

TRANSFORMING THE MARKET FOR SOCIAL CARE

Annotated bibliography

7

One in a series of seven papers on market facilitation

PREAMBLE TO BIBLIOGRAPHY

This annotated bibliography offers a guide to some of the key texts concerning market facilitation in social care. It is a companion document to the series of papers developed by the Institute of Public Care (IPC), originally funded by the Care Services Improvement Partnership (CSIP), on market facilitation.

The importance of forming new relationships between commissioners of social care service users and providers is emphasised in the government circular *Transforming Adult Social Care*. It lays down a requirement that authorities develop a clear approach towards the social care market.

“Councils will also be expected to have started, either locally or in their regions, to develop a market development and stimulation strategy, either individually or on a wider regional basis with others, with actions identified to deliver the necessary changes.”¹

The overall set of papers lays out an approach designed to underpin the market development and stimulation strategy sought by the circular, and in the context that the future role of the local authority towards the market should be one of ‘facilitation’. In addition to this bibliography the other papers outline:

- The background to market facilitation.
- A model of market facilitation.
- The views of local authority commissioners and providers towards the market and current policy issues.
- An exploration of whether the focus of the relationship between commissioners and providers within the market should be on outcomes or outputs.
- An improved approach to contracting where the local authority still acts as a purchaser.
- A set of principles by which individuals may contract for services.

Each of the papers is designed to be free-standing but contribute overall to a new approach to facilitating the social care market.

Commissioned by the CSIP Commissioning Programme in 2008, published 2009

Care Services Improvement Partnership 

¹ | Local authority circular (DH) (2009) 1: Transforming Adult Social Care paragraph 16
Department of Health 2009. This is the second of two such documents, basically updating the earlier 2008 circular.

AN ANNOTATED BIBLIOGRAPHY ON FACILITATING THE SOCIAL CARE MARKET

Age Concern guides and factsheets

Age Concern has a user friendly website that has various guides and factsheets regarding social and health care.



Age Concern – Rights for Real, Older People: Human Rights and the CEHR (2006)

This report shows how the Human Rights Act 1998 can provide a framework for principles, practice, and policy to safeguard older people and ensure they have good quality services from a range of providers. The report also highlights risk areas where older people may not be covered under human rights legislation such as

privately self-funded clients; this is particularly relevant with personalisation and people managing their own care.

Association of Directors of Adult Social Services (ADASS) – Implementing Building Capacity and Partnership in Care (2003)

This paper restates the principles of Building Capacity and Partnership in Care but also gives examples of the initiatives in specific localities, which demonstrate improvements in commissioning practice.



Audit Commission – Don't Stop Me Now: Preparing for an Older Population (2008)

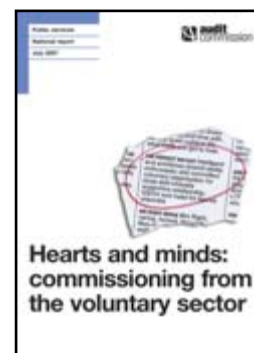
This report sets out demographics of an ageing society and how local Government should be responding in line with the overarching national agendas. It provides chapters and checklists on how to effectively engage with older people and their community as consumers, age-proofing mainstream services and

targeting services to promote independence. There are some very useful case studies and examples of innovative service models that relate to older communities that have developed outside of Local authority's traditional commissioning role.

Audit Commission – Hearts and Minds: Commissioning from the Voluntary Sector (2007)

This paper sets out the Audit Commission's findings

on the extent and nature of the voluntary sector's delivery of public services, the locally perceived impact of government efforts to build capacity, the current state of commissioning and procurement practice.



Audit Commission – Making Ends Meet (2006)

This is a Joint Review website for managing money in social services regarding social care commissioning.

Audit Commission – Older People – Independence and Well-being: The Challenge for Public Services (2004)

A report that explores the changes needed by public services to meet the independence and well-being of older people and support to carers. It explores the various strategic alliances that should be formed across health and social care to commission for the whole population and examines new service models that can be developed.



Audit Commission – Take your Choice: A Commissioning Framework for Community Care (1997)

This handbook is intended to provide social services departments with a more detailed analysis of the issues raised in *The Coming of Age* (1997) relating to their commissioning role.

