



Health and Wellbeing Board

Date: FRIDAY, 15 JULY 2022

Time: 11.30 am

Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

Mary Durcan, Court of Common Council (Chairman)	Nina Griffith, Clinical Commissioning Group
Deputy Marianne Fredericks, Court of Common Council (Deputy Chairman)	Steve Heatley, City of London Police
Gail Beer, Healthwatch	Dr Sandra Husbands, Director of Public Health
Matthew Bell, Policy and Resources Committee	Ruby Sayed, Chairman, Community and Children's Services Committee
Andrew Carter, Director of Community and Children's Services/ Safer City Partnership	Gavin Stedman, Port Health and Public Protection Director

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Accessing the virtual public meeting

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<https://youtu.be/vvnURqrKzF8>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 5 - 12)
4. **SUMMARY AND IMPACT ASSESSMENT OF THE NEW HEALTH AND SOCIAL CARE ACT - TO FOLLOW**
Report of the Remembrancer

For Information
5. **PRESENTATION FROM ALZHEIMER'S AND DEMENTIA UK**

For Information
6. **HEALTHWATCH CITY OF LONDON PROGRESS REPORT**
Report of the Chair of Healthwatch London.

For Information
(Pages 13 - 40)
7. **PROPOSAL FOR A JOINT CHILDREN'S & FAMILIES HEALTH AND WELLBEING FRAMEWORK**
Report of the Director of Community & Children's Services

For Information
(Pages 41 - 52)
8. **BUSINESS HEALTHY ANNUAL UPDATE REPORT AND FORWARD PLAN**
Report of the Director of Community and Children's Services

For Information
(Pages 53 - 64)

9. **JSNA UPDATE**
Director of Community & Children's Services to be heard.

For Information

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

12. **EXCLUSION OF PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 – Non-Public Reports

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting.

For Decision
(Pages 65 - 66)

14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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HEALTH AND WELLBEING BOARD

Friday, 6 May 2022

Minutes of the meeting of the Health and Wellbeing Board held at Committee Rooms - 2nd Floor West Wing, Guildhall on Friday, 6 May 2022 at 11.30 am and available to view at www.youtube.com/watch?v=d3w9b4cQiiw

Present

Members:

Mary Durcan (Chair)

Deputy Marianne Fredericks (Deputy Chair)

Deputy Randall Anderson

Gail Beer, Healthwatch, City of London

Matthew Bell, Policy and Resources Committee

Andrew Carter, Director of Community and Children's Services / Safer City Partnership

Steve Heatley, City of London Police

Jonathan McShane, Clinical Commissioning Group

Dr Sandra Husbands, Director of Public Health

Ruby Sayed, Chair Community and Children's Services Committee

Officers:

Smitha Campbell (for item 8)

- Tempo Time Credits

Brian Radcliffe (for item 8)

- Tempo Time Credits

Rory McCallum (for item 10)

- City and Hackney Safeguarding Children Partnership

Zoe Dhami

- Community and Children's Services Department

Sarah Greenwood

- Community and Children's Services Department

Heather Ridge

- Healthwatch, City of London

Xenia Koumi

- Community and Children's Services Department

Chris Lovitt

- Community and Children's Services Department

Chris Pelham

- Community and Children's Services Department

Chris Rumbles, Clerk

- Town Clerk's Department

Ellie Ward

- Community and Children's Services Department

With Marianne Fredericks in the Chair.

1. APOLOGIES FOR ABSENCE

There were no apologies.

2. DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. ELECTION OF CHAIR

The Committee proceeded to elect a Chair in accordance with Standing Order No. 29.

Mary Durcan, being the only Member expressing their willingness to serve, was duly elected Chair for the ensuing year.

The Chair thanked Board Members for electing her and confirmed that she looked forward to continuing with all the good work of the Board.

4. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No. 30.

Marianne Fredericks, being the only Member indicating their willingness to serve, was duly elected Deputy Chair for the ensuing year.

