

SINGLE OUTCOME AGREEMENTS

GUIDANCE, FORMAT & INDICATORS

FOR

SCOTTISH LOCAL GOVERNMENT

FEBRUARY 2008

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1. Introduction

This package is designed to provide information and assistance to Scottish Local Government on the development and submission of their Single Outcome Agreements (SOA) to Scottish Government.

The package provides an outline of the Single Outcome Agreement and its component parts and explains the links between the SOA and the Scottish Government National Performance Framework. It also provides formats and templates for the development and recording of the SOA itself, as well as a glossary of relevant terms. And importantly, it lists the Menu of Local Indicators that have been agreed to date for Councils to draw on in developing their own SOA.

There are two important points to note:

- a) The formats and templates provided in this document outline the agreed minimum information that Councils should include in their SOA. They are designed to provide a simple, straightforward and consistent approach to the collation and display of information from Councils, with the objective of keeping it concise and focused. Local and National Government are jointly developing an ongoing engagement plan to ensure that there is an agreement process with Government that is straightforward, consistent and reasonably quick. Clearly, the ability of Government to respond consistently to the proposed SOA is made easier by consistent presentation of the submissions. However, the documents are provided as guidance, and if your Council feels it would like to include further information, or provide it in similar format that would still meet the same requirements, this can be communicated to your Scottish Government contact.
- b) The Menu of Local Indicators in Section 11 of the package represents the results of consultation to date that has been undertaken by the Improvement Service. As you will recall from the last SOLACE meeting, that consultation is still continuing. Therefore the list of indicators included in this pack is the one that is currently with all Councils for consultation. It is very likely that this list will be changed and updated as a result of work in two areas. Firstly, all Councils have these indicators and may provide comments and suggestions. Secondly, COSLA is currently working with the Improvement Service to achieve the balance that was suggested at the SOLACE meeting and the best integration of those national indicators that can equally well be used locally. In time for the SOLACE meeting on 22nd February, a final proposal on the integrated list of local indicators will be forwarded to all Chief Executives. If you are currently working on your SOA you should feel free to use anything in the current list if you feel it meets your needs, or of course to develop ones specific to your council if required. Please see Section 11 on indicators for further information on this.

Finally – please be aware that your SOA should be with the Scottish Government for the agreed date of **31 March 2008**. Whilst the full agreement process and timeline is still being finalised between COSLA and the Scottish Government, we can confirm that each Council has been allocated a Director who will make contact within two weeks of receipt to discuss with you steps from there. We envisage that Councils could expect to all agreements finalised by the end of June 2008.

If you require any further information or assistance at this stage, please contact Rory Mair, COSLA Chief Executive – rory@cosla.gov.uk.

2. Background to Single Outcome Agreements

The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government, based on mutual respect and partnership. It underpins the funding to be provided to local government over the period 2008-09 to 2010-2011.

This new relationship is represented by a package of measures, which were endorsed by the Scottish Government and COSLA, and which both parties believe will lead, over time, to significant benefits for users of local services across Scotland.

A central proposal was the creation of a Single Outcome Agreement (SOA) between each Council and the Scottish Government, based on 15 key national outcomes agreed in the Concordat. The national outcomes reflect the Scottish Government's National Performance Framework, which is outlined below, but they also reflect established corporate and community plan commitments across Scotland's Councils and Community Planning Partnerships. As importantly, progress on the mutually agreed outcomes for Scotland as a whole (the 'national' outcomes) cannot in most cases happen unless progress is made at local level. Through the Concordat, Councils are committed to supporting progress at national level through improvement in outcomes at local level.

3. The Single Outcome Agreement

The Single Outcome Agreement will set out the outcomes which each Local Authority is seeking to achieve with its community planning partners. These will reflect local needs, circumstances and priorities, but should be related to the relevant national outcomes agreed in the Concordat. The Scottish Government has developed a set of 45 'national indicators' to track progress towards outcomes, which include explicit targets. Local Government has been developing a 'menu' of local indicators that Councils can select from to monitor progress at a local level. Councils can also use locally developed indicators alongside the indicators in the menu. The Menu of Local Indicators is provided in draft form as part of this pack (Section 11).

Three key points should be noted:

- (a) All National Outcomes should be considered in developing the SOA, even if some are considered to be of very low priority for their area by Councils and Community Planning Partnerships;
- (b) The prioritisation of outcomes should be based on good evidence and analysis;
- (c) Councils should express Local Outcomes in ways that are locally well established and/or relevant to pre-existing corporate or community planning commitments, but ensuring they are linked to the relevant National Outcomes.

4. SOA: The Component Parts

The SOA will be part of an overall framework shared between Local and National Government. The component parts of the framework include those initially developed by the Scottish Government, (the overarching purpose, purpose targets, strategic objectives, national outcomes, indicators and target) and the local outcomes, indicators and targets that are being developed by Local Government. Together they form the basis for developing the SOA. The basic components can be summarised as follows:

4.1 The Government's Purpose

Each part of the National Framework is directed towards, and contributes to, the Government's single overarching Purpose - "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."

