

THE SCOTTISH EXECUTIVE'S

InternationalStrategy

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THE SCOTTISH EXECUTIVE'S INTERNATIONAL STRATEGY

Foreword



Rt Hon Jack McConnell, MSP
First Minister of Scotland



Rt Hon Jim Wallace, MSP
Deputy First Minister of Scotland

1. Today's Scotland is filled with new ambition and opportunity. The creation of Scotland's Parliament has helped put Scotland on the international map once more. There is enormous goodwill internationally towards Scotland and there is an increased interest in all things Scottish. It is the job of this devolved government to harness that interest and goodwill for the benefit of all Scots.
2. In business, education, culture, transport, major events and many other areas we will work with partners in Europe and throughout the world to promote Scotland's interests.
3. We have worked with a number of different nations and regions since devolution having agreed the first set of aims in external relations in 2002. But as devolution matures, the scope to enhance the scale and range of these activities increases. That is why, during this second Parliament, we have the deliberate aim of drawing the work together within an overall framework that ensures that whenever we engage with an international partner, we are doing our best for the whole of Scotland.
4. This work is well under way. In January 2004 we published a European Strategy setting out our strategic aims in that area, along with the mechanisms we propose to use to achieve them.
5. On 1 July 2004 details of a global campaign to promote Scotland were announced. This campaign systematically targets people and places with messages about modern Scotland. Pulling everyone together to make a much bigger impression on the rest of the world. Our aim is for all our public agencies, Scots abroad, our top companies, the UK government, and Scotland's devolved government to speak to the world with one voice. All with their particular message to their particular audience, but each contributing to the big picture.
6. The increased activity of Scotland's devolved government on the international stage must be underpinned by a strategic overview. This International Strategy describes areas of work that are new, or in which we have taken new initiatives, such as the Fresh Talent project to attract new Scots to live, work and study in Scotland. Just as importantly, however, it shows how we are bringing together international work already set out in existing documents such as the Global Connections Strategy, A Framework for Higher Education in Scotland and the Tourism Framework for Action 2002-2005. Finally, it demonstrates that, though Ministers

play an important role in providing a strategy and framework, successful delivery depends on effective collaboration with public and private sector partners.

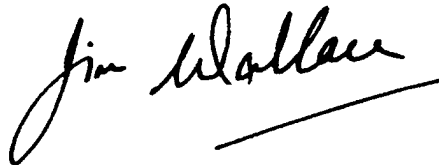
7. Through this International Strategy, our ambition is to maximise the benefits to the people of Scotland from our international work, and to ensure that we are working for the long term, with the right partners, and on the right issues. More than this, we in Scotland are determined to do all we can to support the countries of the developing world in meeting the challenges they face. This is because we believe that devolved regions and nations can contribute to meeting the shared responsibilities of the international community. The Strategy is designed to provide a strategic focus for the efforts of the Scottish government and the agencies it funds, to improve coordination and collaboration among the various players on the international scene, whilst enabling each to continue to develop and implement plans and programmes appropriate to their specific target markets.

8. We intend to re-energise our international networks and this Strategy aims to secure the maximum leverage from activities at UK level. And we will work increasingly closely with the Foreign and Commonwealth Office and the British Council who are key delivery partners across the world.

9. Scottish Ministers are determined to ensure that we in Scotland rise to the challenge of a global economy, and the potential across the world for closer friendships and new partnerships. We hope this strategy provides the direction to which others can make their contribution.



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First Minister of Scotland



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THE SCOTTISH EXECUTIVE'S INTERNATIONAL STRATEGY

Introduction

1. The purpose of this document is to:

- a. Set out the strategic goals for the Executive's international activity;
- b. Outline the international priorities on which the Executive plans to engage; and
- c. Identify the key mechanisms for delivering our top priorities.

2. The paper updates and develops the themes of the External Relations Priorities paper agreed by the Scottish Executive in March 2002¹. It refers to existing strategies where appropriate, including in particular the Global Connections Strategy and the European Strategy document published by the Executive in October 2001 and January 2004 respectively.

3. "International activity" for the purposes of this paper covers:

- a. Promoting a positive image of Scotland overseas. This includes:
 - promoting Scottish business interests overseas;
 - promoting Scotland as a place to live, work, visit, study and do business;
 - promoting international awareness of modern Scotland;
 - promoting Scotland's transport links with the rest of the world;
- b. Promoting Scottish devolved policy interests internationally. This includes:
 - participation in the negotiation of European and wider international commitments impacting on devolved areas of responsibility;
 - cooperating with other countries and regions through direct bilateral links and participation in regional and wider networks.