VOTE OF THANKS

Proposed by Randall Anderson
Seconded by Mary Durcan

RESOLVED UNANIMOUSLY THAT:

Members of the Health and Wellbeing Board wish to place on record their sincere thanks and appreciation to: -

Deputy Marianne Fredericks

for her unstinting commitment to fulfilling the physical and mental health and wellbeing needs of all City residents and workers.

Since Marianne's election as Chairman in 2019, a number of ambitious and essential projects have been taken forward through the Board's proactive partnership work such as the delivery of the Joint Health and Wellbeing Strategy and critical advances in the area of suicide prevention, including the trailblazing work of the Mental Health Street Triage service.

Under Marianne's chairmanship, the Health and Wellbeing Board has played a key part in the effective and resilient health and wellbeing response delivered by the City of London in response to the COVID-19 pandemic. The Health and Wellbeing Board has also led national efforts to reduce ethnic inequalities in access, experience and outcomes in mental health services by becoming a signatory to the Synergi pledge.

Finally, the Board wishes to place on record its recognition of Marianne's dedication to the wellbeing of the City's learners, workers and residents with the Board's achievements evidence of her exemplary work ethic and compassionate nature. Her colleagues would like to convey their gratitude and best wishes for the future.

FURTHER RESOLVED: That the Town Clerk be authorised to make arrangements for the resolution to be presented in a manner agreeable to the past Chair.

The Deputy Chair responded by thanking the Board for their warm and kind words and remarking on how she had been delighted to have had the honour of working with so many championing health and wellbeing. The Deputy Chair thanked previous Members for their hard work and dedication during her time as Chair and officers for all their work in support of the Board. The Deputy Chair conveyed her huge thanks to the former clerk to the Board, Kerry Nicholls, for her outstanding work in support of the Board and wished her well for the future.

5. **ORDER OF THE COURT**

The Board received an Order of the Court of Common Council dated 21st April 2022 appointing the Board and agreeing its terms of reference for the ensuing year.

RECEIVED

6. **MINUTES**

RESOLVED: that the public minutes and non-public summary of the Health and Wellbeing Board meeting held on 18 February 2022 be approved.

7. **ACTION LOG**

The Board received a report of the Town Clerk providing an update in relation to ongoing public actions of the Board.

RECEIVED

8. **TEMPO TIME CREDITS PRESENTATION**

The Board received a presentation of Smitha Campbell, Programme Manager, and Brian Ratcliffe, Director of Operations, of Tempo Time Credits.

The Board were provided with an update on who Tempo Time Credits were, what it does, how it works and its services to the City Corporation, impacts of its work, its history, ongoing work throughout the pandemic and how it had adapted its offering during this period. The Board were also provided with an update on the future of Tempo Time Credits in the City of London.

The Board proceeded to discuss the availability of Tempo Time Credits, moving to a digital platform and difficulties presented with this system, current cost to the City and of a continued need to monitor data outputs and positive impacts on health and wellbeing of City residents in advance of any potential recommissioning of the service.

The Deputy Chair stressed how a system was needed that can reach everyone, with it being fit for purpose and doing what the Board wanted it to do. The Deputy Chair proposed reviewing those that had stopped using Tempo Time Credits to pick up on the reasons for this e.g., owing to a move to digital and reporting back on this.

The Chair thanked Smith Campbell and Brian Radcliffe for their very helpful update and confirmed that she would look forward to receiving a report back on use of the service.

9. **COVID-19 UPDATE**

The Board received an update of the Director of Public Health during which it was confirmed that it would be the last COVID-19 update given owing to changes in reporting and monitoring at a national and local level and a lack of data now available as a result. The Director explained how the Public Health Team were focussed on supporting the local element of the plan for living with Covid.

The Director explained how work continued looking to keep everyone safe and businesses open during a period when there were still a high level of infections in circulation. The Director referred to the City having a highly vaccinated population and in general terms the majority of people were not experiencing severe illness. A prime message to people remains to get vaccinated, with this remaining an ongoing offer that would continue to be promoted along with other important measures of isolating when infected, continuing with hand hygiene and ensuring appropriate levels of ventilation when meeting indoors.

