

Hello, everybody, a very warm welcome to you all. Thank you for coming to hear about Scotland's National Performance Framework. Thanks for coming, taking the time to come and hear about our experiences and our approach. My name is Jennie Barugh and I joined the Scottish Government about 18 months ago in a new role Director for Performance and Strategic Outcomes.

And one of my roles is to steward the National Performance Framework across Scotland, supporting it to be used within government and beyond government to advance progress towards outcomes for everyone in Scotland. It's a really fascinating role and I'm delighted that I'm here with some colleagues today to share with you some of our experiences. Next slide please.

Today, we're bringing you a range of experiences and perspectives to share our approach with you.

We're providing some learning about how we were using the National Performance Framework before COVID, how we've used it during the COVID crisis, and how we're using it now to inform the recovery and Scotland's renewal. We're going to start with a pre-recorded video from our Permanent Secretary, Leslie Evans, we'll then turn to how the National Performance Framework informs policy-making, using the Environment Strategy, as an example, and that's some work that was done pre-COVID. We'll then turn to how the National Performance Framework has guided our response to the pandemic, including a focus on inequalities. And finally, we'll hear about how the National Performance Framework is focusing and shaping our work on Scotland's recovery and renewal. We should have 15 minutes after these presentations for questions and answers, so please do ask questions at any point during the session using the Slido function which is embedded in the website and which you should all be able to see. If some of the graphics in the slides are a little small, please don't worry, it's possible you might not be able to read them very well on screen, but we will be making larger versions available after the session. And with that word of introduction, I'm going to hand over to our Permanent Secretary for the video that she's recorded for all of us to share her perspective on the National Performance Framework. Over to Leslie.

Good afternoon, and welcome to this Civil Service Live session on Scotland's National Performance Framework. I'm delighted that Civil Service Live has been able to go ahead in this new format, and that I have the opportunity to talk to you about our world leading wellbeing framework. I'll talk about why working towards long term outcomes is important, even when in the middle of a crisis, where every day, every hour, brings a new challenge, and about the conditions that are necessary for that approach to be successful. But first, some background. We're now in the 21st year of the Scottish Parliament in its modern guise, with powers over most domestic issues being devolved from London to Edinburgh. During those two decades, the Scottish Government and the civil servants who work here have grown and matured, and they've taken on new and increasingly complex powers and responsibilities. The most recent decade has seen a particular shift in how we make policy, how we work with partners, and in our leadership, management and culture. Quite simply the National Performance Framework and its persistent focus on outcomes has changed how we do government here in Scotland. Now for those of you who haven't come across it before, the National Performance Framework is Scotland's way of bringing together the long term outcomes that we want government, public services and ultimately all of Scotland to work towards. It's Scotland's wellbeing framework. It was first introduced in 2007. And it has

changed a bit over the years, but it still sets out a core purpose, articulates key outcomes, and includes data that indicates progress. In summary, the National Performance Framework says something about the kind of country we want to be and it provides a common language. It promotes partnerships, and it prompts us to leave no one behind, to use the language of the United Nations Sustainable Development Goals. I talk about the NPF as our North Star, because its aim and commerce purpose guides our actions at all times. The facets of the framework have been particularly important in guiding us in our response to the COVID-19 pandemic. We're becoming increasingly aware that the COVID-19 pandemic is worsening some deep seated inequalities in our communities by having a disproportionate impact on minority ethnic groups. As stated in the NPF, we have a commitment to inclusion and diversity. So a pressing challenge for us now is to make sure we stop and ask ourselves, are we hearing all the voices in the room? We must welcome and create time for challenge from sources other than our own internal machinery. And we will better understand the experience of minority ethnic people in Scotland by maximising direct engagement with communities who can inform our response. We also want to improve our understanding of the economic crisis sparked by COVID-19 and I've asked our chief analysts for a broader combined assessment of the virus impact on wellbeing alongside the headline measures such as GDP and unemployment. This will help us see a fuller picture of the impact across the population, society and broader regions and environment. We recognise we can always learn from other countries. And in 2018 we instigated the wellbeing economy governments, or WEGo as it's called. It's an initiative with Iceland and New Zealand, sharing how we use our wellbeing frameworks to drive outcome change in our respective countries. Now this group meets via policy labs to share our experience, and we were joined by Finland and Wales at our recent lab in April to discuss how COVID-19 was impacting on wellbeing in each of our countries. This practical sharing and peer support allows us to shape each other's thinking and draw support and challenge as we progress. We can learn from each other and reinforce the need to drive policy-making and budgeting in a more holistic and wellbeing centred way.