Audit Commission – The Coming of Age (1997)

This paper brings together the results from two Audit Commission field studies, continuing care and commissioning of community care. The report provides recommendations for both professionals who are involved in delivering care and those in policy.



Australian Government Office of Best Practice Regulation – Cost-benefit Analysis (2007)

This handbook sets out how Australian government departments and agencies should conduct business and interact with markets. There is some useful insights into cost benefit analysis that could be adapted to the UK local government context.



Cabinet Office – Realising Britain's Potential: Future Strategic Challenges for Britain (2008)

This report provides an extensive assessment of the key long-term macro and overarching challenges and opportunities for the UK that

require cross-sector, policy and departmental dialogue and working. Areas include globalisation, demographic challenges of an ageing and diverse population, climate change, crime and public safety, social mobility and family life. Local government commissioners have a key role to play in these cross-cutting issues in terms of facilitating markets that are fit for purpose and future-proof.

Care Services Efficiency Delivery (CSED) – Effective Monitoring and Modernisation of Home Care (2006)

A useful reference guide for implementing electronic home monitoring of domiciliary care visits examining contentious issues such as automated work scheduling, invoicing and payment.



Care Services Efficiency Delivery (CSED) – Commissioning and Contracting for Outcomes (2009)

A useful paper which brings together various work strands and case studies regarding outcome based commissioning and contracting. It provides an explanation of the different outcome frameworks from the Department of Health (DH), the Department for Children, Schools and Families (DCFS), and the Department for Communities and Local Government (DCLG).

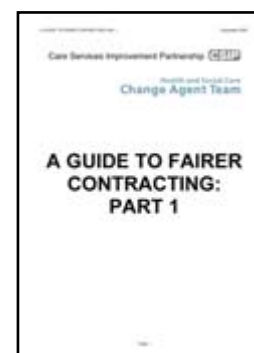
Care Services Efficiency Delivery (CSED) website – Commissioning Programme Tool for Rapid Analysis of Care Services (TRACS) (2009)

This is an electronic tool to assist local authorities with the purchasing/buying process. It interprets and reconfigures raw data from the care management system which enables key players to analyse data as appropriate to engage in activities to directly shape the market such as remodelling and reviewing contract price, analysing volume and cost and identifying market trends over time. This data and analysis is crucial when thinking of facilitating markets in line with transformation.



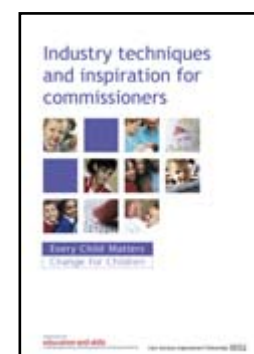
Care Services Improvement Partnership (CSIP) – A Guide to Fairer Contracting Part 1 (2005)

A useful guide on good practice in contracting within social and health care. The report is in two sections. Section one explores the debate about fair contracting between purchasers and providers. The second part of the report is based on a national review of contracts and provides suggested clauses and some standardised practice examples.



Care Services Improvement Partnership (CSIP), Department for Education and Skills, Price Waterhouse Coopers – Industry Techniques and Inspiration for Commissioners: Every Child Matters: Change for Children (2006)

This paper brings together insights and tools from business and industry and applies them to commissioners working with the Every Child Matters agenda. It covers the full scope of market development from strategy and planning, designing delivery mechanisms, procurement of services to integration of service delivery.



Commission for Social Care Inspection – Lost to the System? The Impact of Fair Access to Care, (2008)

This report explores the impact of the Fair Access to Care system (FACS) on people who require services. It examines the impact and issues of tightened eligibility criteria and access to services for those who are self-funding and those who do not meet eligibility thresholds. This report is especially relevant given the national requirements for whole systems and population commissioning.

Care Services Improvement Partnership (CSIP) – Outcomes-based Commissioning podcast (2007)

A podcast of professionals and academics discussing outcome based contracting and some of the challenges this entails.

Commission for Social Care Inspection (CSCI) – Safe As Houses? What Drives Investment in Social Care? (2007)

This report looks at the role that private equity houses and banks have in responding to financial opportunities within the social care sector. It is an interesting report that provides an overview of the social care market looking at recent developments in both the care home and the domiciliary care market. It also regards the challenges of

personalisation and the potential impacts this will have on the commissioning, investment and provision of services.

