is of paramount importance for meeting Scotland’s targets” on this and other areas.

The UK Government set up the Net Zero, Energy and Climate Change Inter-Ministerial Group to gather ministers from across the four nations. Theoretically, this is meeting bi-monthly but the CCC was unable to determine if this was the case, and whether the forum is being used effectively. Such groupings seem like a vitally important way of furthering progress and sharing best practice, and all governments should seek to make the best of them.

# Health Inequalities

## **Ambition:**

*‘To be a more successful country we need to close the gap between the health of our wealthiest communities and that of our poorest, and we need to see an overall improvement in our population health.’*

## **- Nicola Sturgeon, 2018-19 Programme for Scotland [91]**

Scotland has a number of health challenges, from an aging population, to poor life expectancy relative to other parts of Western Europe. Politicians have long been aware that there are significant health inequalities across and within communities. In 2014, the Scottish Government announced the creation of 500 new health visitors who “will play a key role in the Scottish Government’s efforts to reduce health inequalities” [92]. Health inequality has also featured as a priority in successive programmes for government.

## **Reality:**

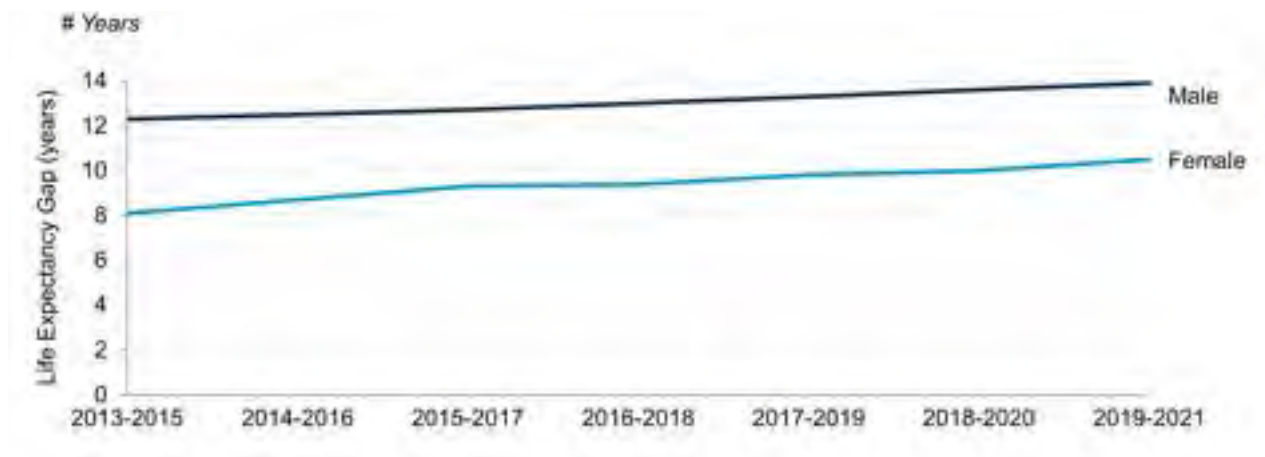
*‘Inequalities in life expectancy between people living in the most and least deprived areas widened in the years prior to the pandemic – with the gap growing to 13.3 years for men, and to 9.8 years for women by 2017–19.’*

## **- Health Foundation, 2023**

It is devastatingly clear that health inequalities are getting worse in Scotland. The chart below looks at the difference in life expectancy between the most and least deprived deciles on SIMD. In 2013-15, this was 12.3 years for men and 8.1 years for women. Since then, this has widened by 1.6 years for men to 13.9 and over two years for women to 10.5. This cannot just be put down to the pandemic as well – things have got worse in each year across the period.



**Figure 25: Life Expectancy Gap Between Most and Least Affluent 10% of Neighbourhoods on SIMD**



Source: [93]

The Chief Medical Officer acknowledged the scale of the issue in 2021, pointing out that health inequalities in Scotland “are the worst in western and central Europe” [94]. This conclusion was derived from a report that showed how Scotland went from being in the “middle of the distribution” of countries, to being the second worst only to the USA among high income countries by the 2000s [95].

These inequalities are clear when we look at some of the drivers of poor health, as would be expected. Let’s take childhood obesity as an example. 20 years ago, as high a proportion of the richest fifth of children were overweight or obese as among the poorest fifth. By 2018/19, a 9% gap had emerged, with 17.6% of the most affluent compared to 26.4% of the least affluent having BMIs above a healthy weight [96]. The Health Foundation’s analysis also finds similar gaping inequalities in drug-related deaths, lack of MMR vaccination take up, smoking in pregnancy and other drivers [97].

Health inequalities do not just exist along the lines of wealth; the COVID-19 pandemic fell especially hard some communities. The odds of someone in Scotland with a Pakistani ethnicity dying of COVID was 3.7 times higher than someone who is White Scottish [98], after taking age, wealth and other factors into account.

Despite the longstanding awareness of the issues of health inequalities, why has Scotland failed to remedy the situation?

## **Causes:**

### **Politics**

#### Failure to use devolved powers to their fullest extent

The SNP will often claim that things could be done better with the full powers that an independent country would have. However, they are not currently taking full advantage of those that they do have. Economic poverty is a clear driver of health inequality. The Scottish Government now has control over substantial parts of the tax and welfare system. They could enact a “significant redistribution of income” but have only “relatively recently” used their benefits powers and made “limited” changes to the tax system. As The Health Foundation notes, “this could go further”, with council tax reform given as an obvious starting point for driving down wealth inequalities. [97]

### **Government**

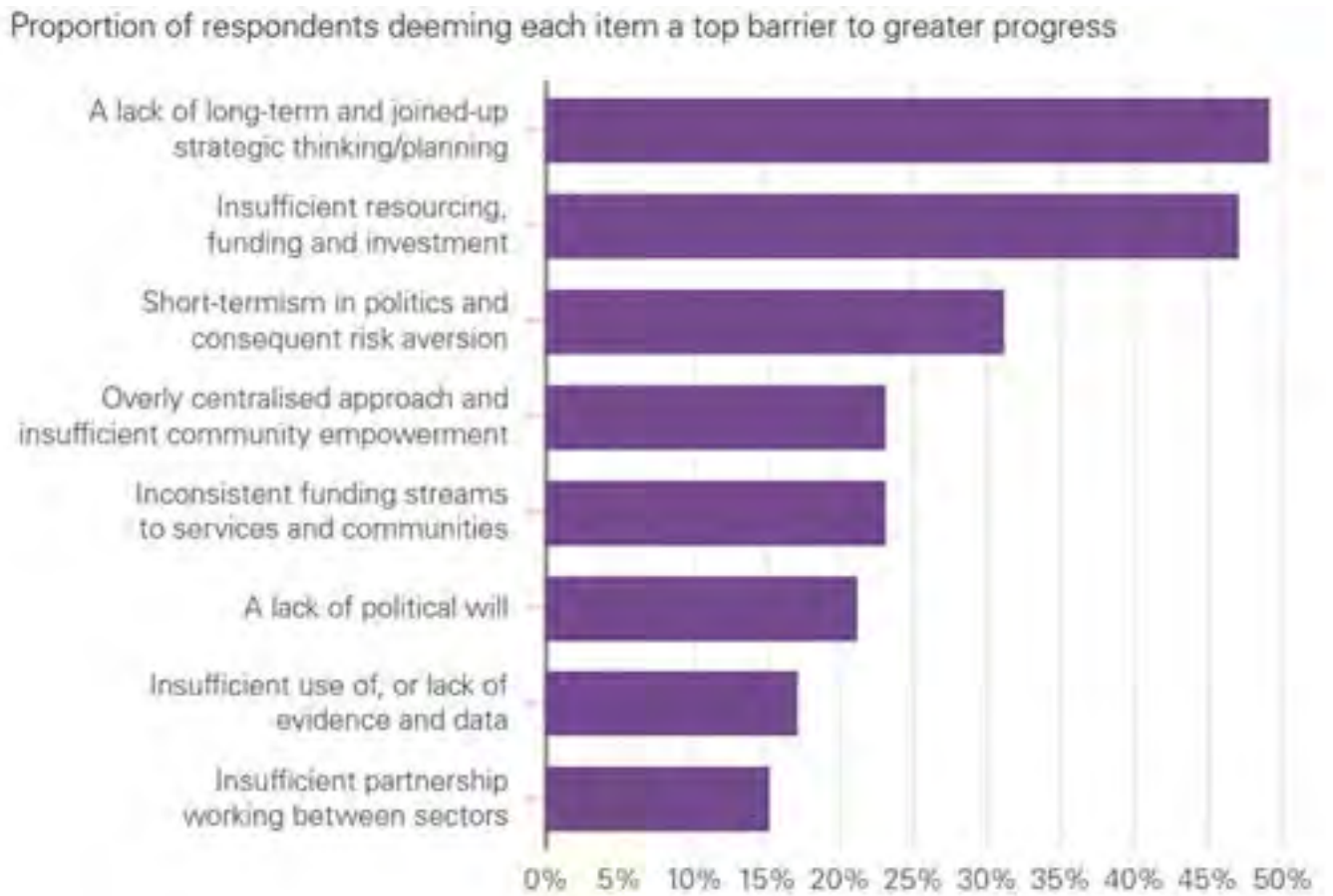
#### Failure to think through and tackle long-term issues

As we have seen, the gap in life expectancy is not a new issue. To solve such longstanding problems, an approach that looks to the long term is required. This is not, however, what the Scottish Government has been doing according to The Health Foundation. To really resolve health inequality, they need to focus on the “upstream conditions”, or otherwise facing actions “limited to trying to pick up the consequences of social and economic inequality.” [97]

NESTA Scotland ran a number of focus groups that fed into this study. They found a “strong and consistent desire...to see more radical action taken to tackle the root causes of poverty and better prevent health inequalities from arising” [99]. Part of tackling these causes requires true cross-departmental working but the Scottish Government is currently doing “too little joining up between key policy areas where aims and outcomes are aligned”. Efforts are being made to tie health and social care together, but there are instances where the root causes of medical issues might be poor housing, or inadequate support to get a job, or a lack of sports facilities or any number of other factors that fall outside of the traditional boundaries of healthcare.

A failure to think long term and in a ‘joined-up’ way was seen as the biggest cause of the ‘implementation gap’ in health policy according The Health Foundation’s study, with “insufficient resourcing, funding and investment” in second place, as shown in the diagram below.

**Figure 26: Most cited barriers to greater policy progress**



Source: [97]

## Culture

### Failure to cooperate across layers of government

The levers to affect health inequalities fall across different layers of the government, at the UK, Scotland and local authority levels. As such, cooperation is essential. Reducing these gaps across income levels (and other factors such as geography and ethnicity) is a goal recognised across the political system.

Even so, differing priorities means that “a contradictory direction of policy travel between the Scottish and UK Governments can act as a brake on progress”. UK policies like the 2 child limit on benefits claims can act to worsen poverty – a major determinant of health – which the Scottish Government can seek to mitigate through policies like the Scottish Child Payment. Or the Scottish Government’s decision to not grow healthcare spending at the same rate as in England, reduces the strength of NHS Scotland relative to what it would have been if it kept pace with NHS England.

Local governments in Scotland (currently) have responsibility for social care, as well as housing, local transport and a range of other factors that would ultimately impact health. The relationship between the different levels of government is therefore critical, but there can be a “lack of trust”. The cause seems to be a “lack of empowerment among actors in the system or in engagement between sectors” [97].

These comments were echoed when we spoke to a former senior civil servant in the Scottish health system, who said that “one of the biggest things [to improve implementation] is the need for trust between the national and local level”. They also cautioned, however, that ensuring that responsibilities were held at the right level was also vital and not sometimes optimised.

This isn’t a problem just between national and local government. There has been a movement towards integrating health and social care when treating patients, for example with Integration Joint Boards (IJBs). The Accounts Commission and Auditor General conducted a review into health and social care integration in 2018. The Chair of the Accounts Commission commented that “there are examples of integrated health and social care services making a positive difference to people’s lives, but these tend to be local and small scale. The potential for a profound and long-term shift in the way health and social care services are delivered is clear, but there is still a long way to go”. The report found that “Councils and NHS boards can be unwilling to give up financial control of budgets and IJBs can struggle to exert their own influence on the budget-setting process”. So even when systems are set up to enable collaborative working across different parts of the public sector, they can struggle to have the desired impact. [105] [106]

## **Other**

### Decision to not prioritise NHS spending to the extent that England did during austerity

Scotland has long had higher spending per person on public services than in England. This gap has widened over the past decade, from being 16% higher in 2009-10 to 20% in 2019-20. However, meanwhile, the difference in health spending per head has been shrinking. Back in 1999-2000, the difference was 22%. It was 10% higher in Scotland in 2009-10 and has fallen to just 3% in 2019-20 [104].

A big driver of this in the last decade has been the different decisions that the governments in Westminster and Holyrood made over where to lay the burden of austerity following the financial crisis. Those in Holyrood “chose to allocate less spend towards the NHS than in England, enabling it to use the extra funding to reduce the scale of cuts elsewhere” [97]. Real-terms health spending has grown by 68% since 1999-00, versus 98% growth in England [104].

It is hard to say which of the English or Scottish approaches to austerity is preferable – both have strained public services. It does seem, however, that the 3% gap between Scottish and English health spend per head is smaller than that required. Estimates suggest that spend in Scotland should be 10% higher than England’s based upon its demography and health profile [97]. With greater funding for NHS Scotland, other services may have suffered but more work could have been done to strengthen the health system.



# Housing

## **Ambition**

*‘If we are re-elected next May, our target in the next parliament will be to build at least 50,000 new affordable homes.’*

**- Nicola Sturgeon, 2015 [107]**

Scotland, like the rest of the UK, suffers from an acute shortage of quality housing. According to Shelter Scotland, 1.5 million Scots are living in “overcrowded, dangerous, unstable or unaffordable housing”. Nearly 15,000 households are in temporary accommodation, including over 9,000 children.

There have been recurring pledges in SNP manifestos to get building to help remedy these issues. Across the 2016-21 parliament they set a target of 50,000 newly built affordable homes. From 2021, they are targeting 110,000 homes by 2032, with 70% of them for social rent. This implies an average rate of 10,000 per year.

## **Reality**

*‘Affordable housing pledge broken as SNP target falling short by 10,000 and number of children in temporary homes soars’*

**- The Herald, 2021 [108]**

41,355 affordable homes were ultimately built over the 2016-21 parliament, about 20% short of the 50,000 target. The 10,000 a year rate that was required was never met over that period.

In 2022-23, 10,500 homes were, however, built. To meet its goals, the government will need this rate to be maintained over the next decade. The target for social rent was also met (over 70% of affordable housing).

Although these are positive signs, experts still question whether its 2032 goals are ambitious enough. Shelter Scotland calls for “37,100 social homes targeted in areas of greatest need by 2025”. A long term target risks depressurising delivery until towards the deadline, when these homes are needed in the immediate term.

**Figure 27: Scottish Affordable Housing Completions by Type**



Source: [109]

**Causes:**

**Government**

Greater regulations increasing costs whilst rent freezes restricting income

Strengthening housing regulations protects the environment, whilst rent freezes can protect those who are currently tenants. Both of these are laudable aims. However, by increasing costs for housebuilders whilst restricting incomes, they can act to limit investment in the sector. Here, the government’s various goals come into conflict.

The Scottish Government is requiring all social homes to be insulated to minimum energy performance certificate (EPC) rating of B by 2032. According to the Scottish Federation of Housing Associations (SFHA), this would cost a nearly £8,000 per home, or £2bn across the social housing stock. The chief executive of the SFHA warns that “it’s clear from our research that considerable challenges stand in the way of our members meeting the EESSH2 target, such as funding, measurement methods and timescales.” [110]

In 2022, a rent freeze was instituted in Scotland as a response to the cost of living crisis. This ran from 6th September 2022 to 25th February 2023 in the social sector and 31st of March 2023 in the private sector. A voluntary agreement with social landlords was reached in early 2023 on below inflation rent rises, so they were then released from the rent control system. Meanwhile, rent rises in the private sector have been restricted to 3% through the 2023/24 financial year. This change on the social rent growth limits shows the response of the government to fears that the “rent freeze could halt work on affordable house building” as headlines wanted at the time [111].

Even so, these are not the only financial pressures on the social housing sector. They too will be needing to support their staff during this inflationary period with pay increases. Accounting and professional services firm CT argues that these factors are “crippling” such organisations, and they are “facing a situation where they are unable to invest to help address the housing shortages or to improve their housing stock to make it more energy efficient.”. They call for the government to “find a solution” to these conflicts.

### Flawed target setting methodology

Building houses can be politically painful. Communities can worry about a view being spoiled, about local services being overrun, and the impact of building work. The local government which signs off on such projects can face opprobrium.

At the national level, governments set targets to ensure that more reticent local councillors accept these potential political costs. The proper use of such targets is therefore a vital lever for the Scottish Government to ensure their goals of 10,000 a year are met.

The methodology for the setting of these targets has however been criticised. Joe Lerner of Holder Planning, a planning consultancy, says that “the figures in the 2021 draft [National Planning Framework] are based on a flawed default methodology”, that risks putting too much pressure on some local authorities whilst letting others off the hook. Some especially expensive local authorities have successfully lobbied for lower targets, for example.

The methodology works by looking at household number projections and the number of households currently in need. However, projections in household growth can be flawed. They are often based on historic trends in household numbers, but if these have been suppressed by lack of supply, then the outcome will be “unsatisfactory housing outcomes being projected forward”. [112] Where targets are such a key lever for governments to effect change, greater care needs to be made that they will not further exacerbate the problem through poor methodology.

## Lack of workforce

As with so many critical services, there is a shortage of labour in construction. Industry group Homes for Scotland includes the lack of “an experienced workforce to supply the skills needed to deliver the homes” as one of 7 “real barriers” to building enough homes. [113]

Shelter Scotland flagged a concern that this shortage meant that policy makers planned to “[redeploy] skilled labour from the work of house building to adapting and retro-fitting existing property” with a “short-term plan in mind to shift focus away from social housing supply and towards climate change related activity”. [114] Having to choose between these priorities is not a situation that any government would want to find themselves in.

Brexit will clearly have exacerbated this issue by limiting the amount of skilled labour that is able to come from the continent. These inflows have been a big support to the construction industry in recent decades. However, immigration policy is not the only driver.

Back in 2015, the construction sector was said to be facing “chronic skilled labour shortages” [115]. In 2019 the Scottish Government commissioned a working group on New Housing & Future Construction Skills, which acknowledged “skilly supply shortages” in the short term, and the need for training to reflect technological changes in the construction sector, with a call for “investment in our colleges to update and integrate new training facilities for the technologies ahead” [116].

However, the further education sector has faced “years of underinvestment” and there is a risk of a “skills emergency” according to the Chair of Colleges Scotland. Recently, £46m that had been pledged in the December 2022 budget for colleges and universities was withdrawn in May 2023 “with regret” as it had “been identified as a necessary saving”. It seems that remedying these skills shortages is not being prioritised by the Scottish Government.

