

City of London Corporation: Business Healthy Strategic Plan: 2017 - 2020

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Introduction

The purpose of this Strategic Plan is to focus Business Healthy's efforts over the coming three years and to ensure that the initiative goes from strength to strength, with a corresponding improvement in the health and wellbeing of City workers. This will be achieved by focusing on four key priorities, which are outlined in this document, in addition to promoting the City of London Corporation and supporting the Public Health team's efforts. The strategy also contains key metrics and targets, to ensure that progress can be measured effectively. Business Healthy is entering its third year of operation and with a new Project Officer in place, this is an important time to evaluate what has gone before and how the project can be improved and become more successful going forward.

Background

The City of London

The City of London Corporation is the municipal governing body of the City of London, the "Square Mile", which is the historic centre of London and the location of much of the UK's financial sector. It provides Local Government and policing services for the area.

Workers in the City and their health needs

The City's worker population greatly outweighs its residents, with over 450,000 people working in the City each day¹. Over 1 in 100 of the UK's workforce are employed in the City, which makes it the local authority area with the highest daytime population density. The vast majority of City workers commute into the Square Mile from other London boroughs and elsewhere in the South East (39% travel from elsewhere in inner London, 29% from outer London and 32% from outside London²). The City has the highest density of jobs and firms in London, with approximately 16,600 businesses. Unsurprisingly, financial services dominate, with almost half of the capital's finance and insurance output coming from the City and over one-third of people employed in the financial services sector. There are 3,030 finance and insurance businesses, which makes it the most prominent sector, followed by professional services, business support services, information and communication and law. The City has a diverse business landscape, with the technology, media and communications sectors growing fast. 98.7% of businesses in the Square Mile are Small and Medium Enterprises (SMEs), with 250 or fewer members of staff.

While small businesses are in the majority, the large businesses account for around half of the total number of jobs, making them hugely influential when looking at the workplace as a setting for staff health and wellbeing. City workers are young – 55% are aged between 25 and 39. They tend to be educated to degree level (66%) and median pay is around double the national level. The Square Mile also has a highly international workforce.

The Joint Strategic Needs Assessment (JSNA) and the latest health survey³ (carried out in 2012) identify City workers as being a group that is generally younger and more male than London's population, who work long hours and experience high rates of stress, anxiety and depression. There are also high levels of smoking, alcohol and other substance misuse among this population group. Given the long working hours in the City and the fact that most workers commute in from other areas, it is difficult for workers to access healthcare without taking time off work. This also makes the workplace a core setting for promoting preventative measures with a view to establishing long-term health-promoting behaviours. In addition, with the increased pressure on public services, employers increasingly recognise

their responsibilities to promote and look after the health and wellbeing of their staff, as well as the social and financial benefits of such activities.

The City of London Corporation has numerous commissioned services that can be accessed free of charge by City businesses (see Priority 2).

What is Business Healthy?

Under the Health and Social Care Act, the City Corporation's Health and Wellbeing Board has a responsibility to promote the health and wellbeing of people who live and work in the City. With this in mind, Business Healthy was created in 2014 to "bring together businesses in the City to ignite a positive change in the health and wellbeing of their workforce"⁴. Senior managers and directors in the HR function (of larger businesses) and responsible persons in smaller businesses sign up to Business Healthy, where they are the point of contact for their respective organisations.

Business Healthy provides City businesses with support to promote better health and wellbeing among their workforce. While the needs of each individual and of individual business in the City are unique, there are broad areas of interest that Business Healthy can support. These include, but are not limited to:

- Anxiety and depression, including aspects such as financial wellbeing
- MSDs (musculoskeletal disorders)
- Nutrition and healthy eating
- Physical activity
- Substance misuse (alcohol, drugs and smoking)
- An ageing workforce
- Disability and long-term conditions
- Workplace culture that is conducive to healthy and good work
- Engaging the workforce and communication
- Securing senior buy-in
- Delivering an effective wellbeing programme

Through Business Healthy, City employers are encouraged to share experience and best practice with each other. Through its involvement in steering groups, Business Healthy helps to signpost Square Mile employers to health and wellbeing initiatives that they can access, such as the Lord Mayor's Appeal's "This is Me – In the City" and the City Mental Health Alliance. Business Healthy also provides a platform to showcase best practice among City employers to others within the network.