Strategic goals for the Executive's international activities

4. This Strategy sets out a proposed framework to guide the work of the Scottish Executive, and its NDPBs and agencies, on international issues at the broadest level. It starts from the premise that international activity is not an end in itself, but must support Scottish interests identified in the aims of the 2003 Partnership Agreement. The activity is therefore focused on the themes of the Partnership Agreement:

- a. growing the Scottish economy;
- b. delivering excellent public services;
- c. supporting stronger, safer communities;
- d. developing a confident, democratic Scotland.

¹ Appendix A contains an assessment of progress against the priorities set out in that paper.

5. The strategic goals for Scotland's international activity for 2004 to 2007 are:

- a. **to position Scotland internationally as a leading small nation, attractive to potential overseas partners and visitors and with a thriving and dynamic economy; and**
- b. **to bring effective influence to bear on the UK Government, other countries, regions and institutions on international policy issues affecting Scotland; and, within the scope of the Executive's devolved responsibilities, to encourage and support Scotland's contribution to international development.**

6. The Executive's international policy will therefore focus on:

- a. **Enhancing the profile of Scotland:** promoting Scotland supports our top priority of growing the economy by enhancing our reputation internationally as a tourism and business destination of choice and an innovative place to do business in and with. It also develops our profile as a small nation with real and growing influence, particularly within Europe, and an attractive place in which to live, work and study. Our aims here are to:
 - Support and expand Scotland's international business connections;
 - Attract fresh talent, tourists, businesses and major events to Scotland;
 - Build strong ties of economic, political and cultural benefit to Scotland.
- b. **Promoting Scotland's policy interests:** the Executive will continue to seize opportunities to promote, represent and advocate Scotland's policy interests directly and through the UK Government. This will be accomplished by working:
 - Through the UK, by continuing our engagement with the UK Government on external issues in order to maintain a culture of automatic recognition and understanding of Scottish interests; and by adding value to the UK Government's efforts by reinforcing and forging new links across Europe and beyond;
 - Directly, by promoting Scotland's policy interests directly with overseas institutions and administrations. This includes developing cooperative links and ongoing engagement that can help inform best practice in Scotland and raise awareness of Scottish policy perspectives.

7. To achieve these objectives the Executive will:

- a. In promoting the profile of Scotland:
 - work directly and through public and private sector organisations to project powerful messages that enhance Scotland's international profile;
 - strike a balance between creating opportunities ourselves and taking advantage of opportunities created by others in the public and private sectors.

- b. In pursuing its policy interests:
- focus on prioritising and engaging on key issues likely to have a significant impact on people’s lives in Scotland;
 - identify the most appropriate and effective strategies for achieving outcomes;
 - ensure that these strategies and their operational arrangements are efficient and deliver value for money.
- c. Work closely with the Foreign and Commonwealth Office and the British Council, whose overseas Posts and offices promote Scotland and Scottish interests as part of their work to deliver UK-wide international priorities. The Executive will also contribute, within the scope of its devolved responsibilities, to the delivery of these UK-wide goals.
- d. Cooperate in international activities with the Scottish Parliament to ensure that together we maximise the benefits of our effort for the people of Scotland.
- e. Work closely with local government, which has a prominent role to play internationally in projecting Scotland’s cities and regions and in developing partnership links.
- f. Review progress annually on the priorities listed in paragraph 6.

International priorities on which the Executive plans to engage

8. The main strands of work in which the Executive will be engaged to support these strategic goals follow the four themes of the Scottish Executive’s 2003 Partnership Agreement. In taking forward this work, as in the Partnership Agreement itself, the Executive is committed to an approach across the four themes that delivers sustainable development.

Growing Scotland’s Economy

9. Growing the economy is our top priority. A successful economy is key to our future prosperity and a pre-requisite for building first class public services, social justice and a Scotland of opportunity.

- a. Encouraging Scottish companies to develop their international business and helping overseas companies do more business in and with Scotland:
- working with Scottish Enterprise through our Scottish Development International joint venture to achieve the goals of the Global Connections Strategy²;
 - supporting Scottish companies and other organisations to generate value from their knowledge and involvement in overseas markets, using both our own staff and the network of commercial sections in UK overseas Posts;

² More detail on the Global Connections Strategy is provided in Appendix B.

