

Cabinet

16 July 2024

Drug and Alcohol Services - Approval to Tender

Recommendations

That Cabinet:

- 1) Approves the commencement of a procurement process for the provision of an Adult Drug and Alcohol Service and Children and Young People's Drug and Alcohol Service; and
- 2) Authorises the Executive Director for Social Care and Health, to enter into all contracts and agreements required to implement this decision on terms and conditions acceptable to the Executive Director for Resources.

1. Executive Summary

- 1.1 Warwickshire County Council (WCC) currently commissions three community treatment, intervention and recovery drug and alcohol services, all of which are block contracts and began on 1st May 2018. These consist of one Adult's Drug and Alcohol Service (Community & Inpatient Support Treatment and Interventions), one Children and Young People's Drug and Alcohol Service (Targeted and Specialist Support, Treatment and Interventions) and one All Age Drug and Alcohol Recovery Network. These contracts are due to expire on April 30th 2025.
- 1.2 In addition to the above, WCC contracts for prescribing services through a Dynamic Purchasing System and Individual Service Legal Agreements with Community Pharmacies and a jointly commissioned Framework of Residential Rehabilitation and Inpatient Detoxification Providers with Coventry City Council that began on 31st December 2021 and expires on 31st December 2024, with the option to extend for a further three years.
- 1.3 These services make up the drug and alcohol support offer to individuals living in Warwickshire and/or registered with a Warwickshire GP. The children and young people's service is available to all individuals aged between 5 and 25 and the adults service is available to all individuals aged 18 and over.
- 1.4 The commissioned provision offers the following elements:
 - Early intervention and prevention (personalised information and brief advice in 1:1 and group settings)

- Psychosocial interventions
- Access to Tier 4 treatment, both community/inpatient detoxification and residential rehabilitation
- Regular group support and drop-in sessions
- 1:1 sessions
- Outreach and promotion
- Community-based support
- Medically assisted treatment including the prescribing of pharmacological therapies and supervised consumption
- Harm reduction activity
- Hidden Harm – supporting children and young people who have been affected by another’s drug and alcohol use
- Workforce training
- Peer mentoring and volunteering
- Aftercare
- Advocacy
- Service user and family involvement

1.5 As these contracts are approaching their expiration deadline, WCC has taken the opportunity to review the current model of commissioning to ensure that the next commissioning cycle meets current need, principles, and objectives to serve the population of Warwickshire, whilst delivering value for money.

1.6 The key lines of enquiry adopted for the drug and alcohol services review and re-commissioning are as follows:

- Thorough Alcohol and Drugs Needs Assessments including engagement with current service users, general public, referrers, professional and a review to identify what is working effectively, identify any issues, challenges, and gaps.
- Analysis of service review and engagement activity.
- Desktop review of evidence and other local authority commissioning models.
- Consideration of alternative models of delivery.
- An equality impact assessment to understand any positive and negative impacts of the current service on individuals with protected characteristics, and to inform future service design.
- Market engagement with providers.

1.7 The overarching principles for the re-commissioning are:

- To ensure the services are accessible across the county and welcoming to all communities, recognising the diversity and rurality of the county.
- Quality of care: to enable and support recovery from alcohol and drug dependence, effectively supporting those with complex needs in partnership with other services.
- Health, wellbeing, and sustainable recovery: to support and promote a recovery community in Warwickshire at all stages of the treatment journey. This includes harm reduction services and supporting service users into suitable, sustained employment, education and training.

- Partnership working and measuring impact: to safeguard children and young people by developing effective partnerships with social care services, to develop clear transition pathways between adults and children and young people's treatment services, to support the reduction of drug and alcohol related crime and to provide timely information as agreed to monitor delivery of outcomes.
- 1.8 In April 2024 a market engagement questionnaire was published on CSW-Jets for interested providers to respond and share their views about service provision in Warwickshire and the proposed delivery model. Ten providers submitted a response and eight providers took the opportunity to attend an informal discussion on a one-to-one basis with WCC officers. This included providers who were known and new to WCC. Providers were supportive of WCC's proposed model, in agreement with the overarching principals for recommissioning and were confident that WCC's lines of enquiry were thorough.
- 1.9 The tender for these services will be underpinned by the Council Plan 2022-2027 strategic values, specifically, to ensure Warwickshire's communities and individuals are supported to be safe, healthy and independent. An Equality Impact Assessment and Health Equity Assessment Tool have been completed in light of the recommissioning, providing a greater understanding into the demographics of people accessing the services, current behaviour patterns, and strengths and gaps in the current provision. This, combined with recommendations from the Alcohol Needs Assessment, Drugs Needs Assessment, Service Review and feedback from service users and professional partners has shaped the proposed service model.
- 1.10 Our research to date has indicated that the suite of services in scope has been shown to be well-received and valued by those who use them and improves positive outcomes in health and wellbeing. Therefore, it is intended that this re-tendering process will build on this with a focus on improving access and streamlining the service offer for Warwickshire residents.

