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ADDITIONAL CIRCULATION



Aberdeen City Health & Social Care Partnership
A caring partnership

To: Members of the Integration Joint Board

Town House,
ABERDEEN 26 June 2025

INTEGRATION JOINT BOARD

The undernoted items are circulated in connection with the meeting of the **INTEGRATION JOINT BOARD** on **TUESDAY, 1 JULY 2025 at 10.00 am.**

ALAN THOMSON
INTERIM CHIEF OFFICER - GOVERNANCE

B U S I N E S S

TRANSFORMATION

- 9.2 Supplementary Procurement Workplan 2025/26 - Discharge to Assess - HSCP.25.062 (Pages 3 - 12)

Please note that there are exempt appendices below in respect of this report.

ITEMS THE BOARD MAY WISH TO CONSIDER IN PRIVATE

- 10.1 Supplementary Procurement Workplan 2025/26 - Discharge to Assess - Exempt Appendices - HSCP.25.062 (Pages 13 - 22)

Should you require any further information about this agenda, please contact Emma Robertson, emmrobertson@aberdeencity.gov.uk

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Date of Meeting	01/07/2025
Report Title	Supplementary Procurement Workplan 2025/26
Report Number	HSCP.25.062
Lead Officer	Fiona Mitchelhill, Chief Officer ACHSCP
Report Author Details	Name: Neil Stephenson Job Title: Strategic Procurement Manager Email Address: nestephenson@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	Yes
Exempt	Yes. This report contains exempt information as described in paragraph 6 (Information relating to the financial or business affairs of any particular person (other than the authority)) and paragraph 9 (Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services) of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973. This is applied in this case because, in view of the nature of the business to be transacted or in the nature of the proceedings, if members of the public were present, there would be disclosure to them of exempt information as defined in the Schedule.*Appendix B, IJB Standing Orders; b) The business relates to the commercial interests,



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	contractual terms (whether proposed or to be proposed), financial or business affairs of any person and confidentiality is required, e.g. when there is an ongoing tendering process or contract negotiation.
Appendices	Non-Exempt: Appendix A1 - Supplementary Work Plan for 2025/26 Exempt: Appendix A - Supplementary Work Plan for 2025/26 Appendix C – Procurement Business Case Appendix B – Direction to Aberdeen City Council
Terms of Reference	2). Any function or remit delegated under the Aberdeen City Integration Scheme, which is bound to be undertaken by the IJB itself; *As this report relates to the procurement of services in accordance with NHSG and ACC Procurement and/ or Financial Regulations

1. Purpose of the Report

1.1 The purpose of this report is to present a Supplementary Procurement Work Plan for 2025/26 for expenditure on social care services, together with the associated procurement Business Case, for approval.

2. Recommendations

2.1. It is recommended that the Integration Joint Board/Committee:

- a) Approves a **tender** for a period of up to five (5) years and subsequent award of contract for **Discharge to Assess Service**, as detailed in Appendices A, A1, and C
- b) Makes the Direction, as attached at Appendix B and instructs the Chief Officer to issue the Direction to Aberdeen City Council.



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3. Strategic Plan Context

- 3.1.** This report seeks IJB approval for a social care contract which has been commissioned under the eight Ethical Commissioning Principles: person centred care first; full involvement of people with lived experience; high quality care; human rights approach; Fair working practices; financial transparency and commercial viability; climate and circular economy; and shared accountability
- 3.2.** Proposals outlined in the business case develops and delivers a discharge to assess service. The proposal does not preclude the Aberdeen City Health & Social Care Partnership (ACHSCP) from reducing spend across this contract in pursuit of its aspirations outlined in the Strategic Plan and being mindful of the financial environment in which the ACHSCP is operating. The contract has in-year termination clauses, so the IJB is not constrained by any decision flowing from this report in terms of contract length, contract terms, or contract value. This provides the ACHSCP with flexibility over time to, for example, create savings by reducing capacity and/or reallocate resource to spend and represents best value. The Commercial and Procurement Shared Service (CPSS) has adapted contracts to ensure there's always measures available to remain responsive to changes.

