



Renfrewshire
Health & Social Care
Partnership

Market Facilitation Plan

2025-2027





Contents

	page
1: Foreword	2
2: Introduction	3
3: Legislative and Policy Context	5
4: Local Context	6
5: Vision and Strategic Objectives	10
6: Market Analysis	16
7: Ethical Commissioning	19
8: Finance	23
9: Quality and Safeguarding	25
10: Engagement and Collaboration	28
11: Recent and upcoming Procurement activity	29
12: Key Market Messages	30

1:

Foreword



Sarah Lavers
Chief Finance Officer

Welcome to the Renfrewshire Integration Joint Board (IJB), Market Facilitation Plan (MFP) 2025-27. Our last MFP was published in 2023 and sought to provide key information to provider organisations which in turn supported Renfrewshire Health and Social Care Partnership (HSCP) to deliver on its strategic priorities.

This updated MFP will build on this and share with the social care market our current priorities, trends and commissioning approaches. Similar to our 2023 MFP we are hopeful that this MFP will help existing providers, as well as prospective provider organisations, to make informed business decisions about future service delivery.

The HSCP has a commitment to, and proven track-record of effective collaborative working with provider organisations, with representation at all levels of care planning and strategic planning forums across Renfrewshire.

The 2023 MFP highlighted the significant challenges and competing priorities in the delivery of health and social care services across all sectors many of which remain in 2025 and have been exacerbated by the ongoing need to ensure financial sustainability.

Based on feedback from providers and as part of our endeavours to ensure consistency across all our services, the format of this MFP is focussed on cross-cutting approaches to commissioning practice and with less emphasis on care team specific priorities.

The HSCP continues to work collaboratively with the clear objective of developing a market that delivers improved outcomes for people who use services now and in the future, ensuring our commitment to Ethical Commissioning and Human-Rights based approaches is fully embedded throughout all of our commissioning plans.

2:

Introduction

What is market facilitation and who is this plan for?

Market facilitation plans or statements aim to inform, influence and adapt service delivery to ensure the right services are available at the right time. Market facilitation is the relationship between market intelligence, market intervention and market structure.

The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integration Joint Boards (IJB) to develop a “Strategic Plan.” A refresh of the Renfrewshire IJB’s Strategic Plan “Shaping Our Future,” is due to be published in June this year. A key **enabler** of the Strategic Plan is the MFP 2025-27.

The purpose of this MFP is to help providers of health and social care services make informed business decisions and plan for future service delivery in Renfrewshire.

Working with our partners we will share relevant information to assist them with their planning for future and existing service provision. Key to our joint success is the desire for us to engage proactively with the health and social care market and this will remain a constant focus for us. Similar to our 2023 MFP this document is intended to be a reference point for more detailed commissioning discussions.

Although the MFP is principally for existing and prospective providers of health and social care services, we also hope it will be helpful to those who receive services themselves and/or to their families and carers.



Developing our Market Facilitation Plan

This MFP outlines our approach to shaping a diverse and responsive social care market in Renfrewshire. By supporting the ongoing development of a robust and innovative social care market, the HSCP aims to empower individuals to exercise choice and control over their care in line with the principles of Self-Directed Support.

This MFP is a key enabler of our Strategic Plan and should be read alongside the Medium-Term Financial Plan 2025-2028. Both Plans will reflect our ongoing commitment to delivering outcomes for Renfrewshire communities within the context of the current extremely challenging financial climate.

To support the development of this plan, a consultation survey was shared with all social care providers in Renfrewshire. Feedback was sought as to the most important areas for inclusion in this MFP. The support of providers in this area was greatly appreciated and the feedback has been immensely valuable.

“Based on a good understanding of need and demand, market facilitation is the process by which strategic commissioners ensure there is diverse, appropriate and affordable provision available to meet needs and deliver effective outcomes both now and in the future”

Market facilitation is the relationship between market intelligence, market intervention and market structure.

- > **Market Intelligence** provides the data and insights to identify both challenges and opportunities
- > **Market Intervention** helps to address immediate issues and supports providers to fill gaps or improve services
- > **Market Structuring** creates the long-term conditions for a sustainable and diverse care market.

Scottish Government Procurement of care and support services: best practice guidance.

Current Challenges

The social care market in Renfrewshire faces several challenges including:

Financial pressures:

- > Constrained budgets, rising costs and changes to National Insurance contributions continue to put pressure on the social care market.

Workforce Shortages:

- > Recruitment and retention of skilled staff remains an issue for providers, exacerbated by competition from other sectors and the ongoing impact of Brexit on the labour market.

Gaps in provision:

- > Despite good progress in growing and diversifying the social care market, there remains gaps in provision which can lead to out of authority placements for individuals being required.

3:

Legislative and Policy Context

The MFP is grounded in the legislative and policy framework which governs Health and Social Care in Scotland. Key elements include:

Public Bodies (Joint Working) (Scotland) Act 2014.

- > The MFP supports the effective integration of health and social care by ensuring that the care market is equipped to meet the needs of individuals with multiple and complex needs.

Self-Directed Support Act 2013.

- > This MFP will describe how commissioning and market delivering activities in Renfrewshire align with SDS options and offer choice and control to individuals receiving care.

National Health and Social Care Standards.

- > The MFP will describe how contracts and commissioning approaches in Renfrewshire ensure services meet the National Health and Social Care Standards.

Procurement of care and support services: best practice guidance.

- > The MFP will describe the Renfrewshire approach to the procurement of Social Care services and give examples of good practice and update on recent activity.

Ethical Commissioning.

- > Our commitment to Ethical Commissioning and Human-Rights based approaches is fully embedded throughout all of our commissioning plans.

Health and Care (Staffing) (Scotland) Act 2019.

- > This MFP will demonstrate the steps we are taking to comply with our duties under the Act when planning or securing care services.

4:

