



Oversight and Governance

Chief Executive's Department
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CABINET – SUPPLEMENT PACK

Monday 11 March 2024
2.00 pm
Council House, Plymouth

Members:

Councillor Evans OBE, Chair

Councillor Laing, Vice Chair

Councillors Aspinall, Briars-Delve, Coker, Cresswell, Dann, Haydon, Lowry and Penberthy.

Members are invited to attend the above meeting to consider the items of business overleaf.

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Tracey Lee

Chief Executive

Cabinet

8. Complex Needs Alliance Contract

(Pages 1 - 28)

Cabinet



Date of meeting:	11 March 2024
Title of Report:	Complex Needs Alliance Contract
Lead Member:	Councillor Mrs Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Gary Walbridge (Interim Strategic Director for People)
Author:	Dominique Slaney, Senior Commissioning Officer
Contact Email:	Dominique.slaney@plymouth.gov.uk
Your Reference:	
Key Decision:	Yes
Confidentiality:	Part I - Official

Purpose of Report

This paper provides an update on the work of The Plymouth Alliance (TPA), a collaboration of seven partner organisations who deliver services under the Complex Needs Alliance Contract. The Alliance supports some of the most vulnerable people in Plymouth through a broad range of statutory and non-statutory interventions for those with support needs in relation to homelessness and who may also have needs around substance or alcohol use, mental health, offending and risk of exploitation. The Alliance has been in place since 2019 and is a new way of delivering services via collaboration and the shared allocation of resources, with Plymouth City Council as part of the team of partners. Decisions are made via the Alliance Leadership team, considering how best to allocate resources to meet need.

The Alliance is made up of seven partner organisations alongside the Council; BCHA, Hamoaze, Harbour, Livewell, PATH, Shekinah and The Zone, who share responsibility with the Council for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user. TPA commission a further five sub-contractors to the main contract, (CC Housing, Livewest, Salvation Army, Westward Housing and Young Devon).

The contract, awarded in 2019, has a current core contract value which is funded by Plymouth City Council of £6,308,747 per annum, and a total of £36.287m since 2019. In addition, £9.767m of additional funding has been brought into the city via grant funding since 2019. The contract awarded was an initial term of 5 years with extension options of 2+2+1. The initial contract term (5 years) is due to expire on 31st March 2024.

This business case provides an update on the work of the Alliance to date and proposes the extension and variation of the contractual arrangements between Plymouth City Council and The Plymouth Alliance. It is our intention to continue to maximise additional income streams to support these services and also develop a greater understanding of the impact of the Alliance model on people's lives and outcomes.

Between October and December 2023 the following are examples of Alliance activity:

- An average of 2,530 clients were open to services each month;

- 737 prescriptions were prescribed in-house by Livewell Southwest and Harbour;
- 438 individuals were supported to maintain their tenancy (homelessness prevention);
- 274 young people were seen in the young person's hub;
- 63 rough sleepers were accommodated.

Recommendations and Reasons

1. Vary the current contract as set out in this report;

Reason

Three contract variations are required to the core contract to ensure that the services funded by the Rough Sleeping Initiative (RSI) 2023-2025 allocation to Plymouth City Council are provided in line with the Council's agreed delivery and bid submission to DLUHC, and to ensure that the services funded by the Supplemental Substance Misuse Treatment and Recovery Grant (SSMTRG) 2023-2025 allocation are provided in line with the December 2021 Drug Strategy. The additional services are a key delivery arm of the Council's End Rough Sleeping Plan for 2023/24 and the December 2021 Drug Strategy. This fully aligns with the aims of the Homelessness Recovery Board, The Plymouth Alliance, The Rough Sleeper Strategy Group and Public Health. This proposal will ensure that, during this key time of strategic development and in the pandemic recovery, drug and alcohol treatment and homelessness prevention and support services can be delivered and sustained from both a best for people and commissioning perspective to continue delivering positive outcomes for Plymouth residents.

2. Extend the current contract for a further two years (until 31 March 2026) at a core budget value of £6,308,747 per annum;
3. Approve the Rough Sleeping Initiative (RSI) and Supplemental Substance Misuse Treatment and Recovery Grant (SSMTRG) awards for 2023-24 and RSI additional targeted award for 2024-25;
4. Grant authority to the Cabinet Member for Housing, Cooperative Development and Communities and the Cabinet Member for Health and Adult Social Care to extend the core contract beyond 31 March 2026 for an additional 2 + 1 years (in line with the original tender and cabinet decision of 15 Jan 2019)

Reason

This will ensure strategic oversight and accountability.

5. Grant authority to the Strategic Director for People in consultation with the Cabinet Member for Housing, Cooperative Development and Communities and the Cabinet Member for Health and Adult Social Care to award future individual contract variations up to the value of £3 million per variation, as a result of Grant funding (including, but not limited to, RSI and SSMTRG) within the contract period.

Reason

This will enable operational decisions to be taken and grant funding to be secured.

