



centre for research on
families and relationships

**CRFR Policy Scoping Seminar
Single Outcome Agreements
Emma Davidson
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Key points

- Single outcome agreements (SOAs) were introduced in 2008 following a 'Condordat' between central and local government in Scotland.
- The main policy objective was to devolve decision making to local authorities and their strategic partners. In this way, councils could be more responsive to local needs.
- Much ring fenced funding was removed with the outcome that many voluntary organisations expressed concern that their service users would lose out to more pressing national concerns (such as the economy or alcohol abuse)
- While it is acknowledged that SOAs should respond to local needs, certain client groups have received little attention.
- The sheer volume of indicators being utilised make the system unwieldy and complex.
- Despite being an 'outcome' based model, 'outcomes' were being used inconsistently by both central and local government.
- Overall, there is a lack of public understanding as to how progress made will be reported and monitored.

Introduction

In November 2007 the Scottish Government entered into a 'Concordat' with local authorities, setting out a new relationship between the two tiers of government based on mutual respect, trust and joint accountability. Central to this way of working has been the replacement of much ring-fenced funding with block grants, thereby giving councils more discretion over how to allocate their budgets.

A key element of the Concordat has been the introduction of the Single Outcome Agreement (SOA). A SOA is a document which sets out the outcomes which each local authority is seeking to achieve. Not only should a SOA reflect local needs and priorities, but it should also be related to national outcomes. The first round of SOAs was in place by June 2008 and the second round was submitted to the Scottish Government in February 2009, for agreement by May 2009.

For those working with and researching families and relationships, these recent changes have raised a number of concerns:

- That the movement from national to local prioritisation could result in the loss of a strategic approach and reduce the priority given to groups in need of social care and support.
- The removal of the ring-fence from a number of social care and support funding streams may result in funding being absorbed into the main local government settlement and subsequently reduced. That within the new framework there is an absence of clear indicators and targets which would enable local and central government to measure performance.

This briefing outlines:

- The history of outcome agreements
- The current national framework
- SOAs and what they mean for local government
- Key issues emerging from the first round of SOAs
- Implications for those working with children and families
- Thinking ahead to the second round of SOAs

The history of outcome agreements

Outcome agreements are not a new policy tool, having been in place in England and Wales since 2001. In England they are known as [Local Area Agreements](#) (LAAs) and in Wales they are [Policy Agreements](#) (PAs)¹. An outcome agreement is essentially a plan between a local area (i.e. the local authority and its strategic partners) and central government which sets out how local priorities will be met. They also contribute to the national priorities set by the government. Importantly, outcome agreements do not focus on or measure the process or prescribe the means of achieving any agreed outcome, e.g. numbers of staff or level of finance, but should monitor achievement of the outcome e.g. x% improvement in exam grades.

In Scotland, the concept was first developed as part of the joint Scottish Executive/CoSLA Strategic Issues Working Group, which in 2000 was considering the renewal of the local government finance system. The Group recommended that local outcome agreements be established to better link national policy priorities and targets with local priorities and circumstances, lessen the reporting requirements on councils and reduce the ring-fencing of resources (CoSLA 2002:2).

¹ See Laffin, M., Taylor, G. & Thomas, A. (2002) *A New Partnership? The National Assembly for Wales and Local Government*, York: JRF for further details of Policy Agreements in Wales

Over the next few years, the outcome agreement model was implemented in a number of specific policy areas, including regeneration, homelessness and antisocial behaviour. In line with concerns expressed by CoSLA in 2002, this proliferation of single issue outcome agreements meant that reporting requirements increased and it became difficult for both central and local government to focus on the most important policy areas. CoSLA thus supported a framework which would be based on one single overarching outcome agreement in each council area based on a set of shared limited policy priorities agreed between the Scottish Executive and CoSLA.

At the same time the [Scottish Compact Implementation Strategy 2003-2006](#) began to highlight the importance of Community Planning Partnerships (CPPs) as a vehicle for enabling public agencies work in partnership to deliver local and national priorities (Scottish Executive 2004). This also signalled a greater emphasis on funding *outcomes* rather than *outputs*, as shown in [‘Making the Case: Social Added Value Guide’](#) which talks of ‘a shift in the relationship between the public sector and the social economy from a grant aid culture towards a contract culture’ (Communities Scotland 2006:5).

