

# CHAPTER 8: A NATIONAL PERFORMANCE FRAMEWORK

**The preceding chapters set out the Scottish Government's ambitious agenda to make Scotland a more successful country. This chapter sets out the new national performance framework, fully integrated into the Spending Review, which will underpin delivery against the government's agenda.**

This framework is designed to be clear, logical and easy to understand. It replaces a proliferation of competing priorities, set by the previous administration, providing a unified vision and quantifiable benchmarks against which future progress can be assessed. In developing the national performance framework we have drawn on the successful outcomes-based model of the Commonwealth of Virginia, USA. We believe it will allow us more clearly and openly to demonstrate our performance as a government and sharpen the focus of all those responsible for public services on the delivery of Scotland's priorities.

Each part of the performance framework, as Figure 8.01 shows, is directed towards, and contributes to, a single overarching Purpose.

## Our Purpose

To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic sustainable growth

Figure 8.01: National performance framework



As part of the *Government Economic Strategy*, we have identified a set of high level **Purpose targets** that include specific benchmarks for sustainable economic growth and to ensure that growth is shared by all of Scotland. There is no doubt that if we are to match the economic performance of the UK as a whole, and the Arc of Prosperity countries that surround us, we will need to focus on:

- improving our **productivity** and **competitiveness**;
- increasing our labour market **participation**; and
- stimulating **population** growth.

Together, these targets help define the characteristics of the economic growth that we want to see – a growth that is **sustainable, cohesive** and which builds **solidarity** in all of Scotland's regions. They also set a whole new level of ambition for economic performance, not only over the lifetime of this term of the Parliament, but for the long term.

Five **Strategic Objectives** support delivery of the Purpose and, in turn, these are supported by 15 **national outcomes** which describe in more detail what the government wants to achieve over a ten year period. Progress on these outcomes will be measured through 45 **national indicators and targets**. We acknowledge the need for government to take a more strategic approach to target setting. We have, therefore, set targets where we judge that it will be an incentive to delivery. Elsewhere, we have established the direction of travel in which we expect indicators to move in the Spending Review period.

## Purpose Targets

INDICATOR	TARGET
Economic Growth (GDP)	<ul style="list-style-type: none"> <li>• To raise the GDP growth rate to the UK level by 2011</li> <li>• To match the growth rate of small independent EU countries by 2017</li> </ul>
Productivity	<ul style="list-style-type: none"> <li>• To rank in the top quartile for productivity amongst our key trading partners in the OECD by 2017</li> </ul>
Participation	<ul style="list-style-type: none"> <li>• To maintain our position on labour market participation as the top performing country in the UK and to close the gap with the top five OECD economies by 2017</li> </ul>
Population	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Solidarity	<ul style="list-style-type: none"> <li>• To increase overall income and the proportion of income earned by the three lowest income deciles as a group by 2017</li> </ul>
Cohesion	<ul style="list-style-type: none"> <li>• To narrow the gap in participation between Scotland's best and worst performing regions by 2017</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• To reduce emissions over the period to 2011</li> <li>• To reduce emissions by 80 per cent by 2050</li> </ul>

## NEW APPROACH TO GOVERNMENT

We are moving the whole of government to an outcomes-focused approach to performance. This means that we will be judged – as we should be – on the results that we achieve; results which reflect real and meaningful improvements in public services and quality of life for people in Scotland.

Our approach focuses government on the key long term challenges for Scotland and will enable, and encourage, more effective partnership working right across the public sector and with stakeholders. The whole of the public sector will, for the first time, be expected to contribute to one overarching Purpose and all performance management systems will therefore be aligned to a single, clear and consistent set of priorities.

The transition to an outcomes-based approach with delivery partners, including local government, will leave the detailed management of services to those who can best understand and tailor their resources and activities in line with local priorities. The Scottish Government will concentrate on providing leadership and direction, and focus on strategic priorities. The proposed approach for Single Outcome Agreements with local government is covered in more detail in chapter 17.

