Glasgow City HSCP
Health and Social Care Partnership



MARKET FACILITATION PLAN 2024 - 2028

NHS Greater Glasgow and Clyde

Glasgow City Council

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1. Introduction

This Market Facilitation Plan sets out the vision, objectives and actions which will direct and govern Commissioning and Procurement activities for social care services within Glasgow City's Health and Social Care Partnership (GCHSCP) Strategic Plan from 2023-2028.

It reflects both national and local policy and priorities and includes our approach to the challenging economic climate; fair working practices; ethicality; sustainability; Corporate Social Responsibility; Small and Medium-sized Enterprises (SMEs); Independent and Third Sector organisations. The Plan recognises the current budget constraints and a changing landscape within our population and the subsequent demand for social care services.

We aim to be at the cutting edge of social care provision within the sector whilst ensuring the principles of public Procurement (Transparency; Integrity; Openness; Fairness; Non-Discrimination; Equal Treatment; Competition; and Accountability) underpin all our Commissioning and Procurement.

For this Plan to achieve improved outcomes and experiences for our citizens, as well as financial sustainability and contribute to the Integrated Joint Board's (IJB) social responsibilities, we will need to embrace a change to our existing ways of working. Crucially, together, we need to develop a more strategic partnership between Commissioning, Third and Independent Sector Providers, communities and individuals accessing support and their carers.

As we continue to face significant challenges and competing priorities in the delivery of social care services, we will continue to generate process efficiencies, improve and streamline our systems to reduce barriers to funding. We are committed to working more cohesively and collaboratively with our internal resources, with our colleagues in Finance, Legal and Commissioning teams, and external stakeholders to identify better ways of doing this. This enhances our focus and considers innovative methodologies to achieve high quality and diverse person-led support for all. Significant change lies ahead for the social care sector in Glasgow. We recognise that services that have served the people of Glasgow so well for a long time, may not be the services needed in the future. We need to adapt to our environmental, social, and economic pressures to survive and continue to serve our citizens accordingly.



2. What is a Market Facilitation Plan?

Under the Public Bodies (Joint Working) (Scotland) Act 2014, the Scottish Government requires all Integration Joint Boards (IJBs) to produce and publish a Strategic Commissioning Plan otherwise known as a "Market Facilitation Plan". The Glasgow City IJB approved the production of a Market Facilitation Plan as part of the Commissioning Development Plan for 2023/24.

Glasgow City's IJB Strategic Plan outlines how social care services will support the evolving social, economic, and political landscape and importantly, reflect the complexity of needs within our future population.

The Market Facilitation Plan identifies the HSCP's Key Messages for the Commissioning and Procurement of social care services in Glasgow for 2024-28. It supports the work already being developed through the Integration Joint Board's Strategic Plan (2023-2028) and aims to contribute to delivering the IJB Strategic Plan's Vision and 6 Priorities.

The 3 Elements of Market Facilitation:

1. Market Intelligence / Analysis

The development of a common and shared perspective of supply and demand (including any gaps in provision), leading to an evidenced, published, market position plan for the sector. The Market Facilitation Plan establishes strategic and individual needs and determines what type of services should be put in place to meet those needs and deliver the intended outcomes based on robust evidence and intelligence.

This stage also considers:

- **Capability** - Is the market capable of meeting the requirements?
- **Capacity** - Are there enough service Providers with sufficient capacity to deliver the services?
- **Maturity** - Is the market ready to deliver what is required?
- **Competitiveness** - What is the anticipated level of interest from service Providers?
- **Barriers** - Identify barriers to involvement of potential service Providers in the Procurement process.
- **Culture** - Will delivery of the service require cultural change?
- **Market Structure** - Will delivery of the services require service Providers to work together in a new way?
- **Market Security** - How will future arrangements impact on the security of the market and/or services?

We plan to engage with Providers in an on-going way but importantly, much earlier in the process through Talking Tender and Meet the Buyer events. We will issue Prior Information Notices (PINs) in advance to give the necessary time for Providers to prepare and adequately resource the bids and to formulate dynamic partnerships and potential consortia bids.

