

Executive Decision Report

Integrated Lifestyle Services

Decision to be taken by: Deputy City Mayor, Environment,
Public Health and Health Integration

Decision to be taken on: 20 September 2018

Lead director: Ruth Tennant



City Mayor

Useful information

- Ward(s) affected: All
- Report author: Ryan Swiers
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- Report version number: 1

1. Summary

1.1 The Executive Decision Report approves the option proposed for integrating lifestyle services

1.2 The report provides the background for this decision including

2. Recommendations

- To integrate lifestyle services (active lifestyles scheme, stop smoking service, healthy lifestyle hub).
- To reduce spending on lifestyle services by a further £605k by 2019/20 as outlined in the report.
- To form a single healthy lifestyles team with specialist staff retaining areas of focus but a shift to more holistic services; introducing mechanisms that will support people in their transition from lifestyle services into universal services.
- A single point of access with one IT system, single admin function and a team based in one office.
- To invest in an Active Leicester website and explore how best to harness digital support.
- To develop a volunteer network and training package to support health champions contributing to healthy lifestyles.
- To conduct staff reviews as appropriate and in line with LCC policies and procedures.

3. Supporting information including options considered:

The city council is currently responsible for a number of lifestyle services (see below) at a total cost of £1.8m in 2017/18. These aim to reduce preventable ill-health in adults, particularly cardio-vascular disease and preventable diabetes, by acting early to support people to make lifestyle changes which will reduce the risk of them going on to develop these conditions.

Since 2015, there have been a number of changes made to our lifestyle services. This has included:

- Focusing weight management on highest risk groups and ceasing funding for the universal Weight Watchers service
- Reducing expenditure on smoking, reflecting reductions in demand for the

- service predominately as a result of increased use of e-cigarettes
- Reducing waiting times for the Active Lifestyle scheme.

These changes have reduced overall expenditure on these services from £2.2 million in 2015/16 to £1.7 million in 2017/18.

Further savings targets necessitate additional changes to lifestyle services and a programme of work has been undertaken in relation to these services to understand evidence and experience from other areas regarding this.

A number of options were considered when looking at service changes within lifestyle services although they are essentially variations on 4 available options which are briefly discussed below;

- Cessation of all services
- Cessation of some services
- Reduction of existing services
- Shift to an integrated model

Cessation of some or all services

The local authority is responsible for improving the health of the local population and evidence based lifestyle interventions play a key role in meeting this responsibility. The cessation of some/all services would allow the council to meet short-term efficiencies but would risk long term negative health impacts. These impacts would be felt across the health and social care system and because of this cessation of services was deemed an unacceptable option by the Executive.

<i>Positives</i>	<i>Negatives</i>
Achieves additional savings	Long term negative health impacts
	System wide consequences
	Reputational damage

Reduction of all services within existing model

Efficiency savings made in recent years have already seen the existing services make changes to their offer to reduce costs whilst still delivering a population based approach.

A reduction across all services as they currently operate would enable teams to continue to focus on their area of expertise but would not improve integration across these services.

<i>Positives</i>	<i>Negatives</i>
Achieves savings targets	Considerable reduction in frontline services
Provides a degree of continuity	Challenging to address multiple behaviours and provide a holistic service
	Limited scope for innovation
	No reduction of management costs achievable through integration

Shift to an integrated model

The shift to an integrated model would enable efficiency targets to be met but beyond this it also allows a holistic approach to improving people's health. Removing duplication of some functions such as admin and management provides clear savings whilst forging a single team who will, over time, become upskilled to provide a more comprehensive and rounded support package.

<i>Positives</i>	<i>Negatives</i>
Allow the council to meet efficiency targets	More 'change' for staff than other options, including potential reductions in staffing
Facilitate a holistic approach to providing support	Requires new systems to be trialled and embedded
Allows more sophisticated analysis of effectiveness	Period of inevitable transition and some reduction in frontline services

The shift to an integrated model is in line with a drive nationally to integrate services and provide a more holistic offer. Consultation on this proposal was generally met with support and the details of public and stakeholder consultation have been used to refine the latest proposals

Adopting the proposed model of an integrated service will see lifestyle services meet a cumulative target of £1.35 million since 2015/16. This level of saving cannot be achieved without significant changes to services and whilst this presents opportunities for greater integration and more innovative working there are inevitably challenges in ensuring services continue to deliver high quality and achieve positive health outcomes.

Proposed changes are part of a broader ongoing piece of work across the division of Public Health and Sports Services to transform services to be focussed on health and wellbeing. This work includes a programme of activities around developing the council's leisure centre offer to improve and modernise leisure services to ensure they are inclusive and well utilised. The integrated lifestyle service will also support work aimed at utilising community assets such as parks, outdoor gyms and walking/cycling to increase physical activity and support positive mental wellbeing.

4. Details of Scrutiny

21st June 2017 – Paper presented to Health and Wellbeing Scrutiny Commission meeting with an explanation of the current services and need to review this offer.

7th March 2018 – verbal update at the commission meeting to explain there will be an informal meeting later that month.

21st March 2018 – Informal briefing session for Health and Wellbeing Scrutiny Commission and Heritage, Culture, Leisure and Sport Scrutiny Commission members outlining the proposed model going out to public consultation.

5th July 2018 – Paper brought to Health and Wellbeing Scrutiny Commission meeting following the consultation. Content largely deferred until August meeting.

Thursday 23rd August- Proposals supported by Health and Wellbeing Scrutiny Commission.

