

LOCAL MATTERS

DELIVERING THE LOCAL OUTCOMES APPROACH



The Scottish
Government

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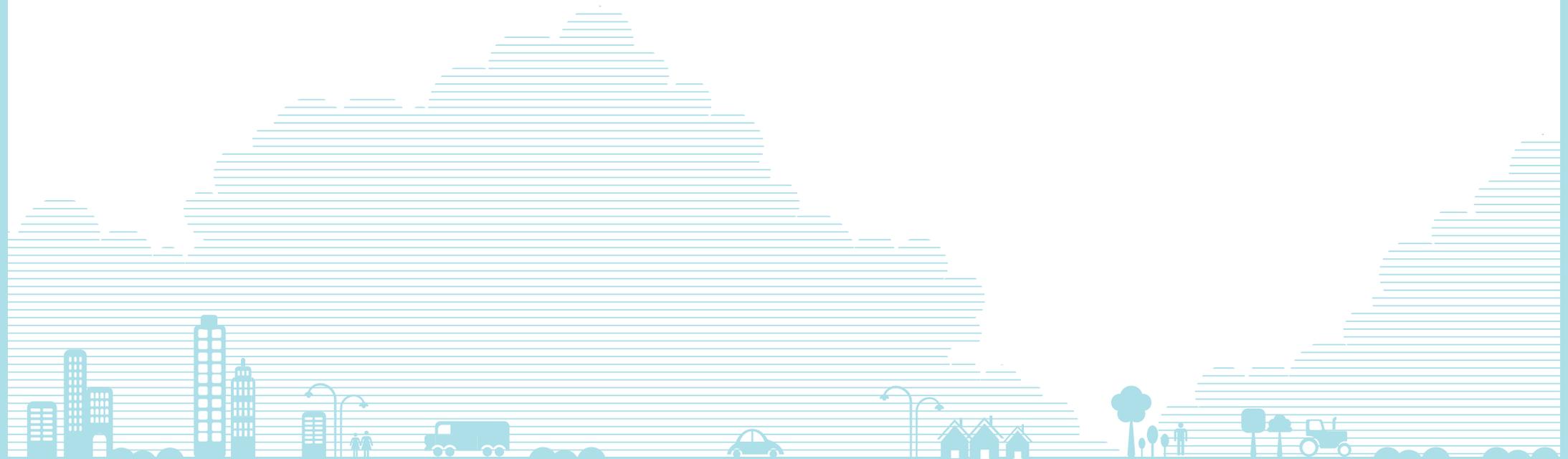
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Foreword

A focus on outcomes marks a radical and important shift in how public services in Scotland are delivered. For the first time, all public authorities are working together to plan and deliver services against a shared vision. Working through Community Planning Partnerships, local authorities have unparalleled freedom to focus on local priorities which reflect the needs of local communities and to shape services in order to deliver these.

Two main platforms underpin this approach. One is the relationship which local and central government have forged since November 2007. It is a relationship which gives councils greater freedom and responsibility over how they respond to the needs of the communities they serve. A relationship which is founded on the understanding that every community in Scotland has its own attributes, its own needs, its own priorities.

The other is the National Performance Framework, which sets a strategic agenda for all public authorities, and which shifts their focus in shaping activities towards what makes the most positive differences to people's lives.

Over the last 3 years, Single Outcome Agreements which are now agreed between each Community Planning Partnership and the Scottish Government have embodied these principles and ambitions. They reflect the agreed priorities of councils and their local partners for their respective areas against the agreed backdrop of the National Performance Framework.

As other countries have experienced, a shift to an outcomes-based approach takes time and requires sustained leadership and commitment at all levels. It is important that we do not lose sight of the core vision that has driven us to make these significant changes. Nor, however, can we be satisfied that the job is done. We need to build on the strong foundations, to ensure in these difficult financial times that securing better outcomes for all of the people of Scotland remains our focus.

Drawing on a range of evidence, including SOA annual reports, this overview commentary sets out where we are on this journey.

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Cabinet Secretary for Finance
and Sustainable Growth

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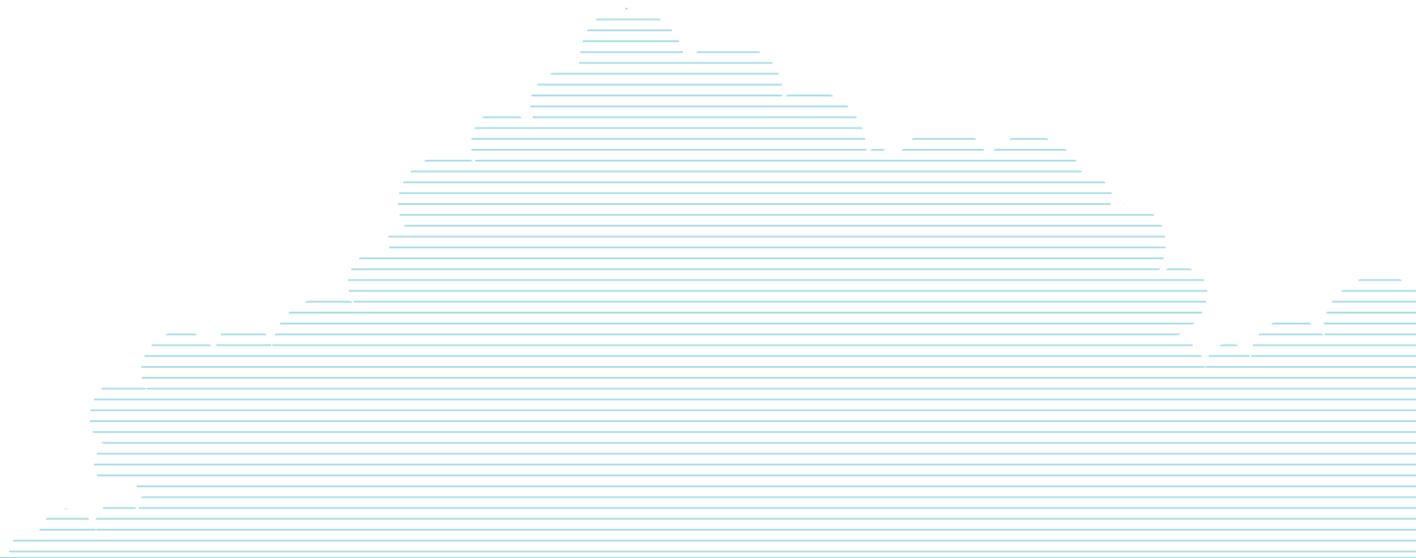