4.2 Purpose Targets

The Purpose Targets (Section 6.2) support the delivery of the Government's Purpose, and define the characteristics of, and include specific benchmarks for, sustainable economic growth across Scotland.

4.3 Strategic Objectives

The Strategic Objectives (Wealthier & Fairer; Smarter; Healthier; Safer & Stronger; and Greener) support the delivery of the Government's Purpose. These are best viewed as means of aggregating outcomes into wider themes, and should not be seen as a focal point for the SOA.

4.4 National Outcomes

The National Outcomes (Section 6.3) are the 'crux' for the SOA, and the starting point for their construction using the standard format provided in the pack.

Each of the National Outcomes informs one or more of the Strategic Objectives.

All of the National Outcomes should be included in the SOA, but will be addressed according to local priorities in each local authority area.

4.5 Indicator's & Targets

The National Indicators & Targets (Section 6.4) support the delivery of the National Outcomes and, where applicable, Local Outcomes.

Many of the National Indicators are potentially relevant to local government and can be used as indicators to inform Local Outcomes.

Each of these National Indicators & Targets informs one or more of the National Outcomes and/or one or more of the Local Outcomes.

4.6 Local Outcomes

Each local authority is responsible for developing its own set of Local Outcomes.

Each Local Outcome can be written to express specific local priorities, and they can be unique for each local authority.

Each of the Local Outcomes informs one or more of the National Outcomes.

Each of the Local Outcomes will be informed by one or more of the Local Indicators in the menu and/or one or more of the National Indicators and/or a locally developed indicator.

4.7 Local Indicators

A Menu of Local Indicators has been developed by local government to support the delivery of outcome agreements.

Councils are able to develop their own Local Indicators to sit alongside these if desired.

Both National and Local Indicators can be used on a flexible basis to inform Local Outcomes. All Indicators will be reviewed over the next 2 years, and new indicators established where required.

4.8 The Local Performance System

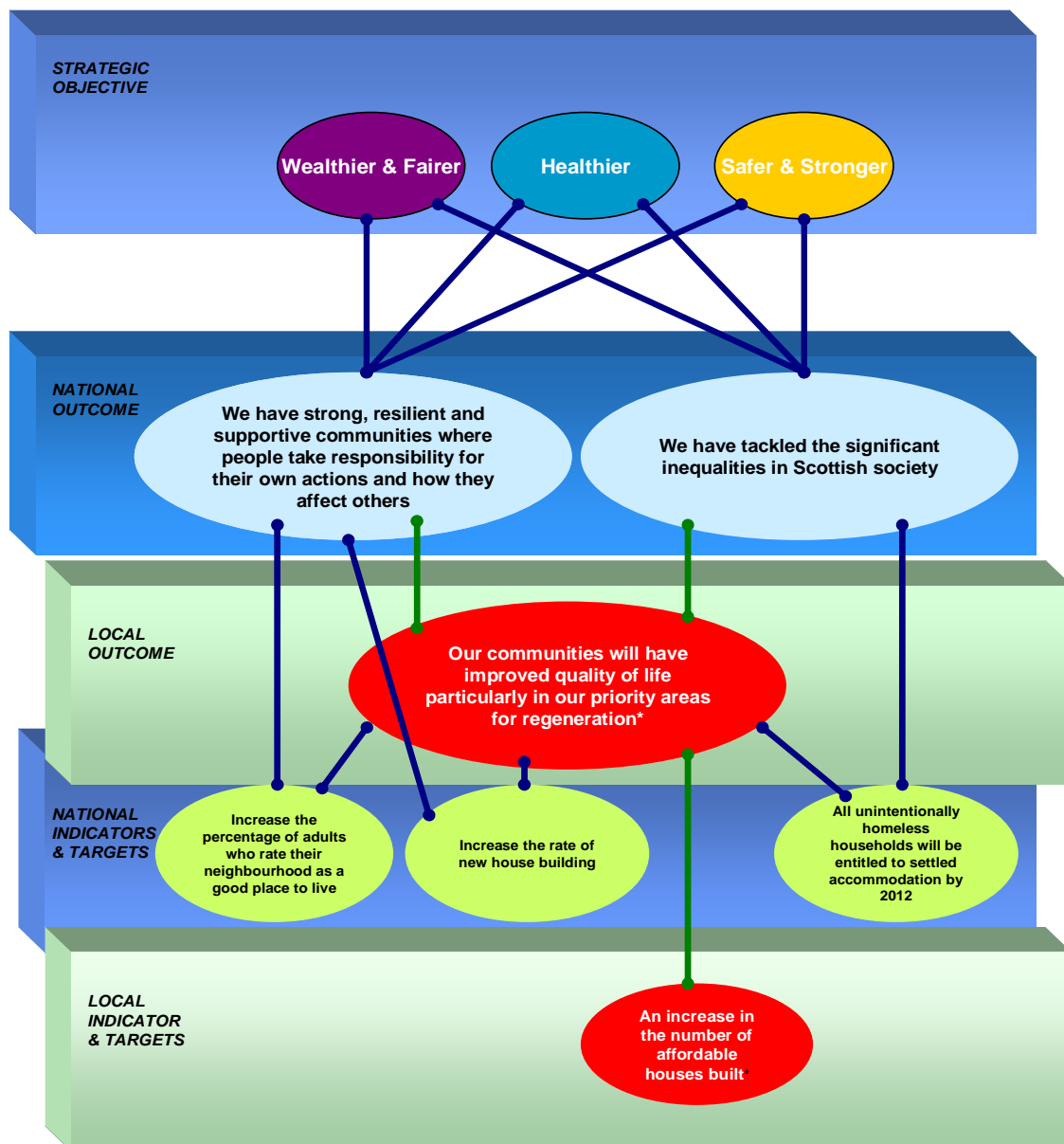
Local Outcomes will follow from and focus Council and partnership strategic planning.

