



**National Performance Framework: Ambitions into Action
Finance and Public Administration Committee. 14 April, 2022**

1. To what extent do the National Outcomes shape how your organisation works?

Oxfam Scotland views the National Outcomes, and the National Performance Framework as a whole, as a valuable – though still maturing – attempt to embed richer measures of national progress in Scotland. In the coming period, Scotland can build on this relatively strong framework, whilst seeking – with cross-party support – to strengthen it, including by deepening public engagement and boosting the level of Parliamentary scrutiny.

Internationally, the measurement of a nation state’s progress is often dominated by the pursuit of growth, as measured by Gross Domestic Product (GDP), irrespective of how carbon-intensive and highly unequal that growth is. This is described by the World Health Organisation as a “pathological obsession” with an “inappropriate measure of progress that perversely rewards profit-generating activities which harm people and destroy ecosystems, undermining what we really value”.¹ GDP growth has come to be viewed by many as a goal in and of itself, rather than a means of delivering societal outcomes. Economic growth, when used to support health and education, and when those living in poverty are participants, has helped to reduce extreme poverty globally. At the same time, GDP has serious limitations – including that it doesn’t consider wellbeing, environmental damage, or the informal economy, including unpaid work.² Crucially, the gains from growth are often captured by those with the most. We therefore need to better measure human progress using metric/s that capture genuine wellbeing and sustainability. While Scotland’s NPF offers a positive alternative approach – one we actively highlight within our global influencing – it must continue to evolve.

While recognising the need to strengthen the NPF as a tool for policymaking, Oxfam uses the National Outcomes as an important frame for our work in Scotland. We seek to use them as a lever to encourage the Scottish Government, and all political parties, to implement aligned policy and spending decisions. Oxfam has engaged with the NPF since its inception and, at various stages, has worked with others to push for improvements to it, including the need for a comprehensive shift from a focus on economic growth to wellbeing.³ Oxfam was a member of the Round Table on the NPF, chaired by the Cabinet Secretary for Finance, but unfortunately this platform – which encouraged cross-party participation, as well as broad engagement from civil society organisations – no longer exists in its previous form. However, we hope to engage in the upcoming review of the Outcomes by the Scottish Government and COSLA.

Oxfam has also sought to contribute to, and encourage, an evolution in the way success is measured in Scotland, including via the Oxfam Humankind Index. Created in 2012, the Index was one of the first attempts in the UK to develop a multi-dimensional measure of prosperity. The aim was to assess Scotland’s prosperity through a holistic and more representative measure. Participation was core to the creation of the Index: we asked people across Scotland what really mattered to them. This involved a multi-stage process that engaged almost 3,000 people. A particular effort was made to reach out to seldom heard communities: groups whose interests are so often marginalised in formal policy making process. In 2014, we also published *The Scottish Doughnut: A Safe and Just Operating Space for Scotland*⁴ as a tool to drive progress on the twin challenges: delivering a decent standard of living for everyone, whilst living within environmental limits. The Doughnut allows people to visualise a space, between planetary boundaries and a social floor, which is environmentally and socially safe.

Reflecting our ambition for the National Outcomes to drive policy and spending action, Oxfam is delivering a joint campaign for a new National Outcome to fully value and invest in all forms of care and all those who provide it. This campaign is being run in partnership with Carers Scotland, Scottish Care, One Parent Families Scotland and the Scottish Women’s Budget Group. Currently, care is invisible in the 11 existing National Outcomes. While recognising the remit of this Inquiry does not include how “appropriate and effective” the existing National Outcomes are, we include more information on this campaign in Question 10, “areas for improvement”. We also welcome the Committee’s stated intention to undertake work on the Scottish Government’s review of the National Outcomes later in 2022/23.

2. How do you know which National Outcomes your organisation contributes towards? How do you demonstrate this to your organisation and more widely to others?

As an anti-poverty organisation, much of Oxfam’s work aligns most closely to the National Outcome on Poverty. However, our work also links to several other Outcomes, including, but not limited to: Economy; Fair Work and Business; Environment; Human Rights; and International. We seek to utilise the National Outcomes – and their broad relationship to the Sustainable Development Goals – within our advocacy activities. We also amplify the overarching Purpose of the NPF, including the overarching aims to give opportunities to “all people living in Scotland” while increasing “wellbeing”. We reference the NPF regularly within our influencing activities and our outputs are routinely shared with MSPs and promoted via our public channels.