Local Context

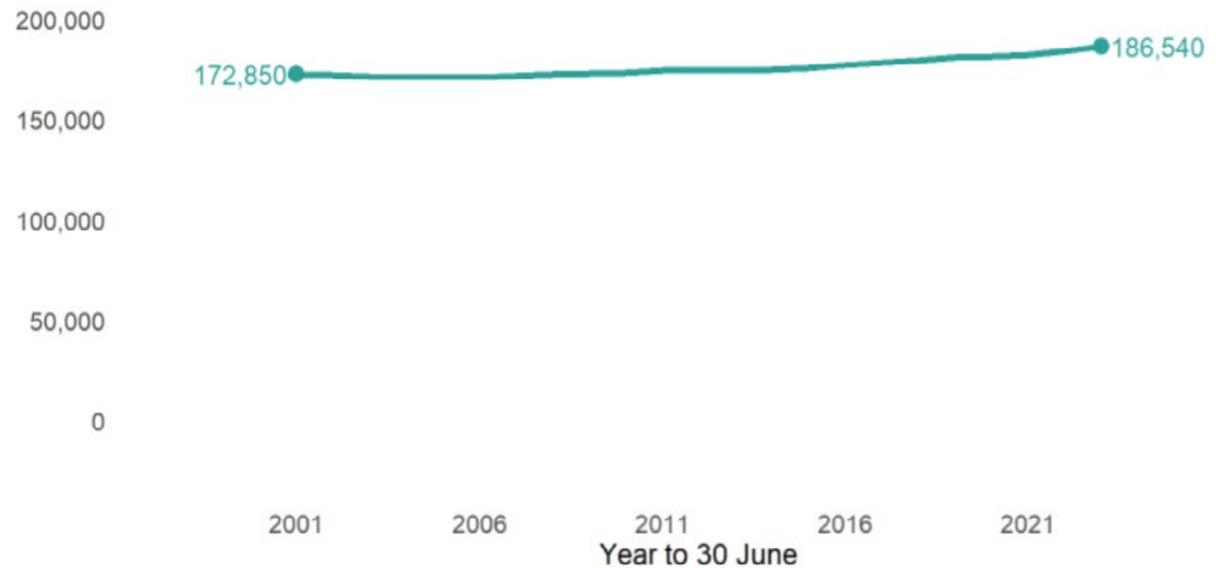
Many of the challenges and opportunities facing the social care market in Renfrewshire are common with other areas of Scotland, however there are unique factors within Renfrewshire which providers organisations should familiarise themselves with.

To make effective strategic decisions, it is imperative that commissioners and provider organisations have a well-rounded understanding of demographics and population trends. As such, this section of the MFP provides a single source of information for existing and prospective providers which will be referred to in upcoming tender processes.

The population of Renfrewshire is projected to rise in the coming years as a result of net migration and like many parts of Scotland, the population is ageing. With this, there is a growing demand for social care services across almost all service areas including older adults with conditions such as dementia and adults with learning disabilities or autism.

From publicly available information on National Records Scotland, we can see that on 30 June 2023, the population of Renfrewshire was 186,540. This is an increase of 1.2% from 184,370 in 2022. Over the same period, the population of Scotland increased by 0.8%.

Renfrewshire Total Population 2001-2023

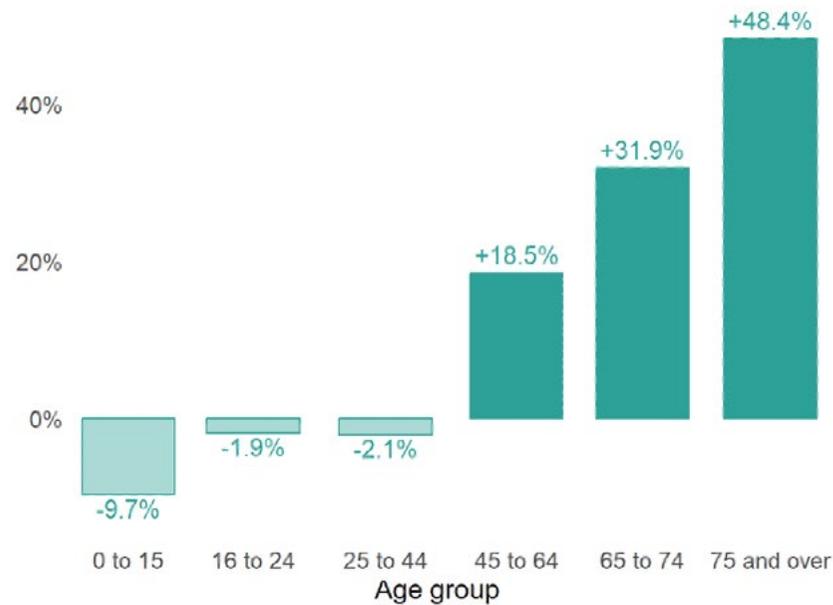


Source: nrscotland.gov.uk

Renfrewshire had the 9th highest population in 2023, out of all 32 council areas in Scotland. Between 2022 and 2023, 7 councils saw a population decrease and 25 councils saw a population increase.

In 2023, there were more females (51.7%) than males (48.3%) living in Renfrewshire. Between 2001 and 2023, the 0 to 15 age group saw the largest percentage decrease (-9.7%). The 75 and over age group saw the largest percentage increase (+48.4%).

Renfrewshire Percentage Change in Population by Age Group between 2001-2023

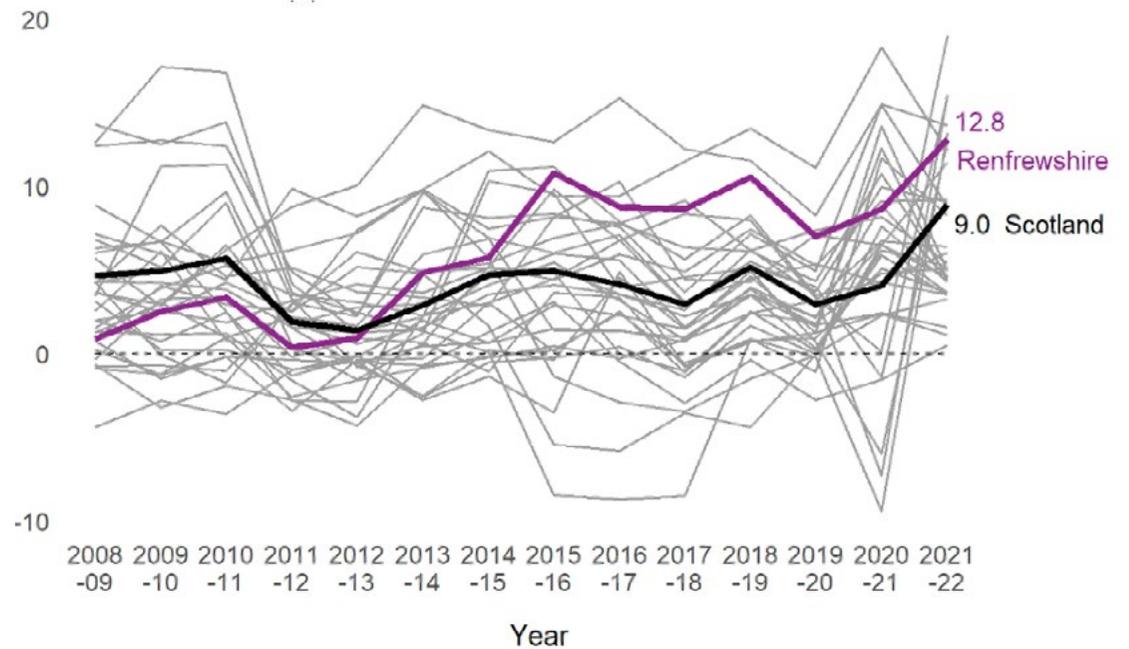


Source: nrscotland.gov.uk

In Renfrewshire, the net migration rate increased from 8.7 people per 1,000 population in 2020-21 to 12.8 in 2021-22. In comparison, the rate in Scotland overall increased from 4.1 to 9.0 people per 1,000 population.