The national outcomes set out in the NPF are underpinned by a set of values: kindness, dignity, compassion, respect for the rule of law, openness and transparency. Like the rest of the NPF, they were co-created through a participatory process with civic society and the people of Scotland. Now the values are just as important as the outcomes and the two work hand in hand. For example, one of our national outcomes states that we want our children to grow up loved, safe and respected. Of course, what makes one young person feel loved will not be the same as another, and even governments cannot mandate or easily measure love. But what we can do is to track whether young people feel they have meaningful relationships in their lives. Now, that's quite a change of style from the traditional government document, and quite a change for many civil servants too. So this all demands new approaches, skills and mindsets from public servants. And I've seen some of these qualities play out firsthand in our public services. One of my fondest and abiding memories of seeing our NPF values in action was at, strangely, a Radiohead concert in Glasgow Park a few years ago. In response to a very distraught, sobbing young woman sitting at the foot of a tree, the very young male police officer was kneeling next to her saying, "Well, perhaps that relationship just wasn't meant to be." On top of that caring approach, we really need tenacity, humility, self reflection, and a commitment to work with and invest in long term partnerships. Which brings us to leadership. Our leadership has been challenged like never before by COVID-19. Thankfully, we already had recognised the need for leaders who really connect with people but within their own organisations, and in the communities they serve. And we've

been recruiting and upskilling individuals within the Scottish Government, because we need leaders who see beyond their own immediate institutional interest to the wider course. People who can step up to lead, to shape, and to affect change. People who are committed to making public services kind, accessible, and closer to Scotland's communities. People who listen, and people who seek out voices that are not traditionally heard, and who aren't afraid to acknowledge that they don't hold all the answers in their own hands. Now, this doesn't mean we need soft or fluffy leadership, but neither does it mean we need heroic leaders. To deliver the NPF, we need leaders who can work to prevent poor outcomes in the first place, not just deal with the problem afterwards. Now even if recently, dealing with problems is very much the daily lived experience of most leaders right now. So before I hand over to my colleagues, I want to conclude that the COVID-19 pandemic has been a real acid test for the NPF. We could so very easily have lost sight of that long term vision, especially when we're advising ministers on tough decisions during such fast paced and unusual times. Yes, we're only at the very start of our story, we still have a long way to go to ensure our outcomes and values really drive the decisions we take about our public services, and about how we deliver them. And COVID will throw up learning that we shall want to incorporate and reflect in our approach to NPF. But that framework continues to provide us with direction, with resilience and with assurance. It's helping to ensure that we're best placed to address challenges, adapt to changes and make a positive difference to the wellbeing of the people of Scotland.

Thank you.

Hello. Thanks very much to Leslie Evans for the really fantastic overview of the National Performance Framework from her perspective. And you heard Leslie there explain that the National Performance Framework is their wellbeing framework. So before we move on to the other presentations, I'd like to ask you all to think about a word that comes into your mind when you think about wellbeing. What does wellbeing mean to you? What word comes to mind? When you've thought about that, if you could just pop it in the poll on the slideshow box, so you should all have a poll tab on the right hand side of your screen. If you select that tab, you'll find a poll and input your word. And we will come back to this after all the presentations with a word cloud to see what all those words look like when they're drawn together, and what wellbeing means to all of you who've chosen to come to this session. So with that, I will hand over to Lesley Thomson, who's going to talk to you about how the National Performance Framework is at the heart of Scotland's environment strategy. Over to you, Lesley.

