

<b>DECISION-MAKER</b> Director of Health and Adult Services	<b>DATE</b> 03 December 2019
<b>TITLE</b> Request to award the Substance Misuse Single Integrated Treatment Service	<b>WARDS</b> All
<b>CHIEF OFFICER</b> Director of Health and Adult Services	<b>CABINET MEMBER</b> Health and Adult Social Care
<b>DECISION CLASSIFICATION</b> - Key	

**I. Decision required**

- I.1 This report requests that the Director of Health and Adult Services awards the contract for a Substance Misuse Single Integrated Treatment Service (SPS2121) to Westminster Drug Project starting on 1 April 2020.
- I.2 Westminster Drug Project (Registered office 18 Dartmouth Street, London SW1H 9BL, Registered charity no 1031602, Company no 2807934) is a provider of a range of drug and alcohol services and young people's services across London and the rest of the country.
- I.3 The award has been subject to an open competitive tender process. The contract award will be for five years with the option to extend for a further two years.
- I.4 The value of the contract is £2,617,493 per annum.

Agreed/Not Agreed: ..... Date: .....

Chief Officer:

Job Title: Director of Health and Adult Services

## 2. Links to the Royal Greenwich Strategy

2.1 This report links to:

- A Healthier Greenwich
- A Safer Greenwich
- A Great Place to Be

## 3. Introduction and Background

3.1 A range of current organisations comprise the Drug and Alcohol service offer in Greenwich. A tender was set up for a combined service to offer an all in one integrated treatment offer.

3.2 Existing services see some of the most vulnerable individuals in the borough and contribute to helping individual's complete treatment and prevent relapse.

3.2 Current services are summarised below:

- **Basis (service provider is Change Grow Live)**  
Short term interventions and treatment for non-dependent drug and alcohol service users
- **Aspire (service provider is Change Grow Live)**  
Provide interventions and treatment for dependant drug and alcohol users. Includes prescribing
- **The Beresford Project (service provider is South London and Maudsley or SLaM)**  
Provide interventions and treatment for dependant drug and alcohol users with additional physical health needs.
- **Carers (service provider is Adfam)**  
Provide support to carers and a cares group for those affected by drug and alcohol issues

3.3 The tender had a maximum price of £2.7 million per annum and a contract offer of five years starting from 1 April 2020. A contract extension of a further 2 years is possible within the new contract offer.

3.4 Following a competitive tender process this report outlines the recommended contract award to Westminster Drug Project (WDP).

#### 4. **Tender evaluation**

4.1 The open competitive tender was launched in July 2019. Thirty expressions of interest were received, and three final completed bids were received.

4.2 A panel comprising RBG Commissioning, RBG Public Health, and NHS Greenwich Clinical Commissioning Group evaluated the bids and undertook clarification questions and interviews with bidders.

4.2 The specification and tender that bidders were asked to respond to cover the following as quality elements:

- An overall treatment offer across drug and alcohol including prescribing
- Dual diagnosis work (clients with co-existing mental health and drug and alcohol needs) and in reach to mental health settings
- Partnership working with mental health and Children's Services
- Residential rehabilitation and detox panel management (including budget)
- Psychology support
- Needle exchange
- Family service
- Service outreach across the borough
- Access to services
- Aftercare
- Mobilisation planning and preparing for a new service
- Social value
- Responding to any future reductions in funding
- Value for money (including any added value elements)

4.2 Evaluation marking was 80% on the quality elements above across the specification and 20% on price. The three bidders were invited for clarification interviews with the panel and were asked to provide detailed written clarification question answers. All of which gave the panel a large amount of information across all of the bids. All bidders had financial checks completed on them.

4.3 The evaluations are summarised in the confidential appendix to this report.

#### 5. **Financial implications**

5.1 Savings of £550k were previously made in drug and alcohol services during the period 2017 to 2019 following reductions in central government public health funding to the council.

- 5.2 This savings plan was with a requirement that the services would then be tendered. To practically achieve this transition and do the work required on a tender the existing services were extended until 31 March 2020.
- 5.3 A tender offered opportunity to combine resources into one overall model. Members of the commissioning team worked with existing services and stakeholders and service users to finalise the specification. Commissioners worked on simplifying the funding for the range of activity into the one service and to achieve better value for money. The emphasis has equally been to secure a quality comprehensive overall treatment service that will develop to meet the needs of the borough.
- 5.4 The service is expected to deliver at least the same treatment outcomes as currently provided at increased value for money for the borough. This includes the numbers of people successfully completing treatment drug and alcohol free and then not returning to treatment.
- 5.5 The new contract value of £2,617,493 represents an overall reduction in cost from the current costs of the four services.