Whereas some features of City working may relate to certain aspects of employee wellbeing and health, such as the impact of stressful jobs and long working hours, these issues are not unique to the City itself, which is why it is important to welcome businesses, experts and other stakeholders operating in other parts of London, the UK and internationally, to become engaged in the discussion around health and wellbeing.

The objective of Business Healthy is: "to provide a community and online resource for business leaders committed to improving the health and wellbeing of their workforce". This means engaging with high-level decision-makers within City of London businesses, to provide five key services:

- *Exclusive content: Access all areas of the Business Healthy website, including hidden reports, research and links, plus exclusive blog articles.*
- *Member-only Events: Exclusive workplace health events, presentations, seminars and networking opportunities, hosted by Business Healthy.*
- *Private online forum: Access our private online forum to discuss issues with peers, post questions and topics and have your say.*
- *Expert-led workshops: Expert-led workshops on workplace health and wellbeing issues.*

- Business Healthy Updates: *Be the first to know about new resources, events, articles and hot topics posted on the Business Healthy site.*

Strategic Context

National

In recent years, workplace health and wellbeing has become increasingly prominent at a strategic level, both within the business and policy-making communities. Examples of the national strategic context that Business Healthy operates within include:

- NICE guidance on workplace health
- The Workplace Wellbeing Charter
- HSE's "Helping Great Britain Work Well" strategy
- Government dialogue and the work of the independent Mental Health Taskforce
- The "Time to Change" movement

Local

On a more local level, examples of the strategic context are Public Health England and the London Healthy Workplace Charter/ Healthy London Partnership.

The objectives of Business Healthy fit within the wider City of London Corporation's vision to "support, promote and enhance the City of London as the world leader in international finance and business services, and...maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation".

They also align within the City of London Corporation's Department for Community and Children's Services' Business Plan and more widely, the City Corporation's three strategic aims (within its Corporate Plan):

- To support and promote The City as the world leader in international finance and business services;
- To provide modern, efficient and high quality local services within the Square Mile for workers, residents and visitors; and
- To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Business Healthy is led by the City and Hackney Public Health team and overlaps with several other strategies, for example the Joint Health and Wellbeing Strategy (JHWS), the Mental Health Strategy, the Air Quality Strategy, the Noise Strategy, VAWG (Violence against Women and Girls) Strategy, the Suicide Prevention Action Plan and Corporate Alcohol Strategy, which are currently being developed. The health and wellbeing of City workers is a key priority of the JHWS. As such, Business Healthy's objectives should align with those of the broader Public Health team and its other activities.

This strategy was developed by taking into account the ongoing and forward-planning work of the City of London Corporation's Public Health team and the wider Department for Community and Children's Services. External factors, such as the focus of future public-facing campaigns with a health element within the City of London, also contributed in shaping the priorities of this strategy.

Priorities

Priority One: Expand the network

Why is this important?

As an online network, Business Healthy can only be as influential as the breadth of its reach. The more individuals, stakeholders and businesses engaged with Business Healthy, the bigger the impact of its work. Expanding the network is not only important in terms of increasing numbers, but also ensuring that this sustainable growth is of a high quality. Bringing large organisations on board will increase the number of employees reached through the initiative, but incorporation of smaller companies with less staff is equally important.

As of the start of December 2016, there were 846 individuals registered as members on the Business Healthy website and on the newsletter distribution list, representing approximately 424 different organisations. Approximately 265 (63 per cent) of these organisations are located in the Square Mile, with others operating on the City fringes, elsewhere in London and across the UK.

Another metric of Business Healthy's influence is its presence on social media. Business Healthy's following on social media sites Twitter and LinkedIn is constantly growing, with the websites representing key channels through which Business Healthy can engage with existing and new organisations alike, promote its work and that of its partners and can spread key messages. Through Tweeting when attending events involving its stakeholders, Business Healthy can establish its presence and boost its engagement.