3. How empowered is your organisation to do something different (should it wish) to achieve the National Outcomes relevant to you?

Oxfam Scotland can choose to work on any area of work covered by the National Outcomes, or beyond. In practice, our work is shaped by several factors – most importantly, our anti-poverty focus, but also by our assessment of poverty in Scotland, and where we believe opportunities for progress are greatest.

4. How is your organisation held to account for how your actions and decisions impact on the National Outcomes?

As a non-public body, we are not held to account for how our actions and decisions impact on the National Outcomes.

5. How are the National Outcomes reflected in everyday decision taking?

Oxfam Scotland promotes the National Outcomes as a positive attempt to embed richer measures of national progress, and we integrate them within our ongoing policy and advocacy activities in Scotland.

6. When it comes to spending priorities or providing funding to others, what role do the National Outcomes play?

Oxfam Scotland’s spending and funding decisions link directly to our charitable purpose and priorities.

The Scottish Government says: “The Scottish Budget is underpinned by Scotland’s National Performance Framework”. Positively, the Scottish Budget now details the “primary” and “secondary” National Outcomes which spending by different government portfolios is designed to support.⁵ While useful, clearer links could be established between each National Outcome and the spending decisions put in place to help achieve them; recognising that progress will also be driven by a range of non-spending decisions. The Carnegie UK Trust has said that while the “intention is strong” in relation to the National Outcomes, they are concerned by “the slow, stilted nature of the change” and say the budget process is seen as “the stumbling block to shifting to a larger-scale vision on national wellbeing”.⁶

The SPICe’s Financial Scrutiny Unit says that attributing outcomes to a single budget line is “notoriously difficult”, but that “it should still be possible for parliamentarians to gain an understanding of the extent to which a budget line has made a positive contribution to an outcome”.⁷ Improving these links at national level would enhance the ability of Parliament, and civil society, to assess whether spending aligns with the Outcomes during their scrutiny of the Scottish Budget, while setting a positive example for local authorities and all public bodies. For example, the NPF website could link each Outcome (the objective), to the key spending and other policies designed to support their delivery, and the data reflecting the progress achieved (measured by disaggregated quantitative data, bolstered by lived experience).

Positively, the SNP has committed to establishing a “Wellbeing Budget” to ensure “all budget decisions benefit the wellbeing of people across the country”.⁸ It would seem essential for this to enhance links between the Scottish budget and the NPF. However, Scotland is not the only country seeking to make progress in this area, and the Committee could usefully examine evolving international practice. For example, in Italy, where there are 12 domains of wellbeing, ministries are legally required to outline how each budget line item will impact wellbeing indicators.⁹ In addition, in 2019, New Zealand launched a Wellbeing Budget.¹⁰ A recent report commissioned by Children in Scotland, Cattanach and the Carnegie UK Trust also points to a countries and sub-state actors which could provide further insights including, but not limited to, Austria, Bhutan, Canada, France, New South Wales, Sweden and Ireland – with the latter creating

a wellbeing dashboard to inform the budget process as part of a commitment to move towards SDG budgeting.¹¹ The research highlights that some “record ‘negative tags’ on budget items that harm climate targets or ‘positive tags’ for budget lines which support, say, gender equality goals or spending on children (as Mexico is doing)”.

7. To what extent is any public sector funding you receive contingent upon demonstrating your contribution to delivery of the National Outcomes?

N/A

8. Where do the National Outcomes sit within the range of priorities and demands on your organisation?

Oxfam Scotland uses the National Outcomes as a key tool to drive policy and spending action in Scotland.

9. To what extent do you work collaboratively with other organisations in delivering the National Outcomes relevant to you?

Oxfam Scotland works with a range of partners to deliver activities which connect to the National Outcomes. For example, we work with the End Child Poverty Campaign, the Scottish Campaign on Rights to Social Security, the Poverty Alliance, Stop Climate Chaos Scotland and Scotland’s International Development Alliance.