The National Framework

The concept of the Single Outcome Agreement was established in 2007, following negotiations between the Scottish Government and local government on a new framework for government relations. The outcome was a [‘Concordat’](#) – a document setting out “the terms of a new relationship between the Scottish Government and local government, based on mutual respect and partnership” (Scottish Government / CoSLA 2007:1). Under the terms of the agreement the Scottish Government is responsible for setting the direction of policy and the over-arching outcomes that the public sector in Scotland is expected to achieve. In return, the Scottish Government committed to reducing the level of micro-management and bureaucracy, enabling local government to focus on service delivery and develop their own local outcomes and targets in line with national outcomes.

The Concordat underpins local government funding for the period 2008/09 to 2010/11. Alongside block grants to each of the 32 local authorities, the agreement has significantly reduced the number of ring-fenced funding streams, streamlined the bureaucracy and reporting requirements of councils, allowed councils to retain efficiency savings to re-deploy against ongoing pressures and made a commitment to there being no structural reform of local government (Scottish Government / CoSLA 2007:7). Furthermore, through the framework there is a formal shift towards an outcomes based approach to performance management, which according to the Scottish Government means that both central and local government will be “judged ... on the results that we achieve; results which reflect real and meaningful improvements in public services and quality of life for people in Scotland” (2007:45).

The new [National Performance Framework](#) (as published in the [2007 Spending Review](#)) underpins the government’s agenda. Based on an outcomes-based performance model used in the Commonwealth of Virginia in the United States the framework² has four component parts:

- The Government's [Purpose](#) and its associated targets
- Five [Strategic Objectives](#) that describe where we will focus our actions
- 15 [National Outcomes](#) that describe what the Government wants to achieve
- 45 [National Indicators](#) that enable us to track progress

As illustrated in Figure 1, its aim is to provide a clear and logical vision for Scotland, with quantifiable benchmarks against which progress can be assessed. Working correctly, each component part of the performance framework should contribute to the Scottish

² See Scotland Performs at <http://www.scotland.gov.uk/About/scotPerforms> for full details of the national performance framework

Government's single overarching purpose – “to create a more successful country where all of Scotland can flourish through increasing sustainable economic growth”.

Figure 1: National performance framework



What should Single Outcome Agreements look like?

From 2008-09 each council has been required to submit a Single Outcome Agreement to the Scottish Government for approval, setting out how it will contribute to both national outcomes and local needs³. The agreements cover all local government services, as well as a significant range of the responsibilities of Community Planning Partnerships where local authorities have a significant part to play (Scottish Government / CoSLA 2007:3). With the exception of statutory requirements or other ongoing transitional arrangements, local authorities will not be asked to submit any other monitoring returns or plans to the Scottish Government without prior agreement. As such, SOAs should (in principle) contribute to the government objective of reducing monitoring and reporting.

The ‘crux’ of each SOA is the national outcomes and each agreement is expected to give thought to all 15, even if they are considered to be a low priority locally. Using research evidence the SOA should outline the local relevance of each national outcome and develop a set of local outcomes which inform it. Each local outcome should be accompanied with relevant indicators and associated targets and timescales. An example of this is provided in appendix B.

