



SCOTTISH EXECUTIVE

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Your ref:
Our ref: GKG/1/36

3rd January 2002

Dear Colleague

IMPLEMENTING THE JOINT FUTURE AGENDA: THE 'BOTTOM LINE'

1. This letter gives agencies a new lead on what they should put in place to implement both joint resourcing/ joint management of services and single shared assessment by 1 April 2002. It focuses on them having in place by then the pivotal infrastructures to build on and deliver fully the expected results in the course of 2002-03. We refer to this approach as the 'bottom line'. These requirements need to be set alongside other impending developments, including implementing free personal care.

Context

2. Ministers are committed to improving markedly the way community care is delivered, to achieve better results for people who use services and their carers. Within that, the Joint Future agenda sets the new direction on joint working. Ministers strongly endorse it and want to build on its foundations. We issued guidance in September (Circular CCD 7/2001) and November (Circular CCD 8/2001) setting out the steps to implement joint resourcing and single, shared assessment respectively - initially for older people by 1 April 2002. This is a challenging agenda requiring major organisational, operational and financial changes, as well as cultural changes over time. Advances on other fronts, including implementing free personal care make for a very congested window in the early part of 2002.

3. Ministers also recognise that agencies have made different levels of progress so far - some are quite far advanced, while others may have difficulty in delivering on key areas by April. In the light of the scale and importance of these changes, which Ministers want agencies to get right, they have taken stock of what they want agencies to achieve by April - i.e. the 'bottom line'. We would, of course, encourage agencies to progress beyond the 'bottom-line', wherever possible. They can then build on this platform more fully in the course of 2002-03.



The 'Bottom Line'

Action on Joint Resourcing and Joint Management of Services

4. The guidance in Circular CCD 7/2001 set out 6 action steps to implementation. Within them, the essential infrastructural steps comprising the “bottom line” are for agencies to:

- Scope the joint resourcing ‘pot’ and to decide what resources to include at the outset (Annex to Circular CCD 7/2001, paras 9-12).
- Decide what single management arrangements to adopt and from when; what the underpinning structure for single management of services will be (paras 2-8); and whether they will ‘align’ or ‘pool’ budgets (paras 13-17).
- Give staff confidence in the new agenda – to set up a joint staff forum, provide a statement of intent, and a clear joint training and organisational development agenda (para 26).

5. Agencies should draw up a project plan to implement the “bottom line” by April 2002, and the remaining 3 action steps in the circular by 1 April 2003. This latter element will include joint priorities and targets, performance measures and governance and accountability arrangements.

6. We will therefore ask for by April 2002 a Local Partnership Agreement (LPA) setting out the action to achieve the “bottom line” and the project plan to achieve **all** the required action by 1 April 2003. We will expect a full LPA by that date.

Action on Single Shared Assessment

7. The guidance in Circular CCD 8/2001 set out 15 key steps to implementation, under the headings of joint working, procedures and sharing information. Within them, the key infrastructural steps comprising the “bottom line” are for agencies to:

- Set up the single, shared assessment procedures (paras 5.1 and 5.4 to 5.6 of the Circular).
- Put in place the single, shared assessment tool, and decide how it will be used (paras 5.2 and 5.3).
- Put in place the protocol for sharing information and for securing the assessed person’s consent (paras 6.3 and 6.4).

8. This should then be translated into a practical, meaningful plan to implement the “bottom line” by April 2002 and single, shared assessment fully in the course of 2002-03.

Summary and Conclusion

9. This approach differentiates the ‘essential’ from the ‘desirable’. Agencies should therefore concentrate in the run up to April 2002 on putting in place the essential baselines for both joint resourcing / single management and single shared assessment identified above. The Joint Future Unit will identify the content of ‘second phase’ implementation in 2002-03 to achieve the level of delivery envisaged in the original guidance. That will cover:

- the rest of the ground for successful implementation for older people.
- extension to other care groups.

10. This letter identifies the essential infrastructures that Ministers expect to be in place by 1 April 2002 to advance satisfactorily the Joint Future agenda, and provide the platform for its full implementation in 2002-03. This reflects Ministers' desire to achieve the results originally envisaged, but within that they are ready to adopt a pragmatic approach to ensure that delivery is meaningful, and benefits people who use services and the carers.

Enquires

11. Enquires about this letter should be addressed to Jenny McNeill, Joint Future Unit, Scottish Executive, Health Department, Community Care Division, 3rd Floor East Rear, St Andrew's House, Regent Road, Edinburgh EH1 3DG (Tel 0131 244 5424)

Yours sincerely

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