- persuading overseas companies and other organisations to generate value from their knowledge by trading and partnering with Scottish organisations and by investing in Scotland.
- b. Promoting Scotland as a good place to live, work and study, with a high quality of life that is attractive to fresh talent from around the world. The decline in Scotland's population impacts on our economy, strains public services and diminishes cultural life. As well as working to build a confident and economically successful Scotland that provides opportunities for Scotland's existing population, and encourages expatriate Scots to return, the Executive has set out its aim to boost the working age population through the Fresh Talent initiative. This includes³:
- promoting Scotland overseas as a good place to live, work and study, including through the new Relocation Advisory Service;
 - encouraging students who are able to do so to stay in Scotland after graduation;
 - promoting Scotland as a destination for people taking up work permits;
 - improving first impressions of Scotland on arrival.
- c. Attracting overseas students and world class researchers helps to diversify the profile and funding of Scotland's higher education institutions and to maintain the international reputation for excellence of Scotland's research base. As the ability to make connections between the academic research base and industrial sectors becomes an increasingly important driver of economic success, the Executive is:
- working with academic institutions to promote research links, education and student exchanges;
 - providing funding to support the efforts of Education UK Scotland to attract international students to Scotland;
 - working with Scottish Enterprise to promote transatlantic university collaboration; and with the Royal Society of Edinburgh (RSE) to demonstrate the strength of Scotland's research base, including through the International Science Manager appointed by British Council Scotland and the RSE.
- d. Working through VisitScotland towards the shared ambition to grow tourism revenues by 50% over the next decade. Tourism is of vital importance to the social, economic, environmental and cultural well-being of Scotland, from major cities to rural areas, many of which depend on the industry for jobs and infrastructure. Scotland is well placed in what it has to offer, but has to better understand changing customers' needs. Better cohesion and co-operation among all the partners will help raise our game:
- developing a strong destination brand which meets visitors' needs;
 - focusing on core market growth;

³ More information on these Fresh Talent actions is contained in Appendix C.

- identifying and developing seed markets for longer term growth;
 - identifying synergies across all public sector agencies.
- e. Working through EventScotland to deliver Scotland's Major Events Strategy 2003-2015, "Competing on an international stage". World-class events hosted in Scotland demonstrate that we are a dynamic and modern country capable of making an impact - and delivering - on an international stage. As well as the direct economic benefits of events, global media coverage can attract future tourism and further economic growth:
- attracting, supporting and creating an international portfolio of events which are achievable and sustainable;
 - promoting Scotland by capitalising on events in Scotland that attract global attention and increasing the amount of international coverage they receive;
 - realising the potential of events in Scotland to benefit the Scottish economy.
- f. Establishing transport links. Direct routes to and from Scotland improve Scotland's connectivity and offer more international opportunities for Scottish companies and inbound tourism. The Route Development Fund encourages and speeds up introduction of new direct air routes. It has been welcomed by the industry and has supported 9 new routes offering direct economic benefit to Scotland since it was established in November 2002. The priorities will involve:
- working with Scottish Enterprise and VisitScotland in the Route Development Fund;
 - extending direct air routes;
 - improving ferry links to mainland Europe.
- g. We recognise the importance of developing our cities as competitive international locations to support our priority of growing the economy. Promoting regeneration in urban and rural Scotland and securing the development of our cities and the wider city regions is also a priority and we will use the National Planning Framework to guide the strategic investment and infrastructure needs of Scotland through to 2025. We will work with our cities on their:
- branding and marketing;
 - application of international best practice in design and the renewal of the physical environment;
 - promotion of investment opportunities in Scotland.
- h. We seek to identify and maximise opportunities for economic development through the Executive's links and other forms of cooperation with international partners.

Delivering excellent public services

10. The Partnership Agreement emphasises that people deserve and expect public services that are of the highest possible quality and offer the greatest possible choice. International engagement is necessary to take account of the context in which decisions are taken on public services. This can be shaped by discussion and decisions in regional and international organisations such as the World Health Organisation, the World Trade Organisation and of course the European Union. These discussions require a level of engagement internationally, particularly with and through the UK Government, to represent Scottish interests and to ensure that Scottish decisions take account of external changes.

11. Many of Scotland's international partners face similar challenges in shaping their public services. Working with these partners can help ensure that our public services, and theirs, are designed and delivered around the needs of individuals and the communities within which they live. We can learn from others, work in partnership on common problems and share internationally acknowledged best practice.

- a. Contributing to the development of education internationally, promoting a range of Scottish educational products and promoting a positive image of Scotland through cooperation and exchanges:
 - through work following on from the successful 15th Conference of Commonwealth Education Ministers' group, influencing international discussions that shape the future of education;
 - hosting the Third World Youth Congress in Stirling in 2005, including activities and projects championing the UN's Millennium Development Goals;
 - participating in international agreements such as the cooperation agreement with France in education to be signed on St Andrew's Day 2004;
 - supporting the development of overseas partnerships by the Scottish Qualifications Authority;
 - as part of the monitoring and evaluation process for the Lifelong Learning Strategy, assessing Scotland's position in relation to the top quartile of other OECD countries;
 - international comparisons of educational performance and attainment, sharing ideas and best practice with others;
 - working with the British Council and other partners to promote Scottish education internationally.
- b. Enhancing and developing our health protection capacity in Scotland in partnership with colleagues elsewhere in the UK and internationally:
 - close co-operation with colleagues in the Department of Health, on EU and international matters ;
 - participation in international health agreements.
- c. Encouraging international investment in infrastructure, such as the present involvement of the European Investment Bank in funding a number of schools projects:

- the Executive looks to encourage international investment in infrastructure developments in Scotland through partnership arrangements such as Public Private Partnerships (PPPs). There is a high level of overseas interest in Scotland’s PPP track record and the Executive aims to engage with countries holding similar interests.