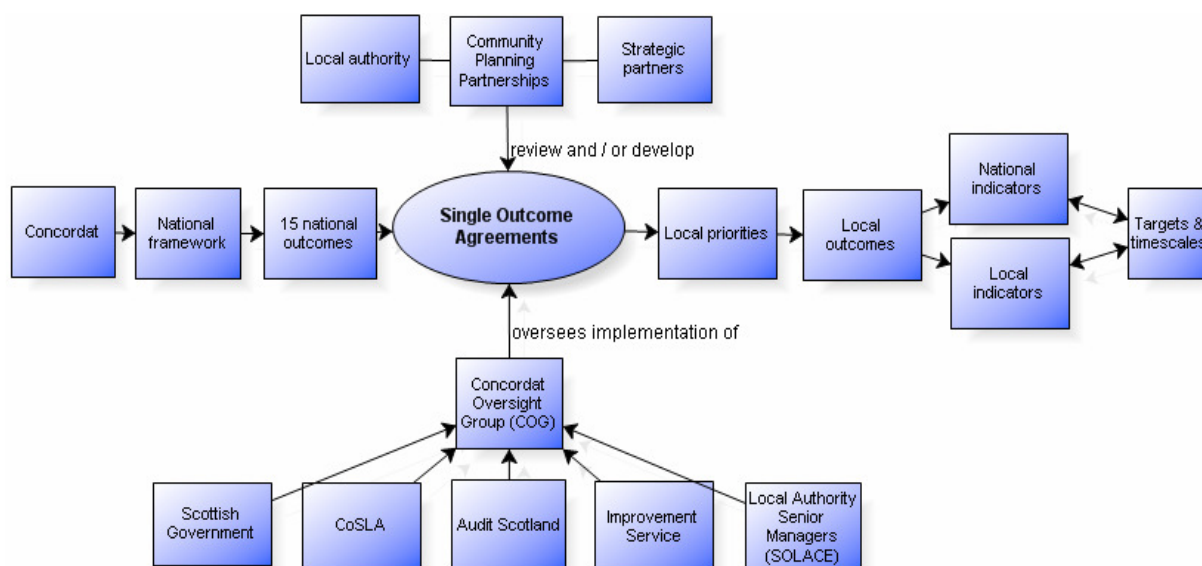
Local authorities can make use of a wide range of indicators to track progress towards national and local outcomes. The Scottish Government has developed a set of 45 ‘national indicators’ and as part of the process of supporting local authorities in the development of their SOAs [the Improvement Service](#) has produced guidance with a menu of 55 ‘local outcome indicators’ which local authorities can choose from. Local authorities are also able to incorporate ‘Statutory Performance Indicators’ (SPIs) into their SOAs, of which there were 71 in 2008/09 (Herbert 2008:4). Lastly reflecting the importance of local discretion, authorities can also develop their own ‘local indicators’. There is no requirement to use set indicators in relation to specific national outcomes – instead, both the national and local indicators can be used flexibly by local authorities to ensure they reflect local needs.

The notion of “obligatory partnership”, where the Government has transferred responsibilities to both local government and their wider partners is a central component of the SOA (CIH 2008:6). SOAs must not only demonstrate their own commitment to delivering outcomes, but work in partnership with Community Planning Partners to reach these shared priorities. Around half of the SOAs submitted in 2008/09 involved CPPs, either as participants or consultees and virtually all stated that they had taken account of the existing community planning strategy in shaping the priorities of the SOA (Herbert 2008:5). In 2009/10 the role of

³ All 32 SOAs can be accessed via the Improvement Service website at: http://www.improvementservice.org.uk/component/option.com_docman/Itemid.43/task_cat_view/gid.561/

the Community Planning Partnerships will be further strengthened with the new requirement for all CPPs to either review or develop their SOAs. Each agreement must be endorsed by the CPP Board and signed by the Scottish Government, local authority, statutory Community Planning partners and also, at a minimum, by those other public bodies in the Community Planning Partnership (Improvement Service 2008:3).

Figure 2: Single Outcome Agreement Process Map



Finally, it is important to note that SOAs are not intended to be a local authority service plan; rather they are high level strategic documents. There is no requirement to include details about all the activities and services being delivered in an area, nor is there need to reiterate the details of core planning documents (such as the corporate plan, service plans or the community plan). Instead, supporting plans and activities should lie “below the water line” (Improvement Service 2008:5), with appropriate links being built into the SOA which takes the reader to further documents or information as required (Improvement Service 2008b:15).

The First Round of SOAs

Research into the 2008/09 SOAs has to a large extent been confined to the voluntary sector, with most reports being published on specific issues (see for example Community Care Providers Scotland (2008), Engender (2008) and Women’s Aid (2008)). A report by SPICE (Herbert 2008) has provided a useful overview of all 32 SOAs, while an unpublished report by the author aimed to give an overview of the impact of SOAs on services for children and young people. Academic work meanwhile has been confined to the business management sector (Midwinter 2009, 2009b). This section summarises the key issues emerging from this body of work.

Strategic focus

Although SOAs are intended to be strategic documents, differing approaches have been adopted across the first round of SOAs. Some include extensive information on the operation of local services, while others have taken a purely strategic approach (CCPS 2008:128). A lack of clarity in how SOAs should be linked to other local planning documents is also noted, with some councils stating that SOAs should be read alongside other planning documents and others concluding that it is SOA that should feed into other plans (Davidson 2009:18).