Alternative options considered and rejected

The following options have been considered and rejected:

Allow the Contract Extension and Variations for a lesser sum

This option would not allow the services to be delivered that were described in our funding bids to the Department of Levelling Up Housing and Communities (DLUHC) and Office of Health Improvement

Disparities (OHID.) This would require unspent allocated funds to be returned to DLUHC and OHID with the reputational damage and penalties for future funding allocations that would result. Services are already being delivered under these funding streams for 23/24. This option would therefore restrict the inability of Plymouth City Council to meet its statutory duty under the Homelessness Reduction Act 2017 to take appropriate steps to address the needs of people experiencing / or at risk of homelessness and people using alcohol and substances.

Do not extend or vary the contract

The service is performing a critical function in supporting our vulnerable citizens. As such we wish to make use of the extension options as originally procured to continue to embed our partnership response to complex needs.

Relevance to the Corporate Plan and/or the Plymouth Plan

This proposal relates to the following parts of the Corporate Plan and Plymouth Plan:

- Corporate Plan – Keeping adults, children and communities safe.
- Plymouth Plan – linked to a Welcoming City and a Healthy City, through addressing health inequalities and long-term health conditions, ensuring people feel safe and have the home they need.

Implications for the Medium Term Financial Plan and Resource Implications:

The current core contract value of the Complex Needs Alliance Contract is - £6,308,747 / annum of which £3,528,281 is funded from the Public Health Budget (Office of the Director of Public Health); the remaining balance is funded from Strategic Co-operative Commissioning and Community Connections.

Since the original contract was awarded in 2019 significant sources of additional grant funding have become available and this has meant that the budget for the service has fluctuated to reflect this. For the purpose of this paper relevant examples are:

Under the Rough Sleeping Initiative (RSI) grant funding stream, **£1,257,352**, has been allocated to delivery partners under the Alliance Contract, (£1,146,185 Initial 23/24 allocation + £111,167 Additional targeted funding award). The RSI Additional Targeted Funding award for 2024-25 includes **£134,000** of which has been allocated to delivery partners under the Alliance Contract for the financial year 2024-25. This funding is provided by the Department for Levelling Up, Housing & Communities (DLUHC) under the Rough Sleeping Initiative (RSI) 2022-25 Tranche 3 Grant Determination (2023-2024) [No 31/6695] and Additional Targeted funding for 2023–25. Working with DLUHC to agree service delivery, the RSI Grant is ring-fenced money provided to address the needs of those who are currently rough sleeping or at risk of rough sleeping, and in accordance with the Council's Ending Rough Sleeping Plan 2023/24.

Under the Supplemental Substance Misuse Treatment and Recovery Grant funding stream, **£992,643** has been allocated to delivery partners within the Plymouth Alliance, for the financial year 23/24; (an additional allocation of **£2,443,196** has been indicated for the financial year 24/25 by the Department of Health and Social Care). This grant is to support the improvements described in the December 2021 drug strategy. (Indicative allocations subject to departmental and HM Treasury approvals). This latter grant is for increased drug and alcohol treatment services and is dependent on the Council maintaining existing investment in local council (20/21) investment in drug and alcohol treatment.

Financial Risks

The core budget for the Alliance is built into the Council's MTFP and reviewed regularly as part of this process to ensure that key objectives are being met. Additional projects are agreed as and when grant

funding becomes available, for the duration of that funding. The Alliance partners have worked with Plymouth City Council to secure an additional £9.767m of grant funding since 2019.

Carbon Footprint (Environmental) Implications:

The services within the Alliance are delivered in Plymouth and aim to ensure that those using them can receive the help they need as close to home as possible, to minimise the need for any unnecessary travel.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

* When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.

No other implications identified

Appendices

*Add rows as required to box below

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Complex Needs Alliance contract							
B	Equalities Impact Assessment							
C	Climate Impact Assessment							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
N/A							

Sign off:

Fin	HLS 0103 24	Leg	LS/0 0001 312/ 1/AC /8/3/ 24.	Mon Off		HR	N/A	Asset s	N/A	Strat Proc	SS/SC/0 47/CR/03 24
Originating Senior Leadership Team member: Emma Crowther, Interim Head of Commissioning											

Please confirm the Strategic Director(s) has agreed the report? Yes

Date agreed: 27/02/2024

Cabinet Member approval: Councillor Aspinall and Councillor Penberthy

Date approved: 06/03/2024

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COMPLEX NEEDS ALLIANCE CONTRACT

People Directorate



I. BACKGROUND

The Complex Needs Alliance Contract provides services delivered by The Plymouth Alliance. The Plymouth Alliance, (TPA), is made up of seven partner organisations; BCHA, Hamoaze House, Harbour, Livewell, PATH, Shekinah and The Zone, who are contracted as an Alliance so that these suppliers share responsibility with the Council for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user. TPA commission a further five sub-contractors to the main contract, (CC Housing, Livewest, Salvation Army, Westward Housing and Young Devon). The partner organisations and subcontractors together provide a variety of accommodation, support, and treatment services across the city for individuals experiencing complex lives. The contract was awarded in 2019 for an initial contract term of 5 years with options to extend for a further 2+2+1 years.