Supporting stronger, safer communities

12. The Executive aims to make communities safer places to live and work, and to make Scotland a place where everyone can enjoy a decent quality of life. At the broadest level, Scotland benefits from cooperation to ensure international security, such as collaboration against international terrorism; and sustainable quality of life, such as in exchanges and initiatives to promote quality and diversity through cultural provision, and in protection of the global environment.

13. Scotland also contributes to these international goals through its own actions, and helps others including developing countries by sharing its knowledge and experience. Operating in direct cooperation with external partners can also help bring benefits in specific policy areas.

- Promoting excellence in culture and sport throughout Scotland, to build on the nation’s already strong reputation for creativity and to ensure these aspects of Scottish life play a part in the wider promotion of Scotland’s image overseas and in the attraction of more cultural and sporting events to Scotland. A series of promotions, over recent years and continuing, has sought to build Scotland’s international image as a cultured, cosmopolitan, twenty-first century nation and a producer of world-class cultural output. In 2003, two highly prestigious events did much to boost international understanding of Scotland’s cultural strengths: the *Scotland at the Smithsonian* programme in Washington DC was an excellent showcase of the country’s living cultural traditions, and the cutting edge work of Scotland’s visual artists was exhibited to significant acclaim at the Venice Biennale – our first independent showing at that festival.

The Executive’s cultural policy seeks to establish Scotland as an internationally recognised creative hub; and the Cultural Commission appointed by Scottish Ministers is currently undertaking a review of culture, expected to involve and enthuse the cultural community in Scotland and internationally. The Executive pursues the following objects in its policy for culture :

- maximising the contribution that sport, culture and the arts can play in the promotion of Scotland, including by capitalising on events in Scotland that attract global attention and by celebrating Scotland’s cultural heritage and its full diversity;
- working through EventScotland to make Scotland one of the world’s foremost destinations for sporting and cultural events;
- promoting international cultural exchange and dialogue;
- working through the Head of International Arts, jointly funded by British Council Scotland and the Scottish Arts Council.

- supporting the Scottish Year of Highland Culture in 2007 and using the celebration in 2009 of the 250th anniversary of Burns’ birth as one means to encourage Scots worldwide to return to Scotland;
 - strengthening the link between Scotland’s arts and culture and the promotion of tourism and economic growth;
 - establishing support for international festivals; supporting the promotion of Scottish films and TV programmes overseas.
- b. Adopting international best practice to protect and enhance Scotland's environment and helping others by promoting Scottish initiatives overseas:
- ensuring that Scottish views and circumstances are taken into account in the context of new international environmental commitments made by the UK Government;
 - learning from experience overseas;
 - building on our participation at the World Summit on Sustainable Development held in Johannesburg by working with the UK Government, where appropriate, to meet our commitments to tackle climate change, and promote renewable energy and other aspects of sustainable development.
- c. Terrorists and criminals have no respect for borders or jurisdictions. That is why the Executive is committed to co-operation and joint working across administrative boundaries and jurisdictions, to ensure that those who would perpetrate such crimes have no hiding place. The Executive provides dedicated funding for counter terrorist policing in Scotland as well as making financial contributions towards Europol, Interpol and a number of UK-wide law enforcement programmes, all of which facilitate national and international cooperation. The Lord Advocate has ensured that there is Scottish representation on Eurojust, the EU judicial body responsible for the coordination of the fight against serious, cross-border crime. The Executive also supports measures to close every possible door against those who would threaten our communities, such as the European Arrest Warrant, introduced across the UK in January 2004. The Crown Office is the Scottish Central Authority for the operation of the European Arrest Warrant and works with partners both in the UK and abroad to ensure that a person who is accused of a serious crime in one EU country but flees to another is quickly arrested and returned to stand trial. The separate status of the Scottish legal system is properly reflected in the recent creation of a separate Central Authority in Crown Office, under the auspices of the Lord Advocate, which is responsible for all international mutual legal assistance in relation to Scotland, but which retains its close links to the Central Authority in Home Office and with other UK stakeholders. The Executive also welcomes the excellent links developed by the Scottish Police Service with other law enforcement agencies in the UK and overseas. In short, the Executive is actively promoting cross-border cooperation against serious international terrorism, at both judicial and law enforcement levels, in order to ensure that Scotland does not become a haven for criminals, and is:
- working to deliver a safer, stronger Scotland for those who live in Scotland and those who come to Scotland through an efficient and

effective justice system founded on the basic principles of fairness and equality;

- continuing to resource and reform police, agencies and the courts to tackle crimes of all kinds, including those committed by serious organised criminal groups with links outside Scotland;
- working with and through the UK Government, the Police service and UK law enforcement agencies to safeguard Scotland from international terrorism.