SECTION 1

THE LOCAL OUTCOMES APPROACH
IS THE RIGHT APPROACH



Single Outcome Agreements embody how local partners across Scotland take forward our outcomes-based approach. It is an approach being adopted for public services around the world. For Scotland it offers a historic opportunity to tackle long-term economic and social challenges.



OTHER COUNTRIES RECOGNISE IT IS THE RIGHT APPROACH

Governments and public organisations internationally have been changing their approach to management of public services. Previously, administrations would focus on inputs, processes and outputs, and would judge performance largely on how allocated budgets were spent and how processes were followed. In Scotland, this often involved the ring-fencing of funding streams. However, it was not clear what benefits to people's lives actually arose from this approach¹.

There has therefore been a shift in approach to enable governments to promote and measure progress in terms of outcomes – or what makes a meaningful difference to the quality of people's lives.

Countries that have implemented an outcomes based approach include Canada, New Zealand, United States (in various forms across different states), England, Singapore and Malaysia. Indeed, since the 1990s, almost all OECD member countries have used outcome and performance data of some kind to improve policy and budgeting processes².

How countries apply an outcomes-based approach depends on local political arrangements, circumstances and priorities, but it is possible to point to some common characteristics of outcomes-based approaches³.

The approaches often promote **localism**, in the form of greater devolution of power and decision-making to local government and local partnerships. This enables services to better reflect local priorities and distinctive needs and circumstances.

They focus on improving the effectiveness of **partnership working**, where agencies co-ordinate their policies and services towards the joint pursuit of shared outcomes. This in turn can foster greater trust and better relationships among public bodies, and improved scope for innovation.

The approaches also demand the adoption of **underpinning cultures and systems** to support them. Strong leadership is needed to provide authority and ensure momentum behind an outcome focus. Support is also required elsewhere in the system, including at middle-management levels, to build awareness and skills which enable outcomes-based principles to pervade throughout organisations. Systems

changes include the development of new performance management and reporting arrangements, using performance information which allows progress towards outcomes to be measured. In this way, as well as providing a basis for performance monitoring and review, an outcome-based approach provides a potentially very powerful means of demonstrating how governments are addressing the needs and concerns of their citizens.



Moving toward an outcome approach is important and worth doing. It is basic to the appropriate and effective management of government and the delivery of public services. Substantial evidence emerged from experiences of countries around the world that it *is* possible to move toward a results-oriented approach in a wide variety of government contexts.⁴



IT IS THE RIGHT APPROACH FOR SCOTLAND

A major reason for this change in approach was that previous arrangements had not led to fundamental shifts in the long-standing issues which have hampered individual and collective progress and blighted many communities. These complex challenges of low economic growth, intergenerational cycles of poverty, and persistent inequality in our society, have been resistant to improvement over many generations despite the time, money and commitment of many public agencies. Our outcomes approach focuses on support tailored to the circumstances of individuals and communities, through multi-layered action by a range of partners.

WE ARE COMMITTED TO MAKING IT WORK IN SCOTLAND

Since 2007, the Scottish Government has been moving the whole of Scotland's public services to an outcomes-focused approach to performance. The principles of effective partnership working and localism have been integral to the way in which the outcomes-based approach is pursued in Scotland.

The Government's National Performance Framework (NPF), published in November 2007, underpins **partnership working** towards shared outcomes. It provides for the first time an opportunity for Scotland's entire public sector to align their priorities and business planning processes, with a single Purpose and set of National Outcomes to improve the quality of life and opportunities of the people of Scotland through increasing sustainable economic growth.

The 2007 Concordat between the Scottish Government and COSLA sets out how the principle of **localism** applies in Scotland. It recognises the role of councils and councillors as leaders of their local communities, and maintains the position of local authorities at the heart of local democracy, accountable to their electors for their decisions and actions. It set out

the joint commitment of the Scottish Government and local government to an outcome-focused approach to the planning and delivery of local services. It also established Single Outcome Agreements (SOAs) as a vehicle to bring together a focus on national and local priorities, based around the NPF but with the flexibility to reflect priorities around particular local needs.

The first set of SOAs were agreed in 2008. The latest SOAs were agreed by the Scottish Government and the 32 Community Planning Partnerships (CPPs) in 2009. CPPs remain committed to delivering these SOAs, as section 2 illustrates.

Local partners are also committed to ensuring the necessary **underpinning cultures and systems** are in place to support the SOA approach. As section 3 sets out, CPPs are making good progress on this, which international experience tells us takes time to implement effectively.



SECTION 2

THE LOCAL OUTCOMES APPROACH IS WORKING



Local partners across Scotland are committed to making the local outcomes approach work. There are encouraging signs of progress, including partners working together to improve economic and social conditions.



Changes in outcomes take time to become evident and typically do not arise as a direct result of a single intervention, but are shaped by the interaction of a number of activities and factors, both planned and unplanned.¹

For these reasons, it is not yet possible to demonstrate substantial shifts in long-term indicators and therefore to categorically quantify the impact of this new approach. But within the constraints there are encouraging signs of progress to build on. Audit Scotland states that the latest SOA annual reports, which CPPs published in Autumn 2010:

“

showed encouraging progress by councils and their partners in Community Planning Partnerships in defining desired local outcomes and in making some short-term progress against these outcomes.²”

This section shows how these partners have taken the local outcomes approach forward together, in pursuit of ambitions set out in their SOAs. It illustrates how local partners have built their strategic ambitions around local conditions and priorities, while reflecting national priorities (including long-standing economic and social issues), and how they have worked closely together to join up services which can secure positive outcomes.