Thank you, Jennie. So really looking forward to seeing what words people come up with for our word cloud. I'm so glad I don't have to participate in that part of the section because I think I struggle to come up with one word to describe wellbeing but we'll see how you do. So thank you. Yeah, I'm Lesley and I have the privilege of doing communications and engagement for the National Performance Framework. Last week actually marked the 25th anniversary of me joining the Civil Service, bit of a milestone. Over those years, I've worked in quite a few departments and in a range of roles and I can genuinely say that this is the best job I've had in the Civil Service. And I think that's probably because I get to spend most of my working life talking about the National Performance Framework, which I'm thoroughly passionate about. So I can assure you, I can talk, I could really talk about the NPF. But my role this afternoon is to be a bit more focused than I normally would be and to talk you through a specific example of a National Performance Framework in action. And that specific example is our environment strategy, which is a

really good example of an area of policy development within the Scottish Government that's had the NPF at the heart. The strategy is designed to bring together Scotland's existing strategies and plans on the environment and climate change into a single framework. It sets out a long term guiding vision for Scotland's environment and our role in tackling the global climate and nature crisis. And it also identifies the shared outcomes around which our action needs to be focused in order to achieve that vision.

Can I have the next slide, please?

Thank you. And that vision in summary, is that by 2045, by restoring nature and ending Scotland's contribution to climate change, we have transformed our country for the better, helping to secure the wellbeing of our people and the planet for generations to come. In order to achieve that vision, our actions will be focused on six outcomes. Next slide, please. So three of those outcomes describe our goals for the environment in relation to protecting and restoring nature, tackling the climate emergency and using our resources sustainably. A further three outcomes focus on the environment's relationship with Scotland's economy, with its society and with global citizenship.

The strategy maps the contribution that achieving those six outcomes will make to the 11 national outcomes of the National Performance Framework, but also to the 17 United Nations Sustainable Development Goals. So, in the graphic here, you'll see that the six environment strategy outcomes are shown in the inner ring. National outcomes are shown in the next ring, and then the Sustainable Development Goals are shown in the outer ring. So just to take one example, the environment strategy outcome that states 'we have a thriving sustainable economy that conserves and grows our natural assets'. We'll be making up contribution to both our economy and our fair work and business national outcomes. And effectively it will do that because our natural environment is the foundation of our economy. Many industries directly depend on the resources, energy and services the environment provides. The environment supports hundreds of thousands of jobs and attracts people and businesses to choose Scotland as a place to live, work and invest. And also by protecting and restoring-

Hello, and we're back I think. Not sure exactly what happened there. But anyway, we'll carry on. So I'll basically just start from kind of where I was talking at the beginning of this slide just in case we kind of missed a few bits. So I'll just kind of re-emphasise that the environment strategy maps the contribution that achieving the specific environment strategy outcomes it will make to the 11 national outcomes of the National Performance Framework and also the 17 United Nation. Sustainable Development Goals. So in the graphic here, you'll see that the six environment strategy outcomes are shown in the inner ring. National outcomes are shown in the next ring, and the Sustainable Development Goals are shown in the outer ring. To take one specific example, the environment strategy outcome that states that 'we have a thriving, sustainable economy that conserves and grows our natural assets' will make a fundamental contribution to both our economy, and fair work and business national outcomes. And the way that works is obviously our natural environment is the foundation of our economy. Many industries directly depend on the resources, energy and services the environment provides. The environment also supports hundreds of thousands of jobs and attracts people and businesses to choose Scotland as a place to live, work and invest. Protecting and restoring our natural environmental will build the stocks of natural capital on which our economy depends. And the transformations that are needed to achieve our

net zero climate change targets will create new opportunities for businesses, driving innovation, and creating new high quality jobs across Scotland. Of course, we're working to ensure that this is a just transition, where opportunities are shared fairly, in line with the overall approach of the NPF, which is all about ensuring that we don't leave anybody behind.

Okay, next slide, please.

Okay, so it's early days for the environment strategy. But colleagues are already getting into the nitty gritty of delivery. They're starting to develop pathways for each of those six outcomes and these pathways will identify priorities and opportunities for action. And they're also developing a monitoring framework that will help us track how well we're doing. So the vision and outcomes of the environment strategy were published in February this year and as such, we felt that the environment strategy provides quite a nice example of where the NPF has really been at the heart of our policy-making prior to the Coronavirus pandemic. So what I'm going to do now is I'm going to hand over to my colleague Rahul, who is going to share some reflections about how the NPF has guided our response to the pandemic. Thank you.