They will be supported by appropriate and robust systems for governance, scrutiny and performance management.

They will be reported through established mechanisms for local performance reporting.

5. Illustrative Document

Below is an illustrative example of how the National Outcomes and Indicators & Targets and the local government developed Outcomes and Indicators & Targets link together, and inform the National Strategic Objectives



*Source: Perth & Kinross Community Plan 2006-20

6. Scottish Government - National Performance Framework

6.1 Scottish Government's Purpose: to focus the Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth

6.2 Purpose Targets

Indicator	Target
GDP Growth	To raise the growth rate to the UK level by 2011 To match the growth rate of small independent EU countries by 2017
Productivity	To rank in the top quartile for productivity amongst our key trading partners of the OECD by 2017
Population Growth	To match average European (EU15) population growth over the period from 2007 to 2017, supported by increased healthy life expectancy in Scotland over this period
Solidarity	To increase overall income and the proportion of income earned by the three lowest three income deciles as a group by 2017
Cohesion	To narrow the gap in participation between Scotland's best and worst performing regions by 2017
Participation	To maintain our position on labour market participation as the top performing country in the UK and to close the gap with the top 5 OECD economies by 2017
Sustainability	To reduce emissions over the period to 2011. To reduce emissions by 80% by 2050.

6.3 National Outcomes

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

6.4 National Indicators and Targets

Indicator 1: At least halve the gap in total research and development spending compared with EU average by 2011
Indicator 2: Increase the business start-up rate
Indicator 3: Grow exports at a faster average rate than GDP
Indicator 4: Reduce the proportion of driver journeys delayed due to traffic congestion
Indicator 5: Increase the percentage of Scottish domiciled graduates from Scottish Higher Education Institutions in positive destinations
Indicator 6: Improve knowledge transfer from research activity in universities
Indicator 7: Increase the proportion of school leavers (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)
Indicator 8: Increase the proportion of schools receiving positive inspection reports
Indicator 9: Increase the overall proportion of area child protection committees receiving positive inspection reports
Indicator 10: Decrease the proportion of individuals living in poverty
Indicator 11: 60% of school children in primary 1 will have no signs of dental disease by 2010
Indicator 12: Increase the proportion of pre-school centres receiving positive inspection reports
Indicator 13: Increase the social economy turnover
Indicator 14: Reduce the rate of increase in the proportion of children with their Body Mass Index outwith a healthy range by 2018
Indicator 15: Increase the average score of adults on the Warwick-Edinburgh Mental Well-being Scale by 2011
Indicator 16: Increase healthy life expectancy at birth in the most deprived areas
Indicator 17: Reduce the percentage of the adult population who smoke to 22% of by 2010
Indicator 18: Reduce alcohol related hospital admissions by 2011
Indicator 19: Achieve annual milestones for reducing inpatient or day case waiting times culminating in the delivery of an 18 week referral to treatment time from December 2011
Indicator 20: Reduce proportion of people aged 65 and over admitted as emergency inpatients 2 or more times in a single year
Indicator 21: Reduce mortality from coronary heart disease among the under 75s in deprived areas
Indicator 22: All unintentionally homeless households will be entitled to settled accommodation by 2012