4. Summary of Key Information

- 4.1** The Integration Joint Board (IJB) directs Aberdeen City Council (ACC) to purchase and enter contracts with suppliers for the provision of services in relation to functions for which it has responsibility. ACC procures services through the Commercial and Procurement Shared Service (CPSS) in accordance with ACC's Scheme of Governance.
- 4.2** ACC Powers Delegated to Officers includes, at delegation 1 of section 6, that the Chief Officer of the Aberdeen City Integration Joint Board (also referred to and known as the Chief Officer of the Aberdeen City Health and Social Care Partnership (ACHSCP)) has delegated authority to facilitate and implement Directions issued to ACC from the IJB, on the instruction of the Chief Executive of ACC and in accordance with the ACC Procurement Regulations.
- 4.3** These Regulations require the submission of an annual procurement work plan prior to the commencement of each financial year detailing all contracts to be procured by Aberdeen City Council in the coming year with a value of



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£50,000 or more, to relevant Boards/Committees. In the case of adult social care services, this is the IJB. The Regulations also require that procurement business cases to support items on the work plan are brought to the IJB prior to any tender being undertaken or contract awarded directly. Although the intention is that all procurement should be planned, there may be occasions, such as with this report, where this is not possible and supplementary work plans and/or business cases may be required.

- 4.4** This report presents a Supplementary Procurement Work Plan for 2025/26. A supporting procurement business case is attached at Appendix C. The work plan comprises of (1) item, with the recommendation to go out to tender to provide a discharge to assess service and ensure best value.
- 4.5** Whilst this expenditure signifies an additional investment, the risks of not making this investment reduce the ACHSCP's opportunity to continue to offer the highest quality services and, subsequently, the achievement of outcomes for individuals.
- 4.6** Links with Strategic Commissioning

The procurement of works, goods and services is driven by strategic aims. The ACHSCP has established a Strategic Commissioning and Procurement Board (SCPB) to create a clearer link between the programmes of work, the associated budgets, and the procurement work plan and outcomes, in line with the Commissioning Cycle. Throughout the year, the SCPB has considered the items on this Supplementary/Annual Procurement Work Plan and determined that the services are required to support the delivery of strategic intentions.

5. Implications for IJB

5.1. Equalities, Fairer Scotland, and Health Inequality

As noted in the Business Case, Health Inequalities Impact Assessment (HIIA) is being carried out by a Service Manager. There are no specific equality or health implications from this report. Nor is there any direct implication for our Fairer Scotland Duty.

5.2. Financial

The estimated contract value is based on current and future need in line with the Market Position Statement (MPS) and we have allowed 3% notional



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uplifts for each future year to accommodate an annual national increase including the Real Living Wage (RLW). The value of this contract forms part of the recurring base budget of the IJB and the uplift percentages have been considered when calculating future budget requirements within the Medium-Term Financial Framework

5.3. Workforce

There are no direct workforce implications arising from the recommendations of this report.

5.4. Legal

The procurement of care and support services is a complex area, it is given special consideration under procurement legislation, with specific statutory guidance and best practice guidance issued by the Scottish Government. Because of this special consideration, there is a discrete team within the CPSS to support and manage the commissioning, procurement and contract management of care and support services, and the Work Plan for these services is presented separately to other reports. The Business Case has been considered by CPSS Legal and no risk significant enough to warrant a halt to proceeding has been identified. The contract terms and conditions comply with the legal duties incumbent on ACC and the IJB

5.5. Unpaid Carers

There are no direct implications for unpaid carers arising from the recommendations of this report

5.6. Information Governance

All personal data required by all parties (including NHSG, where appropriate) in respect to contractual arrangements will be managed within Aberdeen City Council's existing procedures and guidelines. Where commissioned services work between ACC and NHSG, input will be sought from the Data Protection Officers (DPOs) of both partners to assure best practice is assured. Contract templates are reviewed and approved by Aberdeen City Council's Legal Services annually and before any contract is entered the signing process. There are no direct information governance implications arising from the recommendations other than what will be managed through contract monitoring once contract are agreed.