Developing a confident, democratic Scotland

14. The Executive aims to make Scotland a forward-looking successful country, working with others to shape effective partnerships which put the needs of communities and the country first. Confidence underpins promotion of Scotland's place in the wider world. Although this work sometimes requires the creation of new channels or links, the aim is usually to implement activities in a way that gains extra benefit from networks and channels which already exist.

15. Although the UK Government is responsible for the issue of international development assistance and co-operation, all levels of Government in the UK have a responsibility to help create a fairer world. Executive Ministers meet Ministers from the Department for International Development and officials cooperate over issues of shared interest such as education. The Executive can encourage and support the work of many Scots in making their contribution. The Executive has supported NGOs active in development education programmes, for example, through grants totalling over £81,000 this financial year. £405,000 has also been granted for the British Council and the League for the Exchange of Commonwealth Teachers to support exchange programmes between teachers in Scotland and the rest of the world. £40,000 was made available to the Network of International Development Organisations in Scotland (NIDOS) in 2003, as well as the secondment of 5 Civil Servants, to help co-ordinate a Scottish response to the humanitarian situation in post-war Iraq. A further secondment has been made for 12 months in 2004-5 to help NIDOS build its relationship with key agencies.

16. High levels of international interest, including from developing countries and from international bodies such as the Commonwealth Secretariat, in Scotland's model of devolved government demonstrate that Scotland can contribute to the development of democratic institutions internationally. At the same time Scotland benefits from the experience of international partners – as for example in work on the Executive's Renewing Local Democracy agenda, where the experience of international partners has been useful in areas such as local governance and voting systems.

Championing Scotland's place in the wider world:

- working with the Foreign and Commonwealth Office and the Scotland Office to promote Scottish interests through the network of UK overseas Posts around the world;
- expanding the constructive international role of Scotland through collaboration with other legislative regions and nations;

- building on the interest the establishment of the Scottish Parliament has generated by forging links with other countries, including developing countries;
- welcoming overseas visitors to Scotland and providing working programmes which expose official and media guests to a wide range of Scottish organisations and pave the way for future exchanges and cooperation;
- encouraging the work of Scotland's NGOs which are active in international education programmes, disaster relief and encouraging international development;
- developing and coordinating the collective promotional efforts of public sector bodies through joint marketing activities;
- building on these efforts through the new global campaign to promote Scotland's image internationally launched by the First Minister on 1 July 2004;
- working with local authorities to help secure the economic potential of their international links and networks, including twinning arrangements.

Key Mechanisms for Delivering our Top Priorities

17. The Executive carries out international activity directly. But successful delivery of the Executive's international aims also depends on effective collaboration with public and private sector partners. Cooperative work takes place directly between the Executive and partner organisations, and through wider collaborative bodies such as the Scottish International Forum. Partners are active at Scottish, UK and international levels.

18. Working with partners in Scotland:

- Scottish Executive activity including overseas activities, Ministerial visits and meetings, media activities and online communications, promotional material, sponsorship activities, focused activities to promote the Fresh Talent initiative and to promote up-to-date and positive overseas impressions of Scotland, and the work of Scottish Development International in implementing the Global Connections Strategy.
- Other bodies including members of the Scottish International Forum (SIF) such as Scottish Enterprise and VisitScotland, and business organisations such as CBI Scotland and SCDI. The SIF has been created by the Executive to enable better integration of the international promotional efforts of Scottish organisations.
- Local Government. Local Government participates in the SIF. Local authorities and chambers of commerce are also partners with Scottish Development International in the Business Gateway International Trade network, which provides local access to help Scottish businesses expand overseas. Many local authorities have European and international strategies to support the development of their area, through building networks and the creative use of twinning. The Executive is already gathering information to provide an overall view of the formal international links established by local authorities in Scotland. We will develop our work with them and their local partners to achieve their local aspirations.

- The Scottish Parliament, which is engaged in a wide range of international activity, including welcoming visitors from abroad, building links and contacts with international institutions and other European nations and regions. The Parliament has developed its own external liaison strategy.
- Higher education institutions – the Executive aims to support and complement activities which institutions undertake individually and through sectoral bodies such as Universities Scotland.
- Members of the Consular Corps. We will increase our engagement with Consular Missions in Scotland to inform other countries about Scotland. Focused and well-timed interventions with the Corps have the potential to achieve influence over decisions taken overseas that affect Scotland.