The vision of TPA is to improve the systems responding to those experiencing multiple disadvantage and experiencing complex lives, supporting the whole person to meet their aspirations and to participate in and contribute to all aspects of life. This is a key preventative collaboration for the city and needs to be aligned to the city's core priorities under the Corporate Plan: Working with the Police to tackle crime and anti-social behaviour; Working with the NHS to provide better access to health, care and dentistry; and Keeping children, adults and communities safe. The specific aims of the Alliance are to:

- Enable Plymouth City Council to meet its statutory requirements and to take appropriate steps to improve the outcomes of people at risk of homelessness, people with problems in relation to substance and alcohol use and with complex needs;
- Reduce the numbers of people sleeping rough for the first time;
- Support those currently sleeping rough to move off the streets;
- Support those in temporary accommodation to retain their placements and find move-on accommodation opportunities;
- Reduce the number of drug related deaths, both in and out of treatment;
- Increase the number of treatment places;
- Improve the capacity and quality of drug & alcohol treatment services by reducing caseloads and increasing the professional staff mix;
- Increase the number of all adults in 'structured treatment';
- Increase the number of prison leavers with a substance misuse issue engaging in community treatment 3 weeks after release;
- Monitor progress and develop organic reflexive system responses to meet presenting needs;

2. THE LOCAL SYSTEM

Plymouth City Council has a statutory obligation under the Homelessness Reduction Act 2017 to assess and provide services to those who are homeless or threatened with homelessness. TPA is commissioned to provide a system response and the delivery of homelessness related prevention services. Working with Plymouth City Council, the named seven contractors and five sub-contractors

co-produce, co-ordinate and provide a range of accommodation and support services for people experiencing multiple disadvantage and facing complex lives.

Interventions provided under the Alliance include, advice and information, ongoing support and treatment, access to a range of meaningful activities and group work, a variety of sustainable temporary and longer term accommodation and an opportunity to reduce social isolation. The Alliance model is focused on creating systemic change; changes to culture, funding structures, commissioning and policy which supports new ways of working together.

Context of COVID-19

Since the COVID-19 pandemic began, the impact on people with complex lives has been significant; from needing to rapidly accommodate those who were rough sleeping during 'Everyone In', to continuing 'business as usual', ensuring that the most vulnerable have access to essential support including prescribing interventions.

In addition to the pressures that COVID-19 has presented, there is a wider context of the following challenges:

- A national increase in alcohol and drug related deaths;
- Inadequate provision of residential rehabilitation placements;
- An identified need for increased integration and improved care pathways between the criminal justice settings and drug treatment;
- An increasing number of homelessness presentations, both single people and families;
- Rising rents and increasing gap with Local Housing Allowance (LHA) – less affordable accommodation to move people onto, increasing the length of time in emergency and temporary accommodation;
- Relative reduction in benefits – as accommodation and day to day essentials and utilities become increasingly unaffordable;
- Complexity of need including adult social care needs, requiring an enhanced offer to traditional housing support;
- Increased number of unregulated exempt supported accommodation provision - different levels of accommodation standards and ability to support people with complex needs appropriately;
- Decreasing availability of social housing;
- Projected further increases in the number of homelessness presentations;

3. CURRENT SERVICE DELIVERY

Despite the national challenges outlined above, the Plymouth Alliance have met the needs of thousands of people over the last 5 years and continue to work as a system response and bring added value to services for those experiencing multiple disadvantage and complex lives, responding to demand and needs. Achievements of the Alliance include: -

- **Throughout April 2022 – March 2023**
 - **Harbour**
 - 91 Brief Intervention Treatments Offered
 - 775 Naloxone Kits provided across the City
 - 1646 Customers who received structure treatment plans
 - 253,984 syringes provided across the city
 - 7 New Needles Syringe Programmes opened across the city
 - Launched a Safer Streets 4 Project
 - A successful pilot of crack pipe exchange scheme began
 - Drug related deaths across the city fell in comparison with 21/22

- **PATH**
 - 149 Households were supported to access privately rented accommodation
 - 75 Rough Sleepers received on-going support from the MARS Team
 - 25 were supported into accommodation
 - The Housing Information, Signposting and Support Service ~ (HISS) worked with 357 people throughout the year, of these
 - 61 were signposted to other services
 - 13 secured a private rented tenancy and were supported to maintain it
 - 21 secured a social housing tenancy and were supported to maintain it
 - 9 were supported to maintain their current tenancy
 - 34 secured temporary accommodation
 - 3 were supported into long stay care homes/hospice
 - 844 people received support from the advice line
 - 126 of these callers were offered a case worker
- **Hamoaze House**
 - 109 Adults supported
 - 66 Family Members attending the Affected Others Group
 - 127 people accessed the Night Shelter
- **Shekinah**
 - Provided day services including support, access to showers and GP outreach
 - Day services now extended to 7 mornings per week
 - 118 People supported by Shekinah's training team
 - 111 Learners achieved accredited qualifications
 - Carpentry Course created and delivered at Devonport House
 - Delivered Mentor L2 training to all new Peer Researchers
- **BCHA**
 - 231 Units of accommodation were provided including 27 family units
 - 68 households were supported by the Families Outreach Team
 - 127 people supported by the B&B Support Workers
 - 467 individual lets were accommodated
 - 233 people supported by the Hospital Discharge Service
- **The Zone**
 - 565 Young People seen throughout the period
 - 526 presented via drop-in resulting in 4,197 separate contacts
 - Average caseload of 48 – 66 with contacts totalling 2,402 hours
 - 201 External enquiries for specialist support
 - 65 young people referred for advocacy and support
- **Livewell**
 - Rapid Access to Prescribing process supported 750 clients receive opiate substitution therapy.
 - Drop-in Clinics at Shekinah, Devonport House and George House saw 18 clients / week
 - 4 new staff members recruited to the Complex Needs Team to support mental and physical health needs.
 - Physical Health Clinics developed
 - Developed a pilot of long-acting depot injection called Buvidal