What we will do

We will continue to expand Business Healthy's network through social media and other online engagement, in addition to events. Social media engagement and online engagement in a wider sense is cumulative, meaning that the more businesses and individuals engaging with Business Healthy, the more will become aware of it. Social media engagement translates to more registered members, but face-to-face networking is also important in increasing awareness of Business Healthy.

Online engagement and events will be structured and will reflect, wherever possible, relevant external international, national and local "milestones", such as Walk to Work Day, to maximise potential for online engagement, through the use of Twitter hashtags and public awareness. Updates on the Business Healthy Twitter and LinkedIn accounts will be daily, with a weekly blog post and additions to the "Resources" page, which will be highlighted in the newsletter. Existing Business Healthy members are being polled on their preferred frequency for receiving newsletters, with weekly and monthly delivery seen as the most popular. Events will continue to be open to Business Healthy members and non-members alike, with a view to signing up new organisations.

Collaboration and cross-promotion with internal City of London Corporation initiatives is also important where objectives align, such as CityWell, This Is Me, Active City Business Network, the Clean Streets Partnership and the Safer Streets Partnership. Efforts will continue to ensure joined-up working between Business Healthy and these different programmes.

In addition, there are a range of other communication channels through which Business Healthy can deliver its messages to City residents and workers, as listed in Appendix 2.

How will we measure progress?

A key metric is the number of individuals and businesses signed up as members on the Business Healthy website. Detailed figures are listed in Appendix 1.

Another key metric to measure the scope of Business Healthy's brand recognition is social media engagement and it is important to continue to boost the number of followers on both LinkedIn and Twitter. As of December 2016, Business Healthy's social media presence was not being used to its full potential, notably through its LinkedIn and Twitter accounts. Increased, targeted and cohesive activity through these channels can be used to increase engagement with businesses and residents within the Square Mile and boost brand recognition for Business Healthy. This may be particularly useful in increasing engagement with SMEs in the more creative industries, of which there are many in the City. The proposed social media targets can be found in Appendix 1.

Priority Two: Make Business Healthy the “go-to” health and wellbeing resource for City businesses

Why is this important?

Making Business Healthy the “go-to” health and wellbeing resource for City businesses and residents looking to boost their employees' or individual wellbeing is important to the viability of the initiative for several reasons. For its members and potential members, this will make Business Healthy stand out among other similar initiatives, thus encouraging others to join. Businesses providing health and wellbeing services to employers in the City currently have the opportunity to list themselves free-of-charge on the “Providers” page of the Business Healthy website. For those providers, Business Healthy being the most prominent resource will present a strong business case when discussing sponsorship opportunities. Members may access Business Healthy's online resources or attend its events for expert guidance, networking purposes, to gain support for their initiatives and potentially other reasons.

It is also important for Business Healthy to be identified as a “go-to” resource for media outlets, to provide commentary on any related issues and also to provide insight to central Government and key decision-makers. This will help to increase the profile of Business Healthy and allow us to access specialists to write content for the Business Healthy website and to present at Business Healthy events.

Identifying ways in which Business Healthy can become the “go-to” resource for City businesses and residents overlaps with the other priorities outlined in this strategy. Business Healthy's unique selling point is that it is focused on the Square Mile and encompasses all aspects of workplace health and wellbeing.

What we will do

It is important to identify the tools and resources at Business Healthy's disposal that can be used to engage with City businesses and residents and promote information and guidance:

- Member-only events.
- Business Healthy website, www.businesshealthy.org, which encompasses the blog, the private online forum, latest research, expert guidance and directory of providers.
- Social media (the Business Healthy Twitter and LinkedIn accounts).
- Business Healthy newsletter, which is sent out to all members.
- Commissioned services.
- London Healthy Workplace Charter

There will be several standalone Business Healthy events and activities during 2017, focusing on one or more of the aforementioned key health and wellbeing issues. Numerous Business Healthy-led print and digital campaigns running throughout the year will support Business Healthy's messaging. In addition, where there is resource, Business Healthy can support and/or attend relevant partner events. These events will be of a high quality and be aimed at senior employees, generally in the HR function of an organisation, but alluding to the need

for high-level buy-in, as outlined below, some events should also appeal to the “C-suite”, i.e. Chief Executive Officers, Chief Operating Officers and Chief Information Officers. Business Healthy events and campaigns are outlined in the “Events Planning Calendar” in Appendix 3.

