

Report of Head of Public Health

Report to Director of Public Health

Date: 14th December 2020

Subject: Extension of contract with Reed Wellbeing for the One You Leeds Service for a two year period in accordance with Contracts Procedure Rule (CPR) 21.1 (contract extensions) and to vary the contract under CPR 21.7 to reduce the value by 10% and replace the service specification clause concerning stop smoking products

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input 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

1. Main issues

- Leeds City Council commissions an integrated healthy living service called One You Leeds, which aims to reduce health inequalities by supporting people to make behaviour changes around smoking, weight management, healthy eating and physical activity.
- After a competitive procurement exercise, the contract was awarded to Reed Wellbeing for a period of three and a half years with the option to extend for up to 30 months. The service began in October 2017, and the initial contract period will therefore expire on 31st March 2021.
- A review has been undertaken to inform the decision making process around extending the contract (see Appendix 1 for full analysis). This has concluded that the service is performing well, is of high quality and continues to meet the original contract aims and objectives to provide a strategically important service that meets the Council's ambitions.
- The provider has identified efficiency savings to the value of 10% of the original contract value that will not impact on service delivery.

- The National Institute for Clinical Excellence (NICE) has highlighted the benefits of using nicotine containing products as stop smoking products, including the use of e-cigarettes, so approval is also being sought to amend the specification to reflect this.

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

- This provision addresses the health and wellbeing priorities of “*Reducing health inequalities and improving the health of the poorest the fastest*”, “*Supporting healthy, physically active lifestyles*” and “*Ensuring support for the health and social care sector to respond to and recover from COVID-19*”.

3. Resource Implications

- The cost of the contract extension is met by revenue Public Health funding and there is provision within the Public Health budget for this contract extension.

Recommendations

The Director of Public Health is recommended to:

- a) approve an extension of two years under Contracts Procedure Rules (CPR) 21.1 to the existing contract with Reed Wellbeing for the One You Leeds Service, with effect from 1st April 2021.
- b) vary the contract value under CPR 21.7 from £1,619,216.00 to £1,457,201 per annum (total value of £2,914,402 for the extension being sought).
- c) vary the contract under CPR 21.7 to amend clause 2.55.1 of the service specification to allow for the provision of e-cigarettes within the range of stop smoking products.

1. Purpose of this report

- 1.1 The purpose of this report is to seek approval to extend the One You Leeds contract for a period of two years and to reduce the contract value by 10% under CPRs 21.1 (contract extensions) and CPRs 21.7 (contract variations) respectively.

2. Background information

- 2.1 In 2017 it was decided to commission a new service to reduce levels of illness, mortality and health inequality related to unhealthy behaviours across Leeds by supporting people to choose healthy lifestyles. The core principles were:

- A person-centred holistic approach focused on prevention and early intervention addressing multiple lifestyle behaviours, as opposed to focusing on single lifestyle behaviour issues
- A universal equitable service with a focus on people living in deprived areas of Leeds
- Interventions and activities underpinned by strength based approaches
- Creativity, innovation and flexibility
- Build on the assets in individuals and families, recognising the contribution that clients make to improve their own health and wellbeing
- Co-production and co-design with clients and potential clients at the heart of service development and delivery
- Development and delivery grounded in existing / emerging intelligence and evidence of need as well as being flexible and responsive to meet emerging need in the future.

- 2.2 After a competitive procurement exercise the contract was awarded to Reed Wellbeing in partnership with Zest, and is delivered under the name of One You Leeds.

- 2.3 The contract is for three and a half years with an option to extend for up to 30 months. It started in October 2017 so the initial contract period therefore expires in March 2021. The original value was £1,619,221.00 per annum.

- 2.4 One You Leeds is an integrated service that supports people to make behaviour changes around smoking, weight management, healthy eating and physical activity. It is delivered from community venues across the city, with a focus on deprived areas. On average, the service receives approximately 2,500 referrals per quarter.

- 2.5 The service is delivered through either group or 1:1 sessions, depending on the needs and preferences of the client. The cooking provision offers one-off taster session and 8-week courses that sit under the banner of Jamie Oliver's Ministry of Food.

- 2.6 One You Leeds was quick to respond to the lockdown period imposed in March 2020 as a result of the global COVID-19 pandemic, amending service delivery to be compliant with government guidelines. This has been achieved via telephone and video calls and a closed Facebook group.

- 2.7 A review has been carried out to inform this decision and provides an overview of the work and progress of One You Leeds. It is structured around the themes of the framework used to monitor quality of services, namely well-led, performance, safe,

effective and client involvement, as well as contextual considerations such as the position in Leeds, best practice and value for money. The review is attached at Appendix 1.