2. Market Structuring

This covers the activities of Commissioners designed to give the market shape and structure, where Commissioner and Provider behaviour is visible and the outcomes they are trying to achieve jointly agreed. This will be evidenced through our revised approach to Contract Management and performance reports.

3. Market Intervention

This focuses on the interventions of Commissioners to co-produce the kind of market believed to be necessary for our communities.

Local Authorities and their partners are moving away from a "Market Management" approach and moving more towards Commissioning activities that facilitate a strong Provider market that can respond to an increasingly diverse service user group consisting of people using their direct payments to purchase support, for example Self-Directed Support (SDS).

Our planned development activities with localities and communities will shift towards wider participation in support delivery and remove barriers for SMEs to enter a complex market, thereby offering greater choice and diversity for the citizens of Glasgow.



3. Who is the Plan for?

The Market Facilitation Plan is produced for the benefit of existing and potential future social care Providers in Glasgow. It aims to help Providers make informed business decisions and plan for future service delivery. We will collaborate with Providers to share relevant information that will assist in their own planning and forecasting. This Plan follows consultation with Providers and aims to influence and adapt service delivery to ensure the right services are available at the right time and in the right place.

The process of engaging with the health and social care market will remain a consistent focus for us. This document will serve as a reference point for future, more detailed Commissioning discussions.

The Plan will also clarify the responsibilities and standards expected of both the HSCP and Providers by:

- **Setting out** clear and achievable strategic objectives which support delivery of the IJB's wider goals.
- **Ensuring** we comply with our statutory Procurement duties.
- **Delivering** and demonstrating sustainable, high quality, value for money services.
- **Investigating** new technology and digital opportunities to improve our service delivery methods.
- **Promoting** sustainability, fair work practices and the importance of equality, human rights and maximising independence for those accessing support.
- **Improving** access to public sector contracts, particularly for Small and Medium-sized Enterprises, Social Enterprises, Community-led Organisations, Consortia, Independent and Third Sector organisations.
- **Focusing** on improving sustainable services which contribute to Glasgow City Council's climate change declaration.
- **Encouraging** more innovative use of Community Benefits requirements and ensuring that community benefit outcomes have been achieved.
- **Ensuring** we continue to adopt a partnership approach between internal and external partners.
- **Promoting** the benefits of early Procurement engagement and innovation.
- **Building** capacity and skills within the HSCP Commissioning Team to improve Commissioning and Procurement activity and our relationships with valued partners.

4. Strategic Alignment

The Market Facilitation Plan will be strategically cohesive in its aims and objectives with key documents already shaping the market and service provision. Key cross-cutting local and national policies and legislation this Plan aligns with include:

Glasgow City

- GCC Sustainable Procurement Strategy 2023-2027
- Mental Health Strategy 2017-2027
- Domestic Abuse Strategy 2023-2028
- Carer Strategy 2025-2028
- Children's Transformational Change Agenda

Glasgow IJB Strategic Plan (2023 – 2028) - 6 Key Priorities

- Early Intervention, Prevention and Well-being
- Providing Greater Self-Determination and Informed Choice
- Supporting People in their Communities
- Strengthening Communities to Reduce Harm
- A Healthy, Valued and Supported Workforce
- Building a Sustainable Future

National

- Care Reform (Scotland) Act 2025
- The Procurement Reform (Scotland) Act 2014 (includes the Sustainable Procurement Duty)
- The Public Contracts (Scotland) Regulations 2015
- The Public Contracts (Scotland) Amendment Regulations 2016
- Scottish Procurement Policy Notes (SPPNs)
- NHSGGC Standing Financial Instructions and Scheme of Delegation
- Local Government in Scotland Act 2003
- The Social Care (Self-Directed Support) (Scotland) Act 2013
- Equality Act 2010
- Carers (Scotland) Act 2016
- National Health and Wellbeing Outcomes Framework (9 Outcomes)
- The Promise Scotland
- Coming Home
- Fair Work First & Real Living Wage Employment
- A Caring, Compassionate and Human Rights Informed Drug Policy for Scotland
- Scotland and the Sustainable Development Goals: A National Review to Drive Action