We have also worked collaboratively to enhance scrutiny of progress while reflecting the Scottish Government’s description of the NPF as Scotland’s way to “localise” the UN’s Sustainable Development Goals (SDGs).¹² While this ambition is positive, academic research suggests “at the level of indicators, the NPF and SDGs are aligned, but not especially closely”.¹³ The SDG Scotland Network also says the relationship is much looser than it should be and, in practice, this means that it is unclear how progress towards the SDGs can be achieved using the National Outcomes.¹⁴ The Network argues that significant work is needed to deepen the connection. Nevertheless, in 2019, Oxfam Scotland worked with the Network, and the University of the West of Scotland, to perform a snap-shot review of Scotland’s progress against the SDGs.¹⁵ The report features inputs from multiple civil society organisations and found that – despite signs of policy and political commitment in Scotland – more needed to be done to deliver the SDGs in Scotland. Various submissions sought to link the SDGs with relevant National Outcomes and the NPF as a whole.

10. Please share any examples of good practice, areas for improvement or practices that have not worked so well

Oxfam Scotland views the NPF as a ‘work in progress’ with the Committee’s inquiry, and the upcoming review of the National Outcomes, a significant opportunity to enhance it. Below we outline potential areas for improvement:

Fully Integrate Learning from International Best Practice

We welcome the Scottish Government’s role in founding, and supporting, the Wellbeing Economy Governments initiative, a joint platform with New Zealand, Iceland and others. Oxfam Scotland was involved in the early stages of this initiative, which has evolved into a government-to-government platform with a stated aim of enabling “cross-government engagement, learning and collaboration” focused on “delivering a wellbeing economy for citizens and environment”.¹⁶ The Committee could usefully endorse this approach, while independently examining international best practice at a time when, as the World Health Organisation notes, “some countries are making a conscious effort to shift accounting away from GDP fundamentalism”.¹⁷ For example, it points to Finland, which has committed to using the Genuine Progress Indicator (GPI), which measures sustainability, while documenting the growing difference between GDP and the GPI driven primarily by high carbon emissions and increasing income inequality.

A recent UWS-Oxfam Partnership’ report¹⁸ also noted that many countries have started thinking about multi-dimensional approaches to measuring wellbeing or are already implementing them. For example, it points to Germany’s framework which is underpinned by 12 dimensions of wellbeing and 46 indicators¹⁹. New Zealand’s Living Standards Framework²⁰ features 12 domains of current wellbeing and four oriented toward future wellbeing; these are underpinned by 65 indicators and the first Wellbeing Report is due in 2022.²¹ The Canadian Government has also

begun developing a 'Quality of Life' framework.²² While they have signalled a desire to learn from the "innovative work" in Scotland²³, learning generated in Canada and elsewhere should also inform the next phase of Scotland's NPF. As well as examining international best practice directly, the Committee could invite the Scottish Government to clearly demonstrate how it is integrating this learning into the next phase of the NPF in Scotland.

While noting that "no single country is already deploying all of them", research²⁴ commissioned by Children in Scotland, Cattanach and the Carnegie UK Trust identifies a range of positive international approaches, including:

- The importance of a high-level mission or vision, underpinned by wellbeing measures and metrics;
- Using disaggregated data to understand how outcomes are distributed between individuals or groups (the research recommends the creation of a "Wellbeing Distribution Map");
- Recognition that the economy is in service of wellbeing goals, not a goal in and of itself;
- The need for frameworks to encompass environmental considerations, so as not to compromise the wellbeing of people around the world and that of future generations;
- The importance of public involvement – especially of marginalised groups and those whose wellbeing needs particular attention – to enhance the "legitimacy and mandate" of the framework;
- The need to map and regularly report on current progress;
- The need to understand how spending relates to targets, while recognising the role of wider actions;
- The need to align spending and actions through systems-wide, evidence-based theories of change that translate the metrics and targets to policies and actions;
- The importance of ministerial responsibility and accountability for both reporting and outcomes, to ensure the agenda is built in rather than bolted on;
- The importance of Parliamentary oversight, including feedback from stakeholders and the wider public, supported by Government auditors who can offer quality assurance and independent auditing;
- The need to enshrine the vision, reporting schedule, delivery mechanisms and plans for reviews and updates in legislation to ensure they are 'hard-wired' into government processes, with relevant roles clearly understood, and making them more likely to endure through a change of government;
- The necessity for sustained championship, while ensuring there is an institutional 'home', and the a sufficiently resourced independent (and politically neutral) watchdog function to ensure regular reporting, undertake additional research and hold governments to account;
- The need to ensure officials across government have the support, guidelines, tools and training they need;
- The necessity of cross-departmental work given that wellbeing issues do not align neatly with government silos nor pertain to a single sector.

