

Scotland's Outcome Approach: Challenges and Opportunities

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What I've heard

- The work of Matter of Focus
- Value of doing the systematic work to plan for and track changes; of moving beyond attribution models and exposing complexity
- Benefit of this sort of community as a route to learning how to do this better, and identifying synergies
- Many of the necessary insights from 'learning by doing' exist within this room
- It's an ongoing 'journey': issues of wider spread, culture change, and long-term sustainability of the approach remain

National Performance Framework

Our Purpose, Values and National Outcomes



“As a government we recognise that economic growth is hugely important, but it must be matched by improvements in our environment, in people’s quality of life, in the opportunities available to people and the public services they have access to.”

As a government and as a country, the challenge this new framework sets us all is to make progress in these areas to improve wellbeing across Scotland.”

FM, June 2018

From 2007 ...

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

December 2011

National Performance Framework - Measurement Set			
Increase Scotland's Economic Growth	Improve Productivity	Improve Economic Participation	Increase Population Growth
PURPOSE TARGETS			
Population - Increase Healthy Life Expectancy	Solidarity - Reduce Income Inequality	Cohesion - Reduce Inequalities in Economic Participation Across Scotland	Sustainability - Reduce Greenhouse Gas Emissions
<p>Increase the number of businesses</p> <p>Increase exports</p> <p>Improve digital infrastructure</p> <p>Reduce traffic congestion</p> <p>Improve Scotland's reputation</p> <p>Increase research and development spending</p> <p>Improve knowledge exchange from university research</p> <p>Improve the skill profile of the population</p> <p>Increase the proportion of pre-school centres receiving positive inspection reports</p> <p>Increase the proportion of schools receiving positive inspection reports</p> <p>Improve levels of educational attainment</p> <p>Increase the proportion of young people in learning, training or work</p> <p>Increase the proportion of graduates in positive destinations</p> <p>Improve children's services</p> <p>Improve children's dental health</p> <p>Increase the proportion of babies with a healthy birth weight</p> <p>Increase the proportion of healthy weight children</p> <p>Increase physical activity</p> <p>Improve self-assessed general health</p> <p>Improve mental wellbeing</p> <p>Reduce premature mortality</p> <p>Improve end of life care</p> <p>Improve support for people with care needs</p> <p>Reduce emergency admissions to hospital</p> <p>Improve the quality of healthcare experience</p>		<p>Reduce the percentage of adults who smoke</p> <p>Reduce alcohol related hospital admissions</p> <p>Reduce the number of individuals with problem drug use</p> <p>Improve people's perceptions about the crime rate in their area</p> <p>Reduce conviction rates</p> <p>Reduce crime victimisation rates</p> <p>Reduce deaths on Scotland's roads</p> <p>Improve people's perceptions of the quality of public services</p> <p>Improve the responsiveness of public services</p> <p>Reduce the proportion of individuals living in poverty</p> <p>Reduce children's deprivation</p> <p>Improve access to suitable housing options for those in housing need</p> <p>Increase the number of new homes</p> <p>Widen use of the Internet</p> <p>Improve people's perceptions of their neighbourhood</p> <p>Increase cultural engagement</p> <p>Improve the state of Scotland's historic sites</p> <p>Increase people's use of Scotland's outdoors</p> <p>Improve the condition of protected nature sites</p> <p>Increase the abundance of terrestrial breeding birds; biodiversity</p> <p>Improve the state of Scotland's marine environment</p> <p>Reduce Scotland's carbon footprint</p> <p>Increase the proportion of journeys to work made by public or active transport</p> <p>Reduce waste generated</p> <p>Increase renewable electricity production</p>	
<p>Visit www.scotlandperforms.com to track latest progress</p>			

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Reflections

- Attend to culture and leadership as well as technical aspects; promote collaboration; create space for local innovation
- Not linear cause-effect relationships: look to understand the contribution of government
- Differentiation was integral to the rationale
- Courage to go deeper now

