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Item No: 12

Meeting Date: Wednesday 8th February 2023

**Glasgow City
Integration Joint Board
Finance, Audit and Scrutiny Committee**

Report By: Susanne Millar, Chief Officer

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Social Care Purchased Services – Review Activity

Purpose of Report:

To advise the IJB Finance, Audit and Scrutiny Committee of the activity of the HSCP Commissioning Team in respect of service reviews for the period 1 April 2022 to 31 December 2022.

Background/Engagement:

Service Review is an activity carried out in line with the Glasgow City Council, Social Work Services, Contract Management Framework. Service Review activity is carried out in conjunction with service providers and other stakeholders as appropriate.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

- HSCP Senior Management Team ☐
Council Corporate Management Team ☐
Health Board Corporate Management Team ☐
Council Committee ☐
Update requested by IJB ☐
Other ☐
Not Applicable ☒

Recommendations:

The IJB Finance, Audit and Scrutiny Committee is asked to:
a) note the contents of this report;

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	<p>b) note that the Council's Audit team is currently undertaking an audit of social care purchased services contract management, due to be reported to committee in April 2023;</p> <p>c) note that the Contract Management Framework is under review and that a proposed revised framework will be tabled at committee later in 2023. The revised framework will take account of the learning from COVID-19 and any points highlighted in the audit; and</p> <p>d) note that the delay in the rollout of Eclipse means that the current Contract Management Console will currently remain as the system for recording contract performance and that development of this system may now be required to enable more accurate reporting of all review activity.</p>
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Relevance to Integration Joint Board Strategic Plan:

Purchased social care services are critical to the successful delivery of the IJB Strategic Plan. The effective management of purchased service provision including service reviews is essential to ensure the availability, delivery, and sustainability of high quality social care services.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	Purchased social care services contribute to all 9 outcomes.
Personnel:	The Commissioning team has experienced a high turnover of staff during the period covered by this report. Some vacant posts were filled in November 2022, with the remaining posts due to be filled early February 2023.
Carers:	None
Provider Organisations:	Provider organisations are equal partners in the delivery of social care services and integral to the review of services.
Equalities:	None
Fairer Scotland Compliance:	Fairer Scotland Duties are considered during reviews of purchased social care services.
Financial:	None
Legal:	None
Economic Impact:	None

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Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	Glasgow City Council is the contracting authority for social care services purchased for the HSCP.
Implications for NHS Greater Glasgow & Clyde:	None.

1. Purpose

- 1.1. To advise the IJB Finance, Audit and Scrutiny Committee of the activity of the HSCP Commissioning Team in respect of service reviews for the period 1 April 2022 to 31 December 2022.

2. Background

- 2.1. Purchased social care service provision includes services across all care groups; Children and Families, Disabilities, Mental Health, Older People and Vulnerable Adults (addictions, homeless and justice).
- 2.2. Contracts with external care providers are subject to the Glasgow City Council Social Work Services Contract Management Framework (CMF), in place since 2012 and last updated in December 2019.
- 2.3. Service reviews are an element of the CMF, undertaken on either a planned basis in the final year of contract to inform future direction, or on an unplanned basis at any stage during the period of the contract. Unplanned reviews could be for a range of issues for example; a pattern or trend which suggests dissatisfaction with a service; significant performance concerns; changes to legislation or strategic direction.
- 2.4. The CMF was last reviewed in December 2019 and is currently under review to take account of the learning from COVID-19 and actions on the commissioning development plan. It is anticipated that a report will be available for the FASC before the summer of 2023 to consider proposed changes to the CMF.
- 2.5. Information from contract reviews is currently recorded in a bespoke IT solution, the Contract Management Console (CMC). The system has proven to be an effective tool to aid officers in the management of social care contracts, but as with any system it requires to keep pace with changes in process. Development of the CMC had been on hold as it was planned to be decommissioned as part of the Eclipse implementation. With the Eclipse

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rollout encountering a delay, consideration will now be given to development of the CMC aligned to the review and proposed changes to the CMF.