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**Scottish Government Strategies and Plans Published Since 11/10/2013 on the Scottish Government Website**

Title	Description	Policy Area	Date
Value based health and care: action plan	Sets out the actions to support health and care colleagues practise Realistic Medicine and deliver value based health and care, by focusing on outcomes that matter to people, optimising use of health and care resources, and contributing to a more sustainable health and care system.	Health & Social Care	04/10/2023
Curam-cloinne Aois-Sgoile Fream-obrach - Gearr-chunntas Gniomhach	Gaelic version of the executive summary provides a condensed overview of the main School Age Childcare Delivery Framework publication.	Delete	04/10/2023
School age childcare delivery framework	Sets out our commitment, action areas and the approach we will take over the next two to three years to deliver a system of affordable and accessible school age childcare which will be funded for those families who need it most.	Education & Youth	04/10/2023
School age childcare delivery framework: executive summary (English version)	Executive summary providing a condensed overview of the main School Age Childcare Delivery Framework publication.	Delete	04/10/2023
Cameron House Fatal Accident Inquiry recommendations: Short Life Working Group final report	This report shares the conclusions and actions from the Short-Life Working Group, created following the publication of the Fatal Accident Inquiry (FAI) report on 11 January 2023 into the deaths of Simon Midgley and Richard Dyson following a building fire at Cameron House Hotel on 18 December 2017.	Other	02/10/2023
Core mental health standards	These core standards support adult secondary services with the aim of improving quality and safety of mental health services for people in Scotland.	Health & Social Care	29/09/2023
Core mental health standards: easy read summary	Easy read summary of the core mental health standards. Supporting adult secondary services with the aim of improving quality and safety of mental health services for people in Scotland.	Delete	29/09/2023
Psychological therapies and interventions specification	Specification setting out the aims to improve the delivery of psychological therapies and interventions for everyone accessing and delivering these across Scotland.	Health & Social Care	29/09/2023
Psychological therapies and interventions specification: easy read summary	Easy read summary of the new national psychological therapies and interventions specification, setting out aims to improve the delivery of psychological therapies and interventions for everyone accessing and delivering these across Scotland.	Delete	29/09/2023
Transitions to adulthood strategy: statement of intent	This statement of intent summarises the research and engagement to date on Scotland's first National Transitions to Adulthood Strategy, and sets out what the Scottish Government has heard it should focus on in order to improve the lived experiences of transitions for Scotland's disabled young people.	Education & Youth	28/09/2023
Transitions to adulthood strategy: statement of intent - easy read	Easy read version of the statement of intent summarises research and engagement to date on Scotland's first National Transitions to Adulthood Strategy, and sets out what the Scottish Government has heard it should focus on in order to improve experiences of transitions for Scotland's disabled young people.	Delete	28/09/2023
Transitions to adulthood strategy: statement of intent - summary	Summary of the statement of intent summarises research and engagement to date on Scotland's first National Transitions to Adulthood Strategy, and sets out what the Scottish Government has heard it should focus on in order to improve experiences of transitions for Scotland's disabled young people.	Delete	28/09/2023
Ukraine - A Warm Scots Future: policy position	This publication has been written in partnership with COSLA and the Scottish Refugee Council. This paper outlines the transition from an emergency response to Russia's illegal invasion of Ukraine, to a long-term and holistic approach that supports the integration of displaced people from Ukraine.	International & Brexit	27/09/2023
Scotland's Honey Bee Health Strategy: implementation plan	Details of the actions which the Bee Health Improvement Partnership (BHIP) will deliver in order to achieve the desired outcomes for honey bee health in Scotland.	Energy, Environment and Agri/Fish	25/09/2023
Onshore wind sector deal	The onshore wind sector deal sets out commitments from the Scottish Government and the onshore wind industry to deliver upon our collective ambition of 20 GW of onshore wind in Scotland by 2030 whilst delivering maximum benefit to Scotland.	Energy, Environment and Agri/Fish	21/09/2023
Just Transition for the Grangemouth industrial cluster: discussion paper	A paper summarising the proposed approach to developing a Just Transition Plan for the industrial cluster of Grangemouth. This will support forthcoming engagement, in aid of a co-design process, that will shape the final Just Transition Plan.	Economy and Industry	20/09/2023
Tackling the Nature Emergency - Scottish biodiversity strategy to 2045	Following consultation on the draft Strategy in 2022, this is the updated version of the Scottish biodiversity strategy to 2045: Tackling the Nature Emergency in Scotland, which takes into account responses to that consultation.	Energy, Environment and Agri/Fish	07/09/2023
Programme for Government 2023 to 2024	The Scottish Government's Programme for Government 2023 to 2024.	Other	05/09/2023
Climate adaptation: letter to UK Climate Change Committee	Letter from Transport, Net Zero and Justice Transition Cabinet Secretary setting out initial response to climate change risks.	Delete	22/08/2023
Future Catching Policy: Scottish Government response to consultation analysis report	Scottish Government response to public consultation on Future Catching Policy (FCP)	Energy, Environment and Agri/Fish	14/08/2023
SG Response to Consultation: Marine Resources – Ensuring Long Term Sustainability: Remote Electronic Monitoring (REM)	Scottish Government response to public consultation on Remote Electronic Monitoring (REM)	Energy, Environment and Agri/Fish	14/08/2023
Scottish wild bird highly pathogenic avian influenza response plan	This document sets out the approach that the Scottish Government and its agencies will take to respond to an outbreak of Highly Pathogenic Avian Influenza (HPAI) in wild birds in Scotland.	Health & Social Care	11/08/2023
Hate crime strategy: easy read version	An easy read version of Scotland's Hate Crime Strategy.	Crime & Justice	07/08/2023
Care in the Digital Age: Delivery Plan 2023-24	The national delivery plan describes activities supporting Health Boards, HSCPs, local authorities, primary care, social care, social work, and care providers to offer new or improved services, whether through improved systems and infrastructure, or access to digital services.	Health & Social Care	04/08/2023
Health screening: equity in screening strategy 2023 to 2026	The Scottish equity in screening strategy tackles inequalities within the screening programmes.	Health & Social Care	27/07/2023
Vision for sustainable aquaculture	The Vision for sustainable aquaculture describes the Scottish Government's long-term aspirations to 2045 for the finfish, shellfish and seaweed farming sectors, and the wider aquaculture supply chain.	Energy, Environment and Agri/Fish	21/07/2023
Reducing the use of temporary accommodation: actions we are taking to achieve this	What we are doing to reduce the use of temporary accommodation for homeless households.	Housing & Communities	19/07/2023
European Social Fund and European Regional Development Fund: monitoring and evaluation strategy	European Social Fund and European Regional Development Fund: monitoring and evaluation strategy for the 2014 to 2020 Scottish operational programmes.	International & Brexit	10/07/2023
Scottish Mental Health Law Review: our response - easy read	Easy read version of our response to the independent review of mental health, capacity and adult support and protection legislation, chaired by Lord John Scott KC.	Delete	06/07/2023
National Islands Plan: implementation route map 2023	Details how we will deliver on the commitments in the National Islands Plan, over the coming year.	Housing & Communities	05/07/2023
Scottish Animal Welfare Commission: workplan – July 2023	Plan of work for the Scottish Animal Welfare Commission.	Energy, Environment and Agri/Fish	04/07/2023
Scottish Welfare Fund: action plan	Sets out improvements to the way crisis support is delivered in Scotland.	Other	30/06/2023
Mental health and wellbeing strategy	Strategy laying out our approach to improving mental health for everyone in Scotland.	Health & Social Care	29/06/2023
Mental health and wellbeing strategy: easy read summary	Easy read summary of the new mental health and wellbeing strategy, laying out our vision for improving mental health and wellbeing in Scotland.	Delete	29/06/2023
Mental health and wellbeing strategy: executive summary	Executive summary of the new mental health and wellbeing strategy, laying out our vision for improving mental health and wellbeing in Scotland.	Delete	29/06/2023

Women in entrepreneurship report: response	Our response to independent recommendations to address the root causes of female under-participation in entrepreneurship.	Delete	29/06/2023
Post-school education, research and skills - purpose and principles	The Purpose and Principles, Initial Priorities and supporting documents set out the framework for decision making for post-school education, skills and research to ensure the system is fit for the future, delivering the best outcomes for learners, employers and the public investment we make.	Education & Youth	28/06/2023
Gypsy/Travellers action plan: 2023	Sets out actions to help improve the lives of Gypsy/Travellers covering the period June to September 2023.	Equalities	28/06/2023
National Litter and Flytipping Strategy	The National Litter and Flytipping Strategy sets out a refreshed approach to tackling litter and flytipping in order to protect and enhance Scotland's environment; ensure safer and cleaner communities and contribute to a thriving circular economy for Scotland.	Crime & Justice	28/06/2023
Scottish mental health law review: our response	A response to the independent review of mental health, capacity and adult support and protection legislation, chaired by Lord John Scott KC.	Delete	28/06/2023
Scottish mental health law review: our response - summary	Simplified summary of a response to the independent review of mental health, capacity and adult support and protection legislation, chaired by Lord John Scott KC.	Delete	28/06/2023
Entrepreneurial Campus: report	Blueprint report titled "The Entrepreneurial Campus: The higher education sector as a driving force for the entrepreneurial ecosystem" for Scotland's post-16 education institutions presented by Ross Tuffee and Professor Joe Little. This report sets out a number of thematic actions over a 10 year strategy to collaboratively support our National Strategy for Economic Transformation.	Education & Youth	27/06/2023
Entrepreneurial Campus: summary	Summary of The Entrepreneurial Campus: The higher education sector as a driving force for the entrepreneurial ecosystem.	Delete	27/06/2023
Community justice strategy: delivery plan	Sets out deliverables which detail the work that will be undertaken to drive improvement nationally towards the aims of the National Strategy for Community Justice.	Crime & Justice	23/06/2023
Learning for sustainability: action plan 2023 to 2030	Scotland's learning for sustainability action plan 2023 to 2030 "Target 2030: A movement for people, planet and prosperity " aims to build an inspiring movement for change so every 3 to 18 place of education becomes a sustainable learning setting by 2030.	Energy, Environment and Agri/Fish	23/06/2023
Learning for sustainability: action plan 2023 to 2030 - Gaelic translation	Scotland's learning for sustainability action plan 2023 to 2030 "Target 2030: A movement for people, planet and prosperity " aims to build an inspiring movement for change so every 3 to 18 place of education becomes a sustainable learning setting by 2030.	Delete	23/06/2023
Discovering meaning, purpose and hope through person centred wellbeing and spiritual care: framework	The framework reflects the considerable developments resulting from the increased professionalism in spiritual care over the last twenty years. It firmly establishes the role of spiritual care as an integral part of health and social care provision.	Health & Social Care	22/06/2023
Water Safety Stakeholder Group annual report: action plan	Annual report providing an update on collaborative working to help prevent drownings in Scotland.	Energy, Environment and Agri/Fish	21/06/2023
Healthcare Associated Infection (HCAI) strategy 2023 to 2025	The Scottish Healthcare Associated Infection (HCAI) Strategy 2023 to 2025 sets out our approach to supporting NHS Scotland to reduce HCAIs, as we recover from the COVID-19 pandemic.	Health & Social Care	19/06/2023
Cancer action plan 2023 to 2026	This action plan supports the cancer strategy 2023 to 2033 and outlines the realistic and achievable actions that we will deliver in the first three years.	Health & Social Care	15/06/2023
Cancer strategy 2023 to 2033	This Cancer strategy for Scotland sets out our vision for the next ten years to improve cancer survival and provide excellent, equitably accessible care. It was developed in collaboration with people with lived experience and our wider partners.	Health & Social Care	15/06/2023
Stroke improvement plan 2023	Sets out our priorities and the actions we will take to minimise preventable strokes and ensure timely and equitable access to life-saving treatment and a person centred, holistic approach to care that supports rehabilitation.	Health & Social Care	14/06/2023
Tackling child poverty delivery plan - annual progress report: annex b - cumulative impact assessment update	Annex b of the Tackling child poverty delivery plan: annual progress report 2022-23. It provides an updated assessment of the cumulative impact of a package of our policies on child poverty.	Economy and Industry	13/06/2023
Tackling child poverty delivery plan: progress report 2022 to 2023	The first annual progress report for 'Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026'. Outlining action for the period 2022 to 2023.	Delete	13/06/2023
Self-directed support: improvement plan 2023 to 2027	Plan for all those with a role in ensuring people experience high quality social care in line with the principles and values of the Self Directed Support (SDS) Act 2013. The Plan identifies four outcome areas reflecting where improvements in how SDS is delivered are most needed.	Health & Social Care	12/06/2023
National innovation strategy 2023 to 2033	Our vision is for Scotland to be one of the most innovative small nations in the world. This is our ten-year strategy to deliver that ambition. Innovation is a key tool to make Scotland a fairer, more equal, wealthier and greener country.	Economy and Industry	09/06/2023
Cash-First - towards ending the need for food banks in Scotland: plan	This Plan "Cash-First: Towards Ending the Need for Food Banks in Scotland" sets out our human rights approach to tackling food insecurity and outlines nine collaborative actions we will take over the next three years to improve the response to financial hardship and start to reduce the need for emergency food parcels.	Economy and Industry	05/06/2023
Bairns' Hoose - project plan: progress report and pathfinder delivery plan 2023 to 2025	This report highlights the progress made towards developing a national Bairns' Hoose model, sets out revised overarching actions for 2023 to 2025 and provides a detailed delivery plan for the Pathfinder phase.	Other	01/06/2023
Bairns' Hoose - project plan: progress report and pathfinder delivery plan 2023 to 2025 - easy read	Easy read version of a report which highlights the progress made towards developing a national Bairns' Hoose model, sets out revised overarching actions for 2023 to 2025 and provides a detailed delivery plan for the Pathfinder phase.	Delete	01/06/2023
Bairns' Hoose – children and young people: participation and engagement plan	This plan sets out our approach to participation and engagement, and the actions we will take to make sure that Bairns' Hoose services best reflect the views of children and young people with lived experience of trauma.	Delete	01/06/2023
Bairns' Hoose – children and young people: participation and engagement plan - easy read	Easy read version of a plan which sets out our approach to participation and engagement, and the actions we will take to make sure that Bairns' Hoose services best reflect the views of children and young people with lived experience of trauma.	Delete	01/06/2023
New dementia strategy for Scotland: Everyone's Story	The new Dementia Strategy for Scotland is a 10-year vision for change. This strategy was developed in collaboration with people with lived experience and our wider partners. It is the culmination of eight months of engagement with people across Scotland, focussed on how we improve delivery	Health & Social Care	31/05/2023
New dementia strategy for Scotland: summary	This summary of our New Dementia Strategy for Scotland (a 10-year vision for change) sets out the difference we want to make, prioritising how we improve delivery and impact, with a focus on enhancing community supports.	Delete	31/05/2023
Violence prevention framework	This Framework sets out our vision to prevent violence across Scotland, and when it does occur, to reduce its harm. It is supported by an evidence supplement, spotlights some cross government work and includes priority aims and an action plan, outlining the initial activities going forward.	Crime & Justice	31/05/2023

Decarbonisation of residual waste infrastructure: Scottish Government response	Our initial response to the second report on the decarbonisation of residual waste infrastructure in Scotland. The second report followed on from Stop, Sort, Burn, Bury? - the recommendations of the independent review of the role of incineration in the waste hierarchy.	Delete	05/05/2023
Public procurement strategy: 2023 to 2028	The first Public Procurement Strategy for Scotland provides a future high-level vision and roadmap for Scottish public procurement which all public sector bodies can align to and deliver against.	Government Functioning	27/04/2023
Health and social care: data strategy - executive summary easy read	Easy read version of the data strategy for health and social care executive summary.	Delete	21/04/2023
Equality, opportunity, community: New leadership - A fresh start	This publication sets out the First Minister's vision for Scotland and the outcomes he and his government aim to achieve by 2026.	Other	18/04/2023
Scottish Connections Framework	This Framework sets out a cohesive and cross-cutting approach to diaspora engagement. It outlines a series of commitments and ambitions to strengthen and expand our relationships with, and between, Scotland's international communities, and expand on existing work with our established networks.	International & Brexit	11/04/2023
Community Justice Performance Framework	This Framework is published under s18(4)(a) of the Community Justice (Scotland) Act 2016, and replaces the Outcomes, Improvement and Performance Framework. Community justice partners will use the framework's nationally determined outcomes and indicators to support local planning and reporting.	Crime & Justice	31/03/2023
National Improvement Framework (NIF) and improvement plan 2023: summary	Summarises the vision and priorities for Scottish education that have been agreed across the system, and the national improvement activity that needs to be undertaken to help deliver those key priorities.	Education & Youth	29/03/2023
Time Space Compassion - supporting people experiencing suicidal crisis: introductory guide	Introductory guide to the Time Space Compassion principles and approach - a relationship and person centred approach to improving suicidal crisis. It has been developed for use by people and services who regularly come into contact and support people experiencing suicidal crisis.	Health & Social Care	29/03/2023
Time Space Compassion - supporting people experiencing suicidal crisis: stories in practice - volume 1	This is a collection of practice stories, illustrating the principles and supporting practices of Time Space Compassion - a relationship and person centred approach to improving suicidal crisis support.	Delete	29/03/2023
Environmental Standards Scotland air quality investigation - Scottish Government improvement plan	This improvement plan sets out the Scottish Government's response to the six key recommendations made by Environmental Standards Scotland following its investigation into air quality.	Energy, Environment and Agri/Fish	27/03/2023
Institutionalising Participatory and Deliberative Democracy working group recommendations: Scottish Government response	Scottish Government response to the IPDD working group recommendations on how Scotland can establish infrastructure for high quality participatory and deliberative engagements.	Government Functioning	27/03/2023
Genomics in Scotland: Building our Future	This publication sets out our intention for genomic medicine in Scotland.	Health & Social Care	24/03/2023
Equality evidence strategy 2023 to 2025: easy read	A plan to get better facts, figures and information about equality.	Delete	24/03/2023
Scotland's Equality Evidence Strategy 2023-2025	This strategy sets out our approach to improving and strengthening Scotland's equality evidence base over a three year period to the end of 2025.	Equalities	24/03/2023
Hate crime strategy	Sets out our key priorities for tackling hate crime and prejudice in Scotland. This strategy has been developed in partnership with our Hate Crime Strategic Partnership Group and the voices of those with lived experience.	Crime & Justice	24/03/2023
Public sector pay strategy 2023 to 2024	Public sector pay strategy for the year 2023 to 2024 which applies to staff in the Scottish Government and its associated departments, agencies, non-departmental public bodies (NDPBs) and public corporations.	Other	22/03/2023
Faith and belief engagement strategy	Sets out our vision for engagement with Scotland's diverse faith and belief communities; the aims and outcomes of improved engagement; and the principles underpinning good engagement.	Equalities	22/03/2023
A Trading Nation – framework to grow Scotland's renewables exports	This framework reaffirms the commitments made from 'A Trading Nation' to ensure our trade and investment agenda is front and centre of our economic growth strategy. Outlines how we can work in partnership with industry to identify opportunities to grow exports around the world.	Economy and Industry	20/03/2023
An Toiseach as Fheàrr: Plana ro-innleachdail airson tràth-ionnsachadh agus cùram-chloinne aig aois sgoile airson Alba 2022-26 An Dàmhair 2022	Gaelic version of plan setting out how we will embed the benefits of our transformational investment in 1140 hours of high quality funded early learning and childcare. It also explains our approach to expanding our childcare offer over the next four years.	Delete	09/03/2023
Social isolation and loneliness: Recovering our Connections 2023 to 2026	A Plan to take forward the delivery of A Connected Scotland – our strategy for tackling social isolation and loneliness and building stronger social connections.	Housing & Communities	08/03/2023
Social isolation and loneliness: Recovering our Connections 2023 to 2026 - easy read	A plan to help people in Scotland feel less lonely and get in touch with other people more.	Delete	08/03/2023
International offices: strategic objectives	Strategic objectives for our international offices for 2022 to 2023.	International & Brexit	23/02/2023
Policing emerging technologies report: Scottish Government response	Our response to recommendations made in a report by the Independent Advisory Group on Emerging Technologies in Policing.	Delete	22/02/2023
Health and social care: data strategy	Scotland's first data strategy for health and social care, setting out how we will work together in transforming the way that people access their own data to improve health and wellbeing; and how care is delivered through improvements to our systems.	Health & Social Care	22/02/2023
Health and social care: data strategy - executive summary	Executive summary of the data strategy for health and social care.	Delete	22/02/2023
National Planning Framework 4	National Planning Framework 4 (NPF4) is our national spatial strategy for Scotland. It sets out our spatial principles, regional priorities, national developments and national planning policy. It should be read as a whole and replaces NPF3 and Scottish Planning Policy.	Housing & Communities	13/02/2023
Social Security business case: February 2023 - executive summary	View on the whole life costs and benefits of the programme, over a 30 year timeframe to 2050. (February 2023 update)	Other	07/02/2023
Wild salmon strategy: implementation plan 2023 to 2028	Plan setting out the actions to be taken over a five year period to 2028, to achieve the vision as outlined in the Scottish wild salmon strategy published in January 2022.	Energy, Environment and Agri/Fish	01/02/2023
Strategic Police Priorities	Strategic Police Priorities for Scotland which are provided for through section 33 of the Police and Fire Reform (Scotland) Act 2012.	Crime & Justice	27/01/2023
Drug Deaths Taskforce response: cross government approach	Cross government response to the Drug Deaths Taskforce report, Changing Lives. It contains a cross government action plan, response to Taskforce recommendations and a stigma action plan.	Crime & Justice	12/01/2023
Draft Energy Strategy and Just Transition Plan	We are consulting on this draft route map of actions we will take to deliver a flourishing net zero energy system that supplies affordable, resilient and clean energy to Scotland's workers, households, communities and businesses.	Energy, Environment and Agri/Fish	10/01/2023
Anti-racist employment strategy: easy read	Easy read version of the strategy which is a call for action and a guide to address the issues and disadvantage experienced by people from racialised minorities in the labour market in Scotland.	Delete	06/01/2023
National carers strategy: easy read	Unpaid care is vital to how social care is provided in Scotland, and the value of the dedication and expertise of carers cannot be overstated. This strategy sets out a range of actions to ensure they are supported fully in a joined up and cohesive way.	Delete	06/01/2023
Fair Work Action Plan Easy read version	Easy Read version of the Fair Work Action Plan	Delete	22/12/2022
National carers strategy	Unpaid care is vital to how social care is provided in Scotland, and the value of the dedication and expertise of carers cannot be overstated. This strategy sets out a range of actions to ensure they are supported fully in a joined up and cohesive way.	Health & Social Care	21/12/2022



