



## **A – Z Introductory Guide to Health and Social Care in Scotland**

### **Joint Future**

#### **Brief Description**

Joint Future is the term for the policy that is the main driver for promoting partnership working across health, housing and social care. Effective joint working should lead to better and quicker decision-making, with better and quicker access to services.

The Joint Future Group's report – "Community Care: A Joint Future" (December 2000) set the clear direction for health boards and local authorities to improve results through more effective joint working. It focused on joint management and joint resourcing, single shared assessment, and improving the balance of care for older people.

Joint Future is, for the most part, administratively based. However, the Community Care and Health (Scotland) Act 2002 introduced new powers, including the potential to transfer functions and resources between local authorities and NHS Boards and to pool budgets (as part of the delegation of functions). The Act also introduced Ministerial powers of intervention, related only to joint working.

#### **National Policy and Key Developments**

Joint Future is led by a unique partnership between the Scottish Executive, CoSLA and NHSScotland. It provides political and senior management ownership of and powerful leadership for the agenda. The Joint Future Unit, a mix of civil servants and secondees from local authorities and the NHS, is charged with implementing Joint Future. Its role is to develop and implement the policy and assess joint performance. Increasingly, the latter is the main focus of the Unit.

In the early years of implementation, the focus was on putting in place the infrastructures and systems to develop new forms of joint working. Partnerships focused on developing joint management and joint resourcing, setting up Single Shared Assessment, and the start of joint performance reporting. They also developed Local Partnership Agreements to underpin joint working locally.

In 2004, the emphasis in Joint Future shifted from 'processes' to 'outcomes', as part of the then Deputy Minister's initiative to reinvigorate Joint Future in response to concerns about the pace of joint working. The cornerstone is the combination of Ministers setting 4 national intended Joint Future outcomes for community care and local partnerships, by developing Local Improvement Targets (LITs) to demonstrate delivery of the outcomes.

The 4 outcomes are:

- Better outcomes for people who use community care services and their carers;
- Better use of resources, both in health and local authorities;
- Better management of services and more service redesign;
- Better systems with less bureaucracy and duplication.

LITs are a significant and positive step towards enabling local partnerships to identify local targets to meet both national and local priorities. The emphasis in Joint Future is now firmly on outcomes and continuous improvement.

This outcomes focus is embedded in the Joint Performance Information and Assessment Framework (JPIAF), with ‘process’ indicators being replaced by new outcome-focussed ones. The whole systems indicator (JPIAF10) and the reporting of Local Improvement Targets (JPIAF 11) are at the centre of that shift.

Joint Future underpins joint working across the community care spectrum. It sustains partnerships’ work on delayed discharges, on the prevention of admissions and on the development of more integrated services. It is also central to the development of Community Health Partnerships (CHPs) - which will be responsible for progressing Joint Future in the NHS.

### **Key Aspects of the Joint Future Agenda**

The principles and objectives that underpin Joint Future are widely accepted. However, the practicalities of successfully implementing the arrangements are complex. The building blocks for Joint Future include:

- **Joint Resourcing** – sharing and pooling resources, including budgets, staff, buildings, property and equipment.
- **Joint Management and Governance** – co-ordinating, facilitating and integrating strategic and operational decisions across partner organisations.
- **Joint Premises** – collaborating on use of land and premises, co-locating and sharing where appropriate.
- **Single Shared Assessment (including the Indicator of Relative Need)** – avoiding duplication and cutting down on time taken to assess and organise services – and applying this consistently via the use of the IoRN.
- **Joint Performance Information and Assessment Framework (JPIAF) and the Annual Evaluation Statement** – the framework against which partnerships’ performance on joint working is measured.
- **Joint Services** – health and social care services and how they are commissioned, purchased and managed by a range of providers in the voluntary and private sectors as well as the public sector.
- **Local Improvement Targets** – a statement of how a service will be delivered or improved locally.

You can find out more about the above components to Joint Future by referring to separate information sheets in this A-Z Guide to Health and Social Care in Scotland, or by visiting the Joint Future website, which contains detailed information.

### **Key recent and current issues and developments**

The reinvigoration agenda pursued by Tom McCabe MSP when Deputy Minister for Health and Community Care, which focussed the direction of Joint Future on outcomes, is viewed positively by partners and stakeholders.

The core of this reinvigoration agenda, together with the 4 national outcomes and the introduction and continued development of Local Improvement Targets (LITs), presents a new and positive challenge to local partnerships. The annual evaluation of LITs takes place during the summer.

As part of the same agenda, the Executive, along with CoSLA, have agreed the Ladder of Support and Intervention which provides a framework to support partnerships and helps to achieve effective results. The Joint Improvement Team (JIT) has been established to provide practical help and assistance to partnerships, with an emphasis on voluntary engagement. However, the Ladder of Support and Intervention does make provision for the Minister to directly intervene where it is considered partnerships are not making sufficient progress.

### **Implications for Joint Working**

Partnership working is now a key theme underpinning all public sector activities. The overarching framework for partnership working is the community planning process. Joint Future is community planning in action. It underpins joint working generally and its transformation to an outcomes-based approach is the agreed way ahead. The results of that approach are eagerly awaited.

### **How can I find out more?**

Visit the Scottish Executive Joint Future Website at:

<http://www.scotland.gov.uk/Topics/Health/care/JointFuture/Introduction>

On the Joint Future Website you can find guidance on key aspects of the Joint Future Agenda that are summarised in this introductory guide. You will also find contact details for the policy team in the Scottish Executive's Health Department.

## Legislation and guidance

You can find relevant legislation, guidance, reports and advice in the publications section of the Joint Future website:

<http://www.scotland.gov.uk/Topics/Health/care/JointFuture/Publications/publist>

A summary of the documents you might find particularly useful is provided below:

Joint Future Group's report – “Community Care: A Joint Future” (December 2000)

Circular CCD 7/2001 – practical advice on Joint Resourcing and Joint Management of Community Care Services  
CCD 9/2004 – Guidance on Local Improvement Care Targets .

Circular CCD 8/2001 Guidance on Single Shared Assessment

Circular CCD 7/2001 – practical advice on Joint Resourcing and Joint Management of Community Care Services

Circular CCD 11/2002 – Implementation of the Provisions of Joint Working, [Part 2 of the Community Care and Health (Scotland) Act 2002 and the Community Care (Joint Working Etc) Regulations 2002].

Circular CCD 2/2004 – Extended Local Partnership Agreements from the Joint Performance Information Assessment Framework.

Circular CCD 7/2004 – Guidance on Performance Information and Assessment Framework – Indicator 6.

Circular CCD 8/2004 – Guidance on Care Management.

Circular CCD 11/2004 – Joint Performance Information and Assessment Framework 2004-05.

Circular CCD 1/2005 – “Better Outcomes for Older People”: Report of the Joint Services Group