In 2021-22, Renfrewshire was the council area with the 6th highest net migration rate, out of all 32 council areas in Scotland.

Council Areas of Scotland Net Migration Rates (1) 2008-09 to 2021-22



(1) People per 1,000 population (population at the end of the relevant mid-year period).

Source: nrscotland.gov.uk

Considering the projected growth in population, it can be estimated that the number of people supported by adult social care aged over 65 will grow by 49.6% from current levels of 4,345 to 6,501 by 2043. Those aged 75-84 will grow by 56.4% and adults aged 85+ will increase by 58.3%.

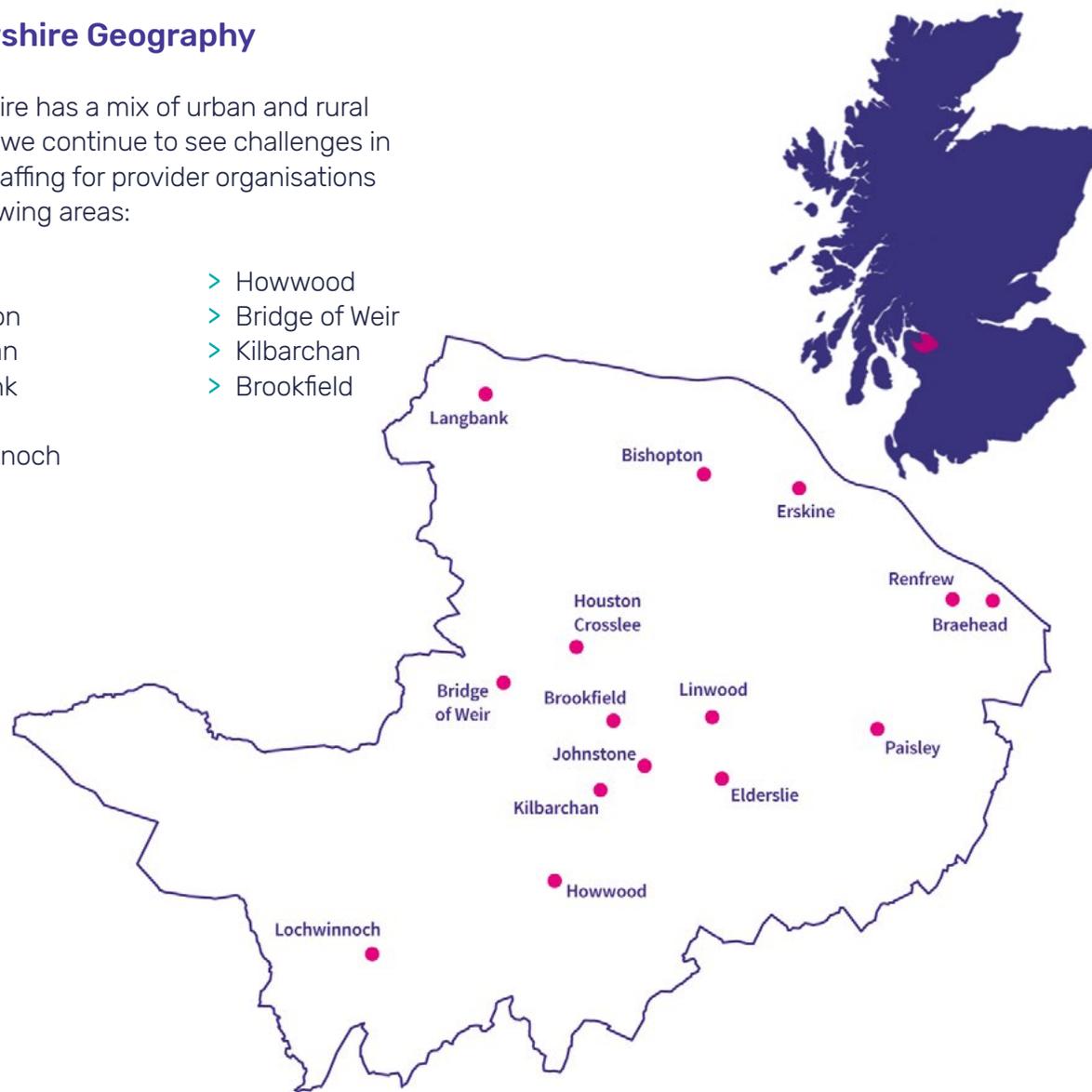
Existing and prospective providers should also familiarise themselves with the contents of the NHS Greater Glasgow and Clyde's (NHSGGC) 2022/23 Adult Health and Wellbeing (HWB) Survey Report for Renfrewshire. The survey provides information on health trends and analysis by different population groups to help inform planning within Renfrewshire and NHSGGC.

The Health and Wellbeing survey can be found here: [NHS Greater Glasgow and Clyde 2022/23 adult health and wellbeing survey: Renfrewshire report](#)

Renfrewshire Geography

Renfrewshire has a mix of urban and rural areas, and we continue to see challenges in terms of staffing for provider organisations in the following areas:

- > Erskine
- > Bishopton
- > Inchinnan
- > Langbank
- > Houston
- > Lochwinnoch
- > Howwood
- > Bridge of Weir
- > Kilbarchan
- > Brookfield