Clarify Accountability and Ownership

The Scottish Government says the NPF is "for all of Scotland"²⁵ with the Deputy First Minister saying that it "sets the vision for the type of nation we want to be".²⁶ This is a positive aspiration. However, there appears to be a gap between this vision, and the legal requirements which underpin the Outcomes. As per the Community Empowerment Act, the actors who must "have regard" to the Outcomes are defined as: (a) a cross-border public authority, (b) any other Scottish public authority, and (c) any other person carrying out functions of a public nature." The Scottish Government's factsheet on the Act confirms that the Outcomes are designed to "guide the work of public authorities".²⁷ While the Government is required to consult on the Outcomes, SPICe describes them as representing "the broad policy aims that the Scottish Government intends to work towards achieving".²⁸ There is perhaps a need to clarify the function of the NPF as setting a national vision for progress, while also serving as an accountability tool to monitor the progress achieved by public bodies that are legally required to "have regard" to the National Outcomes.

In 2018, the Cabinet Secretary for Finance and the Constitution committed "to ensure that the NPF is fully embedded throughout the public sector". The Committee may wish to consider if this has been achieved. Oxfam Scotland is supporting the work of Scotland's International Development Alliance on the upcoming Wellbeing and Sustainable Development Bill.²⁹ One hope for this Bill is that it narrows the distance between the ambitions of the National Outcomes and their delivery. In this regard, the SNP has committed that the Bill will "make it a statutory requirement for all public bodies and local authorities in Scotland to consider the long term consequences of their policy decisions

on the wellbeing of the people they serve and take full account of the short and long term sustainable development impact of their decisions”.³⁰ Given that the pursuit of “wellbeing” features in both this Bill, and the NPF’s Purpose statement, it is hoped the Bill will be used to accelerate delivery of the National Outcomes.

Bolster Public and Parliamentary Consultation

If the National Outcomes are to become the key focus for policy and spending action by the Scottish Government and public agencies, as well as for Scotland as a whole, their status must be enhanced. This inquiry, and the upcoming review of the Outcomes, are critical opportunities to build political and public awareness of, and engagement with, the National Outcomes – it must be a springboard for sustained engagement over the next five years. Crucially to deliver on the Government’s ambitions for the NPF to be “for all of Scotland”³¹, the Outcomes must transparently reflect the priorities of the people of Scotland. This can only be achieved through meaningful consultation at depth and scale. Ministers are legally required³² to “consult— (a) such persons who appear to them to represent the interests of communities in Scotland, and (b) such other persons as they consider appropriate.” However, the breadth and depth of consultation is not stipulated. There is also no requirement for consultation on how progress is measured. At a time when Scotland is pursuing other forms of participative democracy³³, there is a need to deepen opportunities for engagement with the NPF, both in the shaping of the National Outcomes and in subsequent monitoring of progress.

Ahead of the 2018 review of the National Outcomes, the Scottish Government’s statutory consultation exercise³⁴ aimed to determine a set of Outcomes which “reflects the values and aspirations of the people of Scotland”.³⁵ Oxfam Scotland supported the consultation with the Carnegie UK Trust.³⁶ This involved 20 discussions groups led by the Trust, and 10 street stalls delivered by Oxfam. These asked ‘What sort of Scotland do you want to live in?’. The groups secured input from 215 people, with the street stalls engaging 300 people across deprived and affluent areas and each of the eight electoral regions. However, the scale of this dedicated engagement exercise was limited by time and resource.

In its report to the Scottish Parliament³⁷, the Scottish Government said the findings were bolstered by the Fairer and Healthier Scotland³⁸ conversations in 2015 and 2016. It said these comprised “substantial public engagement, involving more than 16,000 participants at public events” across Scotland, with input from diverse audiences. It said that more than 400,000 people were reached through social media, websites, blogs and other platforms. The Government also commissioned the Children’s Parliament to “engage the views of children”, reaching 102 children. Finally, the Government said the findings from “relevant Scottish Government consultations and strategic documents” were “accounted for” in the development of the draft National Outcome presented to Parliament.