National carers strategy: executive summary	Unpaid care is vital to how social care is provided in Scotland, and the value of the dedication and expertise of carers cannot be overstated. This strategy sets out a range of actions to ensure they are supported fully in a joined up and cohesive way.	Delete	21/12/2022
Onshore wind: policy statement 2022	Sets out our ambition to deploy 20GW of onshore wind by 2030, as well as details on the formation of an onshore wind strategic leadership group, who will develop an onshore wind sector deal.	Energy, Environment and Agri/Fish	21/12/2022
Employment: our vision	Sets out our vision for Scotland's labour market as a key component in driving economic growth, inclusivity and equality.	Work & Skills	19/12/2022
Adult social care 2022 to 2023: joint statement of intent and next steps	Sets out joint commitments by the Scottish Government and COSLA to bring about improvements to the social care system over the next 12 to 18 months. It also reports on the progress of commitments made in the previous statement of intent published in March 2021.	Health & Social Care	19/12/2022
Rare disease action plan	Scotland's first action plan for rare disease sets out the actions that we, our NHS, partners and stakeholders will take to improve the lives of people in living with a rare disease. The plan supports the shared priorities of the 2021 UK Rare Diseases Framework.	Health & Social Care	19/12/2022
Hydrogen action plan	Actions that will be taken over the next five years to support the development of a hydrogen economy to further our efforts to reduce greenhouse gas emissions from Scotland's energy system while ensuring a just transition.	Energy, Environment and Agri/Fish	14/12/2022
Education - Achieving Excellence and Equity: National Improvement Framework and improvement plan 2023	Sets out the vision and priorities for Scottish education that have been agreed across the system, and the national improvement activity that needs to be undertaken to help deliver those key priorities.	Education & Youth	13/12/2022
Biodiversity strategy to 2045: tackling the nature emergency - draft	This draft biodiversity strategy sets out our clear ambition for Scotland to be Nature Positive by 2030, and to have restored and regenerated biodiversity across the country by 2045.	Energy, Environment and Agri/Fish	13/12/2022
Highly Protected Marine Areas: stakeholder engagement plan	This stakeholder engagement plan outlines how stakeholders can engage with the Highly Protected Marine Areas (HPMA) process and provide their input and views.	Energy, Environment and Agri/Fish	12/12/2022
Anti-racist employment strategy - A Fairer Scotland for All	The strategy is a call for action and a guide to address the issues and disadvantage experienced by people from racialised minorities in the labour market in Scotland. It is a key component in achieving our ambition to become a leading Fair Work Nation by 2025.	Equalities	09/12/2022
Fair Work action plan: becoming a leading Fair Work nation by 2025	A refreshed action plan setting out actions to promote fair and inclusive workplaces across Scotland. This incorporates actions on tackling the gender pay gap, the disability employment gap, and our anti-racist employment strategy, driving fair work practices for all.	Work & Skills	09/12/2022
Challenging men's demand for prostitution: policy principles	Principles to challenge men's demand for prostitution and support for those with experience of it.	Crime & Justice	06/12/2022
Additional Support for Learning review: action plan - November 2022 update	An updated Additional Support for Learning (ASL) action plan, setting out the progress made since November 2021, to deliver against the recommendations made by the review of implementation of additional support for learning.	Education & Youth	30/11/2022
Best Start, Bright Futures - tackling child poverty delivery plan 2022-2026: easy read	An easy read version of the second tackling child poverty delivery plan due under the Child Poverty (Scotland) Act 2017. Outlining action for the period 2022 to 2026.	Economy and Industry	30/11/2022
Delivering Scotland's Blue Economy approach	Sets out the first phase of delivery towards our Blue Economy Vision (published March 2022). It provides a clear picture of where we are now in relation to the six Blue Economy outcomes and sets out our next steps in delivering a collaborative approach in Scotland.	Economy and Industry	30/11/2022
Life sciences sector: export plan	This plan reaffirms the commitments made from 'A Trading Nation' to ensure our trade and investment agenda is front and centre of our economic growth strategy. Co-produced with stakeholders, this plan will work with the sector to identify how best to support Scottish businesses to grow their exports.	Economy and Industry	22/11/2022
Heat Pump Sector Deal Expert Advisory Group: Scottish Government response	The Expert Advisory Group was formed to make recommendations to Scottish Ministers on the scope of a potential Heat Pump Sector Deal for Scotland. This publication outlines our response to the recommendations made in their final report.	Delete	11/11/2022
Towards an Industry for Green Heat: heat in buildings supply chains delivery plan	Sets out how supply chains will need to grow and change to meet future demand driven by future regulations of heating and energy efficiency. In the plan we outline the actions we are taking to support growth across the green heat industry.	Economy and Industry	11/11/2022
Care in the Digital Age: delivery plan 2022 to 2023	The national delivery plan describes activities supporting Health Boards, HSCPs, local authorities, primary care, social care, social work, and care providers to offer new or improved services, whether through improved systems and infrastructure, or access to digital services.	Health & Social Care	08/11/2022
Scotland's feminist approach to foreign policy: background note	Sets the scene ahead of the Scottish Government's planned stakeholder engagement to define and shape its feminist approach to foreign policy.	Equalities	02/11/2022
Scotland's National Strategy for Economic Transformation - Delivery Plans October 2022	The Delivery Plans set out how we will work with partners to implement the National Strategy for Economic Transformation.	Economy and Industry	31/10/2022
National marine plan 2: engagement strategy	Stakeholder engagement strategy and statement of public participation for Scotland's national marine plan 2.	Energy, Environment and Agri/Fish	27/10/2022
Gaelic language plan 2022 to 2027	Third iteration of our Gaelic language plan - produced under the Gaelic Language (Scotland) Act 2005. It outlines the steps we are taking to support Gaelic and Gaelic speakers within our internal operations.	Housing & Communities	14/10/2022
Plana Gàidhlig Riaghaltas na h-Alba 2022-2027	'S e seo treas Plana Gàidhlig Riaghaltas na h-Alba - air ullachadh fo Achd na Gàidhlig (Alba) 2005. Tha e a' mineachadh nan ceuman a tha Riaghaltas na h-Alba a' gabhail gus taic a thoirt don Ghàidhlig is a luchd-labhairt taobh staigh na h-obraichean againn.	Delete	14/10/2022
Best Start - strategic early learning and school age childcare plan 2022 to 2026	The plan sets out how we will embed the benefits of our transformational investment in 1140 hours of high quality funded early learning and childcare. It also explains our approach to expanding our childcare offer over the next four years.	Education & Youth	06/10/2022
Seafood strategy	Affirms the importance of the seafood sector and sets out how we are supporting industry to contribute to achieving our blue economy aspirations.	Economy and Industry	06/10/2022
Health and social care: winter resilience overview 2022 to 2023	Sets out the range of actions we are taking to support our health and social sector throughout the winter period.	Health & Social Care	04/10/2022
NHS Recovery Plan: annual progress update	This publication provides an update on progress against the actions we are taking to address the backlog in care and meet ongoing healthcare needs for people across Scotland, as set out in the NHS Recovery Plan 2021-2026.	Health & Social Care	04/10/2022
Creating Hope Together - suicide prevention action plan 2022 to 2025: easy read	Easy read version of Scotland's Suicide Prevention Action Plan - Creating Hope Together - 2022-2025.	Delete	29/09/2022
Creating Hope Together - suicide prevention strategy 2022 to 2032: easy read	Easy read version of Scotland's Suicide Prevention Strategy - Creating Hope Together - 2022 to 2025.	Delete	29/09/2022
Creating Hope Together: suicide prevention action plan 2022 to 2025	Scotland's Suicide Prevention Action Plan covering the period from 2022 to 2025.	Health & Social Care	29/09/2022
Creating Hope Together: suicide prevention strategy 2022 to 2032	Scotland's Suicide Prevention Strategy covering the period from 2022 to 2032.	Health & Social Care	29/09/2022
Marine litter strategy	This refreshed marine litter strategy outlines new priority actions to tackle marine litter in Scotland, building on the work already conducted through the original strategy.	Energy, Environment and Agri/Fish	28/09/2022

Rural visa pilot proposal: September 2022	A pilot proposal document, developed by Scottish Government in collaboration with local authorities and business sector organisations, about a targeted migration solution for remote and rural areas of Scotland, to meet the discrete and specific needs of these communities and their local economies.	International & Brexit	27/09/2022
National Partnership for Culture recommendations: Scottish Government response	Our response to the recommendations received from the National Partnership for Culture.	Other	27/09/2022
National Islands Plan: implementation route map 2022	Details how we will deliver our priorities over the lifetime of the National Islands Plan. It identifies the methods to monitor progress towards fulfilling the many commitments in the Plan and sets out timescales for delivery of our work.	Housing & Communities	26/09/2022
Scottish Land Rights and Responsibilities Statement 2022	Land reform in Scotland, including matters relating to the ownership, use and management of land and associated rights and responsibilities, is continually evolving. The Statement has been revised to ensure it remains relevant to informing policy and practice around land issues in Scotland.	Housing & Communities	22/09/2022
A Trading Nation: progress review 2022	Three years into the delivery of our 10 year export growth strategy, A Trading Nation (ATN), our strategy remains firmly focused on the recovery and growth of Scotland's exports through values-based trade. This review documents our progress and delivery so far.	Economy and Industry	21/09/2022
Fisheries management strategy 2020 to 2030: delivery plan	The delivery plan supports the delivery of outcomes and policies set out in Scotland's Future Fisheries Strategy and will help stakeholders understand the progress so far in delivering key aspects of the strategy so far, indicating timelines for delivery of actions over the next 10 years.	Energy, Environment and Agri/Fish	21/09/2022
Winter Vaccination Programme 2022 to 2023: COVID-19 and seasonal flu deployment plan	Annual plan including target groups and timescales.	Covid	08/09/2022
A stronger and more resilient Scotland: the Programme for Government 2022 to 2023	The Programme for Government sets out the actions we will take in the coming year and beyond. It includes the legislative programme for this parliamentary year.	Other	06/09/2022
Shaping Scotland's economy: inward investment plan	Shaping Scotland's Economy: Scotland's Inward Investment Plan sets out our ambition for Scotland as a leading destination for inward investment aligned with our values as a nation.	Economy and Industry	05/09/2022
Scottish Government records management plan	Sets out the Scottish Government records management plan, policy and retention schedules as well as plans to digitise our records.	Government Functioning	02/09/2022
Artificial intelligence strategy: trustworthy, ethical and inclusive	Our artificial intelligence (AI) strategy sets out a vision for AI in Scotland, the principles that will guide us, and the actions we'll take to develop and strengthen our AI ecosystem over the next five years.	Economy and Industry	19/08/2022
Islands Bond consultation: our response	Response paper following analysis of Islands Bond consultation.	Housing & Communities	19/08/2022
NHS Scotland climate emergency and sustainability strategy: 2022-2026	This document sets out plans for NHS Scotland to reduce its greenhouse gas emissions and impact on the environment, adapt to climate change and to better contribute to the United Nation sustainable development goals. It has been developed by the Scottish Government and NHS Scotland Assure.	Energy, Environment and Agri/Fish	16/08/2022
National Drugs Mission Plan: 2022-2026	Update on National Mission to reduce drug deaths and improve the lives of those impacted by drugs.	Crime & Justice	09/08/2022
The Strategy for Our Veterans - taking the strategy forward in Scotland: refreshed action plan	Refreshed action plan detailing how we intend to continue to take forward the Strategy for Our Veterans in Scotland.	Other	05/08/2022
Scottish allied health professions public health strategic framework implementation plan: 2022 to 2027	In 2019, the first UK wide Allied Health Professions (AHPs) Public Health Strategic Framework 2019-2024 was published by all four nations, intended to help AHPs and partners to further develop their role in public health. Thereafter, each nation agreed to develop their own implementation plan.	Health & Social Care	02/08/2022
Pain management - service delivery framework: consultation analysis	This summary presents key findings from the independent analysis of responses to our consultation on the framework for pain management service delivery which ran from 6 December 2021 to 28 February 2022.	Delete	25/07/2022
Pain management - service delivery framework: implementation plan	The implementation plan (2022) sets out our priorities and the actions we will take to reduce the impact of chronic pain on quality of life and wellbeing and improve information, care and services for people in Scotland.	Health & Social Care	25/07/2022
Lord Advocate's Written Case: whether the question for a referendum on Scottish Independence contained in the proposed referendum Bill relates to reserved matters	The Lord Advocate's written case in the matter of a Reference by the Lord Advocate to the Supreme Court under paragraph 34 of schedule 6 to the Scotland Act 1998.	Other	22/07/2022
Skills: shared outcomes framework	This framework is the means by which Skills Development Scotland and the Scottish Funding Council will monitor and report on collaborative projects that contribute to overarching skills outcomes.	Work & Skills	18/07/2022
Information assurance and data protection: appropriate policy document	How we meet legal obligations and requirements under data protection law, and how we protect special category and criminal convictions personal data and processing for the purposes of law enforcement.	Government Functioning	07/07/2022
Coronavirus (COVID-19) Children and Families Collective Leadership Group holistic family support: vision and blueprint for change	Group vision and blueprint for change for holistic whole family support in Scotland.	Delete	06/07/2022
Holistic whole family support: routemap and national principles	A routemap for delivering the vision and principles of holistic whole family support to promote consistent standards of practice across Scotland which will help to deliver improved outcomes for children, young people and families.	Education & Youth	06/07/2022
Reference to Supreme Court: whether the question for a referendum on Scottish Independence contained in the proposed referendum Bill relates to reserved matters	A Reference by the Lord Advocate to the Supreme Court under paragraph 34 of schedule 6 to the Scotland Act 1998.	Other	05/07/2022
Freedom of information (FOI) improvement plan 2022-23	The Minister for Parliamentary Business made a commitment to continuing the improvement process when he wrote to the Scottish Information Commissioner in May 2022.	Government Functioning	01/07/2022
National Strategy for Community Justice	This revised National Strategy for Community Justice sets the national direction for community justice by building on progress made to date. It is designed to provide a clear roadmap for future improvement work, by highlighting key areas for partners to focus on.	Crime & Justice	30/06/2022
The Honey Bee Health Strategy 2022 - 2032	The main aim of the strategy is "Working in partnership to achieve a healthy and sustainable population of honey bees in Scotland".	Energy, Environment and Agri/Fish	30/06/2022
Scottish Independence Referendum Bill	Bill setting out aspects of the referendum, including the referendum question, form of the ballot paper, and the date of the referendum.	Delete	28/06/2022
Equality evidence strategy 2023 to 2025: engaging with stakeholder organisations	Sets out our planned approach to engaging with stakeholder organisations throughout the development of the next iteration of Scotland's equality evidence strategy.	Equalities	27/06/2022
Public Interest Journalism Working Group recommendations: Scottish Government response	Our response to the short-life Public Interest Journalism Working Group recommendations set out in its report: Scotland's News - towards a sustainable future for public interest journalism.	Delete	24/06/2022
National Care Service and co-design	Explains the way in which collaboration will work as we co-design the National Care Service, how the views and expertise of those who have experience of the system will contribute to its development, and where responsibility for decision making will lie.	Health & Social Care	21/06/2022
National Care Service and co-design: easy read	Explains the way in which collaboration will work as we co-design the National Care Service, how the views and expertise of those who have experience of the system will contribute to its development, and where responsibility for decision making will lie.	Delete	21/06/2022

