

**For General Release**

<b>REPORT TO:</b>	<b>CABINET 20<sup>TH</sup> June 2016</b>
<b>AGENDA ITEM:</b>	<b>11</b>
<b>SUBJECT:</b>	<b>Live Well Croydon Programme</b>
<b>LEAD OFFICER:</b>	<b>Rachel Flowers, Director of Public Health</b>
<b>CABINET MEMBER:</b>	<b>Cllr Louisa Woodley, Cabinet Member for Families, Health and Social Care</b> <b>Cllr Timothy Godfrey, Cabinet Member for Culture, Leisure and Sport</b>
<b>WARDS:</b>	<b>All</b>

**CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:**

The proposed model for Live Well Croydon will support the Council’s enabling function to be digital by design in meeting the needs of local people by providing a two phases to the programme; a digital behaviour change platform, known as ‘Just Be...’ that will provide information, interventions and advice on all lifestyle services and a face to face healthy lifestyles service, currently known as ‘MI Change’ based on the current best practice around behaviour change.

The proposed model will also contribute to the corporate outcome of Independence by helping families to be physical and mentally healthy and resilient and will help people from all communities live longer, healthier lives through positive lifestyle choices and behaviours.

We believe that this is a national first and Croydon are trailblazing around digital and behaviour change for health.

Croydon’s Opportunity and Fairness Commission identifies the need to build on existing assets in communities, to address inequalities, while ensuring everyone has equal opportunities. The implications of this for healthy lifestyle services are the need to design a universal offer that is able to reach more people, maximising the assets already available in the borough, while targeting service solutions and budget to support those who experience poorer health and need additional support to make changes.

**FINANCIAL IMPACT**

The case for a new model for healthy living service provision is clear; as local government funding and the public health grant from central government reduces, there is also a need for the council to maximise assets already available in the borough. This new model includes a holistic behaviour change digital platform that provides a universal offer to all Croydon residents while targeting services to residents with the highest levels of need living in areas of deprivation or areas where unhealthy behaviours are known to cluster.

The Live Well Croydon Programme will provide savings of £300k when compared to

current lifestyle services expenditure. The new online behaviour change platform will be funded from the public health grant.

**KEY DECISION REFERENCE NO.:** 15/16/CAB

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below.

The Cabinet is recommended to:

1.1 Approve the direction of the Live Well Croydon Programme's, and specifically to approve:

- Development and launch of the online digital platform, 'Just Be...'
- Development of an in house integrated lifestyle service, known as 'MI Change' that will offer an evidence-based 12 week behaviour change service

## **2. EXECUTIVE SUMMARY**

- 2.1 Live Well Croydon is a proposal to redesign current separate lifestyle services into a new innovative model to improve the health and wellbeing of Croydon residents.
- 2.2 There are two parts to the programme; developing a digital behaviour change platform, known as 'Just Be...' that will provide information, interventions and advice on all lifestyle services.
- 2.2 Secondly, an evidence based 12 week motivational interview service, currently known as 'MI Change'.
- 2.3 Through integration of current lifestyle services, the Live Well Croydon Programme is expected to realise efficiency savings by reducing the number of external contracts, shifting demand management inhouse and starting to commission services around behaviour change rather than targeted services.

## **3. DETAIL**

- 3.1 Healthier behaviours such as being more active, eating a healthier diet, not smoking and maintaining a healthy weight are important ways to maximise health and well-being however they are only part of a whole system approach that needs to recognise the importance of what creates good health and wellbeing for the people of Croydon including good quality housing, educational attainment, well paid employment and safe and inclusive neighbourhoods. .
- 3.2 In 2015-16, public health funded a range of healthy lifestyles services to support an increase in healthy behaviours among eligible people in Croydon at a cost of £1.5m. Public Health are now in the process of decommissioning all current lifestyle service contracts to develop more integrated services that are people focused around behaviour change. To ensure business continuity, all current services will be accessible for residents at least until the MI Change service launches in October 2016.