SUPPORTING SUSTAINABLE ECONOMIC GROWTH

Scotland's local partners are committed to promoting sustainable economic growth in their communities, in the face of a highly challenging global climate. This is a prominent element within every SOA annual report.

The local outcomes approach has empowered local partners to **cultivate local conditions which are conducive to sustaining economic recovery**. CPPs have

done this in a wide range of ways, with SOAs placing particular emphasis on supporting businesses; promoting business start-ups; supporting employment opportunities for local citizens; enhancing the skills and qualifications of the local population, and developing the infrastructure to support local economic development.

CPPs are **reflecting distinctive local conditions and priorities** in supporting their economies. Aberdeen City places an emphasis on strengthening the size and quality of its employment base. For Argyll & Bute, Outer Hebrides and Inverclyde, a priority aim is to sustain local populations. Some CPPs have focused on managing the effects of recent or expected job losses from major local employers, notably East Ayrshire (re Diageo) and Moray (re local RAF bases). Many CPPs focus on supporting business sectors of particular local significance, such as tourism, food and drink, and textiles. Several CPPs are driving efforts to nurture low carbon industries in their areas.



Partnership working is driving this activity. In Falkirk a range of partners established the *My Future's in Falkirk* initiative - including Falkirk Council, a major local employer (BP), Scottish Enterprise, Falkirk for Business, Business Gateway Forth Valley, JobCentre Plus, Skills Development Scotland and Forth Valley College. The partners have fostered a local Business Panel and are supporting their local economy in a range of ways. Falkirk CPP considers that its SOA, which identifies economic prosperity as a priority, has:

“ helped in the mobilisation of the political, financial and operational support necessary to mount an economic action plan at short notice and on a scale sufficient to help mitigate the effects of the longest and deepest economic recession since the 1930s.³ ”

Improving economic performance and tackling disadvantage figure prominently amongst Glasgow's local outcomes. Preparations for the Commonwealth Games 2014 continue to play a major contributing role in both the regeneration of particular areas of the city and ensuring that Glasgow continues to develop as a key tourist destination and international business contender.

CPPs are increasingly turning to **regional collaboration** to promote economic recovery. Edinburgh CPP reports that the SOA approach has helped foster more effective ways for local partners to work together to achieve shared outcomes. For instance, the Economic Action Resilience Network (EARN), has contributed to clear signs of economic recovery locally. The CPP is using these positive lessons in efforts to promote economic collaboration regionally:

“ This joined up planning approach is expected to add value by maximising use of scarce resources and targeting them where most needed to create a resilient local economy not just for the City of Edinburgh but across the wider City Region.⁴ ”

Many of the local outcomes relating to the economy and to the National Outcomes are focused on delivering long-term improvements to the economic performance of local areas. In the face of a highly challenging global economic climate, CPPs have faced additional pressures to support economic recovery. Nevertheless, through ongoing joint commitment, local partners are doing much to support both economic recovery now and systemically faster economic growth in the longer-term.



CREATING OPPORTUNITIES FOR ALL OF SCOTLAND TO FLOURISH

The local outcomes approach is stimulating new responses to improving social conditions and quality of life for people across Scotland, and especially in expanding opportunities for some of the most vulnerable people and communities.

The scope of local outcomes and targets within SOAs displays the commitment of CPPs to improve social outcomes. These include looked after children and how their attainment, care and support is provided; people living in poverty and how income inequalities are reduced; those with poor health, particularly in deprived areas of Scotland where early mortality and deaths from cancer or coronary heart disease are substantially higher than elsewhere; and the needs of older people, those with complex care needs and carers.

At the heart of the local outcomes approach, alongside SOAs and the NPF, are three strategic social frameworks jointly agreed between COSLA and the Scottish Government. These policy frameworks are

mutually reinforceable approaches, which underpin how CPPs pursue social outcomes in practical terms:

- *Achieving Our Potential*, which sets out how Scotland will tackle poverty;
- the *Early Years Framework*, about ensuring all young people can have the best start in life;
- *Equally Well*, which sets out actions to address health inequalities in Scotland.

The social frameworks are catalysing new ways of delivering services to tackle Scotland's long standing social challenges. These are founded on **early intervention and prevention** principles, with the emphasis on integrated services which tackle the root cause rather than the symptoms of Scotland's major and extremely complex social challenges. There is evidence of concerted effort to achieve better outcomes, by developing new approaches to service design and delivery in line with these principles.

A recent review of the Early Years Framework found that services are being redesigned and resources redirected to meet early years priorities⁵. The *Getting It Right for Every Child* pathfinder in Highland, through which all relevant local services

and agencies work together for the benefit of children and families, has identified early improvements in outcomes for children in the area⁶.

The 2010 Ministerial *Equally Well Review* found progress on most of the Equally Well recommendations, both national and local which were concerned with developing new ways of working between health and other partners⁷. Examples include the StobsWELLbeing Equally Well test site in Dundee which aims to increase the understanding of people living and working in the Stobswell community about mental health issues.



The SOAs are facilitating the delivery of a strategic response to mental wellbeing across the SOA framework. The SOA partnership in Dundee is starting to recognise that the health theme limits wellbeing through giving it too narrow a label – wellbeing cuts across many other areas such as community safety, education, working and learning etc.⁸



The Integrated Resource Framework for health and social care, which the Scottish Government, NHSScotland and COSLA have been developing, enables shifts in the balance of care from reactive, acute interventions to upstream, anticipatory care delivered as far as possible in community and primary care settings. By focusing on improving clinicians' and managers' understanding of the cost and quality implications of local decision-making about health and care, the programme aims to integrate resources to support positive outcomes for patients and service users.