Rehabilitation and recovery: a person-centred approach	This paper presents the Once for Scotland approach to rehabilitation in a post-COVID era that is based on six principles of good rehabilitation. It aims to support individuals to live well with long-term conditions and ensure they can access rehabilitation that is personalised and outcome-focused.	Crime & Justice	21/06/2022
Independent review of the role of incineration in the waste hierarchy: Scottish Government response	Our initial response to Stop, Sort, Burn, Bury? - the recommendations of the independent review of the role of incineration in the waste hierarchy in Scotland.	Energy, Environment and Agri/Fish	16/06/2022
Volunteering action plan	Scotland's volunteering action plan aims to create a Scotland where everyone can volunteer, more often, and throughout their lives. Designed to provide actions over a 10-year period as a living plan. It seeks to raise the profile of volunteering and its impact on society.	Housing & Communities	15/06/2022
Zero Emission Taskforce recommendation report: Scottish Government response	Sets out our response to the Zero Emissions Social Housing Taskforce report.	Energy, Environment and Agri/Fish	14/06/2022
Equally Safe - short life delivery plan: summer 2022 to autumn 2023	A refresh of the Equally Safe Delivery Plan outlining the joint commitment of the Scottish Government and COSLA to preventing and eradicating all forms of violence against women and girls and tackling the underpinning attitudes that perpetuate it.	Crime & Justice	13/06/2022
National Strategy for Economic Transformation: easy read version	Easy read version of our plan setting out the priorities for Scotland's economy.	Economy and Industry	09/06/2022
Heat in Buildings strategy - quality assurance: policy statement	Quality assurance is critical to our heat decarbonisation aims. This policy statement focuses on the standards, skills and certifications required for installers on SG schemes, proposed ways to tackle scams and mis-selling and how to improve public engagement.	Energy, Environment and Agri/Fish	07/06/2022
Investing in Scotland's Future: Resource Spending Review	The Resource Spending Review is a public finance document. It sets out the high-level parameters for resource spending to 2026-27 and outlines our high-level spending plans to deliver our Programme for Government and Bute House commitments.	Economy and Industry	31/05/2022
The Outcome of the Targeted Review of the Capital Spending Review – Updated Spending Allocations for 2023-24 to 2025-26	The targeted review of the Capital Spending Review sets out revised capital spending plans for the financial years 2023-2024 to 2025-2026.	Delete	31/05/2022
Adult learning strategy 2022 to 2027	The Adult Learning Strategy sets out our actions to improve life chances for adult learners across Scotland. It outlines how we will ensure that there are accessible opportunities for adults to learn throughout their lives.	Work & Skills	10/05/2022
Adult learning strategy: easy read	An easy read version of the Adult Learning Strategy.	Delete	10/05/2022
Scotland's Global Affairs Framework	The Global Affairs Framework sets out the values and principles underpinning the Scottish Government's international work and the basis on which the Scottish Government will prioritise its international activity.	International & Brexit	09/05/2022
People with learning disabilities living in places away from their homes: report - easy read	This is the updated version of the easy read report from a group working on Delayed Discharge and Complex Care.	Health & Social Care	28/04/2022
Scottish Animal Welfare Commission: workplan - July 2021	Plan of work for the Scottish Animal Welfare Commission.	Energy, Environment and Agri/Fish	28/04/2022
Misogyny and Criminal Justice Working Group recommendations: response	Our response to an independent report on how the Scottish criminal justice system deals with misogyny faced by women and girls.	Crime & Justice	21/04/2022
Scotland's energy sector - unlocking investment: joint business plan	Focuses on the actions a number of stakeholders need to take in order to unlock investment in projects that support net zero, and will generate economic benefit across Scotland and the wider UK over the next few years.	Energy, Environment and Agri/Fish	14/04/2022
Neurological care and support: framework for action 2020-2025	The framework sets out a vision for driving improvement in the care and support for those with neurological conditions in Scotland.	Health & Social Care	11/04/2022
City Centre Recovery Task Force: report	Co-produced with the Scottish Cities Alliance, this report sets out the specific impact of the COVID-19 pandemic on city centres, and identifies the immediate priorities to support city centre recovery.	Housing & Communities	31/03/2022
A Blue Economy Vision for Scotland	Sets out our long-term ambition for Scotland's blue economy to 2045. It demonstrates how much we value our marine environment and its significance. This is captured in six outcomes sitting across a range of environmental, social and economic ambitions.	Economy and Industry	31/03/2022
Heat networks delivery plan	Sets out how provisions of the Heat Networks Scotland Act 2021 and wider policy will contribute to increasing heat networks in Scotland.	Energy, Environment and Agri/Fish	31/03/2022
Keeping the Promise implementation plan	The Promise implementation plan sets out our actions and commitments to keep the Promise for care experienced children, young people and their families. It contributes to our ambition for every child in Scotland to grow up loved, safe and respected so that they realise their full potential.	Other	30/03/2022
Fire and rescue framework 2022	The fire and rescue framework for Scotland 2022 sets out Scottish Ministers' expectations of the Scottish Fire and Rescue Service.	Other	29/03/2022
Scottish Government procurement strategy: April 2022 to March 2024	Scottish Government procurement strategy covering the period from April 2022 to March 2024.	Government Functioning	28/03/2022
Scotland's Open Government action plan: 2021 to 2025	Scotland's third national action plan as a member of the Open Government Partnership.	Government Functioning	25/03/2022
Best Start, Bright Futures: tackling child poverty delivery plan 2022 to 2026	The second tackling child poverty delivery plan due under the Child Poverty (Scotland) Act 2017. Outlining action for the period 2022 to 2026.	Economy and Industry	24/03/2022
Tackling child poverty delivery plan 2022-2026 - annex 4: cumulative impact assessment	This report is an annex to Best Start, Bright Futures: the second tackling child poverty delivery plan 2022 to 2026 and assesses the cumulative impact of a package of our policies on child poverty.	Delete	24/03/2022
Tackling child poverty delivery plan 2022-2026 - annex 1: Child Poverty (Scotland) Act 2017 requirements	This annex to Best Start, Bright Futures: the second tackling child poverty delivery plan 2022 to 2026 explains how we have met the requirements of the Child Poverty (Scotland) Act 2017.	Delete	24/03/2022
Tackling child poverty delivery plan 2022-2026 - annex 2: child poverty evaluation strategy - updated	This annex to Best Start, Bright Futures: the second tackling child poverty delivery plan 2022 to 2026 sets out the updated evaluation approach to tackling child poverty.	Delete	24/03/2022
Tackling child poverty delivery plan 2022-2026 - annex 3: child poverty measurement framework – updated	This annex to Best Start, Bright Futures: the second tackling child poverty delivery plan 2022 to 2026 provides an update on the measurement framework to monitor whether and how the drivers of poverty change over time.	Delete	24/03/2022
Tackling child poverty delivery plan 2022-2026 - annex 5: impact of policies on child poverty	This annex shows how policy contained within Best Start, Bright Futures the second tackling child poverty delivery plan 2022 to 2026 links to the child poverty targets, via the drivers of child poverty, and indicates where policies are linked to particular outcomes for priority groups.	Delete	24/03/2022
Getting the Right Change – retail strategy for Scotland	This strategy contains current initiatives and future actions to help fulfil our vision for the retail sector in a fair, sustainable way. By delivering on its actions we aim for successful, profitable retail businesses, creation of new, better jobs and to become an exemplar for inclusive growth.	Economy and Industry	24/03/2022
Technology sector export plan	This plan reaffirms the commitments made from 'A Trading Nation' to ensure our trade and investment agenda is front and centre of our economic growth strategy. Co-produced with stakeholders in the technology sector, this plan aims to substantially increase Scotland's exports of technology.	Economy and Industry	21/03/2022
A Culture Strategy for Scotland	A Culture Strategy for Scotland shows how important culture is to Scotland's prosperity and sets the future direction for supporting culture in Scotland.	Other	15/03/2022
Coronavirus (COVID-19): Test and Protect - transition plan	This transition plan sets out the updated Test & Protect plans for the endemic phase of COVID-19, and how we will manage the transition from the current testing position to the end steady state.	Covid	15/03/2022
Health and social care: national workforce strategy	Sets out our vision for the health and social care workforce. Supports our tripartite ambition of recovery, growth and transformation of our workforce and the actions we will take to achieve our vision and ambition.	Health & Social Care	11/03/2022

Heat in buildings strategy: easy read	This is the easy read version of the Heat in Buildings Strategy summary document.	Delete	07/03/2022
National radiotherapy plan	We are committed to providing a world class radiotherapy service. This plan sets out our ambition to provide equitable, timely access across NHS Scotland to safe, efficient and effective, person-centred radiotherapy services.	Health & Social Care	02/03/2022
Scotland's National Strategy for Economic Transformation	Sets out the priorities for Scotland's economy as well as the actions needed to maximise the opportunities of the next decade to achieve our vision of a wellbeing economy.	Economy and Industry	01/03/2022
Scotland's National Strategy for Economic Transformation: summary	This summary version of the strategy highlights the main priorities and actions we will take forward in the next decade to achieve our vision of a wellbeing economy.	Delete	01/03/2022
Bairns' Hoose: project plan	This project plan sets out the steps we will take to meet our Programme for Government Commitment which aims to ensure that all eligible children in Scotland will have access to a 'Bairns' Hoose' by 2025.	Other	28/02/2022
Sea fishing - Firth of Clyde seasonal closures: Operation Galene	Operation plan detailing how Marine Scotland will monitor and ensure compliance with The Sea Fish (Prohibition On Fishing) (Firth Of Clyde) (No. 2) Order 2022.	Energy, Environment and Agri/Fish	28/02/2022
Short Life Working Group on Prescription Medicine Dependence and Withdrawal recommendations: Scottish Government response	This paper details the final agreed recommendations from the Short Life Working Group on Prescription Medicine Dependence and Withdrawal as amended following the consultation.	Health & Social Care	25/02/2022
Serious Organised Crime strategy	The Serious Organised Crime Taskforce Strategy seeks to close the potential gap between intelligence and tasking through the better use of threat assessments and aims to reduce the harm caused by serious organised crime by ensuring that all partner bodies work together.	Crime & Justice	23/02/2022
Coronavirus (COVID-19): Scotland's Strategic Framework update - February 2022	This update of the Strategic Framework assesses where we are in the pandemic and sets out Scotland's approach to managing COVID-19 and its associated harms effectively for the long term as we prepare for a calmer phase of the pandemic.	Covid	22/02/2022
Sectoral marine plan - offshore wind for innovation and targeted oil and gas decarbonisation: initial plan framework	The Initial Plan Framework (IPF) outlines the process for development of the Sectoral Marine Plan for Innovation and Targeted Oil and Gas (INTOG) Decarbonisation. The IPF also sets out the areas that will be used for future seabed leasing.	Energy, Environment and Agri/Fish	22/02/2022
Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge	The report from the working group into Delayed Discharge and Complex Care which makes recommendations of actions to be taken at national and local levels to reduce the number of delayed discharges and out-of-area placements for people with learning disabilities and complex care needs.	Health & Social Care	21/02/2022
The Vision for Justice in Scotland	We set out our transformative vision of the future justice system for Scotland, spanning the full journey of criminal, civil and administrative justice, with a focus on creating safer communities and shifting societal attitudes and circumstances which perpetuate crime and harm.	Crime & Justice	08/02/2022
Social security - benefit take-up strategy: easy read - October 2021	Easy read version of our strategy outlining our work on benefit take-up to date, as well as setting out our next steps.	Other	28/01/2022
Storm Arwen review	A review into the response to Storm Arwen.	Other	27/01/2022
Scottish wild salmon strategy	Sets out the vision, objectives and priority themes to ensure the protection and recovery of Scottish Atlantic wild salmon populations.	Energy, Environment and Agri/Fish	14/01/2022
Scottish Government information management strategy	The Scottish Government information management strategy (December 2021).	Government Functioning	13/01/2022
Research Data Scotland – Full Business Case	The Research Data Scotland (RDS) Full Business Case (FBC) sets out proposals for the establishment of a new national service that has the potential to save time, money and lives.	Government Functioning	13/01/2022
Equally Safe in Colleges and Universities Core Leadership Group - strategic plan: April 2022 to March 2024	A two-year strategic plan for the Equally Safe in Colleges and Universities Core Leadership Group, covering the academic years 2022/23 and 2023/24.	Equalities	12/01/2022
Coronavirus (COVID-19): Covid Recovery Strategy Programme Board - programme approach	How we will work alongside local government and more widely to ensure the actions of the Covid Recovery Strategy are delivered.	Covid	23/12/2021
Tackling fuel poverty in Scotland: a strategic approach	The fuel poverty strategy sets out policies and proposals for national government, local authorities and third sector partners to help meet the targets set out in the Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act 2019.	Economy and Industry	23/12/2021
NHS gender identity services: strategic action framework 2022-2024	A strategic action framework for the improvement of NHS gender identity services from 2022 until 2024.	Equalities	20/12/2021
Labour market monthly briefing: December 2021	Summary of employment, unemployment and economic inactivity sourced from the Labour Force Survey and other labour market statistics from a range of official sources for Scotland and the UK.	Delete	17/12/2021
Framework for Tax 2021	Scotland's Framework for Tax sets out the principles and strategic objectives that underpin the Scottish Approach to Taxation, as well as our approach to decision making, engagement and how we manage and sequence tax policy and delivery.	Economy and Industry	16/12/2021
Scotland's Climate Assembly - recommendations for action: SG response	Scotland's Climate Assembly published their full report on 23 June 2021. It included 81 recommendations for the Scottish Government, who had six months to respond. This response sets out the existing and proposed actions that government will take in order to address their recommendations.	Delete	16/12/2021
Progressing the human rights of children in Scotland: action plan 2021 to 2024	This action plan details what we will do to further the rights of children for the next three years from 2021 to 2024.	Education & Youth	19/11/2021
Coronavirus (COVID-19): Scotland's Strategic Framework update - November 2021	We expect a challenging winter ahead and know that the effect of the COVID-19 vaccine reduces over time. It is within the context of these pressures, and the risk of increasing COVID-19 cases, that this update of the Strategic Framework sets out our latest approach to managing the pandemic.	Covid	16/11/2021
Hydrogen action plan: draft	Our draft Hydrogen Action Plan articulates the actions that will be taken over the next five years to support the development of a hydrogen economy to further our efforts to reduce greenhouse gas emissions from Scotland's energy system while ensuring a just transition.	Energy, Environment and Agri/Fish	10/11/2021
Additional support for learning: action plan (updated October 2021)	An updated ASL action plan, setting out the progress made since October 2020, to deliver against the recommendations made by the review of implementation of additional support for learning.	Education & Youth	01/11/2021
Reducing greenhouse gas emissions - proposals and policies: report	Report prepared under section 36 of the Climate Change (Scotland) Act 2009, setting out proposals and policies to compensate in future years for the excess emissions resulting from the missed 2019 emissions reduction target.	Energy, Environment and Agri/Fish	27/10/2021
Digital health and care strategy	Refreshed strategy which sets out how we will work together to improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services, in a way, place and time that works best for them.	Health & Social Care	27/10/2021
Curriculum for Excellence review: implementation framework	A framework for how we will address the recommendations in the Organisation for Economic Co-operation and Development (OECD) report, 'Scotland's Curriculum for Excellence: Into the Future'. This will include using the analysis and advice set out in Professor Stobart's working paper on assessment in secondary education.	Education & Youth	27/10/2021
Adult social care - winter preparedness plan: 2021-22	This Plan sets out the measures that will be applied across the adult social care sector to meet the challenges over the winter 2021 - 2022. It details information to all those involved in and affected by adult social care provision. The Plan accompanies the Health and Social Care Winter Overview.	Health & Social Care	22/10/2021

Health and social care: winter overview 2021 to 2022	Outlines the range of actions we are taking to support our health and social sector care throughout the winter period.	Health & Social Care	22/10/2021
Social Security (Scotland) Act 2018: benefit take-up strategy - October 2021	This take-up strategy is the second to be published under the provision of the Social Security (Scotland) Act, and outlines our work on take-up to date, as well as setting out our next steps	Other	21/10/2021
Clyde Mission: energy masterplan	This masterplan will support the strategic development of low carbon heat and energy infrastructure projects that align to the goals of the Clyde Mission. It aims to support the identification and development of a portfolio of heat and energy related investment opportunities in within the CM area.	Energy, Environment and Agri/Fish	13/10/2021
Honey bee health strategy: review	Scottish Government in conjunction with the Bee Health Improvement Partnership (BHIP), have completed a review of the first 10 year strategy. This will allow us to understand the progress made since 2010 and how to support the sector in future years.	Energy, Environment and Agri/Fish	11/10/2021
Perinatal and Infant Mental Health Programme Board: delivery plan - September 2021 to September 2022	This plan will ensure the work completed by the Programme Board helps to provide services to women, men and families who require help and support during the perinatal period.	Health & Social Care	11/10/2021
Heat in Buildings Strategy - achieving net zero emissions in Scotland's buildings	Sets out our vision for the future of heat in buildings, and the actions we are taking in the buildings sector to deliver our climate change commitments, maximise economic opportunities, and ensure a just transition, including helping address fuel poverty.	Energy, Environment and Agri/Fish	07/10/2021
Covid Recovery Strategy: for a fairer future	Sets out our vision for recovery and the actions we will take to address systemic inequalities made worse by Covid, make progress towards a wellbeing economy, and accelerate inclusive person-centred public services.	Covid	05/10/2021
Coronavirus (COVID-19) education recovery: key actions and next steps	Outlines our ongoing response to the impacts of the pandemic on education in Scotland, and sets out some key next steps we will take to address them.	Education & Youth	05/10/2021
Coronavirus (COVID-19): Scotland's autumn/winter vaccination strategy 2021	Strategy outlining our progress on COVID-19 vaccinations and plans for COVID-19 and seasonal influenza (flu) vaccinations in autumn and winter 2021 to 2022 in Scotland.	Covid	30/09/2021
Coronavirus (COVID-19): Scotland's Long Covid service	This paper sets out the key elements that underpin our approach to care and support for people with long Covid.	Covid	30/09/2021
Equality Data Improvement Programme: communications and engagement strategy - working document	A communications and engagement plan for the Equality Data Improvement Programme (EDIP) - working document.	Equalities	27/09/2021
Coronavirus (COVID-19): vaccine certification update - 23 September 2021	Update on plans for introducing a COVID-19 vaccine certification scheme, including how the scheme will operate.	Covid	23/09/2021
Carers (Scotland) Act 2016: implementation plan 2021-2023 (March 2021)	The Carers (Scotland) Act 2016 came into force on 1 April 2018. This plan sets out outcomes and actions in relation to six key priorities for implementation of the Act in 2020/21, 2021/22 and 2022/23.	Health & Social Care	23/09/2021
Climate change - Net Zero Nation: public engagement strategy	Sets out our overarching framework for engaging the people of Scotland in the transition to a net zero nation which is prepared for the effects of our changing climate.	Energy, Environment and Agri/Fish	16/09/2021
Collaborative and Compassionate Cancer Care: cancer strategy for children and young people 2021-2026	This Managed Service Network (MSN) for Children and Young People with cancer (CYPCC) strategy celebrates the achievements to date as well as setting out ambitions for the coming 5 years.	Health & Social Care	16/09/2021
Diet and healthy weight: out of home action plan	A framework to help outlets provide healthier foods, including industry and local authorities.	Health & Social Care	10/09/2021
Coronavirus (COVID-19): mandatory vaccine certification proposals	Proposals for a mandatory COVID-19 vaccination certification scheme for Scotland.	Covid	09/09/2021
A Fairer, Greener Scotland: Programme for Government 2021-22	The Programme for Government sets out the actions we will take in the coming year and beyond. It includes the legislative programme for this parliamentary year.	Other	07/09/2021
Just Transition - A Fairer, Greener Scotland: Scottish Government response	The Scottish Government's initial response to the final report of the Just Transition Commission. It sets out our long-term vision for just transition and provides details on our National Just Transition Planning Framework.	Delete	07/09/2021
Regulation of letting agents - monitoring compliance and enforcement framework: updated 2021	Sets out the Scottish Ministers' framework for monitoring the compliance and enforcement of letting agent regulation in Scotland.	Housing & Communities	06/09/2021
Cooperation Agreement between the Scottish Government and the Scottish Green Party Parliamentary Group	Agreement setting out a joint commitment to work together to provide leadership for Scotland.	Other	01/09/2021
Scottish Government and Scottish Green Party - Shared Policy Programme	Working together to build a greener, fairer, independent Scotland	Delete	01/09/2021
NHS recovery plan	The NHS recovery plan sets out key ambitions and actions to be developed and delivered now and over the next 5 years in order to address the backlog in care and meet ongoing healthcare needs for people across Scotland.	Health & Social Care	25/08/2021
Women's health plan	The Women's Health Plan underpins actions to improve women's health inequalities by raising awareness around women's health, improving access to health care and reducing inequalities in health outcomes for girls and women, both for sex-specific conditions and in women's general health.	Health & Social Care	20/08/2021
Women's health plan: easy read	Easy read version of the women's health plan.	Delete	20/08/2021
Reset and Rebuild - sexual health and blood borne virus services: recovery plan	This plan, coproduced with our NHS and third sector partners, takes stock of the impacts of the COVID-19 pandemic on Sexual Health and Blood Borne Virus (SHBBV) services and people that use them, ahead of a more fundamental review of the SHBBV Framework in 2022.	Health & Social Care	04/08/2021
Developing Net Zero Technical Solutions for Scotland's Future Mass Retrofit Housing Programme	A proposal paper for the development of a Housing Net Zero Technical Task Force.	Energy, Environment and Agri/Fish	03/08/2021
Scottish Animal Welfare Commission: workplan - July 2020	Plan of work for the Scottish Animal Welfare Commission.	Energy, Environment and Agri/Fish	28/07/2021
Coronavirus (COVID-19): vaccine deployment plan: update - July 2021	Update to the March 2021 plan, providing an overview of our progress and outlining next steps in the vaccination programme.	Covid	23/07/2021
Scotland's contribution to the Paris Agreement: indicative Nationally Determined Contribution	Scotland's contribution to the Paris Agreement – an indicative Nationally Determined Contribution (NDC).	Energy, Environment and Agri/Fish	23/07/2021
Research Data Scotland: outline business case	The Research Data Scotland (RDS) Outline Business Case (OBC) sets out proposals for the establishment of a new national service that has the potential to save time, money and lives.	Delete	21/07/2021
Cleaner Air for Scotland 2 - Towards a Better Place for Everyone	A new air quality strategy to replace Cleaner Air for Scotland - The Road to a Healthier Future, setting out the Scottish Government's air quality policy framework for the next five years and a series of actions to deliver further air quality improvements.	Energy, Environment and Agri/Fish	15/07/2021
Cleaner Air for Scotland 2: delivery plan	A plan setting out timelines, milestones and responsible organisations for delivering the actions in Cleaner Air for Scotland 2: towards a better place for everyone.	Delete	15/07/2021
Curriculum for Excellence: Scottish Government response to OECD Review	Response to the independent review of the Curriculum for Excellence by the Organisation for Economic Co-operation and Development (OECD).	Delete	22/06/2021
Reform of the SQA and Education Scotland: advisor draft remit	Sets out the agreed terms for Professor Ken Muir CBE to act as an advisor to the Scottish Government on the reform of the Scottish Qualifications Authority and Education Scotland.	Education & Youth	22/06/2021
Coronavirus (COVID-19): Scotland's Strategic Framework update - June 2021	Sets out how and why our COVID-19 response strategy will change in light of new conditions and what a move beyond Level 0 will look like.	Covid	22/06/2021
Coronavirus (COVID-19): review of physical distancing in Scotland - June 2021	Sets out the outcome of a review of physical distancing in public places, taking account of the science, and the current and projected state of the epidemic in Scotland in light of our vaccine roll-out and the 'four harms' of the virus.	Delete	22/06/2021