- 3.3 The Live Well Programme will be funded from the public health grant and will improve people's access to information on improving health and wellbeing. This website will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents with the greatest needs, and will provide savings of £300,000 compared to the cost of the current service provision.
- 3.4 The proposed service model, Live Well Croydon, reflects the current national Public Health England 'One You' campaign targeted at improving the lifestyles of 40-50 year olds.
- 3.5 Just Be...Croydon – Behaviour Change Platform
- 3.6 'Just Be...' is a web-based, interactive resource, which will provide our residents with a central hub for public health services and products. The website will act as a go to resource, providing help and support to residents on issues such as weight management, alcohol-harm reduction, physical activity, mental health and well-being and smoking. It will feature digital tools such as videos, apps and podcasts that can be viewed and downloaded.
- 3.7 The aim of a web based, digital and online platform is:
- To develop an interactive website that encourages local people to take responsibility for their health and well-being
  - To engage with local residents and signpost them to tools and services that will help them to make a positive change
  - To enable people considering change to making it happen by providing interactive tools and experiences that move and motivate people to act
  - To build and maintain a relationship with local residents and communicate with them regularly
- 3.8 The Council intends to integrate in-house services to improve and influence the wider determinants of health such as improving connectivity through Live Well Croydon and the 'Croydon Gateway' or 'My Croydon' as well as in partnership with 'Go-on Croydon' to ensure capacity is built within the community to access online behaviour change services. Croydon Council will collaborate with NHS Croydon to develop a cohesive online approach to improving health and wellbeing for our residents.
- 3.9 The new online behaviour change platform and MI Change service will be funded from the public health grant.
- 3.10 The Live Well Croydon's online behaviour change platform is due to launch in July 2016.

### 3.11 MI CHANGE

3.12 Public Health and Regeneration and District Centres are co-creating and exploring delivery of an internally provided face to face lifestyle service, which will be:

- Outcomes focussed
- Offer integrated and holistic support
- Accessed through 'Just Be...'
- Targeted at communities who need the most support

3.13 The targeted aspect of the MI Change service will focus resources on high risk groups, maximising opportunities to reduce health inequalities and improve health outcomes.

3.14 To embed MI Change, our vision is that it will work in collaboration with a wider range of programmes and council run services such as Gateway which can support targeting individuals and families. We also intend to strengthen partnership working across the Borough and build on and assets such as the CVA's health champion's volunteer programmes.

3.15 The new online behaviour change platform and MI Change service will be funded from the ring fenced public health grant.

3.16 The service is due to launch on 1 October 2016.

## 4. **CONSULTATION**

4.1 The public health team carried out a market engagement exercise to understand if there was a market available to develop an integrated lifestyle service and although we learnt that this was an emerging market place, we decided to consider exploration of internally provided service.

4.2 In April 2016, the public health team conducted three focus groups with residents, to better understand the digital needs of our residents, with the intention to inform what services would best to support behavioural change.

## 5 **FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

5.1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
<b>Revenue Budget available</b>				
Expenditure	1,500	1,200	1,200	1,200
<b>Effect of decision from report</b>				
Expenditure incurred	1,200	1,200	1,200	1,200
<b>Saving incurred</b>	<u>300</u>	<u>0</u>	<u>0</u>	<u>0</u>

## 5.2 The effect of the decision

The new online behaviour change platform will be funded from the public health grant and will improve people's access to information on improving health and wellbeing. This website will be supported by integrating our existing lifestyle services to develop a person-centred, holistic lifestyle service targeted at residents with the greatest needs, and will provide savings of £300,000 compared to the cost of the current service provision. This saving will help ensure that the public health service is delivered within the reduced budget allocation for 2016/17.

It is anticipated that there will be wider financial savings to health services budgets within Croydon as this programme is targeted at prevention and earlier intervention.