This also raises the question of how local authorities go about deciding which issues are strategically important enough to include in the SOA. A number of voluntary organisations are concerned that issues of national importance are being omitted from SOAs. For example, nine local authorities made no reference to domestic abuse (SWA 2008:5), while very few

give specific mention to learning disabilities (CCPS 2008:5). None refer to gender in the context of poverty (Engender 2009:6).

CCPS (2008:19) argued that it is reasonable to conclude that those issues not mentioned in the SOA are not priorities for that area. However, Herbert (2008:5) states if a particular issue or service is not referred to in a SOA, it does not necessarily imply that the council does not treat the issue seriously or does not intend to provide that service. Indeed, this latter perspective was confirmed by a Scottish Government representative at a recent presentation on SOAs (Scottish Government 2008).

While it is clear that issues not considered in a SOA are not necessarily being neglected (for example, there is one local authority undertaking extensive work on young people and play which goes unmentioned in their SOA), there is very little information on how local priorities are actually set. CCPS has expressed concern that issues or client groups mentioned in the SOA will receive more attention and resources from the local authority and its partners (2008:19). This raises legitimate fears, particularly in areas where funding was previously ring-fenced, around how the SOAs can accommodate issues or client groups not considered in the SOA and what will happen to their financing should they be deemed too low a priority to be included in the agreement.

Understanding outcomes?

In his review of the 32 SOAs Herbert (2008) found that the majority followed the format described above (i.e. aligning locally identified outcomes to national outcomes) and most covered all 15 national indicators. In relation to local outcomes, the report found 1,215 across the 32 documents, representing an average of 38 outcomes per SOA. The number of local outcomes ranged from 14 in Orkney to 82 in Argyll and Bute and the types most frequently cited were statements of intent or strategic objectives (Herbert 2008:7).

Herbert (2008:7) also found that although SOAs are intended to be driven by outcomes, the 32 agreements included a total of 3,599 indicators⁴ - an average of 112 per SOA. Of these, 68% were local, 12% were national; 10% were from the Improvement Service menu of indicators, and 10% were Statutory Performance Indicators. In terms of the targets set against the indicators, 59% had set SMART (Specific, Measurable, Achievable, Realistic, Time related) targets, 29% had set only 'direction of travel' targets (i.e. 'increase the percentage of respondents stating they feel very safe or fairly safe going out after dark') and 12% had yet to define any targets.

While the 15 national outcomes appear to be understood and used consistently across all the SOAs, the sheer volume of indicators available has certainly contributed to the complexity of the system. Furthermore, there appears to be some misunderstanding over the differences between a 'target', an 'indicator' and an 'outcome', with these terms frequently being used interchangeably within the Improvement Service and Scottish Government guidance (Davidson 2009:18). Midwinter (2009b:para 10) also highlights fundamental terminology being used inconsistently in the SOA guidance. For example, it defines school pupils as an input when they are an output (pupils taught) of the education service, while the attainment of highers is considered to be an output when it is an outcome, measuring educational attainment.

Priority given to children's issues and services

There has been little work which has considered the extent to which SOAs have considered children's services in a broad sense. Much of the following section is therefore based on an unpublished analysis of the SOAs conducted by the author on behalf of the Children's Voluntary Sector Policy Officers' Network⁵. The aim of the report was to provide an overview of the extent to which key children's issues are addressed and prioritised across all 32 SOAs

⁴ As indicators may appear more than once in a single SOAs the analysis there may include a element of double-counting

⁵ The Children's Voluntary Sector Policy Officers' Network is an informal Network which meets approximately every three months to discuss legislative and policy developments affecting children and young people in Scotland. A range

The review found that three of the fifteen national outcomes make direct references to children and/or families and this has helped to ensure that children's issues at a general level are being prioritised. Indeed, based on the frequency of references to 'children and families', the group overall are given a significant amount of coverage in all 32 SOAs.

While link to national outcomes have served to prioritise children's issues on a general level, they have also influenced the types of issues receiving attention. National outcomes three, four and five all focus on education, learning and giving children 'the best start in life'. Combined with the SOAs broader focus on economic development, education, physical health and child protection are all given a fairly high level of attention, with children frequently being portrayed as Scotland's future and something that requires long term investment.

Conversely, disability (especially learning disability), independent living, mental health, play and children's rights are given lower priority. Although local authorities are expected to set strategic priorities according to both national and local needs, it appears difficult for these issues and client groups to compete with issues given a clear national lead, such as alcohol and the economy.

