



SCOTTISH EXECUTIVE



## Joint Future Unit

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12 January 2006

Dear Colleagues

### **JOINT FUTURE: THE OUTCOMES APPROACH – NEXT STEPS**

We are writing to report on the much improved performance between the draft and final evaluations under the Joint Performance Information and Assessment Framework (JPIAF) 2004-05, and to provide a new lead on the direction and pace of the outcomes agenda. More particularly, we set out national partners' expectations for the next steps.

#### JPIAF 2004-05

Our letter of 4 August 2005 made clear our expectation that partnerships will deliver on Joint Future and our concern at that time about the apparent lack of progress. We are pleased to report that partnerships took advantage of the opportunity to submit new evidence, and we are much encouraged by the results. The final evaluations reflect this, although a few partnerships and some aspects of the evaluation continue to show a need for significant improvement.

Our letter also asked partnerships to identify where nationally we might address barriers to delivering the results we want. Three themes emerged from this:

- information technology and the need to develop robust local performance cultures.

- reporting timeframes.
- the need for more structured support to partnerships on JPIAF.

The report on these issues and the improved evaluations for JPIAF 2004-05, to the Joint Future Implementation and Advisory Group (JFIAG), is attached for information ([Annex A](#)). [Annex B](#) outlines how JFIAG intends to take forward these themes in JPIAF 2005-06.

### Developing the Outcomes Agenda

The outcomes approach started in older people's services, with the combination of 4 national outcomes, underpinned by the 7 core areas for Local Improvement Targets. Partnerships are already seeing the benefits of the outcomes approach and nearly half have begun to apply Local Improvement Targets to other client groups.

The National Partnership has agreed in principle to the extension of Local Improvement Targets, subject to the resolution of a number of practical issues, both centrally and for partnerships. It is important that the national outcomes for other care groups reflect the policy aspirations in these areas, particularly for mental health, learning disabilities and drug and alcohol care groups which already have significant strategic direction with specific outcomes as part of that. We plan to work with all partners during 2006-07 to develop the outcomes approach across all client groups, bearing in mind the issues raised by partnerships and the challenges this extension presents.

Whilst the National Partners accept that the outcomes approach is still at a relatively early stage of development, the much improved baseline in JPIAF 2004-05 gives us confidence that some partnerships are ready to take the agenda to the next level. The Ministerial Steering Group (MSG) believes that the agenda needs to be mainstreamed and systematised in a wider performance culture. This is consistent with the outcomes approach being developed for public services generally and the delivery focus on the work of the Health Department. Many partnerships are already moving in the desired direction, or see it as the next logical step. The MSG now expects local partners (with support from the national partners) to implement a series of changes incorporating:

- embedding the outcomes approach in a comprehensive joint performance framework.

- shifting from ‘in-house’ reporting of performance within partnerships and to the Executive, to regular public reporting.
- targets progressing from being ‘annual’ to medium/longer term, whilst ensuring they remain challenging.

### Supporting Implementation

The outcomes agenda is accepted as the right way forward. But as we move it to another level, we believe we need to invest more substantially in securing ownership and supporting managers and practitioners to deliver the results. We plan to do that through:

- an outcomes seminar on 6 February 2006 to secure further political and senior management buy-in, and to start the provision of support for managers and professionals (set out in the attached annex)
- the Joint Resourcing Sub-Group, working with local partnerships, developing practical advice on joint public reporting.
- JFIAG setting up two new sub groups - one on faster access to services (which is itself an outcome) and the other dedicated to ‘outcomes’ more generally - to lead and drive the outcomes approach. We are currently populating these groups.
- the further development of support, learning and networking to sustain managers and others as this agenda moves forward.
- JFIAG becoming increasingly proactive in the monitoring of performance and determining follow-up action.

Annex B sets out more specifically what the next steps mean for partnerships locally. In addition, a number of interests have suggested that partnerships would find helpful a checklist of the key parts of a performance framework which they could have regard to as they create their own. This is set out in Annex C.

Circular CCD 05/2005 sets out in detail what partnerships are required to report on for JPIAF 2005-06. We are looking for partnerships to report on their new agenda as set out above, as part of their submissions under JPIAF in May 2006.

Conclusion

We welcome partnerships' much improved position on joint working. We look forward to that being further consolidated in JPIAF 2005-06. We now expect partnerships to build on that sound foundation to develop a performance culture, supported by a joint performance framework as set out in this letter.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kevin Woods'.

**KEVIN WOODS**  
Head of Health Department and  
Chief Executive of NHS Scotland

A handwritten signature in black ink, appearing to read 'Rory Mair'.

**RORY MAIR**  
Chief Executive of COSLA