

PROCUREMENT GATEWAY I – BUSINESS CASE

Health Improvement Service Contract Variation



Contact Details

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Project Details

Estimated Project Value:	£1,633,140
Source of Funding:	Public Health ring fenced grant (s. 31 of the Local Government Act 2003)
Timescale:	18 months: 1st October 2023 to 31st March 2025

Executive Summary

Purpose

This business case sets out the proposal to vary the existing contract between Plymouth City Council and Livewell Southwest for the delivery of the Health Improvement Service. The current contract, awarded in 2017, has a value of £1,055,000 per annum and ends on 30th September 2023. The contract variation is to extend the contract by 18 months until 31st March 2025 and to increase the contract value by 3.2% in line with the uplift in the Public Health Grant for the year 2023/24.

Health Improvement Service

Plymouth City Council has a statutory obligation under the Health and Social Care Act 2012 and Local Authorities Regulations 2013 to take appropriate steps to improve the health of the local people by providing services to promote healthy living. The Health Improvement Service for Plymouth is commissioned to provide system leadership and delivery of health related prevention services. It is provided by Livewell Southwest Wellbeing Team and the support services for people who want to sustain and change their health related behaviours is called One YOU Plymouth. The aim of the service is to improve the health and wellbeing of the Plymouth population, reduce premature mortality and reduce health inequalities. The service performs well against the contracted key performance indicators. This is a key preventative service for the city to improve the health of the adult population and it needs to be aligned to the city's key prevention strategies: Thrive Plymouth, and Plymouth's Wellbeing Commissioning Strategy.

Thrive Plymouth

Thrive Plymouth is Plymouth's 10 year approach to improving health and reducing health inequalities and involves building collaborative partnerships across the city. It is about how our city supports people to make healthy choices. Thrive Plymouth was adopted in November 2014. Each

year has had a specific focus area and Year three of Thrive Plymouth was successful in localising the national 'One You' campaign to the Plymouth Health Improvement Service. Over the next twelve months the learning from the last 10 years of Thrive Plymouth will be used to refresh and redevelop this programme for the next 10 years.

Wellbeing Commissioning Strategy

The vision of Plymouth's Wellbeing Commissioning Strategy is for people and communities to be well, stay well and recover well. The strategy supports healthy and happy communities by putting health and wellbeing at the heart of everything we do. Over the next twelve months work will be undertaken to refresh and redevelop the Wellbeing Commissioning Strategy across the Plymouth Local Care Partnership and this will support the development of further integration of the Health Improvement service into the wider integrated care structures.

Context of COVID-19

The COVID19 pandemic necessitated a significant reduction in the delivery of face to face health improvement services with short term redeployment of some staff in the Health Improvement Team. The Health Improvement team are now back to full operation, but are seeing an increase in demand for their services. Providing contract stability at this time will reduce the on-going impact of the pandemic and allow resources to remain focused on delivering outcomes for people who use the Health Improvement Service in Plymouth. This is as opposed to taking capacity away from providers' ability to deliver services to engage in a procurement process.

Conclusion

A contract extension of 18 months for the Health Improvement Service is required to ensure that the procurement process is fully aligned with the direction of Thrive Plymouth and the Wellbeing Commissioning Strategy as it is a key delivery arm of both of these strategies. This will also enable further conversations to take place with integrated care providers about how this service can fit with and support the wider integrated care structures in the local health and care system. Finally, this proposal will ensure that, during this key time of strategic development and in the pandemic recovery, system leadership can be sustained and resources from both a commissioning and provider point of view continue to be focused on directly delivering outcomes for Plymouth residents.

Project Information

The Public Health Outcomes Framework 'Healthy lives, healthy people: Improving outcomes and supporting transparency', sets out a vision for public health, desired outcomes and the indicators that will help us understand how well public health is being improved and protected. The framework concentrates on two high-level outcomes (life expectancy and healthy life expectancy) to be achieved across the public health system. Public health interventions by nature deliver improvements in outcomes over extended periods, usually some years and sometimes decades. To understand progress in the shorter term, a series of indicators are provided, grouped in 4 domains:

1. Improving the wider determinants of health
2. Health Improvement
3. Health Protection
4. Healthcare public health and preventing premature mortality

Domain 2: Health Improvement is the focus of this service and the objective is to help people to live healthy lifestyles, make healthy choices and reduce health inequalities. The work of the Health

Improvement Service is largely be focused around this domain, although the work does also contribute to specific elements of activity in all domains.

