

Report of Dawn Hutchinson, Service Manager, Waste Management

Report to Tom Smith, Chief Officer Waste Management

Date: 28 July 2017

Subject: Contract for Health Trainers to be provided by Health for All for a 12 month pilot.

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The council currently has a number of initiatives in operation to support managers and staff with improving health and well-being. In addition, to the services currently available, Waste Management Service recognises that there is a need in some cases for staff to have additional support.
2. For some people one to one focussed assistance to change their lifestyle and behaviour would be beneficial. Waste Management with support from HR, approached Public Health for advice and guidance on how best to support staff with complex lifestyle issues. They advised that this can be provided through the Health Trainers Initiative, currently undertaken in Leeds via Health for All a voluntary organisation.
3. This report seeks to waive Contract Procedure Rule (CPR 8 .1 and 8.2) requiring competition for Intermediate value procurements valued over £10k but at or up to £100k and approval to enter into a contract with Health for All for a 12 month period.

Recommendations

It is recommended that the Chief Officer Waste Management approves the waiver of Contract Procedure Rule 8.1 and 8.2 Intermediate Value Procurement in order to establish a contract with Health for All for a period of 12 months.

1 Purpose of this report

- 1.1 The purpose of this report is to seek approval for the Chief Officer Waste Management to waive Contract Procedure Rules 8.1 and 8.2 (Intermediate Value Procurement) in order to establish a contract with Health for All for a period of 12 months. This will deliver 12 months of Health Trainer (2xFTE) support for Waste Management's largely frontline workforce, to provide additional 1-2-1 support with Health and Well-being issues in the hope of having a healthier workforce and reducing sickness levels in the service.

2 Background information

- 2.1 The levels of sickness absence within the Waste Management Service is currently 14.26 days per FTE, with 1,186 days lost to Stress and mental health conditions in the 12 months from June 2016 to May 2017. The current support through Occupational Health and the HELP Employee Assistance Service is somewhat limited in both scope and timeliness, for those staff who have complex needs and would benefit from a more intensive support plan.
- 2.2 Public Health were approached by HR for advise on how better to support these staff and the Health Trainers initiative was raised as a possible solution. The Health Trainer model offers a holistic approach to assist someone to either stay in work, or come back to work following an absence. They can also work with individuals in a preventative way where there are potential health issues which may impact on their work in the future.
- 2.3 The Health Trainers will look at the support required but also the causes behind the issue, such as when someone is depressed, why are they depressed? What do they want to change to make things better for them? They then use a coaching approach to support the client to make the changes they want to make. This may involve signposting to other services, direct practical support and/or attending appointments with the client.
- 2.4 They will look at all aspects of their client's lives which the individual feel is impacting on their well-being, including their physical, mental, and financial health. A personal plan will be developed with agreed achievable goals. Examples of outcomes it is expected Health Trainers will support with are:-
- Smoking and/or drug cessation
 - Alcohol reduction
 - Support with exercise, diet issues, diabetes and other long term health and well-being issues which can be improved by a healthier lifestyle
 - Reduction in days lost to Stress and depression
 - Support with relationship, financial and housing issues