While these activities were useful in informing the National Outcomes to boost the legitimacy of the National Outcomes, we believe the depth of future consultations, including the upcoming exercise, should be increased to ensure the Outcomes fully and transparently, reflect the public’s priorities. Critically, this must appropriately reflect Scotland’s demographics, including ensuring deeper engagement with children and young people, reflecting the inter-generational importance of the National Outcomes, with fully disaggregated consultation data published.

By way of comparison, Germany’s performance framework was established after a dedicated “national dialogue” launched by Chancellor Angela Merkel in 2015 to establish how people define “wellbeing”.³⁹ The German government says this “gave everybody in Germany the chance to make their voices heard and to contribute their ideas – either in person at about 200 events held up and down the country, online or by using a simple postcard”.⁴⁰ A total of 15,750 people took part and, based on the findings, the government identified 12 dimensions and 46 indicators which “describe and measure the current status and trends in wellbeing in Germany” via an Interactive Report.⁴¹

Following the legally required consultation process, Scottish Ministers must prepare draft National Outcomes, and consult the Scottish Parliament during a 40-day period. In 2018, the Convenor of the lead committee highlighted the limited time available to scrutinise the draft Outcomes, with the committee “unable to give any consideration to other committees’ responses”. The Convenor issued a “plea for more scrutiny time in the future”.⁴² The Committee’s report recommended that the Scottish Government “takes steps to extend the timescale for the Parliamentary scrutiny of the next draft National Performance Framework so that Committees are able to conduct a more in-depth scrutiny of

the revised National Outcomes and the consultation undertaken to produce them”.⁴³ The Convenor also said the committee would “like to have some engagement with civic Scotland while the outcomes are in draft form”. Therefore, alongside considering the depth and quality of the Scottish Government’s consultation which informs the proposed National Outcomes, the Committee could also usefully re-state the need to increase the time and depth of Parliamentary consultation on them – thereby increasing the overall quality of the consultation process.

Clarify the Overarching “Purpose”

Oxfam Scotland hopes the upcoming review of the National Outcomes will be used to enhance the overarching Purpose as set out within the NPF. As highlighted in the 2018 review, there is a need to separate the Purpose, with the means of achieving it. In 2018, an explicit aim was inserted to “increase the wellbeing of people living in Scotland”. While this is a very positive addition, it still sits alongside the aim to “create sustainable and inclusive growth”. We consider this to be a means, not an end. As per the invitation issued by the lead Committee during the previous Parliamentary consultation, the Government should “separate out the means from the desired ends to more clearly focus on the Scottish Government’s vision for the future of Scotland”.⁴⁴ This Committee should re-state this call.

Address Gaps in the Existing National Outcomes

It is vital for the upcoming review of the National Outcomes to meaningfully test if they remain fit for purpose, and the Committee should make this expectation clear to the Scottish Government prior to the review getting underway. For example, a unique collaboration of organisations – Oxfam Scotland, Carers Scotland, Scottish Care, One Parent Families Scotland and the Scottish Women’s Budget Group – is calling for a new National Outcome on value and investing in all forms of care – both paid and unpaid. While Scotland is one of only a few countries in the world with a specific objective to increase people’s wellbeing, we believe a key ingredient is missing: fully valuing care and carers – most of whom are women. We argue that to build a fairer, resilient and caring Scotland as we seek to recover from Covid-19, we must tackle this glaring omission. While care must be fully reflected in the delivery of every Outcome, we argue that its foundational importance requires a dedicated Outcome to help drive the transformative policy and spending actions we need, whilst also ensuring a robust set of National Indicators allows progress to be monitored.

