Item No: 8

Meeting Date: **Wednesday 26th November 2025**

Glasgow City Integration Joint Board

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

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Social Care Planned Procurement 2026/27 and Commissioning Development Plan

Purpose of Report:	To update the IJB on the planned procurement for social care services for financial year 2026/27, and to update on the progress of the commissioning development plan and planned development actions for 2026/27.

Background/Engagement:	This report is presented following previous requests made by IJB members for sight of planned commissioning and procurement activity.

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 Integration Joint Board is asked to: a) Note the contents of the report; b) Approve the planned procurement activity for 2026/27; and c) Note the progress and ongoing work in respect of the commissioning development plan and the planned development actions for 2026/27.

Relevance to Integration Joint Board Strategic Plan:

Social care commissioning and procurement are central to the delivery of the IJB Strategic Plan to ensure that the IJB can safely secure, deliver and monitor social care services.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	1,2,3,4,7,8, and 9

Personnel:	The Commissioning service is working within current workforce planning arrangements.

Carers:	The provision of high quality and best value services are essential to ensure that the Partnership can offer services that contribute to obligations under the Carers (Scotland) Act 2016.

Provider Organisations:	Provider organisations benefit from a clear understanding of commissioning and procurement plans.

Equalities:	Purchased services require to be compliant with the Equality Act 2010. Decisions around the design of new services or 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.

Fairer Scotland Compliance:	The commissioning and procurement workplan supports the design and delivery of health and social care services that contribute to the delivery of a Fairer Scotland.

Financial:	The projected spend on purchased social care services for financial year 2026/27 is £450m. All tenders are developed in conjunction with key stakeholders including Finance and are subject to robust and transparent evaluation criteria and processes to ensure Best Value.

Legal:	Glasgow City Council's Legal and Audit provide the support required to ensure that procurement activity is compliant with Procurement legislation and the Council Standing Orders.

Economic Impact:	Actions in the development plan include Community Wealth Building and how to continue to develop and facilitate the involvement of Small and Medium Enterprises (SMEs) and the Third Sector in regulated Procurement.

Sustainability:	All social care procurement activity considers the environmental and sustainability risks and opportunities to support the responsibilities of the contracting authority (Glasgow City Council).

Sustainable Procurement and Article 19:	The Partnership is committed to further development of processes in support of sustainable procurement and will be contributing to actions on the Council's Sustainable Procurement Strategy 2023-27.

Risk Implications:	Failure to deliver planned tender activity would create a risk to the delivery of high quality and responsive services and to the successful implementation of the Strategic Plan.

Implications for Glasgow City Council:	Impact on resources in respect of Legal, Audit, Health and Safety, Insurance, and Corporate Procurement support.

Implications for NHS Greater Glasgow & Clyde:	None

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☐
2. Glasgow City Council	☒
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

1.1. To update the IJB on the planned procurement for social care services for financial year 2026/27.

1.2. This paper also provides an update on the progress of the Commissioning Development Plan for financial year 2025/26 and planned actions for the forthcoming financial year 2026/27.

2. Background

2.1. Glasgow City IJB's Strategic Plan continues to drive the work of the commissioning of social care services. In addition, the commissioning of services is informed by strategic programmes including Maximising Independence, the Family Support Strategy, Carer's Strategy, Domestic Abuse Strategy and Mental Health Strategy.

2.2. Externally purchased services account for c.£450m of the Health and Social Care Partnership's (HSCP) social care budget. Given the well documented ongoing challenges facing the social care sector, and the Service Prioritisation approach adopted for budget planning, effective commissioning is critical to delivering the IJB Strategic Plan. The risks across the sector are subject to regular review by the IJB and the IJB Finance Audit and Scrutiny Committee (FASC).

2.3. Glasgow City Council (GCC) is the contracting authority for Glasgow City HSCP social care services. Under the Procurement Reform (Scotland) Act 2014, contracting authorities must publish a Procurement Strategy. GCC's Sustainable Procurement Strategy 2023-2027 was approved by the City Administration Committee on 23 March 2023 (Item 6) and is subject to annual updates to the Council's Contracts and Property Committee.

2.4. The HSCP Commissioning service collaborates closely with GCC's Corporate Procurement Unit (CPU) to ensure that social care procurement supports the GCC Sustainable Procurement Strategy. This partnership working has delivered improvements that contribute to the national Procurement Commercial and Improvement Programme (PCIP), with GCC and the HSCP achieving Advanced Practice across all categories in 2024.

3. Planned Procurement of Social Care Services

3.1. As part of the 2025/26 budget setting process, the Board requested an alternative approach to future savings planning. A Service Prioritisation model was proposed, assessing service areas against Critical Success Factors (CSF) outlined in the report to the IJB on 24 September 2025 (Item 12). Procurement activity must align with this approach and support the IJB's strategic agenda.