Thank you, Lesley. And so yes, as Lesley has said, my name is Rahul and I am currently working in the Community Surveillance Division as a Policy Lead for the Joint Biosecurity Centre. So just a bit of background, I joined the Scottish Government in October last year on the graduate development programme or GDP, which is the Scottish equivalent of the UK Fast Stream. Being quite new to the Scottish Government, I've been taken aback by how the culture of this organisation is influenced by the NPF. So today I'm going to be speaking to you about how we've seen the NPF in action during our response to COVID, focusing specifically on the purpose and values. And I'll also offer my personal reflections on how the NPF has and continues to influence our approach to delivering a fairer and more prosperous Scotland. Can I have the next slide please. So, I've been part of the COVID response since January, and I've seen how the organisation has gone from my small team using the values and purpose of the NPF to shape our approach, to an entirely new COVID response directorate, and indeed, a pivoted organisation using each national outcome as the foundation of our regeneration plans. As a South African who first came to Scotland to study, to me, the National Performance Framework describes who we are as Scotland. It describes our DNA as a country, a society, a destination, and a home. It's often said that when we face unexpected challenges, it is human nature to rely on the familiar and to conceive solutions based on past experience. And so in these unprecedented times, the NPF quickly became that anchor to draw from and our North Star to guide us. Can I have the next slide please? The values and purpose, or rather Scotland's values and purpose, framed our conversations, shaped the way as a Civil Service we delivered for Ministers, and guided our approach to responding and addressing the public. Our values have been open and transparent, has permeated through to the very top and has seen our First Minister publicly state that she wants to be open and honest, and have that grown up conversation with the public about our response and the challenges we collectively face because of it. Applying the NPF in this context has allowed us to foster a strengthened social contract between the government and citizens. A social contract we undoubtedly rely on during these times to save lives. It has also allowed for us to keep an open dialogue with society through various means. One of the best examples being an online interactive platform where members of the public can actively engage with policy-makers by suggesting ideas or even providing feedback on SG's

COVID policy. This openness ensured that our policy remained co-created. Can I have the next slide, please. Another tangible example is in our response to the public. Our correspondence team used this exact quote in their response to public inquiries, and even when some of these emails we received were just blatantly racist, we responded with our values front and centre, the language and sentiment taken directly from our National Performance Framework. Can I have the next slide, please.

COVID has also shone a light on another pandemic we've faced for many generations. In my opinion, a pandemic which is so ingrained in all societies that we've become desensitised to it, that pandemic being racism and inequality. We need inclusive policymaking, which puts the most marginalised communities at the heart of decision making. And the NPF implores us to do just that. It describes a form of citizenship in which the people of Scotland are able to live in a society where they are treated with kindness and dignity. It has resulted in my colleagues on the GDP and I and many across this organisation actually, challenging our senior leaders and ourselves on how we can secure the foundations to this type of citizenship through our national outcome on human rights. My reflection, this period of global change was imminent, our world and the systems and structures as we know it will continue to be challenged and destabilised. In these uncertain times, it's our NPF that grounds us and helps us face these tough challenges. I'll leave you with this. For all of us, there is no more pertinent a time to ask ourselves, what kind of society do we want to live in post COVID? I'll now hand over to Kathryn who will talk about how the NPF is shaping our work on Scotland's renewal. Thank you.

Hi, everyone. Thanks Rahul. My name's Kath, I'm in Strategic Insights Unit and Scottish Government. Joined Scottish Government a couple of years ago now. So Rahul talked a bit about how the NPF's guided our immediate response to the pandemic, and I wanted to talk a bit more about how we're using the NPF to shape our future renewal work. So the purpose of this piece of work around renewal is really to help achieve a creative and ambitious approach to Scotland renewal, and also to ensure that we're coherent in our renewal response across Scottish Government, and to ensure that some of our immediate and short term responses also remain true to what we want to achieve in the longer term, as set out in the National Performance Framework. And I should have said there, can I have the next slide please.