The partner organisations have worked with the University of the West of Scotland to develop a blue-print for a new Outcome, in consultation with unpaid carers, care workers, people experiencing care, representatives of care organisations, and academic experts.⁴⁵ The Outcome proposed is: “*We fully value and invest in those experiencing care and all those providing it*”. The report also identifies indicators to track progress. We are calling for the Scottish Government to test this proposal within the upcoming review, improve it if necessary, and then embed it. Positively, the First Minister has committed that the proposal will be considered in the upcoming review.⁴⁶ International analysis by the University of the West of Scotland found that embedding a dedicated National Outcome of this sort would make Scotland one of the first countries in the world to make this comprehensive and explicit commitment.⁴⁷

Embed Systems to Deliver Policy Coherence Across the National Outcomes

The delivery of each National Outcome must be achieved through a policy coherent approach – specifically, this must ensure that work undertaken in relation to each National Outcome does not undermine delivery of another. The planned Wellbeing and Sustainable Development Bill offers an opportunity to embed this approach in statute.⁴⁸ For example, it could require public bodies to proactively and transparently use existing tools within their decision-making to ensure the interconnectedness of the National Outcomes is recognised.⁴⁹

Positively, the Deputy First Minister says the review will “provide an opportunity to inform the development of the proposed Wellbeing and Sustainable Development Bill”, which he says will place duties on public bodies and local government to take account of the impact of their decisions on sustainable development, in Scotland and internationally.⁵⁰ It is critical that this commitment is delivered to ensure the Outcomes are pursued in ways which support sustainable development globally, recognising the need to ensure the pursuit of wellbeing in Scotland does not undermine the achievement of that goal internationally, or for future generations.

Increase the Frequency and Quality of Reporting and Scrutiny

Scottish Ministers “must prepare and publish reports about the extent to which the National Outcomes have been achieved”.⁵¹ However, reports must only be prepared and published “at such times as the Scottish Ministers consider appropriate”.⁵² Improving the frequency and quality of reporting on the National Outcomes – individually, and collectively – would enhance accountability and boost the status of the Outcomes within decision-making.

The Scottish Government uses 81 indicators which it says help us understand if progress is being made.⁵³ Performance is assessed as “improving”, “maintaining” or “worsening”. As of 5 April 2022, the Scottish Government assessed that performance against 13 indicators was improving (16%); 37 were maintaining (46%), and 10 were worsening (12%). However, performance against 15 Indicators (19%) was still to be confirmed and six indicators (7%) were still in development. In October 2021, the Deputy First Minister highlighted that work to complete the data set was “significantly disrupted” due to Covid-19 and provided a timeline to resolve this.⁵⁴ It is vital that a robust approach to reporting is established, both before and after the review of the National Outcomes. A consultative approach is also essential to ensure the National Indicators are fit for purpose, and that a rounded assessment is available.

A fully intersectional approach to data collection is also vital, recognising that individuals’ outcomes will be impacted by a range of overlapping characteristics. Positively, the Scottish Government has produced an Equality Evidence Finder⁵⁵ containing data split by age, disability, ethnicity, gender, religion, sexual orientation, socio-economic status and transgender. However, the platform is “still in development” and users “may encounter errors”. Progress to increase the functionality of the Finder will be important. However, in relation to gender quality, Engender has highlighted that “the NPF is not well gendered”; they say “only two of its 81 indicators relate specifically to women, and where sex-disaggregated data on individual indicators does exist, this is not well integrated.”⁵⁶ The Committee should challenge the Scottish Government to ensure this is addressed in the next phase of the Framework.

While quantitative data collection and publication is important, the lived experience of people across Scotland must also be reflected when measuring performance. The Equality Evidence Finder includes links to “Lived Experience Research”⁵⁷, including via Get Heard Scotland. However, further consideration could be given to co-locating quantitative and qualitative data side-by-side for each Outcome to provide a richer picture of the progress achieved.

In 2019, the Scottish Government published the report “Scotland’s Wellbeing – Delivering the National Outcomes”⁵⁸ with an aim of bringing together – for the first time – the “existing evidence and analysis on a number of key issues, trends and features of Scotland’s performance”. While acknowledging that “it does not tell decision makers everything they need to know”, the report was intended to “provide a holistic picture of Scotland’s current and longer-term performance, across social, economic and environmental indicators, presenting an overall picture of wellbeing”. While a welcome addition, the report should evolve into a more regular and comprehensive means of communicating progress, while ensuring it supports Parliamentary scrutiny.⁵⁹ The committee could examine whether a report of this nature should become an annual requirement and whether individual Parliamentary Committees should be appointed to lead scrutiny of progress on each National Outcome. Any recommendations to enhance both reporting and scrutiny requirements could be placed in statute via the Wellbeing and Sustainable Development Bill, alongside measures to deepen consultation on the formulation of the National Outcomes and to boost engagement with reporting.