To the present Audit Scotland and PAPLS

“Our interest is in whether we can ... see a **clear line of sight** between the outcomes that are set in the NPF and all the things that Government does .. The strategies that it develops, the legislation that it puts forward the money that it invests ... **The value of having a national performance framework is not in setting the outcomes but in doing the underlying work** ... planning for how you expect to improve the outcomes and then monitoring whether that is happening Our **accountability systems need to catch up** with an outcomes-based approach ... There needs to be **more surfacing** of the trade-offs and **more clarity** about how what takes priority is being pursued in terms of the investment of money and time and how progress will be tracked”

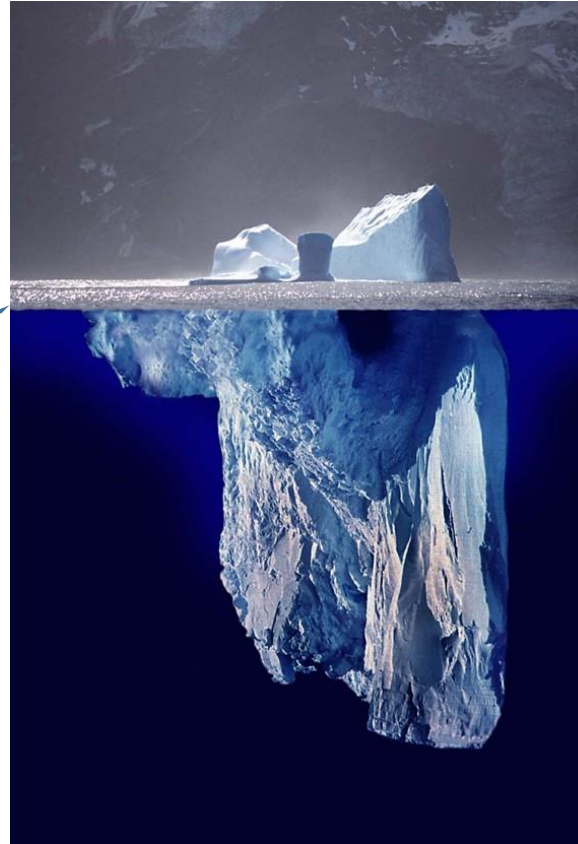
And also ... the change management iceberg