Commission for Social Care Inspection (CSCI) – Time to Care? An Overview of Home Care Services for Older People in England (2006)

A report on the home care sector. It examines what older people's experiences of services are and their aspirations, the quality of registered domiciliary care services, the commissioning and procurement of home care and areas for improvement in line with national drivers and agendas.

Care Services Improvement Partnership (CSIP) – Valuing People Support Team

This is a website that is devoted entirely to the Government's Valuing People agenda. In regard to contracting there is a section specifically for commissioners and providers in working towards person-centred approaches.

Commission for Social Care Inspection (CSCI) – A Fair Contract with Older People? A Special Study of People's Experiences When Finding a Care Home (2007)

This report examines the experiences of older people as consumers in the care home market and sets out clear recommendations on areas of improvement at a national and local level including fairer contracts.



Commission for Social Care Inspection (CSCI) – The State of Social Care in England 2007-8

Annual report on social care in England by CSCI.

Commission for Social Care Inspection (CSCI) – What Councils are Reporting on their Progress in Delivering Services to Adults with Social Care Needs: An overview of self assessment surveys submitted by councils to CSCI at the end of May 2007

This report summarises the findings from self-assessment surveys carried out by councils with social services responsibilities (CSSRs) for 2006-07. Progress is measured against the White Paper, *Our Health, Our Care, Our Say*, seven outcomes for adult social care: improving health and emotional well-being, improved quality of life, making a positive contribution, increased choice and control, freedom from discrimination, economic well being and maintaining personal dignity and respect.

Counsel and Care factsheets

Counsel and care is a charity that has a user-friendly website as well as a telephone advice line for older people. The website has a series of factsheets for older people in regard to many different issues around community care and support.

Demos – Making it Personal (2008)

A document by think tank Demos that outlines the benefits of a participative approach to personalisation by systematic engagement with service users.





Department for Business Enterprise and Regulatory Reform (BERR) – Enterprise: Unlocking the UK's Talents (2008)

An overarching strategic vision in regard to business support for entrepreneurs and businesses in the UK.

Department for Business Enterprise and Regulatory Reform (BERR) – Simple Support, Better Business: Business Support in 2010 (2009)

A useful document which sets out business support, advice and services and aimed to streamline information, avoid duplication and ensure appropriate pathways to business support and development.



Department for Children, Schools and Families (DCSF) – Delivering Better Children's Services Through Better Market Development (2007)

This paper looks at how market development can lead to better outcomes for children. It looks at market shaping where commissioners have direct participation in the market and also where they are operating in more of a facilitative role. There is also a useful section on key market issues

for commissioners.

Department for Communities and Local Government (DCLG) – Developing the Local Government Services Market to Support a Long-term Strategy for Local Government (2006)

Presents key findings from an analysis of the local government market. It considers key challenges and opportunities faced by markets in local government services and identifies issues influencing the effectiveness of competition across the sector. It discusses these challenges and issues in relation to a long-term strategy for local government.

Department for Communities and Local Government (DCLG) – Guidance on Contracting for Services in the Light of the Human Rights Act 1998 (2005)

This guidance clarifies the legal ambiguities of the Human Rights Act 1998 regarding protection of service users who are receiving care from non-public organisations.

Department for Communities and Local Government (DCLG) – Managing Risks in Asset Transfer: A Guide (2008)

This is a practical guide for those in Local Government who are involved in asset transfer to the community sector. It advises on how risk can be

minimised and managed, drawing on successful case studies and examples. It also provides resources that can be used by local authorities when engaged in activities that involve transfer of public assets to the community sector to meet local need more effectively.



Department for Communities and Local Government (DCLG) – Strong and Prosperous Communities (2006)

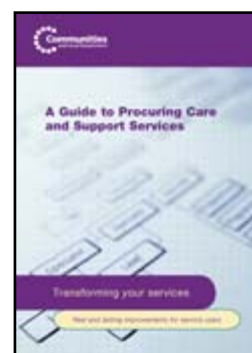
This White Paper sets out a vision for strong and prosperous communities. It is hoped communities will be characterised by responsive services and empowered communities with accountable local government, strategic regions, place-shaping, fair, and open competition within the market and sharing of good practice.

