



Item No. 18

Meeting Date Wednesday 7th February 2024

**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 2023

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 2023.
Background/Engagement:	A 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 partnership with social care service providers and other stakeholders as appropriate.
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 type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input checked="" type="checkbox"/></p>
Recommendations:	<p>The IJB Finance, Audit and Scrutiny Committee is asked to:</p> <p>a) note the contents of this report;</p> <p>b) note that under the revised Contract Management Framework service reviews are now undertaken at a minimum of every 3 years; with a risk assessment taking place every 6 months. Service reviews can be</p>

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	carried out more frequently if the risk rating or service concerns deem it necessary; and c) 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 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.
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Personnel:	None
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Carers:	None
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Provider Organisations:	None
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Equalities:	None
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Fairer Scotland Compliance:	None
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Financial:	None
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Legal:	None
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
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Risk Implications:	None
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Implications for Glasgow City Council:	None
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Implications for NHS Greater Glasgow & Clyde:	None
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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 2023.

2. Background

- 2.1 Purchased services accounts for c.49% 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: Children and Families, Disabilities, Mental Health, Older People, Addictions, Homelessness and Justice Services.
- 2.3 A service review is an activity carried out in line with the CMF. A revised CMF was implemented this year as approved by this committee in June 2023, and the frequency of service review requirements is now a minimum of 3 yearly. A service review would be carried out more frequently in response to concerns at any point in the contract.
- 2.4 Significant to note is the transition within the revised CMF to a risk model of contract management where risk assessments will be completed on a 6-monthly basis replacing the previous approach to service reviews. This will provide more timely oversight whilst also ensuring that monitoring of contracts remains proportionate to service risk. Work is underway to develop a new reporting framework based on the new 6 monthly risk assessment ratings.

3. Service Reviews Completed in 2023

- 3.1 The table below shows the number of service reviews completed in the 2023 calendar year for each care group.

Care Group	Number of Service Reviews
Addictions	3
Children & Families and Women's Services	10
Disabilities	1
Homelessness	1
Justice	1
Mental Health	13
Older People 24hrs (Care Homes)	2
Older People Community Services	2
TOTAL	33

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3.2. **Addictions**

The work in addictions services focused on reviews of the residential rehab and crisis services. This work was to inform future tendering activity.

3.3. **Children & Families and Women's Services**

Significant work has been undertaken within Children and Families to inform the tenders undertaken in 2023. This included services for Unaccompanied Asylum Seeking Children (UASC), Kinship Care, and Family Support.

In addition, and not included in the number of reviews in 2023 as not yet complete, the children and families team are nearing the conclusion of the reviews of a further 14 services that will help to inform and shape the redesign of services for 16+ young people in care.

3.4 **Disabilities** services are aligned to the 2019 Framework for Purchased Social Care Services which was extended during 2023 to run to January 2026. The 6 monthly risk assessment of the providers on this framework will be undertaken over the next two years and formal service reviews at provider level only undertaken should concerns be raised. One provider was reviewed during 2023 in order to collate progress and share the learning derived from the setting up of a new technology enabled, clustered supported living service which opened during the pandemic.

3.5 **Homelessness** services in the City were in the scope of the Glasgow Alliance to End Homelessness (GAEH) until September 2023 and therefore not subject to reporting to the FASC. One service review of homelessness provision has been undertaken by the commissioning team since the end of the GAEH as a result of service concerns.

3.6 A new framework for **Justice** services was tendered and services awarded in December 2023. One service review was completed prior to the procurement exercise being carried out.

3.7 The **Mental Health** team have refreshed the service reviews that were undertaken in previous years for the various legacy supported accommodation services. These updated service reviews were an important exercise to identify any changes to service models and any significant changes that are affecting the services ahead of planned procurement activity expected to take place in the next year.

3.8 **Older People's Residential and Nursing Services** purchased under the National Care Home Contract (NCHC) do not have a scheduled end of contract date and therefore no scheduled review 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 reflected in the previous CMF, however, all care homes are subject to ongoing scrutiny and inspection of standards by other regulatory bodies. Two service reviews were undertaken in respect of care homes operating within Glasgow City. Both services have elements of specialised service provision and the outcome of each review is currently being concluded.

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- 3.9 The service review work of the **Older People's Community Services** team has focused on service reviews that were due in line with contract end dates.

4. **Service Review Activity Planning for 2024**

4.1. **Disabilities**

The Disabilities Commissioning team review activity will focus on anything specific that is required to inform the strategy for the replacement of the 2019 Framework for Purchased Social Care Services.

4.2. **Addictions**

An Addictions commissioning plan has been developed taking into consideration the aims of the ADP Strategy refresh 2023-2026 and to ensure that the HSCP can fully consider how needs are currently being met; quantify the level of unmet need across the city; identify any gaps in service provision; and redesign services that are person centred and outcome focused.

Workstreams have been established to take forward this work and will have a range of stakeholders, including individuals with lived experience who will from their analysis develop service specifications for purchased service that are recovery orientated in their approach and assist to reduce harm and prevent alcohol and drugs deaths. A total of 14 service reviews across ARBD Residential (3), ARBD Community (3), and ADRS Community (8) services are planned for 2024 to inform the procurement activity.

4.3. **Children & Families**

The focus of planned service reviews for 2024 will be to further support the Children's Services Strategy, The Promise Action Plan and Children's Services Transformational Agenda. This will include a review of the 14 purchased fostering services and the conclusion of the review of 14 services in scope for the redesign of 16+ Supported Accommodation.

4.4. **Women's Services**

It is anticipated that a review of 6 domestic abuse services will commence early in 2024 and will consider the Domestic Abuse Strategy 2023 – 2028.

4.5. **Homelessness**

Work is underway in conjunction with Homeless Network Scotland on a redesign programme for homelessness services in the City. This programme aims to build on the work undertaken by the Glasgow Alliance to End Homelessness.

4.6. **Justice**

The temporary arrangements in place to cover two unfilled lots from the tender for the Justice Services Framework will be reviewed in 2024 to inform the future procurement activity required.

4.7. **Mental Health**

With the supported accommodation reviews refreshed this year, a further 7 reviews, covering under 65 Nursing Care and Mental Health Community Services, will be undertaken in 2024 to complete the strategy for the future procurement of services.

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4.8. **Older People 24hrs**

There are no planned service reviews for OP Care Homes however the ongoing programme of monitoring and review of care home activity will continue via regular Commissioning, Nursing, Resident Review, and Care Inspectorate input in addition to the six monthly PSR. This will be co-ordinated via the regular (fortnightly) cycle of Older People Care Home Huddle meetings.

4.9. **Older People Community Services**

The OP Community team review activity will contribute to the development of the new strategy for the 2019 framework replacement.

5. **Recommendations**

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

- a) note the contents of this report;
- b) note that under the revised Contract Management Framework service reviews are now undertaken at a minimum of every 3 years; with a risk assessment taking place every 6 months. Service reviews can be carried out more frequently if the risk rating or service concerns deem it necessary; and
- c) 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.