Following each event, attendee feedback will be collected, which will influence future planning and events, ensuring that Business Healthy events constantly improve. During 2017 and on an ongoing basis, it will be important to gauge which key health and wellbeing topics will be of interest to the business community in 2018 and beyond.

The Business Healthy website is a resource provided to members. Between August 2016 and November 2016, the website received 1989 “sessions” (interactions by a single user, which can contain multiple screen or page views), 1525 new visitors and 464 returning visitors. 54.6 per cent of visitors to the website were from “Organic” searches, arriving at the website through non-paid search engine results. These statistics are being recorded on a quarterly basis to monitor how the website is being used and are also helpful when looking at what functions the website needs to service members. By linking content posted on the social media accounts to the website wherever possible, the number of website users will increase.

High-quality resources that members can access on the Business Healthy website are important, particularly where they cannot be accessed elsewhere. For example, Business Healthy can collaborate with Public Health England (PHE) to develop practical guides for the Business Healthy resource page.

The website's member forum is currently under-utilised and steps will be taken to develop this, to encourage discussion, the sharing of best practice and resource sharing by businesses, which will in turn, draw members and potential members to the Business Healthy website. This will be

Members can be encouraged to showcase their work in employee and resident health and wellbeing, through writing blog posts and case studies for the website. There is also scope for the “Providers” page to be developed, through asking providers and local businesses to provide exclusive discounts and services to Business Healthy members. This will be explored when moving towards making Business Healthy financially self-sustaining (priority four).

Through the City of London Corporation, Business Healthy is able to offer its members specific services from external providers, often free of charge to City residents and/ or workers. In many instances, this is a unique offering and benefit of membership. Going forward, it is recommended that a comprehensive list of these services, including the terms and conditions, is promoted through the Business Healthy website and in face-to-face meetings. This list can be found in Appendix 4. There are opportunities to engage with local businesses and retailers to offer exclusive discounts and services to Business Healthy members, linked with employee and resident health and wellbeing. In turn, this will also boost engagement with the local community and with local branches of international and national businesses.

Business Healthy also works closely with colleagues at the City of London Corporation to promote and refer City businesses to the London Healthy Workplace Charter, which is another type of support on offer to them.

Other initiatives with a similar offering should be identified, whether they are operating within the Square Mile, London, or further afield and to see what their offering is to businesses. This will enable Business Healthy to align itself with the competition and also to identify opportunities to work in partnership with these schemes, to cross-promote and to enhance its own profile. This is also important as a way of ensuring efforts are not being duplicated and resources are not being wasted.

As outlined below, developing strong ties with local, national and international media outlets is important, to ensure that Business Healthy is the first point of call for commentary on news relating to workplace health and wellbeing. Wherever possible, Business Healthy presence in digital, broadcast and print news should not come at a cost to the initiative. Networking is a key aspect of building these relationships, as is having reliable sources and an original approach.

How will we measure progress?

Progress can be measured through growing use of the Business Healthy website, which is recorded on a quarterly basis as set out in Appendix One and good attendance at Business Healthy standalone and partner events, which is recorded following each event. Business Healthy events should be referred to in news publications as a way of branding the initiative as a reliable and trusted source of information. Referrals from Business Healthy contacts to the London Healthy Workplace Charter scheme is another way that Business Healthy's influence can be measured, with referred organisations achieving accreditation. We should also look to have Business Healthy cited in work, publications and events by other organisations operating in the field.

Priority Three: Secure high-level buy-in

Why is this important?

This refers to recognition and acknowledgment of Business Healthy's role and importance from both high-profile figures within the City of London Corporation and also from high-profile business leaders within the Square Mile. It is crucial to the ability of Business Healthy to prosper and grow and to achieve its core aim of bringing together businesses in the City to ignite a positive change in the health and wellbeing of their workforce. The more highly-regarded Business Healthy is, the more willing organisations will be to sponsor its activities, events and resources, thus improving the likelihood of it becoming financially self-sustaining.