The White Paper also introduces government intention for a new refined national performance framework and puts citizens at the centre of planning which will in turn affect commissioning and contracting practices.



Department for Communities and Local Government and South East Centre of Excellence – Guide to Procuring Care and Support Services (2007)

A useful step-by-step guide to help professionals plan and manage procurement of housing-related support and social care services. It has very good appendices with templates of various documents used in the procurement process, including a specification template.





Department of Health (DH) In Control – A report on In Control's second phase: Evaluation and Learning 2005-2007 (2008)

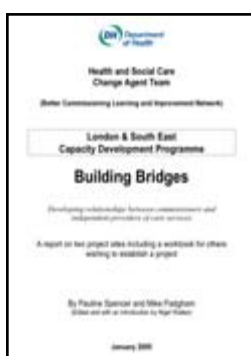
This reports on how individual budgets and self-directed support works for service users, children and their families/carers, communities, providers and commissioners. It examines what aspects of self directed support contribute to beneficial outcomes.

Department of Health (DH) Change Agent Team – A Catalyst for Change - II Tackling the Long Ascent (revised 2009) This is a diagnostic tool providing a systematic approach to help establish what stage local authorities and their partners are at with their commissioning roles. It identifies the activities that will assist them in the successful development of community services.



Department of Health (DH) Change Agent Team (CAT) An Engaging Process: Relationships between the Statutory and Independent Health and Social Care Sectors in London and the South East of England (2003) This report compiles the findings from a study carried out by CAT with local authorities, independent sector providers and primary care trusts to

establish the state of working relationships in terms of strategic planning. It sets out the wider issues of purchaser and provider relationships and the challenges and opportunities for further learning and good practice.



Department of Health (DH) Change Agent Team Better Commissioning Learning and Improvement Network – Building Bridges: Developing Relationships between Commissioners and Independent Providers of Care Services (2005)

A workbook to assist the development of constructive relationships between commissioners and independent

providers of care services.

Department of Health (DH) Change Agent Team – Commissioning and the Independent Sector (2004)

This is a good practice checklist in regard to commissioning and working with the independent sector which is based on four tests of fairness.

Department of Health (DH) Change Agent Team – Getting Started: Open Book Accounting (2005)

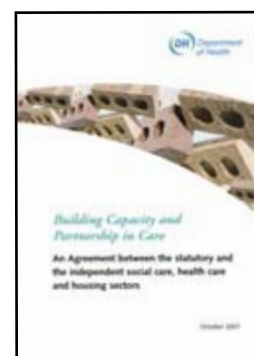
This is a briefing paper on open book accounting from the Change Agent Team Better Commissioning Learning and Improvement Network.

Department of Health (DH) Change Agent Team – CAT London & South East Capacity Development Programme (2004)

This report provides an overview of the changes needed within domiciliary care sector to respond to prevention and reduce reliance on acute services. It examines how contracts/specifications will need to change significantly to ensure new service models and be underpinned by effective joint strategic commissioning.

Department of Health (DH) – Building Capacity and Partnership in Care (2001)

Building Capacity and Partnership in Care is an agreement between the statutory and independent sectors. It aims to encourage a more strategic, inclusive and consistent approach to capacity planning at a local level.

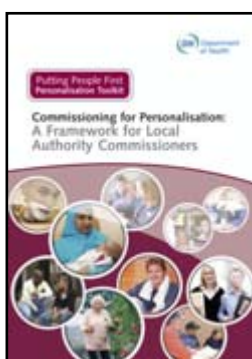


Department of Health (DH) – Commissioning a Patient-Led NHS (2005)

Key document which follows on from the publication of 'Creating a Patient-led NHS'. This paper focuses on how the Department of Health will develop commissioning throughout the whole NHS system, including changes for primary care trusts and strategic health authorities.

Department of Health (DH) Care Services Improvement Partnerships (CSIP) – Commissioning ebook

A web-based publication designed to improve baseline commissioning knowledge. It is devised as a series of chapters and covers the processes of commissioning, purchasing and monitoring. There are some useful chapters on service user and carer engagement, working with providers, developing and managing the market and workforce development. The e-book also has tools, think pieces, podcasts and links to other resources.