3.2. Appendix 1 details projects which are currently or planned to be in development that may lead to tender activity in 2026/27. For any procurement within the financial year, Prior Information Notices (PINs) and Innovation Notices will be issued in line with the commitments in the Market Facilitation Plan, allowing potential bidders time to prepare, resource bids effectively and explore partnerships or consortia opportunities.

3.3. Whilst every effort has been made to outline the full nature of planned tender activity, there may be unexpected circumstances that will require additional procurement activity throughout the year. Decisions in this regard will always be approved within the Scheme of Delegation. Commissioning teams will continue to provide support and guidance to strategic and planning leads on appropriate governance and procurement routes to support strategic decisions and innovation.

3.4. Progress against the plan is reported quarterly to the HSCP Senior Management Team.

4. Commissioning Development Plan 2026/27

4.1. The Commissioning Development Plan approved by the IJB on 29 January 2025 (Item 10) set out 11 actions for 2025/26 under 6 headings aligned to the GCC Sustainable Procurement Strategy. As detailed in Appendix 2, 9 actions are complete, 1 action is on track for delivery by March 2026 and 1 action has been deferred pending a wider review of our approach to project management.

4.2. Monitoring of the Development Plan is now embedded within Commissioning team meetings, with the HSCP Senior Management Team providing quarterly oversight.

4.3. Sustainability remains a key focus of Commissioning work and is embedded throughout the procurement process. The Commissioning teams work closely with CPU on any ongoing development work and actively participate in the Council's Sustainable Steering Group. Sustainability Statements will continue to be required in tender submissions, and Sustainability Tests are applied to all tenders.

4.4. The Development Plan for 2026/27, as outlined in Appendix 3, builds on previous pieces of work and learning from procurement exercises and has been aligned to the Commissioning Cycle. A key priority is to identify and close any process or knowledge gap in bidders being 'Tender Ready' for social care services in the City.

4.5. Whilst Commissioning will continue to monitor and respond to any national developments, the Development Plan for 2026/27 prioritises engagement and a review of tender process with the market, and with Glasgow's social care providers.

4.6. Development activity for 2026/27 will also include delivering practical support for bidders. This will include reviewing and improving internal processes and collaborating with the Provider Reference Group. This group, which commenced in November 2024, are Partner Providers who have volunteered to meet regularly and provide input on a range of topics

affecting the commissioning, procurement, and delivery of purchased social care services.

4.7. The plan for 2026/27 will also include engaging with a wider range of stakeholders. This will include the Glasgow Council for the Voluntary Sector (GCVS), Scottish Care, Coalition of Care and Support Providers in Scotland (CCPS), Community Enterprise in Scotland (CEIS) as well as economic development teams and agencies (e.g. Scottish Enterprise, Social Enterprise Scotland, Women in Social Enterprise) to identify how we can strengthen market readiness and improve the range of successful bids and collaborative arrangements for the delivery of flexible, responsive, demand-led services.

4.8. The proposed Development Plan for 2026/27 is also shown as a 'plan on a page' (Appendix 4), a more visual representation which may support a greater level of engagement. The plan includes the relevant action for social care commissioning for 2026 from the GCC Sustainable Procurement Strategy 2023-27 for the review of contract terms and conditions. The plan remains aligned with the GCHSCP Strategic Priorities and the draft Ethical Commissioning Principles as proposed by the Scottish Government.

5. Recommendations

5.1. The Integration Joint Board is asked to:

a) Note the contents of the report;
b) Approve the planned procurement activity for 2026/27; and
c) Note the progress and ongoing work in respect of Commissioning Development, and the planned development actions for 2026/27.

Direction from the Glasgow City Integration Joint Board

1	**Reference number**	261125-8
2	**Report Title**	Social Care Planned Procurement 2026/27 and Commissioning Service Development Plan
3	**Date direction issued by Integration Joint Board**	26 November 2025
4	**Date from which direction takes effect**	26 November 2025
5	**Direction to:**	Glasgow City Council only
6	**Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)**	No
7	**Functions covered by direction**	Social Care Commissioning
8	**Full text of direction**	Glasgow City Council is directed to tender and deliver the contracts outlined in the report and note that the IJB has approved the proposed tenders including any subsequent tenders that are generated from strategy development.
9	**Budget allocated by Integration Joint Board to carry out direction**	Budget TBC for each contract following budget setting and will be agreed at Business Meeting as each tender progresses.
10	**Performance monitoring arrangements**	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership. Contract performance will be monitored under the HSCP's Contract Management Framework.
11	**Date direction will be reviewed**	November 2026

