

Report of Lucy Jackson, Chief Officer/Consultant in Public Health, Adults and Health

Report to: Director of Public Health

Date: 30th October 2019

Subject: Request to gain authority to extend the Leeds Cancer Awareness contract in accordance with Contracts Procedure Rule 21.1 with Unique Improvements Ltd.

Are specific electoral wards affected?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If yes, name(s) of ward(s): Armley; Kirkstall; Bramley and Stanningley; Farnley and Wortley; Headingley and Hyde Park; Beeston and Holbeck; Middleton Park; Temple Newsam; Hunslet and Riverside; Gipton and Harehills; Burmantofts and Richmond Hill; Killingbeck and Seacroft; Crossgates and Whinmoor; Chapel Allerton.	
Has consultation been carried out?	<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
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:	
Appendix number:	

Summary

1. Main issues

- Public Health, Leeds City Council commissioned Unique Improvements to deliver a 3 year cancer awareness community service (Leeds Cancer Awareness) in April 2017. There is an option on the contract to extend the contract for a further 24 months. The cost of the contract is £67,680 per year. In addition to the Leeds City Council investment NHS Leeds CCG have also committed a further £6,000 per year for the last 2 yrs (2018/19 & 2019/20) of the contract and for the proposed extension.
- The service has exceeded its targets and established itself as a specialist partner in Leeds. The Public Health cancer team seek authority to invoke the extension of the contract for 24 months from April 2020 £147,360K
- The high rates of premature deaths from cancer in areas of high deprivation and the current screening uptake in Leeds, specifically in deprived areas has highlighted the need for a community based outreach programme to increase uptake of screening and awareness of signs and symptoms. Cancer screening uptake performance data demonstrates that Leeds is not currently achieving national targets for bowel,

breast or cervical screening, and there is wide variation between 'deprived and non-deprived Leeds. Evidence suggests that increase awareness can impact by 4% an improvement on stage of diagnosis compared to increased diagnostics impacting by 1%.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- This project will support the delivery of The Best Council Plan specifically the health and well-being priority, to reduce health inequalities and improving the health of the poorest fastest.

3. Resource Implications

- The cost of the contract is £67,680 per year. In addition to the Leeds City Council investment NHS Leeds CCG have also committed a further £6,000 per year for the last 2yrs (2018/19 & 2019/20) of the contract and for the proposed extension.

Recommendations

- a) The Director of Public Health is recommended to approve the extension of the Leeds Cancer Awareness contract with Unique Improvements Ltd under Contracts Procedure Rule 21.1 for 24 months commencing 1st April 2020 at a cost of £147,360K.

1. Purpose of this report

- 1.1 This report seek approval from the Director of Public Health to gain authority to extend the existing Leeds Cancer Awareness service contract by 24 months from 1st April 2020

2. Background information

- 2.1 Public Health, Leeds City Council commissioned Unique Improvements ('Unique') to deliver a 3 year cancer awareness community service in April 2017.
- 2.2 Leeds Cancer Awareness (LCA) service is a key component of a programme of cancer prevention work in Leeds which enabled Leeds City Council to successfully bring in £2 million of external funding from Yorkshire Cancer Research to fund the upcoming Locality Screening & Awareness Programme, named Cancer Wise Leeds. LCA is our only community focused cancer awareness service, and an essential part of the cancer prevention programme.
- 2.3 Leeds Cancer Awareness (LCA) is a community based service which aims to reduce inequalities in cancer by contributing to an increase in awareness and uptake of screening/chest x-ray services in areas/communities with poorer cancer outcomes. LCA uses an evidenced based approach to deliver community outreach, which targets specific populations and communities across Leeds. The aims of LCA are:
 - To raise awareness of breast, bowel and lung cancer signs and symptoms
 - To promote and encourage uptake of NHS breast and bowel cancer screening services and the lung open access x-ray service in Leeds.

The service makes contact with the public through brief advice conversations and specific sessions at existing groups. The sessions are led by paid workers and volunteers. Each year the service is expected to meet the following targets:

- Total numbers engaged: 5000 per year from the target postcodes in specified wards (Armley; Kirkstall; Bramley and Stanningley; Farnley and Wortley; Headingley and Hyde Park; Beeston and Holbeck; Middleton Park; Temple Newsam; Hunslet and Riverside; Gipton and Harehills; Burmantofts and Richmond Hill; Killingbeck and Seacroft; Crossgates and Whinmoor; Chapel Allerton).
- Number of new people engaged (that have not previously accessed the service): 3500 per year (of which between 30% and 60% will be male)
- Numbers engaged from vulnerable groups: 1500 per year

