

SINGLE OUTCOME AGREEMENTS

GUIDANCE FOR

COMMUNITY PLANNING PARTNERSHIPS

OCTOBER 2008



Contents

- 1. Introduction**
 - 2. Background and Learning**
 - 3. Updating the Guidance**
 - 4. The Single Outcome Agreement**
 - 5. Supporting Guidance**
 - 6. SOA Format**
 - 7. SOA Template**
- ANNEX 1 – The National Performance Framework**
- ANNEX 2 – Key Terms (to follow)**
- ANNEX 3 – Worked Examples of Outcomes, Indicators and Targets (to follow)**

1. Introduction

The Scottish Government and local government share an ambition for the outcome focused planning and delivery of public services in Scotland. That ambition is expressed in the historic Concordat of November 2007 and in the successful development and agreement of Single Outcome Agreements between all 32 Councils and the Scottish Government by June 2008. This ambition is shared by Community Planning partners, with half of those first phase SOAs being developed by Community Planning Partnerships.

All Community Planning Partnerships are now reviewing or developing their Single Outcome Agreements, for formal agreement with the Scottish Government for 2009-10 onward. This Guidance is provided jointly by COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service – and has been developed with ACPOS, CFOAS and NHS Chief Executives - to assist CPPs in that work.

The early development and agreement of the first phase SOAs has provided valuable experience and learning for all participants. This Guidance for CPPs now builds on that learning – and on the SOA Development and Self-Assessment Toolkit [\[insert link\]](#) – and updates the guidance provided for local government in February 2008.

The key points of our learning from the first phase SOAs, which we emphasise throughout this Guidance, are that:

- A Single Outcome Agreement must have a **strategic focus** – with a manageable and meaningful number of outcomes and robust and measurable indicators – rather than being a compilation of unprioritised plans and activities;
- A Single Outcome Agreement must be about **actual outcomes** – it should clearly focus on people's quality of life and opportunities, and on the supporting social, economic or environmental conditions;
- A Single Outcome Agreement must be **evidence-based** – it should be based on an integrated area profile of social, economic and environmental conditions and trends;
- A Single Outcome Agreement must be **capable of delivery** – it should show a clear line of sight to the supporting plans and activities which should lie 'below the waterline'; and
- A Single Outcome Agreement must promote **continuous improvement** – it represents a substantial advance on previous arrangements for planning and delivering public services but should identify further work needed, including arrangements to secure full ownership from all local partners and communities.

The move to SOAs with all CPPs brings to a focus a number of issues – around governance, accountability and performance management - which COSLA, Scottish Government, SOLACE, Audit Scotland and the IS are addressing through the further work identified in this Guidance, so as to support the continuous improvement which we encourage in our local stakeholders.

This Guidance provides an outline of the SOA and explains the links to the Scottish Government's National Performance Framework. It also provides a format and a template for the presentation of the SOA. And it is accompanied by the revised menu of Local Indicators which CPPs can draw on in developing their SOA.

Finally, you will be aware that your SOA should be with the Scottish Government by the end of **February 2009**, so that discussion between the CPP and Scottish Government can conclude in agreement by the end of **May 2009**. Your Scottish Government liaison Director will be pleased to assist at every stage of this process.

2. Background and Learning

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. 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 between each Council and the Scottish Government, based on the 15 National Outcomes agreed in the Concordat. The National Outcomes are part of the Scottish Government's National Performance Framework (**see Annex 1**), but they also reflect established corporate and Community Plan commitments across Councils and Community Planning Partnerships. Progress on the National Outcomes for Scotland as a whole cannot in most cases happen unless progress is made at local level.

In practice, improving outcomes at the local level requires the full engagement of Community Planning Partnerships, which this second phase of SOAs is intended to secure.

The first phase of SOAs was implemented at an accelerated pace and it is to the credit of all concerned that they were all developed and agreed so quickly. Individually and collectively they demonstrate a significant move toward the shared ambition of an outcome based approach to planning and delivering public services. We now have the benefit of the learning from that first phase, and a better understanding of what should happen in this second phase.