Issue Management

- Logical
- Conscious
- Material
- Facts
- External

Power Management Behaviour & Belief Mgt

- Emotional
- Unconscious
- Social skills
- Perception
- Internal
- Subjective

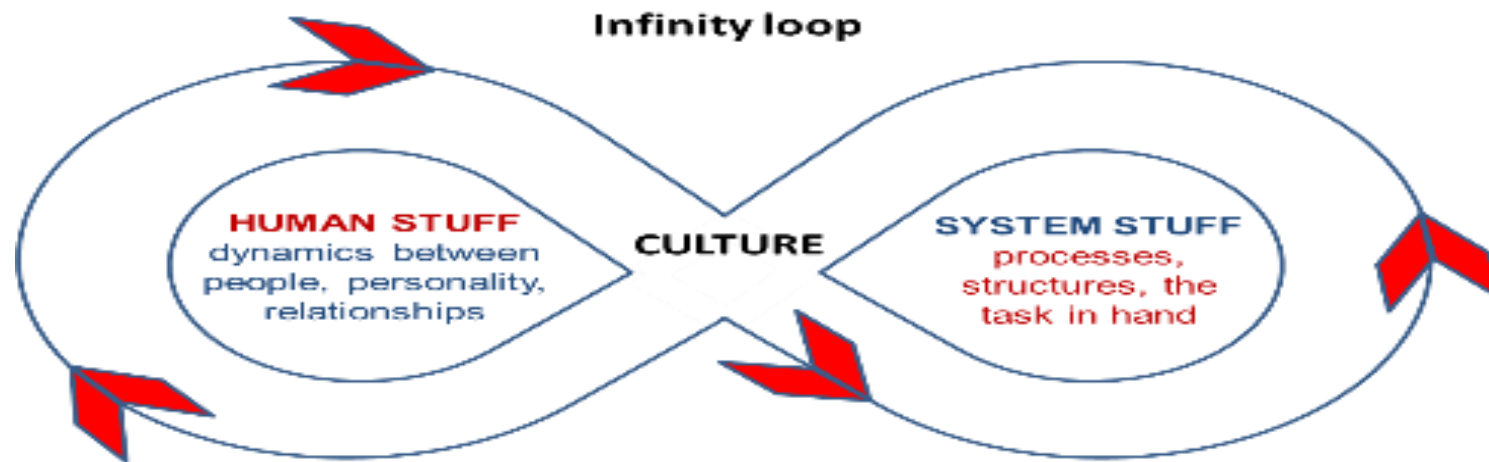


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90%

Challenges and opportunities

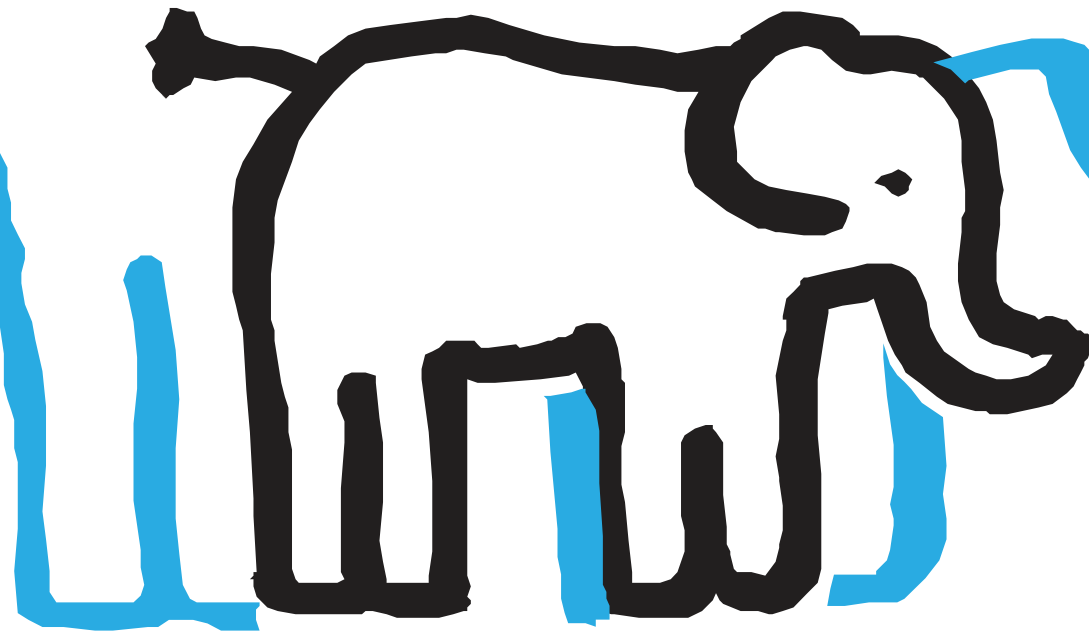
1. A leadership focus on how change happens in complex systems – “think implementation from the beginning” “be clear where and how decisions are made”