## **6. Reasons for Recommendation**

- 6.1 Following comprehensive evaluation and clarification with bidders the panel was in agreement of offering the contract award to Westminster Drug Project. This will be a new provider to the borough but have a track record of services in London and other parts of the country.
- 6.2 The reasoning for this is that this bid offered a comprehensive integrated treatment service but one with great extra scope and ambition which is expected to benefit the borough service users. Examples are:
- An integrated treatment offer
  - An offer across the borough
  - Innovative use of technology
  - Innovative use of rewards and incentives to engage individuals into treatment
  - A service that can develop through the life of the contract

## 7. Consultation Results

7.1 The feedback from service user meetings was fed into the development of the specification. Key stakeholder feedback was also included in the development of the service design.

## 8. Next Steps: Communication and Implementation of the Decision

8.1 Once the Director of Health and Adult Services has agreed to award the contract to WDP:

- As a key decision it will be published for 28 days
- Implementation will begin with the provider as soon as the decision is formally taken following any call in periods
- The implementation will be robustly monitored

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Legal</b> including Human Rights Act	<p>This report seeks the approval of the Director of Health and Adult Services to award a contract to Westminster Drug Project for a substance misuse single integrated treatment service for the total value of £2,617,493 per annum. The contract is for five years with an option to extend for a further 2 years.</p> <p>The procurement process was carried out in accordance with the Public Contract Regulation 2015, because the value of the contract is above the Relevant Threshold (£181,302) for a Service Contract. The Council has carried out an open compliant procedure.</p> <p>The award of this contract has no legal or Human Rights Act implications.</p> <p>9.5 All contracts exceeding £50,000 must be made under seal or signed by two officers nominated by the Chief Legal Officer.</p>	Nimi Amaso Planning & Procurement Lawyer Dated 18 November 2019

	<p>9.6 Chief Officers must keep a register of all contracts awarded and record the matters set out in the schedule.</p> <p>Under the Local Government Act 1999 the Council is required to achieve best value in the exercise of its functions. The buying of services, supplies or works achieves this by obtaining tenders in accordance with the Contract Standing Orders.</p> <p>The report author will need to consult with the Legal Department regarding the drafting and execution of the contract.</p>	
<p><b>Finance</b> and other resources including procurement implications</p>	<p>This report requests the Director of Health and Adult Services (HAS) to agree to award a contract for the delivery of the Substance Misuse Single Integrated Treatment Service to Westminster Drug Project.</p> <p>In accordance with CSO 13.1, an open competitive tender process was carried out and the Westminster Drug Project's bid was assessed to provide the best quality and value for money service.</p> <p>The period of the contract is 5 years from 1 April 2020 - 31 March 2025 (with an option to extend for a further two years) and the total value is estimated to be £13,087,465 over the 5 years (£2,617,493 per annum).</p> <p>The current separate contracts for the Substance Misuse services cost approximately £3,204m per annum, therefore the new integrated service contract will save more than £550k per annum. This will ensure that going</p>	<p>Samina Yasir Accountancy Business Change Manager 04/11/19</p>

	<p>forwards, the cost of service delivery remains within the limit of available funding.</p> <p>Cuts to Public Health grant funding have seen allocations to Substance Misuse services reduce by a total of £551k over the last 4 years.</p> <p>The cost of the contract will be met from the ring-fenced Public Health grant and is not expected to impact general fund resources.</p>	
<b>Equalities</b>	This is covered in Health and Wellbeing.	
<b>Risk management</b>	<p>The three month mobilisation and set up of the new service will be robustly and closely monitored on a daily and weekly basis. An RBG officer will work with the new providers implementation project manager. Weekly implementation meetings will oversee all aspects of the transition. There will also be meetings with existing service users and staff.</p> <p>Once the new service starts contract meetings will continue the robust monitoring arrangements.</p> <p>It will be a substantial change to the borough both as a new overall service and a provider new to the borough.</p> <p>The implementation will be a complex one as it involves transfers of care and treatment, medications, property, and staffing.</p>	<p>Stuart Nichols, Service Manager, Commissioning, Health and Adult Services 25/10/19</p>

<p><b>Health and wellbeing</b></p>	<p>The new provider and new service will be an integral part of the Greenwich services designed to keep people well and provide treatment to those with drug and alcohol needs.</p> <p>The service will continue to deliver Greenwich’s treatment outcomes for drug and alcohol clients. This includes those being drug and alcohol free on completion of treatment.</p> <p>There is a need for continuity of care for individuals within treatment. Around 600 or so service users will be directly affected as well new clients who may start treatment before 1 April 2020. Broadly this will be estimated around 40% alcohol and 60% drug clients with many having multiple needs including mental health and physical health.</p> <p>The integration of the service into the mental health system, criminal justice (probation), and safeguarding will be an essential part of the implementation.</p>	<p>Stuart Nichols, Service Manager, Commissioning, Health and Adult Services 25/10/19</p>
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## 9. Background Papers

Evaluation summary (Confidential Appendix I not for publishing)

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