

# 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				
<p><b>THE GOVERNMENT'S PURPOSE</b> 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</p> <p><b>HIGH LEVEL TARGETS RELATING TO THE PURPOSE</b> Growth Productivity Participation Population Solidarity Cohesion Sustainability</p> <p><b>STRATEGIC OBJECTIVES</b></p>				
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			NATIONAL OUTCOMES
	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 people are able to maintain their independence as they get older and are able to access appropriate support when they need it			
Our public services are high quality, continually improving, efficient and responsive to local people's needs				
<p><b>HOW ARE WE DOING?</b> Visit <a href="http://www.scotlandperforms.com">www.scotlandperforms.com</a> 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
NATIONAL INDICATORS	Increase the number of businesses	Reduce the percentage of adults who smoke	NATIONAL INDICATORS
	Increase exports	Reduce alcohol related hospital admissions	
	Improve digital infrastructure	Reduce the number of individuals with problem drug use	
	Reduce traffic congestion	Improve people's perceptions about the crime rate in their area	
	Improve Scotland's reputation	Reduce conviction rates	
	Increase research and development spending	Reduce crime victimisation rates	
	Improve knowledge exchange from university research	Reduce deaths on Scotland's roads	
	Improve the skill profile of the population	Improve people's perceptions of the quality of public services	
	Increase the proportion of pre-school centres receiving positive inspection reports	Reduce the proportion of individuals living in poverty	
	Increase the proportion of schools receiving positive inspection reports	Reduce children's deprivation	
	Improve levels of educational attainment	Improve access to suitable housing options for those in housing need	
	Increase the proportion of young people in learning, training or work	Increase the number of new homes	
	Increase the proportion of graduates in positive destinations	Widen use of the Internet	
	Improve children's services	Improve people's perceptions of their neighbourhood	
	Improve children's dental health	Increase cultural engagement	
Increase the proportion of babies with a healthy birth weight	Improve the state of Scotland's historic sites		
Increase the proportion of healthy weight children	Increase people's use of Scotland's outdoors		
Increase physical activity	Improve the condition of protected nature sites		
Improve self-assessed general health	Increase the abundance of terrestrial breeding birds; biodiversity		
Improve mental wellbeing	Improve the state of Scotland's marine environment		
Reduce premature mortality	Reduce Scotland's carbon footprint		
Improve end of life care	Increase the proportion of journeys to work made by public or active transport		
Improve support for people with care needs	Reduce waste generated		
Reduce emergency admissions to hospital	Increase renewable electricity production		
Improve the quality of healthcare experience			
Visit <a href="http://www.scotlandperforms.com">www.scotlandperforms.com</a> to track latest progress			

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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”

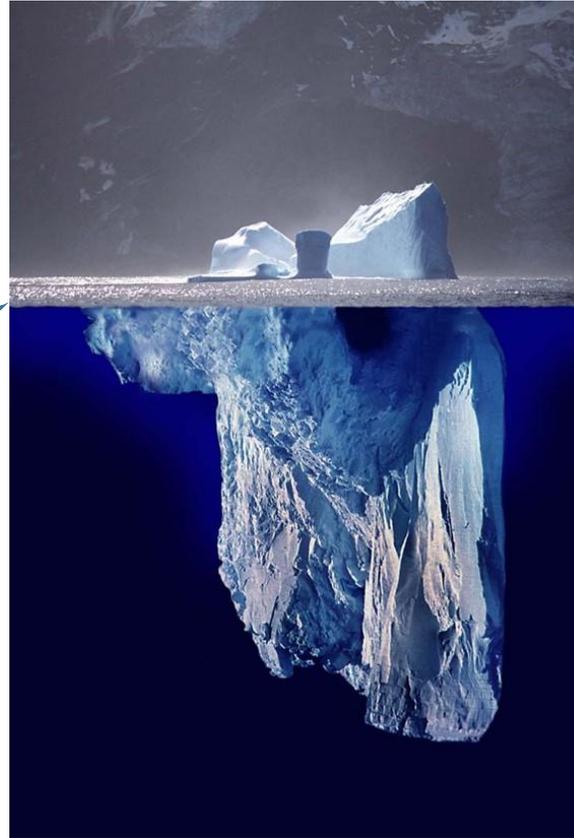
# And also ... the change management iceberg