Challenges and opportunities

2. Achieving the necessary scale of impact at a population level: spread; capability; routines

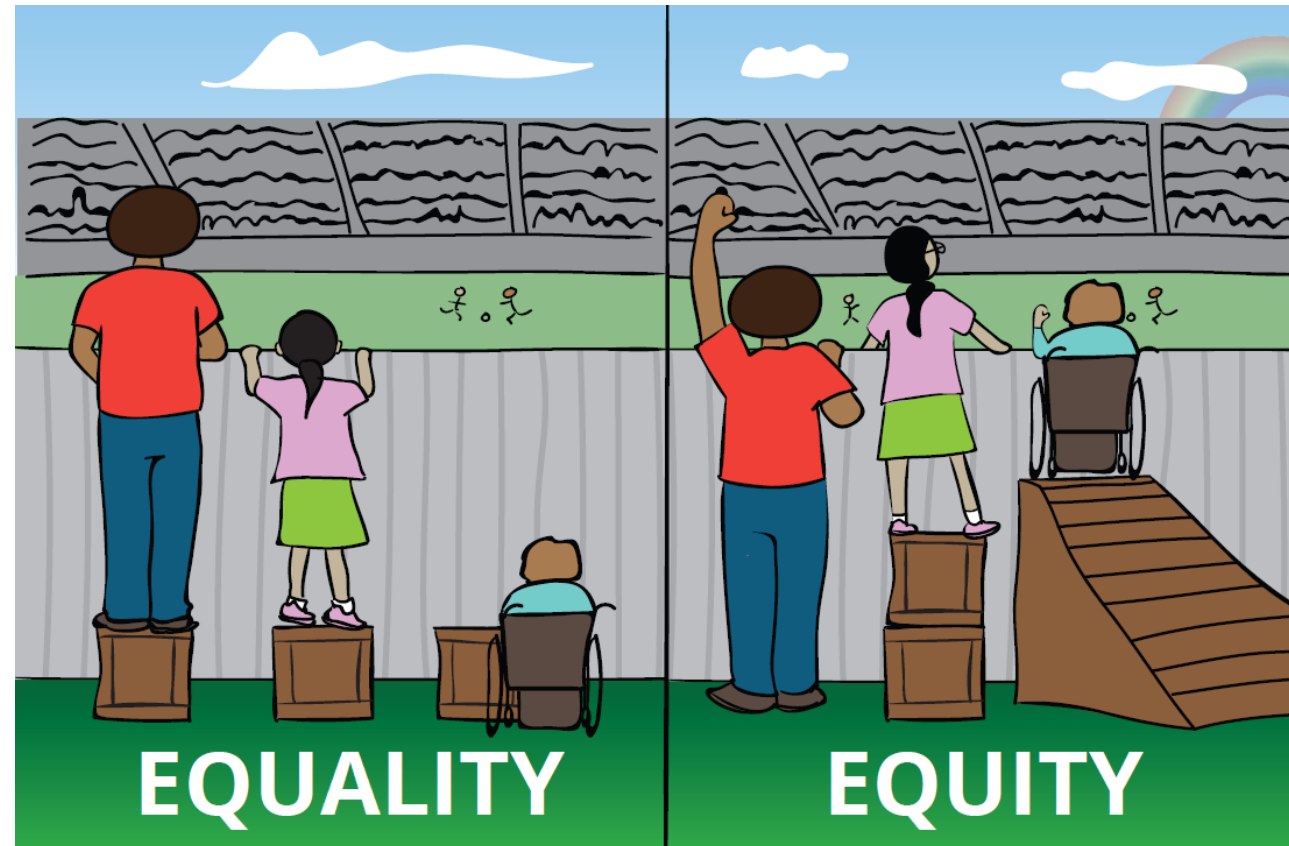
It's big!



Big compared to what?

Challenges and opportunities

3. Consistently, whatever the outcome, placing a sharper focus on equity (to reduce inequalities in outcome)



Challenges and opportunities

4. Addressing data gaps, building intelligence, and establishing collaborative learning forums

How will we know?



- National indicators – some still in development
- Need to bridge national and local experience and data
- Need more disaggregation of data
- How to incorporate experiential and qualitative data