5. Drivers for Change

- Ageing population and changes in our demographic profile within Glasgow. People are living longer meaning greater demand for support, particularly within their own communities.
- Workforce recruitment and retention challenges, nationally, sector wide.
- Support needed for new or smaller community Providers with local knowledge, influence, and assets to apply for funding and bid or collaborate within the tendering process.
- Opportunity to use their strengths to offer responsive, flexible, and more bespoke services.
- Community Benefits and capacity building responsibilities to offer a more diverse range of support available and person-centred choice for those seeking support.
- Inconsistency and complexity of the current funding systems and processes being reviewed and rationalised.
- Timescales for the allocation of short-term or non-recurring funding can put undue resource pressures on Providers applying for continued or new funding.
- Capacity of technology to access information and support not yet realised.
- Innovation and development of enhanced models of care.
- Commitment to delivering the best quality services for the citizens of Glasgow.
- The need to consider alternative procurement models could lead the way to further other opportunities for closer partnership working among Providers.





6. Developing the Plan

The development of the HSCP's Market Facilitation Plan involved gathering intelligence and information from a range of sources including data from our Contract Management processes; analysis of the projected **demographic profile of our population**; identifying the unmet and future needs of the citizens of Glasgow and the subsequent demand for care and support. Intelligence gathered projects a huge increase in the 65+ age range within Glasgow which will inevitably influence planning of future service delivery and budget allocation.

Crucially, in drafting the Plan, we looked to the invaluable knowledge and expertise of frontline service Providers in the Third and Independent sectors. Their expertise and insights are embedded throughout the Plan and will steer the direction of travel for Glasgow's social care system and services going forward.

Provider Consultation Survey

A Provider consultation survey was distributed to the majority of social care Providers, city-wide, offering an important opportunity to influence the content of this Market Facilitation Plan. The valuable feedback and suggestions submitted by Providers have been instrumental in defining what should be included, and which concepts and key messages to prioritise. We have listened to the thoughts and ideas expressed by Providers and used them as an important guide in writing the Plan and ultimately, to envision the future of social care support within Glasgow.



7. Commissioning Key Messages

> **"Effective services must be designed with and for people and communities – not delivered 'top down' for administrative convenience"**
>
> **(The Christie Commission Report 2011)**

The key messages outlined below have fully incorporated the views received from the Provider Consultation and aim to use what we know works to inform future change, deliver high quality services and new models of care to meet future needs and demand in social care provision across Glasgow. Our Key Messages aim to:

- Change the mindset from process to people.
- Commit to collaboration and reciprocity.
- Build on existing good practice.
- Deliver locally.
- Acknowledge the need to invest time and effort in building trusted relationships across system stakeholders and in having challenging conversations.
- Communicate transparently about the constraints (financial, legal, capacity and demand pressures).
- Where possible, reduce competition in favour of collaborative approaches.
- Reduce bureaucracy and resource intensive processes to within 'just enough' structures.



How We Will Deliver the Key Messages

Planning

The HSCP is working to develop their approaches across the Commissioning Team through yearly detailed action plans including future advance engagement with Providers, publishing and notifying the market much sooner in the process to allow organisations the necessary time to allocate resources and plan their business activity accordingly.

Access to Social Care

The HSCP is committed to continuing to transform Glasgow into a city with a strong, sustainable and reliable social care infrastructure so that everyone can achieve their full potential for health, wellbeing, and independence. This will be achieved by embedding the maximising independence approach into everyday practice.

The Promise

Our commitment to our children, young people, and their families. We have a detailed **Promise Plan** for the city which covers a wide range of activities from what we are doing in our virtual school to how we are working hard to make sure brothers and sisters stay together or keep in contact if they cannot live at home or with their wider family network.

Our priority in Glasgow is to make sure children and young people are supported within their families and we are committed to ensuring families get support when they need it most.

Co-Production

As we move forward, we will foster closer collaborative relationships with peer led groups and encourage the involvement of lived experience in our Commissioning planning and decision making as well as service design and delivery.