## Issue Management

- Logical
- Conscious
- Material
- Facts
- External

## Power Management Behaviour & Belief Mgt

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

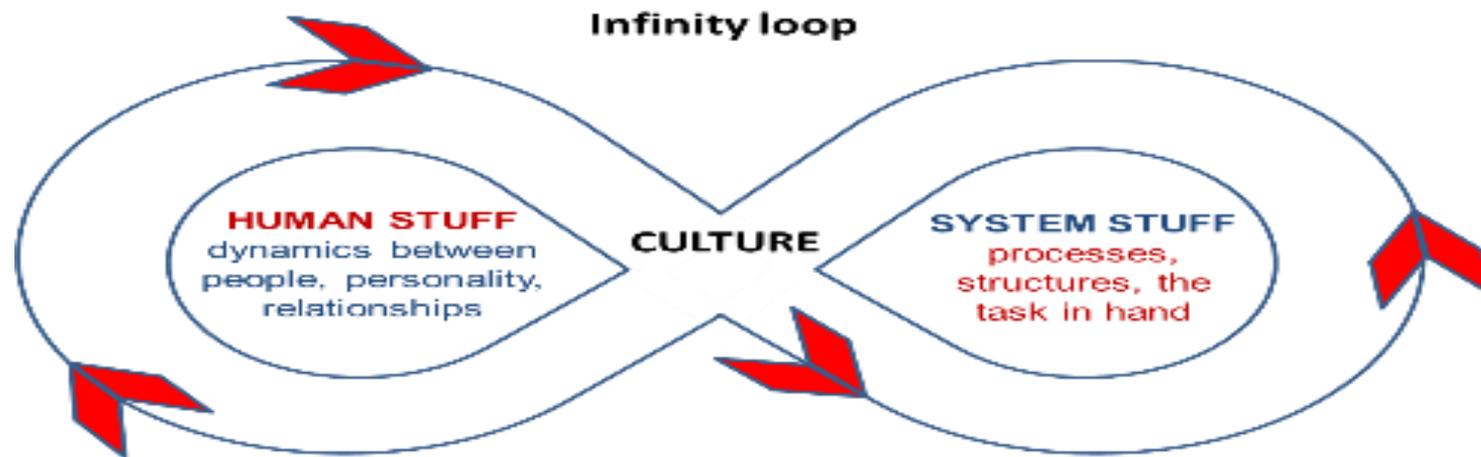


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# Challenges and opportunities

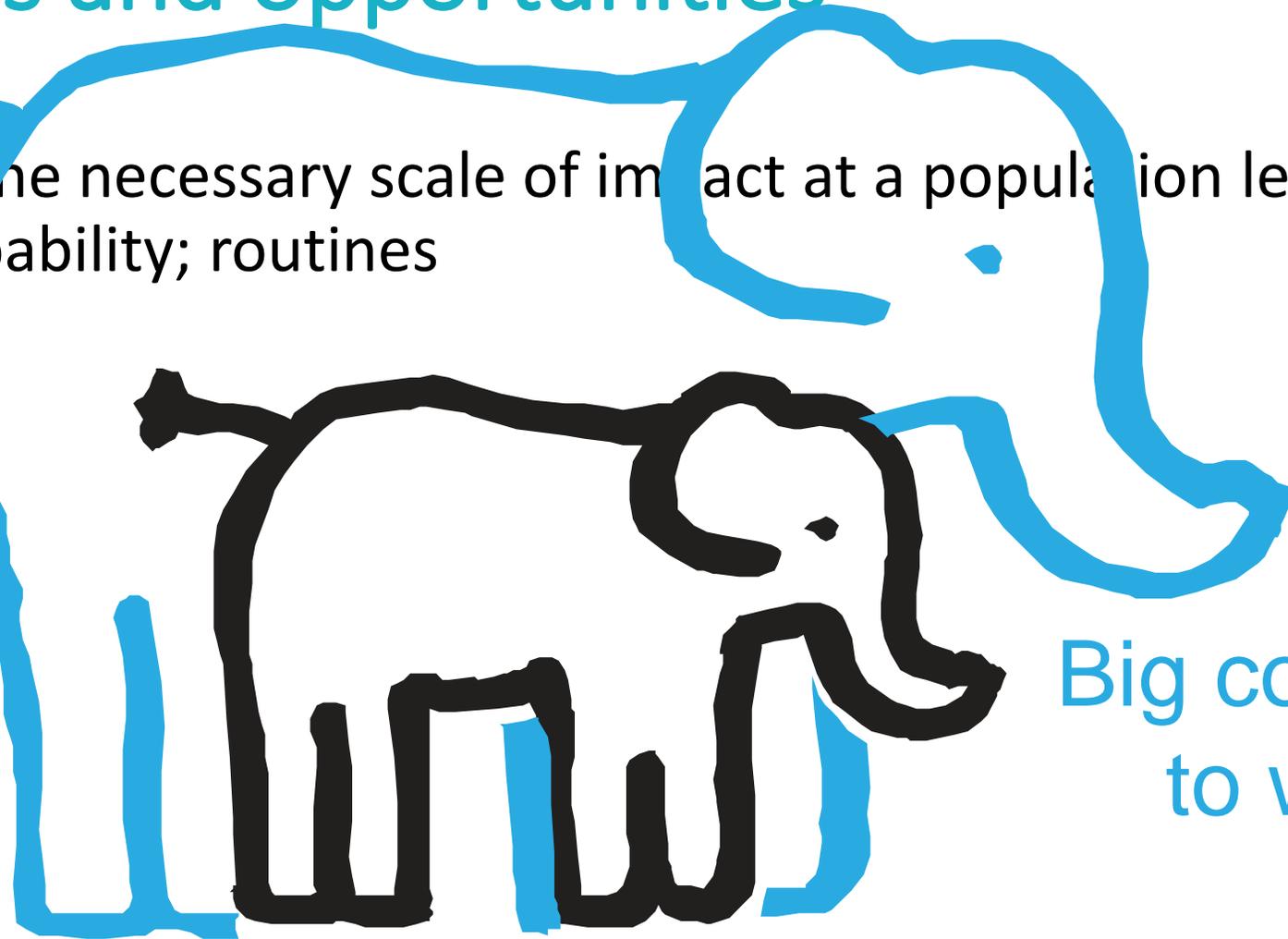
1. A leadership focus on how change happens in complex systems – “think implementation from the beginning” “be clear where and how decisions are made”