19. Working with and through UK partners:

- Ministerial committees, which provide an important forum for formal discussion by UK and Devolved Administration Ministers.
- FCO. The Executive works with the FCO across a broad range of policy and promotional issues. These include work in the Public Diplomacy Strategy Board, through the commercial sections of UK overseas Posts, marking St Andrew's Day, deriving benefit from scholarship schemes and reflecting Scotland's interests in EU work.
- British Council. The Executive works with the British Council both in Scotland and overseas. It also works with EducationUKScotland, a British Council initiative in partnership with the education sector in Scotland which aims to promote Scottish education and training opportunities in international markets.
- Other UK Government Departments including the Scotland Office, the Department of Trade and Industry, UK Trade & Investment, the Department for International Development and the Cabinet Office.
- MPs, through the work of the UK Parliament, which continues to be important in this area.
- Devolved Administrations. The Executive collaborates with the Welsh Assembly and the Northern Ireland Assembly (when it is reconstituted) on EU issues. It also works with the devolved administrations on promotional issues through the Public Diplomacy Strategy Board.

20. Working internationally:

- Scottish Executive EU Office (SEEUO). The SEEUO presents Scottish views directly to the EU institutions and provides early intelligence to secure Scotland's interests. It also uses quality events to promote Scotland in Brussels.
- Scottish Affairs Office Washington. The Office promotes Scotland in the USA, working with US organisations and Scottish agencies active in the US. It promotes and takes forward the policies of the Scottish Executive, with particular focus on Fresh Talent, higher education, science and technology. It also enhances the knowledge and awareness of organisations and agencies in the US of contemporary Scotland and assists in developing policy relevant links with the US.

- The overseas offices of Scottish Development International, which aim to support Scottish companies and organisations to generate value for Scottish knowledge in markets around the world and to attract overseas companies and organisations to generate value for their knowledge by exploiting it in Scotland or in partnership with Scottish companies and organisations.
- MEPs and EU bodies including the Committee of the Regions. We will continue to work with Scotland's MEPs, including through a series of 6-monthly meetings to consider the priorities of Scottish Ministers.
- Other European coordinating bodies (REGLEG, CLRAE, CPMR) to ensure that our membership of these bodies provides clear long-term potential for building alliances.
- Overseas cooperation partners, including regions and countries. We work with these partners directly, through the UK Government and within EU and wider international institutions. We will ensure that there is a clear fit between Executive policies and the formal links or informal activities we establish with these partners;
- International treaty organisations and EU negotiations with non-EU countries – for example in fisheries policy, supporting the work of the North Atlantic Salmon Conservation Organisation, and in EU/Norway and EU/Faroese negotiations;
- Commonwealth networks and institutions, such as the Commonwealth Secretariat, Commonwealth Law Conference and the League for the Exchange of Commonwealth Teachers;
- Global Friends of Scotland and GlobalScots. The Global Friends of Scotland network harnesses the considerable goodwill that exists towards Scotland in many countries. This is being developed to ensure that the opportunities it provides are integrated with other efforts to enhance Scotland's international profile. In particular the network has the potential to communicate key messages to a targeted audience and to support specific initiatives such as Fresh Talent. Global Friends of Scotland will also work to complement the work done by members of the international GlobalScot network, which is more narrowly targeted at securing assistance from senior business people to help boost Scotland's economic success.

Targets and Milestones

21. Monitoring and evaluation of international work is essential. It enables delivery to be assessed and lessons to be learned. It identifies areas where the strategy needs to evolve and adapt to new circumstances and situations. It enables clear reporting to Parliament by the Executive. Many areas of policy activity are already subject to specific regular review. We are developing techniques for assessing the success of activities to enhance Scotland's international profile, including by tracking studies of international perceptions of Scotland and by measuring the impact of overseas activities.

22. **Strategic Goal 1** - to position Scotland internationally as a leading small nation, attractive to potential overseas partners and visitors and with a thriving and dynamic economy:

- a. Ensure that implementation of the Executive's strategies is fully aligned with our wider international priorities;

- b. Through our Fresh Talent initiative and with the support of other bodies such as SDI and VisitScotland, we will actively support Scotland as a place in which to work and live;
- c. Work towards the international objectives outlined within the Framework for Higher Education in Scotland published in 2003;
- d. Ensure that public sector agencies project a consistent and powerful message that accurately promotes the new Scotland;
- e. Using the strategic resource of the Scottish International Forum we will organise overseas promotional activities involving a range of Scottish public sector organisations in priority countries in 2004 to 2007;
- f. Through our overseas links and networks, including those of the UK Government, we will promote Scotland to overseas businesses and administrations as a country to do business with;
- g. Through our Co-operation Agreements and the further collaborative links that we forge with other countries we will seek to secure tangible political and economic benefits for Scotland;
- h. We will take advantage of opportunities to promote Scotland offered by the UK presidencies of the EU and G8 in 2005.