Community Benefits

We will work with Community Planning, Corporate Procurement Unit, and other key stakeholders to identify and target community initiatives that can be supported by Procurement activities. Community wealth and capacity building will be key to shaping the support available to individual needs. Thus, we plan to improve our community engagement and use local expertise, influence, and relationships within communities to offer bespoke care and support. We will also prioritise the need to secure wider social, economic, and environmental benefits for the local area and ensure those benefits are realised.

Glasgow City Region Community Benefits Hub will be utilised in social care tenders. The hub brings together local Community Groups and eligible Businesses to deliver real, positive impact for local people, and allows businesses to find and support local causes and requests that align with their business goals and contribute to Corporate Social Responsibility.

Partnership and Collaboration

Glasgow City HSCP has a commitment to, and proven track-record of effective collaboration with Provider organisations. There is existing Provider representation at all levels of strategic planning forums across the city.

We hope to develop those collaborative relationships further over the coming years as the social care market works towards overcoming unprecedented financial challenges, staff recruitment and retention issues, and an ageing population with multiple and complex needs.

We aim to find new solutions to current challenges together with the expertise of Providers to offer quality support to our citizens. We also recognise and value the vital role that unpaid carers play in supporting people to live meaningful lives. Existing and prospective Providers should understand the role of unpaid carers and be able to respond effectively through a holistic approach.

Outcomes

There will be a greater focus on attaining positive, sustainable outcomes for individuals (and our communities) and evidencing the impact of services to ensure we are delivering what the needs and choices of our population demand. Providers will be expected to make the transition to measuring outcomes and experiences of those accessing their services routinely and consistently if not already doing so.

Ethical Commissioning

The HSCP will adhere to the statutory guidance on Ethical Commissioning, as outlined in the Care Reform (Scotland) Act 2025, in all work that it leads on and undertakes.

Sustainability

Aligning with Glasgow's Sustainable Procurement Strategy 2023-2027 and Glasgow City's Climate Plan, Commissioning and Procurement within the HSCP supports GCC's Net Zero, ecological and environmental ambitions. We must target areas of socio-economic interest and concern, particularly in identifying activity to mitigate and address poverty and its consequences; and encourage economic development in the city. Our sustainability efforts will include the wider context to:

- Reduce poverty and inequality in our communities.
- Increase opportunity and prosperity for all our citizens.
- Fight the climate emergency in a just transition to a Net Zero Glasgow.
- Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities.

Innovation

Using the frontline knowledge and experience of Providers and other representative organisations, we will expand co-production with those with lived experience. Embracing new ideas and practices to achieve positive outcomes. We value the skills and experience of Provider organisations and are keen to ensure that innovative practice can be devised and tested here in Glasgow.

Technology Enabled Care and Support (TECS) / Digital Inclusion

There is still scope to increase the use of technology within Social Care. As well as the critical role of TECS and IT in efficient service delivery, we aspire to digital inclusion for all our citizens through upskilling and improving access to equipment and learning. Adjusting to new ways of working with technology to improve effectiveness and efficiency of delivery is expected and examples sharing of good practice across the sector encouraged.

Fair Work First

Fair Work First is the Scottish Government's flagship policy for driving high quality and fair work across the labour market in Scotland by applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.



8. Ethical Commissioning

We have a firm commitment to the Principles of Ethical Commissioning and will seek to embed this further in our practice over the coming years. These principles are threaded through our Commissioning Key Messages and Priorities.

Principle: Person-led Care and Support

- Individuals' basic human rights will be always upheld. The sector will treat everyone with equality, dignity, and respect.
- There will be clear guidance and advocacy available to anyone who wishes to make a complaint and redress any treatment that does not adhere to these principles.
- Choice and Control. Those who use our services, and their carers, will have access to up-to-date information and be able to make informed personal choices about the care and support they can access and receive.
- Service delivery will be focused on individual needs and outcomes. We want to ensure everyone is receiving the care they need and want, at the right time and in the right place.
- Services will be delivered by a diverse range of appropriate organisations and Providers. This will include larger, more established organisations and SMEs. By working closely with local communities, we will improve the involvement and engagement of grassroots organisations, community and peer-led support, and SMEs with local influence and expertise.
- We will gather crucial information on unmet needs within our city and use this for designing and adapting current provision as well as planning for future delivery.