Deprivation and Inequalities

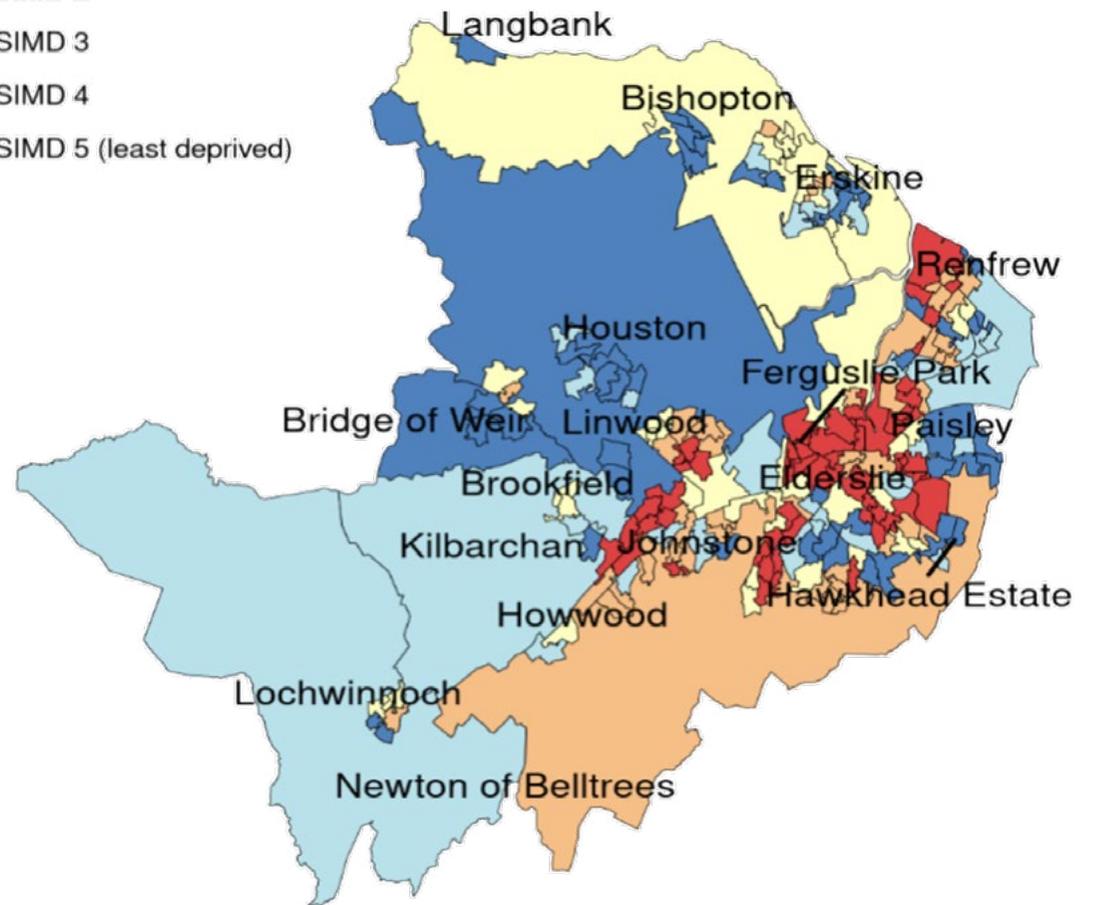
Renfrewshire remains more deprived than the Scottish average for Employment, Crime, Housing and Income.

The Scottish Index of Multiple Deprivation (SIMD) assesses 6,976 small areas known as 'data zones'.

28.9% of residents are in the 20% most-deprived areas nationally within health indicators. Inequalities in health and social care access persist within our communities, particularly for disadvantaged groups. The MFP prioritises equitable access to social care services.

The Scottish Index of Multiple Deprivation (SIMD), from 2020

SIMD Quintile



5:

Vision and Strategic Objectives

The HSCP strives to support the development of a social care market which is sustainable, diverse and person-centred, and enables individuals to live fulfilling lives with dignity, choice and control.

We aim for:

- > **High quality services** which are accessible to all regardless of needs or geographical location.
- > **Innovative services** which can respond effectively to emerging challenges and demonstrate continuous improvement.

The following objectives have been developed to guide our market facilitation process over the lifetime of this MFP.

Objective:

Ensure a wide range of high-quality services are available to meet the changing needs of Renfrewshire's population.

Actions:

- > Encourage new providers to enter the market under contract
- > Support existing providers to be innovative and improve and expand service provision where this meets the needs of the population
- > Create an environment that can support joint working across providers and community organisations.

Objective:

Ensure that services meet the highest quality and safeguarding standards.

Actions:

- > Continue to develop our approaches to contract monitoring and our “link officer” arrangements
- > Ensure feedback from service users and carers is central to contract monitoring
- > Promote a multi-disciplinary approach to contract monitoring across contracts and commissioning, operational staff and provider organisations
- > Continue established joint working and information sharing with the Care Inspectorate.

Objective:

Increase Choice and Control for individuals

Actions:

- > Ensure frameworks deliver choice and control for individuals and include SDS Option 2 (the individual directs the available support with the local authority undertaking the contractual/financial arrangements with the Provider) as well as Option 3 (the Council arranges the support).
- > Support individuals to understand the range of options available to them under SDS. Discussions regarding SDS options should be taking place at all stages of the care planning process and all contracts and commissioning practice must be aligned with the Principles of the Social Care (Self-directed Support) (Scotland) Act 2013 (SDS)
- > Work with providers to deliver flexible and person-centred services which are responsive to changing needs and aspirations. This means that providers focus care on the specific needs of the individual and ensure families and carers are involved at every step.

Objective:

Foster Innovation and Technology-enabled care

Actions:

- > Promote the use of Technology enabled care solutions across Renfrewshire such as touchscreen devices, GPS trackers, bed monitors and motion sensors.
- > Ensure we have an “open door” to existing and prospective providers who wish to share with us good practice from elsewhere, either nationally or internationally. These discussions will be facilitated via Link Officers
- > Continued rollout of the Eclipse case management system across service areas and the development of a provider portal for sharing information with providers such as hours of service delivery.

Objective:

Further develop collaborative commissioning approaches

Actions:

- > Look for opportunities to better involve individuals with lived and living experience in the design, development and evaluation of new services.
- > Continue to support provider forums across care team areas with a focus on innovation and joint problem solving.

6:

Market Analysis

The adult social care market in Renfrewshire is complex and dynamic. It comprises of services delivered directly by the HSCP, as well as those delivered on our behalf by independent and voluntary sector providers.

Care Homes

- > There are 16 older adult Nursing Homes in Renfrewshire. All these services are delivered by independent sector providers. Within these services there are a total of 1055 beds which typically operate at more than 90-95% capacity. Not all these beds are made available for council funded placements due to a combination of business models or restricted admission criteria. For example, some nursing homes reserve a proportion of available beds for individuals who can self-fund their care.
- > There are 5 older adult Residential care homes in Renfrewshire. A residential home is a service registered with the Care inspectorate as a Care home, but without nursing staff on site. Two of which are HSCP services, and 3 are delivered by the third and independent sector. In total there are 217 residential beds.
- > There are 5 Care Home services in Renfrewshire who work primarily with adults under the age of 65 with support needs relating to Learning Disabilities or Alcohol and Drug misuse issues.
- > All external care home placements in Renfrewshire are arranged under Renfrewshire Council contracts, the National Care Home Contract or other Scotland Excel contracts.

Care at Home

- > There are 9 independent Care at Home providers operating under Renfrewshire Council contracts. The HSCP also purchase support from 3 providers via the Scotland Excel Care and Support Framework.
- > In addition, there are approximately 15 other Care at Home providers delivering services in Renfrewshire under SDS option 2. This means the individual has chosen support from a provider which is not on a council framework. In these circumstances, the provider the service user and the council enter a tripartite agreement. As referenced above, all new Frameworks will cover both SDS option 2 and Option 3.
- > The HSCP spent c£15.5m on external Care at home services in 2023/24. This figure has increased from £6.7m in 2018/19 which is due to both increased demand and increased costs and hourly rates brought about through the Adult Social Care pay uplift
- > There are around 18,000 hours of support commissioned externally each week to around 1800 individuals.
- > Around 82% of this spend was for Care at Home services called off under SDS option 3, (where the council organises the support)
- > The HSCP has an internal Home Care service which accounts for around 10% of all delivered hours.
- > There is a mix of large and small organisations operating in Renfrewshire, including some franchises and family-owned businesses. This contributes to a diverse and responsive Care at Home Market.