Finally, when the NPF was introduced in 2007, delivery timescales were included. This approach was changed in 2018, with the Chief Economist explaining that “the new NPF does not have time-specific commitments, because it is about continuous improvement”.⁶⁰ Continuous improvement is, of course, essential, but the lack of time-bound commitments within the existing NPF arguably weakens the level of regular accountability for the progress achieved.

¹ The WHO Council on the Economics of Health for All, Valuing Health for All: Rethinking and building a wholeof-society approach (March 2022): https://cdn.who.int/media/docs/default-source/council-on-the-economics-of-health-for-all/who_councilbrief3.pdf?sfvrsn=b121f943_11&download=true

² Oxfam, An Economy for the 99% (January 2017): https://www-cdn.oxfam.org/s3fs-public/file_attachments/bp-economy-for-99-percent-160117-en.pdf

³ Revising Scotland’s National Performance Framework, A briefing (2021): https://www2.rspb.org.uk/Images/NPF_joint_briefing_EET_tcm9-346658.pdf

- ⁴ Oxfam, The Scottish Doughnut (2014): <https://policy-practice.oxfam.org/resources/the-scottish-doughnut-a-safe-and-just-operating-space-for-scotland-323371/>
- ⁵ Scottish government, Scottish Budget 2022 to 2023 (December 2021): <https://www.gov.scot/publications/scottish-budget-2022-23/documents/>
- ⁶ Official Report, Finance & Constitution Committee (11 Nov 20): <https://archive2021.parliament.scot/parliamentarybusiness/report.aspx?r=12932&mode=pdf>
- ⁷ Scottish Parliament Information Centre (SPICe), Linking budgets to outcomes – the impossible dream? (June 7, 2019): <https://spice-spotlight.scot/2019/06/07/linking-budgets-to-outcomes-the-impossible-dream/>
- ⁸ SNP Manifesto (April 2021): <https://www.snp.org/manifesto/>
- ⁹ Wellbeing Economy Alliance, Italy – Equitable, Sustainable Wellbeing Indicators: <https://weall.org/resource/italy-equitable-sustainable-wellbeing-indicators>
- ¹⁰ The Treasury New Zealand, The Wellbeing Budget, (2019): <https://www.treasury.govt.nz/sites/default/files/2019-05/b19-wellbeing-budget.pdf>
- ¹¹ Being Bold: Building Budgets for Children’s Wellbeing, Katherine Trebeck with Amy Baker (2021): <https://childreninscotland.org.uk/wp-content/uploads/2021/03/BeingBold-Report.pdf>
- ¹² Scottish Government, Sustainable Development Goals: <https://nationalperformance.gov.scot/sustainable-development-goals>
- ¹³ <https://globalgoals.scot/wp-content/uploads/2019/02/SDG-Discussion-paper-February-2019.pdf>
- ¹⁴ SDG Scotland Network: <https://globalgoals.scot/>
- ¹⁵ UWS-Oxfam Partnership, On Target for 2030? An independent snapshot review of Scotland’s progress against the United Nations Sustainable Development Goals (July 2019): <http://uwsoxfampartnership.org.uk/wp-content/uploads/2019/06/On-Target-July-2019-Web-FINAL.pdf>
- ¹⁶ Scottish Government, Wellbeing Economy Governments (accessed 12 April 2022): <https://www.gov.scot/groups/wellbeing-economy-governments-wego/>
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- ¹⁸ UWS-Oxfam Partnership, Towards a Scotland That Cares: a New National Outcome on Care for the National Performance Framework (November 2021): <https://research-portal.uws.ac.uk/en/publications/towards-a-scotland-that-cares-a-new-national-outcome-on-care-for->
- ¹⁹ The Federal Government of Germany, Wellbeing in Germany: <https://www.gut-leben-in-deutschland.de/en/>
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- ²² Government of Canada, Measuring What Matters: Toward a Quality of Life Strategy for Canada (2021): <https://www.canada.ca/en/department-finance/services/publications/measuring-what-matters-toward-quality-life-strategy-canada.html>
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