Department of Health (DH) Care Services Improvement Partnerships (CSIP) – Commissioning for Personalisation: A Framework for Local Commissioners (2008)

This report suggests an approach for councils and their partners to conceptualising the challenges of personalisation and the important role of commissioning in making it happen. It does not envisage that

‘traditional’ commissioning approaches will form more than a transitional role in ensuring this success. This paper considers that through personalisation commissioning is both rejuvenated and transformed.

Department of Health (DH) – Commissioning Framework for Health and Well-being (2007)

This provides a framework for local authorities to deliver on the ambitious market reforms of the Green Paper Independence, well-being and choice (2005) and the White Paper *Our health, our care, our say* (2006). The framework sets out eight steps that health and social care should take in partnership to effectively commission. Central to this are flexible contracts that link to work/outcomes actually achieved which require fairer contracting practices such as fair pricing and incentives.

Department of Health (DH) – High Quality Care for All: NHS Next Stage Review Final Report (2008)

This report further sets out the expectation of joint working to achieve strategic health authority strategic agendas and next steps of NHS reform.

Department of Health (DH) – Joint Strategic Needs Assessment (2007)

Guidance building on *Creating Strong, Safe and*

Prosperous Communities. It sets out the stages of the JSNA process and practical guidance on implementation for commissioners.

Department of Health (DH) Care Services Improvement Partnerships (CSIP) – Key Activities in Commissioning Social Care (2007)

A comprehensive report based on work with a number of local authorities looking at how social care commissioners develop commissioning strategies through exploring both the demand and supply side of local care economies.

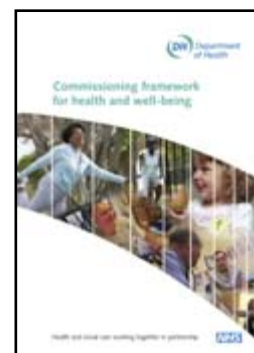


Department of Health (DH) – Making Partnerships Work: Examples of Good Practice (2007)

This document provides case studies of partnership working between commissioners and voluntary organisations. It is useful for commissioners as it shows what works well and how this may be replicated locally informing market facilitation activities.

Department of Health (DH) Green Paper – Independence, Well-being and Choice (2005)

This sets out central government proposals for the future of an strategically driven social care market as a joint activity across all key organisations and stakeholders. Emphasis is on whole systems commissioning and the development of a wider market to meet outcomes. Tentative ideas and expectation of market-shaping for directors of adult social services are explored in this paper, as are individual budgets.



Department of Health (DH) – Out in the Open: Breaking Down the Barriers for Older People (2000)

A report which considers how local councils commission support services for older people. It is based on a project involving four diverse local social services authorities that focused on how and what to commission. The aim of the project was to test the benefits of direct expert intervention over written guidance or other traditional means of promoting good practice.

Department of Health (DH) – Putting People First (2008)

A concordat setting out a shared vision and commitment to radically change the adult social and health care system, of which personalisation is the cornerstone, which will define the market and consequent contractual relationships.



Department of Health (DH) – Report of the Third Sector Commissioning Task Force: Part II, Outputs and Implementation (2006)

This report delivers the findings of the Third Sector Commissioning Task Force which was established to promote fair business relationships between commissioners of health and social care services and providers

from the third sector.

Department of Health (DH): The Case for Change Why England Needs a New Care and Support System (2008)

Public consultation document asking for public opinion on a series of questions regarding care and support service delivery. The main debate centres on choice and control and also the funding and configuration of support and care services.



Department of Health (DH) White Paper – Our Health, Our Care, Our Say (2006)

This is the seminal piece of guidance visioning a reformed integrated world-class social and health care system. It details a radical and sustained shift in the way services are delivered. It sets out in detail the need for joint strategic planning across sectors/

organisations to deliver outcomes for localities. It looks at how this information should be used to create markets that will respond to whole communities including self-funders. It places importance on effective partnerships, encouraging innovation and stimulating market by enabling fair competition among providers to respond to individual choice. It quite clearly states the high-level strategic intention to break down traditional buying and selling

arrangements between provider and purchaser.