- > There are multiple providers who rely almost entirely on overseas recruitment via a Home Office license. This is where a provider can employ staff from overseas under a health and care worker visa.
- > The HSCP is currently in the process of establishing a Care at Home Flexible Framework which will be awarded in the coming months. The framework will be in place for 4 years plus the option to extend for 12 months on up to 3 occasions. The aim of the flexible framework is to ensure there are high quality service options and sufficient capacity to meet demand for care at home services in Renfrewshire, while offering individuals choice and control.

Supported Living

- > In 2024, the HSCP established a Flexible Framework for Supported Living and Community Based Supports. 23 providers were awarded a place on the framework initially, including 10 incumbent providers. The flexible framework sought to increase the number of provider organisations able to deliver Supported Living services to individuals with assessed needs relating to Learning Disabilities, Physical Disabilities or Mental Health.
- > Around 400 people receive support under this framework. Third sector organisations dominate this market with a small number of independent

sector organisations entering the market in 2024.

- > The HSCP spent around £20m on Supported Living services in 23/24. This has risen from around £18m in 2019/20 due to increased demand and increases from the Adult Social Care Pay Uplift.
- > One of the key aims of the flexible framework is to increase choice and control for individuals by growing and diversifying the market. It is the ambition of the HSCP that by improving the range of service options available in Renfrewshire, we can reduce the number of out of area placements.

Other Commissioned services

- > To support the delivery of our Strategic Objectives, there are a range of other contracts in place across Renfrewshire, such as;
 - > Low Level, Preventative, Health & Wellbeing Services for Older Adults
 - > Community health champion service for adults
 - > Community Based Mental Health Services incorporating Distress Brief Interventions Services Level 2
 - > Housing Support Service within Very Sheltered Housing Units
 - > Carers Centre
 - > Specialist Dementia Day Care Service

- > Community Based Alcohol and Drug Prevention and Treatment Service
- > Community Link Workers
- > Commissioning activity on behalf of the Renfrewshire Alcohol and Drug Partnership (ADP) has increased in recent years and will continue to develop over the lifetime of this MFP. The Contracts and Commissioning team are represented on ADP groups in Renfrewshire and will continue to support their strategic objectives in the coming years.
- > All such contracts contribute to the delivery of the HSCPs strategic objectives and have been commissioned in line with procurement regulations, Renfrewshire Council Standing orders or NHS GGC Standing Financial Instructions where applicable.

Market Analysis Conclusions

- > Renfrewshire has a diverse and person-centred social care marketplace which contributes positively to delivering outcomes for individuals and supporting the HSCP's excellent performance in relation to delayed discharge.
- > There have been 2 care home closures in Renfrewshire since the publication of the previous MFP. The first of these was an external home where the provider chose to close and offer alternative placements in another service. The second was an HSCP home which closed in 2024 as part of the Sustainable Futures programme due to an overprovision of residential beds in the area. Despite these closures, the social care market has demonstrated resilience in the face of ongoing workforce and financial challenges.
- > There is a high level of reliance of external providers in supporting people to be discharged from hospital timeously.
- > There is a significant reliance on overseas staff in Renfrewshire Care Homes and in Renfrewshire Care at Home companies. The responsiveness demonstrated by the market can be evidenced by the increase in externally commissioned Care at Home spend since 2018/19.
- > The ability of providers to attract and retain staff from overseas has contributed positively to Renfrewshire's ability to move people on from hospital settings when they are fit for discharge. There are however, risks in the current level of reliance on overseas staffing, if for instance a care provider were to have their Home Office Sponsorship Licence revoked.
- > In such a situation, staff would quickly be required to find alternative employment or potentially be required to leave the country. This scenario would present multiple challenges to the HSCP in ensuring continuity of care for service users.

7: Ethical Commissioning

Despite the uncertainty regarding a National Care service over the lifetime of our previous MFP, we have continued with our commitment to embed Ethical Commissioning Principles in all of our work as follows:

Person-led care and support

- > The recently awarded flexible framework for Supported Living and Community based supports has increased the number of providers and capacity of the market.
- > The framework ensures person centred care and promotes more innovative use of SDS options. For example, the framework allows for call-offs to be made for cohorts of individuals who may choose to pool their SDS budgets for shared supports.
- > The framework is outcome focussed and ensures there is a strength-based approach to care planning. This means that care planning has a focus on outcomes and these remain central to the conversation between the individual, the care manager and providers throughout a placement.

Human Rights Approach

- > Individuals accessing support from any service delivered by or on behalf of the HSCP will be treated with dignity, equality and respect.
- > All individuals accessing services have their entitlement to basic human rights supported

Lived Experience Involvement

- > Renfrewshire HSCP is committed to ensuring the voices of people with lived and living experiences are heard throughout all areas of our work.
- > Providers in Renfrewshire are contractually obligated to have processes in place to ensure service users have their views heard and considered.
- > Over the lifetime of this MFP, our commissioning and procurement teams will consider where there are opportunities for lived experience involvement in tenders, both at design and evaluation stages.

Fair Work

- > Renfrewshire are committed to Fair Work First practices and this forms part of all social care tender evaluations.
- > Contract monitoring processes ensure ongoing application of Fair work and safe recruitment practices.
- > The HSCP ensures all staff receive the living wage and have processes in place to quickly redistribute Scottish Government funding for the Adult Social Care Pay uplift.

Procurement exercises seek to ensure:

- > appropriate channels for an effective 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
- > providing fair pay for workers (for example, payment of the real Living Wage)
- > offer flexible and family friendly working practices for all workers from day one of employment
- > oppose the use of fire and rehire practices

High Quality Care

- > The delivery of high-quality care and safe care provision is the number one priority for the HSCP. All procurement and contract monitoring activity is focussed on ensuring that those who ultimately receive services in Renfrewshire get the highest standard of care possible.
- > Over the lifetime of the previous MFP, there were no social care tenders carried out in Renfrewshire which were competitive on price. There are no ranked frameworks in place in Renfrewshire. This means that where there is a framework with multiple providers, care managers are not compelled to offer business to one provider over any other due to their score in the tender process.
- > The Supported Living and Community based supports flexible framework is outcome focussed. This means that all care planning and support arrangements are focussed on the achievement of defined outcomes for individuals.

Financial Transparency, Sustainable Pricing, and Commercial Viability

- > Despite the ongoing and extremely challenging financial position faced by the HSCP, all contracts have a sustainable pricing model and there have been no procurement exercises carried out which have forced competition on price.
- > Provider organisations are encouraged to read Renfrewshire IJB papers which give a clear appraisal of the financial situation at multiple junctures throughout the year.
- > There is a commitment to honesty and transparency with providers regarding the financial situation and savings targets of the HSCP.
- > All contract monitoring and review activity focuses on ensuring Best Value. Financial sustainability of provider organisations is assessed at point of tender and at regular intervals over the contract term.

