

**THE HIGHLAND COUNCIL**  
**6.3.08**  
**Single Outcome Agreement**

Agenda Item	
Report No	

Report by the Chief Executive

**Summary**

This report explains what Single Outcome Agreements entail, why they are being introduced and how the Agreement for Highland can be developed. The Single Outcome Agreement can be welcomed in bringing a focus for community planning across the Highlands.

**1. Introduction**

- 1.1 The Concordat agreed between Cosla and the Scottish Government at the end of 2007 set out the new working relationship to be developed between national and local government. Underpinning the Concordat was the budget settlement which was considered at the last Council meeting; however the Concordat is also about accounting for the achievement of public services locally and how they contribute to the Government's national outcomes as well as local priorities.
- 1.2 A significant shift in the working relationship between both spheres of government is proposed; with national government concentrating on **what** has to be achieved rather than **how** it is to be achieved. This approach is supported by the move away from micro-managing local government services nationally, evidenced already by the removal of ring fenced funding and separate reporting arrangements and the commitment that the Scottish Government will work with local government to streamline the regulation of services and to reduce the burden of audit and inspection through implementing the Crerar Review.
- 1.3 By focusing on what has to be achieved against the Government's five strategic priorities for the country, 15 national outcomes have been identified. Local authorities are to produce a Single Outcome Agreement which sets out how they will contribute to achieving these national outcomes in a local context as well as achieving their local priorities. Because the outcomes transcend organisational boundaries, the Single Outcome Agreement is to grow to include how other public sector bodies contribute to national outcomes. Over time the Single Outcome Agreement should be an improvement plan for the public sector locally and as such it will be of public interest and should be publicly available. It will be appropriate to show how voluntary sector bodies and the private sector contribute as well.
- 1.4 The Single Outcome Agreement is an agreement between the Scottish Government and the entirety of the public sector to be signed up to the same national outcomes. Achievement against the Single Outcome Agreement will support the Government's promise not to introduce any structural reform of local government; although a reduction in the number of other public bodies is underway.
- 1.5 To support the production of Single Outcome Agreements, 45 national indicators have been offered as a way of measuring progress against the 15 outcomes and the Local Authority Improvement Service has developed 55 local outcome indicators which may also be of use. Appendix 1 lists the 5 strategic priorities, 15 national outcomes, 45 national indicators and 55 local outcomes measures for information.

## **2. The Single Outcome Agreement for the Highlands**

- 2.1 All Councils are to propose a Single Outcome Agreement for their area by 31.3.08 which shows how each Council will contribute to the national outcomes. This will be discussed and agreed with the Scottish Government by the end June 2008. By 31.3.09 the Single Outcome Agreement is to include all other relevant partners. The format for the Single Outcome Agreement is prescribed and the template to be used is attached at Appendix 2. This requires that for each of the 15 outcomes, the Highland context is described along with around 5 priorities for improvement shown with targets set. These may be drawn from the 45 or 55 indicators offered if they are appropriate, although other local indicators can be used as well. Annual reports against the Outcome Agreement will be sought from Government.
- 2.2 For the Highlands, it should be possible to produce a Single Outcome Agreement for 31.3.08 which shows the contribution not only from the Council, but also from NHS Highland, Northern Constabulary and Highlands and Islands Enterprise (HIE) against the 15 outcomes. Discussions with other partners can take place to develop a full Single Outcome Agreement by the autumn of 2008. These other partners would include: SNH, HITRANS, UHI, Job Centre Plus, the new Skills Development Agency, the Community Justice Authority and Scottish Water. By the autumn, the Council's review of working relations with the voluntary sector should be nearing completion and the contribution from the sector can be included at that time.
- 2.3 There is good alignment between the Council's Corporate Plan priorities and the Programme for Administration and the measures of performance which were agreed by the Council in October 2007. Any indicators or measures included in the Single Outcome Agreement which relate to Council performance can be drawn from the agreed performance framework. This means that the Single Outcome Agreement will not add another layer of performance measurement or reporting; instead it means that some of the Council's current performance measures will need to be reported as part of the Single Outcome Agreement as well as through the normal channels for reporting performance to the Council.
- 2.4 There will be an added responsibility though for the Council to co-ordinate the performance information from other partners in order to report performance for the Single Outcome Agreement as a whole. However, the Single Outcome Agreement can provide the focus for the Community Planning Partnership for the Highlands. It will state what the partners aim to achieve and how they will be held to account for performance. By focusing on delivery of the outcomes some new partnership arrangements may be required and this will define how the Community Planning Partnership should operate. The Single Outcome Agreement will be relevant for the Highland Community Planning Partnership and for locally based partnerships.
- 2.5 Work is currently in progress to produce the Single Outcome Agreement for the Highlands with relevant partners. The proposed Outcome Agreement for Highland can be submitted by 31.3.08, as agreed by relevant partners and approved by the Chief Executive following consultation with the Convener and Vice Convener of the Council. The Agreement submitted can be presented to Council at its next meeting in May 2008, along with initial feedback from the Scottish Government.
- 2.6 For wider partnership involvement at Board level, for the first phase of developing the Single Outcome Agreement, appropriate board members are being identified for NHS Highland, HIE and the Police Board by Chief Officers. It is proposed that they meet with the Convener and Vice Convener of the Council to agree the submission by end March and for this to be discussed and agreed with the Government by end

June 2008.

**3. Resource implications**

- 3.1 The Single Outcome Agreement can be developed using current staff resources. Any resource implications for the Council in achieving performance against the outcomes would be considered at the appropriate Committee.

**3. Recommendations**

3.1 Members are asked to note the changing relationship sought between national and local government as supported by the Concordat and the development of Single Outcome Agreements

3.2 Members are asked to note that it will be possible to bring partners into the Single Outcome Agreement process in advance of the Government's deadlines, initially with NHS Highland, Northern Constabulary and HIE, and that this can provide the basis for future community planning in the Highlands

3.3 Members are asked to note that the Single Outcome Agreement submitted to the Government for discussion will be presented to the Council meeting in May 2008. The Council's contribution to the Agreement will draw on the performance measures agreed already by the Council as part of the Corporate Plan and the full Agreement including partner contributions will have been considered by the partners involved before being agreed by the Chief Executive, following consultation with the Convener and Vice Convener of the Council.

Signature:

Designation: Chief Executive

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## Scottish Government Strategic Priorities

## APPENDIX 1

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 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
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- 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

**Single Outcome Agreement – Template**

<b>National Outcome</b>	<b>Local Context</b>				
	Local outcomes	Relevant indicators	Frequency / Type / Source	Baseline (2006-7)	Targets & Timescales
	Local outcome				
	Local outcome				
	Local outcome				
	Required Actions / commitment by local partners for these outcomes				
	Scottish Government required action / commitment to support delivery of local outcome				