- **Throughout April 2023 – Current**

- Shekinah (Day Centre Support for Homelessness Provision) – is moving to Stonehouse Creek which is being completely refurbished. Stonehouse Creek will be a community space offering a wide range of services to members of the local community, including those who are rough sleeping. Shekinah is moving to an open access building which becomes a place with a wider purpose; positive for those attending, and for Plymouth as a whole.
- Plymouth Night Shelter opened its doors once again in October providing 12 safe spaces for those rough sleeping. Delivered in partnership with Hamoaze House and BCHA, customers are provided with their own individual space to sleep, with some communal space to prepare food and shower. Throughout the three-month period October - December 23, the Night Shelter has accommodated 70 people away from the streets and resulted in 12 people having positive move on into more permanent accommodation.
- As an addition to existing supported temporary accommodation provision, BCHA recently opened Beaumont House – a 6-bedroom male only recovery project for men who want to engage in recovery from alcohol and substance use and who are currently experiencing homelessness.
- The Salvation Army have opened and are providing The Hope Bereavement Support Café; a safe and confidential space for anyone who has lost loved ones as a result of alcohol or drug related deaths.
- PATH are offering free Tenancy Training for staff.
- TPA are working with a national company to apply to research the working of The Plymouth Alliance and gain an understanding of the impact of Alliance Contracting with the aim of encouraging other local authorities to consider this model of commissioning.
- Data from the Office for National Statistics (ONS) illustrates a significant decline in the number of drug related deaths in Plymouth in 2022 compared to the previous year (a 66.6% decline). Nationally, drugs related deaths went up slightly in this time, which indicates the positive impact of the work of The Plymouth Alliance in supporting people who use substances.

Plymouth - Deaths related to	2022	2021	2020
Drug MISUSE	17	27	28
Drug poisoning	31	45	40

4. USE OF ADDITIONAL FUNDING

The Rough Sleeping Initiative (RSI) 2022-2025

Plymouth City Council, in collaboration with our Alliance partners, submitted bids to DLUHC for funding for additional services to address the needs of those sleeping rough or at risk of sleeping rough and in accordance with the Council's Ending Rough Sleeping Plan for 2023/24. This ring-fenced money has been allocated to enable the delivery of additional services under the Alliance contract.

2023-2024

£1,257,352 of the RSI award for 2023-2024 has been allocated to delivery partners under the Alliance Contract, (£1,146,185 Initial 23/24 allocation + £111,167 Additional targeted funding award).

2024-2025

£134,000 of the Additional Targeted Funding award for 2024-25 has been allocated to delivery partners under the Alliance Contract for the financial year 2024-25.

The RSI funding has been allocated to the TPA to provide additional services via four partners to the Alliance Contract; Shekinah, Hamoaze, BCHA and PATH. Services funded by this allocation include:

- Multi-Agency Rough Sleeper Team (5 staff)
- Night Shelter (4 staff)
- Somewhere Safe to Stay (10.2 staff)
- Saturday Soup Run at Shekinah
- Day Service (3 staff)
- Primrose Support Service (1.5 Staff)
- Homelessness Hospital Discharge Co-ordinator (1 staff)

Multi-Agency Rough Sleeper (MARS) Team

The MARS House is a House of Multiple Occupation with intensive, trauma informed support. The MARS Team has adapted Housing First principles to intensively support those with a history of long-term rough sleeping who have experienced severe and multiple disadvantage, to live in a large, shared house fostering a sense of home and community.

The people they house, and support have often been barred from most services and settings. There is no time limit on how long people can stay in the MARS house and typically people stay for 18 months+

The MARS Support is funded through RSI.

Night Shelter

During Autumn Winter 22/23 the Night Shelter supported 105 rough sleepers off the streets with 96% of those successfully moved on / housed. RSI funding for this financial year will enable further expanded Night Shelter support for 2023/24.

Somewhere Safe to Stay

Throughout 22/23 RSI funded an additional 55 supported housing bedspaces in four accommodation services, as well as 106 private sector lets through the social and local lettings service. Funding for 23/24 will allow for the continuation of this social and local lettings service and continued support in these accommodation services.

Saturday Soup Run at Shekinah

RSI allocation for this financial year will expand the meals services provided by The Soup Run to people at risk of or experiencing homelessness. The additional support will be provided on Saturday mornings at Shekinah.

Day Service – Shekinah

Shekinah delivers a wide range of day service support; the RSI funding allocated for this year funds 3 support workers at this service. This service helps individuals find accommodation, assists with improved physical and mental wellbeing, provides training and personal development opportunities and practical support to find employment.

Primrose Support Service

Primrose is a supported project for 9 women with a history of rough sleeping/ and or homelessness who have experienced trauma (exploitation, prostitution, abuse, etc.)