Shared accountability

- > There are robust governance structures in the HSCP relating to commissioning and budget approvals. For example, there are clear delegated budgets for staff groups ensuring senior management oversight of more significant budgets. There is also a step in the budget approval process which ensures that there is a contractually compliant call off route for care packages.
- > Contract management processes are evidence based and very well established in Renfrewshire. An overview can be found in section 9.
- > There are good examples of collaboration and shared accountability across commissioned services such as Learning Disability and Mental Health services, for example events seeking to develop shared solutions for clients with multiple and complex needs. Over the lifetime of this MFP, there is an ambition to take these models into other areas.

Climate and circular economy

- > In line with the Sustainable Procurement Duty, outlined in the Procurement Reform (Scotland) Act 2014, local authorities are required to think about how they can:
 - > improve the economic, social and environmental wellbeing of the area(s) in which you operate –whether that is nationally or more locally. Particular focus should be on reducing inequality;
 - > facilitate the involvement of small and medium enterprises (SME), third sector bodies and supported businesses; and
 - > promote innovation.

- > Renfrewshire utilise the Sustainable Procurement Tools to identify opportunities to build sustainability into all relevant tenders. These are a range of tools developed by the Scottish Government as part of the Procurement Journey to help identify how to increase economic, social and environmental benefits from your contract



Practice Example

A Care at Home provider highlighted that frontline staff were experiencing racism in their day-to-day work in Renfrewshire. A working group was established with Independent and Third sector providers, Scottish Care, HSCP and Integration Network Renfrewshire (IN-Ren) to determine what steps could be taken to address these instances.

A survey of providers was carried out which received 221 responses. 56% of respondents reported that they had experienced racism in their day-to-day work with service users. The most common behaviour displayed was around “stereotypical assumptions based on culture or ethnicity”. However, more than a third of cases involved the use of racist language and a similar number involved a service user refusing to have a service solely or partly due to race.

The working group then formulated an action plan covering the following areas:

- > Changes to our contract management reporting system to more effectively record incidents of racism and work with providers to clarify when and how to report these
- > Work with providers to clarify when it may be appropriate to return a care package as a result of a racist incident.
- > Training for managers and frontline staff
- > Work with IN-Ren on promotion of their Race Equality toolkit and developing other learning opportunities for employers.
- > Developed a [“joint policy on anti-racist practice”](#)

The overall aims of the above actions were to develop a joint approach to addressing racist behaviour towards staff and to make a positive and practical step towards Public Sector Equality Duty to:

- > eliminate unlawful discrimination,
- > promote equality of opportunity, and
- > foster good relations

Active Bystander training was provided where Participants were shown strategies for dealing with micro-aggressions and discriminatory attitudes and language.

Along with this, Care at Home managers attended an Equality, Diversity and Inclusion Workshop. Participants explored issues relating to micro-aggressions, white privilege and discrimination

On a practical level, where a person who uses care at home services refuses to have a minority ethnic worker solely because of their ethnicity, they will be advised of the [“joint policy on anti-racist practice”](#) and that all care at home services in Renfrewshire adhere to the principles of equality and anti-racist practice. Unless there is a genuine reason that a client cannot be supported by a minority ethnic worker, then all requests of this nature will be refused.

8:

Finance

Renfrewshire HSCP continues to face significant financial pressures, and the situation has worsened since the publication of our last MFP in 2023.

The biggest risk to the IJB remains its financial sustainability. As of February 2025, the estimated gross revised budget gap for 2025/26 is circa £30m.

The IJB has consistently delivered savings and, when necessary, utilised reserves to balance its budget. However, based on current estimates, the IJBs general reserves are anticipated to be fully depleted by the end of financial year 2026/27.

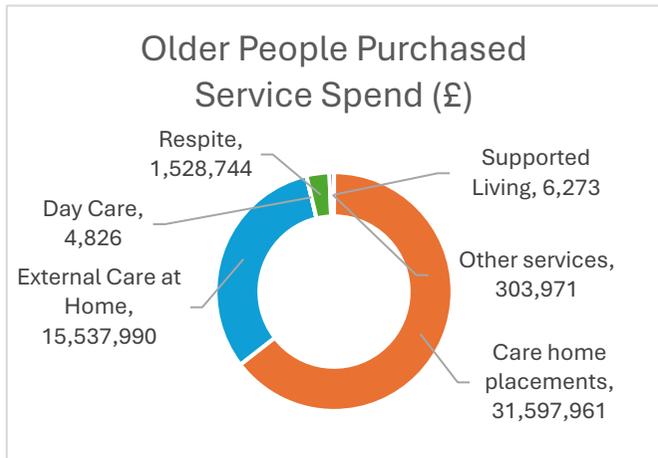
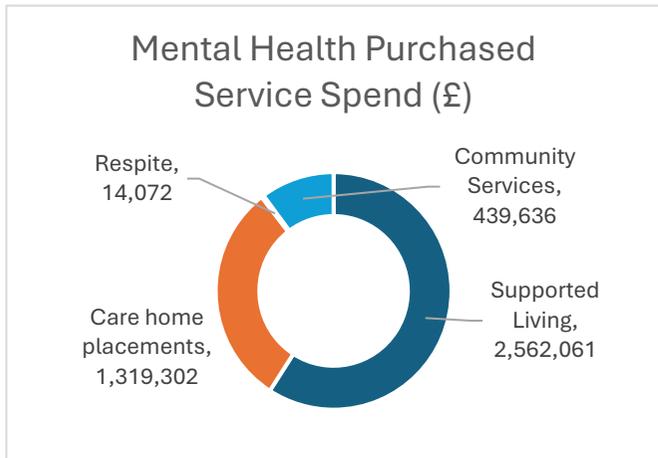
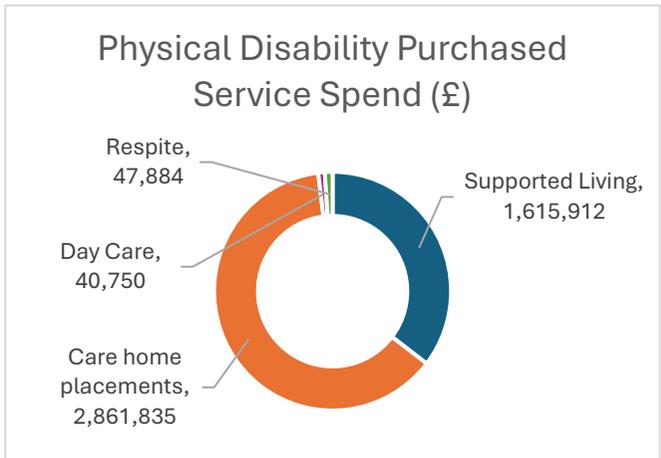
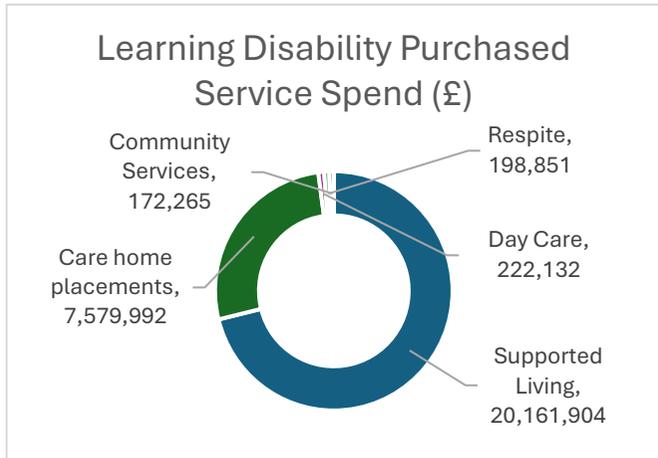
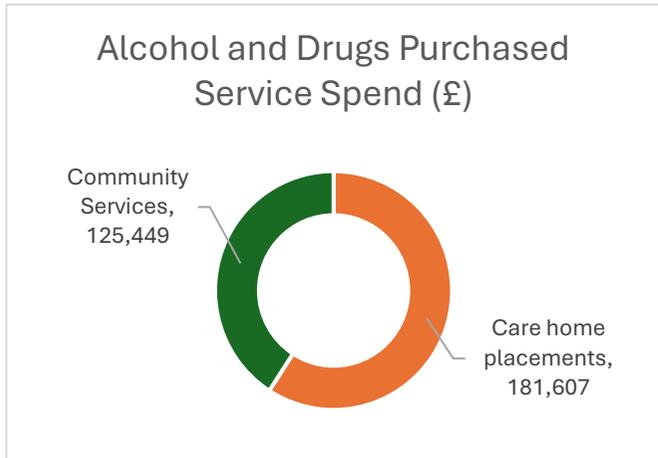
Should the IJB be unable to deliver a balanced budget, it will enter Financial Recovery. The revised Medium Term Financial Plan (MTFP) sets out in more detail the pressures impacting the IJB, the IJB's planned approach to balancing its budget over the medium term, and the implications of Financial Recovery.

