

### **Strategic planning for services**

- How do we ensure that the National Care Service is an 'investment in society' rather than a cost to it?
- To what extent are social care and support services currently planned and commissioned according to the strategic planning guidance for health and social care integration?
- What are the benefits and challenges of having a 'mixed economy' in social care provision (compared with the NHS model)? What specific changes would you want to see to the Bill that could enable this fundamental difference between health and social care provision to be addressed?
- What are the benefits, challenges and disadvantages of providing social care services directly as opposed to commissioning them from external providers? To what extent do you think direct provision of social care services would be possible and/or desirable under the reformed structures proposed by the Bill?

Direct provision of services form part of the mixed care provision and can both benefit and be impacted by being part of a larger organisation. Infrastructure and wider supports are beneficial however if fully costed within model are likely to prove financially prohibitive. Challenge would be ensuring that there is sufficient flexibility for innovation to be harnessed and promoted across all services.

### **Commissioning and procurement**

- What has been your general experience with Scotland Excel and what would be the impact if Scotland Excel were no longer involved in commissioning arrangements for social care?

We have developed a positive working relationship with SXL and are involved in a number of national frameworks where these have been assessed as being of value to the provision of commissioned services. The partnership working is something that has developed over time and is of mutual benefit to both parties, promoting at times a solution focussed approach across a range of areas that are challenging to us all. This is at a strategic level and reflects the scale of Glasgow City purchasing requirements.

The absence of SXL in relation to national contractual arrangements e.g. NCHC and Children's secure care, is for different reasons an area that would be negatively impacted by the absence of such a national approach. The former due to the scale of the NCHC and the negotiations with the sector representative bodies Scottish Care and CCPS, without a national approach it would require local negotiations which could fragment the quality and efficiencies of provision. Similarly, although on a much reduced scale but increased specialism is secure care provision.

This is less so with other frameworks where it has been our experience that the national approach has not been able to reflect our unique position in terms of foster care and also Adult care and support framework.

Expertise in social care commissioning both in respect of formal qualifications, experience and promotion is something that needs considered under existing arrangements and any future approaches.