The Director confirmed that data would continue to be monitored through the Office for National Statistics Survey, but that this would be London wide data rather than specific to the City. The Board noted that a new variant was causing outbreaks in other parts of the world, but that people in the UK were well vaccinated so it was hoped that any potential new wave would not cause a major problem.

The Director offered an indication of infection rates for week beginning 23rd April 2023 of 413 cases in the City of London as an estimate, with 44 confirmed through a test.

The Deputy Chair thanked the Director for her update and questioned whether lessons learned and an overview of impacts of Covid would be fed back to Government. The Director responded and explained lessons learned were still be looked at when considering the local response and how emergency services worked. It was confirmed that a review exercise would be taking place over the next few weeks to fully understand lessons learned and to feed into emergency preparedness moving forwards.

The Board noted the update.

10. **CITY AND HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT 2020/21**

The Board received a report of the City & Hackney Safeguarding Children Partnership providing its annual report for 2020 / 21.

The City and Hackney Safeguarding Children Partnership representative introduced the item and explained how the aim of the report had been to pull out and evidence impact assurance and learning on the safeguarding system

rather than to provide a long report detailing process. The report offers evidence of the impacts that have been made to young people, details the challenges presented by Covid and demonstrates the commitment of all during the period and the strong, agile leadership shown in rising to the challenges presented. The City and Hackney Safeguarding Children Partnership representative added how all agencies had risen to the challenges presented.

The Board proceeded to discuss the report and observations were raised around a need to ensure all children were being given the necessary access to digital equipment, whilst also noting the dramatic increase in MARAC reporting experienced during the pandemic that had now started to come back down.

The City and Hackney Safeguarding Children Partnership representative responded and confirmed that every effort had been made to ensure all vulnerable children in need of digital equipment had received it and there were currently no reports of equipment not being available, which included children in care. It was further explained how domestic violence had initially seen a spike at a national level during the pandemic, with the MARAC receiving its highest number of calls related to domestic violence during this period. There was concern of people being trapped in lockdown in a violent environment. The Board were assured that domestic violence had always been an issue that required laser like focus and that this would continue to be the case.

A Board Member highlighted the importance of seeing MARAC reporting continuing and of ensuring incidents of domestic violence do not go unreported, so an accurate figure was known. This would allow for additional resources to be applied where they were needed and targeting of communities and areas as required.

The Chair thanked the City and Hackney Safeguarding Children Partnership representative for the presentation and update offered.

11. **VERBAL UPDATE ON JOINT HEALTH AND WELLBEING STRATEGY**

The Board received a presentation and update on the Joint Health and Wellbeing Strategy currently in development. The presentation covered three areas and offered an explanation of in work poverty, key drivers and next steps.

The Chair welcomed the update and confirmed that she was pleased to see the timeline would be remaining the same.

Community Diagnostic Hubs

The Board received an oral update and introduction from the Director of Community and Children's Services on the concept of Community Diagnostic Hubs. It was explained how the need for local services had been heightened during the pandemic and how there was now funding available to bid for through the National Health Service to develop Community Diagnostic Hubs in support of local communities. The Board noted that work was taking place looking at how Community Diagnostic Hubs could be provided across the City and Hackney area to meet the needs of different populations, areas of

deprivation and those people not easily accessible and looking at different and innovative ways the model can be delivered.

It was explained how there would be two rounds of funding, with discussions ongoing through the Integrated Care Partnership Board to consider and understand what was needed in the City to meet the needs of residents and workers.

The Board offered their support for the initiative, whilst acknowledging it had the scope to support not just those in the City and Hackney area but those from other parts of London that can come into the City to deal with simple procedures e.g., ultrasound scans, phlebotomy or x-rays. There was a need to explore what services residents and people coming into the City would benefit from receiving.