Department of Health (DH) – Transforming Social Care LAC (2008)¹

This local authority circular sets out information to support the transformation of social care as set out in the Green Paper, *Independence, well-being and choice* (2005) and reinforced in the White Paper *Our health, our care, our say: a new direction for community services* in 2006. It develops the vision set out in the Putting People First Concordat 2008 and details what work needs to be achieved by the Department of Health and sector leaders to deliver on transforming adult social and health care. It also introduces the Social Care Reform Grant and has very useful website links.

Department of Health (DH) – Transforming Adult Social Care LAC (2009)¹

This circular develops further the requirements of the LAC (DH) (2008)¹. It reiterates the Social Care Reform Grant as critical in local transformation over the next two years.

Department of Health (DH) – World Class Commissioning: Vision (2007)

This document expands on *Commissioning a patient-led NHS* (2005) and gives advice on how health care



commissioners can invest in well-being and outcomes. It specifies eight competencies that commissioners should deliver on: locally lead the NHS, work with community partners, engage with public and patients, collaborate with clinicians, manage knowledge and assess needs, prioritise investment, stimulate the market, promote improvement and innovation, secure procurement skills, manage the local health system and make sound financial investments.

On the DH web pages the World Class Commissioning (WCC) paper is accompanied by other documents which lay out a set of commissioning competencies, a support and development framework designed to give commissioners access to the tools they need to drive improvements and an assurance approach to quality.

Department of Health (DH) and Social Services Inspectorate (SSI) – That’s the Way the Money Goes (1999)

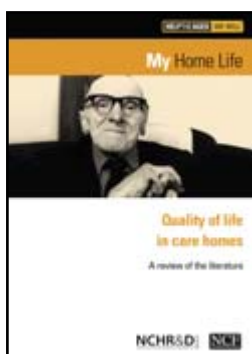
This report evaluates how effectively councils commission services and contains the findings of inspections of commissioning arrangements in eight local authority social services departments in 1998.

Department for Innovation, Universities and Skills (DIUS) – White Paper – Innovation Nation (2008)

This sets out the government vision for a skilled and innovative economy covering business, public services, health, education, manufacturing and retail. It is useful as it provides a vision of how and what innovation initiatives look like across the economy and in other markets. In terms of market facilitation it is helpful to have a perspective on what is happening in other markets to evaluate if there are any potential synergies of ideas and innovation between markets.

Health Services Management Centre. Individual Budgets and the Interface with Health: A Discussion Paper by the Care Service Improvement Partnership (2008)

This document summarises discussions from a think tank session with major stakeholders including the Cabinet Office, Department of Health, In Control and local authorities involved in the individual budget pilots. The discussions included relevant issues, challenges and tasks of implementing individual budgets across health interfaces.



Help the Aged – My Home Life: Quality of Life in Care Homes (2006)

This report provides a review of what quality of life means to older people. It also provides practical resources to assist care homes in ensuring that the older person and their quality of life is the cornerstone of the service. This is a useful resource concentrating on the holistic needs of an older

person and can assist in mapping out service specifications for both providers and commissioners.

Help the Aged – Our Future Health: Older People’s Priorities for Health and Social Care (2000)

A report outlining the need for significant change in social and health care for older people. The

emphasis is on preventative services, information and support with older people at the centre of services.

Help the Aged – Quality of Life in Older Age (2004)

Report exploring what constitutes a quality of life in older age.

Her Majesty’s Stationery Office (HMSO) – With Respect to Old Age: Report of the Royal Commission on Long Term Care (1999)

This published report of the inquiry by Sir Stewart Sutherland sought to recommend a way of paying for long-term care which brings improvements in the short term and which is affordable and sustainable.

House of Commons Public Administration Select Committee – Public Services and the Third Sector: Rhetoric or Reality 2008. Eleventh Report of Session 2007–08

This report looks into the relationships between the public sector and third sector organisations. It explores the assertions from central government about the distinctiveness and positive role the third sector can play in the delivery of public services, including social care. Overall it concludes that third sector organisations have significant contribution to public markets can make a aligned with intelligent commissioning. This paper is useful as it sets out the wider debate of how a mixed economy of public services can be managed on a macro level.