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5.7. Environmental Impacts

- The business case presented here will deliver care and support to vulnerable people. Whilst travel by car or public transport to provide care and support will have a negative impact on the environment, it is necessary for the services if they wish to fully carry out their statutory duties. The use of technology, such as eHealth, will be considered wherever face-to-face care and support is not required to balance the environmental impact. Any provider who submits a bid on a tender must respond to carbon reduction questions which are scored. The contract will include clauses on carbon reduction and circular economy which are monitored through quarterly and annual contract monitoring along with business continuity and emergency response planning
- A full Environmental Impact Assessment (EIA) is not required for the direct or indirect implications of the recommendations of this report, as they do not fall within either Schedule 1 or Schedule 2 outlined in the Town and Country Planning (Environmental Impact Assessment) (Scotland) Regulations 2017.
- There is no direct environmental, net zero, and climate change impacts from the recommendations of this report.. Where a service provider may change as a direct or indirect result of the recommendations of this report, any positive or negative climate change impacts will be captured through the ongoing contract monitoring.
- Commissioned services are key to the ACHSCP meeting its statutory climate change duties and the Commissioning team are collaborating closely with the ACHSCP Climate change team to develop and implement strategies to identify and reduce GHG emissions and other climate change impacts in support of the ACHSCP's net zero and climate change adaptation goals.

5.8. Sustainability

- The provision of social care services is key to the sustainable development of Aberdeen City Communities by providing the right care infrastructure for those with care needs. The commissioning of these services through both collaborative and competitive approaches ensures the best value for money and supporting organisational sustainability. While social and economic factors are weighted higher than environmental, considerable work is planned to progress the identification and reduction of climate and environmental impacts as highlighted under 5.7



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- All contracted providers must adhere to the Fair Work First dimensions notably the Real Living Wage and providing staff with an effective voice. Additionally, all providers who submit a bid on a tender must respond to questions on community benefits, which are scored, where there is an expectation that providers demonstrate a positive impact on people, communities, and the environment. The potential for environmental impact is noted at 5.7, however the social benefits to in-person participation in social care settings is thought to outweigh this. Outcomes on sustainability will be monitored through quarterly and annual contract monitoring

6. Management of Risk

6.1. Identified risks(s)

- a) If the recommendation is not approved, there is a risk that denying both statutory and non-statutory services to vulnerable people will result in a high risk to safety and to life. The IJB has no or low tolerance for risks relating to patient/client safety and service quality.
- b) If the recommendation is not approved, there is a medium to high risk of reputational damage. The IJB will accept medium to high risks to reputation where the decision being proposed has significant benefits for the organisation's strategic priorities. Such decisions will be explained clearly and transparently to the public. In this case, the proposals in this report fit in with the organisation's strategic priorities so non-approval will require considerable work with providers, service users, their families, and the media
- c) If the recommendation is not approved, there is a risk that contractual requirements are not met resulting in best value concerns. This is usually related to staff and staffing concerns. The IJB has medium to high tolerance for risks relating to service redesign or improvement where, as much risk as possible has been mitigated. By maintaining formal contractual arrangements and robust processes to monitor contracts with external organisations the IJB has assurance not only that it is getting best value but also that this expenditure is aligned to their strategic priorities and is reviewed regularly

6.2. Link to risks on strategic or operational risk register:



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These proposals are linked to **Risks 1 & 7** on the Strategic Risk Register

Risk 1: Description of Risk: Cause: The commissioning of services from third sector and independent providers (eg General Practice and other primary care services) requires all stakeholders to work collaboratively to meet the needs of local people.

- Event: Potential failure of commissioned services to continue to deliver on their contract
- Consequence: There is a gap between what is required to meet the needs of local people, and services that are available.
- Consequences: to the individual include not having the right level of care delivered locally, by suitably trained staff.
- Consequences: ability of other commissioned services to cope with the unexpected increased in demand.
- Consequences to the partnership includes an inability to meet people's needs for health and care and the additional financial burden of seeking that care in an alternative setting.

Risk 7: Description of Risk: Cause-The ongoing recruitment and retention of staff

- Event: Insufficient staff to provide patients/clients with services required
- Consequence: Potential loss of life and unmet health and social care needs, leading to severe reputational damage.

All risks associated with commissioned services, including risks 1 & 7, will be mitigated primarily through collaborative working and relationship management encouraging dialogue to meet challenges together

Neil Stephenson 16th June 2025

Borganised Reference	Service	Team/Client Group	Description of Requirement	Est Contract/Contract Extension Start Date	Est Contract/Contract Extension End Date	Maximum Extension Period (Months)
CPCC018996	H&SCP	Adult Services	Business Case C; Approves the decision to undertake a tender for the provision of a Discharge to Assess service across Aberdeen City. The new contract will commence on 21/08/2025 and will operate for two years (Test of Change) then a review followed by three years.	21/08/2025	20/08/2030	36

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