



Item No: 10

Meeting Date: Wednesday 29th January 2025

Glasgow City Integration Joint Board

Report By: Pat Togher, Chief Officer

Contact: Geri McCormick, Head of Commissioning

Phone: 0141 287 2732

Social Care Planned Procurement 2025/26 and Commissioning Development Plan

Purpose of Report:	To update the IJB on the planned procurement for social care services for financial year 2025/26, and to update on the progress of the commissioning development plan and planned development actions for 2025/26.
Background/Engagement:	This report is presented following previous requests made by IJB members for sight of planned commissioning and procurement activity.
Governance Route:	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input checked="" type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input type="checkbox"/></p>
Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none">a) Note the contents of the report;b) Approve the planned procurement for the financial year 2025/26; andc) Note the progress and ongoing work in respect of the commissioning development plan.

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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
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Personnel:	The Commissioning service is working within current workforce planning arrangements.
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Carers:	The provision of high quality and best value services are essential to ensure that GCHSCP can offer services that contribute to obligations under the Carers (Scotland) Act 2016.
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Provider Organisations:	Provider organisations are equal partners in the provision of social care services. Provider organisations benefit from a clear understanding of commissioning and procurement plans.
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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.
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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.
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Financial:	The projected spend on purchased social care services for financial year 2025/26 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.
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Legal:	GCC Legal and Audit provide the support required to ensure that procurement activity is compliant with Procurement legislation and the Council Standing Orders.
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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.
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Sustainability:	All social care procurement activity considers the environmental and sustainability risks and opportunities to support the responsibilities of the contracting authority (GCC).
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Sustainable Procurement and Article 19:	GCHSCP is committed to further development of processes in support of sustainable procurement and will be contributing to actions on the GCC Sustainable Procurement Strategy 2023-27.
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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.
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Implications for Glasgow City Council:	Impact on resources in respect of Legal, Audit, Health and Safety, Insurance, and Corporate Procurement support.
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Implications for NHS Greater Glasgow & Clyde:	None
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input type="checkbox"/>
2. Glasgow City Council	<input checked="" type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

1. Purpose

- 1.1. The paper seeks approval from the IJB for the planned procurement of social care services for financial year 2025/26.
- 1.2. This paper also provides an update on the progress of the Commissioning Development Plan for financial year 2024/25 and planned actions for the forthcoming financial year 2025/26.

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 HSCP social care budget. The well documented challenges that continue to face the social care sector mean that the effective commissioning of services is critical to the delivery of the IJB Strategic Plan. The risks across the sector are subject to

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regular review by the IJB and the IJB Finance Audit and Scrutiny Committee (FASC).

- 2.3. The contracting authority for Glasgow City HSCP social care services is Glasgow City Council (GCC). The development and publication of a Procurement Strategy is a duty placed on contracting authorities under the Procurement Reform (Scotland) Act 2014. GCC's Sustainable Procurement Strategy 2023-2027 was approved at the Council's City Administration Committee on 23 March 2023.
- 2.4. The HSCP Commissioning service works closely with GCC's Corporate Procurement Unit to ensure that the procurement of social care services supports the actions in the GCC Procurement Strategy. This close working includes improvements that contribute to the national Procurement Commercial and Improvement Programme (PCIP) which Glasgow City Council and the HSCP achieved Advanced Practice across all categories in 2024.
- 2.5. In [April 2022](#) the IJB approved a plan to develop the Commissioning service, to continue to grow knowledge and skills that contribute to the achievement of strategic objectives and transformational change.

3. Planned Procurement of Social Care Services 2025/26

- 3.1. 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 by the HSCP's Business Meeting. In addition, the GCHSCP 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.
- 3.2. The IJB will note in Appendix 1 the planned tenders for 2025/26, which includes planned procurements carried forward from 2024/25, and anticipated Prior Information Notice (PIN) dates. As part of our commitments in the [Market Facilitation Plan](#) we aim to issue PINs in advance of tenders to give potential bidders time to prepare and adequately resource the bids, and also to formulate dynamic partnerships and potential consortia bids.
- 3.3. Quarterly updates are provided to the HSCP Senior Management Team on in-year progress against the tender plan.
- 3.4. The planned procurements for 2025-26 include the replacement of the current Framework for Purchased Social Care Supports (the 2019 Framework). Every effort will be made to apply the maximum flexibility for the procurement of social care services under The Public Contracts (Scotland) Regulations 2015 in line with the IJB's commitments in the Market Facilitation Plan.

