

DMPC Decision – PCD 1086

Title: Occupational Health Contract Extension

Executive Summary:

MOPAC approved the award of a occupational health service contract in October 2016 via PCD 66 with implementation from April 2017 for an initial six year period with the option to award a three year extension. In June 2021 MOPAC approved PCD 991 for an uplift in the contract from a value of £34,000,000 to £52,900,000 for the remaining period of the initial 6 year period addressing both an increase in volumes for the services included in the original contract award and for a range of new services. This decision seeks approval for a three year extension to the existing contract. The value of the three year extension is £31,660,422.

Recommendation:

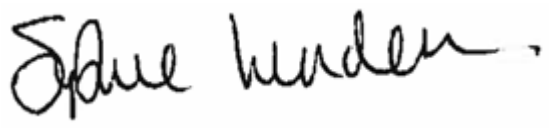
The Deputy Mayor for Policing and Crime is recommended to approve a contract extension for Occupational Health Services with Optima Health for a term of 3 years (36 months). The total contract amount required for the extension period, from financial year 2023/24 is £31,660,422, which includes 10% contingency.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date

15/12/2021

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1. MOPAC approved the award of a occupational health service contract in October 2016 [PCD 66] with implementation from April 2017.
- 1.2. In June 2021 MOPAC approved (PCD991) an uplift in the contract from a value of £34m to £52.9m for the remaining period of the initial 6 year period addressing both an increase in volumes for the services included in the original contract award and for a range of new services.

2. Issues for consideration

- 2.1. This paper proposes to invoke the foreseen three year extension for the supply of the occupational health services on the basis of the uplifted level and range of services.
- 2.2. Further detail of the services provided are set out in the attached appendix 1. The Met have confirmed that the provider, Optima Health, has to date effectively delivered the services.
- 2.3. The Met assure that the proposed extension will contribute to the MOPAC Police and Crime Plan as it ensures robust health and wellbeing services for officers and staff that will ensure a healthier workforce to better serve the needs of the people of London, and that by maintaining the health needs of officers and staff ensures that they remain physically and psychologically equipped to meet the policing challenges they face.
- 2.4. The extension is proposed based on the prices offered in the original 2017 contract.

3. Financial Comments

- 3.1. The estimated three year cost (including a 10% contingency) of the proposed contract extension is £31,660,422 which the Met will fund from within existing budgets.

4. Legal Comments

- 4.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). The Regulations require (amongst other things) that contracts above the value of £189,330 for goods/service generally needs to be subject to an open, advertised procurement.
- 4.2. Regulation 72 of the Regulations provides a safe harbour for the modification of contracts where the terms of a contract provide for such modifications to take place. The Met confirm that variations of this type are permitted under Regulation 72(1)(a) of the Public Contracts Regulations 2015.
- 4.3. Paragraph 4.14 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to reserve the

right to call in all variations and extensions to contracts with an original value of £500,000 or above.

5. Commercial Issues

- 5.1. The services this extension relate to are occupational health services including health screening, sickness absence management, counselling, physiotherapy, workplace assessments, work place immunisations and major incident support.
- 5.2. The original contract award provided for a three year extension.

6. GDPR and Data Privacy

- 6.1. MOPAC will adhere to the Data Protection Act (DPA) 2018 and ensure that any organisations who are commissioned to do work with or on behalf of MOPAC are fully compliant with the policy and understand their GDPR responsibilities.
- 6.2. The Met assure that this paper does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered.

7. Equality Comments

- 7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The Met assure that the proposal is designed to to benefit all those who work in the MPS no matter what their job role, social background, religious beliefs or other characteristics.

8. Background/supporting papers

- Appendix 1 MPS Paper Occupational Health Contract Extension

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date: N/A

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION

Tick to confirm statement (✓)

Financial Advice:

The Strategic Finance and Resource Management Team has been consulted on this proposal.

✓

Legal Advice:

The MPS legal team has been consulted on the proposal.

✓

Equalities Advice:

Equality and diversity issues are covered in the body of the report.

✓

Commercial Issues

Commercial issues are covered in the body of the report.

✓

GDPR/Data Privacy

GDPR compliance issues are covered in the body of the report.

✓

Drafting Officer

Alex Anderson has drafted this report in accordance with MOPAC procedures.

✓

Director/Head of Service:

The MOPAC Chief Finance Officer and Director of Corporate Services has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature



Date 15/12/2021



Occupational Health Contract Extension

MOPAC Investment Advisory & Monitoring meeting – 1st December 2021

Report by Nick Kettle on behalf of the Chief of Corporate Services

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC

EXECUTIVE SUMMARY

Under the current OH contact terms there is an option to extend the service provision for an additional 3 years (36 months), following the initial 6 years (72 months) term.

