

# Appendix 2: Social Care Contract Management Information and Data Subgroup Review

CCPS & Scotland Excel Short Life  
Working Group 2024/25



Scottish Government  
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## Introduction

CCPS and Scotland Excel convened a Short Life Working Group between November 2024 and March 2025 to address recommendations of the CCPS report, ‘National Frameworks and the Role of Scotland Excel: CCPS Provider Feedback and Proposals’. This group identified the need to jointly review the Management Information requested from providers by Scotland Excel; in the report and through discussions, providers had raised concerns about the volume of data collection, data purposes, duplication, inefficient processes, and communication issues around data queries. A data subgroup met to:

- review how the volume of contract management information might be reduced
- clarify the purpose of information requests
- determine what information providers would like returned in aggregated form
- agree key principles which can be used to guide Scotland Excel’s approach to data collection.

This document is a report of the subgroup and an appendix to the main report of the SLWG. It sits within a suite of documents (Appendices 2-7) that Scotland Excel and CCPS have jointly produced to support improved processes and working relationships between providers and Scotland Excel.

## Roles in social care data collection

The table below outlines Scotland Excel’s role in collecting data from social care organisations in relation to the purchaser’s role. Whilst Scotland Excel gathers aggregated information about how a service has been accessed, it is the role of the purchaser (which is in many cases the local authority/health and social care partnership) to monitor individuals’ personal outcomes. Whilst Scotland Excel’s role is to evaluate the functions of the national framework and to describe service provision at a national level, it is the purchaser’s role to ensure that a person has been supported on their journey by the right services.

**Table 1: Data Collection Roles**

Parties	Scotland Excel and Provider	Purchaser and Provider
Data type	Generic/aggregated management information at a service level.	Specific, person-centred, personalised, outcome-focussed.
Format	Monitored via quarterly/annual returns.	Monitored by purchaser – for example, via Child’s Plan/Care Plan, meetings with Social Worker, etc.

Other national bodies collect information about social care in Scotland. The Scottish Social Services Council collects data on the social care workforce. The Care Inspectorate receives complaints and publishes inspections of services. Public Health Scotland analyses data from Health and Social Care Partnerships and other bodies such as Police Scotland to provide national recommendations on policy and preventative care.

The Scottish Government has oversight of Health and Social Care Partnerships; its role is to make policy based on needs identified across localities. The Scottish Learning and Improvement Framework is a policy initiative through which the Scottish Government is aiming to develop qualitative data use and improvement science.

Contract management information (e.g. number of people who accessed a service) is used by Scotland Excel to track how social care services are being accessed under the national frameworks operated by Scotland Excel. This information may be requested from providers in quarterly, 6-monthly, or annual returns. In some cases, information is gathered from purchasers. This depends on the specific framework and activity involved.

'Community Benefit' reporting (more detail on this in a separate report by the group) and Insurance Requests are also requested from providers. These have been included as part of

management information returns to streamline processes but are separate contractual responsibilities.

The arrangement between Scotland Excel, purchaser and provider is a contractual one. It is the provider's role to run services and supply service-level usage data to Scotland Excel in line with deadlines set by Scotland Excel within framework documentation. It is the purchaser's role to arrange a service at an individual level and to monitor individuals' outcomes. Scotland Excel facilitates some aspects of the relationship between purchaser and provider, and periodically reviews the national frameworks.

## Issues beyond data collection

The group discussed a range of issues related to the exchange of information between parties of the contract which are not specific to management information.

Providers noted issues with receiving information from local authorities, and Scotland Excel reported that purchasers have similar complaints. Individual placement agreements (IPA) are particularly problematic for providers to get hold of, and providers felt that processes could be improved. Scotland Excel may provide a facilitation role in resolving some of these communication issues and barriers in data sharing between purchasers and providers under the framework.

The group recognised the need for better understanding and support for good commissioning practices regarding the use of different service options under Self-Directed Support (SDS).

A significant barrier to improving reporting burdens is that there are many actors within the social care reporting landscape that do not share data, and do not use the same measures or compatible systems. This places a heavy reporting burden on providers and consumes resources. This includes agencies such as the Care Inspectorate, SSSC, and Public Health Scotland and systems such as TURAS, DAISy, and SEEMiS. It would be helpful for the Scottish Government to drive consistency in data requests across social care, as part of the Scottish Learning and Improvement Framework, Digital Health and Social Care Strategy, Statutory Procurement Guidance and Integrated Joint Board/HSCP monitoring.