## 5.3 Risks

There are no risks associated with this delivery model.

## 5.4 Options

There is the option to retain the current service provision but this option is not deemed to be viable from both a financial and service user perspective.

## 5.5 Future savings/efficiencies

At this stage it is not anticipated that there will be further direct savings other than those listed above but the service will continue to be reviewed and monitored. It is however anticipated that there will be savings in the wider cost

of health services in the borough as a result of health prevention techniques being more widely available and accessible.

Approved by: - Lisa Taylor – Assistant Director of Finance and Deputy S151 Officer.

## **6. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER**

6.1 The Acting Council Solicitor comments that the Council has a duty under the Local Government Act 1999 to secure best value. In addition, procurement needs to be undertaken in line with the provisions of the Council's Tenders & Contracts Regulations. In developing, implementing and monitoring the proposals within this report regard will need to be had to the public sector equality duty.

6.2 (Approved by: Gabriel MacGregor, Acting Council Solicitor and Acting Monitoring Officer.)

## **7. HUMAN RESOURCES IMPACT**

7.1 Through development of the Live Well Croydon Programme, Public Health and Regeneration and District Centres will explore models of delivery for an internally provided service. It is expected significant investment will be needed to build a team capable of delivering the service. At the time of writing details are not available on the impact of restructuring / regarding, recruitment, etc.

7.2 Given that these interventions are carried out in a fundamentally different way, any potential TUPE situation is unlikely to apply. There are no other direct or immediate HR considerations that arise from the recommendations of this report for council staff or workers

7.3 (Approved by: Michael Pichamuthu on behalf of, Heather Daley Director of Human Resources)

## **8. EQUALITIES IMPACT**

8.1 An initial equalities impact assessment has been completed, with the intention to complete a full equality analysis in preparation for when the behaviour change website launches in July 2016, the EA will then be refreshed in line with the launch of the MI Change service in October 2016.

8.2 The Council's Equality Strategy 2012, includes an aim to tackle health inequalities especially among people from Black and Minority Ethnic communities and disabled people living in some of the poorest areas of the borough, which sits with Theme 7: Improve Health and wellbeing by reducing Health Inequalities. 9.3

8.3 Our vision for Live Well is for Croydon to be a place where people are less stressed, it's easy to be active, to eat healthy food, drink sensibly and fewer young people start smoking. Unhealthy behaviours are the primary cause of early death and illness so encouraging residents to adopt healthier behaviours are important ways to not only maximise health and well-being and improve health outcomes, but also to reduce health inequalities.

## **9. ENVIRONMENTAL IMPACT**

9.1 The environmental impact of the proposed service is limited; however, the intention to move services closer to people's area of residence is likely to have a positive environmental impact as it will contribute towards a reduction in car, motorcycle and taxi journeys among service users.

9.2 Through promotion of healthier lifestyles, it is intended to encourage adopting healthier behaviours, so will promote cycling, walking and access our green spaces

## **10. CRIME AND DISORDER REDUCTION IMPACT**

10.1 No implications for the reduction / prevention of crime and disorder are foreseen.

## **11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

11.1 Public Health decided that an in house service will maximise the potential for joint working with other council departments, and increase health outcomes for our residents.

11.2 Public Health have built capacity in house to decommission all current lifestyle service, whilst ensuring continuity of services for residents until the new services are launched. Public Health and Regeneration and District Centres are working together to develop the new integrated lifestyle service.

## **12. OPTIONS CONSIDERED AND REJECTED**

12.1 An option to go out to tender for a holistic lifestyle service was considered but rejected because it was deemed that it would not be possible to launch the service within proposed timescales, and an in house option provided a great opportunity to not only strengthen partnership working across the Council and Borough, we believed that by building on the progress of the digitally and enabling programme, we could further address improving health inequalities through a virtual world.

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**BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972**

Initial Equalities Analysis.