

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

**Report By:** **Duncan Black, Depute Chief Officer, Finance and Resources**

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**Social Care Purchased Services – Review Activity 2025**

<b>Purpose of Report:</b>	To advise the IJB Finance, Audit and Scrutiny Committee of the activity of the HSCP Commissioning Team in respect of Service Reviews of social care purchased services in 2025 and planned activity for 2026.
<b>Background/Engagement:</b>	A Service Review is an activity carried out in line with Glasgow City Council's, Social Work Services, Contract Management Framework. Service Review activity is carried out in partnership with purchased social care service providers and other stakeholders as appropriate.
<b>Governance Route:</b>	The matters contained within this paper have been previously considered by the following group(s) as part of its development.  HSCP Senior Management Team <input type="checkbox"/> Council Corporate Management Team <input type="checkbox"/> Health Board Corporate Management Team <input type="checkbox"/> Council Committee <input type="checkbox"/> Update requested by IJB <input type="checkbox"/> Other <input type="checkbox"/> Not Applicable <input checked="" type="checkbox"/>

<b>Recommendations:</b>	The IJB Finance, Audit and Scrutiny Committee is asked to:  a) note the contents of this report; and b) note that service reviews are only one element of the significant efforts undertaken to ensure high-quality provision of social care and support for the city.
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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 and make a vital contribution to achieving the 6 IJB Strategic Priorities.

The effective management of contracts for purchased service provision requires a robust and proportionate approach to ensure the delivery and sustainability of high-quality social care services. Service Reviews contribute to improvements in the commissioning and procurement of future social care services.

### **Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	Purchased social care services contribute to all 9 outcomes.
<b>Personnel:</b>	Commissioning staff resource the work undertaken.
<b>Carers:</b>	Purchased social care services include services for Carers and Carers' Organisations.
<b>Provider Organisations:</b>	Provider organisations are integral to the review of services. All Service Reviews are undertaken collaboratively with providers.
<b>Equalities:</b>	Purchased services require to be compliant with the Equality Act 2010. Decisions around the design of new services or the review of existing services to be commissioned on behalf of the IJB include consideration of the involvement of stakeholders, and the impact on groups with protected characteristics through the EQIA process.
<b>Fairer Scotland Compliance:</b>	Fairer Scotland Duties are considered during reviews of purchased social care services.
<b>Financial:</b>	There are no direct financial implications arising from this report. Service review activity is one of the controls in ensuring that social care services are achieving Best Value.
<b>Legal:</b>	There are no direct legal implications arising from this report. Decisions required because of service review activity are taken in line with procurement legislation, and the Glasgow City Council Standing Orders Relating to Contracts.
<b>Economic Impact:</b>	Purchased social care services are required to demonstrate Best Value. All procurement of social care services considers community wealth building through community benefits.

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<b>Sustainability:</b>	Procurement of social care services takes full account of Fair Work First in tender evaluations. Budget increases received in respect of the Living Wage are processed promptly.
<b>Sustainable Procurement and Article 19:</b>	Future developments within Commissioning will continue to include an increased emphasis on sustainable procurement in line with Glasgow City Council's Sustainable Procurement Strategy 2023-27 and associated action plan.
<b>Risk Implications:</b>	Robust application of the Service Review guidance for Commissioners should result in improved identification and mitigation of risks in purchased social care services.
<b>Implications for Glasgow City Council:</b>	Glasgow City Council is the contracting authority for social care services purchased for the HSCP.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	High quality social care services improve the wellbeing of service users, which helps reduce the demand on NHS care and treatment services.

## **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 of purchased social care services in the calendar year 2025 and planned activity for calendar year 2026.

## **2. Background**

- 2.1 Purchased services account for c.£450 million of the Glasgow City HSCP social care budget. These services are contracted via Glasgow City Council (GCC) with oversight of contract performance by the HSCP's Commissioning Team through the Contract Management Framework (CMF).
- 2.2 Purchased social care service provision includes services across all care groups: Alcohol and Drug Recovery, Children and Families and Women, Disabilities, Homelessness, Justice, Mental Health and Older People.
- 2.3 Service reviews are undertaken in line with the CMF, with a minimum frequency of every 3 years. Reviews may be conducted more frequently where concerns arise.
- 2.4 Service reviews may be planned or unplanned. Planned service reviews inform decision making and planning for future service provision, while unplanned reviews are triggered when specific issues have arisen, heightened risks are emerging or have been confirmed.

### 3. Service Reviews – Completed in 2025

- 3.1 The table below shows the number of service reviews completed in the calendar year 2025 for each care group. There were 29 reviews planned for 2025, and 62 reviews were completed.