The key learning point from the first phase is the need to develop and maintain a strategic focus for a Single Outcome Agreement. First phase SOAs generally demonstrated a significant convergence around c.20 outcomes which could be directly linked to relevant National Outcomes. They also supported those outcomes with c.30 commonly used indicators.

However, the numbers of outcomes and indicators in many first phase SOAs made it difficult to identify local priorities. The linkage between outcomes and indicators was sometimes not clear, and nor was the linkage between outcomes which will take time to achieve and targets with 3 year horizons. Proposed outcomes were sometimes about aspirations or activities, rather than actual outcomes which could be evidenced in the experience of local people or conditions in the area. Outcomes often appeared to have been prompted by the existence of a National Outcome, rather than the existence of a local priority. Many SOAs also contained a volume of detail which is more appropriate for the supporting service plans or performance management frameworks which lie 'below the waterline'.

Those SOAs which presented an integrated area profile of local conditions (rather than just separate local contexts for each of the 15 National Outcomes) generally had fewer outcomes and indicators, and more of the strategic focus which will be crucial to the work of CPPs.

COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service have therefore agreed to re-emphasise the need for SOAs to demonstrate a strategic focus and have agreed the purpose of a Single Outcome Agreement as set out below.

A Single Outcome Agreement is the means by which Community Planning Partnerships agree their strategic priorities for their local area and express those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.

3. Updating the Guidance

This Guidance reflects the learning acquired from the first phase of SOAs. The key changes which have been made in order to update this Guidance – and to promote the essential strategic focus for SOAs - are:

- Revision of text to better show how SOAs fit with the National Performance Framework while demonstrating their strategic focus (Section 4)
- Identification of issues which are being jointly addressed by COSLA, Scottish Government, SOLACE, Audit Scotland and the Improvement Service (Section 5)
- Revision of the SOA format to highlight the importance of the integrated area profile to the development and presentation of the SOA (Section 6)
- Revision of the SOA template to encourage fewer outcomes and indicators and clear links to the area profile (Section 7).

All CPPs will want to ensure that they take this Guidance into account when reviewing or developing their SOA for presentation to the Scottish Government.

4. The Single Outcome Agreement

The Single Outcome Agreement sets out the outcomes which each Community Planning Partnership is seeking to achieve for their area and community. The SOA is likely to be based upon the Community Plan and key plans of the local partners. It is part of an overall framework for outcome focused planning and delivery of public services which is shared between local government, public bodies and the Scottish Government. The components of the framework are the National Performance Framework (**see Annex 1**); the local outcomes, indicators and targets being developed by CPPs in response to local priorities (**see Annexes 2 & 3**); and the 'working' guidance on an Outcome Based Approach provided for public bodies by the Scottish Government [**insert link**]. Together they can be summarised as follows:

4.1 The Government's Purpose

Each part of the National Performance 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 sustainable economic growth."

4.2 Purpose Targets

The Purpose Targets 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 and are best viewed as means of aggregating outcomes into wider themes.

4.4 National Outcomes

Each of the 15 National Outcomes informs one or more of the Strategic Objectives. The National Outcomes are the starting point for the presentation of the SOA, using the template provided in Section 7.

All of the National Outcomes should be considered in the SOA, but whether and how they will then be addressed will depend on their demonstrated relevance to the conditions and strategic priorities identified in the integrated Area Profile, which is the basis of the SOA (see 4.6).

4.5 National Indicators and Targets

The National Indicators and Targets support and track, at national level, the delivery of the National Outcomes. Where they are locally relevant they can be used by CPPs to support and track the delivery of local outcomes in the SOA.

4.6 Area Profile

An integrated profile of the social, economic and environmental conditions of the area is the basis of the SOA. On the basis of the evidence the area profile should identify the strategic local priorities, both for improved and maintained conditions. The strategic local priorities should be expressed as a meaningful and manageable number of local outcomes.

Each local outcome should be capable of being linked to one or more of the National Outcomes, although there may be issues which are purely local priorities, as well as issues (such as the challenge of a shrinking and ageing population) where a link to one or more of the Purpose Targets may be relevant.