Principle: Human Rights Approach

We can protect and promote the entitlement to basic human rights for our citizens through committing to the principles of equality, dignity, and respect; through involvement in decisions and offering choice, control, and access to support. We will listen to and address complaints as well as work closely with community assets to develop person-centred support networks.



Principle: Full Involvement of Lived Experience

Essential to providing the appropriate care and support services for those who receive them, their families and carers, is to have their voice at the heart of everything we do. The Plan aims to ensure all voices are not just heard but evidence they are included, and their ideas and opinions implemented. Purchased services must demonstrate how individuals and their carers' input have been listened to and influenced the way the service has been designed and delivered.

Improvements will be made to link in with existing networks and governance structures. Efforts will be made to build infrastructures and skills to develop involvement in co-designing and evaluating service provision.

Principle: Fair Working Practices

- Payment of at least the real Living Wage.
- Provide appropriate channels for effective workers' voice, such as trade union recognition.
- Investment in workforce development.
- No inappropriate use of zero hours contracts.
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace.
- Offer flexible and family friendly working practices for all workers from day one of employment.
- Oppose the use of fire and rehire practice.

Principle: High Quality Care and Support

Ensure we offer better experiences of services for those who use our services, and improve outcomes by using a common-sense approach through:

- Clear expectations of outcomes and standards of delivery using Contract Management arrangements.
- Encouraging innovation and new enhanced models of care.
- Gather feedback from those using services and their carers to assess effectiveness.
- Streamlining service referral systems and assessment processes, e.g., single shared assessment principles used particularly between services provided by the same organisation.
- Working in partnership with regulatory bodies to facilitate more efficient and person-centred services.
- Lowering tolerance for waiting lists and easier access to services by reducing unnecessary and bureaucratic systems and processes ("red tape").

Principle: Climate and Circular Economy

- Understand the impact of current Commissioning and Procurement process.
- Sustainable Procurement duty, statutory guidance implementation.
- Taking advantage of opportunities to use a circular economy approach.
- Monitoring and evaluation.

Principle: Financial Transparency, Sustainable Pricing, and Commercial Viability

- Assessment of the current impact of Commissioning.
- Highlight areas for development and improvement.
- Assessment of the relationship between quality and cost.
- Sustainability agenda within purchased services and Provider organisations to be a standing item on the Contract Management meeting agenda.
- Commissioning and Procurement Development Plan is strategically aligned to the GCC specific Sustainability Programme to continue to prioritise and implement.
- Review, monitor and evaluate ongoing sustainability.
- Reinvestment of recovered funding or underspent budgets into service provision.

Principle: Shared Accountability

- Leadership and culture.
- Robust governance structures.
- Collaborative working arrangements and partnerships.
- Risk sharing.
- Effective Contract Management.
- Continuous improvement.

Principle: Outcomes-focused Practice

We will move away from measuring success by activities or outputs, such as the number of care hours delivered, and instead focus on the real impact on people's lives. Our aim is to evidence meaningful outcomes - improved wellbeing, increased independence, and enhanced quality of life - ensuring that services contribute to positive and lasting change.

9. Finance and Funding

HSCPs across Scotland are now subject to significant demand and cost led pressures, and Glasgow City is no exception. In managing its budget for 2023/24, there have been significant challenges to balancing the books. Significant challenges remain to maintain a balanced budget and these are projected to continue in the next few years. The HSCP has commenced a programme of Service Prioritisation to ensure that services are sustainable both in terms of meeting the demands of the population of Glasgow City but also be sustainable within the financial envelope which is available. The increasingly challenging operational environment, coupled with increasingly strained resources, has given rise to a financial challenge on a scale never before experienced by the IJB.

Together with Providers and citizens, we need to develop new and financially sustainable responses to meet the needs of our communities and address the pressure on our services. The pressure for changes in how we view and deliver our social care within the city has no option but to fundamentally evolve to meet our current and future circumstances. The HSCP is projected to have purchased social care services to the value of £450m.

