



Item No. 14

Meeting Date

Wednesday 5th February 2025

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

Report By: Pat Togher, Chief Officer

Contact: Geri McCormick, Head of Commissioning

Phone: 0141 287 2732

Social Care Purchased Services – Review Activity 2024

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 of social care purchased services in 2024 and planned activity for 2025.

Background/Engagement:

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 social care 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; and
- b) Note that service reviews are only one element of the significant efforts undertaken in partnership with purchased providers 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 vision and 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:

Reference to National Health & Wellbeing Outcome:

Purchased social care services contribute to all 9 outcomes.

Personnel:

Commissioning staff resource the work undertaken.

Carers:

Purchased social care services include services for Carers and Carers' Organisations.

Provider Organisations:

Provider organisations are equal partners in the delivery of social care services and integral to the review of services. All Service Reviews are undertaken collaboratively with our partner providers.

Equalities:

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.

Fairer Scotland Compliance:

Fairer Scotland Duties are considered during reviews of purchased social care services.

Financial:

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.

Legal:

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.

Economic Impact:

Purchased social care services are required to demonstrate Best Value. Future development within

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	commissioning will further consider community wealth building and community benefits.
Sustainability:	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.
Sustainable Procurement and Article 19:	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. Promoting sustainability is part of the Commissioning Development Plan for 2024/25 and plan for 2025/26, which is currently in development.
Risk Implications:	Robust application of the Service Review guidance for Commissioners should result in improved identification and mitigation of risks in purchased social care services.
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:	High quality social care services improve the wellbeing of service users, which is likely to 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 2024 and planned activity for 2025.

2. Background

- 2.1 Purchased services accounts 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: Addictions, Children and Families and Women's, Disabilities, Homelessness, Justice, Mental Health and Older People.
- 2.3 Service review activity is carried out in line with the CMF. A revised CMF was implemented following approval by the IJB Finance, Audit and Scrutiny Committee in [June 2023](#), with the frequency of service review requirements being a minimum of every three years. A service review would be carried out more frequently in response to concerns at any point in the contract.

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- 2.4 Service reviews may be planned or unplanned. Planned service reviews assist decision making and planning for future service provision. Unplanned service reviews are undertaken when specific issues have arisen, heightened risks are emerging or have been confirmed. Key outcomes from reviews are included in each care group section.

3. Service Reviews – Completed in 2024

- 3.1 The table below shows the number of service reviews completed in the calendar year 2024 for each care group. Of 46 planned reviews for 2024, 37 were completed. Where reviews were not completed this was due to delays to linked procurement activity and staffing pressures within the Commissioning team.

Care Group	Number of Service Reviews
Addictions	14
Children & Families and Women's Services	7
Disabilities	8
Homelessness	1
Justice	3
Mental Health	1
Older People 24hrs (Care Homes)	1
Older People Community Services	2
TOTAL	37

- 3.2 The **Addictions** commissioning plan involved the review of fourteen services. These were Residential services (3), Alcohol Related Brain Damage (ARBD) Community services (3) and Alcohol and Drug Recovery Services (ADRS) Community (8). The reviews were completed to inform planned procurement activity. During the review process, financial sustainability risks were identified within the three Residential services. Additional funding was agreed to ensure sustainability of the service provision until the retendering for services which is planned for 2025.
- 3.3 The **Children & Families and Women's Services** team reviewed seven services. The services reviewed were Youth Housing Support (1) Women's Services (1), Youth Homelessness (1), Children's and Young People's Advocacy (2) and Adoption Support (2). The reviews were completed for various purposes including to inform planned procurement, future planning activity and contract extensions.
- 3.4 In the period, the **Disabilities** Commissioning team have undertaken eight service reviews: five unplanned and three planned. Disabilities services are aligned to the 2019 Framework for Selected Purchased Social Care Supports which will run until January 2026. In 2023, a strategic review of the 2019 Framework was completed by Commissioning which met the overarching

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service review requirements for this contract. In addition to this, five service reviews were completed to provide a more in-depth review across a sample of different service models delivered under the 2019 Framework Contract.

- 3.5 Three service reviews were unplanned and completed due to identified service risks and concerns. Two of the unplanned reviews were due to identified risks, including increasing service quality concerns and Adult Support and Protection (ASP) concerns. The third was related to service sustainability issues, particularly deficits in service running costs. In all cases, the service review process proved to be a key driver for stabilising the services and achieving the required service improvements.

3.6 **Homelessness**

Nine outreach services were subject to redesign under a collaborative approach 'All in for Glasgow', ahead of the tender for the WAYfinder service. This approach included significant input from providers and people with lived experience facilitated by the HSCP commissioning team and Homeless Network Scotland. In addition, one service review was undertaken under the CMF as part of the realignment of a care home service within Homelessness to deliver a complex needs service.

- 3.7 **Justice** framework services were awarded in December 2023. The temporary arrangements that were in place for the unfilled service for unpaid work placements were reviewed, and a 2-year contract, ending in 2026, was awarded to three local community providers.

3.8 **Mental Health**

One service review was undertaken to inform the extension to a contract. The performance of this service was found to be meeting the strategic objectives of the HSCP, in respect to facilitating a successful discharge for mental health patients back into their community.

3.9 **Older People 24hrs**

In 2024, one service was subject to a planned service review.

- 3.10 The **Older People Community Services** team are responsible for several contracts which support a diverse portfolio of activity ranging from Maximising Independence initiatives to Care at Home services, including Clustered Supported Living. In 2024, two services were subject to planned service review activity with no concerns noted.

4. **Service Reviews – Activity Planning for 2025**

- 4.1. The table below shows the number of Service Reviews planned in the calendar year 2025 for each care group.

Care Group	Planned Service Reviews
Addictions	1
Children & Families and Women's Services	7
Disabilities	6

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Homelessness	1
Justice	4
Mental Health	6
Older People 24hrs (Care Homes)	2
Older People Community Services	2
TOTAL	29

4.2. Addictions

There is one service review planned for 2025 to inform the procurement plan for Addiction services in 2025.

4.3. Children & Families and Women's Services

The focus of the seven planned service reviews for 2025 will further support The Promise Action Plan and Children's Services Transformational Agenda. These include Women's services and Unaccompanied Asylum-Seeking Children (UASC) services. These reviews will assist in informing the potential redesign and procurement route for both service areas.

4.4. The **Disabilities** team review activity will continue to focus on services where risks and concerns have been identified, alongside anything specific that is required to inform the strategy for the replacement of the 2019 Social Work Framework for Purchased Social Care Services.

4.5. **Homelessness** accommodation-based services will be subject to a collaborative review approach under phase two of "All in for Glasgow". This will build on the approach used for Homelessness outreach services and will link with other care groups as appropriate. A review will be undertaken on services relating to securing temporary accommodation within the private rented sector.

4.6. **Justice** unpaid work placement services will be subject to further review in 2025 to inform the future procurement route for those services, and to align the contract end date with other Justice services.

4.7. **Mental Health** complex nursing care services were developed with a provider as a test of change. The service has successfully supported the discharge of twelve individuals from hospital to the community. The service will be reviewed in 2025 to inform future models of support that will assist the HSCP to meet the aims of the Mental Health Strategy in the reconfiguration of services from the hospital setting to the community. A further five reviews of community mental health services will also be completed in 2025 to complete the strategy for future procurement.

4.8. In 2025, the **Older People 24hrs** team plan to conduct two Service Reviews.

4.9. **Older People Community Services** have two planned Service Reviews for 2025.

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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 in partnership with purchased providers to ensure high-quality provision of care and support for the city.