Indicator 23: Reduce overall reconviction rates by 2 percentage points by 2011
Indicator 24: Reduce overall crime victimisation rates by 2 percentage points by 2011
Indicator 25: Increase the percentage of criminal cases dealt with within 26 weeks by 3 percentage points by 2011
Indicator 26: Increase the percentage of people aged 65 and over with high levels of care needs who are cared for at home
Indicator 27: Increase the rate of new house building
Indicator 28: Increase the percentage of adults who rate their neighbourhood as a good place to live
Indicator 29: Decrease the estimated number of problem drug users in Scotland by 2011
Indicator 30: Reduce number of working age people with severe literacy and numeracy problems
Indicator 31: Increase positive public perception of the general crime rate in local area
Indicator 32: Reduce overall ecological footprint
Indicator 33: Increase to 95% the proportion of protected nature sites in favourable condition
Indicator 34: Improve the state of Scotland's Historic Buildings, monuments and environment
Indicator 35: Biodiversity: increase the index of abundance of terrestrial breeding birds
Indicator 36: Increase the proportion of journeys to work made by public or active transport
Indicator 37: Increase the proportion of adults making one or more visits to the outdoors per week
Indicator 38: 50% of electricity generated in Scotland to come from renewable sources by 2020 (interim target of 31% by 2011)
Indicator 39: Reduce to 1.32 million tonnes waste sent to landfill by 2010
Indicator 40: Increase to 70% key commercial fish stocks at full reproductive capacity and harvested sustainably by 2015
Indicator 41: Improve people's perceptions, attitudes and awareness of Scotland's reputation
Indicator 42: Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum
Indicator 43: Improve people's perceptions of the quality of public services delivered
Indicator 44: Improve the quality of healthcare experience
Indicator 45: Reduce the number of Scottish public bodies by 25% by 2011

7. Single Outcome Agreement Format

7.1 Purpose of the Agreement

- Confirms that the purpose of the SOA is to identify areas for improvement and deliver better outcomes for the people of the local area and Scotland, through specific commitments made by the Council, Scottish Government and the Community Planning Partners.
- Expresses the joint commitment and mutual accountability of the Council, Scottish Government and the Community Planning Partners to the delivery of the agreed outcomes.
- Sets the Single Outcome Agreement in the context of the new relationship between Scottish Government and local government.
- Sets out key points from the Concordat, including the national outcome approach, greater local freedom, reduced ringfencing, less monitoring and reporting, better partnership working.

7.2 Scope of the Agreement

- Confirms that the agreement covers all local authority services, including those delivered by or with NDPBs, agencies, businesses, the Third Sector and other partners.
- The Council's, Community Planning Partners' and Scottish Government's duties in relation to Community Planning, Best Value, equalities and sustainable development.
- Explains how the SOA builds on stakeholder consultations and community involvement for the Community Plan and key plans of the Community Planning Partners.

7.3 Governance

- Corporate and joint governance arrangements and scrutiny arrangements of the Council and Community Planning Partners.
- Outline of responsibilities and accountabilities of Scottish Government and the Council in managing the SOA in light of the Concordat and Best Value principles.

7.4 Ongoing Development of the SOA

- Explanation of transitional arrangements; how the SOA will be developed initially so that the Community Planning Partnership is fully engaged during 2008-09; and the arrangements for developing future iterations of the SOA.
- Outlines arrangements for refreshing community ownership of the SOA.
- Outlines mechanisms for accommodating change and enabling future improvement and development of the agreement.

7.5 Local Context for the National Indicators

For each of the 15 National Outcomes, explains its local relevance and priority and then, for those which are shared priorities:

- Cross refers National Outcomes to local priorities in the Community Plan and key plans of the Community Planning Partners.
- Provides a profile of the local area drawing on indicators which are relevant to local priorities, including locally relevant National Indicators and relevant Local Indicators.
- Identifies past performance trends in local conditions.
- Identifies the local conditions for which improved local outcomes are wanted.

7.6 Outcomes and Commitments

Identifies the improved local outcomes which reflect shared priorities and:

- Relates these local outcomes to the National Outcomes.
- Identifies the desired local outcomes, from the Community Plan and key plans of the Community Planning Partners.
- Identifies the local outcomes (for 2011) now proposed for agreement between Scottish Government, the Council and the Community Planning Partners.
- Expresses the improved local outcomes as proposed targets where appropriate.
- Identifies the indicators by which local outcomes will be tracked, including the locally relevant National Indicators and relevant Local Indicators.
- Identifies specific commitments made by the Council, Community Planning Partners and the Scottish Government, to enable delivery of the local outcomes as shared priorities.
- Outlines the risk assumptions underpinning the delivery of the local outcomes and these commitments.

7.7 Performance Management

Briefly summarises the arrangements underpinning the delivery of the local outcomes or confirms that effective performance management arrangements will be in place. Links to other documents may be sufficient for this purpose. Examples of such arrangements include:

- How the financial and business/service planning arrangements and staff performance systems of the Council and Community Planning Partners support the SOA.

- The self-assessment and collective assessment arrangements and performance review processes of Scottish Government, the Council and the Community Planning Partners.
- The risk management arrangements underpinning delivery of the SOA.
- The nationally agreed arrangements for attributing and addressing the causes of non-delivery of local outcomes.
- That a pre-agreed process will apply for resolving disputes and for securing arbitration between the Scottish Government, the Council and Community Planning Partners.

7.8 Public Reporting

Provides for reporting on progress to the Scottish Government, stakeholders and communities and explains:

- How the Scottish Government, the Council and the Community Planning Partners will report progress on the delivery of the outcomes.
- The annual review process for the SOA to review progress and changed circumstances.