Purchased Service Value	
Supported Accommodation, Supported Living and Housing Support	91,400,032
Community Based Services	93,283,408
Residential Care Homes Services	266,156,447
TOTAL	**£450,839,887**

Financial Transparency and Viability

The HSCP will remain open and honest with Providers in respect to available funding. There will be a range of methods used to Commission and Procure services. In addition to Open Tenders and Frameworks, other funding arrangements can be facilitated as need, environment or finance demands dictate. The HSCP will look to employ a range of approaches including direct awards, grants, Tests of Change, PSP models, block funding, spot-purchasing, cost and volume arrangements. Everything we do will adhere to legal and financial guidance and relevant legislation whilst promoting the uniqueness of social care Commissioning.

The Public Contracts (Scotland) Regulations 2015 confirm that a public body is not able to award a contract based on lowest price only. This means that, in accordance with regulation 76(10) of The Public Contracts (Scotland) Regulations, contracts for these services must be awarded based on both quality and price. The Commissioning team is committed to pursuing ongoing communication and negotiation with the HSCP Finance department to consider the most appropriate weighting of our public contracts - cost vs quality. Additionally, all remaining "legacy contracts" will be aligned to the relevant policy and timeline for planned tendering which will be discussed well in advance.



10. Contract Management

The process by which GCHSCP ensures that a service complies with the terms and conditions of contracts including any agreed performance indicators.

Key Components of the Revised Contract Management Process

Contract Management Framework

Development of a revised Contract Management Framework (CMF) has been completed and implemented by Commissioning as well as training for staff and guidance for Providers. The Contract Management Framework (CMF) gathers and analyses information on a biannual cycle to generate a Risk Rating.

Provider Service Return (PSR)

The CMF process commences with the issuing of the biannual PSR by our Business Development team, which is a request to Providers via Smart Survey for service related data in April and October every year. This has been reviewed and improved and went live in Autumn of 2023 with a review completed in 2025.

The PSR includes a core data set for all contracted services and is supplemented by care group or service type questions that are context dependent.

The PSR is the principal information source for Contract Management activity but will be supplemented by other information sources and intelligence (e.g., Service Concerns, any relevant Child or Adult Protection information, Feedback from the Care Inspector or Care Manager) available to Commissioning Officers. It has been designed to be more user-friendly for Providers to complete.

Contract Management Meetings

Contract Management meetings play an important part of the Contract Management process.

The aim of Contract Management Meetings is to:

- Explore risks already identified.
- Confirm whether there are additional risks present.
- Identify areas of good practice.
- Share understanding of service delivery.
- Resolve issues through discussion with service.

The traditional reports (CM1s) that have been asked of Providers are now redundant. This should ensure Providers are not wasting valuable resources and meetings will be a more balanced two-way and helpful process.





Budget Management

The HSCP is undertaking a programme of Service Prioritisation to examine spend across all of its functions. Budget Management will be incorporated into Contract Management Meetings and Service Reviews for purchased services. We will work with Finance colleagues to understand budgets and it will be the responsibility of each Contract Manager to highlight any issues to the HSCP Finance department / IJB. Any financial issues will be highlighted early on within this process and support from colleagues within the HSCP Finance department will be available to address the issues as quickly as possible.

Service Reviews

For Service Reviews to be effective, collaboration with the Provider is essential. It is also important that Commissioning Officers work collaboratively with operational colleagues including Care Managers, Review teams, Health and Finance staff, and other appropriate parties such as the Care Inspectorate. To reflect and include the voices of those who use services, the inclusion of those with lived experience is now mandatory in Service Reviews.

Provider Relationship Management

The aim of Provider Relationship Management activity is to ensure that the HSCP takes a holistic and coherent approach to issues and risks that may affect multiple contracts and care groups. It is recognised that the greatest benefit to this approach is with providers with multiple contracts with the HSCP. Provider Relationship Management will be introduced to those providers with the highest number of contracts with the HSCP where a named Commissioning Officer will provide more effective oversight and communication and duplication of tasks will be reduced.