23. **Strategic Goal 2** - to bring effective influence to bear on the UK Government, other countries, regions and institutions on international policy issues affecting Scotland; and, within the scope of the Executive's devolved responsibilities, to encourage and support Scotland's contribution to international development:

- a. We will continue to engage with relevant contacts and institutions to raise awareness of Scottish views;
- b. We will use cooperative links and contacts on policy issues with other regional and national administrations to identify best practice and areas for collaboration;
- c. We will encourage the work of Scotland's NGOs which are active in international education programmes, disaster relief and encouraging international development.

Scottish Executive
October 2004

Appendix A

Progress against March 2002 Priorities

In March 2002 the Executive set out its priorities for external relations. These are set out below, along with an indication of the progress made against each priority.

Priority: continuing to engage very positively with EU aspects of our devolved policy responsibilities, to ensure that decisions taken at an EU level reflect Scottish circumstances and concerns;

Progress: Scottish Ministers have attended over 50 EU Council meetings since 1999 and led for the UK at 3 of these. Executive Ministers have attended or been represented at all 18 meetings of Joint Ministerial Committee (Europe) that have taken place since 1999. Following the work of the Ad Hoc Group of Ministers on European Strategy, the Executive published its European Strategy in January 2004. Cabinet now regularly discusses the Executive's policy priorities for each Presidency of the European Union, and Ministers have provided written statements of their specific priorities for the Presidency. The Minister responsible for External Relations meets the Scottish Parliament's European and External Relations Committee to discuss these priorities, most recently on 14 September 2004. The results of this increased positive engagement are that decisions taken at the EU level have increasingly taken into account Scottish circumstances, research and views.

Priority: through the UK Government and through other routes, contributing positively to the work of the Convention of the Future of Europe;

Progress: Scottish Ministers participate in discussions of strategic EU issues in the UK-level Joint Ministerial Committee (Europe). The Executive worked with the UK and Welsh Assembly Governments to draw up a paper on Europe and the Regions submitted to the Convention on the Future of Europe. The Executive has also contributed to the work of the Convention through the REGLEG group of regions with legislative powers and through the Committee of the Regions and welcomes the proposals made by the Convention for enhancing the role of the regions in European decision-making.

Priority: ensuring that implementation of EU obligations on devolved matters is carried out in good time, and in a way which reflects Scottish circumstances and concerns;

Progress: Executive Ministers now receive regular reports on the transposition and implementation of all EU obligations that fall to the Executive and Parliament to implement in Scotland. These reports provide an overview of all EU obligations, including the timescale and the means of transposition and from September 2004 will be provided to the European and External Relations Committee of the Scottish Parliament.

Priority: dealing effectively with the international dimension to our devolved policy responsibilities;

Progress: the Executive promotes international aspects of its devolved policy responsibilities, including economic development, transport, education and culture. Specific strategies and policy statements have been established, such as the Global

Connections Strategy and the Cultural Policy Statement, which identify Executive action directly and with other public sector bodies at the UK and Scottish levels to promote Scottish interests. In some policy areas, units have been identified with specialist responsibility for dealing with international issues. Under the Links Strategy, formal and informal connections have been established with international analogues to inform policy-related best practice in Scotland and to raise awareness of Scottish policy perspectives.

Priority: working towards the aim of every policy area in the Executive having developed an informal policy exchange with at least one other regional or national administration;

Progress: formal and informal policy exchanges have been established in many areas including health, drugs policy, environment, land use planning and design of development, and culture. The Executive is also a member of sectoral-specific networks such as:

- the Environment Conference of the Regions of Europe (ENCORE), which organizes the biennial conference of European Regional Environment Ministers and which acts as a forum for cooperation between regions on environmental and sustainable development matters; and
- the European Association of Regional and Local Authorities for Lifelong Learning (EARLALL), which was established to provide a focus for European regional administrations to work together and share ideas in the field of lifelong learning.

Priority: working towards the signing in the next year of partnership agreements with at least two other European regional administrations;

Progress: Cross-cutting government-to-government co-operation agreements to build political alliances and develop networks to deliver practical projects of benefit to Scotland have been signed with:

- Catalonia (May 2002), covering agriculture and rural affairs; architecture; education; research to support innovation; health; housing; urban regeneration and transport;
- Tuscany (November 2002), covering economic development; arts & culture; cultural education & creativity; and EU and international policy;
- North Rhine-Westphalia (February 2003), covering EU policy; science and technology; and the stimulation of entrepreneurship;
- Bavaria (June 2003), covering land use planning & design of development; justice; education; tourism; environment and administration.

Action plans for the implementation of the Catalonia and Tuscany agreements have also been signed, and discussions are underway to agree similar plans for the agreements with North Rhine-Westphalia and Bavaria. The Executive is considering the value of further links with one or more new Member States.

Priority: with partners, developing a system of 'Scottish Country Briefs', describing Scotland's links with a number of countries;

Progress: Information on ongoing and future activities with other countries and regions is shared with partners through the Scottish International Forum. This group provides an opportunity for all those involved in promoting Scotland overseas to share their plans, and to identify opportunities for joint initiatives or otherwise to achieve

‘critical mass’ in their promotion activities. Members are able to exchange information between meetings by means of the Forum’s website.