Thank you.

So our outcomes ambitions haven't changed as a result of the crisis. They're still as set out in our National Performance Framework. But we recognise that our starting point has changed because of the impact of the crisis has had on our people, our communities and our businesses. So this work has involved building an understanding of the likely impacts of the COVID crisis in the short term, the medium term and the longer term, the shifts in responses that we've seen as a result of the crisis and some of those have been positive, we might want to lock those in and build on them going forward. Also our likely medium term financial position as a government, as a result of this crisis, and then in light of all that, what the priorities and policies should be for Scotland's renewal. The work has drawn on a wide range of sources, so that includes renewal work taking place across Scottish Government portfolios. Also external comment coming out of think tanks and research agencies, as well as some specially commissioned external advice. Also outputs from some of those groups who've really been in close contact with people who have been at the sharp end of this crisis. And also learning from

international approaches to renewal. And the National Performance Framework has really provided an important framing for this work, helping to ensure that we take an integrated and holistic approach to understanding both the impacts and the responses required. And it's also helped us to keep a focus both on what we need to do, but also how we go about this.

Can I have the next slide, please? Thanks.

So one of the key goals of this work has been to look at how COVID-19 has impacted on the progress that we're making towards our national outcomes. We weren't able to assess that using the indicator measures that we'd use normally to assess our progress against the National Performance Framework, because many of these are based on data from national surveys, for example, which weren't available in the timeframes that were required. So instead, we compiled emerging evidence on the impacts of COVID-19 to date, both short term and longer term impacts from a range of different sources, and then mapped these against the national outcomes. It's very much a provisional assessment because the nature of the impacts and the timeframes in which they'll play out are quite uncertain at the moment, so we'll need to update the assessment as the evidence emerges and as the picture becomes clearer.

Can we switch to the next slide please.

So you might not be able to see the detail on this on this slide. But this shows the range of interconnected impacts arising from the COVID-19 crisis mapped against the National Performance Framework. As you can see it affects all parts of the National Performance Framework and impacts on a wide range of outcomes. So this includes, for example, an unprecedented fall in GDP, an expected deepening of poverty and widening of inequalities, widespread job losses and hours reduction - some of those have already been, seen some are anticipated for the future - an anticipated decrease in population health and a widening of health inequalities, and also widening of the education attainment gap due to the uneven impact of homeschooling, and also the reductions in early learning and childcare. So really, you can see from this the kind of, the real breadth of the impacts that have occurred as a result of the crisis, and also that there's intersecting impacts that affect particular groups, particularly groups like young people, women, low paid workers, migrants, people with disabilities, and people with chronic health conditions. And these are not just short term impacts, but also impacts that will really kind of store up vulnerabilities and have long term consequences across the national outcomes.

Can we move to the next slide, please?

Great, thank you. So we've used this work to develop a strategic framing for our renewal that will help us to focus our resource on actions that will help to reset progress towards the national outcomes. So that includes essentially a focus, on overarching focus really, on addressing inequalities, as these have been exacerbated by COVID, as well as seizing the opportunity to accelerate progress towards our climate targets, and focusing renewal around these kind of twin pillars. So addressing inequality and making progress towards climate targets will help support progress towards our national purpose and also help to build our future resilience. And I said at the beginning that the NPF points us towards thinking about how we do things as well as what we do. And coming out of this crisis, we will really

need to think creatively and be prepared to do things differently, to address the harms that have been caused by COVID and build back better towards our national outcomes, but also in a financially sustainable way. So that might involve for example, harnessing the power of communities differently, working in a more person centred way, embedding transparent outcome based budgeting in our approach to policy-making and the values at the heart of the NPF are critical in shaping this approach. Okay, that's all I would like to say so thank you. I'm now going to hand back to Jennie who will share some concluding thoughts and then start the question and answer. Thanks.

With sincere apologies, I failed to unmute myself. So I'm going to just repeat that. Apologies, everybody. So I want to say big thank you to Lesley and Rahul and Kath for those fantastic presentations. And I hope you feel that you've learned a lot about how we use the National Performance Framework in practice here in Scottish Government. Before we move on to some questions, we'll have a very short time but we'll take a couple of questions, I'd like us to have a look at the word cloud which you have all contributed to. So if I maybe ask Andrew, to put the word cloud up for us.