The group reviewed the potential for Scotland Excel to gather data on unmet need. The group concluded that it is not possible for social care providers to supply that data, and understanding unmet need requires a whole-system approach involving multiple stakeholders.

## Data Principles

The following principles have been agreed by Scotland Excel and CCPS and will apply when Scotland Excel is considering the management information collected under a new framework or renewed frameworks. Where possible, Scotland Excel will:

### 1) Increase consistency of approach across frameworks

Use standardised templates to minimise time and resource required to complete information returns for providers on multiple frameworks.

### 2) Focus on key usage data

See more under 'data purposes'. Scotland Excel will complete risk/benefit analysis and justify any additional compliance, quality and impact data requests. Where required or helpful, additional data collection can be identified with providers and purchasers, but this will be carefully considered using the agreed data checklist.

### 3) Take an iterative and fair partnership approach to data requests with providers and purchasers

Build in processes for data review as part of framework evaluation and engage with providers on what information it is useful to have returned in aggregated form. Scotland Excel will consider all options for optimal data collection including collecting data from purchasers, where appropriate. Joint consideration should be given to timescales and a summary of key dates shared annually for each framework agreement to allow providers to plan for data returns. There is also potential to improve communication between all parties with regard to sharing data and documentation, and Scotland Excel can provide a key facilitation role in this.

### 4) Minimise duplication of data with other agencies

Consider other agencies' roles and reporting systems. This includes agencies such as the Care Inspectorate, SSSC, and Public Health Scotland and systems such as [TURAS](#), [DAISy](#), and [SEEMiS](#).

### 5) Make use of data that has already been provided to prepopulate requests

Where it is possible to do so.

## 6) Provide overview documents to assist with internal data collection

This could be a pdf form which lists the information that needs to be submitted. This is particularly beneficial when information is likely to be gathered across different departments within a provider organisation.

### Data Checklist

The following list of questions can be used to guide thinking on whether data that is additional to core usage data should be gathered within management information:

Additional Data Request Checklist	
What is the information for?	
What is the end goal for the information gathering?	
Who needs the information?	
Why do they need it?	
Are there risks to not asking for the information? What are these? Are there benefits to not asking for the information? What are these?	
Is it necessary to gather the information?	
Why is it necessary?	
If the information isn't necessary but considered to be useful, why is that?	
Who finds the information useful?	
What benefit does gathering the information provide?	
What meaningful changes / reports / discussions does the information feed into and with whom?	
What is the return on the investment for Scotland Excel, Providers and Purchasers in asking for, providing and reporting on the information?	

## Data Purposes

The group identified five types of social care data: **usage, compliance, quality, impact and local need**. The purpose of management information requests was reviewed against these types, and it was noted that Scotland Excel currently collects different data types in different formats for each framework. The group reviewed measures within each of these categories, details and actions for specific measures can be found in the separate *Appendix 3 – Data Measures* tables. In summary:

- **Usage data:** This data is necessary for understanding how services have been accessed. There is also data gathered from local authorities which Scotland Excel uses to understand how frameworks are used.

Key metrics of usage data
Number of individuals whose service is commissioned via framework
Value (£) of services commissioned via framework
Local authority framework usage

- **Compliance data:** Providers are required to adhere to certain policies, such as Health and Safety requirements. Evidence of this has been requested within management information; however, there is often duplication as it is already required in tender documentation. Scotland Excel will avoid or minimise routinely requesting this information in management returns.
- **Quality data:** measures which relate to the quality of a service, such as the number of complaints and staffing arrangements. Unless a stated requirement of the contract, the group agreed that it is not Scotland Excel's role to assess the quality of services as regulatory bodies have this responsibility; where there are instances that the quality of a service has dropped and constitutes a breach of contract, purchasers can inform Scotland Excel. Scotland Excel may then exercise relevant clauses of the contract to monitor the situation, as required. The Care Inspectorate has the primary role in ensuring services meet appropriate standards of care.
- **Impact Data:** Impact data can help to drive learning, improvement and innovation and it can help to demonstrate the impact of investment in services. In social care, this data is often complex, qualitative, and unique to different services. Services contribute to individuals' personal outcomes; aggregating this contribution and evidencing the impact of the service as a whole can be challenging. Quantitative measures such as 'number of outcomes met' are not meaningful and can obscure the real impact. As