The review also found that SOAs tend to conceptualise children principally in terms of their vulnerability and their need for protection. The frequent, and often unquestioned, association between children and antisocial behaviour is not as strong in the SOAs as might have been predicted. Rather, it is children's need and welfare which takes a more dominant position. While this emphasis is positive and reflects the principles of the Children's Hearing System in Scotland, there is limited attention to children as active agents with the right to be consulted on services that affect them. Across the 32 SOAs, there is little or no mention of involving children in the services they use or in the design or development of new services. Connected to this, rather than being seen as individuals, children are most commonly discussed as part of a family unit.

A key factor in the coverage of children's issues relates to the fact that the SOAs frequently discuss issues without any reference to a specific social group. For example, mental health is fairly well discussed in a generic sense but children are mentioned infrequently. Many of the outcomes and indicators relate specifically to adults rather than children (for example, carers) and the data sources being used do not suggest that data should be aggregated by age. Most of the child focused indicators relate to education and health – again limiting how children are conceptualised in the context of the SOAs. This presents issues in terms of monitoring – will local authorities only be monitoring adults and if not, will data on children be presented separately? There is also significant variation in terms of which indicators local authorities have picked – while this is the purpose of the SOAs, it is unclear whether the SOAs will only be judged according to the indicators they have chosen.

Priority given to other client groups

There are a number of reports produced within the voluntary sector looking at the priority given to specific client groups. A study by the Housing Support Enabling Unit (2008) into Single Outcome Agreements and housing support provides some useful data. Some client groups and issues are mentioned with more frequency than others in the SOAs:

- 100% of SOAs specifically mention services for older people
- 90% of SOAs specifically mention homelessness
- 59% of SOAs specifically mention domestic violence
- 59% of SOAs specifically mention suicide prevention

However, other client groups served by housing support, such as people with learning disabilities or physical disabilities, are less prominent. Those that do are Edinburgh, North Ayrshire, Scottish Borders, Shetland, and South Lanarkshire. People with physical disabilities

of organisations is represented in the Network including Aberlour Child Care Trust, Barnardo's Scotland, Capability Scotland, Children 1st, Family Fund, Quarriers, Save the Children, Scottish Refugee Council, Shelter Scotland and YouthLink Scotland.

are referred to by Aberdeenshire, East Renfrewshire, Edinburgh, and Shetland. Most SOAs make reference to older people or those with vulnerabilities, rather than disabilities. This finding is in line with work completed by Community Care Providers Scotland (2008). It found:

- That many SOAs refer to the need to shift the balance of care from residential to homecare or community-based services – however, few consider what effect this shift might have on the person receiving the service
- All 32 documents mention employability in some way – this is in line with central governments focus on the economy.
- Few SOAs mention learning disability, rather referring generically to ‘disability’.
- The majority mention physical disabilities, more commonly in relation to accessibility issues.
- All mention mental health, principally in relation to suicide, hospital admissions and prescriptions. There is little about support.
- Older people are a significant priority across all 32 SOAs, mainly in relation to homecare.
- Drugs and alcohol services are also commonly mentioned, frequently at the same time as discussions on crime and disorder.
- Child protection is mentioned in all 32 SOAs, although adult protection is given a far lower priority.
- 27 of the 32 documents states that domestic abuse contain a local outcome relating to domestic abuse – however, this conflicts with the Womens Aid report which states that only 23 give reference to domestic abuse.
- Less than half of the SOAs have a local outcome relating to carers.

Budgeting and resources

It is not clear yet what impact the SOAs are having on funding decisions. However, it should be remembered that there is no requirement for SOAs to refer to the ongoing statutory duties nor to areas of local need currently deemed to be catered for adequately. SOAs, therefore, not the only driver guiding funding decisions.

A survey conducted by Community Care Providers Scotland (2008b) found that since the removal of the ring-fence in 2008/09 funding has either been at a standstill or has been uplifted for inflation. However, a significant percentage (39%) had experienced funding reductions and only a very small minority experienced funding increases. Half of the respondents felt that only by 2009/10 would the impact of the removal of the ring-fencing fully filtered through the system..

Herbert (2008:12) noted that most of the agreements included requests for additional funding. Suggestions that the Grant Aided Expenditure⁶ resource allocation mechanism should be reviewed to take account of local issues such as rurality and demographic changes were frequently made. More broadly local authorities requested further guidance on how funding should be allocated following the removal of ring-fencing. In personal communication to Herbert, the Scottish Government responded as follows:

“The general position of the Scottish Government on this is that funding allocations for the current Spending Review period have been announced and no more funding is available. Requests for future funding requirements will be considered as part of the next Spending Review” (Scottish Government, 2008).

