

Report for **Cabinet 10 November 2020**

Title: Extension and Variation of the Contract for the Integrated Health Improvement / Wellness Service

Report authorised by : Will Maimaris, Director of Public Health

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Ward(s) affected: ALL – but with particular focus on the east of the borough

**Report for Key/
Non-Key Decision:** Key Decision

1. Describe the issue under consideration

This report seeks Cabinet approval for an extension and variation of the existing contract for the integrated health improvement/wellness service, named One You Haringey, in accordance with Contract Standing Order 10.02.1 b, which provides that Cabinet may authorise an extension or variation to a contract where the value is £500,000 or more. Due to Covid-19, the Public Health team requests an 18-month extension to the existing contract.

2. Cabinet Member Introduction

- 2.1 The commissioning of health improvement services became the responsibility of Haringey Council in April 2013, following the transfer of Public Health functions to local authorities.
 - 2.2 The variation and extension of this contract will enable the Council to achieve the priorities set out in the Council Borough Plan 2019-2023, in particular Priority 2: People: ‘strong families, strong networks and strong communities nurture all residents to live well and achieve their potential’.
 - 2.3 The borough plan speaks of a Haringey ‘where all adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities’. The One You Haringey service assists residents to achieve this by supporting them to make healthier behaviour choices. The current Covid-19 pandemic has highlighted the impact of behavioural choices on health. Reducing alcohol intake, being physically active, maintaining a healthy weight and quitting smoking are associated with reductions in complications from Covid-19. For example, a Public Health England (PHE) report in 2020, found that there is potentially a higher risk
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of COVID-19 related death with increasing BMI and even where studies have adjusted for confounding factors such as age, sex, measures of socio-economic status (SES), ethnicity and co-morbidities, the relationship between excess weight and COVID-19 risk has persisted¹. Smokers in addition, have an increased risk of contracting respiratory infections (such as Covid-19) and due to an increased likelihood of underlying smoking conditions, can experience more severe outcomes from Covid-19.

2.4 The provision of lifestyle services is part of the Council's strategy to reduce health inequalities and prevent residents developing long-term health conditions. Many long-term diseases are closely linked to known behavioural risk factors, with around 40% of the UK's disability adjusted life years being attributable to tobacco, hypertension, alcohol, being overweight or being physically inactive². The One You Haringey service aims to reduce health inequalities by tackling the main lifestyle causes of poor health and the service focuses on residents from areas that experience increased deprivation levels. The One You Haringey service annual report from 2019/20 showed 68% of referrals were received from deprived areas with the remaining 32% being from more affluent areas in Haringey.

2.5 I welcome the proposal to extend and vary this contract. Covid-19 has introduced a number of challenges to council procedures, including procurement. By awarding this variation and extension during these unprecedented times, the future of a high performing service will be ensured over the short term, allowing the council to re-assess the market and return to standard procurement processes post Covid-19.

3. Recommendations

For Cabinet to approve the implementation of Contract Standing Order 10.02.1 (b) and authorise the variation and extension of contract for the provision of an integrated health improvement/wellness service (One You Haringey) to Reed Wellbeing Ltd for a period of 18 months from 1 April 2021 to 30 September 2022.

The contract value over the 18-month extension of the contract is £750, 000 (The total value over the life of the contract is therefore £3,250,000)

4. Reasons for decision

The existing service, which was awarded by Cabinet in 2015, following an open tender process will expire in March 2021. The Contractor Reed Wellbeing Ltd is fully meeting the expectations of the contract. During the pandemic, the provider

¹ Excess Weight and COVID-19: Insights from new evidence, Public Health England (PHE), July 2020.

² <https://www.makeeverycontactcount.co.uk/>

has worked with the council to find new ways to deliver services to ensure that residents continue to access health improvement services despite lockdown and with social distancing.

The procurement process for this contract was due to commence during the financial year of 2020-21 but due to the Covid-19 pandemic, the market is currently unstable and arguably if a new provider were appointed they would face barriers to establishing a new service, potentially jeopardising work being undertaken to improve the health of our most vulnerable residents.