illustrated in ‘roles in social care data collection’, understanding personal outcomes is for the purchaser and provider. Scotland Excel has, nevertheless, identified that one of its roles is to help local authorities (purchasers) evidence the impact of their investment and report on progress against policy initiatives. The group questioned what level of service impact evaluation is appropriate for every service, how often this should take place, and what Scotland Excel’s role is. Providers suggested that evaluation of Scotland Excel Frameworks may be refocused to consider how Scotland Excel has facilitated the purchaser and provider relationship. Further consultation with providers and purchasers would be helpful to understand how to evaluate service impact, and the impact of the frameworks themselves. The Scottish Learning and Improvement Framework is in development by the Scottish Government and may help with approaches to meaningful measurement and service evaluation.

- **Local Needs Data:** Scotland Excel identified that one of its roles is to help local authorities (purchasers) understand local needs, so that they can plan and commission services effectively using an ‘early intervention’ approach. This may include information on service capacity, demand, unmet need, referral pathways and market sustainability and may be generated – in part – from usage and impact data. Whole systems datasets (e.g., hospital discharge with care arrangements data) will be required to understand local need, as providers only have a piece of the puzzle. How contract management information can feed into local needs data requires further consideration.

## Scotland Excel Actions

Scotland Excel Actions	Target Completion Date
Scotland Excel to review whether local authority framework usage data can be shared with providers.	Review and recommendations by end of 2025.
CCPS providers raised that it would be helpful to have all management information dates set out at the beginning of a contract. Scotland Excel have highlighted that this is normally embedded within Terms and Conditions. There are some parts of Scotland Excel where a schedule of timescales is shared, and this is helpful; this is practice they will look to share across the organisation.	Confirmation of current timescales issued. To be included as part of mobilisation guidance for all new contracts.

Scotland Excel shortened the deadline for Management Information for children's services by a week to meet internal deadlines but was unaware that this has been causing added pressure for providers. Scotland Excel will look to revert to the original deadline and give providers a full month to gather, check and submit information.	Complete.
Management information is a contractual obligation. Scotland Excel is developing their strategy for escalating cases where this information has not been provided. This will help to ensure clarity for providers.	Individual cases are being escalated and will be as needed on an ongoing basis.
Scotland Excel to provide a list of the questions within quarterly/annual returns so that points of contact within provider organisations can co-ordinate and gather information more easily.	Ongoing as surveys are issued.
Where possible, remove Compliance and Quality data (outlined in Appendix tables) from management information. This will be kept to a minimum.	Ongoing as individual contract MI is reviewed.
Review management information for CHALD framework (expires 31 <sup>st</sup> March).	New management information process to be agreed for replacement contact within first quarter of framework operation.
Complete development task and update CCPS on ability to return requested information to providers: investigate possibility of rates benchmarking data.	Review complete and recommendations by end of 2025.
Scotland Excel will complete risk/benefit analysis and justify any additional compliance, quality, and impact data requests. Where	Ongoing as contract MI is

required or helpful, additional data collection can be identified with providers and purchasers, but this will be carefully considered using the agreed data checklist.	reviewed and new contracts introduced.
Scotland Excel will consider all options for optimal data collection including collecting data from purchasers where appropriate.	Ongoing as contract MI is reviewed and new contracts introduced.
Review how consistency could be achieved in the format of usage data requests.	Review complete and recommendations by end of 2025.
Develop process and templates for purchasers to provide information where they believe there is a breach of contract due to poor quality service.	Review complete and recommendations by end of 2025.
Impact Data: consult purchasers and providers further on information required for impact, framework evaluation and commissioning/demand purposes, with consideration of data principles.	Review complete and recommendations by end of 2025.
Consider whether local needs data can be collated and shared to support commissioning planning such as information on changing demand and unmet need.	Review complete and recommendations by end of 2025.
Review the effectiveness of Scotland Excel's efforts to embed the data principles.	Ongoing review as part of bi-annual Scotland Excel & CCPS forum.

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