Appendix 1

Planned procurement activity in financial year 2026/27

Planned Procurement	Overview
Community Alcohol and Drug Recovery Services	Tender is planned for Q4 2025/26.
Community Mental Health Services	Preliminary procurement notices are due to be published in 2026/27.
Unaccompanied Asylum-Seeking Children (UASC) Accommodation and Supports Services	Preliminary procurement notices are due to be publish in the Spring of 2026.
16+ and Youth Homelessness Accommodation and Support Services	Service requirements will be developed in 2026 to inform the procurement timeline.
Residential provision for young people in transition to adult learning disability services	Proposals are currently being developed by GCHSCP Property team in consultation with relevant internal and external stakeholders. It is hoped that building works will begin in Summer 2026, and a procurement thereafter.
Harm Reduction Alcohol and Drug Recovery Services	Service requirements will be developed in 2026 to inform the procurement timeline.
All in for Glasgow Phase 2 Supported Accommodation	Design sessions have been scheduled to develop the service requirements for supported housing to ensure the model is shaped by the expertise of people with lived and living experience and providers. This work will inform the future procurement approaches which will be developed in the Autumn of 2026.

Service Reviews underway which may require procurement activity	
Domestic Abuse Services	A review of domestic abuse services is expected to commence in 2026 to determine future commissioning requirements to meet the needs and outcomes of those receiving support.
Adoption Services	A review of Adoption services is expected to commence in 2026 to determine future commissioning requirements to meet the needs and outcomes of those receiving support.
Justice Services	A review of Justice services is expected to commence in 2026 to determine future commissioning requirements to meet the needs and outcomes of those receiving support.

Appendix 2

GCHSCP Social Care Commissioning – Development Plan 2025/26

Ref	GCHSCP Strategic Priorities	Action	Status
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions			
1.1	Building a sustainable future	Work with internal and external stakeholders to improve the approach to sustainability and Net Zero in procurement.	Complete
2. Provide Effective and Efficient Procurement for our Stakeholders			
2.1	Strengthening communities to reduce harm	Implement a minimum standard approach to contract mobilisation and ensure the consistent use of exit strategies, including service reviews, for contracts.	Deferred
2.2	Supporting people in their communities	Embed the Quality Assurance Framework for Commissioning and deliver performance reporting to Senior Management	In progress
2.3	Supporting greater self-determination and informed choice	Continue to participate in national work for Ethical Commissioning and Procurement Principles to inform the development of our local approach.	Complete
3. Shape and Drive Innovation			
3.1	Prevention, early intervention and well-being	Review the effectiveness of the Technology Enabled Care (TEC) and digital solutions in tenders, identify areas for improvement, review areas of good practice from projects and report to the TEC Strategic Group.	Complete
4. Support Local Wealth Building and Economic Growth			
4.1	A healthy, valued and supported workforce	Undertake an analysis of the Fair Work First responses provided in tenders across 2024 to develop themes for future approaches to Fair Work First.	Complete

Ref	GCHSCP Strategic Priorities	Action	Status
4.2	Building a sustainable future	Facilitate provider communication through cross-care group forums to identify opportunities for shared learning and innovation.	Complete
5. Procurement to be a Strategic Partnership for Council Services			
5.1	Strengthening communities to reduce harm	Participate in Glasgow City Council's exploration of how procurement can support Community Benefits Wishlists and community priorities such as poverty reduction and improve equality.	Complete
5.2	A healthy, valued and supported workforce	Participate in Glasgow City Council's promotion of procurement at career events with a view to grow our own and succession planning to ensure procurement of social care has visibility.	Complete
6. Support the Council's Financial Challenges			
6.1	Building a sustainable future	Review the Contract Management Framework and associated procedures and prepare for ongoing annual reviews of the framework - in line with previous IJB FASC approval.	Complete
6.2	Building a sustainable future	Review the effectiveness of Phase 1 of the supplier management process and reporting under the Contract Management Framework and further develop and embed the practice in partnership with providers.	Complete

Appendix 3

GCHSCP Social Care Commissioning – Development Plan 2026/27

Commissioning Cycle	Action	Target Date
Plan	Engage with more interface organisations to understand how to strengthen provider's engagement with procurement activity.	Q1
	Redefine the Tender Evaluation Scoring Matrix with the aim of it being better aligned to the evaluation of social care services.	Q3
Do	Deliver workshops on what makes a good tender response.	Q2
	Support the market to be 'Tender Ready' and support smaller organisations to understand the roles and responsibilities involved with the tender process from beginning to end.	Q4
Analyse	Undertake an analysis of the responses to Fair Work First to inform what supports are required in tendering and contract management.	Q1
	Undertake an analysis of award questions to ensure the views of people with lived and living experience are at the centre of what is being asked in tenders.	Q2
Review	Review the use of selection criteria and timing of Requests for Documentation in tenders to ensure the process is proportionate and not prohibitive to SMEs.	Q3
	Review the Legal Terms and Conditions of contracts to achieve standardisation. (action from GCC Sustainable Procurement Strategy)	Q4

Appendix 4

GCHSCP Social Care Commissioning – Development Plan 2026/27