This paper is not seeking additional monies. Budget is already included within the HR baseline for OH services on a recurrent basis and is sufficient based upon current demand and services.

A SmartCube Market Research identified Optima Health as a Tier 1 OH supplier. As a Tier 1 supplier, Optima Health have demonstrated they can effectively undertake the services the MPS requires with an appropriate pricing schedule.

Benchmarking has been undertaken as part of this extension review and supports the recommendation to continue with the current service provider for the additional three years. Optima Health are able to provide complete OH services with a robust portfolio, strong reputation and nationwide coverage.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

1. **Approve a contract extension for Occupational Health Services with Optima Health for a term of 3 years (36 months). The total contract amount required for the extension period, from FY 23/24 is £31,660,422, which includes 10% contingency.**

Time sensitivity

1. There is no immediate time sensitivity, however a decision from the Deputy

Mayor by the 15th December 2021 will support manage this extension process in a timely way if approved.

Introduction and background

2. For Business as Usual (BAU) Services, the current OH contract with Optima Health is matured and predicted levels of demand are different to those submitted in the tender-stage forecast, with the majority now increased. The original volumes baselined in the contract were underestimated, partially due to the lack and accuracy of MI. In addition, within this contract there has been unprecedented growth in demand for this core service.
3. Since commencement of this contract in 2017, demand for OH referrals has and continues to increase. This increase in demand for services is also due to a better understanding of OH process through better engagement with business groups and the embedding of the MPS strategic aims for the wellbeing of its people. Another contributing factor has been the Government's initiative to recruit more officers.
4. The 2019-2021 Health and Wellbeing strategy recognised a number of improvements, which includes:
 - In a changing dynamic and a challenging environment, the MPS needed to adapt and better support the wellbeing and health needs of its officers and staff;
 - The MPS needed to better equip managers and leaders at recognising the good effects of work, not just the ill effects, and to look at what people can do rather than what they cannot do; keeping people in work where practicable.
5. As a consequence, the workplace wellbeing services moved to a more proactive health model with a focus on developing services and support mediums better designed to support the unique needs of those undertaking police work in the MPS.
6. There remains a clear evidence base that indicates that regular exposure to policing work has an impact on both psychological and physical health. Occupational Health Services remain a vital component to diagnose, prevent ill health and support reduced sickness absence when occupational ill health occurs.**Current Model**
7. The MPS OH services are outsourced to Optima Health, an experienced provider with in excess of 25 years' experience. The service is made up of specialist nurses, OH physicians, physiotherapists, psychiatrists, psychologists, counsellors and administrative staff.
8. The core OH expenditure is split between three service levels; bronze (core / essential), silver (specialist) and gold (highly specialist and linked to current health needs). The table below summarises core baseline OH and specialist services.

Service	What it means
Health screening and health surveillance	Health checks for new and existing officers and police staff, ongoing checks (surveillance) for those in higher risk roles (e.g. firearms, forensics, indecent images of children).
Sickness absence management assessments and case management	Advice and support to managers and staff relating to workplace ill health or absence. Advice and support regarding Equality Act matters. Complex case conference support and rehabilitation advice / recommendations'.
Post incident support programmes	Physical and psychological support / assessments following a high profile event or incident e.g. post shooting incident.
Counselling	Counselling through a self-referral process.
Physiotherapy	Assessment and short interventional treatment sessions to address workplace related MSK health problems or injuries.
Functional capability assessments	Assessing fitness for task using complex and tested assessment criteria which is helpful for an officer following injury and wanting to get back to work.
Workplace assessments	Assess individual work areas or work stations where health concerns are raised. Make recommendations to reduce the risk of workplace poor health.
Telephone support and advice from a duty nurse specialist	Support and guidance for managers and specific groups for advice on work related health matters.
Workplace immunisations	Hepatitis B vaccination programme for all new Police Officer recruits
Major Incident Support	Assessment, support and, where indicated, early non prescribed treatment for officers and staff following a major event using evidence based practice. This has continued to be a key integrated element of support to operational incidents in London.

9. Psychological and musculo-skeletal (MSK) illness remain two highest causes of sickness absence. The service continues to improve and maintain good mental and physical health by earlier intervention through health surveillance and preventative advice. Most MSK symptoms can be tackled early through

self-help and basic advice, before they become chronic and long term. Investing in these areas have a direct correlation with reduced sickness absence, greater personal resilience and operational capability.