What we will do

It is important for City businesses to regard Business Healthy in a positive light and to be advocates for it. This will be achieved through ensuring valuable content and resources on the website and through hosting high-quality events throughout the year, which are attended by individuals of a similar standing and with decision-making responsibilities. Better relationships can be formed with experts in all areas listed above, to ensure a consistent level of relevant content for the website and speakers at Business Healthy events.

Endorsement of Business Healthy by City of London Corporation Members and other notable figures is crucial to ensuring the success of Business Healthy. That Business Healthy is an initiative established by the politically-neutral, well-recognised and long-established City of London Corporation is currently not being used to its full potential to attract City businesses large and small to become members. Over the coming year, efforts will be made to engage with more Members and other senior figures at the City of London Corporation and to familiarise all relevant Committees with its work.

A proposed high-profile Business Healthy conference in September 2017, held in the Square Mile and attended by senior decision-makers, politicians, external and internal supporters will demonstrate this high-level buy-in. London-focused groupings operating in a similar sphere, such as the Healthy London Partnership, Public Health England, the Mayor of London's office, the Greater London Authority, the City Mental Health Alliance, the CIPD and This Is Me – In the City, should be invited to participate as partners and co-hosts, which will boost the profile of Business Healthy and show it as a cooperative and supportive project, as many decision-makers already engage with, or are familiar with these groupings.

Efforts should also be made to develop stronger ties with local media outlets (print, broadcast and digital), including the Evening Standard, Metro, Financial Times, City Matters and City A.M., to promote the work of Business Healthy and to enhance its profile and brand awareness.

How will we measure progress?

Business Healthy should host at least one high-profile event in the Square Mile on a yearly basis, which garners news coverage locally and nationally. We should also look to have high-profile business leaders and experts speaking at Business Healthy standalone and partner events, providing expert insight and thought leadership.

Priority Four: Make Business Healthy financially self-sustaining

Why is this important?

Currently Business Healthy is sustained by the Public Health budget. The aim is to move away from this dependency and to become financially self-sustaining, whether through introducing paid advertising on the Business Healthy website, through event sponsorship, through paid-for membership, or a combination of all three. In all scenarios, Business Healthy must prove that it provides value-for-money to its members and to sponsors. Having an independent budget will allow Business Healthy more freedoms around the types of events and resources it can offer to its members and also independence from changes to centrally-allocated public budgets, which can fluctuate annually.

What we will do

Business Healthy must establish its unique selling point (USP) and how it differs from other similar offerings in the Square Mile, such as the City Mental Health Alliance. Simultaneously, it must not be seen to be at odds with these other initiatives and must retain a collaborative and cooperative outlook. The USP may focus on Business Healthy as a unique initiative under the scope of a public body, engaging with and representing members of the most business-focused area in London and the UK.

City of London Corporation rules must be researched to set the boundaries of what is allowed by Business Healthy regarding commercial activity. If permitted, there are opportunities to introduce paid-for listings on the Business Healthy's "Provider" page and paid-for advertisements on the website. In early December 2016, there were 29 organisations registered on the page, which can be accessed by members looking to procure certain services.

Business Healthy could also introduce a fee for members to attend some of its events, however, their value-for-money must first be proved and secondly communicated. The feedback process completed following each event could be a useful tool in harnessing this information.

It is expected that moving to financial self-sustenance will take time and may not be completed within the duration of this strategy. Business Healthy should look to fully establish itself by 2018/19, with a view to setting a timeframe from this point onwards. Once procedures are in place, annual financial targets should also be set.

How will we measure progress?

Over the coming years Business Healthy will use increasingly less of the Public Health budget, through identifying corporate sponsors for events and campaigns. Regarding fundraising,

different options should be tested, for example charging for events, charging for advertising at events and/ or introducing a membership fee. Ultimately, progress will be measured by how much of the Public Health budget is used by Business Healthy, year on year.