Risk Responsive Model

We are moving towards a Risk Responsive Model - RAG system (Red, Amber, Green), meaning those lower risk services requiring less regular oversight and input from their Contract Manager will allow resources to be best deployed where needed. The underlying principle remains the need to maintain open and transparent relationships between the service Providers and the HSCP Contract Manager and to have proportionate oversight of day-to-day operational matters.

Those services assessed at a higher risk rating will be able to receive more intensive support and input from their Contract Manager to ensure they meet their contractual responsibilities. Notwithstanding this where there are serious concerns about failure to deliver, this would be quickly identified and an action plan to improve performance requested and implemented.

Strategic Key Performance Indicators (KPIs)

These have been developed based on Scottish Government information to assist where services are operating under contracts without agreed Key Performance Indicators, for example the National Care Home Contract.

Outcomes

We will improve outcome measuring and reporting structures, thus clarifying expectations and standards for services. In addition, we will improve how we evaluate the impact of services to ensure they are meeting their contractual responsibilities.

11. Language

It is critical that the language used by the HSCP and purchased services is not stigmatising but empowering and moves away from language which suggests our role is to process people through systems. There is work underway across the Commissioning section to develop staff knowledge and understanding of using appropriate, consistent, and respectful language. We are moving away from terms that describe a 'sorting office' approach including the words: case, triage, referral, pathway etc.

A review of language indicated a desire to remove the language of 'eligibility criteria' from documentation which has informed a greater emphasis on practitioners to use a strengths-based approach.

Standardised language will be used across all tender documents, where appropriate. For example, with the terms used to describe the people that will use the service (for example 'individuals', 'service users'). 'Contract Management' will be used and not 'contract monitoring' to improve consistency across tender documentation and in line with the language of the Contract Management Framework.



12. How Can the Market Prepare for Transformational Change?

While challenges and uncertainties persist in social care in Glasgow and Scotland as a whole, this Plan will help our existing partners, as well as prospective and future Provider organisations, to make informed business decisions about future service delivery.

Transformation of this scale does not happen solely because of a delivery programme - it will involve all of us. This means a culture change which values human rights, people's experience, co-production, and community good. We can expect a fundamental change to models of care, creating an opportunity for one of the most progressive transformations of our city's social care provision for generations.

Providers can seek further clarity and support from Third and Independent Sector Interfaces, relevant Provider representative bodies and from their Commissioning Contract Manager if there is an existing service being delivered. Further work will include engaging with Providers, dedicated events and partnering with the HSCP to shape, innovate and share accountability in how the future of the sector in our city should look to deliver transformational change. Providers have key messages within this Plan to consider as the framework of the remodelling task ahead.





13. How the HSCP Will Support Provider Organisations

The Market Facilitation Plan will assist the HCSP to support current and potential Providers to develop and prepare for future developments in the market by engaging with them throughout the process. We will share intelligence on trends and costs transparently and encourage a more dynamic but efficient and streamlined approach to the tendering and funding processes.

Engagement and Communication

We continue to seek ways to engage and involve stakeholders, particularly at a local level where improvement is required. Commissioning is liaising with Localities and Small and Medium Enterprises and local community Providers to support their entry into the market and to navigate the tendering process.

The Provider consultation exercise which was carried out as part of this Market Facilitation Plan, emphasised the need for accessible, consistent, and jargon free communications between the HSCP and Providers. The most requested engagement methods from Providers were regular updates on developments and progress with the preference being for face-to-face Provider events. Health and Social Care Connect has produced a useful service city-wide directory to inform professionals and those seeking support to improve access and availability of information.

Development work will be undertaken by Commissioning re PIN notices and supporting Providers to be better "tender ready" through improved communication and early engagement and increasing Provider events to encourage open dialogue. The HSCP is developing Roadshows and planning "Talking Tender" events to facilitate dialogue and question and answer sessions to support and guide Providers to prepare for bids.

The Service Specification template and other tender documentation have been revised in response to feedback from Providers. Collaboration with purchased services and other Providers has produced simplified and standardised documents.