10. To address the 2019-2021 vision for a healthy, well equipped, well supported, well led workforce, the MPS implemented a range of new psychological and physiological services and offerings. The current provision is now substantially advanced and continues to mature, comprising of an array of different services to provide a range of proactive intervention and support options. These include:
 - **Employee Assistance Programme (EAP).** The EAP provides a key link between officers/staff and their access to occupational health for counselling and psychosocial support. The EAP is a 24/7 remote, telephonic service that is staffed year-round and acts as the primary self-referral pathway and provides a range of ancillary services, such as debt, legal advice and housing advice etc. The EAP also serves as the primary provider of telephone counselling;
 - **The Optimise Platform.** As part of the EAP package, the Optimise Platform is an online resource and wellbeing platform designed to provide MPS officers and staff with an extensive electronic library and health monitoring facility. The platform combines a suite of health reporting and monitoring tools, linkage with personal fitness apps/trackers and a library of information/resources to help staff proactively manage their own health and wellbeing.
 - **Counselling.** The access and provision of counselling remains the mainstay of the MPS mental health service offer. Counselling is now routed and triaged via the EAP;
 - **Enhanced intervention options specifically Eye Movement Desensitization and Reprocessing (EMDR) and Trauma Focused Cognitive Behaviour Therapy (TF-CBT).** These support and interventions therapies are based around two high-quality, evidence-based treatments; EMDR and Trauma-Focussed CBT. These remain a well-utilised part of the mental health service offer;
 - **Psychological Monitoring Programme.** The programme makes use of psychological health assessments and clinical interviews to proactively engage with officers/staff who are about to (or have been) engaged with potentially traumatic or mentally harmful job roles to gauge their exposure to trauma, their mental resilience and to proactively identify protective characteristics and interventions/support;
 - **Managers Advice Line.** The Managers Advice Line (MAL) allows supervisors and managers to access occupational health advice on how, when and if to refer, how to gain consent or how to support an employee with a newly diagnosed medical condition;
 - **Met Mobile Wellbeing Service..** This service providing a mobile on-site educational support service visiting BCUs, OCUs, departments and

MPS Buildings, including bespoke educational programmes reflecting health concerns, national health campaigns and operational need;

- **High Touch Service Following Assault.** In partnership with Operation Hampshire this service provides a proactive reach out service by occupational health to those injured following assault and supporting sign post to relevant support;
- **COVID 19 Support.** OH have actively supported all aspects of COVID operations providing health advice at all levels, interpretation of health research/data, bespoke health support to high risk activities and teams, and individual COVID assessments to vulnerable cohorts;
- **Muscular Skeletal (MSK).** A self-referral pathway to physiotherapy services. The provision of physiotherapy services offering greater access and choice across Greater London. Exercise prescription software also facilitates employee home management (including exercises) via an app and web-based channels.

Future Model and Services 11. BAU and the new services implemented under the 2019-2021 strategy continue to be monitored in relation to the contract. The performance of services are managed through appropriate MI data.

12. It is expected that demand will continue to support officers and staff after significant operational incidents to support the demobilisation, defusing and debriefing process and where required provide supportive clinical intervention therapies. This support covers the full service spectrum from post incident to aligned coronial or judicial process. The OH Service is embedded in the pilot Trauma Peer Support Programme and these clinical services will be integral to the future MPS trauma peer support model.
13. Work continues to evaluate the impact of COVID on the health and wellbeing of the workforce and requirement for future support services to deal with both legacy psychological and physiological ill health including emerging conditions such as long COVID. For some people COVID can cause symptoms that last weeks or months after the infection has gone – known as Long COVID or Post-COVID Syndrome. Post-COVID health problems are not just physical, many in this cohort may have mental ill health conditions related the illness or the challenges of the pandemic. Support is focused on working with primary health care providers and provide support/advice on:
 - Workplace adjustments;
 - Talking therapies;
 - Physiotherapy;
 - Functional assessments.
14. Against the Health and Wellbeing Strategy 2019-2021, the MPS health and wellbeing offer to officers and staff has improved considerably; nevertheless, it is recognised that the health and wellbeing landscape continues to evolve. In addition, there is an increasing recognition of the impact of policing on mental health and new emerging health threats such as COVID-19 - including the

potential legacy left by “long COVID” and residual pressures on routine/planned NHS interventions. Work is ongoing to assess future health risks and the needs of our officers/staff to inform develop the next health and wellbeing strategy.