Justice for children and young people - a rights-respecting approach: vision and priorities	This vision builds on the youth justice strategy which concluded in 2020. It represents a shared foundation between the Scottish Government and partners to continue to support the agenda to keep children out of the criminal justice system and promote the use of the Whole System Approach.	Crime & Justice	16/06/2021
Justice for children and young people - a rights-respecting approach: vision and priorities - action plan	This plan sets out the early actions towards achieving the outcomes and priorities within the rights-respecting approach to justice for children and young people – Scotland's vision and priorities (the vision) between June 2021 and June 2024.	Delete	16/06/2021
Making Scotland's future - a recovery plan for manufacturing: June 2021 - final	Final version of "Making Scotland's future - a recovery plan for manufacturing" following the 10-week consultation of a draft plan published in Dec 2020. This details a revised set of actions, established by industry, public sector, trade union and academia, to be taken forward by the end of 2021.	Economy and Industry	03/06/2021
Coronavirus (COVID-19): Protection Levels allocation to local councils - 1 June 2021	Sets out the allocation of local council areas in Scotland to COVID-19 Levels and summarises the reasons for these decisions.	Delete	01/06/2021
National Outcomes: planning and architecture contribution	Information about the ways in which Planning and Architecture Division contribute to National Outcomes.	Housing & Communities	26/05/2021
Coronavirus (COVID-19) protective measures: indicators and data	Sets out the indicators to inform when and how we introduce, adapt or ease protective measures.	Delete	17/05/2021
STEM strategy for education and training: third annual report	Third annual report on progress of the Science, Technology, Engineering and Mathematic (STEM) education and training strategy setting out a range of actions that have been taken, despite the restrictions due to COVID-19, in support of STEM education and training provision.	Work & Skills	05/05/2021
Coronavirus (COVID-19): vaccine deployment plan: update - March 2021	Update to the January 2021 plan setting out how we will roll out vaccinations in Scotland to vaccinate 4.5 million people. This plan was updated in July 2021.	Delete	26/03/2021
Learning/intellectual disability and autism: transformation plan	The autism and learning/intellectual disability transformation plan 'Towards Transformation' sets out to ensure that progress is made in transforming Scotland for autistic people and people with learning/intellectual disabilities.	Education & Youth	24/03/2021
Learning/intellectual disability and autism: transformation plan - easy read	This plan sets out what we will do to help autistic people and people with a learning disability now, and what it will do to help people recover from the pandemic.	Delete	24/03/2021
Respiratory care - action plan: 2021 to 2026	The respiratory care action plan for Scotland sets out our vision for driving improvement in the prevention, diagnosis, care, treatment and support of people living with respiratory conditions.	Health & Social Care	24/03/2021
Health and social care for older people: statement of intent	This statement sets out our strong intent to make a significant difference to how we approach older people's health and social care in Scotland.	Health & Social Care	24/03/2021
Ending destitution together: strategy	A strategy to improve support for people with No Recourse to Public Funds (NRPF) living in Scotland.	Economy and Industry	24/03/2021
Procurement strategy: April 2021 to March 2023	Sets out the Scottish Government's procurement strategy for 2021 to 2023 and has now been superseded by the 2022 to 2024 procurement strategy.	Government Functioning	24/03/2021
Land use - getting the best from our land: strategy 2021 to 2026	Scotland's Third Land Use Strategy sets out our vision, objectives and policies to achieve sustainable land use. The strategy covers the next five years and aims to provide a more holistic understanding of our land, the demands we place upon it and the benefits we get from our land.	Energy, Environment and Agri/Fish	24/03/2021
Out of hospital cardiac arrest: strategy 2021 to 2026	Scotland's out-of-hospital cardiac arrest (OHCA) Strategy 2021 to 2026 reflects progress made since throughout the lifetime of the previous strategy (2015 – 2020), and sets out the next steps we will take to ensure as many people as possible survive an out-of-hospital cardiac arrest in Scotland.	Health & Social Care	24/03/2021
Donation and transplantation: plan 2021 to 2026	The Plan sets out our priorities for increasing organ and tissue donation and transplantation over the next five years.	Health & Social Care	24/03/2021
Social enterprise: action plan	Plan reasserting our long-term vision of social enterprise at the forefront of a new wave of ethical and socially responsible business in Scotland.	Economy and Industry	24/03/2021
Independent Medicines and Medical Devices Safety Review, "First Do No Harm": Scottish Government delivery plan	The steps that the Scottish Government is taking to implement the recommendations from the Independent Medicines and Medical Devices Safety Review, which was chaired by Baroness Julia Cumberlege.	Health & Social Care	24/03/2021
Social Renewal Advisory Board: our response	The Scottish Government's initial response to the Social Renewal Advisory Board's Report "If not now, when?".	Housing & Communities	23/03/2021
Coronavirus (COVID-19): Strategic Framework update - February 2021	Sets out how we plan to restore, in a phased way, greater normality to our everyday lives.	Covid	23/03/2021
Heart disease: action plan	The heart disease action plan (2021) sets out our priorities and the actions we will take to minimise preventable heart disease and ensure equitable and timely access to diagnosis, treatment and care for people with suspected heart disease in Scotland.	Health & Social Care	23/03/2021
Environment, natural resources and agriculture research: strategy 2022 to 2027	We fund a multi-million pound portfolio of research on the environment, natural resources and agriculture. This strategy outlines our vision, priorities and mechanisms for funding the next cycle of research which starts in 2022.	Energy, Environment and Agri/Fish	22/03/2021
UK dolphin and porpoise conservation strategy: action sheets	Actions arising from the proposed UK Dolphin and Porpoise Conservation Strategy we are currently consulting on.	Delete	22/03/2021
UK dolphin and porpoise conservation strategy: high level strategy	High level strategy for the proposed UK Dolphin and Porpoise Conservation Strategy summarising the existing management measures and proposals for future action to be taken to deliver the seven objectives identified in the strategy currently being consulted on.	Energy, Environment and Agri/Fish	22/03/2021
UK dolphin and porpoise conservation strategy: technical report	The technical report for the proposed UK Dolphin and Porpoise Conservation Strategy, describing the process used to assess the vulnerability of the populations of the nine named species of cetaceans to current pressures in UK waters.	Delete	22/03/2021
Draft Independence Referendum Bill	The Scottish Government's Programme for Government for 2021 included a commitment to publish a draft independence referendum bill within the term of this Parliament. This publication includes the draft Bill, and the background.	Delete	22/03/2021
Future skills: action plan	Scotland's Future Skills Action Plan reaffirms the importance of skills in helping individuals reach their potential.	Work & Skills	22/03/2021
Scams prevention, awareness and enforcement strategy: 2021 to 2024	Strategic framework to tackle scams in Scotland, underpinned by coordination and collaboration across partner organisations and focused on prevention and disruption; awareness and education; and enforcement.	Crime & Justice	19/03/2021
Crofting: national development plan	This plan highlights the core elements necessary to ensure that crofting remains at the heart of our rural and remote rural communities.	Energy, Environment and Agri/Fish	18/03/2021
Democracy Matters - local governance review: phase 2	This discussion document builds on the first phase of Democracy Matters conversations. It would have provided the basis for a second phase of deliberation on future scenarios for community decision-making in different settings if the pandemic had not prevented these from taking place as planned.	Government Functioning	18/03/2021
Democracy Matters - local governance review: phase 2 - easy read	Easy read version of the Democracy Matters Phase 2 discussion document containing questions for communities to consider about future scenarios for local decision making in different settings.	Delete	18/03/2021
Perinatal mental health - peer support: action plan – 2020 to 2023	The Peer Support in Perinatal Mental Health Action Plan is a follow up to Review of the evidence for Peer Support in Perinatal Mental Health Report which was published in October 2020.	Health & Social Care	18/03/2021
Coronavirus (COVID-19) - testing strategy: update - March 2021	An updated testing strategy for Scotland, following the recent publication of Coronavirus (COVID-19) Scotland's Strategic Framework updated, published on 23 February 2021.	Covid	17/03/2021
Green datacentres and digital connectivity: vision and action plan for Scotland	Setting out co-ordinated action to support Scotland's digital ambition and green economic recovery from COVID-19.	Economy and Industry	17/03/2021



Investing with Purpose: global capital investment plan	Plan articulating the important role private capital investment can play in driving an investment-led recovery. The plan focuses on sectors where Scotland can demonstrate a real international comparative advantage, and marks a pivot in our approach towards targeting ESG investment.	Economy and Industry	16/03/2021
Energy strategy: position statement	The Energy Strategy position statement provides an overview of our key priorities for the short to medium-term in ensuring a green economic recovery, whilst remaining aligned to our net zero ambitions, in the lead up to COP26.	Energy, Environment and Agri/Fish	16/03/2021
A Scotland for the future: opportunities and challenges of Scotland's changing population	Scotland's first national population strategy, framing the diverse and cross-cutting demographic challenges that Scotland faces at national and local level, and setting out a programme of work to address these challenges and harness new opportunities.	Economy and Industry	15/03/2021
Housing to 2040	Housing to 2040 sets out a vision for housing in Scotland to 2040 and a route map to get there. It aims to deliver our ambition for everyone to have a safe, good quality and affordable home that meets their needs in the place they want to be.	Housing & Communities	15/03/2021
Housing to 2040: vision and principles	The vision and underpinning principles inform the Housing to 2040 route map and describe our ambition for everyone to have access to a warm, safe, affordable and energy efficient home that meets their needs, in a community they feel part of and proud of.	Delete	15/03/2021
A changing nation: how Scotland will thrive in a digital world	This strategy sets out the measures which will ensure that Scotland will fulfil its potential in a constantly evolving digital world.	Economy and Industry	11/03/2021
Scotland-Ireland bilateral review report	The report and recommendations for this review set out current areas of bilateral cooperation and identify opportunities for cooperation and joint initiatives in new areas, which are devolved to Scotland, over the next 5 years from 2021 to 2025.	International & Brexit	10/03/2021
Steadfastly European, Scotland's past, present and future	Steadfastly European, Scotland's Past, Present and Future reflects on the impacts of Brexit and re-emphasises our ongoing commitment to European values.	International & Brexit	09/03/2021
After Brexit: The UK Internal Market Act and devolution	Devolution has benefitted Scotland hugely, allowing decisions that matter to people in Scotland to be taken here. Developments since the Brexit vote put this at risk - culminating in the UK Internal Market Act, which directly constrains devolution. This paper explains why and the choice we now face.	Economy and Industry	08/03/2021
Diabetes care - Diabetes improvement plan: commitments - 2021 to 2026	Our Diabetes improvement plan refresh reflects the current challenges facing people living with diabetes. It also strengthens the actions set in our original plan to improve the prevention, treatment and care for all people in Scotland affected by diabetes.	Health & Social Care	25/02/2021
Environment strategy: initial monitoring framework	Overview of the initial selection of indicators for the environment strategy for Scotland monitoring framework and plans for reporting progress.	Energy, Environment and Agri/Fish	24/02/2021
Cyber Resilient Scotland: strategic framework	This framework builds on Scotland's first cyber resilience strategy, Safe, secure and prosperous: a cyber resilience strategy for Scotland, expanding on its achievements and addressing ongoing - and new - challenges.	Crime & Justice	22/02/2021
Fair Work: action plan	This document sets out the strategic approach the Scottish Government is taking to help achieve the 2025 vision for Fair Work.	Work & Skills	19/02/2021
Energy Consumers Commission: work plan - 2020 to 2021	This document sets out the Energy Consumers Commission's first work plan covering 2020-2021 ahead of the set up of Consumer Scotland in late 2021. Includes our proposed priorities for advocacy and specific projects to be completed.	Energy, Environment and Agri/Fish	19/02/2021
A National Mission with Local Impact: Infrastructure Investment Plan for Scotland 2021-22 to 2025-26	The Infrastructure Investment Plan outlines a coherent, and strategic approach to delivering our National Infrastructure Mission. The Plan demonstrates the vital role infrastructure has to play in helping businesses and communities to adapt and recover from the COVID-19 pandemic.	Economy and Industry	04/02/2021
Investing for jobs: Capital Spending Review 2021-2022 to 2025-2026	The Capital Spending Review sets out our capital allocations for the financial years 2021-2022 to 2025-2026 which underpins the five-year Infrastructure Investment Plan published alongside it.	Delete	04/02/2021
Race recruitment and retention - an instigation for change: action plan	Our race recruitment and retention action plan details the action we will take to deliver our vision to be a world-leading diverse employer where racial equality is achieved. The Plan's anti-racist approach covers five priorities to redistribute power and foster cultural change.	Equalities	02/02/2021
Coronavirus (COVID-19) - dementia and COVID-19: national action plan - easy read	This Plan, written in partnership with COSLA and key stakeholders, explains how the Scottish Government is working with others to support people with dementia and their families to get the right care, treatment and support at the right time as we come through and recover from the COVID-19 pandemic.	Delete	01/02/2021
Trade: our vision	The trade vision sets out our trade principles of inclusive growth, wellbeing, sustainability, net zero and good governance. These principles are rooted in Scotland's National Performance Framework and will underpin the trading and investment relationships we want for Scotland.	Economy and Industry	26/01/2021
National Partnership for Culture: work programme - 2021	Work programme for the National Partnership for Culture (NPC) that it will undertake during 2021 based on initial priority areas of focus, cross-cutting principles and with the recovery and renewal of the culture sector in Scotland at its heart.	Other	22/01/2021
Our commitment to childminding: report	Information about the Scottish Government commitment to childminding.	Education & Youth	21/01/2021
Scottish Tourism Taskforce recommendations: Scottish Government response	Scottish Government response to taskforce recommendations on tourism recovery plans.	Delete	20/01/2021
Coronavirus (COVID-19): vaccine deployment plan 2021	Plan setting out how we will roll out vaccinations in Scotland to vaccinate 4.5 million people. This plan was updated in March 2021.	Covid	14/01/2021
Our commitment to childminding - short term commitments: report	At the outset of 2020 the Scottish Government, Local Government and our partners throughout the childcare sector, were focused with excitement on the anticipated expansion of early learning and childcare and the development of a new school age childcare strategic framework.	Delete	14/01/2021
Coronavirus (COVID-19): local authority indicators and Levels - 22 December 2020	Outcome of the 7th review of the allocation of levels to local authorities, alongside evidence and analysis informing these decisions.	Delete	22/12/2020
Coronavirus (COVID-19) - dementia and COVID-19: action plan	This national action plan sets out how we will build on our national response to the coronavirus pandemic since March 2020 and how we will continue and expand that response in 2021 to continue to support recovery for people with dementia and their carers.	Covid	22/12/2020
Poverty and Inequality Commission: framework document	Framework document between the Scottish Government and the Poverty and Equality Commission.	Delete	21/12/2020
Economic Recovery Implementation Plan: Scottish Government response to the Advisory Group on Economic Recovery	The Scottish Government's response to the Advisory Group on Economic Recovery report "Towards a Robust, Resilient Wellbeing Economy for Scotland: Report of the Advisory Group on Economic Recovery."	Delete	18/12/2020
Rights Respect and Recovery - alcohol and drug treatment strategy: action plan 2019 to 2021 (version 2)	Actions, milestones and timeframes for implementing the 'Rights, respect and recovery' alcohol and drug treatment strategy.	Health & Social Care	18/12/2020
Future fisheries: management strategy - 2020 to 2030	Through the delivery of our Future Fisheries Management Strategy we set our vision for Scotland to be a world class fishing nation, delivering responsible and sustainable fisheries management.	Energy, Environment and Agri/Fish	17/12/2020
Education: improvement framework and plan - 2021	Sets out the vision and priorities for Scottish education that have been agreed across the system, and the national improvement activity that needs to be undertaken to help deliver those key priorities.	Education & Youth	17/12/2020

Early learning and childcare access in a deferred year: joint implementation plan	Joint Scottish Government and Convention of Scottish Local Authorities (COSLA) plan for funded early learning and childcare places for all children who defer their primary one start.	Education & Youth	16/12/2020
Securing a green recovery on a path to net zero: climate change plan 2018-2032 - update	This update to Scotland's 2018-2032 Climate Change Plan sets out the Scottish Government's pathway to our new and ambitious targets set by the Climate Change Act 2019. It is a key strategic document on our green recovery from COVID-19.	Energy, Environment and Agri/Fish	16/12/2020
Autism in Schools Short-Life Working Group: action plan	Action plan and next steps for the Autism in Schools Short-Life Working Group.	Education & Youth	16/12/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 15 December 2020	Outcome of the 6th review of the allocation of levels to local authorities, alongside evidence and analysis informing these decisions.	Delete	15/12/2020
Scottish biodiversity strategy post-2020: statement of intent	Sets the direction for a new biodiversity strategy which will respond to the increased urgency for action to tackle the twin challenges of biodiversity loss and climate change.	Energy, Environment and Agri/Fish	14/12/2020
Recovery and redesign: cancer services - action plan	In response to the pandemic, we have adapted to new circumstances in which cancer services continue to operate. The plan details actions that will both redesign cancer services to benefit patients, and increase our services' overall resilience to future rises in COVID-19 prevalence.	Health & Social Care	09/12/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 8 December 2020	Outcome of the 5th review of the allocation of levels to local authorities, alongside evidence and analysis informing these decisions.	Delete	08/12/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 1 December 2020	Outcome of the 4th review of the allocation of levels to local authorities, alongside evidence and analysis informing these decisions.	Delete	01/12/2020
Transforming Places Together: digital strategy for planning	This strategy defines a long-term strategic direction for how Scotland's planning system will digitally transform, embracing the opportunities new digital technologies and data present. It sets out what we intend to deliver, why this is needed and the benefits this transformation will bring.	Housing & Communities	26/11/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 24 November 2020	Outcome of the 3rd review of the allocation of levels to local authorities, alongside evidence and analysis informing these decisions.	Delete	24/11/2020
No One Left Behind: delivery plan	This publication outlines the next stage of No One Left Behind – the collective approach to delivering an employability system which is flexible, joined up and responsive.	Work & Skills	24/11/2020
National Marine Plan: review	Three-year review of the implementation of Scotland's National Marine Plan .	Energy, Environment and Agri/Fish	23/11/2020
Scottish Replacement For EU Structural Funds	The results of the public consultation, which was held between November 2019 and February 2020, have informed thinking and the Scottish Government has developed this plan in partnership with our expert steering group.	International & Brexit	19/11/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 17 November 2020	Protection levels that will apply in each local authority area in Scotland from 20 and 24 November 2020, alongside evidence and analysis informing these decisions.	Delete	17/11/2020
Coronavirus (COVID-19): allocation of levels to local authorities - 10 November 2020	Protection levels that will apply in each local authority area in Scotland from Friday 13 November 2020, alongside evidence and analysis informing these decisions.	Delete	10/11/2020
Young Person's Guarantee – Phase 1: activity plan	This Young Person's Guarantee activity plan will be updated at regular points to account for progress made and future activity to be prioritised as part of the Guarantee.	Education & Youth	05/11/2020
Adult social care - winter preparedness plan: 2020 to 2021	This plan sets out the measures already in place that must be retained and those that need to be introduced across the adult social care sector over winter 2020 to 2021.	Health & Social Care	03/11/2020
Coronavirus (COVID-19): Scotland's Strategic Framework	This document sets out our strategic approach to suppress the virus to the lowest possible level and keep it there, while we strive to return to a more normal life for as many people as possible.	Covid	30/10/2020
Coronavirus (COVID-19): Personal Protective Equipment (PPE) - action plan	Scotland's COVID-19 Personal Protective Equipment (PPE) Plan will help ensure that the right PPE of the right quality gets to the people who need it at the right time. The Plan's scope includes health, social care and other workplaces and settings where COVID-19 could put people at risk.	Covid	28/10/2020
NHS Scotland - winter preparedness plan: 2020 to 2021	The Winter Preparedness Plan sets out, at a high level, the broad context and priorities for the NHS in Scotland until March 2021.	Health & Social Care	28/10/2020
Sectoral marine plan for offshore wind energy	Aims to identify sustainable plan options for the future development of commercial-scale offshore wind energy in Scotland, including deep water wind technologies, and covers both Scottish inshore and offshore waters.	Energy, Environment and Agri/Fish	28/10/2020
Sectoral marine plan: appropriate assessment	Assessment of the implications of the sectoral marine plan for offshore wind energy for designated special areas of conservation special protection areas, candidate special areas of conservation and proposed special protection areas in view of the sites' conservation objectives.	Delete	28/10/2020
Sectoral marine plan: post adoption statement	Sets out the changes between the draft and final sectoral marine plan for offshore wind energy in accordance with Section 18(3) of the Environmental Assessment (Scotland) Act 2005 ("the 2005 Act").	Delete	28/10/2020
Sectoral marine plan: regional locational guidance	Sets out regional spatial baseline data for the sectoral marine plan for offshore wind energy and describes the information used in the planning and assessment process.	Delete	28/10/2020
Additional support for learning: action plan	Plan setting out a range of actions to address the findings of the independently chaired review of implementation of additional support for learning.	Education & Youth	21/10/2020
Public appointments: race equality action plan	Action plan to address the under-representation of people from a black or ethnic minority background in regulated public appointments.	Equalities	16/10/2020
Coronavirus (COVID-19): mental health - transition and recovery plan	This plan outlines our response to the mental health impacts of COVID-19. It addresses the challenges that the pandemic has had, and will continue to have, on the population's mental health.	Covid	08/10/2020
Coronavirus (COVID-19): mental health - transition and recovery plan - summary	This summary document highlights our key commitments to respond to the mental health impacts of COVID-19 as set out in the full plan.	Delete	08/10/2020
Coronavirus (COVID-19): additional measures - 8 October 2020	Overview of temporary restrictions to help reduce the spread of the virus.	Delete	08/10/2020
Ending homelessness together: updated action plan - October 2020	Updated Ending Homelessness Together action plan, outlining how national government, local government and third sector partners will work together on our shared ambition to end homelessness. It has been revised to reflect actions needed in response to the global coronavirus pandemic.	Housing & Communities	08/10/2020
Building standards verification service: workforce strategy	A strategy which supports the development of a workforce that has the competency and capability to deliver a first-class service.	Housing & Communities	01/10/2020
Coronavirus (COVID-19): NHS pain management services	Framework to support the recovery and re-mobilisation of specialist pain management services.	Covid	24/09/2020
Youth Guarantee - No-one Left Behind: initial report	We are committed to supporting young people transition successfully into the labour market and recognise the challenges that they will face as a result of the COVID-19 crisis. This ambitious plan sets out our commitment to ensuring that no young person is left behind.	Delete	02/09/2020
Protecting Scotland, Renewing Scotland: The Government's Programme for Scotland 2020-2021	The Programme for Government sets out the actions we will take in the coming year and beyond. It includes the legislative programme for the next parliamentary year.	Other	01/09/2020
Tackling child poverty: second year progress report (2019-2020)	The second annual progress report for 'Every child, every chance: tackling child poverty delivery plan 2018-2022'.	Economy and Industry	20/08/2020
Coronavirus (COVID-19): Scotland's testing strategy - adapting to the pandemic	The Scottish Government's updated testing strategy, setting out the role testing continues to play in tackling coronavirus (COVID-19).	Covid	17/08/2020