# Challenges and opportunities

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

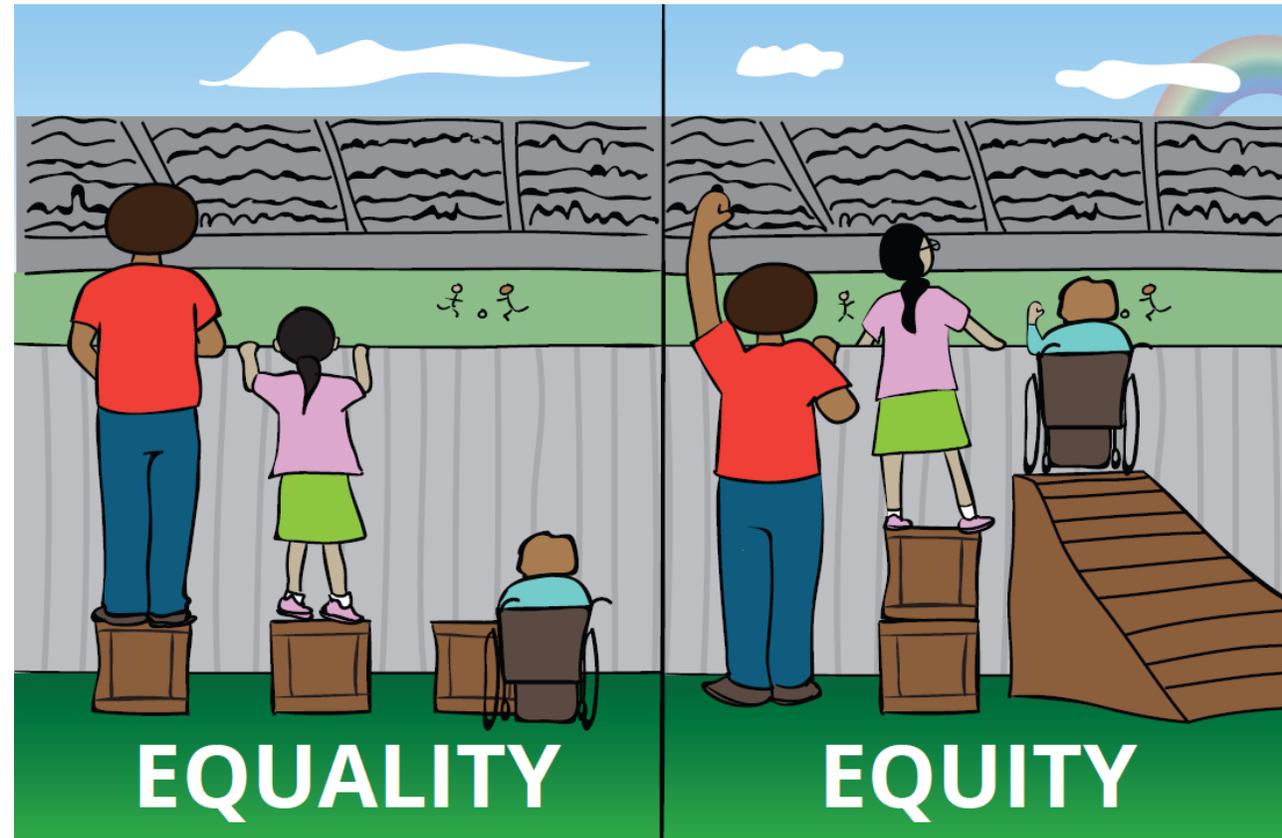
It's big!