This is the only female-only specific housing in the Homelessness Pathway. The impact of this project has been significant in keeping an increasing number of women at risk of rough sleeping away from the streets.

The bespoke packages of targeted supported as needed by individuals means that a further 1.5 support workers allow for more targeted interventions and outreach support after a woman moves to longer term housing.

Homelessness Hospital Discharge Team

RSI funding for 2023/24 will allow for the recruitment of one additional hospital discharge worker into the current Hospital Discharge team to work with 30 patients a month to offer a focused service to people with a history of homelessness and rough sleeping in hospital settings to find, source and support referral into suitable housing.

The current capacity in this team has proved invaluable in ensuring discharge and staying alongside the individual to understand their needs and therefore developing bespoke packages to keep them safe and away from rough sleeping and homelessness. As demand outstrips capacity, consolidating this offer will allow maximised prevention of rough sleeping and increased safety from risk of death from rough sleeping.

The Ending Rough Sleeping Plan for 2023/24

Key staff from Community Connections, Changing Futures and the Alliance have focused on understanding the level of need and demand around rough sleeping and homelessness. This has included building evidence on what we think is going well in terms of service measures and outcomes, approaches and processes. This work is shaping the collective response to our housing and homelessness pressures, including our RSI plans, which will also support meaningful co-production.

The Ending Rough Sleeping Plan 2023/24 is part of the wider 'Working Together to End Rough Sleeping 2022-2025' self-assessment previously submitted to DLUHC. This wider assessment forms the basis of the 3 year RSI funded programme. Four key objectives are incorporated into the assessment and plan to tackle rough sleeping effectively:

- 1) Prevention – activities to stop people sleeping rough for the first time
- 2) Intervention – Support for those currently sleeping rough to move off the streets
- 3) Recovery – Support for those who have slept rough to ensure they do not return to the streets
- 4) Systems support – Systems and structures to embed change and monitor progress

The additional funding so far has enabled progress against the key objectives above, shown below, together with ambitions for moving towards March 2025

Service	22/23	Target 23/24 & 24/25
MARS Team	75 rough sleepers supported 33% supported into accommodation	Maintain additional service offer aim to support 50% into accommodation
Night Shelter	105 Rough Sleepers supported; 96% successful moved on / housed	Maintain additional service offer aim to successfully move on 100%
Somewhere safe to stay	55 additional bedspaces across four accommodation services 106 private sector lets	Maintain additional service offer
Homeless Hospital Discharge Team	30 patients / month supported / 233 in total	Maintain additional service offer – support 360 patients per annum
Primrose Support Service	9 bed spaces	Maintain additional service offer – aim to house 50% of the Priority Target Group into longer term housing
Day Service Shekinah	118 People supported 111 Accredited qualifications	Maintain additional service offer aim to achieve 100% achieving accredited qualification

Supplemental Drug and Alcohol Treatment Services

Drug & Alcohol treatment and support services across Plymouth are currently provided by a collaboration between the following partners of the Plymouth Alliance (their respective current core budget allocations in relation to these services is detailed below):

- Harbour £1,739,722
- Livewell £976,809
- Hamoaze House £336,912
- Shekinah £130,444

Supplemental funding from the Supplemental Substance Misuse Treatment and Recovery Grant (SSMTRG) will allow for additional and higher quality services in relation to drug and alcohol treatment and support services.

The key aims of the core Alliance funding and this additional funding are to:

- Reduce drug related deaths (measured as deaths whilst in structured drug treatment)
- Increase adults in structured drug and alcohol treatment
- Improve treatment quality by reducing caseloads for individual drug and alcohol support workers
- Improve continuity of care between substance use treatment in prisons and communities following release (within 3 weeks of prison release)
- Increase the number of people receiving inpatient detoxification

Additional sums payable to the above partners as a result of this expanded service delivery for **2023/24** are proposed as follows:

- Harbour **£308,001**
- Livewell **£516,203**
- Hamoaze House **£96,439**
- Shekinah **£72,000**
- Total** **£992,643**

The additional funding so far has enabled progress against the key aims above, shown below, together with ambitions for March 2025

Metric	Baseline (March 2022)	Current (Nov 2023)	Ambition (March 2025)
Deaths in treatment	1.95 %	1.74%	1.31%
Adults in treatment	1,795	1,895	2,078
Caseload (est. ave)	80	50	40
Continuity of care	18 %	41 %	75%
Inpatient detox	19	47	45

Additional sums payable to the Alliance for 2024/25 will be **£2,044,132**. This will allow for further expansion in Drug & Alcohol treatment service delivery. These sums will be distributed as follows:

• Harbour	£723,026
• Livewell	£840,184
• Hamoaze House	£335,922
• Shekinah	£78,000
• The Zone	£67,000
Total	<u>£2,044,132</u>

Harbour

Harbour are a Plymouth based substance misuse charity. They provide drug and alcohol support services to people with Complex Lives. For over 30 years they have helped people to realise they are not alone and that they have the power to make positive changes in their lives. Additional Supplemental Substance Misuse Treatment and Recovery Grant funding will provide expanded delivery covering the costs of specialist naloxone development programmes, a harm reduction outreach co-ordinator, specialist alcohol and support workers and criminal justice workers.