Addressing the labour market emergency: Scottish Government response	Across four themes, this report sets out the Scottish Government's response to the recommendations made by The Enterprise and Skills Strategic Board sub-group for immediate action to mitigate rising levels of unemployment across Scotland due to the impact of COVID-19.	Delete	05/08/2020
National review of eating disorder services in Scotland: review specification	Review specification document for the Mental Welfare Commission's review of eating disorder services in Scotland.	Health & Social Care	29/07/2020
Scottish Commission on Social Security: framework document	Framework document between the Scottish Commission on Social Security (SCoSS) and the Scottish Government, setting out the broad framework within which SCoSS operates.	Other	29/07/2020
Coronavirus (COVID-19): Further and Higher Education sustainability plan	This plan provides a summary of the actions taken and those to be implemented, to help address the immediate issues that colleges and universities in Scotland are facing as a result of the COVID-19 pandemic.	Covid	09/07/2020
Coronavirus (COVID-19): measures to mitigate the labour market impacts - report	This report from a sub-group of the Enterprise and Skills Strategic Board contains recommendations for actions and interventions to help mitigate the expected rise in unemployment caused by the COVID-19 pandemic.	Covid	03/07/2020
Perinatal and Infant Mental Health Programme Board 2020-2021: delivery plan	Perinatal and Infant Mental Health Programme Board's Delivery Plan for 2020 to 2021.	Health & Social Care	03/07/2020
Towards a Robust, Resilient Wellbeing Economy for Scotland: Report of the Advisory Group on Economic Recovery	Report from the independent Advisory Group established by the Scottish Government to advise on Scotland's economic recovery in the wake of the COVID-19 pandemic.	Economy and Industry	22/06/2020
Coronavirus (COVID-19): shielding - a way forward for Scotland	An update on the future direction of shielding policy in Scotland.	Covid	08/06/2020
Re-mobilise, Recover, Re-design: the framework for NHS Scotland	Sets out how health boards will safely and incrementally prioritise the resumption of some paused services, while maintaining COVID-19 capacity and resilience.	Health & Social Care	31/05/2020
Coronavirus (COVID-19) Phase 1: Scotland's route map update	Updated Route Map table to reflect the move to Phase 1 in Scotland's route map through and out of the crisis.	Delete	29/05/2020
Self-directed support implementation plan 2019-2021: easy read version	Easy-read version of the implementation plan, a guide for the local planning and delivery of social care support services.	Housing & Communities	28/05/2020
Coronavirus (COVID-19): Scotland's route map through and out of the crisis	The Route Map gives an indication of the order in which we will carefully and gradually seek to change current restrictions. Please look at the collection of Route Map documents to ensure you are using the latest version.	Covid	21/05/2020
Coronavirus (COVID-19): framework for decision making - easy read version	Easy read version of the information about how the Scottish Government make decisions about the coronavirus outbreak.	Delete	15/05/2020
Coronavirus (COVID-19): framework for decision making	Sets out challenges Scotland faces and outlines the approach and principles that will guide us as we make decisions about transitioning out of the current lockdown arrangements.	Covid	23/04/2020
Beating Cancer: Ambition and Action (2016) update: achievements, new action and testing change	An update to our 2016 cancer strategy - Beating Cancer: Ambition and Action.	Health & Social Care	17/04/2020
Scottish Crown Estate: strategic management plan	Vision and objectives, priorities and policies for the future management of the estate to deliver wider and long-term social, economic and environmental benefits.	Government Functioning	31/03/2020
Central estate: strategy	Sets out key objectives, underlying principles and measures of success for the central estate.	Government Functioning	11/03/2020
Coronavirus: action plan	A UK-wide action plan to tackle the current COVID-19 outbreak.	Covid	03/03/2020
Coronavirus: summary of response arrangements in Scotland	Scotland-specific groups and mechanisms by which we will deliver and coordinate our response to the COVID-19 outbreak.	Delete	03/03/2020
The Environment Strategy for Scotland: vision and outcomes	Overview of the Environment Strategy for Scotland's long-term vision and supporting outcomes.	Energy, Environment and Agri/Fish	25/02/2020
Scotland's careers strategy: moving forward	Strategy highlighting the role that career education, information, advice and guidance (CIAG) services in Scotland can play in helping to address future skills demands and deliver inclusive growth.	Work & Skills	18/02/2020
Social Security Fraud: Code of Practice for Investigations	Document setting out how Social Security Scotland will conduct investigations into benefit fraud and use the Social Security Assistance (Investigation of Offences) (Scotland) regulations 2020.	Other	14/02/2020
Migration: helping Scotland prosper	Paper detailing how a tailored migration policy, within a UK framework, could operate to meet Scotland's distinct needs.	International & Brexit	27/01/2020
Support for veterans: strategy	How we will take forward the Strategy for our Veterans and achieve the best possible outcomes for our veterans and their families now and in the future.	Other	21/01/2020
National Marine Plan: key documents	A wide range of supporting documents and information for the National Marine Plan.	Energy, Environment and Agri/Fish	13/01/2020
The National Plan for Scotland's Islands	The National Islands Plan provides a framework for action in order to meaningfully improve outcomes for island communities. This replaces the proposed plan published in October 2019.	Housing & Communities	27/12/2019
Scottish benefit take-up strategy: easy read version	Easy read version of the first Scottish benefit take-up strategy.	Delete	23/12/2019
Tackling problem debt advice: routemap	Sets out our vision for a user-centred, collaborative and sustainable free debt advice system in Scotland.	Other	17/12/2019
Strategic police priorities	Strategic Police Priorities for Scotland which are provided for through section 33 of the Police and Fire Reform (Scotland) Act 2012.	Crime & Justice	16/12/2019
Health and social care: integrated workforce plan	Sets out our future workforce requirements in a national context and provides revised workforce planning guidance to health and social care employers.	Health & Social Care	16/12/2019
National Improvement Framework and Improvement Plan 2020: summary	Summary of the vision and priorities for Scottish education and the improvements that need to be made to help deliver those priorities.	Delete	10/12/2019
National Improvement Framework and Improvement Plan: 2020	Sets out the vision and priorities for Scottish education and the improvements that need to be made to help deliver those priorities.	Education & Youth	10/12/2019
Support for veterans and the armed forces community: 2019	Our continuing support for our veterans and armed forces community.	Other	02/12/2019
Living with flooding: action plan	Living with flooding recommends actions for a range of stakeholders to take to help promote property flood resilience in Scotland.	Energy, Environment and Agri/Fish	11/11/2019
Rights, respect and recovery: action plan	Actions, milestones and timeframes for implementing the 'Rights, respect and recovery' alcohol and drug treatment strategy.	Health & Social Care	31/10/2019
Fireworks in Scotland: action plan	To promote the safe and appropriate use of fireworks we will take forward a number of actions with national and local partners.	Other	29/10/2019
Social security: benefit take-up strategy	This take-up strategy is the first to be published under the provision of the Social Security (Scotland) Act.	Other	21/10/2019
Learning for sustainability: CRWIA	The findings of a child rights and wellbeing impact assessment (CRWIA) relating to the implementation of the recommendations of the Vision 2030+ action plan.	Education & Youth	21/10/2019
Creative industries: policy statement	Our vision and priorities for the creative industries in Scotland.	Economy and Industry	11/10/2019
Scotland's islands: proposed national plan	The proposed National Islands Plan provides a framework for action in order to meaningfully improve outcomes for island communities. It was replaced by the final National Islands Plan (published 27 December 2019).	Housing & Communities	03/10/2019
Adult support and protection improvement plan 2019-2022	Plan to complement and strengthen local adult support and protection improvement activity, provide assurance and identify future areas for improvement so that adults at risk of harm in Scotland are supported and protected.	Health & Social Care	02/10/2019
Planning: post-bill work programme	Our proposed timetable for implementing the Planning (Scotland) Act 2019 and taking forward other aspects of the reform of Scottish planning.	Work & Skills	30/09/2019
Arctic Connections: Scotland's Arctic policy framework	A prospectus for cooperation, knowledge-exchange and policy partnerships between Scotland and the Arctic.	International & Brexit	23/09/2019
Climate Ready Scotland: climate change adaptation programme 2019-2024	A five year programme to prepare Scotland for the challenges we will face as our climate continues to change.	Energy, Environment and Agri/Fish	23/09/2019

The right help at the right time in the right place: strategy for the learning provision for children and young people with complex additional support needs 2017-2026	This ten year strategy sits within the context of our other policies and strategies to improve the learning outcomes for children and young people with complex additional support needs living in Scotland.	Education & Youth	19/09/2019
Learning estate strategy	The Learning Estate Strategy and its guiding principles provide a platform for investment in the learning estate across Scotland and set out our strategic approach for managing the learning estate.	Education & Youth	09/09/2019
Scottish Low Carbon Heat Funding invitation: call paper	Call paper for a funding invitation designed to accelerate the delivery of large-scale, innovative, low carbon infrastructure projects that support the ambitions set out within the Scottish Energy Strategy.	Energy, Environment and Agri/Fish	03/09/2019
Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020	The Programme for Government sets out the actions we will take in the coming year and beyond. It includes the legislative programme for the next parliamentary year.	Other	03/09/2019
Family Justice Modernisation Strategy	Sets out our work to improve the family justice system in Scotland.	Crime & Justice	03/09/2019
Perinatal and Infant Mental Health Programme Board: delivery plan 2019-2020	Perinatal and Infant Mental Health Programme Board delivery plan for 2019 to 2020.	Health & Social Care	30/08/2019
Recruitment and retention plan for disabled people: 2019	Actions we will take as an employer to support more disabled people into work in Scottish Government and to enable existing disabled employees to thrive and succeed at work.	Equalities	29/08/2019
Primary care monitoring and evaluation strategy: work plan 2019-2020	First annual work plan for delivering our ten year national monitoring and evaluation strategy for primary care.	Health & Social Care	27/08/2019
5G: strategy for Scotland	A strategy outlining our vision for 5G and our commitment to embracing the opportunities it will give to build towards our aspiration to establish Scotland as a forward looking digital nation.	Economy and Industry	26/08/2019
HM Fire Service Inspectorate: investigation following significant incidents	Sets out the Inspectorate's policy when a significant incident occurs involving the Scottish Fire and Rescue Service.	Other	26/08/2019
HM Inspectorate of Prosecution in Scotland: records management plan	Report on Inspectorate's progress update review of their records management plan: June 2019.	Crime & Justice	23/07/2019
Children and Young People's Mental Health Task Force: recommendations	Recommendations from Children and Young People's Mental Health Task Force to Scottish Government and COSLA.	Health & Social Care	04/07/2019
Common frameworks: outline framework for Hazardous Substances Planning	This draft outline framework is an example of how common frameworks are being developed and provides a suggested outline for an initial UK-wide framework agreement in a particular policy area.	Other	04/07/2019
Crime and justice statistics: justice analytical programme 2019-20	The 2019-20 programme of the justice analytical services team, who are responsible for crime and justice statistics in the Scottish Government.	Delete	02/07/2019
Early intervention in psychosis: action plan	The action plan includes the process to achieve our vision that people presenting for the first time with psychosis will have timely access to effective care and treatment, with early intervention and a focus on recovery.	Health & Social Care	30/06/2019
Restorative justice: action plan	This action plan supports our commitment to have restorative justice (RJ) services widely available across Scotland by 2023.	Crime & Justice	28/06/2019
Civil partnerships consultation: outcome	Our response outlining the way forward for the future of civil partnership in Scotland.	Equalities	25/06/2019
Amalgam dental fillings: action plan	Measures we are taking to reduce dentist use of amalgam or 'silver' fillings in Scotland.	Health & Social Care	19/06/2019
Social care support reform: partnership programme framework	Framework for the partnership programme to support local reform of adult social care sets out the priorities, workstreams and vision.	Health & Social Care	12/06/2019
Social care support reform: vision	Our shared vision for adult social care support, including support for carers.	Delete	12/06/2019
Energy consumer action plan	Sets out our commitment to ensure consumers are at the heart of Scotland's energy transition.	Energy, Environment and Agri/Fish	15/05/2019
Fire command and control: inspection outline	HM Fire Service Inspectorate outline of thematic inspection.	Other	14/05/2019
Devolved benefits: lessons learned	Sets out the lessons the Scottish Government has learned and is applying to delivery of the devolved benefits.	Other	02/05/2019
Scotland: a trading nation	A plan for growing Scotland's exports.	Economy and Industry	01/05/2019
Volunteering for All: national framework	Our national outcomes framework for volunteering.	Housing & Communities	25/04/2019
Food waste reduction: action plan	Sets out how Scotland can work to deliver it's commitment to reduce food waste by 33% by 2025.	Energy, Environment and Agri/Fish	24/04/2019
A Fairer Scotland for Older People: framework for action	This framework has been developed to challenge the inequalities older people face as they age and to celebrate older people in Scotland.	Housing & Communities	03/04/2019
Endoscopy action plan	This action plan to improve Scotland's endoscopy service covers a 24-month period and sets out steps to ensure that all new patients will be seen within six weeks for key endoscopic tests.	Health & Social Care	24/03/2019
EU exit: action plan for further and higher education	Our latest understanding of what Brexit would mean for Scotland's further and higher education sectors, and what we as a responsible government are doing to mitigate these risks.	International & Brexit	13/03/2019
Keys to life: implementation framework and priorities 2019-2021	New framework to implement the 'Keys to life' learning disability strategy.	Education & Youth	13/03/2019
Scotland's electricity and gas networks: vision to 2030	Based on Scotland's energy strategy, this document looks at the ways in which Scotland's electricity and gas network infrastructure will continue to support the energy transition.	Energy, Environment and Agri/Fish	12/03/2019
Keys to life: implementation framework and priorities 2019-2021 - easy read version	New framework to implement the 'Keys to life' learning disability strategy.	Delete	12/03/2019
Scottish devolution: a framework for audit and accountability	This document sets out the arrangements for ensuring that public services in Scotland can be properly audited to help the UK and Scottish Parliaments hold public bodies to account.	Government Functioning	08/03/2019
A fairer Scotland for women: gender pay gap action plan	Our action plan setting out a list of actions that will be taken to address the many drivers of the gender pay gap.	Equalities	08/03/2019
Perinatal mental health services: needs assessment and recommendations	Recommendations across all tiers of service delivery, with the aim of ensuring that Scotland has the best services for women with, or at risk of, mental ill health in pregnancy or the postnatal period, their infants, partners and families.	Health & Social Care	06/03/2019
Scotland's Open Government action plan 2018 to 2020: detailed commitments	Full detail of Scotland's Open Government action plan commitments for 2018 to 2020.	Delete	19/02/2019
Police Investigations and Review Commissioner: governance and accountability framework	Broad framework within which Police Investigations and Review Commissioner (PIRC) will operate and key roles and responsibilities which underpin the relationship between the PIRC and the Scottish Government.	Crime & Justice	06/02/2019
Scotland's Forestry Strategy 2019-2029	Long-term framework for the expansion and sustainable management of Scotland's forests and woodland.	Energy, Environment and Agri/Fish	05/02/2019
Scotland's Open Government action plan: 2018 to 2020	Scotland's second national action plan as a member of the Open Government Partnership.	Government Functioning	30/01/2019
Review of Personal and Social Education: preparing Scotland's children and young people for learning, work and life	Review of personal and social education (PSE), including the role of guidance in schools and school counselling services and the effectiveness of the provision of the universal support entitlement for children and young people in local authority schools.	Education & Youth	23/01/2019
Progressing the human rights of children in Scotland: 2018-2021 action plan	Sets out our ambition to deliver the building blocks and the foundations that help children and young people to experience their rights.	Education & Youth	20/12/2018
Mental health: PFG delivery plan	Sets out the approach to the mental health commitments in the Programme for Government.	Health & Social Care	19/12/2018
Early learning and childcare providers: delivery support plan	A range of actions to support early learning and childcare providers to prepare for the transition to 2020.	Delete	19/12/2018
Children and Young People's Mental Health Taskforce: delivery plan	The independent taskforce aims to improve mental health services for young people.	Health & Social Care	19/12/2018