The Chair welcomed the opportunity to offer additional services to those residing and coming into the City. The Chair added how the NHS suffers from missed appointments and a Community Diagnostics Hub would have the benefit of offering people working in the City easy access to services and an opportunity to cut down on wasted appointments. The Chair suggested looking at what sort of Community Diagnostic Hub would be needed in the City and combining with other assets where appropriate e.g., St Barts Hospital.

The Chair welcomed the update.

12. **DIRECTOR OF PUBLIC HEALTH REPORT FOR 2020/21**

The Board received an annual report of the Director of Public Health on 'the health of the people in the area of the local authority' that was focussed on 'Children, young people and COVID-19 in the City of London and Hackney'.

The Board noted that the annual report was a statutory requirement. The report had been developed through engagement with stakeholders, using data analysis that had been collated in the recently published 0-19 needs assessment and going into more detail about six issues which have impacted children during the pandemic. These being poverty and deprivation, mental health, childhood immunisation, weight and physical activity, early years and access to healthcare and offering recommendations for consideration.

The Board welcomed an excellent report. There was an observation around tackling healthcare issues in children e.g., weight and diabetes and of there being a need for people to be seen and given face to face time with a healthcare professional. The Director of Public Health responded and assured the Board that face-to-face consultations had continued throughout the pandemic, but with GPs having to focus on their own practice locally and how they manage their appointment system. This had led to an increase in telephone appointments to address demand at certain points, but with no GPs indicating they were no longer able to hold face to face appointments.

A Member remarked on the Director's annual report focussing on children and young people and questioned whether there was a rolling programme of

reporting that would see other groups reported on in future years e.g., older people or working population. The Director of Public Health responded explaining the intention had been to produce a schedule of reporting, but that owing the pandemic reporting had become more ad-hoc and the latest report had been considered appropriate in its timing and worth producing. Moving forwards there would be a schedule of reporting that would be thematic in its focus.

RESOLVED: That the report be received, and its content noted.

13. SEXUAL AND REPRODUCTIVE HEALTH COMMISSIONING

The Board received a joint report of the Director of Community and Children's Services and Director of Public Health providing an update relating to commissioning activities to protect and improve the sexual and reproductive health of local communities and reduce sexual health-related inequalities.

A Member referred to a reference in the report to the cost of providing the e-service (activity only) increasing from £15,212 in 2018/19 to £985,962 I 2021/22 and questioned whether this figure was correct. It was agreed that clarity would be sought on the figure and reported back. It was confirmed that the cost of providing the e-service (activity only) increased from £15,212 in 2018/2019 to £38,226 in 2021/22 (for the City only).

RESOLVED: That the report be received, and its content noted.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There was one question raised.

Alzheimer's Care – The Deputy Chair asked whether there would be an opportunity to allow for Dementia UK and Alzheimer's UK to present to the Board on their work and the services they provide and to look at provision of support in the City. Board Members supported this proposal.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one additional item of business.

Healthcare City of London Progress Report (separately circulated report)

The Board received a report of Healthwatch City of London providing an update on progress against contractual targets and the work of Healthwatch City of London with reference to Quarter 4, 2021/22.

The Chair of Healthwatch City of London introduced the report and updated on various areas of the health service and access to these as referenced within the report.

RESOLVED: That the report be received, and its content noted.

16. EXCLUSION OF PUBLIC

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on

the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

17. NON-PUBLIC MINUTES

RESOLVED: That the non-public minutes of the Health and Wellbeing Board meeting held on 18 February 2022 be approved.

Matters Arising

A Member raised a question relating to suicide prevention in the City of London and the mental health street triage evaluation service currently being provided.

18. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no non-public questions.

19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOAR AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no non-public additional items of business.