West Lothian CHCP has successfully instigated a range of measures to reduce delayed discharges from hospital of elderly and vulnerable people, consistently achieving a zero delay since 2008. An interim care unit, jointly managed by health and social work staff, ensures that people receive the appropriate care without being placed in a long-term care home that is not of their choosing.⁹ Also in West Lothian, the CPP's Life Stages Outcome Planning Programme supports the three social frameworks and other objectives, with local partners together redesigning services around the needs of vulnerable members of society from the cradle to the grave¹⁰.

Effective local outcomes delivery, whether related to the 3 social frameworks or not, is founded on strong partnerships which have a **clear and shared understanding of their area's needs and have developed a strong 'place'-based approach to tackle these challenges**. We can see this in how CPPs are working. For example, having identified support for people particularly susceptible

to the economic downturn as a key local priority, CPP partners in Renfrewshire are working together to increase access to money advice for local people¹¹, and have established an Inclusion Team at Reid Kerr College in Paisley to target additional support and resources at students from disadvantaged areas.

“

The delivery of the Inclusion Team service and the benefits it delivers is only possible through the close working relationship that the team has developed with partners across a wide range of Community Planning Partners and beyond.¹²”

”



Through the *With You, For You* initiative, NHS Shetland, Shetland Islands Council and Voluntary Action Shetland are developing an integrated support and information service for vulnerable adults and carers which is focused on their individual needs.

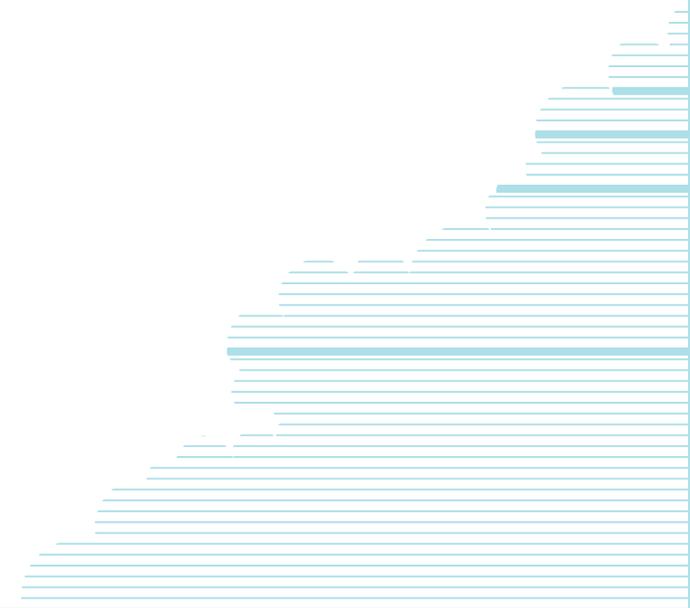


The SOA process has strengthened partnership working, which is utterly vital for this process to work. It has also provided focus, so that agencies can concentrate on what is really important to the local communities.¹³



Effective community engagement helps CPPs to develop a sound understanding about the needs and priorities of local people. SOA reports show community engagement in a range of ways – including residents’ surveys, citizens’ panels and engagement events. Through establishing a network of engagement champions, the Fife Partnership have demonstrated leadership and partnership, two key aspects of good practice in engagement.

In Angus, a partnership including the council, police, voluntary sector and local community was established to quickly address a significant antisocial behaviour problem in a community in Brechin. The approach has yielded a number of positive results, including a reduction in criminal behaviour, vandalism and complaints about anti-social behaviour, a reduction in tenancy turnover and additional rental revenue for Angus Council from previously unoccupied and void flats¹⁴.



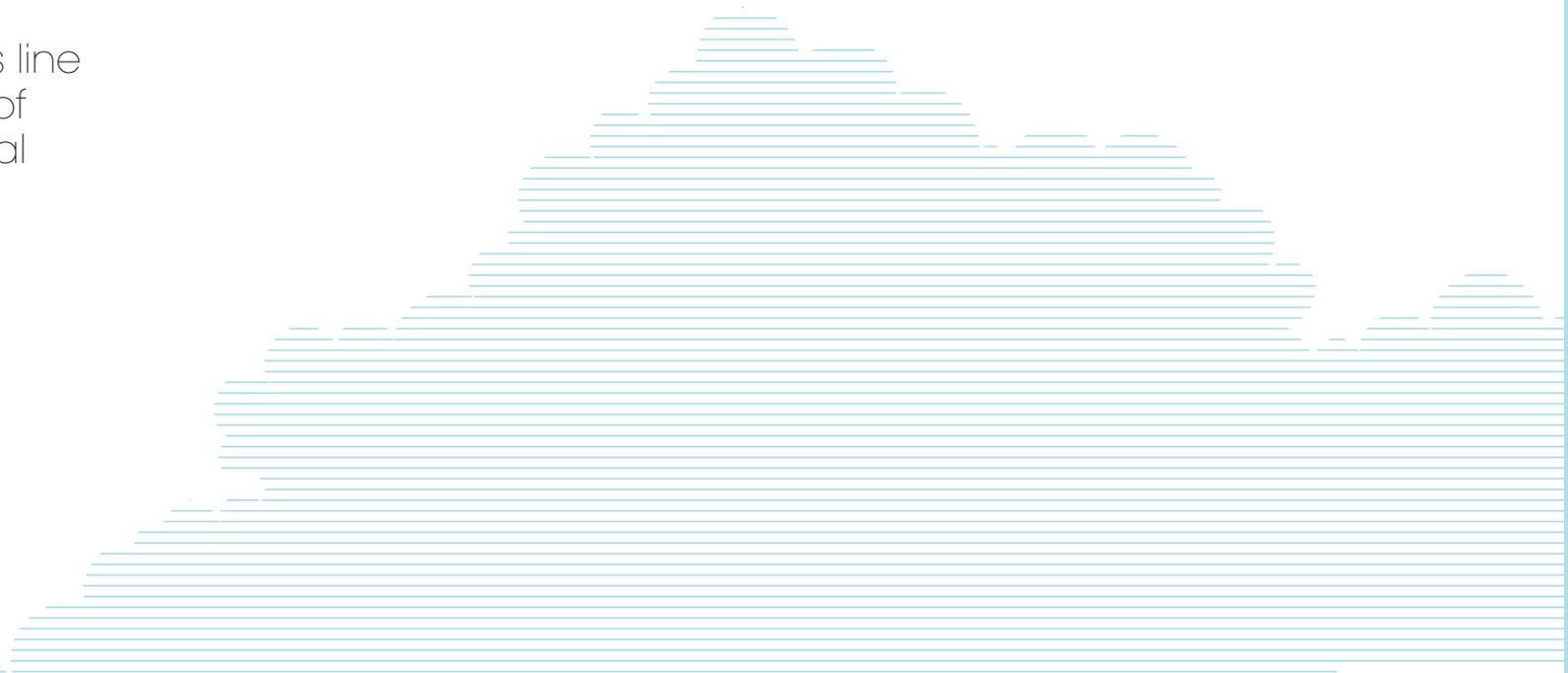
The Edinburgh Partnership worked with elected members, residents and businesses to reprioritise improvement needs for its local parks and green spaces, and adopted Green Flag Award standards to improve the quality of these facilities. Their approach:

