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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 September 2023</b>
<b>Report By:</b>	<b>Chief Officer, Inverclyde HSCP</b>	<b>Report No:</b>	<b>PR/16/23/KR/AB</b>
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<b>Subject:</b>	<b>External Care at Home Service – Change of Cost/Quality Weighting</b>		

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 This report outlines the need to change the cost/quality weightings for external care at home service provision in favour of a qualitative weighting as part of the Care at Home review and to request approval to change the tender weightings as per Contract Standing Order 16.3.

1.3 The paper presented to the Inverclyde Integration Joint Board (IJB) on 26<sup>th</sup> June 2023 and the Social Work & Social Care Scrutiny Panel on 29<sup>th</sup> August 2023 outlined the review of home support and the move to a social care workforce. This is the key stone to all subsequent improvement and capacity building.

1.4 A key concern for the Inverclyde Health & Social Care Partnership (HSCP) is to promote quality and continuity of service provision given the increased complexity of care required with the associated greater increase in staff skills necessary to maximise the best impact on care for our service users and the promotion of best practice. It promotes and strengthens safe care and evidence shows that it increases both user satisfaction and wellbeing, but also outcomes. The essential nature of this service and the standards required to attract external commissioned services should be reflected in the cost / quality ratio for evaluation of tender submissions. A greater emphasis on quality attracts providers and supports the viability of current providers. Approval is required to change the tender weightings from 60%/40% cost/quality to 30% / 70% cost/quality. The quality of the service provision is of greater importance and the committee is asked to approve the variation in the cost / quality split as requested.

1.5 The Ethical Care Charter is included in the service specification as part of Inverclyde's affiliation with the charter and fairer working practice. Through the Care at Home Review there has been progress made including improved travel cost and time for staff, and compliance with the charter standard, a full report will be presented to the IJB by March 2024.

1.6 The Ethical Charter is central to all service redesign within the HSCP and the commissioning approach has been redesigned as part of the market facilitation in consultation with local providers with a view to increasing capacity on the framework and ensuring sustainability.

## 2.0 RECOMMENDATIONS

2.1 It is recommended that the Policy and Resources Committee:

- a) approves the change of tender weightings for the Care at Home Services Framework Tender to 30% cost and 70% quality of service to ensure the required quality of service can be procured, in terms of Contract Standing Order 16.3.

**Kate Rocks**  
**Chief Officer**  
**Inverclyde HSCP**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The current care at home framework has been in place since April 2022 and is due to end in March 2024. The new procurement exercise is anticipated to be issued to the market from October 2023 and concluded and awarded in advance of the current framework agreement ending. The service specification is being reviewed to reflect recent guidance and has been simplified in response to provider feedback.
- 3.2 There has been a 30% reduction in commissioned hours since March 2020 with only four providers on the Care at Home Services Framework and two providers meeting the requirements of a direct award from June 2023 to increase available service. There is also a reduction of between 12% and 30% in the difference between planned and actual provision which shows a lower level of service received by the service user compared to assessed need. This is an indication of quality and consistency of provision.
- 3.3 An increase in concerns and complaints to the service reflects an overall reduction in quality standards and it is a priority to improve standards and development within the service.
- 3.4 There is a statutory duty to facilitate the Self-Directed Support agenda, it is essential that a mixed market is provided to support people at home. There is lack of choice and availability on the framework with an elevated level of dependency on two main providers which brings a fragility to service delivery. The HSCP continues to be the provider of last resort as per Social Work (Scotland) Act 1968.
- 3.5 Service delivery must be safe, effective, provide good experiences for service users, continuously improve and compliment integrated working. The HSCP will be actively seeking feedback from service users as part of the commissioning process. The framework ensures service is responsive, delivered on time and meets needs. The report that will be presented in March 2024 will outline our compliance with the Ethical Care Charter highlighting joint work, valuing the workforce and the shared accountability between all parties and stakeholders involved in delivery. It will also consider how we have designed services with people with lived experience.

### 4.0 PROPOSALS

- 4.1 The quality of service is of paramount importance therefore it is proposed to move to 30% cost and 70% quality split to evaluate tenders. The aim of the tender is to accurately describe the high-quality service required for Inverclyde and identify good quality providers to deliver the service ensuring consistency, sustainability, fair work practice and secure Best Value.

### 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	X	
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing	X	
Environmental & Sustainability		X

Data Protection		X
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## 5.2 Finance

Annually Recurring Costs/ (Savings)

Moving to 70% quality and 30% Cost is likely to lead to increased financial costs. However, this will be assessed as part of the tender acceptance process and any likely financial implications will be reported accordingly.

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

## 5.3 Legal/Risk

Legal Services have been consulted and are working through the legal risks of this tender.

## 5.4 Human Resources

The previous report to IJB has outlined the impact for home care staff. There are no Human Resources implications directly arising from this report.

## 5.5 Strategic

There is a high level of risk identified by the Homecare Review Programme Board if we are unable to sustain the external market.

- Sustainability of the service, short, medium, and long term.
- Poor delivery of outcomes for users and carers.
- Increased delayed discharges due to inadequate capacity.
- Instability care home marked and uncertainty around the financial impact.
- Continued uncertainty about capacity within the external market that is adversely affecting quality outcomes for older people.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

X	YES – Assessed as relevant and an EqIA is required, a copy of which will be made available on the Council's website: <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a>
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

### (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

X	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

(c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

	YES – Assessed as relevant and a CRWIA is required.
X	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

**6.0 CONSULTATION**

6.1 CVS Market Facilitation.

**7.0 BACKGROUND PAPERS**

7.1 None.