8. Single Outcome Agreement - Blank Template

This template should be compiled for each National Outcome

National Outcome	Local Context				
	Local Outcome	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome				
	Local Outcome				
	Required Actions/commitment by local partners for these outcomes				
	Scottish Government required action/commitment to support delivery of local outcome				

example

9. Single Outcome Agreement Completed Template Example - Perth and Kinross Council

<p>National Outcome</p> <p>(9) We live our lives safe from crime, disorder and danger</p>	<p>Local Context</p> <p>The following is a snapshot of some local contextual information:</p> <p>In Perth and Kinross in 2005 there were 1.5 children per 1,000 population aged 0-15 on the Child Protection register; this is compared to 2 per 1,000 nationally. Since 2002 there has been a year on year reduction of the number of children on the Child Protection register in Perth and Kinross, which is in keeping with the national trend.</p> <p>Alcohol and drugs are seen to be a major contributory factor in both youth and adult crime and anti-social behaviour in the area. From an internal audit of probation cases held by Perth and Kinross Council Criminal Justice Service it was identified that alcohol was a factor in 46 per cent of all breach of peace offences and 31 per cent of all assaults; drugs were reported to be a factor in 48% of thefts/break-ins and 31% of cases of Breach of the Peace. Statistical evaluation of Tayside Police crime data for 2005/2006 shows that within Perth and Kinross the number of offences of drunkenness also rose from 244 in 2004/2005 to 295 in 2005/2006.</p> <p>When the Scottish Executive set the most recent targets in 2004, there were 477 road accidents within the Perth and Kinross area resulting in 641 casualties: 18 people killed; 148 people seriously injured; 442 people slightly injured. This means that, on average, every day a family in Perth and Kinross suffered the trauma, pain and grief of having a loved one hurt or killed in a crash. In addition to the significant social and health impact, road traffic accidents also have a bearing on the economic and environmental well-being of our society. Although casualties levels have decreased statistical evaluation of Tayside Police crime data for 2005/2006 shows that the number of Drunk Driving offences in Perth and Kinross rose from 209 in 2004/2005 to 230.</p> <p>In Perth and Kinross it is estimated that there were approximately 2000 anti-social behaviour complaints in 2003/04. This number has increased considerable since new services were introduced to make it easier for people to report complaints and 2300 complaints were responded to locally in 2005/2006.</p>			
<p><u>Local Outcomes</u></p> <p>Our communities will be safer</p> <p>Our communities will have improved quality of life particularly in our priority areas for regeneration</p> <p>Our people will have better access to appropriate and affordable housing of quality</p>	<p>Relevant Indicators</p> <p>Increase in the percentage of residents who feel safe outside after dark in the area where they live</p> <p>Number of serious/violent crimes reported to Police</p> <p>Re-offending levels</p> <p>Vandalism Levels</p> <p>No. of persistent young offenders</p>	<p>Frequency / Type / Source</p> <p>Annual/Perth and Kinross Council</p> <p>Quarterly/ Tayside Police</p> <p>Quarterly/ Tayside Police</p> <p>Quarterly/ Tayside Police</p> <p>Annual/Reporter to the Children's Panel/Tayside Police</p>	<p>Baseline (2006/07)</p> <p>7% (2005-06)</p> <p>158</p> <p>To be established</p> <p>1942</p> <p>25 (2005-06)</p>	<p>Local Targets & Timescales</p> <p>5% (2011-12)</p> <p>Reduction</p> <p>Reduce by 2% (2010)</p> <p>5% decrease (2012)</p> <p>Reduce by 10% (2008)</p>

		Number of wilful fire raising incidents	Annual/ Tayside Fire and Rescue	40	Reduce by 10% (2012)
		Number of people killed or seriously injured on our roads	Annual/ Tayside Police	236 (1994-98 average)	Reduce by 40% (2010)
		Number of children killed or seriously injured on our roads	Annual/ Tayside Police	21 (1994-98 average)	Reduce by 50% (2010)
		Number of deaths caused by fires	Annual/ Tayside Fire and Rescue	1	0
		Number of child protection re-referrals within 2 years of de-registration	Six monthly/Perth and Kinross Council	1%	0%
		% of adult protection referrals investigated within agreed timescales	Six monthly/Perth and Kinross Council	75%	100%
		Reporting of domestic abuse incidents	Annual/ Tayside Police	877	Increase until confidence in reporting levels reached
		Reports of racist incidents	Annual/ Tayside Police	87	Increase until confidence in reporting levels reached
		An increase in the number of affordable houses built	6 monthly/Perth and Kinross Council	180 (2005/06)	180 280 (2010) (2020)
	Required Actions/commitment by local partners for these outcomes	Continued commitment to partnership working through the Community Safety Partnership and Children and Young People's Strategic Partnership Increased sale of public sector land for affordable housing			
	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> - Complete review of Anti-Social Behaviour within reasonable timescales - Prioritise tackling alcohol as key community safety activity, including reducing drink driving levels and increasing pricing disincentives for alcohol - Designate affordable housing a land use class in local and structure plans 			

10. Glossary

This glossary is to ensure that all parties have a common and consistent understanding of the definitions of the key terms referred to in the Single Outcome Agreement.