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

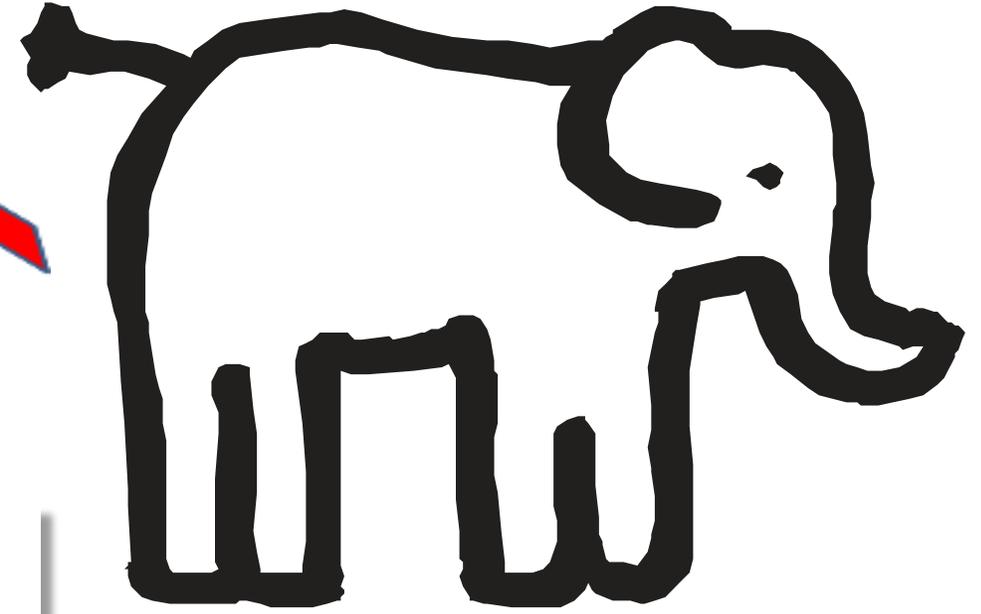
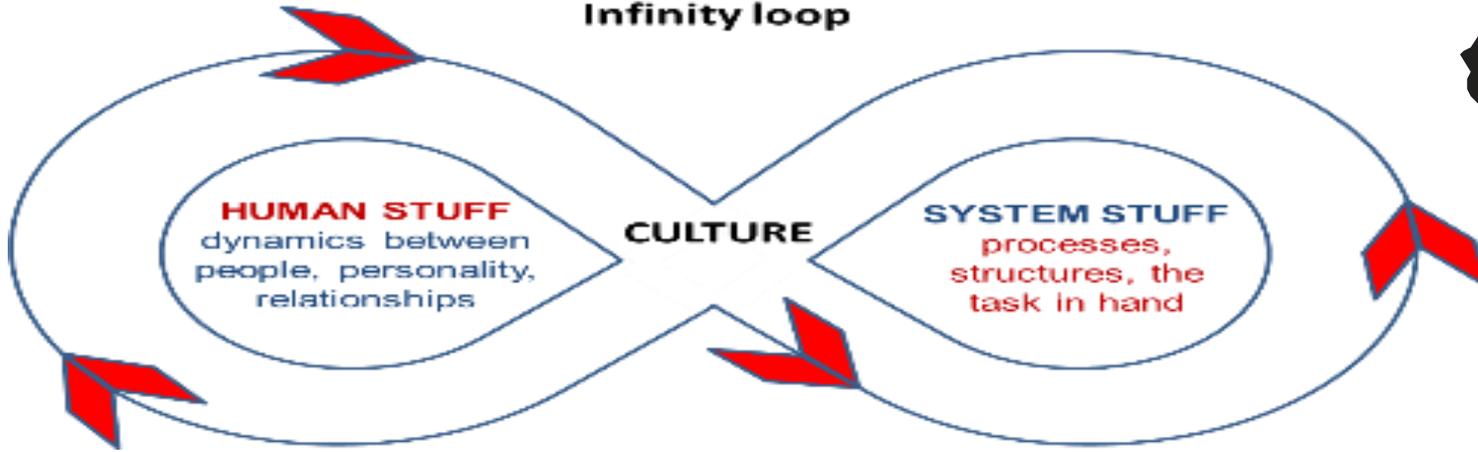
# Challenges and opportunities

## 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