Priority: through the Scottish International Forum, maximising the impact in terms of Scotland’s profile overseas of the efforts of public bodies and other organisations in Scotland;

Progress: the Forum has undertaken collective planning for overseas events such as “Scotland With Catalonia” and Tartan Day; it has provided opportunities for communication among bodies involved in promoting Scotland; and developed understanding of the potential and limitations of “Scotland-In” events. The “Scotland With Catalonia” programme included political, business, economic and social/cultural events. SDI’s trade mission was closely linked to the successful ‘Showcase of Scottish Food and Drink’ and received very positive feedback.

Priority: promote a range of major events to promote Scotland overseas, including Tartan Day 2002;

Progress: the Executive has coordinated participation in overseas events including Tartan Day in 2002, 2003 and 2004, as well as other events such as “Scotland in Sweden” (2002), the Scottish programme for the centenary of the Entente Cordiale (2004) and “Scotland in the Netherlands” (2004).

“Scotland in Sweden” was a successful 4 day Ministerial programme which generated positive media coverage and a number of important follow-up activities/initiatives including Fresh Talent and the introduction of the International Networking for Young Scientists project and further galvanised the two new direct air routes between Scotland and Sweden. VisitScotland also reported a significant increase in the number of Swedes visiting Scotland for city and golf breaks. “Scotland in the Netherlands” is a season of promotional activity across the Netherlands which includes health, culture, sport, and justice events with much of the focus on best practice and knowledge sharing.

Priority: continuing to welcome visitors to Scotland in a way which reflects well on Scotland.

Progress: the Executive has announced a task force to report on first impressions of Scotland by the end of 2004. On behalf of the FCO, the Executive administers the sponsored visits programme in Scotland, arranging working programmes in Scotland for overseas correspondents and other guests.

Priority: working with partners to develop new materials on Scotland and its governance for an international audience.

Progress: the First Minister announced details of a new campaign to promote Scotland on 1 July 2004.

Appendix B

Global Connections Strategy

The Global Connections Strategy was published in October 2001 and sets out the Executive's policy priorities to ensure that Scotland achieves the maximum benefit from its economic links with the rest of the world. The main strands of action are set out below. The Executive, Scottish Development International and the Enterprise Networks are the major players in the delivery of the strategy. The strategy sets out the following medium to long term priorities, which will be updated as necessary following the refresh in autumn 2004 of the Framework for Economic Development in Scotland and the Smart Successful Scotland strategy.

- Increase involvement in global markets, by helping Scottish companies to compete in world markets using an ever wider range of market entry mechanisms, such as technology licensing and joint research deals; by combining support for new exporters with an increasing focus on assisting existing exporters to deepen their degree of internationalisation; and by fostering innovative international company relationships including partnerships, alliances and outsourcing.
- Encourage investment into Scotland with a clear focus on sectors and technologies where Scotland has sustainable international strengths, working to improve perceptions of Scotland as a place to do business in and with, as well as to encourage existing investors in Scotland to diversify their businesses and move into higher-value activities; and targeting wider forms of international investment such as venture capital.
- Develop Scotland as a globally attractive location, building international networks and seeking to attract an inflow of talented and entrepreneurial individuals, capitalising on the commercial potential of academic research, and improving Scotland's business infrastructure and skills levels.

Appendix C

Fresh Talent

The main strands of action under the Fresh Talent initiative are:

- Promoting Scotland as a place to live and work. There will be a global campaign to promote Scotland and a discrete Fresh Talent promotion campaign including advice and information for potential in-migrants. A Fresh Talent website was launched in May 2004. A Relocation Advisory Service, to be located in Glasgow, will be established by October 2004. There will be further research work on targeting tourists as potential in-migrants.
- Promoting Scotland as a destination for people applying for UK work permits, in which the Executive is working with Work Permits UK (WPUK). Areas of activity include the UK website on economic/highly skilled migrants' schemes, briefing and training Scottish employers more effectively, providing an easy-to-use toolkit for small businesses considering employing staff who require a work permit, and promoting WPUK proactively to Scottish business.
- Encouraging students at Scottish universities to stay in Scotland. The Executive is working with the Home Office to implement by summer 2005 the agreement to allow overseas graduates from Scottish universities who are able to do so to stay on for two years beyond the current October deadline, to seek employment. The Executive will also put in place measures to make it easier for overseas post-graduates to find work placements in Scotland, including a scholarship scheme, the appointment of champions to encourage students to consider staying in Scotland after graduation, and working with employers to encourage the provision of work placements and traineeships to high quality overseas graduates.
- Improving first impressions. A senior Scottish figure is leading a task force to examine this issue, and will report back to the First Minister by the end of the year.