Health Improvement Service

Plymouth City Council has a statutory obligation under the Health and Social Care Act 2012 and Local Authorities Regulations 2013 to take appropriate steps to improve the health of the local people by providing services to promote healthy living. The Health Improvement Service for Plymouth is provided by Livewell Southwest and is called One YOU Plymouth. The aim of the service is to improve the health and wellbeing of the Plymouth population, reduce premature mortality and reduce health inequalities. This is a key service for the city to improve the health of the adult population and contributes significantly to our aim to support people to age well. The service performs well against the key performance indicators. In 2022-23 the service delivered:

- 28,831 unique visitors to One YOU Plymouth & Wellbeing at Work websites
- 2,789 contacts made via wellbeing telephone line, email and events
- 485 people completed a training course with One YOU Plymouth, including training in mental health awareness, first aid and suicide first aid.
- 914 people set a quit date and 457 4-week quitters
- 176 pregnant women were offered support to stop smoking
- 200 people participated in weight management programme
- 3,087 people attended physical activity sessions
- 168 people received an NHS Health Check
- 516 Wellbeing Champions were active across the city
- 914 referrals received into falls prevention service

To date the siting of the Health Improvement Service within the main local provider of community health and social care services in Plymouth has enabled system leadership and brought additional value for the investment made, over and above the direct delivery of health improvement interventions. For example, training provision within the contract is supplemented by the wider Livewell training offer. This contributes to the requirement to build community capacity by bringing health improvement services across the city together, providing training to local partners to deliver health improvement services and embed themselves in local services such as community mental health teams.

As this is a key service for the city to improve the health of the adult population through prevention, it needs to be aligned to the city's key prevention strategies: Thrive Plymouth, and Plymouth's Wellbeing Commissioning Strategy.

Thrive Plymouth

Thrive Plymouth is Plymouth's 10 year approach to improving health and reducing health inequalities and involves building collaborative partnerships in the city. It is about supporting people to make healthy choices. Thrive Plymouth has three strands:

- Population Prevention is about the whole population sustaining and making positive changes to their lifestyle.
- Common risk factor is based on the fact that one unhealthy behavior can be the basis of many diseases and that several of these unhealthy behaviours tend to cluster in individuals in less affluent groups
- Context of choice acknowledges that despite an understanding of what is healthy, and good intentions to be healthier, change is often hard to achieve. This is because we all make choices in settings we don't often control, where the healthy choice can be harder than the unhealthy one.

Thrive Plymouth was adopted by Plymouth City Council in November 2014. Each year has had a focus area and Year three of Thrive Plymouth was successful in localising the national 'One You' campaign to the Plymouth Health Improvement Service. Over the next twelve months the learning from the last 10 years of Thrive Plymouth will be used to refresh and redevelop this programme for the next 10 years.

Wellbeing Commissioning Strategy

The vision of the Wellbeing Commissioning Strategy is for people and communities to be well, stay well and recover well. The strategy supports healthy and happy communities by putting health and wellbeing at the heart of everything we do. This includes placing health improvement and prevention of ill health at the core of our planned care system yielding improvements in the behavioral determinants of health in Plymouth, commissioning only from providers who have a clear and proactive approach to health improvement, prevention of ill health, whole person wellbeing and working with the wider community in which they operate.

Over the next twelve months work will be undertaken to refresh and redevelop the Wellbeing Commissioning Strategy across the Plymouth Local Care Partnership and this will support the development of further integration of the Health Improvement service into the wider integrated care structures.

Objectives

What is your goal?

- To enable Plymouth City Council to meet its statutory requirements to take appropriate steps to improve the health of the local people by providing services to promote healthy living.
- To provide a high quality affordable Health Improvement Service which meets the needs of the local population, particularly post pandemic.
- To ensure compliance with Public Contract Regulations.
- To strategically align the procurement process of the Health Improvement Service with the next 10 years of Thrive Plymouth and the Plymouth Local Care Partnership Wellbeing agenda.

How will the project support the business support Council / Service strategy?

Plymouth City Council Corporate Plan

The Plymouth City Council Corporate Plan, updated in 2023, sets out our mission of Plymouth being one of Europe's most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone. The Health Improvement Service contributes significantly to the priority: "Working with the NHS to provide better access to health, care and dentistry" and does this by:

- Providing quality public services,
- Trusting and engaging our communities
- Spending our money wisely, and
- Focusing on prevention and early intervention

The Plymouth Plan

The Health Improvement Service also aligns to the Plymouth Plan which sets a shared direction of travel for the long term future of the city. In particular, the service supports the Health and Wellbeing elements of the plan by directly contributing to:

- HEA1: Addressing health inequalities, improving health literacy
- HEA3: Supporting adults with health and social care needs
- HEA4: Playing an active role in the community
- HEA9: Delivering accessible health services and clinical excellence

Plymouth Local Care Partnership

Plymouth City Council is a key partner in the Plymouth Local Care Partnership (LCP) which was formed to strengthen on existing partnerships and relationships across the health and care sector, to drive change, reduce inequalities and lead to better more joined-up care for the benefit of our population. The Health Improvement Service contributes to the following priorities of the LCP:

- Building a Compassionate and Caring City
- Empowering Communities to help themselves and each other
- Integrating Care to deliver “the right care, at the right time, in the right place”.