Care Group	Planned	Completed
Alcohol and Drug Recovery Services	1	1
Children & Families and Women's Services	7	10
Disabilities Services	6	6
Homelessness Services	1	33
Justice Services	4	4
Mental Health Services	6	6
Older People 24hrs (Care Homes)	2	0
Older People Community Services	2	2
<b>TOTAL</b>	<b>29</b>	<b>62</b>

- 3.2 Within the **Alcohol and Drug Recovery Services** team there was 1 planned service review completed in 2025. It identified that the service has improved outcomes for the individuals they support and informed the decision to extend the contract until the planned procurement for Alcohol and Drug Recovery Services in 2025/26.
- 3.3 The **Children and Families and Women's Services** team reviewed 10 services. The seven planned service reviews were undertaken on Women's Services (2), Children's and Young People's Advice and Advocacy (3) and Unaccompanied Asylum-Seeking Children (UASC) Services (2). The reviews were completed for various purposes including to inform planned procurement, future planning activity and contract extensions. There were also 3 unplanned reviews of UASC services to ensure all UASC services were reviewed ahead of strategic commissioning plans being developed in 2026.
- 3.4 The **Disabilities** Commissioning team undertook 6 service reviews in 2025. Review activity focussed on recently commissioned services for people with complex care needs. This included services which are utilising new Technology Enabled Care (TEC) as part of the delivery of social care support. Findings from these reviews will add to the HSCP's developing experience of the role of technology in social care settings.
- 3.5 In 2025, the **Homelessness** team completed 33 service reviews. The one planned review for 2025 was completed to inform a contract extension.

22 were unplanned reviews relating to supported accommodation services that have been brought within the scope for phase two of the All in for Glasgow (AIFG) service redesign programme. Phase 2 of AIFG will focus on accommodation-based services currently delivered under the Alcohol and Drug Recovery, Homelessness, Justice and Mental Health portfolios, and commenced in November 2025.

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The remaining 10 reviews focussed on services for younger people and the findings will be considered alongside the redesign of the 16+ and UASC services to ensure the needs of young people who require social care support have been considered as a whole system.

### 3.6 **Justice Services**

Four services were reviewed in 2025, three of which were for unpaid work placement services. The review of the unpaid work placements was to inform the continuation of contract to 2026. The reviews identified that each unpaid work service has afforded service users the best chances to improve employability skills and complete their orders whilst learning skills and practice that could help them when they complete their order to improve longer term life outcomes. A supported accommodation service for early release prisoners was also reviewed to inform the extension of the contract.

### 3.7 **Mental Health**

In 2025 all five of the community-based support services were reviewed to inform the procurement plan. The outcome of these reviews was to de-commission one service as it was no longer achieving Best Value for the HSCP. The reviews combined with research, analysis and ongoing consultation with stakeholders will inform the next commissioning and procurement plan for Community Mental Health services.

Complex nursing care services, developed to support the discharge of 12 individuals from hospital to the community, was also reviewed and the outcome will inform the future contract and funding for this service.

### 3.8 **Older People 24hrs**

One of planned service reviews for a high-cost complex multi-disciplinary service is ongoing at the time of this report. The review is taking longer than anticipated as it is dependent on several social work operational reviews which are taking longer than expected. Discussions are ongoing with the provider during this process, and early indications show that a major restructuring of the model and a best value review of this service is required.

The second planned review has been abandoned due to a service takeover, and a Best Value review will be undertaken rather than a service review.

In addition to the service review activity, the team has also undertaken Best Value reviews of rates in nine care homes. These reviews which are for homes operating outwith the National Care Home Contract (NCHC) examine the service model, requirement and rates benchmarked against national standards to ensure Best Value. These reviews focus on the agreed weekly rate and are not full service reviews as per the CMF.

### 3.9 **The Older People Community Services** team completed two service reviews in 2025. The outcome of one service review was an identified need to establish robust KPIs and undertake a data cleansing process to establish

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current and future demand. The key recommendation from the second service review was to consider a remodelling of the service to support high end complex cases.

### 4. Service Reviews – Activity Planning for 2026

- 4.1. The table below shows the number of Service Reviews planned in the calendar year 2026 for each care group.

Care Group	Planned Service Reviews
Alcohol and Drug Recovery Services	2
Children & Families and Women's Services	3
Justice Services	5
Older People 24hrs (Care Homes)	1
<b>TOTAL</b>	<b>11</b>

#### 4.2. Alcohol and Drug Recovery Services

Two reviews will be undertaken in 2026 for the harm reduction services that will be in their final year of contract. The reviews will shape the development of service requirements which will inform the procurement plan for 2026/27.

#### 4.3. Children and Families and Women's Services

In 2026, three planned service reviews will be undertaken to further support both The Promise Action Plan and the Children's Services Transformational Agenda.

Among these are reviews of Women's services. These reviews will play a key role in shaping potential service redesigns and determining appropriate procurement options.

#### 4.4. Justice Services

The services within the Justice Framework are due for review in 2026, along with unpaid work and early release prisoner supported accommodation service as the contract period is ending. A total of five Services will be reviewed to inform either the extension or retender of these services.

#### 4.5. Older People 24hrs

In 2026, the team plan to undertake one planned service review of a rehabilitation service.

- 4.6. There are no planned service reviews due on calendar year 2026 for **Disabilities, Homelessness, Mental Health and Older People Community Services**. Any review activity undertaken will therefore be unplanned if exceptional circumstances arise as per the CMF.

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**5. Recommendations**

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

- a) note the contents of this report; and
- b) note that service reviews are only one element of the significant efforts undertaken to ensure high-quality provision of care and support for the city.

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