10.1 Single Outcome Agreement – Key Documents

Term	Definition
Single Outcome Agreement Structure	This has been agreed collectively by COSLA, SOLACE and the Scottish Government. It sets out a common structure which each local authority should use when preparing its Single Outcome Agreement.
Outcome template	This is an illustrative example of how a local authority could record information on each of its local outcomes, to satisfy the requirements of the Single Outcome Agreement Structure.

10.2 Single Outcome Agreement Structure

(a) Purpose of Agreement

Term	Definition
Mutual accountability	In the context of the Single Outcome Agreement, mutual accountability means that each party to the Agreement (local authority, Scottish Government, Community Planning Partners) has a shared interest in the delivery of the agreed outcomes, and they will jointly take ownership and responsibility for their respective contributions to these outcomes. The parties to the Single Outcome Agreement will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.
Concordat	The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government, based on mutual respect and partnership. It underpins the funding to be provided to local government over the period 2008-09 to 2010-11. This new relationship is represented by a package of measures, which were endorsed by the Scottish Government and COSLA, and which both parties believe will lead, over time, to significant benefits for users of local government services. One of the key components of the package of measures is the establishment of Single Outcome Agreements between each local authority and the Scottish Government. http://www.cosla.gov.uk/attachments/aboutcosla/concordatnov07.pdf

(b) Outcomes

Term	Definition
Outcome	<p>The impacts or consequences for the community, of the activities of an organisation of service. Outcomes are ultimately a statement of what an organisation or service is trying to achieve – for example, we live longer and healthier lives, we live our lives safe from crime, disorder and danger. Ideally, this should be an achievement which has direct relevance to individuals and communities. An organisation or service is unable to control outcomes, but rather seeks to influence their occurrence by carrying out certain activities and delivering certain outputs.</p> <p>It is not uncommon for the terms input, output and outcome to be confused and inconsistently used, which is why a definition of inputs and outputs has been provided below. At the most simplistic level, inputs enable outputs to be delivered, which in turn lead to outcomes being achieved.</p> <ul style="list-style-type: none"> • Inputs are the resources that contribute to the production and delivery of a service. Inputs commonly include things such as labour, money, people, physical assets and IT systems. For example, number of pupils attending primary 1, salary costs of employees delivering a service, number of smoking cessation classes. • Outputs are the hard, measurable products of the inputs. They are the final products, goods or services produced by an organisation for delivery to the customer. For example, % of secondary 4th year pupils attaining 3+ Highers, % of Council Tax collected, number of smokers completing stop smoking classes. <p>Many local outcomes will be long-term aspirations, which will take years to achieve. In order to effectively monitor and assess progress towards these outcomes, intermediate outcomes may require to be articulated in the Single Outcome Agreement. Consideration should also be given to building immediate outcomes into the performance management arrangements underpinning the delivery of the local outcomes.</p>
Local Outcome	The impacts or consequences for the community, of the activities of local government and its community planning partners. In other words, a statement of what the local authority and its partners are trying to achieve.
National Outcome	The impacts or consequences for Scottish society, of the activities of the whole public sector. In other words, a statement of what the Scottish Government in partnership with local government is trying to achieve. The Scottish Government has agreed 15 National Outcomes with local government
Immediate Outcome	The first level effects of the outputs. They define the immediate impacts, or consequences, of the activities on the community and they demonstrate how the activities have made an immediate difference. Immediate outcomes could be actions taken by the recipients of the activities, or changes in their behaviour. For example, the number of smokers giving up smoking for four weeks or more could be an immediate outcome of the outcome of living longer, healthier lives.
Intermediate Outcome	The benefits and changes resulting from the activities of an organisation or service over the medium term. For example, an intermediate outcome of the outcome of living longer, healthier lives could be a % reduction in the number of serious smoking related illnesses.