Funding follows the child and the national standard for early learning and childcare providers: principles and practice	This document sets out the approach, and the national standard which all providers wishing to deliver the funded entitlement will have to meet.	Education & Youth	18/12/2018
A Connected Scotland: our strategy for tackling social isolation and loneliness and building stronger social connections	The Scottish Government's first national strategy to tackle social isolation and loneliness and build stronger social connections.	Housing & Communities	18/12/2018
National action plan on neurological conditions: equality impact assessment	It assists the government to look at how its policies impact on people and enables it to comply with its public sector equality duty.	Health & Social Care	17/12/2018
A Fairer Scotland for Disabled People: employment action plan	This document outlines the action Scottish Government will take to meet its ambition to at least halve the disability employment gap in Scotland.	Equalities	11/12/2018
2019 National Improvement Framework and Improvement Plan	The framework sets out activity the Scottish Government and partners will take to drive improvement for children and young people.	Government Functioning	11/12/2018
2019 National Improvement Framework and Improvement Plan: summary document	Five page summary of the 2019 NIF Plan	Delete	11/12/2018
No One Left Behind: review of employability services	Steps the Scottish Government will take to develop an employability system which is flexible, joined-up and responsive.	Work & Skills	05/12/2018
Rights, respect and recovery: alcohol and drug treatment strategy	Scotland's strategy to improve health by preventing and reducing alcohol and drug use, harm and related deaths.	Health & Social Care	28/11/2018
Ending homelessness and rough sleeping: action plan	Sets out how national and local government and the third sector will work together.	Housing & Communities	27/11/2018
Fairer parcel deliveries: action plan	Action plan outlining our commitment to tackling unfair parcel delivery charges.	Other	26/11/2018
Alcohol Framework 2018	Updated framework setting out our national prevention aims on alcohol.	Health & Social Care	20/11/2018
Third Sector Interface: outcome framework	Activities and outcomes of Third Sector Interface (TSI) work funded by the Scottish Government.	Economy and Industry	16/11/2018
Teaching in a diverse Scotland: increasing and retaining minority ethnic teachers	This report aims to increase the number of teachers from under-represented groups at all levels in Scottish Schools.	Education & Youth	14/11/2018
Headteacher Recruitment Working Group: report and next steps	Considerations of issues relating to the recruitment and retention of headteachers in Scottish schools and recommendations to address the issues.	Education & Youth	01/11/2018
Healthcare waiting times: improvement plan	Focuses on reducing the length of time people are waiting for key areas of healthcare.	Health & Social Care	23/10/2018
Enterprise and Skills Board: strategic plan	This full plan provides clarity around strategic direction to enterprise and skills agencies and a blueprint to Government to turn up the dial on productivity and drive inclusive and sustainable economic growth.	Economy and Industry	17/10/2018
Scotland's place in Europe: our way forward	This paper sets out our position following the result of the EU Referendum.	International & Brexit	15/10/2018
Cyber resilience economic opportunity: key actions 2018-2021	The Cyber Resilience Economic Opportunity action plan sets out the key practical steps we and our partners will take to grow Scotland's cyber security industry.	Economy and Industry	26/09/2018
Renewables Obligation (Scotland) consultation: our response	In March 2018 we published a consultation asking for views on an amendment to the Renewables Obligation (Scotland) Order (the ROS) 2009 which would enable additional capacity at certain large hydro-electric generating stations in Scotland.	Delete	06/09/2018
Delivering for today, investing for tomorrow: the Government's programme for Scotland 2018-2019	The Programme for Government sets out our plans for the next year, including the Bills that will be introduced to the Scottish Parliament.	Other	04/09/2018
Age, Home and Community: next phase	This is a refresh of the 2011 publication of the Age, Home and Community strategy.	Housing & Communities	30/08/2018
Learning together: national action plan on parental involvement, engagement, family learning and learning at home 2018 – 2021	Sets out a vision for parental involvement and engagement from pre-birth to age 18 and takes account of national and international evidence base and Scottish education system expertise. Provides a national vision but allows for local and community innovation and flexibility.	Education & Youth	21/08/2018
Suicide prevention action plan: every life matters	The new action plan has been designed to continue the work from the 2013-2016 suicide prevention strategy and the strong downward trend in suicide rates in Scotland.	Health & Social Care	09/08/2018
A Healthier Future: type 2 Diabetes prevention, early detection and intervention: framework	Framework detailing action for the prevention, early detection and early intervention of type 2 diabetes.	Delete	16/07/2018
Active Scotland Delivery Plan	Plan setting out actions that we and our partners are undertaking, working together to encourage and support people in Scotland to be more active, more often.	Delete	12/07/2018
A healthier future: Scotland's diet and healthy weight delivery plan	Sets out how we will work with partners in the public and private sector to help people make healthier choices about food.	Health & Social Care	02/07/2018
Draft Fuel Poverty Strategy for Scotland 2018	The draft fuel poverty strategy sets out the policy development of the Fuel Poverty (Target, Definition and Strategy)(Scotland) Bill and the draft Fuel Poverty Strategy for Scotland 2018.	Economy and Industry	27/06/2018
Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and Fuel Poverty Strategy: Fairer Scotland duty assessment	Fairer Scotland duty assessment results on the policy development of the Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and the Fuel Poverty Strategy.	Delete	27/06/2018
Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and Fuel Poverty Strategy: equality impact assessment	Results of the Equality Impact Assessment (EQIA) on the policy development of the Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and Fuel Poverty Strategy.	Delete	27/06/2018
Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and Fuel Poverty Strategy: health impact assessment	Health Impact Assessment on the policy development of the Fuel Poverty (Target, Definition and Strategy) (Scotland) Bill and Fuel Poverty Strategy.	Delete	27/06/2018
Cyber resilience: private sector action plan 2018-2020	Plan to develop a common, aligned approach to cyber resilience across the private sector in Scotland, so that all sections of society and business benefit from being digitally safe and secure.	Economy and Industry	25/06/2018
Cyber resilience: third sector action plan 2018-2020	Plan to develop a common, aligned approach to cyber resilience across the third sector in Scotland, so that all sections of society benefit from being digitally safe and secure.	Delete	25/06/2018
Home first - ten actions to transform discharge: Joint Improvement Team report	Guidance for local authorities on 10 actions to take to transform discharge from hospitals together with links to tools.	Health & Social Care	25/06/2018
Raising Scotland's tobacco-free generation: our tobacco control action plan 2018	Five-year action plan setting out interventions and policies to help reduce the use of and associated harms from using tobacco in Scotland.	Health & Social Care	20/06/2018
Scotland's International Framework: China engagement strategy	Scotland's commitment to a strong, long-term, bilateral partnership with China.	International & Brexit	13/06/2018
Substance misuse services: delivery of psychological interventions	Strategy aimed at increasing access to support for people working to recover from problematic alcohol and drug use.	Health & Social Care	04/06/2018
Scotland's Fiscal Outlook: the Scottish Government's five-year financial strategy	The medium-term financial strategy is a key part of the revised Parliamentary budget process that has arisen out of the Budget Process Review Group.	Economy and Industry	31/05/2018
Scotland's 10 Year Farmed Fish Health: strategic framework	Framework document produced by the Farmed Fish Health Working Group.	Energy, Environment and Agri/Fish	23/05/2018
Energy Efficient Scotland: route map	This route map for the Energy Efficient Scotland programme sets out the journey our homes, businesses and public buildings will take to become more energy efficient.	Energy, Environment and Agri/Fish	02/05/2018
National health and social care workforce plan: part three	Part three of the plan sets out how primary care services are in a strong position to respond to the changing and growing needs of our population.	Health & Social Care	30/04/2018
Equally Safe: Scotland's strategy to eradicate violence against women	A joint Scottish Government and COSLA strategy to prevent and eradicate violence against women and girls in Scotland.	Crime & Justice	25/04/2018
Digital health and care strategy: enabling, connecting and empowering	A refreshed strategy is available at <a href="https://www.gov.scot/publications/scotlands-digital-health-care-strategy/">https://www.gov.scot/publications/scotlands-digital-health-care-strategy/</a> (October 2021).	Health & Social Care	25/04/2018
Every child, every chance: tackling child poverty delivery plan 2018-2022	The first Child Poverty Delivery Plan due under the Child Poverty (Scotland) Act 2017. Outlining action for the period 2018-22.	Economy and Industry	29/03/2018
Tackling child poverty delivery plan 2018-2022: annex 2	Further technical information annexed within the tackling child poverty delivery plan 2018-2022.	Delete	29/03/2018

No One Left Behind: next steps for employability support	The plan sets out the next steps we will take to deliver more effective and joined-up employability support across Scotland.	Work & Skills	27/03/2018
Regulation of letting agents: monitoring compliance and enforcement framework 2018	This content has been superseded by the 2021 version at <a href="https://www.gov.scot/publications/regulation-letting-agents-monitoring-compliance-enforcement-framework-updated-2021/">https://www.gov.scot/publications/regulation-letting-agents-monitoring-compliance-enforcement-framework-updated-2021/</a> .	Housing & Communities	26/03/2018
Cyber resilience: learning and skills action plan 2018-2020	This plan supports the development of cyber resilient behaviours and helps build a skilled and growing cyber security profession for Scotland.	Work & Skills	07/03/2018
Scottish National Investment Bank: implementation plan	This implementation plan provides recommendations on the establishment of a Scottish 'National Investment Bank'.	Economy and Industry	28/02/2018
Oral health improvement plan	This document sets out the future of oral health improvement and NHS dental services in Scotland.	Health & Social Care	24/01/2018
Oral health improvement plan: a short guide	This short overview sets out the Scottish Government's Oral Health Improvement Plan (OHIP).	Delete	24/01/2018
Scotland's colleges: delivering for all	A policy paper setting out the college sector in Scotland.	Education & Youth	19/01/2018
New Scots refugee integration strategy 2018-2022: summary	Summary of the New Scots refugee integration strategy 2018-22.	Delete	10/01/2018
New Scots: refugee integration strategy 2018 to 2022	The New Scots refugee integration strategy sets out an approach to support the vision of a welcoming Scotland.	International & Brexit	10/01/2018
The future of energy in Scotland: Scottish energy strategy	Scotland's first energy strategy sets out the Scottish Government's vision for the future energy system in Scotland.	Energy, Environment and Agri/Fish	20/12/2017
National health and social care workforce plan: part two	Part two of the plan will enable different workforce planning systems to move towards improved planning in social care.	Health & Social Care	15/12/2017
2018 national improvement framework and improvement plan	The framework sets out activity the Scottish Government and partners will take to drive improvement for children and young people.	Education & Youth	12/12/2017
A fairer Scotland for all: race equality action plan and highlight report 2017-2021	The race equality action plan sets out the key actions for the Scottish Government to drive positive change for minority ethnic communities.	Equalities	11/12/2017
Scotland's international framework 2017	Scotland's International Framework sets out how our international work supports the Government's central purpose of creating a more successful country.	International & Brexit	08/12/2017
Everyone matters: 2020 workforce vision implementation plan 2018-2020	This is the fifth implementation for NHS Boards, Scottish Government and others to deliver the 2020 Workforce Vision strategy.	Work & Skills	08/12/2017
Scottish Government communications plan: 2017-18	This plan sets out how the Scottish Government's Communications Division will contribute to the delivery of the Programme for Government.	Government Functioning	07/12/2017
Making it easier: a health literacy action plan 2017-2025	Making it Easier sets out an action plan for improving health literacy in Scotland.	Education & Youth	27/11/2017
Equally safe: delivery plan	The Equally Safe delivery plan will help to ensure that the ambitions of the Equally Safe Strategy makes a tangible difference.	Crime & Justice	24/11/2017
Expansion of early learning and childcare in Scotland: Quality Action Plan	A Quality Action Plan to underpin the expansion of early learning and childcare (ELC) in Scotland to 1140 hours per year by 2020.	Education & Youth	31/10/2017
Renewable heat target and action: 2017	The report outlines a number of new and emerging initiatives on renewable heat.	Energy, Environment and Agri/Fish	31/10/2017
Science, Technology, Engineering and Mathematics: education and training strategy	A Strategy which offers a programme of actions for education, training and lifelong learning in Scotland to achieve our goals for STEM.	Work & Skills	26/10/2017
British Sign Language (BSL): National Plan 2017 to 2023	Plan setting out actions to help ensure deaf and deafblind BSL users are fully involved in all aspects of daily and public life.	Equalities	24/10/2017
Scotland's national action plan to prevent and eradicate FGM: year one report	This year one report provides an update on the initial work to deliver on the actions and objectives of the national action plan to prevent and eradicate Female Genital Mutilation (FGM).	Crime & Justice	13/10/2017
Scotland's Nuisance Calls Commission: our response and action plan	Response to Scotland's Nuisance Calls Commission, with actions to empower and protect individuals and encourage better business behaviour.	Other	11/09/2017
Scottish procurement: open contracting strategy	Strategy to enable us to publish information about our procurement exercises, ensuring greater transparency on how we spend public money.	Government Functioning	07/09/2017
A nation with ambition: the Government's Programme for Scotland 2017-2018 (executive summary)	Summary of our Programme for Government 2017 to 2018, setting out the actions we will take in the forthcoming year.	Other	05/09/2017
Women in enterprise: framework and action plan	Refreshed action framework to promote female entrepreneurs, focusing on mentoring, networking, role models, finance and support.	Economy and Industry	31/08/2017
Achieving excellence in pharmaceutical care: a strategy for Scotland	Strategy aiming to transform the role of pharmacy across all areas of pharmacy practice, increase capacity, and offer the best person-centred care.	Health & Social Care	21/08/2017
Funeral Costs Plan	Action plan to tackle funeral poverty and make more affordable funeral options available.	Other	08/08/2017
Nursing 2030 vision	The Chief Nursing Officer's long term strategy to shape the future of the nursing workforce.	Health & Social Care	13/07/2017
Justice in Scotland: vision and priorities	Document setting out Scottish Government's plan for a just, safe and resilient Scotland, with established priorities for 2017 to 2020.	Crime & Justice	11/07/2017
Justice in Scotland: vision and priorities delivery plan, 2017-2018	Delivery plan setting out key actions for 2017-2018 to help progress the seven priorities set out in the Justice vision document.	Delete	11/07/2017
National dementia strategy: 2017-2020	Our new strategy builds on progress over the last decade in transforming services and improving outcomes for people affected by dementia.	Health & Social Care	28/06/2017
National health and social care workforce plan: part one	Framework for improving workforce planning across NHS Scotland, including the establishment of a National Workforce Planning Group.	Delete	28/06/2017
Training on the retained fire safety system: inspection outline	HM Fire Service Inspectorate outline of thematic inspection.	Other	25/06/2017
Trafficking and exploitation strategy: summary	Summary document of our main trafficking and exploitation strategy.	Crime & Justice	19/06/2017
Education governance – next steps: executive summary	Summary of the Government's vision of an education system which is led by schools and teachers.	Education & Youth	15/06/2017
Human trafficking and exploitation strategy	Our strategy to work with partners to make Scotland a more hostile place for human trafficking.	Crime & Justice	30/05/2017
Executive-level leadership and talent management in NHSScotland: overview paper	A set of actions to address the Health and Social Care Delivery Plan's priority of developing the NHSScotland workforce.	Health & Social Care	11/05/2017
National Missing Persons Framework for Scotland	Document providing a focus for all agencies with an interest in missing people to work together.	Other	10/05/2017
Internet safety for children and young people: national action plan	Refreshed action plan on internet safety for children and young people to ensure appropriate training, support and information is in place.	Other	21/04/2017
Building a sustainable social enterprise sector in Scotland: 2017-2020	Action plan setting out the first steps in Scottish Government's social enterprise strategy, in particular pertaining to inclusive growth.	Delete	12/04/2017
National action plan to tackle child sexual exploitation: progress report 2016-2017	Update on the action plan which was initially published in 2014 and updated in March 2016.	Crime & Justice	31/03/2017
Mental Health Strategy 2017-2027	The Scottish Government's approach to mental health from 2017 to 2027 – a 10 year vision.	Health & Social Care	30/03/2017
Scotland's International Framework: Canada engagement strategy	This document outlines our strategic objectives for engagement with Canada.	International & Brexit	30/03/2017
Scotland's International Framework: US engagement strategy	This document outlines our strategic objectives for engagement with the US.	International & Brexit	30/03/2017
A blueprint for 2020: the expansion of early learning and childcare in Scotland - 2017-2018 action plan	Outline of actions regarding the expansion of early learning and childcare.	Education & Youth	23/03/2017
Realising Scotland's full potential in a digital world: a digital strategy for Scotland	Scotland's refreshed digital strategy sets out our vision for Scotland as a vibrant, inclusive, open and outward looking digital nation.	Economy and Industry	22/03/2017
Fuel Poverty: Scottish Government response to working group reports	The Scottish Government's response to reports by the Scottish Fuel Poverty Strategic Working Group and the Scottish Rural Fuel Poverty Task Force.	Delete	08/03/2017
The best start: five-year plan for maternity and neonatal care	A five-year forward plan for the improvement of maternity and neonatal services in Scotland.	Health & Social Care	20/01/2017
The best start: maternity and neonatal care plan executive summary	Executive summary of the five-year forward plan for the improvement of maternity and neonatal services in Scotland.	Delete	20/01/2017