5. **Alternative options considered**

5.1 **Do Nothing** - The Council could choose to no longer commission this service. This is seen to be damaging to residents especially those from economically disadvantaged groups, for the following reasons: this is an extensive, specialist programme which reaches inactive residents living in the most deprived areas of the borough. This includes people whose proclivity to develop a range of long-term conditions is exacerbated by their smoking, weight, and inactivity patterns. There is a particular risk to the Council's delivery of the Borough Plan, in regards to achieving its desired outcome of increasing the healthy life expectancy of residents, enabling them to live healthy and fulfilling lives, and staying active. To achieve the Borough Plan objectives, we need to ensure that those most in need of prevention services are able to access help to reduce alcohol consumption, quit smoking, manage their weight, and increase their physical activity levels. Reduction in the risk of development of long-term conditions by increasing exercise and reducing smoking and obesity levels are key components of keeping residents healthy and connected to their community. There is a reputational risk as GPs are the major referrers to this service and are likely to raise its loss with our partners, North Central London Clinical Commissioning Group (NCL CCG).

5.2 **The Council could recommission this service** – going to market for the current service was explored and rejected. Being aware of the critical nature of the work that One You Haringey have been commissioned to deliver they have invested significant time in establishing strong working relationships with various departments in the local NHS Trusts, GP surgeries – where they use surgery facilities to deliver clinics and are working with other local delivery partners such as physical activity session providers, the Bridge Renewal Trust and the Tottenham Hotspur Foundation. One You Haringey have improved the diversity of clients who use the service with forty seven percent of clients identifying their ethnicity as Black and Minority Ethnic (BAME) and non-white. Moreover, attempting to go out to tender during the pandemic would not be the Council's interest as many suppliers are already facing difficulties surviving in the market, and the ability to respond successfully to a tender would be impaired, as well

as, trying to establish a new service in a socially distanced market means it would more highly unlikely they would be able to meet service targets in the contract time frame given the period it would take to mobilise and establish service provision. Further, disrupting progress at this point to start again with a provider with no knowledge, skills or history of working within the borough could have an extremely detrimental impact on both progress and the reach of the service to engage with diverse communities in Haringey.

6. Background information

6.1 The One You Haringey service aims to reduce health inequalities by tackling the main lifestyle causes of poor health, which are obesity, smoking, excessive alcohol use, physical inactivity, and unregulated high blood pressure/cholesterol. PHE fingertips data reports that in Haringey in 2018/19:

- The smoking prevalence in adults (aged 18 plus) was 17.7 percent, which is the second highest prevalence across London.
- The percentage of adults (aged 18 plus) classed as overweight or obese was 55.9 percent
- The percentage of physically inactive adults was 31.3 percent
- Admissions to hospital for alcohol (narrow measure) was 617 people

6.2 In 2016, the council amalgamated its lifestyle contracts into the One You Haringey service. The contract went to open tender and was awarded for an initial term of 3 years, then extended for a further 2 years (1 + 1 years), making a total value of £2,500,000.00 over 5 years. The amalgamation and tendering to an external provider made a saving of £890,000 for Haringey Council in 2016.

6.2 Premature mortality and poor health disproportionately affect people lower down the socioeconomic scale. This lifestyle service aims to eradicate these differences, therefore a specific focus on delivering services into the more deprived areas of the borough and targeting population groups most at need is an outcome in this contract.

6.3 The Haringey integrated health improvement/wellness service, named as One You Haringey, has since its inception in 2016 been delivered by Reed Wellbeing Ltd.

6.4 The service has accepted over 6000 referrals since it commenced and the Haringey One You referral pathway allows a resident to either self-refer or be referred via a health professional to the service via a triage team. The triage team are able to filter residents into suitable services based on their needs, health status and personal details with 99 percent of referrals being triaged within two days of a referral being received.