Individual Budgets – Evaluation Network (IBSEN) Evaluation of the Individual Budgets Pilot Programme: Final Report (2008)

This report provides an update and review of the cross-government, individual budget pilot programme. This report was carried out over two years and looked at thirteen local authority pilot areas. The report focuses on the progress made and learning opportunities, including the outcomes achieved by the individual pilots, cost effectiveness, eligibility and resource allocation, planning support arrangements, integrating funding streams and implications for policy and practice.



Joseph Rowntree Foundation – Getting Older People's Views on Quality Homecare Services. (2001)

A report detailing what older people regard as a good quality domiciliary care.

Joseph Rowntree Foundation (JRF) – Older People's Definitions of Quality Services (2000)

A report that analyses what older people define as quality of life and how these aspirations can be translated into individual outcomes. It is useful for practitioners to get a picture of what individual outcomes may look like and how this may inform the writing of specifications with service users and providers.

Joseph Rowntree Foundation (JRF) – The Report of the Older People's Enquiry into 'That Bit of Help' (2006)

A report that identifies gaps in service provision for older people and provides helpful ideas on what older people consider quality services that go beyond the traditional boundaries of social care. This paper is useful when considering new service design/ models at a local level and specifications for services.

Journal of Integrated Care – An Outcome-Based Approach to Domiciliary Care. (Volume 13, Issue 3 June 2005)

This paper provides a brief overview of the concepts of outcomes and steps towards implementation of this way of working regarding both the difficulties and the opportunities. It also has a section on outcome-based contracting.

King's Fund – Social Enterprise and Community Based Care: Is there a Future for Mutually Owned Organisations in Community and Primary Care? (2006)

This paper explores mutual organisations and social enterprises within primary and community care. It regards the policy context, explores definitions and different models, assesses the potential benefits and looks at how commissioners and providers may change the way they approach their respective practices because of these developments. The report also considers changes that may be required to support the development of mutual organisations and the intervention required to enable markets to meet these agendas.

King's Fund Enquiry into Care Services for Older People in London – The Business of Caring (2005)

Enquiry into the short comings of the care market in London and recommendations.

King's Fund, Steps to Develop the Care market: An Agenda to Secure Good Care for Older People and Carers (2006)

This paper reviews current failings in the care market and the steps being taken to tackle these problems. It illustrates the pitfalls, challenges and opportunities of markets. The paper highlights what further steps are needed and suggests a six-point action plan to ensure that the market, both in the short and longer term, can offer the range, quality and diversity of services needed by older people and their carers.



Joseph Rowntree Foundation (JRF) – Calculating a Fair Price for Care: A Toolkit for Residential and Nursing Care Costs (2008)

This paper provides a formula to calculate reasonable costs of operating care homes for older people and those with dementia. It is meant to be used as a guide/toolkit for professionals involved in negotiating care home fees.

New Philanthropy Capital – Surer Funding (2004)

This is a published report of an inquiry undertaken on behalf of the voluntary sector by the Association of Chief Executives of Voluntary Organisations into voluntary sector funding.

Office of the Deputy Prime Minister – National Procurement Strategy for Local Government (2003)

Sets out how councils can improve the delivery and cost effectiveness of high quality services through more effective, prudent, and innovative procurement practices. The strategy illustrates the scope for potential cost savings through more efficient procurement practices and partnership working, to release resources to the frontline.



Office of Fair Trading (OFT) – Care Homes for Older People in the UK: A Market Study (2005)

This report follows a study that was conducted over ten months following a complaint raised by *Which?* magazine regarding the care home market. The report outlines the failings in the care home market in regard to fair trading and makes a series of recommendations. Overall the report advises a one-stop-shop model of information for consumers, better access to complaints procedures and fairer contracts.

Office of Fair Trading (OFT) – Guidance on Unfair Terms in Care Home Contracts (2003)

This report is a guide for advisers and is based on a review of a sample of agreements between providers and service users. It sets out what terms in consumer contracts may be considered unfair under the Unfair Terms in Consumer Contracts Regulations 1999.



Office of Government and Commerce (OGC) – Early Market Engagement Principles and Examples of Good Practice (2006)

This guidance is for professionals involved in setting up or organising procurement activities. It provides an introduction to a number of methods for successful early market engagement. It also has helpful case studies from other public sector

organisations and has useful references to more detailed guidance.