Livewell

Livewell Southwest is an independent, award-winning social enterprise providing integrated health and social care services for people across Plymouth, South Hams, and West Devon. Livewell provide a range of health-related services under the Alliance contract. The Supplemental Substance Misuse Treatment and Recovery Grant additional funding will cover the cost of an additional nurse practitioner, specialist pharmacist, pharmacist nurse practitioner, Nurse manager, Psychologist, Detox nurse, Support work, dual diagnosis support workers, specialist addiction doctor and specialist GP.

Hamoaze House

Hamoaze House are a local charity that provide opportunities for support to adults, families, individuals, and young people whose lives are affected either directly or indirectly by problematic relationships with alcohol and other substances. Hamoaze House provide a range of day service and counselling opportunities. The SSMTRG additional funding will cover the cost of additional substance misuse day services workers and maintain the uplift to pay across the day service.

Shekinah

Shekinah is a charity providing support to individuals to find accommodation, improve their physical and mental wellbeing, provide training and personal development opportunities, and give practical support to find employment. The SSMTRG additional funding will cover the cost of an additional workforce trainer and a skills and employment trainer.

The Zone


The Zone is a charity providing free confidential information and support to young people around health, wellbeing, relationships, sexual health, and housing. The SSMTRG funding for 24 25 will cover the cost of an additional Youth Support Early Intervention Worker.

Partner	2023/24 funding	2024/25 funding (in addition to 23/24)
Livewell	Pharmacist Non-medical prescriber Detox nurse and support worker Buprenorphine pilot Specialist addiction medical time Psychologist Nurse manager Dual diagnosis (addiction and mental health) support workers	Additional specialist addiction medical time Addiction psychiatrist Additional nurses Additional dual diagnosis support workers
Harbour	Criminal justice support workers Drug support workers Alcohol support workers Harm reduction coordinator Rapid access to prescribing coordinator Naloxone Needle exchange	Drug support workers Alcohol support workers Drug and alcohol treatment manager
Hamoaze	Uplift in pay Substance use day workers	Youth substance use worker Substance use day workers Peer support coordinator Day services manager Community manager
Shekinah	Workforce trainer Skills and employment trainer	-
The Zone	-	Youth support early intervention workers

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EQUALITY IMPACT ASSESSMENT – COMPLEX NEEDS ALLIANCE (PEO 16175)

SECTION ONE: INFORMATION ABOUT THE PROPOSAL

Author(s): This is the person completing the EIA template.	Dominique Slaney	Department and service:	Strategic Commissioning	Date of assessment:	12 Feb 2024
Lead Officer: Please note that a Head of Service, Service Director, or Strategic Director must approve the EIA.	Emma Crowther	Signature:		Approval date:	14 February 2024
Overview:	<p>The Complex Needs Alliance Contract includes services delivered by The Plymouth Alliance. The Plymouth Alliance, (TPA), is made up of seven partner organisations; BCHA, Hamoaze, Harbour, Livewell, PATH, Shekinah and The Zone, who are contracted as an Alliance so that these suppliers share responsibility with the Council for achieving outcomes and are mutually supportive, making decisions based on the best outcome for the service user. TPA commission a further five sub-contractors to the main contract, (CC Housing, Livewest, Salvation Army, Westward Housing and Young Devon). The contract was awarded in 2019 for a period of 5 years, plus an option to extend for a further 5 years (2+2+1).</p> <p>The Plymouth Alliance provides services for adults and young people at risk of / or experiencing homelessness and who may also have support needs in relation to mental health, substance, and/or alcohol use, offending and risk of exploitation.</p> <p>The vision of TPA is to improve the systems responding to those experiencing multiple disadvantage and experiencing complex lives, supporting the whole person to meet their aspirations and to participate in and contribute to all aspects of life. This is a key preventative collaboration for the city and needs to be aligned to the city's core priorities under the Corporate Plan: Working with the Police to tackle crime and anti-social behaviour; Working with the NHS to provide better access to health, care, and dentistry; and Keeping children, adults, and communities safe.</p> <p>The business case recommends an extension of the current contract, agreement to a number of contract variations linked</p>				

	to grant funding and to delegate authority for future decisions to the Strategic Director for People.
Decision required:	This EIA will accompany the Complex Needs Alliance Contract Report, which will be considered by Cabinet on 11 March 2024.

SECTION TWO: EQUALITY IMPACT ASSESSMENT SCREENING TOOL

Potential external impacts: Does the proposal have the potential to negatively impact service users, communities, or residents with protected characteristics?	Yes		No	X
Potential internal impacts: Does the proposal have the potential to negatively impact Plymouth City Council employees?	Yes		No	X
Is a full Equality Impact Assessment required? (if you have answered yes to either of the questions above then a full impact assessment is required, and you must complete section three)	Yes		No	X
If you do not agree that a full equality impact assessment is required, please set out your justification for why not.				