- 2.3.1 Activities are expected to be delivered in communities with high levels of cancer inequalities (e.g. areas and communities of Leeds with low breast/bowel screening uptake and or high numbers of smokers). The provider is currently achieving in this area and develops quarterly action plans which detail planned upcoming activity which are shared at contract monitoring meetings.
- 2.3.2 The contract focus cancer sites are breast bowel and lung. The majority of the contract output focuses on these cancers. In addition the provider has expanded the conversations to include prostate, cervical and other wellbeing issues where appropriate.
- 2.3.3 The approach Unique use in the project is based on the Healthy Communities Collaborative (HCC) method developed in 2000, within the NHS Modernisation Agency by the Unique Improvements team. Since 2006 it has been further developed to incorporate behaviour change, social marketing and social media approaches.
- 2.3.4 Each HCC incorporates the learning from previous ones so that there is every opportunity to shorten the 'discovery phase' for staff and volunteers together. An HCC is not a set of conferences nor a passive exercise it is an action learning model. Learning from year one has been incorporated into years two and three to ensure they are best placed to deliver testing and changing of approaches.
- 2.3.5 Being part of a national company, which manages similar projects in other areas adds value to the Leeds project as Unique can share learning from other sites to help stimulate ideas in Leeds. A lot of advice and support is shared with the Salford based project which has been operating for five years.
- 2.3.6 HCCs are evidence based (where there is evidence) and innovative and ideas for spreading messages are co-produced between the staff and volunteers. Volunteers are highly valued as they are the passports into their own communities and are better placed to determine what will work and how a message can be spread.
- 2.3.7 What does the process look like?



- 2.4 This contract is part of a programme of cancer prevention work that adds value to the recently approved (12th June 2019) Yorkshire Cancer Research Locality Screening and Awareness Programme (Cancer Wise Leeds).

3. Main issues

- 3.1 Public Health, Leeds City Council commissioned Unique Improvements to deliver a 3 year cancer awareness community service (Leeds Cancer Awareness) in April 2017. There is an option to extend the contract for a further 24 months. The cost of the contract is £67,680 per year. In addition to the Leeds City Council investment NHS Leeds CCG have also committed a further £6,000 per year for the last 2yrs (2018/19 & 2019/20) of the contract and for the proposed extension.
- 3.2 The service has exceeded its targets and established itself as a specialist partner in Leeds. The Public Health cancer team seek authority to extend the contract by 24 months from April 2020.
- 3.3 The high rates of premature deaths from cancer in areas of high deprivation and the current screening uptake in Leeds, specifically in deprived areas has highlighted the need for a community based outreach programme to increase uptake of screening and awareness of signs and symptoms. Cancer screening uptake performance data demonstrates that Leeds is not currently achieving national targets for bowel, breast or cervical screening, and there is wide variation between 'deprived and non-deprived Leeds.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 During the tender process of the existing contract a consultation and engagement plan was developed. A series of events/activities took place during the project mobilisation period which enabled staff, volunteers, stakeholders and public opinions to shape the direction of the project. Unique have continued to develop the communications plan and carry out consultation throughout the life of the contract. The Council funding for this contract is within current resources and the CCG has given an undertaking to continue with its £6k contribution.
- 4.1.2 Public Case Studies
- 4.1.3 During the New Year pledge conversations we met Danielle. Danielle shared her story with us which we in turn were given permission to share with our followers on Facebook to raise awareness. "Danielle apprehensively avoided cervical smears for

a number of years as she was worried about the procedure. Realising the importance however, she went ahead for her screening and subsequently was diagnosed with Stage 3 Cervical cancer. It was successfully treated and, now recovered, she urges everyone not to delay and go for routine screening as it can be lifesaving!"

- 4.1.4 At the White Rose centre we met a lady in her 30's who had been concerned about a lump she had recently felt in her breast. Due to our conversation, which involved showing her a diagram of what to look for and offering encouragement and reassuring, she made a decision to book a GP appointment ASAP to get it checked out. She said she probably wouldn't have done so if she hadn't chanced upon us as had almost forgotten about it.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An Equality, Diversity, Cohesion and Integration Impact Assessment has been completed for this project. This tool indicates that a full assessment is not required as the recommendations of the report will not impact negatively on service users, staff or stakeholders. The assessment will be submitted alongside the report for Delegated Decision Panel.

4.3 Council policies and the Best Council Plan

- 4.3.1 This project will feed into the delivery of The Best Council Plan specifically the health and well-being priority, to reduce health inequalities and improving the health of the poorest fastest.

Climate Emergency

- 4.3.2 In line with the Leeds City Council's commitment to reducing carbon emissions all staff employed have been encouraged to use public transport and active travel. Most volunteers are locally based, therefore there is minimal car travel within the working day.