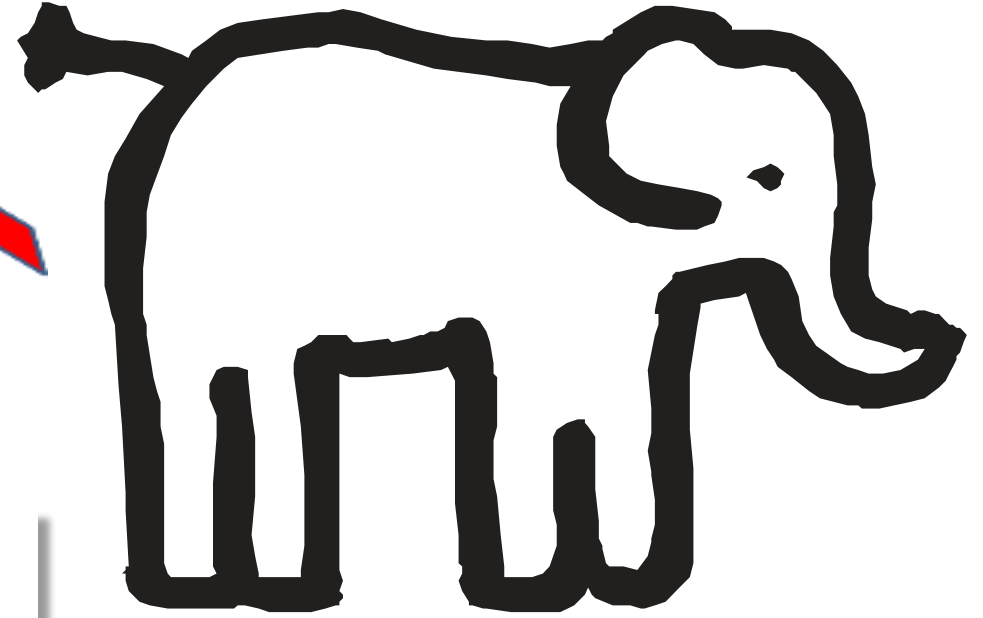
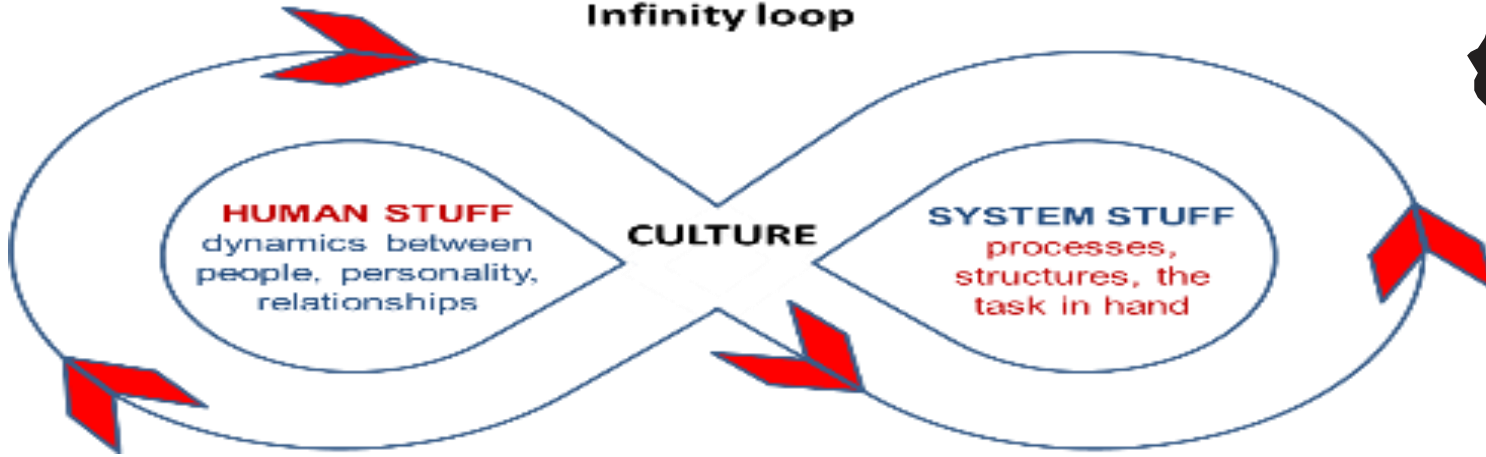
Challenges and opportunities

5. Making it meaningful and transformational

- Not just doing lots of things – but focussing on priorities – however complex they are
- Sustaining effort over the long-term – disruption will be inevitable
- We can't 'do' outcomes to people – but we can work better with communities and integrate around people and places



Infinity loop



National Performance Framework Our Purpose, Values and National Outcomes