There we go. Interesting.

So if you just take a moment to look at that.

Now, I think I'd say a couple of things to this. It's very interesting because this points quite a lot to a sort of sense of personal wellbeing. Health, mental health, happiness, and there's a whole, there's a whole strand of work around personal wellbeing. A strong, strong focus around that from some academics and individuals, but I think it's important to say is the wellbeing framework here in Scotland and the National Performance Framework is more holistic than that, it's looking at societal wellbeing - how do we develop and create and support a well society? Which is really obviously related to but different to individual happiness. So it's focused, as well as individuals being well and happy, on having a well and resilient society and economy. So I think that's probably an important distinction to draw out, that the cloud has prompted for me.

So if we just move to the penultimate slide, before we move into questions, I'd really like to ask you all, the next slide please, to consider what does this mean for you? Next one, please. So just prompt you all to have a think before we close the session around what you might do differently as a result of having listened to this. So possibly thinking about how your work contributes to the bigger picture. What is the guiding star for your work? What are you aiming to achieve? Picking up a point from Leslie Evans' video, thinking about the diversity of voices who you're hearing from in your work, and the sources of evidence that you're using to inform the sorts of evidence that you take to Ministers to provide advice around policy. So just a couple of examples that you might have more ideas having listened to the session and I hope you've been prompted to think about things you might take away into your own work. And if you are inspired to learn a bit more about this, there is a website called nationalperformance.gov.scot, where there are some resources which you might find helpful in supporting yourself to take this more into your own work. So before we close, we've had a couple of questions, which I think we have two minutes so I'll have a go at answering them, and providing a bit of perspective on them. So the first question is about, says "There's some concern about the disconnect

between Scottish Government and the UK Civil Service. And how can the framework support this for employees?" So think it's really important to say that we're all part of one Civil Service. So Scottish Government, I'm a civil servant. I was a civil servant in the UK Government before I joined Scottish Government. We're all part of one Civil Service, but we are serving different governments. So here in Scotland, we're serving Ministers within the Scottish Government, but we are, we have some devolved powers and some powers are reserved to the UK. So I think what the National Performance Framework does is provide real clarity and I think Rahul captured this brilliantly in his presentation around the guide, the North Star and the focus and purpose that the NPF provides us with here in Scottish Government. And whether that's about, whether to make progress towards those outcomes requires action that is devolved to Scottish Government, or requires working with colleagues in the UK on issues which are reserved to the UK. Both of those are really important here in Scotland. So I think that's the way I would approach that and think about how we work across the whole UK in achieving the outcomes that Scottish Government's aiming to achieve here in Scotland. Second question is around how other UK Government departments can learn from the collaborative outward looking approach used by Scottish Government. And I thought it was maybe helpful to highlight a couple of things here. So we've got quite active interaction with various parts of, with different UK Government departments. Since I've been here we've had visits from various Permanent Secretaries and others, phone calls and such like with officials in other departments who have been keen to learn about the approach that we're taking. We're very open to sharing our learning and having some discussions. We had a visit from the Treasury last year to have these discussions around the outcomes framework. And under Mark Sedwill, there was a lot of work done around a strategic framework for the UK Government, which I'm sure that some of you at least will have been involved in and heard about. And it was a really, I think, strong initiative to try and strengthen collaboration across government departments within the UK Government, with a focus on outcomes and using outcomes as a way of providing that stimulus for connections and joining up, recognising that policy levers to achieve outcomes reside in different departments across the UK Government. So we engaged with various people who were working on that strategic framework to support that work while it was going on last year. So I hope that's a helpful response to those few questions. I'd like to close by thanking you all very much for taking the time to come, apologies for the technical glitches and personal glitches as we've gone along. Thank you for bearing with us. I hope that you've learned a lot about the National Performance Framework. And I really hope it's inspired you to really focus on the outcomes that you're aiming to achieve with your work and the people whose lives you're aiming to improve with the policy work and delivery work that you're involved in and responsible for in your own roles within government. Thank you very much for coming.