3. Main issues

3.1 The findings of the service review (included at Appendix 1) were:

- This is a high quality, well performing and proactive service which has maintained full service provision and has continued to be in high demand during the Covid-19 pandemic. Overall, targets are being consistently met and the service takes steps to address any issues as needed. The Quality Management Framework highlights plenty of examples of good practice across each theme. The service achieves good, and lasting, outcomes with its clients and receives positive feedback.
- One You Leeds is embedded across the city and works very constructively in a multi-agency way to deliver the best possible outcomes for its clients, and has played a key role in a number of initiatives.
- The service has proved to be flexible and innovative and is well placed to work within a changing health environment. In particular, the response to Covid-19 was both quick and effective, ensuring clients continue to be supported where they are happy to use a remote delivery approach.
- This service is good value for money (see 4.4.2 below for more details).
- There is a clear and demonstrable need for this type of provision to continue. Being overweight and smoking continue to be high risk factors and require provision to address them. This has gained extra importance in the light of Covid-19, since they contribute to an increased risk of both complications and death should the virus be contracted. Demand for the service is high, and has increased during the pandemic with higher numbers of people self-referring to the service from Q1 to Q2. The biggest increase in demand has been seen from the most deprived areas of the city.
- It continues to fulfil the city's ambitions around providing an integrated preventative health service that targets those with the greatest need.

3.2 It is recommended that the contract be extended for 24 of the 30 months available, which would last up to the end of the 2022/23 financial year. The rationale for this extension length is:

- Two years rather than, for example, just one year would provide stability for the service, clients and staff and ensure that key health needs continue to be met.
- Using the full extension available would mean committing funds over three financial years. Given the council's financial considerations, this is not deemed to be prudent. However, there would still be 6 months' worth of extension available should it be necessary and feasible at a later time.
- This would align the contract with financial years, aiding the planning of future provision.

3.3 If the extension is not approved, the contract will lapse at the end of March 2021. However, the contract review has determined that there remains a clear and demonstrable need for the provision, and there are no grounds for procuring a replacement service, since the current contract is performing well, is of good quality

and provides value for money. Furthermore, implementing an alternative delivery model, such as bringing it in-house, is not deemed to be suitable or practicable at this time.

3.4 Approval is also being sought to vary the terms of the contract, namely:

- i. To reduce the value by 10%.

In accordance with clause C4 of the contract Terms and Conditions, officers have negotiated a new contract price with the provider for the extension period. The provider has identified efficiencies to the value of 10% of the contract value, which are related to central organisation and management costs. As such it is not anticipated that there will be any impact on service delivery. This will take effect from 1st April 2021. The contract value will therefore decrease from £1,619,216.00 to £1,457,201.07 per annum, bringing the total value of the contract extension to £2,914,402.14.

- ii. To replace clause 2.55.1 of the service specification.

Since the awarding of the contract, The National Institute for Clinical Excellence (NICE) has highlighted the benefits of using nicotine containing products as stop smoking products, including the use of e-cigarettes, as long as they are regulated under either the EU Tobacco Product Directive (TPD) or the Medicines and Healthcare products Regulatory Agency (MHRA). E-cigarettes are regulated as consumer products under the UK Tobacco and Related Products Regulations 2016. In addition, the National Centre for Smoking Cessation and Training (NCSCT) has produced professional guidance on the use of e-cigarettes. It recommends that stop smoking services should be open to e-cigarette use in people keen to use them to help them quit. Cancer Research UK and The Royal College of General Practitioners have released a joint position statement supporting the use of e-cigarettes as a means to quitting. Amending the specification provides more choice to the service users of One You Leeds to enable them to find the most appropriate aid to help them stop smoking.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Consultation has taken place with the Executive Member for Health, Wellbeing & Adults, Director of Public Health, Chief Officer (Healthy Living and Health Improvement), Procurement and Commercial Services (PACS) and the provider.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 This contract aims to reduce health inequalities by addressing risk factors that disproportionately affect those living in areas of deprivation, namely smoking, obesity and inactivity.
- 4.2.2 The service is successfully meeting its targets around delivering outreach and engaging with residents in these areas.
- 4.2.3 An Equality, Diversity, Cohesion and Integration Impact Screening has been completed in relation to this decision and is attached for information as Appendix 2. There are no issues to be addressed.

4.3 Council policies and the Best Council Plan

- 4.3.1 The service aims to reduce health inequalities by targeting residents who live in areas of deprivation and by supporting them to make behaviour changes around smoking, weight management, healthy eating and physical activity. As such it contributes to a number of key local objectives, including:
- the Best Council Plan, namely “Reducing health inequalities and improving the health of the poorest the fastest”, “Supporting healthy, physically active lifestyles” and “Ensuring support for the health and social care sector to respond to and recover from COVID-19”
 - the Leeds Health and Wellbeing Strategy 2016-2021 priorities of “Get more people, more physically active, more often” and “A stronger focus on prevention”
 - Leeds Health and Care Plan’s prevention strand, by supporting the development of a more integrated healthy living model in Leeds in order to maximise the health outcomes that can be achieved through sustained behaviour change and healthy living, promoting the benefits of being physically active and reducing the harm from tobacco and alcohol
 - the Inclusive Growth Strategy, supporting Leeds to be the best city for health and wellbeing.