“

has helped shape organisational objectives by informing the outcomes in the SOA and ensures that the planning process reflects community needs. This improved integration is a result of the introduction of SOAs and the Edinburgh Partnership will continue to strengthen this line of sight in future iterations of both the SOA and the Local Community Plans.¹⁵

”

Involving non-statutory partners is an important element of the work of CPPs. Third Sector (or voluntary) organisations play a crucial role in meeting many local needs and supporting local outcomes, as some of the examples above illustrate. To find out how it could improve the way it works with local voluntary and community groups, Argyll and Bute Council undertook in-depth consultation with the Third Sector and other key local partners. It is now implementing a series of recommendations to assist Third Sector partners, including simplified grant arrangements, the production of an advice guide for groups who take over assets, and new procurement opportunities for groups.¹⁶

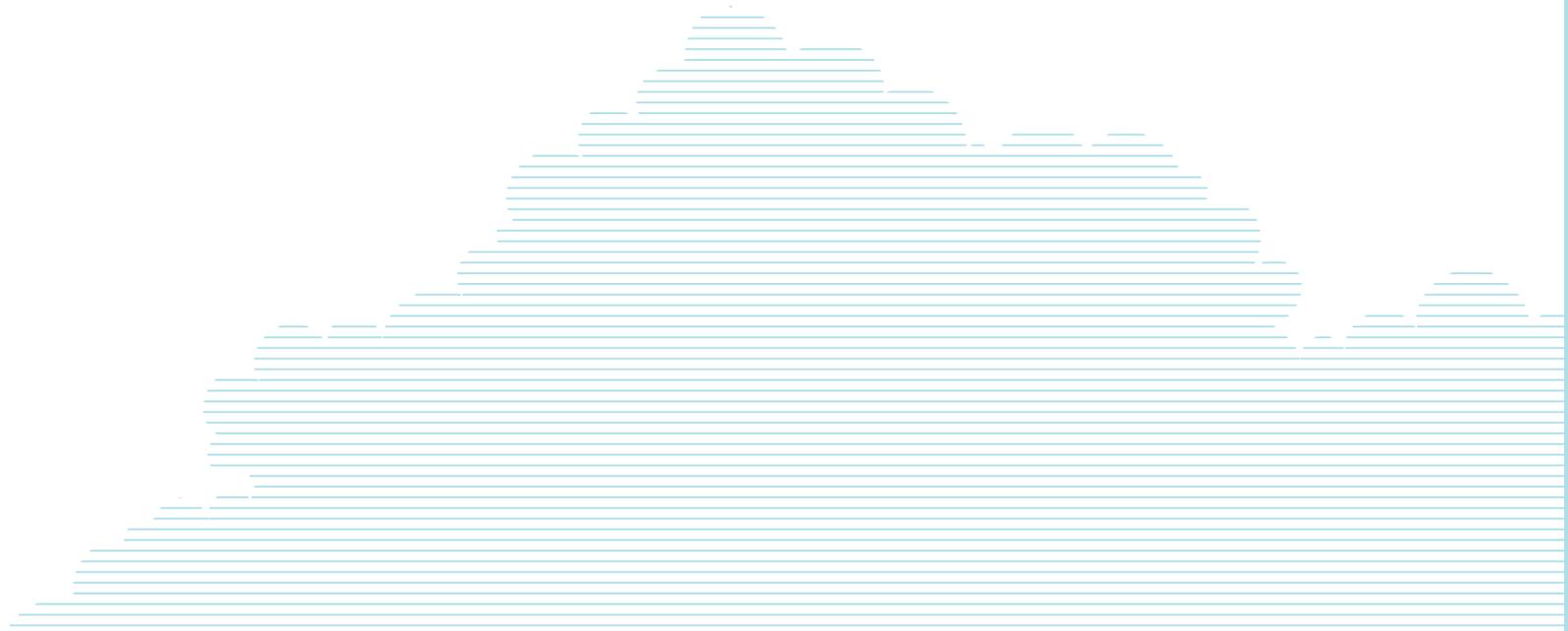


SECTION 3

WE CAN MAKE THE LOCAL OUTCOMES
APPROACH WORK BETTER STILL



Scotland's Community Planning Partnerships are making good progress in implementing the local outcomes approach. But the approach takes time to implement, and more effort is required to overcome inherent cultural and technical barriers within public services in order to maximise the benefits and to offset the difficult financial environment.



Countries which have adopted the outcomes-based approach have faced substantial challenges in implementing the changes to the strategies, working cultures, business systems and delivery approaches which underpin it.