At the time of publication, there remains uncertainty regarding the impact of changes to employer National Insurance Contributions (NICs) which will take effect on 6th April 2025. The Scottish Government has announced it will provide £144m to cover 60% of the extra costs faced by councils, but that the public sector will have to 'absorb' a shortfall of more than £200m to fully offset the rise.

Approximate spending on commissioned services in 2023/24 is detailed overleaf.



Approximate spending on commissioned services in 2023/24



9:

Quality and Safeguarding

Ensuring the quality and safety of care is a fundamental priority for Renfrewshire HSCP. This section describes our approach to maintaining high standards of care, safeguarding vulnerable individuals and promoting a culture of continuous improvement. Our commitment to quality and safeguarding is guided by the principles of person-centred care, transparency and accountability and is aligned with national standards and best practice.

The HSCP have implemented the following strategies to ensure quality and safeguarding.

Contract Monitoring

There a robust and comprehensive contract monitoring system in place in Renfrewshire based on a live risk assessment of all commissioned services. The frequency of monitoring is dependent on multiple factors including Care Inspectorate grades, Adult Support and Protection referrals and other local intelligence such as feedback from operational teams

Services are under continuous review, and it is expected that change programmes and action plans to implement national policies will continue

to be developed during the lifetime of any contract. Services should be flexible, responsive, supportive, empowering and must reflect the needs, outcomes and aspirations of both current and future Service Users, their carer(s) and families within the resources available.

Monitoring visits are typically carried out by two contracts officers over 1 or 2 days and will cover all areas of service activity and organisational developments, including;

- > **Organisational / Management issues**
- > **Services provided**
- > **Record keeping**
- > **Service user finances**
- > **Review procedures**
- > **Service access/termination Issues**
- > **Complaints procedures**
- > **Medication Procedures**
- > **Review of Policies and Procedures**
- > **Inspection reports**
- > **Staffing issues**
- > **Outcomes**

Upon conclusion of a Contract Monitoring visit, there will be one of three outcomes conveyed to the provider.

- 1) We may find evidence that significant weakness/es exist in systems, process and practice which may place the people who use the service at risk of harm and/or could lead to a position of material breach of contract
- 2) There may be no evidence that significant weakness/es exist however, within a context of continuous review and improvement as noted above, there may be areas for development which we would like the provider to adopt as part of a service development plan and which will demonstrate their capacity for improvement.
- 3) We conclude that there are no significant weakness or area for development

Further to formal monitoring visits, providers are contractually obliged to submit notification of serious incidents to the HSCP. These cover a range of issues such as medication errors, incidents of violence, falls and unplanned hospital admissions.

Each provider in Renfrewshire is allocated a “link officer” from the contracts and commissioning team. The Link Officer process has been welcomed by providers who benefit from a single point of contact to raise issues or discuss new service developments.

The team aim to foster a culture in Renfrewshire of continuous improvement among providers. There is a focus on collaboration between providers and HSCP services. It is commonplace for HSCP teams to support providers with specialist training, particularly in relation to complex packages of care.

Where significant concerns are identified, a focus is always on what actions can be taken to make improvements and minimise any impact on service users. All contracts give a clear description of what might be classed as a “material breach” of contract. In these circumstances, suspensions of placements may be imposed and ultimately contract termination if improvements are not evidenced.

The HSCP has well established and close working relationships with the Care Inspectorate, who as the regulator have a key role in ensuring quality across the sector.

Adult Support and Protection

In terms of Adult Support and Protection, providers have a contractual obligation and a legal duty to report concerns to Social Work. People who are at greater risk of harm include those who:

- > are older, frail, and/or have a form of dementia
- > have a mental illness
- > have a physical disability
- > have a learning disability
- > are less able to care for themselves due to drug or alcohol problems
- > have sensory problems such as sight loss or deafness.

Staffing

Providers in Renfrewshire must adhere to the staffing requirements as outlined in the Health and Care (Staffing) (Scotland) Act 2019, ensuring appropriate numbers and types of Staff. This is required to enable safe and high-quality care and improved outcomes for Supported Persons and people experiencing care. This requires the right people, in the right place, with the right skills, at the right time.

The guiding principles of the 2019 Act state the main purposes of staffing for care services are:

- > Improving standards and outcomes for Supported Persons
- > Taking account of the needs, abilities, characteristics, and circumstances of different Supported Persons
- > Respecting the dignity and rights of Supported Persons
- > Taking account of the views of Staff and Supported Persons
- > Ensuring the wellbeing of Staff
- > Being open with Staff and Supported Persons about decisions on staffing

- > Allocating Staff efficiently and effectively
- > Promoting multi-disciplinary services as appropriate

Providers must ensure they have procedures in place for real-time assessment and management of staffing risks, ensuring that any identified risks are promptly addressed or escalated. Issues and risks relating to staffing must be brought to the attention of the HSCP at the earliest opportunity.