Although the central aim of the Concordat is to achieve efficiency savings, the SOAs contain very limited references to how their activities and outcomes are being financed. According to Midwinter (2009), the Concordat is essentially an uncoded package of service developments with councils are being held accountable for delivering results. While SOAs are based on an

⁶ Grant Aided Expenditure or GAE is not actual funding but represents a provision to spend. It is the figure that the Executive uses as an estimate for the cost of providing a particular service and it is used as the basis for calculating the amount of Revenue Support Grant that the Executive provides to Local Authorities. GAE lines are agreed by the Executive in consultation with the Convention of Scottish Local Authorities (COSLA) and are set using a number of indicators. These indicators can vary in number and type but could include data such as: population, pupil numbers, or deprivation.

ethos of freedom and local discretion he argues that they are in fact operating under a model of 'regulated autonomy'. Thus while councils are not subject to constant monitoring by central government, they are operating within a policy and resource framework set by ministers:

"This loss of political autonomy, ironically, will make it difficult for councils to manage the funding squeeze, and despite the partnership rhetoric, effectively controls spending levels and leaves the hard choices on cutbacks to councils" (Midwinter 2009:68).

Scott (2009) has suggested that some councillors and public sector commentators are sceptical about the level of freedom from central controls that councils expect and that there is a fear that civil servants will treat the Concordat as a binding 'contract' that will require councils to comply with Government demands. The Concordat's requirement that councils freeze council tax – a policy that has already been delivered throughout Scottish local government – is one such example (Scott, 2008:8). According to Midwinter (2009:69) while the distinctive constitutional status of Scotland's local authorities is highlighted by the SOAs, their ability to amend council tax levels - a power central to its political autonomy – has in fact been neutralised.

Monitoring and reporting

The Concordat Oversight Group (formerly the High Level Steering Group) which comprises Audit Scotland, COSLA, the [Scottish Government](#), Improvement Service and [SOLACE](#) is responsible for overseeing the reporting of Single Outcome Agreements to the Scottish Government.

The main focus of SOA reporting is to local communities. Local authorities, on behalf of the Community Planning Partnership, will therefore report and review progress in two ways:

- through an annual review process through which progress and changing circumstances can be considered;
- through Public Performance Reporting which both reports to communities on the delivery of outcomes within the local area and to the Scottish Government on the local contribution toward relevant National Outcomes and Purpose Targets.

The Concordat expects Councils to submit an annual report to the Scottish Government setting out their progress and achievements towards the National Outcomes. It was originally proposed that annual reports would be submitted at the start of the financial year. However, given the timing of when many indicators become available for reporting and the extension of SOAs to cover CPPs, the Concordat Oversight Group has concluded that Councils should produce those reports on behalf of CPPs in September of each year.

Community Care Providers Scotland (2008:19) have raised a number of concerns in relation to how local areas will report on their performance in SOAs:

- There is a lack of clarity whether issues discussed in the SOAs but not specifically included as a local outcome or indicator, will be used in monitoring the performance of authorities.
- It is not clear whether measurement of outcomes will only be based on the indicators given – for example, where an outcome relates to independent living and older people, will only that specific area judged or will all social care client groups be included?
- It is not clear what the interaction between the monitoring of performance in the Single Outcome Agreements and other more standardised reporting systems such as those used by regulatory bodies actually. Some local areas have included Statutory Performance Indicators and performance in inspections by the Care Commission, SWIA etc as indicators in their SOAs. Others have made no such connection. This raises the question as to which reporting requirement will take precedence over the other.

Community Care Providers Scotland (2008) also concluded that the diversity of the SOAs will make it difficult to develop a national picture in relation to particular issues. The same

conclusion was made by Herbert (2008:9). He found that in terms of the types of indicators being used, only a small selection of indicators were being used across the majority of the SOAs - yet the most striking feature of the SOAs was the degree of variation which exists across the 32 agreements, making any comparative analysis limited. Indeed, many SOAs specifically stated that the agreement was not designed to be a tool for comparative analysis, but a means of tracking local activity.