(c) Measures, Indicators and Targets

Term	Definition
Measure	This involves an organisation or service defining and agreeing WHAT activity or outcome it wants to measure and WHY, and to use the resultant performance information to make decisions and to drive improvement. Once the organisation or service has agreed what it wants to measure, it would then define one or more indicators, which may or may not include targets, which would show how it is performing in its given activity.
Indicator	A measure of performance against the desired outcome. For example, x% increase in pupils from deprived areas attaining Higher Maths, x% reduction in number of crimes committed, x% reduction in the number of hospital re-admissions within 28 days for clients with Mental Health needs. Indicators are not an end in themselves. It is not enough to simply know HOW you are performing, but WHY and how your performance can be improved.
Local Indicator	A measure of performance against local outcomes. A local outcome may have more than one indicator. Examples of indicators include: x% increase in pupils from deprived areas attaining Higher Maths; x% reduction in number of crimes committed; and x% reduction in the number of hospital re-admissions within 28 days for clients with Mental Health needs.
Menu of Local Indicators	COSLA and SOLACE have collectively agreed a set of local indicators, which is referred to as a Menu of Local Indicators. A local authority will be able to include local indicators from this menu in their Single Outcome Agreement where relevant – i.e. where the local indicator will help a local authority measure its performance against local outcomes.
National Indicator	A measure of performance against national outcomes. National indicators have been defined by the Scottish Government. A local authority will be able to include national indicators in their Single Outcome Agreement where relevant – i.e. where the national indicator will help a local authority measure its performance against local outcomes.
Target	<p>Indicators on their own don't drive improvement - they simply measure performance. Targets are therefore used to challenge you to perform 'better' and to make improvements. A target is a commitment to achieve a specific and better quality or level of service over a specified time frame.</p> <p>When setting targets, it is not enough to just consider IF performance can be improved, but HOW. It is also important to gather baseline information prior to setting an outcome target, so that you have an understanding of how you have performed against an outcome over several years. This will enable you to set challenging, but realistic targets. A fully developed target should include a statement about the following:</p> <ul style="list-style-type: none"> • A baseline position: a numeric statement about what the current position is (e.g. 85% of primary 7 pupils attain level D in writing) • A declaration of improvement: a statement about what it is the council is trying to achieve vis a vis the baseline (e.g. increase by 5% the number of primary 7 pupils who attain level D reading). This statement should be informed by a record of past performance. • A target position: a final statement of what will be achieved and by when the target will be achieved (e.g. 90% of primary 7 pupils will attain level D by 2010).
Baseline information	Baseline information can be defined as performance information collected on outcomes at a given point in time, against which you can measure any change and set future targets. In other words, baseline information gives you a starting point so that you can monitor your progress and see whether you have made improvements.

(d) Local context

Term	Definition
Contextual information	In relation to the Single Outcome Agreement, this is background information on the local area, which helps to set the scene in relation to the selection and prioritisation of local outcomes, local indicators and targets. It can refer to factors outside an organisation's control or influence, which help to put its performance into perspective.
Profile of local area	This is a picture of the quality of life and service provision in a local area. It helps a local authority and its community planning partners identify where improvement is most needed locally. A profile of a local area will include data on, for example, the population of the area, diversity, levels of deprivation, levels of employment, economic inactivity, benefit payments, number and type of businesses in the area, types of tenure, waste management, levels of crime, birth and death rates, life expectancy etc. It may also include residents' and service users' views of the quality of life in the local area, as well as inspectorate judgments about the quality of local public services.
Performance trends	This is when an organisation compares its performance against desired outcomes over a period of time, to identify changes in direction in performance. Baseline information should be used to undertake trend analysis, prior to setting outcome targets.
Local priorities	Priorities are issues that an organisation considers more urgent than other things. Priorities can be national and set by the Government. They can also be local, agreed between local authorities, community planning partners and their communities.
Locally relevant	In relation to the Single Outcome Agreement, National Outcomes will only be locally relevant if they reflect what a local authority and its community planning partners are trying to achieve, that is, they reflect their purpose and objectives.
Local conditions	The general conditions of the local environment, e.g. mortality, unemployment, economic activity, levels of deprivation, levels of crime, air quality etc. The conditions of the local environment are often central to residents' perception of their quality of life.

(e) Outcomes and commitments

Term	Definition
Risk assumptions	The Single Outcome Agreement should outline the risks to the delivery of the outcomes. For example, if assumptions have been made about action that will be taken by the local authority and/or Community Planning Partners and/or the Scottish Government to enable the delivery of an outcome, the Single Outcome Agreement should outline the risk to the delivery of this outcome if one of the parties to the Agreement does not fulfill its specific commitments.

11. Menu of Local Indicators (still under consultation)

1. Business community satisfaction with local area
2. Net business formation in council area
3. Number of claimants in receipt of unemployment related benefits, relative to the Scottish average
4. Reduction in childhood poverty
5. School leaver destinations
6. Vulnerable adults into paid employment
7. Median weekly earnings relative to the Scottish average
8. Qualification levels within the local workforce
9. Deaths per 10,000 population from coronary heart disease and all cancers
10. Number and rate of women breastfeeding at six to eight weeks after the birth of their child averaged over a three-year rolling basis
11. Proportion of live singleton births of low birth weight
12. Number of people with mental ill health relative to the Scottish average
13. Percentage of older people aged 65+ with intensive care needs receiving services at home
14. Any patients admitted for any reason two or more times in a year as an emergency to acute specialties per 100,000 population
15. Reduce the rate of alcohol related hospital admissions
16. Pregnancies among 13-15 year olds, per 1000 population
17. Number of suicides and self harm
18. Delayed discharge, per 1000 population admitted to hospital
19. Average number of years of good health as measured by the index of healthy life expectancy
20. Levels of smoking among adults/young people
21. Number and percentage of five year olds requiring no dental work
22. Reduce morbidity due to obesity levels among children and adults
23. Damage to health due to the level of alcohol consumption
24. Damage to health due to the level of problematic drug misuse
25. Percentage and breakdown of the local population taking part in sport/leisure activities