SECTION THREE: FULL EQUALITY IMPACT ASSESSMENT

Protected characteristics (Equality Act, 2010)	Evidence and information (e.g. data and consultation feedback)	Adverse impact	Mitigation activities	Timescale and responsible department

<p>Age</p>	<p>Plymouth</p> <ul style="list-style-type: none"> • 16.4 per cent of people in Plymouth are children aged under 15. • 65.1 per cent are adults aged 15 to 64. • 18.5 percent are adults aged 65 and over. • 2.4 percent of the resident population are 85 and over. <p>South West</p> <ul style="list-style-type: none"> • 15.9 per cent of people are aged 0 to 14, 61.8 per cent are aged 15 to 64. • 22.3 per cent are aged 65 and over. <p>England</p> <ul style="list-style-type: none"> • 17.4 per cent of people are aged 0 to 14. • 64.2 per cent of people are aged 15 to 64. • 18.4 per cent of people are aged 65 and over. <p>(2021 Census)</p>			
<p>Care experienced individuals</p> <p>(Note that as per the Independent Review of Children’s Social Care recommendations,</p>	<p>It is estimated that 26 per cent of the homeless population in the UK have care experience. In Plymouth there are currently 7 per cent of care leavers open to the service (6 per cent aged 18-20 and 12 per cent of those aged 21+) who are in unsuitable accommodation.</p> <p>The Care Review reported that 41 per cent of 19–21-year-old care leavers are not in</p>			

<p>Plymouth City Council is treating care experience as though it is a protected characteristic).</p>	<p>education, employment, or training (NEET) compared to 12 per cent of all other young people in the same age group.</p> <p>In Plymouth there are currently 50 per cent of care leavers aged 18-21 Not in Education Training or Employment (54 per cent of all those care leavers aged 18-24 who are open to the service).</p> <p>There are currently 195 care leavers aged 18 to 20 (statutory service) and 58 aged 21 to 24 (extended offer). There are more care leavers aged 21 to 24 who could return for support from services if they wished to.</p>			
<p>Disability</p>	<p>9.4 per cent of residents in Plymouth have their activities limited 'a lot' because of a physical or mental health problem.</p> <p>12.2 per cent of residents in Plymouth have their activities limited 'a little' because of a physical or mental health problem (2021 Census)</p>			
<p>Gender reassignment</p>	<p>0.5 per cent of residents in Plymouth have a gender identity that is different from their sex registered at birth. 0.1 per cent of residents identify as a trans man, 0.1 per cent identify as non-binary and, 0.1 per cent identify as a trans women (2021 Census).</p>			
<p>Marriage and civil partnership</p>	<p>40.1 per cent of residents have never married and never registered a civil partnership. 10 per cent are divorced, 6 percent are widowed, with 2.5 per cent are separated but still married.</p> <p>0.49 per cent of residents are, or were, married or in a civil partnerships of the same</p>			

	sex. 0.06 per cent of residents are in a civil partnerships with the opposite sex (2021 Census).			
Pregnancy and maternity	The total fertility rate (TFR) for England was 1.62 children per woman in 2021. The total fertility rate (TFR) for Plymouth in 2021 was 1.5.			
Race	<p>In 2021, 94.9 per cent of Plymouth's population identified their ethnicity as White, 2.3 per cent as Asian and 1.1 per cent as Black (2021 Census)</p> <p>People with a mixed ethnic background comprised 1.8 per cent of the population. 1 per cent of the population use a different term to describe their ethnicity (2021 Census)</p> <p>92.7 per cent of residents speak English as their main language. 2021 Census data shows that after English, Polish, Romanian, Chinese, Portuguese, and Arabic are the most spoken languages in Plymouth (2021 Census).</p>			
Religion or belief	<p>48.9 per cent of the Plymouth population stated they had no religion. 42.5 per cent of the population identified as Christian (2021 Census).</p> <p>Those who identified as Muslim account for 1.3 per cent of Plymouth's population while Hindu, Buddhist, Jewish or Sikh combined totalled less than 1 per cent (2021 Census).</p>			
Sex	51 per cent of our population are women and 49 per cent are men (2021 Census).			

Sexual orientation	88.95 per cent of residents aged 16 years and over in Plymouth describe their sexual orientation as straight or heterosexual. 2.06 per cent describe their sexuality as bisexual, 1.97 per cent of people describe their sexual orientation as gay or lesbian. 0.42 per cent of residents describe their sexual orientation using a different term (2021 Census).			
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SECTION FOUR: HUMAN RIGHTS IMPLICATIONS

Human Rights	Implications	Mitigation Actions	Timescale and responsible department
	N/A		

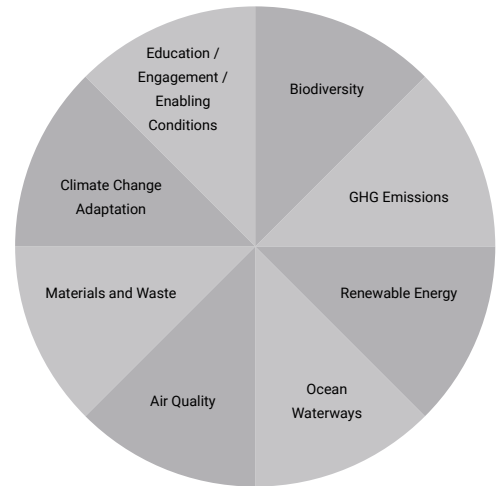
SECTION FIVE: OUR EQUALITY OBJECTIVES

Equality objectives	Implications	Mitigation Actions	Timescale and responsible department
Celebrate diversity and ensure that Plymouth is a welcoming city.	N/A		
Pay equality for women, and staff with disabilities in our workforce.	N/A		
Supporting our workforce through the implementation of Our People Strategy 2020 – 2024	N/A		
Supporting victims of hate crime so they feel confident to report incidents, and working with, and	N/A		

through our partner organisations to achieve positive outcomes.			
Plymouth is a city where people from different backgrounds get along well.	N/A		