4.4 Resources, procurement and value for money

- 4.4.1 To date the Leeds Cancer Awareness service has evidenced a positive impact on participants through quarterly monitoring. This positive impact includes improved awareness and understanding of cancer. Plans to further develop and evaluate the service will enable us to determine the best ways to engage with the target populations in relation to cancer prevention and awareness.
- 4.4.2 The Leeds Cancer Awareness service has performed well, exceeding its targets in year 2. The service is a key partner with many local agencies/organisations contacting them directly for their expertise.

During the first two years of the contract the requirements in the contract have been met and often exceeded set targets. Leeds Cancer Awareness has met all of the contractual milestones including:

- Recruitment of two members of paid staff
- Recruitment of 41 volunteers
- Training of all staff and volunteers

- Using an evidence outreach approach

Numbers of people engaged	Target per year	Achieved in year 1	Achieved in year 2
Total	5000	4889	5291
Number of new people	3500	4818	4611
Men	30-60% (of total contacts)	38%	38%
Vulnerable groups (Adults with a Learning Disability, Adults with mental illness, Roma, Gypsy & Irish/Scottish/English traveller communities, Black & Minority Ethnic groups, Men)	1500	3141	3802

Year 1

During the first year all KPIs were met except for the number of brief advice conversations/contacts where 97.7% of the target was met (4889/5000). Although there were some issues in year one due to severe weather conditions, targets were achieved by April 2018. In year two this target was met, and is it on course for year 3.

For New to Service contacts, the results were 4818 achieved against a target of 3500 which is a 137% of the target.

Contacts with men as a specific target group were 1864 which represents 38% of the overall target. The target range is 30 – 60% contacts.

All target vulnerable groups were identified and contacted with success. In spite of a number of difficulties they faced Unique were able to make progress in terms of contacting the Gypsy and traveller communities. The difficulties were acknowledged by the contract manager and it was agreed the providers could work with younger people from these communities in addition to the over 50 age group.

In addition to the quarterly monitoring reports Unique provide monthly quantitative and qualitative reports documenting the ongoing progress of the project. The additional qualitative reports provide a depth of quality information that numbers on their own cannot provide. This aids future commissioning of cancer programmes.

Year 2

During the second year all KPIs were met and succeeded. The contract did particularly well in contacting people from the target vulnerable groups, the results were 3802 achieved against a target of 1500.

4.4.3 Year 1 - 2017-18	Budget £67,680
Year 2 - 2018-19	Budget £73,680
Year 3 - 2019-2020	Budget £79,680

In year one the payment was weighted in Q1, to facilitate setup costs for the provider. In year 2 and 3 there was an extra £6k a year due to the two year NHS Leeds CCG funded contract variation. An additional £12k has been pledged by NHS Leeds CCG to cover 2 year evaluation costs (£6k 2019/20 & a further £6k for 2020/21 if the contract is extended). The total value of this decision is **£147,360K**

4.5 Legal implications, access to information, and call-in

- 4.5.1 As the overall value of this decision is under £500,000, but over £100,000 this is a Significant Operational Decision and is not subject to call in. There are no grounds for keeping the contents of this report confidential under the Access to Information Rules.
- 4.5.2 Contract Procedure Rule 21.1 allows a contract to be extended before its expiry date where it is in accordance with its terms and proves to deliver value for money.
- 4.5.3 Although there is no overriding legal obstacle preventing the extension of this contract the contents of this report should be noted. In making the final decision, the Director of Public Health should be satisfied that the course of action chosen is the best course of action for the Council and should be satisfied that doing so it represents best value for the Council.

4.6 Risk management

- 4.6.1 If the recommendations in this report are not approved the project cannot continue. This will have a detrimental effect impacting the cancer outcomes of the city, and our Health and Well Being Strategy ambition to improve the health of the poorest fastest.

5. Conclusions

- 5.1 Low uptake to cancer screening services is a major health issue impacting on the people of Leeds, leading to premature mortality especially in deprived communities.
- 5.2 Leeds Cancer Awareness will contribute to raising awareness of cancer and meeting national screening targets.
- 5.3 The project is an important aspect of the overall delivery of the Yorkshire Cancer Research Locality Screening & Awareness Programme (Cancer Wise Leeds), Leeds Cancer Programme and also the Health and well-being priority of the Best Council Plan.
- 5.4 The contract extension will ensure no disruption to current services, which are delivering high quality outcomes for the Council and service users of the service.
- 5.5 Throughout the 24 month extension period, the contract will continue to be closely managed to ensure robust performance monitoring and value for money is being achieved for the Council.

6. Recommendations

- 6.1.1 The Director of Public Health is recommended to approve the extension of the Leeds Cancer Awareness contract with Unique Improvements Ltd under Contracts Procedure Rule 21.1 for 24 months commencing 1st April 2020 at a cost of £147,360.00.

7. Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.