26. Numbers and percentage of children walking or cycling to school
27. Numbers of children taking up nutritious school meals
28. The percentage of adult residents stating fear of crime is having a moderate or great effect on the quality of life
29. The volume and rate of crimes against property, broken down by burglary and all other property-related crimes
30. The percentage of residents stating they are satisfied with their neighbourhood
31. The incidences of vandalism, malicious damage or malicious mischief
32. The number of people killed or seriously injured in road accidents
33. The incidence of home fires resulting in death and injury
34. The number of persistent offenders
35. The number of violent crimes, including sexual crimes
36. The number of racist incidents
37. Rates of domestic abuse incidents per 100,000 of population
38. Number of people living in financial exclusion and experiencing multiple deprivation, relative to the Scottish population
39. The number and percentage of children attending publicly-funded schools and achieving appropriate qualifications for stages
40. Educational tariff scores for each quintile of S4 school pupils
41. Educational tariff scores for each quintile of S5 & 6 school pupils
42. The percentage of all adults with literacy and numeracy difficulties
43. Tonnage of municipal waste collected
44. Tonnage of municipal waste landfilled
45. Increase the proportion of municipal waste recycled
46. Council area's carbon/ ecological footprint
47. Percentage of kilometres travelled by public transport
48. Reduce the percentage of kilometres travelled by private transport
49. Modal share of adults undertaking active travel to work or education
50. Proportion of public service buildings suitable and accessible to people with disabilities
51. Proportion of the housing stock failing the Scottish Housing Quality Standard
52. The number, quality and variety of affordable homes

12. Further Comments

This section contains comments on issues which do not fit easily within any other section of the Guidance. Some of these comments reflect questions and issues that are already being raised with COSLA, SOLACE, the Improvement Service and the Scottish Government by some Councils.

12.1 Performance Management

The Single Outcome Agreement is already a complex document, and there is no intention that they are made more complex by the inclusion of significant amounts of performance management information. However, if the SOA is going to have value to both spheres of Government and to function as a demonstration of joint accountability, they have to be underpinned by supporting analysis and plans and robust performance management. The majority of this information does not need to be and will not be explicitly included in the SOA. (However, that it exists will be implicit in the indicators that Councils use to track their progress). Councils and their partners will have to demonstrate that this information is available in order to fulfil their responsibilities for Best Value.

The move to SOAs does not remove the need for Councils to report on the quality, accessibility and value for money of their services as part of their general public performance reporting.

12.2 The Status of the Formats, Templates etc

In this instance, the guidance contained in these documents is just that, hopefully, helpful information that will support Councils as they approach the development of Single Outcome Agreements. There is no intention that this guidance is mandatory. Having said that, two issues should be taken into account. The SOA is an agreement between Local Government and National Government. In the spirit of joint working, COSLA, SOLACE and the Improvement Service have agreed this guidance with Scottish Government and others i.e. Audit Scotland. Our partners therefore have some expectation that in order to make reaching agreement easier and for the SOA to have real value they will encompass the range of information contained in this guidance as close as possible to the suggested format. If elements of information are not provided, reaching agreement may become more difficult. Secondly, we have asked that the Scottish Government is able to achieve a consistent style of response to 32 separate Councils all submitting their own SOA. It is only fair to recognise that the ability of the Scottish Government to achieve consistency will be enhanced by the submission of consistent information in a consistent format. The joint group designing this guidance have tried very hard to provide information that enhances the opportunity for consistency of the type and format of information without stifling the opportunity for a truly local and distinctive focus to the outcome agreement.

12.3 On-Going Development

It is clearly understood by all parties engaged in the drafting of this guidance that the development, submission, agreement and use of Single Outcome Agreements is a developmental process. We will all learn from the development of SOAs this year, the agreement process between Local and National Government and the monitoring process through 2008-09. Future guidance will undoubtedly have to be amended to take account of learning and practice arising from this initial year.

Beyond this general development there are at least two work streams already identified which will have to be pursued. Firstly, by April 2009, all SOAs have to encompass the work of not only a local Council but also their Community Planning partners including Third Sector partners. We have to work across organisational boundaries to ensure that by 2009 all Councils are in a position to submit the required integrated Single Outcome Agreement.

The second area already identified for future work is with regard to indicators, data sets, baselines etc. It is entirely possible that in this first submission of SOAs, the choice of indicators will be limited by the availability of baseline information and the on-going collection of data sets necessary to use a chosen indicator. It is very likely that we will jointly develop indicators which we recognise would be useful in the future monitoring of SOAs for which appropriate baselines and data collection processes simply do not exist. It is worth identifying such indicators and recognising that an important work stream for Local Government and between Local and National Government is the development of information collection processes which will support these indicators.