5. Financial, legal and other implications

5.1 Financial implications

By 2019/20 the Lifestyle Services will achieve their full savings target although this will require use of reserves for a short period until the plans are fully implemented.

Rohit Rughani
Principal Accountant

5.2 Legal implications

The preferred option is to integrate the Lifestyle services. Under the preferred option – there are no proposed decommissioning but a reduction to some of the services for which a consultation has taken place.

Following consultation, the product of the consultation must be taken into account in the final decision and the responses need to be fed into the decision making process.

In relation to the recommissioning of these services, the design and the running of any procurement should be in accordance and compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

Assistance must be sought from and work directly with the Council's procurement team(s) in consultation with legal services to drive the procurement process in compliance with the regulations, internal rules and in order to ensure the desired outcomes are achieved in the most efficient way.

There is mention of a Digital Offer – this may also require input from IT/Procurement team.

Any reduction to any of the current arrangements should be in accordance with the provisions of the contracts to ensure smooth terminations and in alignment with the proposed procurement of the new Integrated Service.

Previous legal advice has been provided but it is re-iterated that the the Council must comply with Statutory Best Value Guidance (<https://www.gov.uk/government/publications/consultation-principles-guidance>) which means that the where there is an SME organisation (which may be the case in smaller services) then the guidance requires the Council to give 3 months' notice to terminate the current contracts, this is regardless of the contractual provisions.

The implications arising from this report are based on the preferred option as suggested within the report should the option change, legal services will need to be consulted to identify associated legal risks. Ongoing support should be sought from

legal services as and when required.

Mannah Begum, Solicitor (Senior) - (Commercial Property and Planning Team Legal Services)

A number of changes are envisaged in the report which have potential staffing implications.

Where staff are employed by the Council and it is proposed that there will be an organisational review the Council's organisational review policy should be followed.

If there is a decision to out-source any of the services going forward, there is the potential for the TUPE Regulations to apply. The TUPE Regulations are also likely to apply should there be a decision to bring any of the services back in-house.

Further employment legal advice should be sought once a decision on the model for service delivery has been made.

Paul Atreides
Head of Law

5.3 Climate Change and Carbon Reduction implications

A key element of the integrated lifestyle service will be to encourage physical activity and promote walking and cycling which will positively impact on climate change and carbon reduction. Fewer 1:1 sessions is also likely to lead to a reduction in travel, including single occupancy car journeys, for staff and residents

The reduction in 1:1 sessions and greater focus on group sessions, held in local venues, is likely to reduce travel by both clients and council staff, leading to a reduction in city-wide and council carbon emissions.

In addition, a key element of the integrated lifestyle service will be to encourage physical activity and to promote walking and cycling. This may lead to some clients adopting these active travel options for regular journeys previously made by car or bus – again contributing to reduced city-wide carbon emissions.

Duncan Bell, Senior Environmental Consultant.

5.4 Equalities Implications

An equalities impact assessment has been completed.

When making decisions, the Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not.

In doing so, the council must consider the possible impact on those who are likely to be

affected by the recommendation and their protected characteristics.

Protected groups under the Equality Act 2010 are age, disability, gender re-assignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation.

The report outlines proposals to bring existing lifestyle services together into one integrated service.

The key changes which are likely to have an impact on those who use the services are potential changes to the time and location of sessions, a shift towards group sessions as opposed to 1-1s and the provision of a digital platform. An Equality Impact Assessment has been completed to explore the impacts of the proposal in greater detail and will be reviewed and updated as required. The initial assessment of the potential equalities impacts identified that changes could have a disproportionate negative impact on particular protected characteristic groups such as age, disability, race, pregnancy and maternity and gender reassignment. Therefore, in the equalities impact assessment, it has been identified that this disproportionate negative impact will be reduced or removed by ensuring that face to face, 1-1 and phone provision, for those who require it, is maintained. This has been built into the proposal.

Although mitigating actions have been identified, there are some benefits gained from group work and online provision in terms of peer support, socialisation and ease of access which should be accessible to and inclusive of people with protected characteristics. The ways in which group sessions and the digital platform can be made as accessible and inclusive as possible, will require consideration throughout the future development of the proposals. In particular, engagement with service user groups will be key to ensuring that the digital offer is accessible.

The equality impact assessment, consultation results, further engagement with service users and equality monitoring information should continue to be used in the decision making process, in the further development of the proposals and their implementation and in order to identify any unexpected equalities implications which arise and mitigate for these.

The implications arising from this report are based on the preferred option. Should the option change, the equalities implications of the alternative proposal will need to be considered. Ongoing support should be sought from the equalities team as and when required.

The report also suggests that implementing the proposals will require an organisational review of certain services. Where staff are employed by the Council and it is proposed that there will be an organisational review, the Council's organisational review policy should be followed in order to ensure that equalities implications of the review are fully taken into account.

Hannah Watkins Equalities Manager ext. 37 5811

5.5 Other Implications

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5.5.1

Creating the culture and structural changes required to achieve the identified improvements will be challenging, and experience from other authorities suggests that this can take a period of time to drive through. Achieving this level of culture change at pace will require significant resource from our HR department, and will build on existing organisational development and training for staff that is currently taking place

6. Background information and other papers:

None

7. Summary of appendices:

None

8. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a “key decision”?

Yes

10. If a key decision please explain reason

The decision will have a significant impact on expenditure with the division of Public Health and Sports Services (revenue expenditure savings of more than £500k). Furthermore the decision will have an impact on residents living in all wards across the city.