Resilience

Given the ongoing complexity of the risk context faced by the Health and Social Care sector it is prudent that we consider the resilience of our wider HSCP system.

The ability of our system to remain operational and prevent, mitigate, adapt, and recover from any disruptive event which occurs is of paramount importance to us. All markets are subject to shocks and changes that may affect the ability of suppliers and providers to meet demand

We expect providers to have their own Business Continuity Plan which caters for a range of scenarios which should be kept live and regularly updated to cater for new and emerging resilience risks. Business Continuity is never complete, and our own internal plans continue to evolve each year, with a specific focus on key services and new

resilience risks as well as reflecting any lessons learned through disruptive events.

Whilst we cannot review these plans in detail, we are able to provide support including best practice advice, templates and guidance shared from the wider resilience agencies in support of your plans. We aim to provide an annual update as part of our winter planning approach, and any additional sessions and communications in respect of support of wider emerging risks.

Such guidance provided to date includes specific considerations in respect of:

- > Cyber threats
- > National and local power outages
- > Supply chain (Brexit and geo-political conflicts)
- > Pandemic and public health issues
- > Analogue to digital switch off
- > 2G switch off
- > Severe weather events



10:

Engagement and Collaboration

We believe that the voices of service users, carers and providers are central to shaping and delivering high quality, person-centred care and support services. This section outlines our approach to engagement and collaboration.

Our approach to engagement and collaboration is underpinned by the following principles:

- > **Partnership:** The HSCP will work collaboratively with service users, carers, providers and communities to develop solutions that meet their needs. This will be carried out in line with “Planning with People” guidance.
- > **Inclusion:** Creating opportunities for individuals to have a voice.
- > **Transparency:** Being open and honest about how decisions are made and how feedback is used to improve services.

Renfrewshire has a proven track record of effective engagement and collaboration. Over the last two years, this can be evidenced by multiple engagement activities carried out as part of the the Sustainable Futures programme, as well as involvement of a wide range of stakeholders in our Strategic and Care planning forums.

Over the lifetime of this MFP, the HSCP will further develop its methods of engagement and collaboration with providers and people who use services. Provider Forums will be supported across service areas to facilitate dialogue between the HSCP and providers and the views of people who use services will be considered on an ongoing basis and through service review activity.

11:

Recent and upcoming Procurement activity

Community Based Mental Health Services incorporating Distress Brief Interventions Services Level 2

- > This contract was awarded in April 2024 and will run for a maximum of 4 years.

Community Based Alcohol Prevention and Treatment Service

- > This contract was awarded in May 2024 and will run for a maximum of 3 years.

Flexible Framework for the Provision of Supported Living and Community Based Support Services for Adults with Social Care Needs

- > 23 providers were awarded a place on this framework in November 2024. The framework is flexible and as such will remain open to new applications over the lifetime of the contract (maximum 7 years). The framework is outcome focused for the provision of Supported Living services for Adults with support needs relating

to: Mental Health; Learning Disabilities; Autism; Physical Disabilities; complex needs or other care and support issues inclusive of personal care; housing support; non-personal care; emotional and practical support. The framework covers SDS option 2 and option 3 which means where the council arranges the support or where the individual or legal proxy chooses a provider themselves.

Flexible Framework for the Provision of a Care at Home and Housing Support Service

- > The Care at Home flexible framework will be awarded in 2025 and will cover all care at home business in Renfrewshire which is typically but not solely provided to adults over the age of 65 and includes free personal care. This framework will also remain open to new applications over the lifetime of the contract which is for a maximum of 7 years.

Community Link Worker service

- > This contract was awarded by NHS GGC on behalf of the HSCP in 2025 and will run for a maximum of 4 years.

Planned procurement activity includes:

- > Alcohol and Drugs Crisis Outreach Service
- > Low Level, Preventative, Health & Wellbeing Services for Older Adults in Renfrewshire
- > Provision of a community health champion service for adults
- > Independent Advocacy Services

Along with Renfrewshire Council and NHS Contracts, the HSCP continues to purchase from various Scotland Excel National Frameworks and Contracts such as:

- > Care Home Services for Older People (The National Care Home Contract)
- > Care Homes for Adults with Learning Disabilities Including Autism
- > Care and Support
- > Residential Rehabilitation Alcohol and Drugs Services
- > Social Care Agency Workers

12:

Key Market Messages

Sustainable Futures Programme

As The HSCP moves forward with savings plans under the Sustainable Futures Programme in 2025/26 and beyond, support from partner organisations will be essential in delivering the change required. The scale of the financial challenge in Renfrewshire is significant and will continue to be so throughout the lifetime of this MFP. There are multiple strands to the Sustainable Futures programme including a strategic review of day services across OP, LD and PD and a review of overnight provision. We view a vibrant social care market as a key enabler for transformational change and our expectation is that contracted providers will support these workstreams.

Technology Enabled Care and Support (TECS)

While there have been some developments in terms of TECS usage in directly provided services in Renfrewshire, there remains an ambition to increase the usage of technological solutions in commissioned care settings. We have a Digital and Telecare Working group which has been established to lead and oversee the sharing

of resources, learning and innovation of new digital and telecare ideas and opportunities. Also, to pilot/test and implement innovative digital approaches and technologies. The HSCP is keen to support providers to embrace technology in their service offerings with a view to supporting people to achieve outcomes and maintain their independence for longer.

Delayed Discharge

The HSCP remains committed to shifting the balance of care and supporting people in home or as close to home as possible. Support should help avoid unnecessary hospital admissions and where admission does occur, services should be aligned to ensure discharges are prompt and effective. Providers working in Renfrewshire will be expected to form part of the system of care which prevents people being in hospital longer than is necessary.

Resilience and Crisis Preparedness

Business Continuity Planning (BCP) is essential in the social care market and will remain a focus over the lifetime of this plan. Severe weather events, power outages and cyber-attacks remain as risks which providers must take into consideration and reflect in their own BCPs which should be subject to regular review and updates.

Transitions

The HSCP recognise that the transition from children to adult services is a pivotal point in the life of young people with additional support needs, disabilities or those in care. When managed effectively, it can lead to positive outcomes and a smoother journey into adulthood. However, this requires careful planning, collaboration and person-centred practice. Work continues with the HSCP, and the Council's Children's services looking at the Principles of Good Transitions with an expectation that provider organisations will support developments in our pathways and processes around transitions in the coming years.



Renfrewshire
Health & Social Care
Partnership

For enquiries relating to this MFP please contact:
contractsandcommissioning@renfrewshire.gov.uk

Write to us at:

Renfrewshire House
Cotton Street
Paisley PA1 1AL

Publications in Alternative Formats

We are happy to consider requests for this publication in other languages or formats such as large print

Please call: 0141 618 7629
or email Renfrewshire.hscp@ggc.scot.nhs.uk