2. Financial Implications

- 2.1 The annual cost of the services in scope is £4,245,500, which is within the current financial envelope. The breakdown of this is:
- Adults Drug and Alcohol Service (Community & Inpatient Support Treatment and Interventions) £2,700,000 funded by WCC Public Health (Block contract).
 - Children and Young People's Drug and Alcohol Service (Targeted and Specialist Support, Treatment and Interventions) £400,000 funded by WCC Public Health (Block contract).
 - All Age Drug and Alcohol Recovery Network (Prevention, Wellbeing and Recovery) £120,000 funded by WCC Public Health (Block contract).
 - The Coventry and Warwickshire Inpatient Detoxification (£117,000 allocated demand-led budget per annum) and Residential

Rehabilitation (£170,000 allocated demand-led budget per annum)
Frameworks funded by WCC Public Health.

- Supervised Consumption, Needle Exchange, Prescribing and Dispensing services (£738,500 allocated demand-led budget per annum) funded by WCC Public Health.

- 2.2 Discussions are on-going with the Office of the Police and Crime Commissioner (OPCC) for Warwickshire, to determine a financial contribution towards the contract, specifically towards the case management of service users involved in the criminal justice system. Consequently, the budget may increase further or decrease, dependent on the level of contributions agreed.
- 2.3 The review of services and engagement with stakeholders has informed the option proposed for future commissioned provision. The duration of the new contract(s) will be five years plus options to extend for up to a further five years.
- 2.4 Inflationary uplifts are not automatically guaranteed or agreed so providers will need to bid for services on this basis.
- 2.5 A competitive tender process will be undertaken to achieve best quality and value for money in the delivery of these services. WCC are proposing a more streamlined commissioning model, where our adult services provider will manage the budget for Supervised Consumption, Needle Exchange, Prescribing and Dispensing services, as well as Residential Rehabilitation and Inpatient Detoxification. This decision will allow service users to access specialist treatment in a more timely manner and reduce barriers and confusion for Community Pharmacies delivering Supervised Consumption, Needle Exchange and Dispensing services. The services will also be commissioned in two Lots, as opposed to three, with the Recovery Network services embedded into the core treatment services to enable greater visibility of and access to Recovery from the start of an individual's treatment journey.
- 2.6 This proposed model is in line with recommendations from Warwickshire's Drugs Needs Assessment and feedback from service users and professional partners, as well as commissioning models at other Local Authorities and the national drug strategy.
- 2.7 The proposed budget will be sufficient to cover the service requirements, and efficiencies and value for money will be sought and delivered through an effective procurement process.

3. Environmental Implications

- 3.1 Providers will be expected to demonstrate how they will deliver services that meet the needs of the population they serve, balanced with minimising the impact on the climate.

4. Supporting Information

- 4.1 This work supports Warwickshire’s Health and Wellbeing Strategy 2021-2026 (see appendices).
- 4.2 This work supports the national ten-year plan “*From harm to hope: A 10-year drugs plan to cut crime and save lives*”¹ and the work of Warwickshire’s Drug and Alcohol Strategic Partnership (DASP).
- 4.3 Drug and Alcohol Services are a priority area for Warwickshire County Council’s Council Delivery Plan, with the key deliverable for 2024-25 and 2025-26 “Deliver targeted and place-based public health activity to support a reduction in health inequalities, with a focus on: delivering improvements in drug and alcohol support services.”
- 4.4 Section 12 of the Health and Social Care Act 2012 introduced a new duty for all upper tier and unitary local authorities in England to take appropriate steps to improve the health of the people who live in their areas. From 1 April 2013, local authorities became responsible for improving the health of their local populations through the provision of a range of public health services and interventions, including alcohol and drug treatment services.

5. Timescales associated with the decision and next steps

- 5.1 Following Cabinet’s decision, the table below sets out the critical milestones and key deadlines for the tendering and commissioning of the Drug and Alcohol Services. These have been approved by Procurement.

5.2

Description	Date
ITT documents released to market	September 2024
Evaluation and clarification	October – November 2024
Award contract	December 2024
Mobilisation period	January – May 2025
Contract starts	May 2025

Appendices

1. Warwickshire Health and Wellbeing Strategy 2021 - 2026
2. Health Equity Assessment Tool (HEAT) – Drug and Alcohol Services
3. Equality Impact Assessment

Background Papers

None

¹ [From harm to hope: A 10-year drugs plan to cut crime and save lives - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/from-harm-to-hope-a-10-year-drugs-plan-to-cut-crime-and-save-lives)

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The report was circulated to the following members prior to publication:

Local Member(s): None – this is a County Wide report

Other members: Chair & Spokes of the ASCH OSC and CYP OSC