4.7 Local outcomes (see also key terms and worked examples in Annexes 2 & 3)

The number of local outcomes should be meaningful and manageable, reflecting the strategic priorities drawn from the evidence in the area profile. They should be actual outcomes, focusing on people's quality of life and opportunities, and on the supporting social, economic or environmental conditions. They should not be just plans or actions which are hoped to have the intended effects. They should balance local ambition with realism about the time needed for change to happen. They are therefore likely to be achieved over a longer period than 3 years.

Both outcomes and indicators may be drawn from outcome frameworks for a range of issues and services, such as those for health improvement, early years and anti-poverty. The extent of their use 'above the waterline' will be determined by their relevance to strategic local priorities.

4.8 Local indicators and targets (see also key terms and worked examples in Annexes 2 & 3)

Each of the local outcomes should be supported by one or more robust and measurable indicators. A menu of local indicators supported the delivery of the first phase SOAs. This has been reviewed against those indicators (including relevant National Indicators) used in those SOAs and a revised menu is now available for use by CPPs at [\[insert link\]](#). This will continue to be developed by the Improvement Service, SOLACE and the Scottish Government.

The number of indicators and targets appearing in the SOA and therefore 'above the waterline' should be manageable and meaningful. CPPs may therefore wish to focus on composite high level indicators and targets. Indicators should where possible be benchmarkable and targets should also, where helpful, be SMART or at least indicating a direction of travel from an established baseline.

Targets should, where possible, directly relate to and help quantify the local outcome. They should be set for a 3 year horizon and act as 'progress' targets toward the achievement of the outcome, and as milestones where appropriate. CPPs should also try to set longer term 'end' targets which can be used to demonstrate the achievement of the outcome, or of an intermediate outcome. These terms are worked through in Annexes 2 and 3.

4.9 Performance Management

The SOA must be a strategic document, with performance management information lying 'below the waterline'. However, SOAs must be underpinned by robust performance arrangements, to which there should be a very clear line of sight from the SOA document.

5. Supporting Guidance

The move to formal agreement of Single Outcome Agreements between Community Planning Partnerships and the Scottish Government brings to a focus a number of issues – notably around governance, accountability and performance management - which COSLA, Scottish Government, SOLACE, Audit Scotland and the IS are addressing through the SOA High Level Steering Group. As these issues particularly affect those bodies which have a statutory duty to participate in Community Planning, these workstreams are also being developed with ACPOS, CFOAS and NHS Chief Executives, with a view to identifying good practice in each instance.

Governance and accountability

Community Planning is a process by which the public services provided in the area of the local authority are provided and the planning of that provision takes place, and Scottish Ministers shall promote and encourage the use of community planning¹. This does not alter the separate accountabilities of Community Planning partners to either local authorities or individual Scottish Ministers. However, as SOAs will be formal agreements between Scottish Ministers and Community Planning Partnerships, there is a need to identify workable models of governance and accountability which will support the collective delivery of local and national outcomes.

A workstream for governance and accountability is being taken forward by the High Level Steering Group, with further guidance planned for February 2009.

Performance management

All local authorities have their own performance management frameworks and other Community Planning partners have their own sectoral frameworks. Some CPPs have agreed joint performance management arrangements and all CPPs will need to be able to demonstrate robust performance management systems 'below the waterline' of their SOAs. There is therefore a need to identify a model for the alignment of different performance management frameworks in support of SOAs. At the same time there is a lack of an evidence base which can demonstrate how interventions of different types by different partners will affect their shared outcomes.

The national move to an outcome based approach is reflected in the collaborative development of a growing number of outcome frameworks for issues and services such as health improvement, early years and anti-poverty. There is a parallel move toward multiple outcome based self-assessment models for public service providers. The principles for 'Best Value 2' and its extension across the public sector include a stronger focus on outcomes and partnership working. These are all valuable contributions to the outcome focused planning and delivery of public services, which create an opportunity to consider how they should fit together in support of SOAs.

A workstream for performance management is being taken forward by the High Level Steering Group, with further guidance planned for February 2009.

Indicators

The identification of robust and measurable indicators for use in SOAs is an ongoing workstream for the High Level Steering Group. That workstream includes the identification of gaps in the available evidence base and any opportunities to improve or commission data which could address those gaps. There is also a need to bolster the analytical capacity available within local authorities and Community Planning Partnerships.