3. Service Review Activity 1 April 2022 to 31 December 2022

- 3.1 In considering the number of service reviews undertaken during the period covered in this report, a number of contributing factors should be taken into account as noted in the following sections.
- 3.2 Monitoring of social care contracts is still in the transition phase between recovery from the pandemic and resuming normal business. During the pandemic monitoring activity required to be proportionate, with the priority being service continuity. Further, the guidance issued by COSLA during COVID-19 asked commissioners to consider adopting maximum flexibility from procurement legislation in respect of continuation, extension and variation of contracts to limit the need for (re)tendering activity and to protect the continuity of social care services.
- 3.3 Multi agency overarching quality assurance groups set up during the pandemic remain in place, with activity that would ordinarily be captured under the service review process still feeding in through these robust oversight arrangements that are not reflected in the current CMF or CMC processes.
- 3.4 Older People's Residential and Nursing Services purchased under the National Care Home Contract (NCHC) do not have a scheduled end of contract date. The NCHC is reviewed and updated each year in conjunction with Scotland Excel and COSLA, with resultant Minute of Variations to the contract issued by GCC annually. This review process for the NCHC is not currently reflected in the current CMF and CMC system.
- 3.5 Some services that are reviewed within Older People's Community Services are not currently reflected in the CMC system due to their historical funding arrangements. Consideration of how to better reflect this work will be considered in the CMF and CMC development.
- 3.6 Children's residential placements purchased under the Scotland Excel Residential Schools and Secure Care frameworks are also subject to alternative review arrangements for individual placements that are not reflected in the current CMF and CMC system.
- 3.7 Service Reviews for Homeless Services covered by the Glasgow Alliance to End Homelessness are the responsibility of 'The Alliance' as part of the transformational change programme and are not included in the CMC data.
- 3.8 A Strategic Review of Accommodation Based Mental Health Services was undertaken in 2020 at which time all supported accommodation service provision was reviewed, and the findings have informed the strategic development plan for mental health services which is currently underway.

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3.9 Table of Reviews undertaken 1 April 2022 to 31 December 2022

Care Group	Planned Reviews due	Planned Reviews undertaken	Unplanned Reviews undertaken
Children and Families	0	0	0
Disabilities	0	0	0
Mental Health	4	0	0
Older People Care Homes	0	0	0
Older People Communities	2	2	0
Vulnerable Adults	3	0	0
Total	9	2	0

The focus in mental health and vulnerable adult services has been in supporting people to move on from hospital and those in need of crisis support in the community. The contracts that had been planned for review in both these areas have had no concerns raised and the planned reviews have been carried over to be progressed over 2023.

4. Service Review Activity planned for calendar year 2023

- 4.1 It is envisaged that planned reviews of purchased services in the year ahead will be focused on areas of business where strategic developments are underway as undernoted.

Care Group	Area of focus for Service Reviews 2023
Children and Families	<ul style="list-style-type: none"> – The review of 16+ accommodation and support services is expected to continue through to the Autumn of 2023. – The outcome of the review of services for Unaccompanied Asylum Seeking Children (UASC) will be progressed in early 2023. – Kinship Care Safeguarding and Support Services – Review of Women's Services to align with HSCP Domestic Abuse Strategy – Consideration of options for review of the Family Support Service in early 2023.
Disabilities	The schedule of review activity is closely linked to the duration of the 2019 Framework agreement. Consideration is currently being given to using the options to extend the framework which will in turn inform the service review plan.

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Care Group	Area of focus for Service Reviews 2023
Mental Health	The new Mental Health Strategy and delayed discharge agenda are the main drivers, with a whole system review currently in early stages and will inform the service review plan. In addition, reviews of services on the 2019 Framework will be determined once the decision about any extension is taken.
Older People Care Homes	Development work will continue on the new multi-agency Quality Assurance framework and to ensure this is reflected in the updated Contract Management Framework. In addition, five care homes where rates out with the NCHC are still in place are planned to be reviewed in 2023.
Older People Community Services	Review work will include aspects of Maximising Independence activity and other areas of Older People provision not included in the 2019 Framework.
Vulnerable Adults	<p>Justice – a new framework for justice services is due to be in place in the first half of 2023. Services that are out with the framework will then have a schedule of reviews developed.</p> <p>Addictions – reviews will be undertaken to inform the future direction of the Recovery Hubs as well as the Crisis and Stabilisation Services.</p>

5. Recommendations

5.1. The IJB, Finance, Audit and Scrutiny Committee is asked to:

- a) Note the contents of this report;
- b) Note that the Council's Audit team is currently undertaking an audit of social care purchased services contract management, due to be reported to committee in April 2023;
- c) Note that the Contract Management Framework is under review and that a proposed revised framework will be tabled at committee later in 2023. The revised framework will take account of the learning from COVID-19 and any points highlighted in the audit; and
- d) Note that the delay in the rollout of Eclipse means that the current Contract Management Console will currently remain as the system for recording contract performance and that development of this system may now be required to enable more accurate reporting of all review activity.

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