Countries that have moved in this direction (i.e. from a focus on process to a focus on benefits) have found that it is very difficult to bring about, it is never right the first time, and it has proved to be much harder than anticipated in many situations. They have emphasized that it needs to be looked upon as a long-term process – and with long-term benefits.¹



It has been stated that progress being made in Scotland to embed an outcomes-based approach is at least as fast as experiences in other countries:



The devolved political context of Scotland has energised the scale and pace of change and shaped the commitment to finding ‘new ways of doing business’ which has had positive repercussions for the demand for outcomes-oriented performance management.²



Nevertheless, the public sector and its wider partners across Scotland, as in other countries, face some inherent challenges to implementing the outcomes-based approach.

One challenge is to **instil an outcomes-focused culture throughout organisations**. International experience tells us that to do so requires leadership, buy-in, commitment and ownership at all levels in organisations³. This directs shared energy towards planning, resourcing, managing and delivering positive outcomes, and creates public services which serve people and places, rather than the other way around. Many examples of the outcomes focus are cited in this commentary; but it takes time to build this culture through all levels of partner organisations, and sustained commitment to the approach on the part of leaders is required.

There is a need to **strengthen relationships among CPP partners**. As section 2 illustrates, we have made substantial progress here with closer working relationships between the public sector and local communities themselves, the Third Sector and business interests. These need to be fostered further.



While the work of many CPPs is now well established, the level of maturity and influence of CPPs differs significantly from area to area⁴. In some parts of Scotland some of the more effective collaborative working is taking place informally between individual partners. We also need to address practical and unnecessary barriers to partnership working in support of shared outcomes.

CPPs also need to keep up momentum on developing **more effective performance management arrangements** to demonstrate progress on local outcomes through their SOAs. As Inverclyde CPP states:

“

The SOA provides a framework which has enabled the partners to work together in a structured and cohesive manner to facilitate the successful delivery of the Inverclyde Initiative.⁵

”

CPPs need robust performance information which enables them to define the right outcomes and measure performance effectively. This is a substantial challenge facing all countries which implement an outcomes-based approach⁶. The SOLACE-led Local Outcome Indicators Project Board, supported by the Scottish Government, has been taking forward a range of work to support local partners in enhancing their performance management arrangements to meet the requirements of an outcomes-based approach. Local partners are increasingly collecting, sharing and considering outcomes data locally; but more is required to ensure all CPPs are equipped with the range of capacity required to enable them to manage performance effectively.

Effective public reporting arrangements are integral to an outcomes-based approach:

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being able to document what actually happens is absolutely critical to an outcome orientation.⁷

”

SOA annual reports provide a way for local citizens to learn about the progress being made by their CPP in delivering the outcomes that matter to communities. The value of these annual reports will continue to build over time as the robustness of underpinning performance information improves. Beyond this, councils and their local partners will want to report to their communities in ways which are relevant, objective and accessible.

For CPPs to achieve continuous improvement, **assessing their collective performance** in line with Best Value principles is critical. Audit Scotland considers that the performance management, monitoring and reporting processes of CPPs need to improve⁸. To support this, the Improvement Service, Investors in People



Scotland, Quality Scotland and West Lothian Council have jointly rolled out the Public Service Improvement Framework. This is an organisational performance improvement framework, which enables organisations in the public and third sector to conduct a systematic and comprehensive review of their own activities and results through self-evaluation. Already 21 councils, and several other community planning partners use the PSIF and the Improvement Service will be rolling it out to CPPs in 2011.

While self-assessment is a core component of the Scottish Government's scrutiny reform agenda, independent, **external assurance** is also important. Recent changes made to the external scrutiny regime are designed to ensure that these scrutinies are focused on service users, well-coordinated, proportionate and based on an assessment of risk. They also reflect the focus which public bodies now give to shaping their work around shared outcomes. The scrutiny regime needs to continue to change to reflect these key aspects and to support the outcomes approach.

THE FINANCIAL CLIMATE

Our public services face substantial financial challenges, as a result of the worst financial settlement for Scotland in a generation. There is an unprecedented need to understand how resources can be deployed in order to make the biggest contribution to people's lives.

The local outcomes approach remains at the heart of the Scottish Government's vision for public services, as set out in the remit of the Commission on the Future Delivery of Public Services. That remit recognises that, as we face the most serious budget reductions for at least a generation, there is an urgent need to ensure the sustainability of Scotland's public services. At the same time, public services must continue to improve outcomes for the people of Scotland: by driving up quality (so the average meets the standards of the best), and by redesigning services around the needs of citizen, tackling underlying causes of those problems as well as the symptoms.

Addressing the inherent challenges to making an outcomes approach work will help local partners to do this, building on existing programmes of efficiencies, shared services and SOAs. Local authorities are responding to this, and:

“

are taking the financial situation very seriously and a significant majority have established savings targets and outline financial plans.”

”

But more is required. Public bodies need to be able to get the best results, and increasingly “better for less” from available resources. This requires a willingness to undertake **radical service redesign, in pursuit of clearly agreed outcomes.**



East Renfrewshire CPP reports how, by integrating employability services previously provided by a range of local partners, the new service is:

“ providing ‘more for less’, achieving higher outcomes at a lower cost than previously.”¹⁰

The Highland Council and NHS Highland have agreed to develop a Single Lead Agency Model, which commits them to integrating health and social care services.

Audit Scotland considers that most councils:

“ now have major improvement or transformation programmes in place to identify the best use of resources and to deliver efficiencies.”¹¹

It also states that councils are already either using or are actively considering alternative delivery methods (e.g. provision by the third or private sectors; social enterprise and community interest vehicles). But it adds that councils need to get better at showing how such options are evaluated, so as to demonstrate evidence of their value for money and effectiveness.

A focus on **early intervention and spending to save** can foster significantly better longer-term outcomes from available resources. Work undertaken in support of our 3 social frameworks embodies this principle. So too do efforts to reduce unnecessary time in hospital for older people who, with appropriate care, can remain independent in their own homes. That is why the Scottish Government has allocated £70 million in 2011-12 within the NHS Budget to a Change Fund for NHS Boards and partner local authorities, Third Sector and Independent Sector partners to redesign related health, social care and housing services to provide improved quality and outcomes.