- 6.5 One You Haringey is very proactive in identifying and designing projects to raise the profile of the service and to improve the range of services offered to local residents. During 2019/20 the service went into the community to deliver a series of outreach stalls, conferences, and community talks in partnership with local organisations. Partners worked with included North Middlesex University Hospital, The Whittington Hospital, GP's and pharmacies, children's centres, schools, colleges, libraries, Groundwork, Adfam, the Bridge Renewal Trust, YMCA, Homes for Haringey, Haringey Coordination and Prevention Service (HCAPS) and many more. Through this programme of outreach and engagement One You Haringey has increased referrals from hard to reach groups.
- 6.6 One You Haringey maintains a strong social media presence and completes annual communication plans to ensure that national campaigns, such as Stoptober for smoking cessation are promoted in Haringey.
- 6.7 The staff members at One You Haringey are qualified to deliver clinics, courses, and sessions on their respective programmes i.e. Smoking Cessation (NCSCT Level 2), Adult Weight Management (Momenta training), Physical Activity (REPS qualifications). Each staff member is paid the London Living Wage (LLW) and the majority are dual trained e.g. can provide services relating to weight management and physical activity. A volunteer programme creates opportunities for local residents and provides opportunities for clients to remain engaged within the service. Sessional workers are also employed as required, to work on small community exercise projects.
- 6.8 The outcomes from the integrated lifestyle service exceed the targets set and have improved over the duration of the five-year contract. The Annual report for 2019/20 outlined:
- Move More programme, 347 completions achieved from 427 starts
 - Manage your weight programme, 208 completions from 293 starts
 - Be Smoke Free – 356 people achieved a 4-week quit
 - Over 1000 people completed an Audit C to screen for alcohol issues
 - 420 community Health Checks were completed to identify potential for future long-term conditions.

Feedback is obtained for all participants and residents are very happy with the Integrated Lifestyle Service. As one resident stated:

"I received constant support, it was great knowing my health coach was always there for me who could listen to everything about my health, family and extenuating circumstances. Very human encouragement." Angela, 55

All programmes offered by One You Haringey are placed in the heart of communities and recognise the importance of working with community-based and specialist partners. One You Haringey have established strong relationships with delivery partners and stakeholders including the local authority, community groups, charities, and government agencies. For example, annually it has held a health and well-being event with the Bridge Renewal Trust in Chestnuts Community Centre. Last year over 700 residents attended this event.

6.9 The Covid-19 pandemic initially impacted on referrals to One You Haringey, but the service adapted quickly, moving to remote delivery of all programmes. The service took the steps below to ensure continuity:

- Trials of Facebook Live, You Tube, WhatsApp, Microsoft Teams and Zoom
- Schedule of remote delivery for physical activity, weight management and smoking cessation
- Additional online physical activity classes in the evenings and for varied ability levels such as armchair exercise classes.
- Re-engagement text messages, telephone calls and emails to previous programme participants who did not start or did not complete a programme.
- Weekly internal whole team meetings to support staff with home working.
- Creation of new e-flyers to share with partners and the creation of new social media content for residents.
- Establishing a pilot project offering vapes and smoking cessation support to homeless people housed in temporary accommodation in Haringey.
- Participation in a local 'Quit for Covid' campaign which included text messages being sent to smokers in the east of Haringey encouraging them to consider quitting smoking.

6.10 The current provider of One You Haringey services shares our council values, looks after their workforce, and makes a contribution to building the strength and resilience of our residents and communities.

7. **Contribution to strategic outcomes**

The One You Haringey service contributes to the Council Borough Plan 2019-2023, in particular Priority 2: People - 'strong families, strong networks and strong communities nurture all residents to live well and achieve their potential'.

8. **Statutory Officers comments**

8.1 **Head of Finance**

- 8.1.1 The report seeks approval to extend the contract for Reed Wellbeing Ltd for the provision of an integrated health improvement/wellness service for 18 months from the 1st April 2021 to 30th September 2022 at the cost of up to £750,000.
- 8.1.2 The costs in the financial year from 1st April 2021 to 31st March 2022 will be £500,000 with a further £250,000 for the period from 1st April 2022 to 30th September 2022 from budgets in the 2022/23 financial year.
- 8.1.3 Funding for the contract is 60% from the ringfenced Public Health grant and 40% from approved General fund budgets. This equates to £300,000 Public Health grant and £200,000 General fund in 2021/22.
- 8.1.4 The funding set out above is predicated on the Public Health grant continuing at similar levels in the 2021/22 and 2022/23.