15. This new strategy will set out the MPS ongoing commitment to improve the health and wellbeing for officers and staff, building on the 2019-2021 successes. This new strategy will provide a flexible road map to recognise the changing operational environment, the changing age demographic of officers/staff and emerging technologies to monitor, diagnose and support health related conditions. The strategy will focus on physical, mental, social and organisational elements of wellbeing to address the broader set of factors which need to be in balance - importantly recognising each employee as a “whole person” whose wellbeing varies over time.
16. Whilst MSK injuries are currently the primary cause of absence, it is expected that mental health related sickness and OH referrals will continue to grow. This is due to the promotion of the awareness of this sickness category and the confidence to seek support increases. In addition, this financial year has seen further impact on delivery of COVID-19 occupational health support.
17. As part of the government drive to increase police officer numbers, it is anticipated that over the next two years the MPS will see and uplift of additional police officers, therefore demand for OH services are likely to go up even further. This demand in growth will be assessed and embedded in the proposed forthcoming health and wellbeing strategy to provide a roadmap for future services.

Issues for consideration

18. Under the current OH contact terms there is an option to extend the service provision for an additional 3 years (36 months), following the initial 6 years (72 months) term.
19. This paper is not seeking additional monies. Budget is already included within the HR baseline for OH services on a recurrent basis and is sufficient based upon current demand and services.
20. A SmartCube Market Research identified Optima Health as a Tier 1 OH supplier. As a Tier 1 supplier, Optima Health have demonstrated they can effectively undertake the services the MPS requires with an appropriate pricing schedule.
21. Benchmarking has been undertaken as part of this extension review and supports the recommendation to continue with the current service provider for the additional three years. Optima Health are able to provide complete OH services with a robust portfolio, strong reputation and nationwide coverage.
22. Additional supporting information is contained in the restricted section of the paper under Decisions Required section.

Contributes to the MOPAC Police & Crime Plan 2017-2021¹

23. This contributes to the MOPAC Police & Crime Plan 2017-2021 by:
- a. Ensuring robust health and wellbeing services for officers and staff will ensure a healthier workforce to better serve the needs of the people of London.
 - b. Maintaining the health needs of officers and staff ensures that they remain physically and psychologically equipped to meet the policing challenges they face.

Financial, Commercial and Procurement Comments

24. The baseline budget for OH BAU and New Services is already established. This is provided on a recurrent basis and is sufficient to meet forecasted costs within both this paper and the recently approved Optima Health contract uplift decision.
25. Benchmarking has been undertaken as part of this extension review and supports the recommendation to continue with the current service provider for the additional three years.
26. Therefore, this paper is not seeking additional monies but to uplift the contract value to align with the extended contract term. Optima propose that all prices offered commencing 2017 and currently contracted will be continued under the contract extension 2023– 2026
27. Additional supporting information is contained in the restricted section of the paper under Financial and Commercial section.

Legal Comments

28. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). The Regulations require (amongst other things) that contracts above the value of £189,330 for goods/service generally needs to be subject to an open, advertised procurement.

Regulation 72 of the Regulations provides a safe harbour for the modification of contracts where the terms of a contract provide for such modifications to take place.

Paragraph 7.24 of the MOPAC Scheme of Delegation and Consent provides that the Director of Strategic Procurement has delegated authority to approve foreseen variations to contract. Paragraph 4.14 of the Scheme provides the Deputy Mayor for Policing and Crime reserves the right to call in any MPS extension to a contract for £500,000 or above.

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

On the basis of the content of the paper, DLS understand that this is a contract extension to the provision of services that was foreseen at the point of contract award and provided for in the contract. Variations of this type are permitted under Regulation 72(1)(a) of the Public Contracts Regulations 2015.

Equality Comments

29. There are no immediate equality implications arising from this report. The intention of this proposal is to benefit all those who work in the MPS no matter what their job role, social background, religious beliefs or other characteristics.

Privacy Comments

30. There are no immediate privacy implications arising from this report.
31. The paper does not use currently personally identifiable data of members of the public, so there are no current GDPR issues to be considered. If the paper uses personally identifiable data of members of the public at a later date DPIAs will be completed as needed.

Real Estate Implications

32. Currently Optima utilises MPS Estates as part of the formal OH contract with the MPS covering services provided at ESB, Kennington Police Station and Gilmour Section House. Optima also use ESB and Kennington Police Station via their contract with SSCL, as part of the Day 2 medical process for new recruits (officers and staff). The use of MPS Estates was internally agreed. PSD will review the MPS Estate cost implications for consideration.

Environmental Implications

33. There are no immediate environmental implications arising from this paper.

Background/supporting papers

34. No additional background/supporting papers

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Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:

OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of Occupational Health Contract Extension is exempt from publication for the following reasons:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 - Commercial Interests).

The paper will cease to be exempt until 7 years following the end of the contract, with the contract ending at the latest in March 2026.