While the lack of a national picture presents challenges to gaining an overall picture of how children and families in Scotland are faring, it should also be questioned whether SOAs are the best route for collating national data. Midwinter (2009:68) argues that there are fundamental problems with the monitoring framework established by the SOAs and inconsistent use of indicators. For example, some of the indicators measure process, such as increasing the % of criminal cases dealt with within 26 weeks; some are subjective, such as public perceptions of crime; while others are simply outputs, such as new house building, journeys to work. Only a few indicators actually achieve their aim and measure outcomes, such as smoking rates and dental disease (Midwinter 2009:68).

Moving forward

This performance framework is new for both national and local government and local authorities and their partners are still in the process of embedding this way of working. The timescales for completing the 2008/09 SOAs was extremely limited and reduced the amount of time available for consultation, reflection and prioritisation. However, this paper has identified fundamental issues with the first round of SOAs, including the inconsistent use of key concepts (i.e. outcomes, targets and indicators), an overly complex system of indicators and a lack of targets to effectively measure outcomes. Furthermore, there is a lack of transparency in relation to how priorities are set and what the implications are when an issue fails to be included in an agreement.

In relation to children and families, many national priorities have failed to find their way into the 32 SOAs. Key priorities such as looked after children, children with disabilities, play and the implementation of the UNCRC receive little or no attention in the indicators used. Additionally, the published indicators give inadequate attention to children's issues and tend to refer only to adults. Where children are considered, it is most commonly in relation to their poverty or their vulnerability. A similar picture is revealed for other client groups. Certain groups and certain priorities dominate the SOAs (for example, older people and independent living, employability and alcohol) however, other client groups such as people with learning disabilities and service types, specifically individual support are given much lower priority.

There is clearly further work to be done to ensure that issues relating to families and relationships, both national and local, receive priority in future SOAs. The voluntary sector and other agencies working in this area have an important role to play here. At a local level, there is already a much stronger commitment to involve partners in the production of new agreements through Community Planning Partnerships. However, given the varying success of CPPs across Scotland it is unclear how effective this arrangement will work.

In terms of wider partnership working, it remains to be seen how representative those consulted on the SOA will be and how much opportunity voluntary organisations - especially national organisations representing children - will have in influencing the priorities set up in each of the 32 SOAs.

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APPENDIX 1

Scottish Government Strategic Priorities

1. Wealthier and Fairer Scotland
2. Healthier Scotland
3. Safer and Stronger Scotland
4. Smarter Scotland
5. A Greener Scotland

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.

National Indicators

- 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 conviction 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 2

Menu of locally relevant indicators (Improvement Service)

- 1 Net number of new businesses formed in a local authority area on an annual basis
- 2 % of school leavers going into employment, education or training
- 3 Net annual household income
- 4 Median earnings in £s for residents living in the local authority area who are employed
- 5 Number of claimants in receipt of unemployment related benefits (Job Seeker's Allowance, Incapacity Benefits, Lone Parents, Carers, Disabled, bereaved, others on income related benefits), per 1,000 population
- 6 Number of children (aged 0-15) dependent on a recipient of Income Support and Job Seekers Allowance
- 7 Number of people experiencing multiple deprivation
- 8 Life expectancy at birth / Life Expectancy at age 65
- 9 Number and percentage of children attending publicly funded schools and achieving appropriate levels for stages 5 - 14
- 10 Educational tariff scores for each quintile of S4 school pupils
- 11 Educational tariff scores for each quintile of S5 and S6 school pupils
- 12 Proportion of pre-school centres receiving positive inspection reports
- 13 Proportion of schools receiving positive inspection reports
- 14 Deaths per 100,000 population from coronary heart disease and all cancers
- 15 Deaths from coronary heart disease among the under 75s in deprived areas
- 16 Proportion of live singleton births of low birth rate
- 17 People aged 65 and over admitted for any reason two or more times in a year as an emergency to acute specialities per 100,000 population
- 18 Pregnancies among 13 – 15 year olds per 1000 relevant population
- 19 Number and percentage of children with dental caries in primary 1
- 20 Obesity levels in children at primary 1
- 21 Mental health admissions (as a rate per 1000 population)
- 22 Number of people per head of 10,000 population being prescribed drugs for anxiety, depression or psychosis
- 23 Number of suicides per 10,000 population
- 24 Deaths per 1000 population by alcohol related diseases
- 25 Alcohol related hospital admissions
- 26 Deaths per 1000 population by smoking related diseases

