

Appendix 1: Proposed approach to a joint short life working group between CCPS and Scotland Excel to facilitate immediate improvements

CCPS & Scotland Excel Short Life
Working Group 2024/25



A short life joint working group will be established to seek to find joint solutions and improvements to issues raised by CCPS members at the joint workshop. The group will produce a joint report by March 2025, although given the scope of work to be addressed this may be dependent on Scotland Excel capacity being secured to deliver. The areas to cover in the report would be:

1) Rates, conditions and uplifts

a) **Rate setting** – understanding the role of Scotland Excel in scrutinising and agreeing member rates and exploring a more collaborative approach.

b) **Uplifts** – an exploration of the current process for agreeing uplifts and determining whether improvements can be made in the consideration of member cost pressures to bring benefit for all stakeholders.

c) **Uplift timescales** – joint consideration of the timescales for agreeing and implementing uplifts with particular reference to the effect on member organisational cash flow.

d) **Perception** – address the perception of members that the primary purpose of frameworks is to drive down costs rather than consider the true cost of care.

2) Consistency and clarity

a) **Consistency across frameworks** – members highlighted that there are differences between frameworks administered by Scotland Excel. The joint working group will consider areas where there might be greater consistency.

b) **Consistent levels of scrutiny** – members felt that there was an inconsistency of approach from Scotland Excel on cost increases and that different levels of scrutiny were applied across providers.

c) **Definition of costs** – the need for clarification on the definition of workforce costs and other costs in line with member requests.

d) **Surpluses and Reserves** – CCPS members called for clearer guidelines and clarification on Scotland Excel approach to the scrutiny of organisational

surpluses and reserves to enable providers to understand the context and provide information appropriately.

e) **Community benefits** – an understanding of how community benefits are assessed in frameworks, and how members should provide examples for maximum impact.

3) Improved management information data gathering and monitoring

a) **Sharing of monitoring information** – members were keen to understand how information obtained from monitoring could be shared with them to enhance their understanding, improve their submissions, and aid them in the planning and costing of services.

b) **Systems** – concerns expressed by members that Scotland Excel systems are not user friendly and are overcomplicated.

c) **Monitoring of non-framework services** – instances highlighted by members where monitoring is requested for services they provide which are not part of the Scotland Excel framework.

d) **Duplication and bureaucracy** – member concerns about the level of duplication and bureaucracy involved in tenders and monitoring processes and its impact on their limited resources.

e) **Information provision** – the requirement to provide the same information to multiple stakeholders on framework services often on different databases and formats.

4) Making contracts person-centred and outcome-focussed and involving people who use services

a) **Involvement of people who use services** – members are keen for clarity on involvement of people who use services in the development of frameworks.

b) **Monitoring of outcomes** – the provision of clarification on how outcomes are monitored, by whom, and the role of Scotland Excel in this area. This discussion should ideally include commissioners and other relevant stakeholders.

c) **Culture and management** – joint consideration of the culture and management required to achieve improvements in the field of commissioning and procurement.

5) Improving communication, involvement of members, information sharing and administration

a) **Timescales** – joint consideration and provision of clarification on timescales for providers bidding for new frameworks and submission of post-tender information having regard to the requirements of all parties involved.

b) **Volume of information required** – members expressed major concerns about the extended process required for inclusion on a framework, the apparently endless amount of information and the burden of requests for supplementary information.

c) **Framework development** – exploration of how there might be more collaboration with providers on the design of frameworks and on the management of information required by Scotland Excel.

d) **Improved communications** – exploration of initiatives that will improve communication and mutual understanding between Scotland Excel and providers.

e) **Tone of communications** – consideration of improvements that can be made in the tone and form of communication both written and in meetings.

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