This workstream is intended to deliver an improved menu of indicators in xxxx 2009.

¹ Local Government in Scotland Act 2003 and Statutory Guidance
October 2008

Equalities

All parties are aware that in preparing their SOAs they are responsible for ensuring that all statutory obligations and requirements have been met. In the case of issues around equalities, and how to deal with them in relation to SOAs, further guidance will be issued shortly

Engagement of communities

Community engagement will be a key part of the development of this second phase of Single Outcome Agreements by Community Planning Partnerships. COSLA is currently finalising its Community Empowerment Action Plan, which will include the need to promote use of the National Standards for Community Engagement as part of a long term change in culture. This action plan will also focus on capacity building for council officers and elected members to engage with communities. This initiative should support the work of CPPs as they engage in the process of developing SOAs.

Engagement of the voluntary and 'third' sectors

The voluntary and 'third' sectors are full and valuable partners in the development and delivery of policy and local services across Scotland, and local government is committed to fully engaging the Third Sector in Community Planning Partnerships and the development of the Single Outcome Agreements. COSLA is looking at how best to support CPPs and the Third Sector in this process through the Third Sector Task Group, involving Scottish Government, SOLACE, COSLA and the SCVO.

DRAFT

6. SOA Format

The format and template (Section 7) provided in this Guidance are designed to provide a consistent approach to the presentation of information from CPPs, with the objective of keeping the SOA concise and focused. Clearly, the ability of the Scottish Government to respond consistently to the proposed SOAs is made easier by consistent presentation of the SOA documents.

However, this is guidance, and your CPP may present its SOA in another format if that better suits local needs, so long as the information identified in Sections 6 and 7 is clearly presented.

6.1 Purpose of the Agreement

- Confirms the purpose of the Single Outcome Agreement as being the means by which the Community Planning Partnership agrees its strategic priorities for the local area and expresses those priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how those outcomes should contribute to the Scottish Government's relevant National Outcomes.
- Expresses the joint commitment and mutual accountability of the Scottish Government, the Community Planning Partnership and the individual Community Planning partners to the delivery of the agreed outcomes.
- Sets the SOA in the context of the new relationship between Scottish Government and local government, and of the outcome based approach for public bodies.
- Sets out key points from the Concordat, including the national outcome approach, greater local freedom, reduced ringfencing, less monitoring and reporting, better partnership working.

6.2 Scope of the Agreement

- Confirms that the SOA covers all the public services which are the responsibilities of the partners in the Community Planning Partnership and which the Partnership has agreed should be covered.
- Confirms that the SOA will run on a three year rolling basis, while being subject to annual reviews.
- 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.

6.3 Area Profile

An integrated profile of the social, economic and environmental conditions of the area is the basis of the SOA. The area profile provides the evidence base for the identification of strategic local priorities and their expression as strategic local outcomes.

- The area profile should review and draw upon the material contained in the Community Plan, the corporate and service plans of the local partners and the first phase SOA.
- The area profile should provide an analysis of past and projected trends in local conditions, including long term trends. It should draw on all the indicators which are relevant, robust and measurable, including locally relevant National Indicators.

- The area profile should also identify the qualitative information which evidences the views of local communities, including survey data and political priorities.
- On the basis of the evidence the area profile should identify the strategic local priorities, both for improved and maintained conditions.
- The strategic local priorities should be expressed as a meaningful and manageable number of local outcomes.
- The local outcomes should be cross referred in a table to the relevant National Outcomes, and to Purpose Targets if these are relevant.

6.4 Outcomes and Commitments – the SOA template (see section 7)

The SOA template should be completed for each of the 15 National Outcomes. A summary of relevant local conditions, drawn from the integrated area profile, should be provided as the local context for each National Outcome. The area profile, with its identification of strategic local priorities, is the evidence base for determining the local relevance of the National Outcome.