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Complex Needs Alliance Contract Climate Impact Assessment Final FINAL



Assessment ID: COM515

Assessment Author: Dominique Slaney

Assessment Initial Summary:

Proposal to extend and vary the Complex Needs Alliance Contract between Plymouth City Council and The Plymouth Alliance (TPA) for the delivery of a broad range of statutory and non statutory interventions for people who have support needs in relation to homelessness and may also have support needs around substance or alcohol use, mental health, offending and risk of exploitation..

Assessment Final Summary:

The assessment has indicated there will be no net change to climate as a result of the continued commissioning of services to support people at risk of homelessness.

Biodiversity Score: 3

Biodiversity Score Justification: There will be no net changes to the impact on biodiversity from the continued commissioning of these services as the services will use existing buildings within the city for delivery.

Biodiversity Score Mitigate: No

GHG Emissions Score: 3

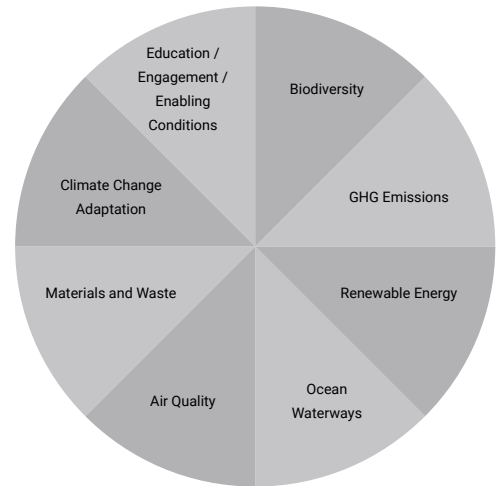
GHG Emissions Score Justification: There will be no net changes to the impact on greenhouse gas emissions from the continued commissioning of these services as the services will use existing buildings within the city for the delivery of the services. There is potential for staff to move around more to various community settings to deliver the services but this will be offset by individuals not having to travel so far to access support.

GHG Emissions Score Mitigate: No

Renewable Energy Score: 3

Renewable Energy Score Justification: There will be no net changes to the impact on renewable energy from the continued commissioning of these services as the services will use existing buildings within the city for delivery of the services.

Complex Needs Alliance Contract Climate Impact Assessment Final FINAL



Renewable Energy Score Mitigate: No

Ocean and Waterways Score: 3

Ocean and Waterways Score Justification: There will be no net impact on oceans and waterways from the continued commissioning of these services as the services will use existing buildings within the city for delivery of the services.

Ocean and Waterways Score Mitigate: No

Air Quality Score: 3

Air Quality Score Justification: There will be no net changes to air quality from the continued commissioning of these services as the services will use existing buildings within the city for delivery. There is potential for staff to move around more to various community settings but this will be offset by individuals not having to travel as far to access support.

Air Quality Score Mitigate: No

Materials and Waste Score: 3

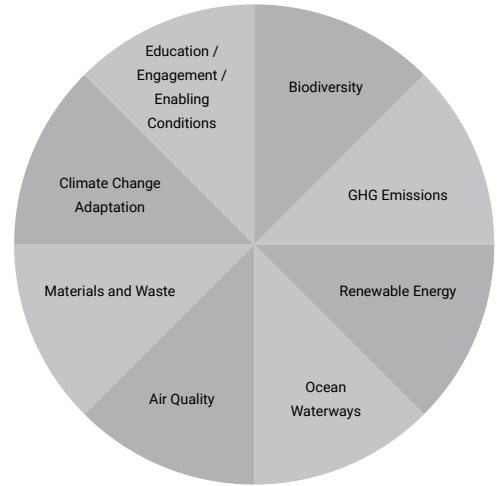
Materials and Waste Score Justification: There will be no net changes to materials and waste volumes from the continued commissioning of these services as the services will use existing buildings within the city for delivery.

Materials and Waste Score Mitigate: No

Climate Change Adaptation Score: 3

Climate Change Adaptation Score Justification: There will be no net change to climate change impacts or to Plymouth's resilience or vulnerability to the anticipated effects of climate change from the continued commissioning of these services as the services will use existing buildings within the city for delivery.

Complex Needs Alliance Contract Climate Impact Assessment Final FINAL



Climate Change Adaptation Score Mitigate: No

Education / Engagement / Enabling Conditions Score: 3

Education / Engagement / Enabling Conditions Score Justification: These services have been commissioned to support people at risk of homelessness, they have not been commissioned to educate and / or engage on the impact of climate change.

Education / Engagement / Enabling Conditions Score Mitigate: No

Wheel Key

- Long lasting or severe negative impact
- Short term or limited negative impact
- No impact or neutral impact
- Short term or limited positive impact
- Long lasting or extensive positive impact

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