3 Main issues

Reason for Contracts Procedure Rules Waiver

- 3.1 A recommendation is being made to approve the waiver of contract procedure rules 8.1 and 8.2 – Intermediate Value Procurements. The current Health Trainer project in Leeds is due to cease in September 2017. This will result in the loss of highly skilled workers, with many years' experience, currently employed via Health for All, through Public Health. This presents an opportunity to trial the Health Trainer approach using existing experienced and trained resources, to assess the possible positive impact of the approach on attendance in the service. Should contract procedures not be waived, the opportunity to retain this service within the council, to trial the approach, would be lost, along with the resultant loss of highly skilled workers with many years' experience in coaching and supporting people to improve their health and well-being.
- 3.2 No other contractor that we are aware of currently provide this level of 1-2-1 support. The New You initiative which will replace the Health Trainer model in Leeds will not provide the same level of individual support for the same time period. Public Health have been consulted and it is not possible to vary the new contract to accommodate a more focussed support for Waste Management staff, as the contract has already been agreed. Neither will the new service be able to brief managers and provide data on the services accessed by the Waste staff. The new service will have an initial assessment and then a limited number of 1-2-1 support sessions, favouring signposting and group work. The new scheme is a service accessible to all across the city.
- 3.3 As the staff we are trying to provide additional support are less likely to engage in the services we are already signposting them to, such as Forward Leeds and IAPT it is proposed to commission Health for All to provide Health Trainers to provide the additional focussed support to the predominately male frontline staffing who need 1-2-1 support.
- 3.4 The project is a 12 month pilot, and, should it be successful, a further assessment of possible procurement routes would be undertaken.
- 3.4 The anticipated spend during the 12 month period is expected to be in the region of £50k.

Consequences if the proposed action is not approved

- 3.2 If the recommendation is not approved there will be no 1-2-1 support for employees to assist employees with their Health and Wellbeing. But also the current Health Trainers have been told that the service will be disbanded in September 2017.
- 3.3 Health Trainers will therefore be seeking alternative employment for October and their knowledge and experience working with hard to reach groups such as the long term unemployed and working in deprived communities will be lost from the council, which would be invaluable when working with some of our frontline workforce who are less likely to engage with health initiatives or seek support from their GPs with health and personal issues.

Advertising

- 3.3 No advertising has taken place.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Consultation has taken place with PPPU, health and safety representatives, Occupational Health manager, HR, Public Health and trade union representatives.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Health Trainer pilot will provide much needed support for those staff with health and well-being issues. In addition, they will be supported to look at the causes of the issues and how they can help themselves to reduce or alleviate those causes many of which may be linked with housing, finance and relationship problems.

4.3 Council Policies and City Priorities

4.3.1 This report is produced with the aim of ensuring that the outcome is in line with the council business plan in the following way:-

Given the cost of absence in the service the reduction of sickness levels will contribute directly to the council's ambition to be an 'efficient and enterprising organisation'. The use of existing, well-trained, and available resources, to trial this approach, rather than exhausting additional training and/or procurement resources also contributed to a more efficient use of our internal resources.

Reducing the cost of absence in the service, will help the council to deliver on savings, and protect frontline services.

Improving the health and wellbeing of our staff contributes to the council's outcome that everyone in Leeds should 'Enjoy happy, healthy, active lives'. Given the demographic of our frontline staff, and their propensity for poor health outcomes, the service also believes that this will contribute to the council's breakthrough project to reduce health inequalities.

4.4 Resources and Value for Money

4.4.1 Anticipated spend during the 12 months is expected to be in the region of £50k. If the pilot reduced sickness by 1 day per FTE the service would save £52k.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The approval to waive **Contract Procedure Rule 8.1 and 8.2** and continue with the current contract arrangement for a period of 12 months with a value of £50k, is requested in line with internal Contract Procedure Rules and Procurement Regulations.

4.6 Risk Management

4.6.1 There is a risk that the project does not deliver an improvement in absence levels in the service, and therefore does not 'break-even' in terms of cost. Whilst this is a risk, the level of expenditure, in relation to the overall cost of absence in the service, is low. The expenditure is also spread across two financial years, minimising the impact. Should the pilot not deliver the required level of financial savings, the service is confident the short-fall can be found from within the service.

5 Conclusions

- 5.1 It is requested that Health for All are awarded a 12 month contract to pilot the Health Trainer initiative to support staff to improve their health and wellbeing and reduce the number of days currently lost to sickness within the Waste Management Service.

6 Recommendations

- 6.1 It is recommended that the Chief Officer Waste Management approves the waiver of Contract Procedure Rule 8.1 and 8.2 Intermediate Value Procurement in order to establish a contract with Health for All for a period of 12 months at a cost of £50k.

7 Background documents

- 7.1 Example Health Trainer Leaflet
- 7.2 End of Year Report 2015/16
- 7.3 Example Service Level Agreement