- 27 Percentage of older people aged 65+ with intensive care needs receiving services at home
- 28 Delayed discharge, per 1000 population admitted to hospital
- 29 % of residents stating they are satisfied with their neighbourhood
- 30 % of adult residents stating fear of crime is having a moderate or great effect on the quality of life
- 31 Volume and rate of domestic housebreaking per 10,000 population
- 32 Volume and rate of vandalism per 10,000 population
- 33 Volume and rate of violent crimes, including sexual crimes, per 10,000 population
- 34 Percentage of criminal cases dealt with within 26 weeks
- 35 Number of persistent young offenders per 10,000 relevant population
- 36 Rates of domestic abuse incidents per 100,000 of population
- 37 Proportion of area child protection committees receiving positive inspection reports
- 38 Number of people killed or seriously injured in road accidents
- 39 Proportion of housing stock in social rented sector failing the Scottish Housing Quality Standard
- 40 Number, quality and variety of affordable homes
- 41 Rate of new house building
- 42 Number of unintentionally homeless households in settled accommodation
- 43 Tonnage of municipal waste collected per 1000 population
- 44 Tonnage of municipal waste landfilled
- 45 Tonnage of municipal waste incinerated
- 46 Proportion of municipal waste recycled
- 47 Council area's ecological footprint
- 48 % of local businesses who are satisfied with the local authority area
- 49 Number of employable vulnerable adults in employment at any given time + Number of employable vulnerable sustaining paid employment for six months or more
- 50 Number of adults successfully completing classes targeted at improving literacy and numeracy.
- 51 % of adults who attend smoking cessation classes who stop smoking % of adults who receive nicotine patches who stop smoking
- 52 Membership uptake in local authority, and local authority supported, leisure centres
- 53 Numbers and percentage of children walking or cycling to school
- 54 Number of hate crimes
- 55 Incidence of home fires resulting in death and injury

**Appendix 2
Single Outcome Agreement – 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					

APPENDIX 3

Specific Grant and Funding Incorporated Into the Settlement 2008-09

RING- FENCED IN 2008-09

Justice

Police
Criminal Justice Social Work
Fire Capital Grant

Health and Wellbeing

Community Regeneration Fund (1)
Community Voices Programme (on behalf of Community Planning Partnerships) (1)
Working for Families (1)
Housing Support Grant
Hostels Grant
Vacant and Derelict Land Fund
Private Sector Housing Grant
Transfer of the Management of Development Funding
Assistance to Owners affected by Glasgow Stock Transfer

Education and Lifelong Learning

Determined to Succeed

Finance and Sustainable Growth

Regional Transport Partnership Capital Grant
Cycling, Walking and Safer Routes

Rural Affairs and the Environment

None

First Minister

Gaelic

ROLLED UP INTO SETTLEMENT IN 2008-09

Justice

Antisocial Behaviour Funding
Community Safety Partnership
Police Capital Grant

Health and wellbeing

Mental Health
Children's Services - Women's Aid Fund
Homelessness Task Force
Furniture Grant Resource
Glasgow Hostels Decommissioning
Private Landlord Registration
Supporting People Grant
Violence Against Women Fund
Delayed Discharge
National Accommodation for Sex Offenders

Education and lifelong learning

National Priorities Action Fund
Social Work Training
European Languages Grant
Educational Attainment for Looked After Children
Changing Children's Services Fund
Teacher Induction Scheme
Specialist Provision Programme - Centres of Excellence
Children's Legal Representation Grant Scheme
School Estate / PPP
Early Years and Childcare Workforce Development Fund

Improving Fostering Services
Adoption
Youthwork for Local Delivery
Schools Fund

Finance and sustainable growth

Demand Responsive Transport Grant
Rural Public Passenger Grant
Bus Route Development Grant
School Travel Coordinators
Efficiency and Reform Fund
Cities Growth Fund
Supported Borrowing
Efficiency Reform Fund
Piers and Harbours Grant
Public Transport Fund & Integrated Transport Fund

Rural affairs and the environment

Strategic Waste Fund
Anti-social Behaviour Noise Grant Scheme
Air Quality Monitoring
Flood Prevention & Coast Protection Grant
Contaminated Land Grant
Strategic Waste Fund

Note Those marked (1) are to be rolled up in a new Fund to be deployed to Community Planning Partnerships