Economic modelling by the Scottish Government into early years interventions demonstrates that “spending to save” can secure financial savings as well as better life chances. It shows that investment in effective early years and early intervention services can secure short-term net savings (in the first 5 years of life) of £5,000 per year for a child with moderate health and social care needs, and up to £37,000 per child per year in severe cases. The potential medium term savings, if interventions from pre-birth to eight are 100 per cent effective, could be up to £131 million a year across Scotland. On the other hand, failure to effectively intervene to address the complex needs of a child in early life could result in a nine fold increase in costs to the public purse in the long term.¹²



CPPs will need to build on this knowledge and these examples of success, and **align budget decisions directly to the delivery of outcomes**. To promote developments in this direction, the Scottish Government is supporting the Improvement Service in a project to understand and inform the investment patterns of the public sector partners in CPPs, in order to help them reach informed decisions about effectively aligning their resources to meet priority local outcomes.

The pressures also place greater emphasis on the **quality and importance of partnership working locally and regionally**. Local partners need to develop and pursue a shared and coherent vision, an ability to think innovatively and a willingness to take tough decisions together. Local partners must be prepared to disrespect traditional boundaries, including sharing services where this streamlines business processes and delivers a consistent service to citizens, in the name of positive outcomes locally and regionally.

The local outcomes approach we have developed together leaves local partners better placed to take these difficult decisions on the basis of a sound understanding of local circumstances and priorities, and a more sophisticated approach to working together.



GLOSSARY & FOOTNOTES



GLOSSARY

Community Planning Partnership (CPP)

A partnership of public bodies which work together with the community to plan and deliver better services which make a real difference to people's lives. Led by local authorities, CPPs also comprise health boards, police, fire and rescue services, and Regional Transport Partnerships. CPPs are also encouraged to work with other interests, including the local community, businesses and Third (or voluntary) Sector representatives.

Concordat

An agreement reached between COSLA (the representative body of local government in Scotland) and the Scottish Government in 2007, which establishes a new relationship between local and central government in Scotland based on mutual trust and respect.

Government Purpose

An overarching vision for Government and public services, towards which each part of the NPF contributes. The Government Purpose is "To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic sustainable growth"

Input

A resource that contributes to production and delivery. Examples: nurses, social workers, money.

National Outcome

As part of the NPF, 15 National Outcomes describe what the Scottish Government wants to achieve over the next few years, in terms of making a positive difference to people, businesses and communities across Scotland.

National Performance Framework (NPF)

Introduced by the Scottish Government in 2007 to provide a clear and coherent expression of its vision for public services in Scotland. Includes a Government Purpose, related Purpose Targets and National Outcomes, against which progress can be assessed.



GLOSSARY (continued)

Outcome

An impact or consequence for the community of the activities of the government, or what an organisation is trying to achieve. Example: We live longer, healthier lives.

Output

The final product, whether goods or services, produced by the organisation for delivery to the customer. Example: the number of effective medical treatments.

Process

The mechanism linked to the input which achieves an output. Example: Maintain a commitment to free personal and nursing care for the elderly.

Single Outcome Agreement (SOA)

An agreement between a CPP and the Scottish Government which sets out how each will work towards improving outcomes for their local communities in a way that reflects local circumstances and priorities, within the context of the NPF.



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- ² OECD (Ibid)
- ³ See Office of the Auditor General of Canada (2000): *Implementing Results-Based Management: Lessons from the Literature* (http://www.oag-bvg.gc.ca/internet/English/meth_gde_e_10225.html); Mayne (2005): *Challenges and Lessons in Results-Based Management* (<http://www.adb.org/mfdr/documents/Challenges-Lessons-Joh.pdf>); OECD (Ibid); World Bank (Ibid)
- ⁴ World Bank (2006): *Moving from Outputs to Outcomes: Practical Advice from Governments Around the World* (<http://siteresources.worldbank.org/CDFINTRANET/Resources/PerrinReport.pdf>)

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- ² Audit Scotland (2011): *An Overview of Local Government in Scotland 2010* (http://www.audit-scotland.gov.uk/docs/local/2010/nr_110128_local_authority_overview.pdf)
- ³ <http://www.improvementservice.org.uk/library/download-document/3238-falkirk-business-support-joint-working/>; <http://www.improvementservice.org.uk/library/download-document/3237-falkirk-economic-downturn-action-plan/>; <http://www.improvementservice.org.uk/library/download-document/3236-falkirk-pace-improving-prospects-for-employment/>
- ⁴ <http://www.improvementservice.org.uk/library/download-document/3242-edinburgh-economic-action-resilience-network/>
- ⁵ Scottish Government (2011): "Early Years Framework - Progress So Far" (<http://www.scotland.gov.uk/Resource/Doc/337715/0110884.pdf>)
- ⁶ Scottish Government (2009): *An Evaluation of the Development and Early Implementation Phases of "Getting It Right for Every Child" in Highland: 2006 - 2009* (<http://www.scotland.gov.uk/Publications/2009/11/20094407/0>)

- ⁷ Scottish Government (2010): *Equally Well Review 2010: Report by the Ministerial Task Force on implementing Equally Well, the Early Years Framework and Achieving Our Potential* (<http://www.scotland.gov.uk/Publications/2010/06/22170625/0>). The review also highlighted the need for added impetus to a small number of areas, including: implementing the *Early Years Framework*; improving the health of looked after children; strengthening the health and wellbeing elements of *Curriculum for Excellence*; and mitigating the impact of the recession on persistent poverty and long term unemployment.
- ⁸ <http://www.improvementservice.org.uk/library/download-document/3252-dundee-stobswellbeing/>
- ⁹ <http://www.improvementservice.org.uk/library/download-document/3204-west-lothian-zero-bed-blocking/>
- ¹⁰ <http://www.scotland.gov.uk/Topics/People/Young-People/Early-Years-and-Family/Early-Years-Framework/Implementation/Case-Studies/A-Coherent-Approach>