Scotland CAN DO: an innovation action plan for Scotland	This innovation action plan builds on the progress we have made, working together, to boost Scotland's innovation performance.	Economy and Industry	11/01/2017
Scottish Government Procurement Strategy 2017-2019	This strategy outlines our policies on how we conduct our procurement activity and the priorities we have.	Government Functioning	29/12/2016
Scotland's International Framework: Canada engagement strategy (draft)	This is the draft version of our strategy for engagement with Canada. The final version was published in March 2017.	Delete	23/12/2016
Scotland's International Framework: US engagement strategy (draft)	This is the draft version of our strategy for engagement with the US. The final version was published in March 2017.	Delete	23/12/2016
Global Citizenship: Scotland's International Development Strategy	This strategy sets out our intentions in respect of our international development.	International & Brexit	21/12/2016
Health and social care delivery plan	Delivery plan to set out the framework and actions needed to ensure that our health and social care services are fit to meet requirements.	Health & Social Care	19/12/2016
Higher-activity radioactive waste: implementation strategy	Implementation strategy for Scotland's policy on higher-activity radioactive waste.	Energy, Environment and Agri/Fish	15/12/2016
Scotland's Social Enterprise Strategy 2016-2026	A ten-year, national social enterprise strategy, which sets out our shared ambitions for social enterprise in Scotland, jointly developed with the sector.	Economy and Industry	14/12/2016
2017 National Improvement Framework and Improvement Plan	This plan brings together improvement activity from both the Delivery Plan and the Curriculum for Excellence Implementation Plan.	Education & Youth	13/12/2016
Delivering better outcomes for consumers and businesses in Scotland	Provides details of our recently devolved consumer and competition powers.	Economy and Industry	13/12/2016
Open Government Partnership Scottish Action Plan	We developed Scotland's first open government action plan with the Scottish Civil Society Network using the Open Government Partnership (OGP).	Government Functioning	09/12/2016
A Fairer Scotland for Disabled People: delivery plan	A Fairer Scotland for Disabled People is our delivery plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities.	Equalities	02/12/2016
A Fairer Scotland for Disabled People: summary	Summary version of the document A Fairer Scotland for Disabled People: Our Delivery Plan to 2021 for the United Nations Convention on the Rights of Persons with Disabilities.	Delete	02/12/2016
Everyone Matters: 2020 Workforce Vision Implementation Plan 2017-2018	This is the fourth implementation plan for NHS Boards, Scottish Government and others to deliver the 2020 Workforce Vision.	Work & Skills	29/11/2016
Community Justice Outcomes, Performance and Improvement Framework	This framework provides greater transparency over progress in achieving improved outcomes for community justice.	Crime & Justice	24/11/2016
National Improvement Framework: Parent Communication Plan	A parent communication plan for the National Improvement Framework.	Education & Youth	02/11/2016
Delivering affordable warmth in rural Scotland: action plan	Report produced by the independent Scottish Rural Fuel Poverty Task Force setting out actions to deliver affordable warmth in rural Scotland.	Energy, Environment and Agri/Fish	24/10/2016
Executive summary - An action plan to deliver affordable warmth in rural Scotland proposed by the Scottish Rural Fuel Poverty Task Force	Executive summary of the Scottish Rural Fuel Poverty Task Force report that sets out actions to deliver affordable warmth in rural Scotland.	Delete	24/10/2016
Scottish Government Communications Plan 2016-17	Sets out the contribution that the Scottish Government Communications Division will make to help deliver the Programme for Government.	Government Functioning	24/10/2016
Supporting & Empowering Scotland's Citizens: National Action Plan for Technology Enabled Care	Sets out actions to help people access and use technology to support their health and wellbeing at home and in their communities.	Health & Social Care	18/10/2016
Antimicrobial Resistance (AMR) and Healthcare Associated Infections (HAI): 5 year strategic framework 2016-2021	What we are doing from 2016 to 2021 to make our hospitals and communities a safer place.	Health & Social Care	18/10/2016
Fairer Scotland Action Plan	Fifty actions to help tackle poverty, reduce inequality and build a fairer and more inclusive Scotland.	Economy and Industry	05/10/2016
Strategic Police Priorities for Scotland	Strategic Police Priorities set under section 33 of the Police and Fire Reform (Scotland) Act 2012.	Crime & Justice	05/10/2016
Enhancing learning and teaching through the use of digital technology	National strategy to ensure all learners and educators are able to benefit from digital technology in their education.	Education & Youth	21/09/2016
Internationalising Social Enterprise: A Strategy for Scotland (September 2016)	A strategy for implementing our ambitions for international excellence, leadership and impact in the social enterprise field.	Economy and Industry	07/09/2016
A plan for Scotland: the Scottish Government's programme for Scotland 2016-2017	The Scottish Government's Programme for Government 2016 to 2017 sets out the actions we will take in the forthcoming year and beyond.	Other	06/09/2016
Fire and Rescue Framework for Scotland 2016	The Fire and Rescue Framework for Scotland 2016 sets out priorities and objectives for the Scottish Fire and Rescue Service (SFRS).	Other	01/09/2016
Scotland's Labour Market Strategy	Scotland's Labour Market Strategy provides a framework for our approach to the labour market.	Work & Skills	26/08/2016
Delivering Excellence and Equity in Scottish Education: A Delivery Plan for Scotland	This delivery plan clearly sets out how the Scottish Government will work with partners to deliver excellence and equity for every child in education in Scotland.	Education & Youth	28/06/2016
Equally Safe: national strategy	Scotland's Strategy to prevent and eradicate violence against women and girls.	Crime & Justice	23/03/2016
Getting The Best From Our Land: A Land Use Strategy For Scotland 2016 - 2021	Scotland's Second Land Use Strategy	Energy, Environment and Agri/Fish	22/03/2016
Animal health and welfare in the livestock industry: strategy 2016 to 2021	The strategy was produced following wide consultation, setting out the high-level aims of the Scottish Government for animal health and welfare in Scotland.	Energy, Environment and Agri/Fish	18/03/2016
Scotland's National Action Plan to Prevent and Tackle Child Sexual Exploitation Update	This plan reports on the progress of actions set out in Scotland's first National Action Plan to Tackle Child Sexual Exploitation, published in November 2014, and further actions that will be taken forward over the next 2-3 years to continue the commitment to prevent and tackle child sexual exploitation.	Crime & Justice	18/03/2016
Beating cancer: ambition and action	Cancer strategy containing more than 50 actions to improve cancer services across Scotland.	Health & Social Care	15/03/2016
Scottish Shelf Model. Part 4: East Coast of Lewis and Harris Sub-Domain	Part 4 of the hydrodynamic model developed for Scottish waters.	Delete	11/03/2016
Scottish Shelf Model. Part 5: Wider Loch Linnhe System Sub-Domain	Part 5 of the hydrodynamic model developed for Scottish waters.	Delete	11/03/2016
Scottish Shelf Model. Part 6: Wider Domain and Sub-Domains Integration	Part 6 of the hydrodynamic model developed for Scottish waters.	Delete	11/03/2016
The Scottish Shelf Model. Part 1: Shelf-Wide Domain	Part 1 of the hydrodynamic model developed for Scottish waters.	Delete	11/03/2016
The Scottish Shelf Model. Part 2: Pentland Firth and Orkney Waters Sub-Domain	Part 2 of the hydrodynamic model developed for Scottish waters.	Delete	11/03/2016
Global Scotland: trade and investment strategy 2016-2021	Our eight-point action plan to increase trade and investment in Scotland.	Economy and Industry	10/03/2016
Scotland's Agenda for Cities	Scotland's Agenda for Cities sets out the Scottish Government's strategic framework for its future interaction with Scotland's cities.	Housing & Communities	08/03/2016
The Scottish Plant Health Strategy	The strategy sets out the Scottish Government's approach to the protection of the health of plants, including agricultural and horticultural crops, and plants in parks and gardens, forestry and the natural environment, in Scotland.	Energy, Environment and Agri/Fish	06/03/2016
Scotland's International Framework: Pakistan engagement strategy	Outlines key areas of engagement between Pakistan and Scotland.	International & Brexit	04/03/2016
Pregnancy and Parenthood in Young People Strategy	This is the first Scottish Strategy which focuses on pregnancy and parenthood in young people.	Health & Social Care	04/03/2016
Scotland's International Framework: India engagement strategy	Outlines key areas of engagement between India and Scotland.	International & Brexit	29/02/2016
Making Things Last: a circular economy strategy for Scotland	Our circular economy strategy to build a strong economy, protect our resources and support the environment.	Energy, Environment and Agri/Fish	23/02/2016
A National Clinical Strategy for Scotland	The Strategy makes proposals for how clinical services need to change in order to provide sustainable health and social care services fit for the future.	Health & Social Care	17/02/2016
A National Clinical Strategy for Scotland - Summary	Scotland's National Clinical Strategy sets out ideas on how NHS Scotland needs to change to ensure health and social care services are fit for the future.	Delete	17/02/2016
Scotland's national action plan to prevent and eradicate FGM	The national action plan to prevent and eradicate Female Genital Mutilation (FGM) sets out the objectives, actions and responsibilities required to drive and deliver change.	Crime & Justice	04/02/2016
Organic Ambitions: Scotland's organic action plan 2016-2020	Developed by industry in close co-operation with the Scottish Government, the plan reflects the shared agenda for the sector.	Energy, Environment and Agri/Fish	27/01/2016

Ready to Act - A transformational plan for Children and young people, their parents, carers and families who require support from allied health professionals (AHPs)	The Plan meets the evolving needs of Children and Young People in providing an equitable and sustainable model that reflects the early years agenda and the integration of health and social care services	Education & Youth	18/01/2016
Palliative and end of life care: strategic framework for action	This framework sets out a vision for the next five years, outcomes and ten commitments to support improvements in the delivery of palliative and end of life care across Scotland.	Health & Social Care	18/12/2015
Infrastructure Investment Plan 2015	This plan sets out why the Scottish Government invests, how it invests and what it intends to invest in up to 2040 by sector.	Economy and Industry	16/12/2015
Everyone Matters 2020 workforce vision: implementation plan 2016-2017	Everyone Matters is the workforce strategy for NHSScotland. This is the third implementation plan for NHS Boards, Scottish Government and others to achieve the 2020 Workforce Vision.	Work & Skills	04/12/2015
Getting it right for looked after children and young people strategy	This strategy sets out what we are doing and what we expect other corporate parents to do.	Other	26/11/2015
Looked After Children Data Strategy 2015	Highlights the short (and longer) term actions that will be taken by the Scottish Government Children and Families Statistics team and the remaining evidence gaps that could be addressed by academic, public sector or other analysts.	Other	25/11/2015
Safe, secure and prosperous: a cyber resilience strategy for Scotland	Our cyber resilience strategy support the development of a culture of cyber resilience in Scotland.	Economy and Industry	18/11/2015
Cleaner air for Scotland: the road to a healthier future	A strategy setting out the Scottish Government's proposals for delivering further improvements to air quality.	Energy, Environment and Agri/Fish	04/11/2015
Scottish inshore fisheries strategy 2015	Supporting the development of a more sustainable, profitable and well-managed inshore fisheries sector in Scotland.	Energy, Environment and Agri/Fish	31/10/2015
Play Strategy For Scotland: Learning About Play - Investigating Play Through Relevant Qualifications In Scotland	An examination of the content of the main qualifications in Scotland, for those working in early learning and childcare, schools, out of school and holiday care services for children. We wanted to discover how much play is included from level 5 to post degree level, and to see if more coverage was needed.	Delete	26/10/2015
Scotland's Play Strategy: Playing with quality and equality: a review of inclusive play in Scotland	A review of inclusive play in Scotland.	Education & Youth	23/10/2015
Scottish National Research Framework for Problem Drug Use and Recovery	This document identifies the most important current research priorities relating to problem drug use and recovery in Scotland.	Health & Social Care	07/10/2015
Programme for Government 2015-16	Programme for Government 2015-16, setting out the legislation for the coming year.	Other	01/09/2015
A transformational plan for children and young people requiring support from allied health professionals (AHPs)	This is the first children and young people's services plan in Scotland to focus on the support provided by allied health professionals (AHPs). The plan sets the direction of travel for the design and delivery of AHP services to meet the well-being needs of children and young people. It is underpinned by the Children and Young People (Scotland) Act 2014, the principles of Getting it Right for Every Child (GIRFEC) and the United Nations Convention on the Rights of the Child.	Education & Youth	31/08/2015
Scotland's biodiversity: a route map to 2020	This route map sets out the priority work needed to meet the international Aichi Targets for biodiversity and improve the state of nature in Scotland.	Energy, Environment and Agri/Fish	25/06/2015
Preventing offending: getting it right for children and young people	Our Youth Justice strategy for Scotland, for 2015 to 2020.	Crime & Justice	17/06/2015
Emergency Department Weekly Activity and Waiting Times in Scotland: Week ending 31/05/2015	This report contains weekly activity and waiting times statistics for the 31 Emergency Departments in Scotland which provide a 24 hour emergency medicine consultant led service.	Delete	09/06/2015
Protecting Public Resources in Scotland: counter fraud strategy	Protecting Public Resources in Scotland is our counter fraud strategy.	Crime & Justice	05/06/2015
Joint Housing Delivery Plan for Scotland	Plan identifying priority actions agreed upon by housing sector representatives to ensure we are able to deliver the objectives set out in our housing strategies.	Housing & Communities	03/06/2015
Emergency Department Weekly Activity and Waiting Times in Scotland: Week ending 24/05/2015	This report contains weekly activity and waiting times statistics for the 31 Emergency Departments in Scotland which provide a 24 hour emergency medicine consultant led service.	Delete	02/06/2015
Emergency Department Weekly Activity and Waiting Times in Scotland: Week ending 17/05/2015	This report contains weekly activity and waiting times statistics for the 32 Emergency Departments in Scotland which provide a 24 hour emergency medicine consultant led service.	Delete	26/05/2015
Emergency Department Weekly Activity and Waiting Times in Scotland: Week ending 10/05/2015	This report contains weekly activity and waiting times statistics for the 32 Emergency Departments in Scotland which provide a 24 hour emergency medicine consultant led service.	Delete	19/05/2015
Driving improvement, delivering results: healthcare science national delivery plan 2015-2020	Scottish healthcare science national delivery plan 2015-2020 to drive improvement and maximise the contribution of healthcare science.	Health & Social Care	12/05/2015
Allied Health Professional Musculoskeletal Pathway Minimum Standards: A Framework for Action 2015-2016	The document provides a framework for Allied Health Professionals in the implementation of standards to support person-centred musculoskeletal pathways.	Health & Social Care	08/05/2015
A Health and Biomedical Informatics Research Strategy for Scotland	This strategy sets out key areas for action and specific recommendations from the Health Informatics Research Advisory Group (HIRAG) on how Scotland should respond to the opportunities and challenges around the secure use of routinely collected patient data for research.	Economy and Industry	15/04/2015
Scotland's National Marine Plan	This plan covers the management of both Scottish inshore waters (out to 12 nautical miles) and offshore waters (12 to 200 nautical miles).	Energy, Environment and Agri/Fish	27/03/2015
Out-of-Hospital Cardiac Arrest: A Strategy for Scotland	The Out-of-Hospital Cardiac Arrest (OHCA) strategy, which has been developed in collaboration with a range of stakeholders, is a 5 year plan with the aim of ensuring that by 2020 Scotland becomes an international leader in OHCA outcomes. The headline aim is to save an additional 1,000 lives by 2020.	Health & Social Care	27/03/2015
Scotland's international framework 2015	Scotland's International Framework sets out our internationalisation agenda and objectives, setting the context for delivery.	International & Brexit	25/03/2015
Dairy Action Plan	The Scottish Government is working with industry partners and stakeholders together, looking forward to a brighter sustainable future for the Scottish dairy sector.	Energy, Environment and Agri/Fish	24/03/2015
Data management, collection and use: strategic action plan	Version 2 of the strategic action plan produced by our Data Management Board reflects stakeholder views and comments received on version 1.	Delete	25/02/2015
Open Data Strategy	Sets out our ambition for making data open and available for others to use and reuse.	Government Functioning	25/02/2015
CAMERAS: evidence strategy for rural affairs and the terrestrial environment	The strategy outlines how CAMERAS partners aim to make best use of resources through strengthening collaboration and co-ordination and by improving the delivery of evidence to users.	Housing & Communities	16/02/2015
Developing the young workforce: Scotland's youth employment strategy	Sets out how the Scottish Government will implement the recommendations from the Commission for Developing Scotland's Young Workforce.	Work & Skills	17/12/2014
Scotland's National Marine Plan	This Plan covers the management of both Scottish inshore waters (out to 12 nautical miles) and offshore waters (12 to 200 nautical miles). It also applies to the exercise of both reserved and devolved functions.	Delete	11/12/2014
Diabetes Improvement Plan	The Diabetes Improvement Plan sets out the priorities and actions to deliver improved prevention, treatment and care for all people in Scotland affected by diabetes.	Health & Social Care	26/11/2014
Everyone Matters: 2020 Workforce Vision Implementation Plan 2015-16	This is the second annual implementation plan containing actions for NHS Boards, Scottish Government and others.	Work & Skills	03/11/2014
The Scottish Strategy for Autism Progress Report - Foundation Stage (2 Years)	This is a report reflecting the progress so far on the Scottish Strategy for Autism.	Equalities	31/10/2014
Carbon Management Plan 2014	This revised Carbon Management Plan (CMP) sets out the activities that will enable us to reduce our carbon emissions and meet our reduction targets.	Energy, Environment and Agri/Fish	29/10/2014

Heart Disease Improvement Plan	The Heart Disease Improvement Plan sets out the priorities and actions to deliver improved prevention, treatment and care for all people in Scotland affected by heart disease.	Health & Social Care	21/08/2014
Stroke Improvement Plan	The Stroke Improvement Plan sets out the priorities and actions to deliver improved prevention, treatment and care for all people in Scotland affected by stroke.	Health & Social Care	21/08/2014
Marine Scotland: strategic framework, 2013-16	Marine Scotland's strategic framework for the years 2013-16.	Energy, Environment and Agri/Fish	15/08/2014
Transportation: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Other	31/07/2014
Glasgow agglomeration: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Delete	31/07/2014
Aberdeen agglomeration: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Delete	31/07/2014
Edinburgh agglomeration: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Delete	31/07/2014
Dundee airport: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Delete	31/07/2014
Dundee agglomeration: noise action plan	This plan is one in a suite of six noise action plans produced under the terms of the Environmental Noise Directive (END).	Delete	31/07/2014
Scottish Management of Antimicrobial Resistance Action Plan 2014-18 (ScotMARAP2)	A document detailing the action plan for the management of antimicrobial resistance 2014-18 in Scotland.	Health & Social Care	29/07/2014
It's Not Rare to Have a Rare Disease	The Implementation Plan for Rare Diseases in Scotland	Health & Social Care	09/07/2014
Let's Get Scotland Walking: NWS, Appendix 1: Supporting Material	A supporting Document to the National Walking Strategy	Delete	13/06/2014
Let's get Scotland Walking - The National Walking Strategy	The National Walking Strategy outlines our vision of a Scotland where everyone benefits from walking.	Health & Social Care	13/06/2014
Towards a litter-free Scotland: a strategic approach to higher quality local environments	This national litter strategy sets out how Scotland can significantly reduce litter and flytipping and support cleaner, safer communities.	Energy, Environment and Agri/Fish	12/06/2014
Making it Easy	A health Literacy Action Plan for Scotland	Education & Youth	03/06/2014
Scottish Climate Change Adaptation Programme (SCCAP)	Programme setting out Ministers objectives, policies and proposals to tackle the climate change impacts identified for Scotland.	Energy, Environment and Agri/Fish	29/05/2014
Scotland CAN DO action framework: building on our vision to become a world-leading entrepreneurial and innovative nation	Action framework describing where and how we are investing and working with partners to become an entrepreneurial and innovative nation.	Economy and Industry	29/04/2014
Future provision of specialist residential chronic pain management services in Scotland: consultation report	This consultation report sets out the Scottish Government's response to the independent social research report 'The Provision of Specialist Residential Chronic Pain Services in Scotland: Analysis of Consultation Responses'. These reports follow the consultation period which ran from 2 September to 27 October 2013.	Health & Social Care	28/04/2014
Digital Participation: A National Framework for Local Action	A national framework that underpins local action to help individuals and businesses improve levels of digital participation.	Economy and Industry	24/04/2014
Recommendations on The Future of Residential Care for Older People in Scotland	A strategic examination of the purpose and desired structure of residential care services fit for the aspirations and needs of future generation.	Health & Social Care	31/03/2014
Child Poverty Strategy for Scotland - Our Approach - 2014 - 2017	The 2014 revision of the Child Poverty Strategy continues to focus on the same key areas as the Child Poverty Strategy for Scotland, describing outcomes around maximising household resources, improving children's wellbeing and life chances and well designed, sustainable places.	Economy and Industry	10/03/2014
Our Place in Time: the Historic Environment Strategy for Scotland	A high-level framework which sets out a 10-year vision for the Scotland's historic environment.	Other	04/03/2014
A More Active Scotland - building a legacy from the Commonwealth Games	Our 10-year physical activity implementation plan.	Health & Social Care	19/02/2014
Agri-renewables strategy for Scotland	This strategy shows how agri-renewables can contribute to the aim of building a cleaner, greener Scotland.	Energy, Environment and Agri/Fish	17/02/2014
Setting The Direction For Nursing & Midwifery Education in Scotland	Strategic aims from Chief Nursing Officer's Education Review	Health & Social Care	13/02/2014
Setting The Direction For Nursing & Midwifery Education in Scotland Summary	Summary of Strategic Aims from Chief Nursing Officer's Education Review	Delete	13/02/2014
Scottish Government Rural Affairs and the Environment Strategic Research Strategy 2011 - 2016	The strategy behind the Scottish Government's Rural Affairs and the Environment Strategic Research 2011-2016	Housing & Communities	12/02/2014
Everyone Matters: 2020 Workforce Vision - Implementation Framework and Plan 2014-15	This document contains the framework and first implementation plan for delivering Everyone Matters: 2020 Workforce Vision. It sets out five priorities for action by NHS Boards and the support they will be given.	Work & Skills	13/12/2013
Scottish Government: Suicide Prevention Strategy 2013 - 2016	The Scottish Government's suicide prevention strategy to 2016 sets out key areas of work that we believe will continue to reduce the number of suicides in Scotland.	Health & Social Care	03/12/2013
Scotland's Future	Scotland's referendum on 18 September 2014 is a choice between two futures.	Government Functioning	26/11/2013
Scotland CAN DO: becoming a world-leading entrepreneurial and innovative nation	Framework for our future priorities for action in creating an entrepreneurial and innovative nation.	Delete	13/11/2013
VTEC/E. coli O157 Action Plan for Scotland, 2013-2017	An Action Plan setting out recommendations to tackle the transmission of VTEC/E. coli O157 infection.	Health & Social Care	12/11/2013
A TB Action Plan For Scotland: ANNUAL REPORT / 2013	This is the first Annual Report of the TB Action Plan for Scotland.	Health & Social Care	05/11/2013
Play strategy for Scotland: our action plan	The action plan supports the earlier play strategy by setting out the steps needed to realise our vision for play.	Delete	29/10/2013

## **About the Author**

Jamie Gollings is head of policy and research at Our Scottish Future. He was previously a strategy consultant at OC&C partners and director of strategy at the UK Year of Service. He is about to take up a new post as deputy research director at the Social Market Foundation.

Our Scottish Future believes that good government in Scotland and across the United Kingdom has to be based on the values of cooperation, empathy, solidarity and reciprocity.

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