Climate Emergency

- 4.3.2 The service operates from a number of sites to ensure easy access for service users, and therefore minimising the need to travel and encouraging the use of public transport. This helps to reduce carbon emissions and environmental pollution which contributes to city actions to better manage air quality. In response to the Covid-19 pandemic, the service adapted to a remote delivery model via telephone, video-conferencing and social media. It is intended that this option continue to be offered once face to face delivery is possible, which will further increase this impact.
- 4.3.3 The type of interventions provided are aimed at improving health and well-being in particular the prevention of hospital admissions which helps ensure we better manage our use of resource intensive (and high footprint) health and care services.
- 4.3.4 The service specification requires that One You Leeds undertakes to meet all legislation, guidance and good industry practice in environmental management and the objectives of the Council’s sustainability policies. Officers from Adults and Health work with the provider through the established contract management process to ensure the service is proactively seeking to minimise its carbon footprint and thereby support the Council in achieving its ambition to be carbon neutral by 2030.

4.4 Resources, procurement and value for money

- 4.4.1 The cost of the contract extension is met by revenue Public Health funding and there is provision within the Public Health budget for this contract extension.
- 4.4.2 This provision is considered to be good value for money, because:

- the provider has identified efficiency savings to the equivalent of 10% of the contract value, in order to ensure best value is maintained throughout this extension period
- the reduction is on top of the 12.2% saving that had already been achieved when this contract was procured, compared with the previous provision
- the service is relatively inexpensive in comparison with other areas, and cost effective when viewing this in tandem with the outcomes achieved
- this is a preventative service that reduces demand on the health and care system in Leeds
- it meets the key council priorities of reducing health inequalities and responding to Covid-19
- opportunities will be sought to secure additional, external, funding in order to increase impact.

4.4.3 Within the original contract there is provision to extend for up to 30 months. As noted above, it is proposed that 24 of those months are utilised at this time.

4.4.4 The recommendations within this report are compliant with the following regulations.

- a) The contract extension is in accordance with CPRs 21.1 as it is in accordance with its original terms and proves to deliver Best Value.
- b) The variation of the contract in relation to the revised specification to clause 2.55.1 (refer to paragraph 3.4) and the reduction in the contract price due to successful negotiations with Reed Wellbeing is in accordance with Contracts Procedure Rule 21.7 as it is within the scope of the original contract.

4.4.5 The service will continue to be contract managed by the Commissioning team in Adults and Health Directorate. Robust contract management processes ensure the on-going monitoring of quality, performance and value for money.

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

4.5.1 The extension of the contract is a key decision and is therefore subject to Call In.

4.5.2 There are no grounds for treating the contents of this report as confidential with the Council's Access to Information Rules.

4.5.3 Although there is no overriding legal obstacle preventing the extension and variation of this contract under CPRs 21.1 and 21.7 respectively, the contents of this report should be noted. In making their final decision, the Director of Public Health should be satisfied that the course of action chosen represents best value for the Council.

4.6 Risk management

4.6.1 The approval of a 2 year contract extension will enable continuity of service provision and increased surety for the providers. This will help to retain staff and enable continued innovation.

4.6.2 Appropriate governance arrangements are in place to identify and mitigate identified risks including regular contract management meetings, performance and quality meetings, overview of contract risk and reporting to the Public Health Programme Board.

5. Conclusions

- 5.1 A contract extension is required to ensure that there is no disruption to the current service which is delivering a high quality, good performing service that meets the original aims of the contract in providing an integrated healthy living service in order to reduce health inequalities.
- 5.2 Throughout the extension period, the contract will continue to be robustly contract managed to ensure that performance, quality and value for money is being achieved for the Council.
- 5.3 Efficiency savings to the value of 10% of the contract price have been agreed with the provider, with no anticipated impact on service delivery.
- 5.4 Since the awarding of the contract, The National Institute for Clinical Excellence (NICE) has highlighted the benefits of using nicotine containing products, including the use of e-cigarettes as stop smoking products, so approval is being sought to amend the specification to reflect this.

6. Recommendations

The Director of Public Health is recommended to:

- a) approve an extension of two years under Contracts Procedure Rules (CPR) 21.1 to the existing contract with Reed Wellbeing for the One You Leeds Service, with effect from 1st April 2021.
- b) vary the contract value under CPR 21.7 from £1,619,216.00 to £1,457,201.07 per annum (total value of £2,914,402.14 for the extension being sought).
- c) vary the contract under CPR 21.7 to amend clause 2.55.1 of the service specification to allow for the provision of e-cigarettes within the range of stop smoking products.

7. Background documents¹

- 7.1 None

8. Appendices

- One You Leeds Extension Review
- Equality, Diversity, Cohesion and Integration Screening

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.