

## **Scotland Excel**

**To: Executive Sub Committee**

**On: 13 October 2017**

**Report  
by  
Director Scotland Excel**

### **Adult Supported Living/Care at Home update**

#### **1 Introduction**

This report provides an update on the expansion of Scotland Excel's social care procurement shared service.

#### **2 Background**

Scotland Excel has a proven track record of working with councils to deliver collaborative social care procurement frameworks, which increase fee transparency, reduce duplication, provide enhanced monitoring of care providers, and support the delivery of social care and workforce policy outcomes.

Scotland Excel has recognised however that social care reform is now urgent, particularly with the demographic challenges that the nation faces from its rapidly ageing population.

As a result, Scotland Excel approached the Scottish Government for financial investment to expand its social care procurement shared service. This funding has allowed Scotland Excel to commence on an ambitious work programme that will ensure procurement plays its part in supporting the Scottish Government's flagship reform of health and social care.

The project aim is specifically to extend the benefits of collaborative procurement to two key areas of social care expenditure – Adult Supported Living and Care at Home. The project has several objectives:

- **Adult supported living:** To develop and roll out a national framework that increases transparency on fees and outcomes delivered to people accessing these services.
- **Care at home:** To explore the sustainability of current fee levels and the opportunity to standardise costs, support outcomes-based service delivery, and provide a centralised resource for monitoring the financial sustainability and workforce practices of providers.
- **Expand the existing Scotland Excel Academy** to deliver learning programmes to support Scottish Government legislation and guidance

including Health and Social Care Integration, Procurement of Care and Support Guidance, and Self-directed Support.

- To deliver operational efficiencies through consideration of a national vacancy tool.

### **3 Project Update**

The Scotland Excel project team was recruited in May 2017. Since project inception, Scotland Excel has been heartened by the level of support it has received from health and social care partnerships and provider representative organisations.

An initial meeting with commissioners attracted representation from 24 health and social care partnerships. Following detailed market analysis and project scoping with commissioners, Scotland Excel has now established two sub-groups, one for Supported Living Services and one for Care at Home. These sub-groups comprise both commissioner and provider representation. The sub-groups will focus on the following key areas:

- SDS and how this is managed in different localities
- Rates and how these are established, including consideration of whether the developing Scotland Excel cost of care calculator can be adapted for use
- Contract monitoring – assess how partnerships manage contracts and monitor outcomes, including systems used
- Technology – how we ensure that this is incorporated in to any future specification
- The consideration of various procurement options
- The design and implementation of innovative service models

As well as co-producing requirements with providers via the sub groups, Scotland Excel also plans to engage with providers via regional forums and drop in sessions. Scotland Excel also looks forward to shortly beginning engagement with people who use the services, including relevant advocacy groups.

### **4 Project Benefits**

The benefits of the Scottish Procurement Model are well recognised including; improved governance, operational efficiencies, implementation of policies and supporting local economies. It is anticipated that these benefits will be delivered as a result of this project. It is also envisaged that the following benefits will be delivered:

- Creating transparency and consistency within the social care market through national procurement frameworks paves the way for commissioning strategies which deliver innovation and service improvements.
- Centralised monitoring of social care provider financial stability can support continuity of care for vulnerable service users through early intervention
- A collaborative approach can help to standardise terms and conditions for social care employees and support positive workforce practices such as payment of the Living Wage and avoidance of zero hours' contracts.
- A national commissioning academy provides a trusted resource that enables practitioners to keep up-to-date with best practice, policy and legislation in a changing landscape.
- A national vacancy tool will improve the efficiency of practitioners by reducing time spent finding the right placement for individual service user needs.

## **5 Recommendations**

Members are asked to note the progress made regarding the Procurement of Social Care Services Project.