Glasgow City HSCP has created a Provider Reference Group. This group, which commenced in November 2024, are Providers who have volunteered to meet regularly and provide key input on a range of topics affecting the commissioning, procurement, and delivery of purchased social care services.



Shared Accountability

Providers' responsibility and ownership must be at the heart of driving and shaping new innovative and enhanced models of care so we can deliver improved outcomes. We will work closely with Third and Independent Sector Interfaces and other representative bodies to ensure the voice of the Provider is an integral part of our work.

Providers highlighted several barriers to collaborating or forming consortia to bid for contracts. Smaller organisations reflected how resource intensive this can be and advised they do not have the resources to participate. Other issues noted were around differing values or protecting their existing services and funding. Many comments expressed a willingness to work in partnership with other organisations, however, current Procurement processes emphasis competition not collaboration and this systemic obstacle hindered developing new innovative models to bid for contracts.

The HSCP is committed to engaging, empowering, and enabling the market so it is equipped to promote transformational change and will review current internal practices that may impede innovation.



14. Social Care Procurement & Commissioning Service Development



The development and publication of a Procurement Strategy is a duty placed on contracting authorities under the Procurement Reform (Scotland) Act 2014. The HSCP Commissioning team works closely with Glasgow City Council's (GCC) Corporate Procurement Unit to ensure that the Procurement of social care services supports the actions in the GCC Sustainable Procurement Strategy 2023-2027. This includes improvements that contribute to the national Procurement Commercial and Improvement Programme (PCIP). Glasgow City Council Corporate Procurement / HSCP Commissioning was recently visited by PCIP and assessed as ADVANCED in all areas. In April 2022, the IJB approved a plan to develop the HSCP Commissioning service, to continue to grow knowledge and skills that contribute to the achievement of strategic objectives and transformational change.

Procurement

Given the fluidity and innovation required to progress the HSCP's strategic agenda, it is not always possible to predict the full nature, value and extent of tender activity required in the coming year. Therefore, in addition to planned tender activity, strategic programmes may require pilots or tests of change to be developed through alternative approaches to the traditional open Procurement process.

The HSCP has ring-fenced resources to respond to the more technical aspects of procuring services and increasing legislation in this area. The priority required for active and effective Contract Management of existing services has at times resulted in slippage with planned tender activity. Consequently, HSCP Commissioning has responded by ring fencing resources to focus specifically on the delivery of the Procurement element of planned tenders, with other resources continuing to focus on day-to-day operational Contract Management of current purchased services. It is envisaged that this allocation of Commissioning resource will prove to be an efficient solution to this issue culminating in consistent, timeous, and more effective Commissioning standards and practice.

The Commissioning Development Team has targeted actions within the ambitious Commissioning and Procurement of Social Care Service Plan to further the improvement agenda within the HSCP. This includes all planned Procurement activity and timescales for tender publication for the year. All details are accessible on the **HSCP website**

Annual Development Plans are approved by the IJB along with updates on progress on the current year's plan. This is now published significantly in advance of the plan's commencement to allow the market to be informed of the HSCP's actions and intentions.

Planned Procurement (2026/2027)

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 published 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	Overview
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.



15. Future Developments

Health and Care (Staffing) (Scotland) Act 2019

The Health and Care (Staffing) Scotland) Act 2019 is now in its second year. The HSCP has delivered its first annual report under the act. The HSCP continues to work with Scottish Government, Providers, and other partner organisations to develop practice in this area with the aim of delivering a more sustainable, skilled, and valued workforce.

Care Reform (Scotland) Act 2025

The HSCP will continue to monitor and respond to developments arising from the Care Reform (Scotland) Act 2025, which strengthens expectations around values-based procurement and fair work across the social care sector. Future changes including those linked to Anne's Law, which reinforces rights to meaningful contact for care home residents will also shape expectations for Providers, while some regulatory and strategic duties will apply directly to the HSCP. These reforms will require continued alignment of the HSCP's commissioning practice with emerging national standards and statutory duties.

17. Governance

Glasgow City IJB has ultimate responsibility for the Market Facilitation Plan.

For further information please see the websites below:

Glasgow City Health and Social Care Partnership

Health and Social Care Information Glasgow