# NATIONAL PERFORMANCE FRAMEWORK

## THE GOVERNMENT'S 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

## HIGH LEVEL TARGETS RELATING TO THE PURPOSE

GROWTH PRODUCTIVITY PARTICIPATION POPULATION SOLIDARITY COHESION SUSTAINABILITY

## STRATEGIC OBJECTIVES

WEALTHIER  
& FAIRER

SMARTER

HEALTHIER

SAFER &  
STRONGER

GREENER

NATIONAL OUTCOMES

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

NATIONAL INDICATORS AND TARGETS

At least halve the gap in total **research and development spending** compared with EU average by 2011

Increase the **business start-up** rate

Grow **exports** at a faster average rate than GDP

Improve **public sector efficiency** through the generation of 2% cash releasing efficiency savings per annum

Improve people's perceptions of the **quality of public services delivered**

Reduce the number of Scottish **public bodies** by 25% by 2011

Reduce the proportion of driver journeys delayed due to **traffic congestion**

Increase the percentage of Scottish domiciled **graduates** from Scottish Higher Education Institutions in positive destinations

Improve knowledge transfer from **research activity** in universities

Increase the proportion of **school leavers** (from Scottish publicly funded schools) in positive and sustained destinations (FE, HE, employment or training)

Increase the proportion of **schools** receiving positive inspection reports

Reduce number of working age people with severe **literacy and numeracy** problems

Increase the overall proportion of **area child protection committees** receiving positive inspection reports

Decrease the proportion of **individuals living in poverty**

60% of school children in primary 1 will have no signs of **dental disease** by 2010

Improve the **quality of healthcare experience**

Increase the proportion of **pre-school centres** receiving positive inspection reports

Increase the **social economy turnover**

Reduce the rate of increase in the proportion of children with their **Body Mass Index** outwith a healthy range by 2018

Increase the average score of adults on the Warwick-Edinburgh **Mental Wellbeing** Scale by 2011

Increase **healthy life expectancy** at birth in the most deprived areas

Reduce the percentage of the **adult population who smoke** to 22% by 2010

Reduce **alcohol related hospital admissions** by 2011

Achieve annual milestones for reducing **inpatient or day case waiting times** culminating in delivery of an 18 week referral to treatment time from December 2011

Reduce the proportion of people aged 65 and over admitted as **emergency inpatients** two or more times in a single year

Reduce mortality from **coronary heart disease** among the under 75s in deprived areas

Increase the percentage of people aged 65 and over with high levels of care needs who are **cared for at home**

All unintentionally **homeless households** will be entitled to settled accommodation by 2012

Reduce overall **reconviction rates** by 2 percentage points by 2011

Reduce overall **crime victimisation** rates by 2 percentage points by 2011

Increase the percentage of **criminal cases** dealt with within 26 weeks by 3 percentage points by 2011

Increase the rate of **new house building**

Increase the percentage of adults who rate their **neighbourhood** as a good place to live

Decrease the estimated number of problem **drug users** in Scotland by 2011

Increase positive public perception of the general **crime rate** in the local area

Reduce overall **ecological footprint**

Increase to 95% the proportion of **protected nature sites** in favourable condition

Improve the state of Scotland's **Historic Buildings, monuments and environment**

**Biodiversity:** increase the index of abundance of terrestrial breeding birds

Increase the proportion of **journeys to work** made by public or active transport

Increase the proportion of adults making one or more **visits to the outdoors** per week

50% of electricity generated in Scotland to come from **renewable sources** by 2020 (interim target of 31% by 2011)

Reduce to 1.32 million tonnes of **waste** sent to landfill by 2010

Increase to 70% key **commercial fish stocks** at full reproductive capacity and harvested sustainably by 2015

Improve people's perceptions, attitudes and awareness of **Scotland's reputation**

NATIONAL INDICATORS AND TARGETS

DELIVERY, ACCOUNTABILITY: PARTNERS' CONTRIBUTIONS ACROSS THE PURPOSE AND ALL STRATEGIC OBJECTIVES - MEASURED BY PERFORMANCE MANAGEMENT REGIMES