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- 3.5. The planned procurements for 2025-26 also include the development of flexible purchasing arrangements to support a number of strategic redesign projects where accommodation only, accommodation with support, or support only are required but where individuals are not in receipt of personalisation budgets.

4. Finance

- 4.1. The HSCP is projected to have purchased social care services to the value of c.£450m in financial year 2025/26.

5. Commissioning Development Plan 2024/25

- 5.1. The Commissioning Development Plan approved by the IJB on [15 May 2024](#) included 21 actions for the year 2024/25 categorised under 6 headings aligned to the previous GCC Procurement Strategy. 13 of the approved actions are complete, with 6 actions in progress and due to be delivered by the end of March 2025. 2 actions have been closed and are being reviewed with colleagues in GCC to determine the corporate approach to be taken. Full details of the plan for 2024/25 can be viewed at Appendix 2.
- 5.2. The review of actions on the Development Plan is now thoroughly embedded in Commissioning team meetings and quarterly reporting on the Plan is scheduled in the HSCP Senior Management Team agenda for oversight.
- 5.3. Glasgow City Council's Procurement Strategy Action Plan contains actions that the Commissioning Development team will work with the Corporate Procurement Unit (CPU) to help understand where procurement of social care can support their delivery.
- 5.4. The actions for 2025/26, as outlined in Appendix 3, have been aligned to the GCHSCP Strategic Priorities, the 9 proposed Ethical Commissioning Principles (as proposed by the Scottish Government), and the GCC Sustainable Procurement Strategy 2023-27. This is the fourth annual Development Plan for the Commissioning service and the IJB will note that fewer actions are proposed than in previous years to facilitate more thorough analysis and activity to effect change.
- 5.5. Some actions in the 2025/26 Plan are iterative pieces of work which build on previous years' actions. This includes the key work to ensure that the appropriate use of technology is considered as part of each stage in the commissioning cycle including both the service development and tendering processes. Pilot / Tests of Change projects were undertaken in both Mental Health and Disabilities services this year and will inform and continue to be developed under Action 3.1 of the 2025/26 Plan.
- 5.6. Fair Work First is another key area of work for supporting sustainability and benefitting the workforce and community. As an evaluated part of the tender process, bidders are required to advise how they will adhere to the commitments of Fair Work First. The Plan contains an action on reviewing

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and analysing previous tender responses to Fair Work First to identify any patterns and trends in how providers of social care are embedding Fair Work First.

6. Recommendations

6.1. The Integration Joint Board is asked to:

- a) Note the contents of the report;
- b) Approve the planned procurements for the financial year 2025/26; and
- c) Note the progress and ongoing work in respect of Commissioning Development and the planned actions for 2025/26.

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Direction from the Glasgow City Integration Joint Board

1	Reference number	290125-10
2	Report Title	Social Care Planned Procurement 2025/26 and Commissioning Service Development Plan
3	Date direction issued by Integration Joint Board	29 January 2025
4	Date from which direction takes effect	29 January 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 detail that is generated from the strategy development associated with Addictions services.
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	January 2026

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Planned Tender Activity for Social Care Services in financial year 2025/26

Care Group	Service Provision	C/Fwd from 2024/25 plan Y/N	Anticipated Prior Information Notice (PIN) Date
All	Procurement for purchased social care support (replacement for 2019 Framework)	N	March 2025
Children and Families	Procurement to support projects including the 16+ Review and UASC	Y	April 2025
Youth Homelessness	Future purchasing arrangements to be determined, aligned to projects in adult homelessness and 16+ Review	N	April 2025
Addictions	Programme in development	N	May 2025
Mental Health	Community Supports	N	August 2025
Complex Needs adults across Mental Health, Addictions and Homelessness	Procurement for accommodation only / accommodation with support / support only	N	September 2025
Women's Services	Accommodation and Support Services	Y	Q3 2025 TBC

GCHSCP Social Care Commissioning – Development Plan 2024/25

Ref	GCHSCP Strategic Priorities	Action	Status
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions			
1.1	Building a sustainable future	Ensure that the development of sourcing strategies and service specifications aligns with the principles of sustainable procurement and consideration is always given to Glasgow's Climate Plan and use made of Sustainable Procurement tools.	Complete
1.2	Building a sustainable future	Work with internal and external partners to explore opportunities to reduce carbon emissions through our procurement activity and consider methodologies to quantify and report on carbon emissions.	Closed – Being reviewed by CPU
1.3	Building a sustainable future	Investigate and expand the use of life cycle mapping, whole life costings and the circular economy in the process for procuring social care.	Closed – Being reviewed by CPU
2. Provide Effective and Efficient Procurement for our Stakeholders			
2.1	Building a sustainable future	Review the effectiveness of the Sustainability Test in tenders, identify areas for improvement and contribute to the Council's action plan under the Flexible Framework Assessment Tool.	Complete
3. Shape and Drive Innovation			
3.1	Supporting greater self-determination and informed choice	Embed a human rights approach to social care by ensuring effective and timely consultation with people with lived experience and service users. Continue to review the use of language used in commissioning documents to ensure it is person-centred and reflects the outcome of that consultation.	Complete
3.2	Supporting people in their communities	Implement a quality assurance framework and utilise the learning from it to develop a risk register and risk management process for Commissioning.	Complete