Where the National Outcome is relevant to strategic local priorities, as is usually the case, the completed template should:

- Identify the local outcome/s now proposed for agreement with the Scottish Government.
- Identify the indicator/s by which the local outcome/s will be tracked, including the locally relevant National Indicators and relevant Local Indicators.
- Establish the baseline condition/s for the indicator/s, for 2007-08 where possible.
- Propose 'progress' targets for the indicator/s for 2011-12. **[needs HLSSG agreement]**.
- Propose 'end' targets by which achievement of the local outcome/s or of intermediate outcomes can be demonstrated.
- Provide a clear line of sight to relevant plans and activities which lie 'below the waterline' and clearly support delivery of the local outcome/s. These can include frameworks of outcomes and indicators for specific issues. Use of hyperlinks would be helpful.
- If necessary, identify any new and essential 'ask' having to be made by the Community Planning Partnership to the Scottish Government, which is critical to the delivery of the local outcome/s, with an accompanying clear demonstration of need. N.B. COSLA and the Scottish Government have agreed that 'asks' for funding for councils should not be made.

6.5 Governance

- Corporate and joint governance arrangements and scrutiny arrangements of the Council and Community Planning partners.
- Outlines the responsibilities and accountabilities of Scottish Government, the Council and the Community Planning Partnership in managing the SOA in light of the Concordat, the outcome based approach for public bodies and Best Value principles.

Guidance on models of governance and accountability for SOAs, for use by Community Planning Partnerships, will be provided by the High Level Steering Group in February 2009.

6.6 Ongoing Development of the SOA

- Explains the arrangements for developing future iterations of the SOA.
- Outlines arrangements for securing and refreshing community ownership of the SOA.
- Outlines mechanisms for accommodating change and enabling future improvement and development of the SOA.

6.7 Performance Management

Briefly confirms that robust performance management arrangements will be in place, with a very clear line of sight to supporting material. Use of hyperlinks would be helpful. Examples of such arrangements include:

- Financial and business/service planning arrangements and staff performance systems.
- Self-assessment and collective assessment arrangements and performance review processes.
- The risk assumptions and risk management arrangements underpinning delivery of the SOA.

Guidance on the alignment of performance frameworks for Community Planning partners will be provided by the High Level Steering Group in February 2009.

6.8 Reporting

Confirms that the prime focus of reporting is to communities and explains how the Council / CPP will report and review progress as follows:

- 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 envisaged that this report would be submitted around the turn of the financial year. However, given the timing of when many indicators would become available for reporting, the HLSC has concluded that councils should produce reports in September of each year. In the spirit of reducing the reporting burden, it is intended this will form an integral part of the reports which councils already prepare under their statutory duty of Public Performance Reporting. These reports will have a dual purpose; first an outward focus reporting to communities and the public on the delivery of outcomes in the local area; and second to report to the Scottish Government a CPP's contribution towards delivery of outcomes which support the National Performance Framework.
- However, given that some 15 months will have elapsed between the signing of the first SOAs in June 2008 and when the first reports will become available (in September 2009), the HLSC has agreed that for one year only Councils should prepare an interim report on the first phase SOAs in April 2009. Further guidance about how the interim report is to be structured will be produced by the HLSC in due course.

(Although subsequent interim reports in April of each year will not be required, the HLSC recommends that councils and CPPs may wish to consider preparing interim reports as a matter of good practice.)

- In addition, general monitoring of progress and changed circumstances, including changes in local conditions, priorities or resources. will be addressed as part of the ongoing dialogue process between the Scottish Government and the Council/CPP, through Scottish Government Directors' involvement in CPPs.

Guidance on the annual (ie [September 2009]) report for Community Planning partners will be provided by the High Level Steering Group in December 2008

DRAFT

7. SOA Template

This template follows from the strategic local priorities evidenced in the Area Profile. It should be used for each National Outcome to demonstrate its local relevance in relation to the Area Profile, showing whether and how the National Outcome is addressed through a local outcome/s.

National Outcome -				
Local context summarised from the Area Profile and demonstrating the local relevance of this National Outcome :				
N.B. Links to other relevant National Outcomes may also be noted in this section.				
Local Outcome/s	Indicator/s <i>(noting frequency / type / source)</i>	Baseline at 2007-08	'Progress' target/s to 2011-12	'End' target/s & timescale/s
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s (with hyperlinks if possible)				

ANNEX 1

The National Performance Framework

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

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.

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 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

Key Terms (to follow)

DRAFT

Worked examples of Outcomes, Indicators and Targets (to follow)

DRAFT