



## Procurement of services for the drug and alcohol action team

Significant improvements were secured in the range and quality of drug and alcohol advisory services in Peterborough through a transformational project. The project delivered important savings and better control mechanisms and enabled the drug and alcohol action team to commission much needed additional services.

### THE CHALLENGE

The Peterborough Drug and Alcohol Team (DAAT) had a history of exceeding the allocated pooled budget, which had been controlled by reducing the services delivered. The pooled budget used for commissioning had a number of contributors: Peterborough City Council, the Home Office, Cambridgeshire Constabulary and the Primary Care Trust. Any overspends were funded by Peterborough City Council.

A report from the National Treatment Association (NTA) revealed below expected quality standards in terms of outcomes for Peterborough clients. A need for substantial improvements in delivery of outcomes in certain areas of the service was identified.



### KEY FACTS ABOUT PETERBOROUGH CITY COUNCIL

- ➔ **Unitary authority**
- ➔ Population: **170,000**
- ➔ Employees: **6,500 (including education)**
- ➔ Budget: **£217 million (2009/10)**
- ➔ CPA: **3 star (2008)**

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0121 400 0408

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## About V4 Services Limited

We have worked in partnership with over 120 UK public sector organisations including: councils, NHS, social enterprises and trading bodies providing hands-on delivery support to set up new business structures, improve the efficiency of in-house services, encourage a commercial approach and generate savings and service improvements.

## THE SOLUTION

A detailed market analysis was conducted to obtain an in-depth understanding of the full range of currently available services, capabilities and expected outcomes that could be delivered by national, regional, local and voluntary organisations.

This analysis identified new potential providers able to offer innovation in service delivery.

The information, along with input from the NTA, was collated into a matrix to provide a consolidated view on what outcomes were achievable.

Input was also invited from funding organisations and other DAAT teams to ensure that the ambitions and experience of the commissioning bodies were taken into account. This provided the basis for producing an outcome-based definition of service packages, quality standards for an improved service and a robust system of quality control.

A new tendering process was designed and implemented, taking into account that overall delivery of outcomes would be heavily dependent on effective interaction between service providers; many of whom were direct competitors.



The process enabled the DAAT to commission an integrated treatment system that supports positive treatment outcomes.

## THE BENEFITS

- ➔ Dramatic improvements were secured in overall service quality and capability.
- ➔ An annual sum of £460k for each year of the three year contract was released for additional commissioning requirements, with no reduction in services, and no budget overspend concerns.
- ➔ Greater investment made in drug education and prevention, promising even greater benefits for the local community, service users and local taxpayers.

“We were able to secure substantially better outcomes and value for money for the council through a re-tender process by engaging the market initially to establish market capabilities, through to the design and application of an innovative methodology for multi-provider scenario analysis.”

Nick Blake, Peterborough DAAT Commissioner