8.2 Head of Procurement

- 8.2.1 The services are within scope of the Light Touch regime of the Public Contracts Regulations 2015 (The Regulations) As such the contract was duly let following the requisite process and publication of a notice in the Official Journal of the European Union
- 8.2.2 The request to vary the contract to enable a further duration of some 18 months is permitted both under the Regulations and Contract Standing Orders (10.02.1b)
- 8.2.3 Usually a contract modification during term would necessitate a new procurement process. However, Regulation 72 1 (c) permits contract modifications for unforeseen events like Covid-19, and its adverse impact on the supply markets ability to engage in a tender and deliver a service.
- 8.2.4 Trying to establish a new service at a time when social distancing exists would make it more challenging for a new provider to reach the target market, establish and maintain relations as well as the ability to successfully deliver the provision with possible effect on staffing levels.
- 8.2.5 Moreover, a tender process could undermine/destabilise the current good work that is being done to improve health inequalities particularly at a time when the most vulnerable groups are more likely to fall victim to the ravages of Covid-19; the interventions of this provision at this time is crucial and necessary.
- 8.2.6 The value of the proposed contract extension is less than 50% of the original contract value (i.e. £2.5m) in line with the Regulations and may be approved.

8.2.7 The Service will continue to provide value for money. Savings of some £890k were made when the contract was let, the contract value has not increased during the original contract term nor will it during the extension period. The Service Provider has provided an excellent service that has exceeded contract targets. Commissioning will continue to monitor the contract for the duration of the extension to ensure that the service continues to be delivered to target and standard.

8.3 Assistant Director of Corporate Governance

8.3.1 The Assistant Director of Corporate Governance has been consulted in the preparation of the report.

8.3.2 Pursuant to Contract Standing Order 10.02.1(b) Cabinet have authority to approve the variation and extension of the contract which the report relates to.

8.3.3 The Assistant Director of Corporate Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4 Equalities comments

8.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

8.4.2 The proposed decision is for Cabinet to approve the implementation of Contract Standing Order 10.02.1 (b), and authorise the variation and extension of the contract for the provision of One You Haringey, an integrated health improvement/wellness service, to Reed Wellbeing Ltd for 18 months.

8.4.3 This will affect all Haringey residents who access One You Haringey services; among whom older people, men, Black and Asian minority ethnic, and those with

pre-existing health conditions, pregnant women and those from low-income households, particularly in wards east of the borough, are overrepresented. It will also affect people who smoke, and are overweight and/or obese, in Haringey, who share a similar demographic profile.

- 8.4.4 The objective of the proposed decision is to support adult residents to be more physically active, stop smoking, drink moderately, and have a better diet. It is expected that this will lead to improved health outcomes for all service users, in particular, older people, men, Black and Asian minority ethnic residents, and those with pre-existing health conditions. One You Haringey is delivered flexibly within a variety of settings, which ensures access to varied groups, such as those who are self-isolating, and those who are homeless housed in temporary accommodation. All service users are assessed by a triage team, who work with them about which service/s they would like to access, and are offered a choice of a remote provision or to wait for a return to face to face work. For example, for service users who are self-isolating, One You Haringey offers remote services via telephone and computers for those who have this equipment.
- 8.4.5. As such, the decision will help to reduce the health inequalities on groups, which is closely linked to socioeconomic disadvantage, which is particularly pertinent as the Covid-19 crisis may exacerbate existing inequalities for these groups. The proposed decision, therefore, represents a measure to address a known inequality that disproportionately affects these groups.
- 8.4.6. As an organisation carrying out a public function on behalf of a public body, Reed Wellbeing Ltd. will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery of the One You Haringey service does not result in any preventable or disproportionate inequality.
- 8.4.7 One You Haringey service is monitored quarterly, and the Council have recently asked the service to provide information on ethnicity and postcode details per service area, to identify any inequalities in service provision that may arise, and to inform future equalities analysis.

9. **Use of Appendices**

N/A

10. **Local Government (Access to Information) Act 1985**

N/A