The following targets are set for the duration of this strategy (2017-20) for Business Healthy. It will aim to reduce its reliance on the public health budget by:

- 2017-18: -5%
- 2018-19: -10%
- 2019-2020: -17%

Looking forward

Once this strategy has been approved, an Action Plan will be developed that will outline step-by-step how each of the objectives will be achieved, including indicators as to timeframes. The Plan will be updated annually.

This strategic plan should be reviewed at least annually to ensure that the strategic objectives are being followed, the priorities are still relevant and that the goals are being attained.

Longer term strategic goals

Alongside the aim to make Business Healthy financially self-sustaining, additional longer term strategic goals should be considered, reflecting current trends and prospective areas of interest over the coming years. These could include:

- Business Healthy influencing and leading the City of London Corporation's role as a business rates collector, based on ongoing discussions in the West Midlands around the "Wellbeing Premium". This could manifest in reducing business rates for smaller companies that demonstrate a commitment to – and investment in – worker health and wellbeing
- Incorporating the health impacts and considerations of a multigenerational workforce and the needs of younger and older workers in the City.
- Exploring opportunities for the City Corporation to add mental health support for City workers to its range of existing commissioned services. This would be subject to finding appropriate funding.

Appendix 1: Engagement Targets

By December 2017, we aim to have 1,206 individual members registered on the Business Healthy website, representing 603 individual organisations. This represents an additional 360 members from the December 2016 figures. 375 of these organisations will be based within the City of London. The aim is to have a higher proportion of member organisations operating in the City than is the case currently. We aim to ensure that a significant proportion of these organisations will be Small and Medium Enterprises (SMEs), which constitute businesses with 250 employees or less. Small and Medium Enterprises (SMEs) are a huge untapped area of potential membership. Making the blogs, resources and other items on the website accessible only to registered members will promote growth. These targets will be revised in December 2017 for the coming year.

Social Media Engagement Targets

The proposed social media targets are 1,100 Twitter followers (an increase of 41 per cent) by December 2017 and 153 LinkedIn followers (an increase of 41 per cent). These targets will be achieved by using the tools at Business Healthy's disposal, as outlined below and progress is measured and recorded monthly.

Attendance at Business Healthy events:

- Jan-17: "A Listening Ear" (internal event for Nomura staff): 70 attendees
- Feb-17: Suicide prevention workshop, plus train-the-trainer: 30 attendees
- Mar-17: "The Importance of Sleep to Wellbeing" webinar: 64 participants
- Apr-17: "Health and Wellbeing: Why is it important for your SME? Building the business case": 6 attendees
- May-17: Business Healthy Challenge: 134 participants

Appendix 2: City Communication Channels

- Barbican residents' meeting / Q&A
- Barbican Residents' Open Day
- Estate Open Meetings
- City Resident
- City View
- Ward newsletters
- Barbicanews
- News bulletin
- Colnet
- City of London Corporation website
- City of London libraries service
- Heart of the City newsletters (monthly and weekly)
- City Matters newspaper
- Barbican email broadcasts
- Town Clerk's bulletin
- Healthwatch City of London
- Teamtalk
- Barbican bulletin
- Aldgate Partnership
- Barbican messages
- Members' Briefings
- Residents' Associations
- One City website
- Barbican Life magazine

Appendix 3: Events Planning Calendar (2017)

Separate document: \\Dccsdata\data_dccs\Public Health\5. Workplace health\Business Healthy Members & Events\2017

Appendix 4: List of Commissioned Services available to Business Healthy member organisations

- WDP Square Mile Health (alcohol, drugs and substance misuse)
- Advice on smoking cessation through Boots pharmacies
- Living Streets (promoting the benefits of walking)
- Cycle support and guidance, aimed at improving skills among the workforce and support with servicing bicycles
- City Advice (advice telephone line run by Toynbee Hall)
- Golden Lane Sport & Fitness (run by commissioned provider Fusion)
- City LivingWise (provided by Reed Momenta for low-paid City workers)

Appendix 5: Public Health Communications Plan

This is in development.

Bibliography

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⁴ Business Healthy's mission statement