Budget and Costs

The existing contract is funded by the ring-fenced Public Health grant with a current annual budget of £1,055,000. A 3.2% uplift on most public health contracts (in line with the uplift in the Public Health Grant) was agreed by Public Health DMT in April 2023. This will be applied following authorisation to extend the current contract by 18 months from 1st October 2023 to 31st March 2025. This will take the annual value of the contract to £1,088,760 and the value of the 18 month extension to £1,633,140.

Constraints and Risks

Any contract variation (including extension) would need to satisfy the Public Contracts Regulations 2015, Section 72 – Modification of contracts during their term.

Parts (1)(b) of this regulation state that:

(1) Contracts and framework agreements may be modified without a new procurement in accordance with this Part in any of the following cases:

(b) for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor–

(i) cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations under the initial procurement, or

(ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract

We believe that the conditions of Section 72 (1)(b) are met because additional services have become necessary so that the procurement process for the Health Improvement Service can be informed by and aligned with two key health and wellbeing strategies. A change in contractor would jeopardise the system leadership that the current providers have established, result in significant resource demands and substantial duplication of costs for Plymouth City Council. The

price of the proposed extension does not exceed 50% of the value of the original contract.

There are particular risks in not extending the contract in this way which include:

- Inability to align the procurement process to key health and wellbeing strategies in the city, leading to a disjointed approach.
- Inability to advance conversations with integrated care providers around the further integration of this service into the wider integrated care structures.

Options Appraisal

1) **Extend the current contract by 18 months from 1st October 2023 to 31st March 2025 with a 3.2% uplift in contract value.**

This option would allow the procurement of the Health Improvement Service to be informed by and align with the strategic direction of Thrive Plymouth to reduce health inequalities and the Wellbeing arm of the Integrated Care Commissioning Strategy. Work to refresh these strategies will be undertaken in the next 12 months. This time will also enable further conversations to take place with integrated care providers about how this service can fit with and support the wider integrated care structures in the local health and care system.

2) **Extend the current by a shorter period of time (6 or 12 months)**

This option would not give sufficient time to align the procurement of the Health Improvement Contract to important local strategies (outlined above), or to have further conversations with providers in the Plymouth integrated care structures.

3) **Do not extend the contract**

There would be insufficient time to undergo a new procurement process to start a new contract by 1st October 2023. This option would therefore result in the inability of Plymouth City Council to meet its statutory duty to under the Health and Social Care Act 2012 and Local Authorities Regulations 2013 to take appropriate steps to improve the health of the local people by providing services to promote healthy living.

Preferred Option

Option 1) Extend the current contract by 18 months from 1st October 2023 to 31st March 2025 with a 3.2% uplift in contract value.

This option would allow the procurement of the Health Improvement Service to be informed by and align with the direction of Thrive Plymouth and the Wellbeing arm of the Integrated Care Commissioning Strategy. Work to refresh these strategies will be undertaken in the next 12 months. This time will also enable further conversations to take place with integrated care providers about how this service can fit with and support the wider integrated care structures in the local health and care system.


Recommended Decision

It is recommended that a decision is taken to vary the existing Health Improvement Service contract between Plymouth City Council and Livewell Southwest to 1) extend the Health Improvement Contract by 18 months from 1st October 2023 to 31st March 2025 and 2) increase the contract value by 3.2%, in line with the uplift in the Public Health Grant for the year 2023/24.

Reasons for decision:

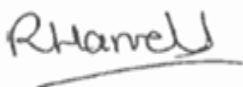
1. Plymouth City Council has a statutory obligation under the Health and Social Care Act 2012 and Local Authorities Regulations 2013 to take appropriate steps to improve the health of the local people by providing services to promote healthy living. The Health Improvement Service for Plymouth is commissioned to provide system leadership and delivery of health related prevention services. It is provided by Livewell Southwest Wellbeing Team and the support services for people who want to sustain and change their health related behaviours is called One YOU Plymouth. The aim of the service is to improve the health and wellbeing of the Plymouth population, reduce premature mortality and reduce health inequalities.
2. This is a key preventative service for the city to improve the health of the adult population and is a major delivery arm of two prevention initiatives: Thrive Plymouth, and Plymouth's Wellbeing Commissioning Strategy. Work to refresh both of these initiatives is taking place in the next year and so the contract extension will enable the new specification for the Health Improvement Service to strategically align.
3. To support the integration of the Health Improvement Service into the wider Plymouth integrated care structures.

Project Officer

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Job Title:	Acting Consultant in Public Health		
Additional Comments (Optional):			
Signature:		Date:	25/07/2023

Authorisation of Business Case

Head of Service / Service Director

Name:	Ruth Harrell		
Job Title:	Director of Public Health		
Additional Comments (Optional):			
Signature:		Date:	27/07/2023