- ¹¹ <http://www.improvementservice.org.uk/library/download-document/3217-renfrewshire-credit-crunch-and-inflationary-pressure-projects/>; <http://www.improvementservice.org.uk/library/download-document/3215-renfrewshire-renfrewshire-money-week/>
- ¹² <http://www.improvementservice.org.uk/library/download-document/3216-renfrewshire-reid-kerr-college-inclusion-team/>
- ¹³ <http://www.improvementservice.org.uk/library/download-document/3212-shetland-with-you-for-you/>
- ¹⁴ <http://www.improvementservice.org.uk/library/download-document/3255-angus-antisocial-behaviour/>
- ¹⁵ <http://www.improvementservice.org.uk/library/download-document/3240-edinburgh-localising-soa-outcomes-to-improve-parks-and-greenspaces/>
- ¹⁶ Argyll & Bute Council (2010): *Harnessing the Potential of the Third Sector to Help Achieve Council Objectives: A Demonstration Project* (<http://www.argyll-bute.gov.uk/demonstration-project>)

SECTION 3 FOOTNOTES

- ¹ World Bank (ibid)
- ² Wimbush (2009): *Implementing an outcomes approach to public management in Scotland and England – are we learning the lessons?* (http://hass.glam.ac.uk/media/files/documents/2009-08-11/09-08-06_Outcomes_paper_for_PAC_Conf_v4_.pdf)
- ³ World Bank (ibid); Mayne (ibid)
- ⁴ Audit Scotland (ibid)
- ⁵ <http://www.improvementservice.org.uk/library/download-document/3228-inverclyde-the-inverclyde-initiative/>
- ⁶ See e.g. Mayne (ibid)
- ⁷ World Bank (ibid)
- ⁸ Audit Scotland (ibid)
- ⁹ Audit Scotland (ibid)
- ¹⁰ <http://www.improvementservice.org.uk/library/download-document/3244-east-renfrewshire-worker-and-employability-services/>

- ¹¹ Audit Scotland (ibid)
- ¹² Scottish Government (2010): *The Financial Impact of Early Years Interventions in Scotland* (<http://www.scotland.gov.uk/Resource/Doc/920/0107869.pdf>)





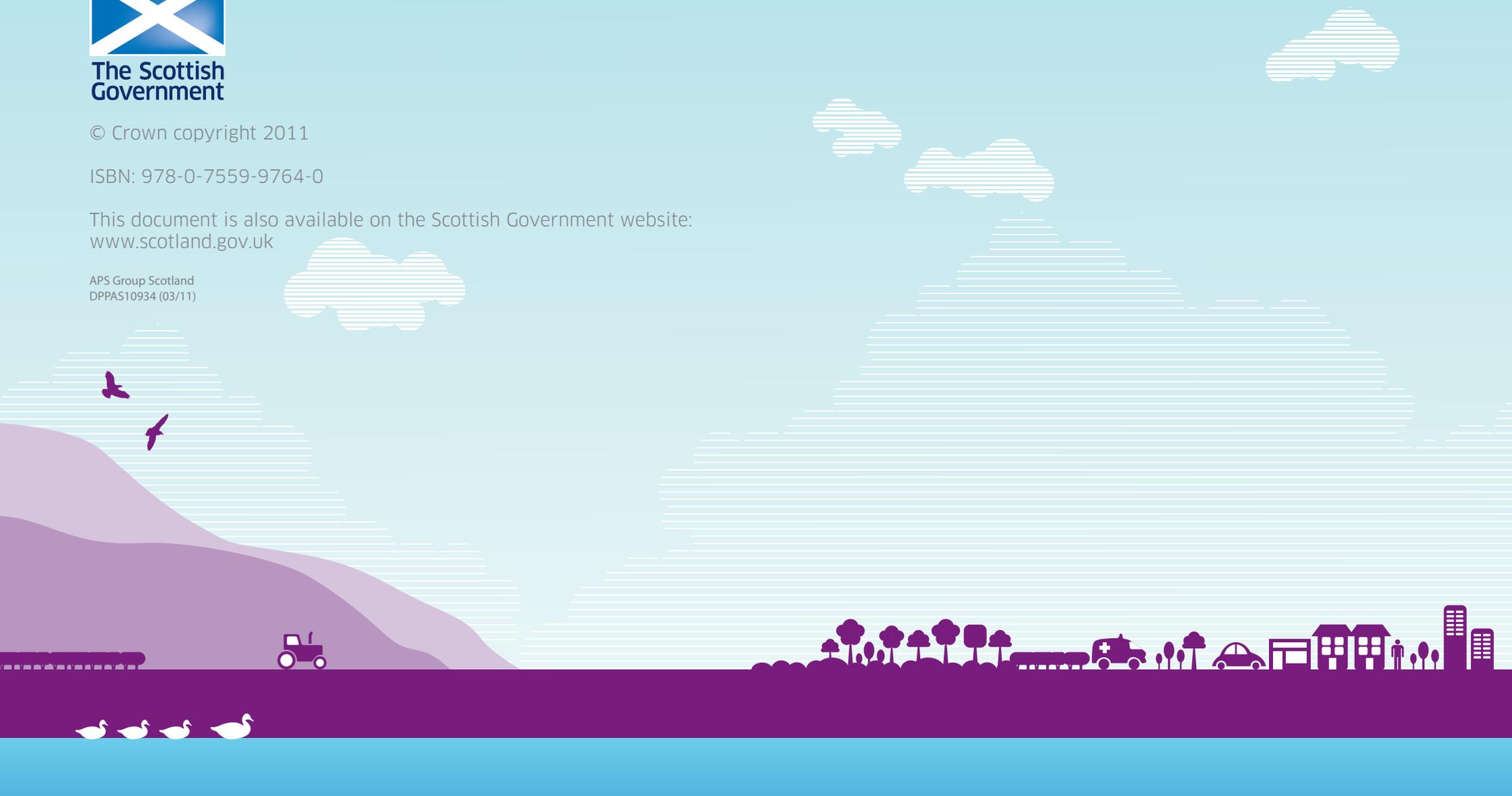
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