Office of Government and Commerce (OGC) – Market Creation

This online guidance provides advice on how public sectors can increase contestability through procurement exercises and how procurement can be used as a vehicle to actually stimulate and create markets. It explores different market conditions and some of the difficulties that arise in stimulating markets. It has clear guidelines on how markets can be stimulated and difficulties minimised. It gives recommendations arranged under the following headings: Approaching the marketplace, Engaging with the supply side, Framing the requirement, Commitment and organisation.

Office of Government and Commerce (OGC) – Think Smart... Think Voluntary Sector! Good Practice Guidance on Procurement of Services From the Voluntary and Community Sector (2004)

This report examines how supply opportunities should be encouraged to a wider range of providers, especially from the voluntary sectors. The report examines some of the difficulties and areas for improvement particularly around contracting, principally for central government departments and agencies, but those involved in local authority procurement and partnership commissioning at a local level may also find the principles of some relevance to their work



Social Policy and Research Unit, The University of York – Making Home Care for Older People More Flexible and Person-centred. (2005)

A report examining what flexible and person centred care should look like and how good individual approaches can be widened to become a norm of home care provision.

The World Bank & IBM Centre for the Business of Government Moving – From Outputs to Outcomes: Practical Advice from Governments Around the World (2006)

This report identifies thinking and practice issues around governments moving from an output to outcomes-based way of working. It examines the following areas of activities: strategies, implementation, monitoring, and evaluation.



Plantz M, Greenway M and Hendricks M – Outcome Measurement: Showing Results in the Non-profit Sector (1999)

Article on outcome and performance measurements for the non-profit sector in America.

Porter E Michael – How Competitive Forces Shape Strategy (Harvard Business Review March/April 1979)

This seminal paper was the first paper to summarise the five main competitive forces in a marketplace, now widely known as Porter's Five Forces Analysis. It explains how an understanding of these forces can enable a company/organisation to build competitive advantage and develop a targeted competitive strategy.

Read Mike – Ends and Means: The Right Social Care Sector for the Next 20 Years (Paper for Association of Directors of Social Services 2004)

This paper explores both theory and practices of market development in wider industry and relates these models to social care. It examines the current and anticipated future shape of the social care market and ways that commissioners can develop this.



Social Care Institute for Excellence (SCIE) – Outcomes-focused Services for Older People (2006)

This review examines research that shows what older people aspire to in terms of outcomes and services. It also provides a review of where authorities are nationally in terms of outcome-based commissioning.

The Chartered Institute of Public Finance and Accountancy (CIPFA) – The Commissioning of Social Care and the Requirement for Joint Commissioning (2003)

This report seeks to identify the knowledge needed to commission effectively. It describes and assesses the different approaches to joint commissioning.



Third Sector Mapping Research - Department of Health (2007)

This paper provides quantitative information, in separate bullet points, about the third sector nationally. Topics include third sector organisation profile, sources of funding, social care provision, health care provision, future service providers, tendering, local authority commissioning from the third sector, added value and potential provision. It is a very useful statistical

snapshot of third sector organisation nationally.

Thurrock Social Care Outcome-based Commissioning of Home Care: Report of Pilot (2005)

A report of a pilot of outcome based home care in Thurrock. This is a useful document as it evaluates the experience of implementing outcome-based domiciliary care locally and the changes needed in terms of assessment, review, contracts and specifications.

United Kingdom Home Care Association (UKHCA) Summary Paper – An Overview of the UK Domiciliary Care Sector (2008)

This paper provides a helpful overview of the home care market covering national statistics on state funded service users, intensity of care currently provided, average prices for home care, supply, provider numbers and size of the workforce. It also provides an overview of legislation, statutory regulation, and standards.



United Kingdom Home Care Association (UKHCA) – Calculating the Real Costs of Home Care: A Costing Model (2003)

A paper that provides an analysis of the costs of running home care services.

United Kingdom Home Care Association (UKHCA) – Commissioning Home Care: Changing Practice, Delivering Quality? (2004)

A report on the survey undertaken by the UKHCA into the range and extent of commissioning of domiciliary care services from both in-house and independent providers.