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Ref	GCHSCP Strategic Priorities	Action	Status
3.3	Building a sustainable future	Undertake a review of the HSCP's Market Facilitation Plan and assess its effectiveness as a tool for both providers and the HSCP.	Complete
3.4	Prevention, early intervention and well-being	With reference to Scotland's Digital Health and Care Strategy, ensure that the appropriate use of technology is considered as part of each stage in the Commissioning Cycle during the service development process and ensure that the inclusion of Technology Enabled Care and any implications for service delivery and costs are robustly assessed.	Complete
4. Support Local Wealth Building and Economic Growth			
4.1	Supporting people in their communities	Examine opportunities to utilise the flexibility offered by the Light Touch Regime and follow best practice guidance for the procurement of care and support services.	Complete
4.2	Strengthening communities to reduce harm	Introduce an annual equality return for purchased services.	Complete
4.3	Strengthening communities to reduce harm	Review the use of EqlAs within Commissioning to ensure that actions arising from the assessment are carried included in procurement and contract management activity and that best practice in equality is considered.	Complete
4.4	Supporting people in their communities	Working alongside corporate colleagues, review and report on the use of community benefits and fair work in procurement to contribute to Glasgow's Grand Challenge to reduce poverty and inequality.	Complete
5. Procurement to be a Strategic Partnership for Council Services			
5.1	Strengthening communities to reduce harm	Building on previous work with the Supplier Development Programme, deliver Talking Tenders and make further improvements for smaller and community-based service providers in the availability of opportunities to bid for and deliver services.	Complete
5.2	Strengthening communities to reduce harm	Develop a minimum standard approach to contract mobilisation and improve the use of exit strategies, including service reviews, for contracts.	In progress

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GCHSCP Strategic Priorities			
Ref	GCHSCP Strategic Priorities	Action	Status
5.3	Supporting people in their communities	Develop a communication strategy to build on trusting relationships with providers and to incorporate their thoughts and ideas into practice. Offer practical encouragement and facilitation via 3rd and Independent sector interfaces to build innovative ways of working together.	In progress
6. Support the Council Financial Challenges			
6.1	Building a sustainable future	Develop the use of provider management reporting to assess risk at a supplier level and measure their performance against contractual outcomes and key performance indicators.	In progress
6.2	Building a sustainable future	Improve the availability and sharing of contract spend and related budget information to identify opportunities for efficiencies without adverse impacts on service users.	In progress
6.3	Supporting people in their communities	Review changes to the use of selection criteria and related documentation in procurement evaluation.	Complete
6.4	Supporting people in their communities	Ensure that due diligence for live contracts is robust and proportionate with clear communication of actions requiring follow up through contract management.	In progress
6.5	Building a sustainable future	Utilising available reporting tools, improve performance measurement for Commissioned services to manage risk and ensure accurate and robust reporting which links to the revised Contract Management Framework, informs SMT, and is used to plan and commission effective services.	Complete
6.6	A healthy, valued and supported workforce	Work with Learning & Development to introduce a standard induction programme and identify key training courses (including GOLD courses) for areas such as procurement and contract management as identified through the training needs analysis.	In progress

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GCHSCP Social Care Commissioning – Development Plan 2025/26

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

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Ref	GCHSCP Strategic Priorities	Ethical Commissioning Principles	Action
4.2	Building a sustainable future	High quality care and support	Facilitate provider communication through cross-care group forums to identify opportunities for shared learning and innovation.
5. Procurement to be a Strategic Partnership for Council Services			
5.1	Strengthening communities to reduce harm	A human rights approach	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.
5.2	A healthy, valued and supported workforce	Fair working practices	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.
6. Support the Council Financial Challenges			
6.1	Building a sustainable future	Shared accountability	Review the Contract Management Framework and associated procedures and prepare for ongoing annual reviews of the framework - in line with previous IJB FASC approval.
6.2	Building a sustainable future	Financial transparency, sustainable pricing and commercial viability	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.

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