The meeting ended at 1.20pm

Chairman

Contact Officer: Chris Rumbles
christopher.rumbles@cityoflondon.gov.uk

Committee: Health and Wellbeing Board - For information	Dated: 6 July 2022
Subject: Healthwatch City of London Progress Report	Public
Report author: Gail Beer, Chair, Healthwatch City of London	

Summary

The purpose of this report is to update the Health and Wellbeing Board on progress against contractual targets and the work of Healthwatch City of London (HWCoL) with reference to Quarter 1. 2022/23

Recommendation

Members are asked to: Note the report.

Main Report

Background

Healthwatch is a governmental statutory mechanism intended to strengthen the collective voice of users of health and social care services and members of the public, both nationally and locally. It came into being in April 2013 as part of the Health and Social Care Act of 2012.

The City of London Corporation has funded a Healthwatch service for the City of London since 2013. The current contract for Healthwatch came into being in September 2019 and was awarded to a new charity Healthwatch City of London (HWCoL). HWCoL was entered on the Charities Commission register of charities in August 2019 as a Foundation Model Charity Incorporated Organisation and is Licenced by Healthwatch England (HWE) to use the Healthwatch brand.

HWCoL's vision is for a Health and Social Care system truly responsive to the needs of the City. HWCoL's mission is to be an independent and trusted body, known for its impartiality and integrity, which acts in the best interests of those who live and work in the City.

1 Current Position

Since the last report, the HWCoL team has continued to operate from the new office premises at the Portsoken Community Centre. As referenced in the last report, the absence of Wi-Fi in the premises has now been rectified. Through hybrid working – both at the office and home working – we have maintained output of up-to-date information in a rapidly changing environment.

Our communication platforms continued to provide residents with relevant information on the Covid-19 vaccination programme via the website, newsletters, bulletins and social media.

The rise in Covid infections resulted in an increase in demand for information on support for self-isolation, the availability of Covid-19 tests sites and where to obtain a booster jab.

The stand-up of the Integrated Care System has been a key focus for us, with involvement in meetings and workshops to ensure that patients and residents voices are heard.

The Health Watch City of London Annual Report for HealthWatch England has been completed and is attached to this report

Heather Ridge interim General Manager left the organisation, and Rachel Cleave, current communications and engagement manager, has taken on the role on an interim basis.

The current contract with City of London Corporation is due to end in September 2022 and discussions are currently underway to determine next steps.

2 Public Board Meeting

HWCOL held a Board meeting in Public in May. Dr Chor from the Neaman Practice gave an update. Amibola Musa, Health Inequalities lead from Shoreditch Park and City PCN also presented (see projects below). The meeting was very well attended and users of both services were able to put a number of queries and concerns to both speakers.

3 Projects

The outputs and recommendations of the Primary Care Network (PCN) project was presented at the HWCOL Public Board Meeting in May. The Health Inequalities lead from the PCN presentation included how the PCN were taking these recommendations forward Mental health services, physiotherapy, and health/wellbeing advisors are the services respondents most wanted to be made available in their respective GP surgeries. The top five health priorities of community members, ranked in order of priority, are: childhood obesity, adult obesity, drug misuse, alcohol misuse, and smoking cessation.

Concerns were raised by HWCOL at the decision by the PCN to focus on only one area highlighted in the report, that of Mental Health Service provision and that the focus was to be further narrowed. HWCOL will be meeting with the PCN to discuss this further and try to understand the decision making process.

Neighbourhoods Conversations and Forums: City Outreach Project

Neighbourhood Forums – HWCOL produced a report entitled ‘Neighbourhoods Conversations and Forums: City Outreach Project’ and submitted it in November 2021. The recommendations were accepted by Hackney CVS but as yet there is no update on how these will be carried forward. The new Neighbourhoods website has

now gone live, however, we are still waiting for the formal launch event of the Neighbourhoods programme in Shoreditch Park and City.

4 Communications and Engagement

HWCoL's annual survey was launched in June, this included a questionnaire for the public and one for key stakeholders. The survey was delivered both digitally, with the option for a postal questionnaire to be sent via calling the office, and via paper questionnaires made available in estate offices, GP surgeries and local libraries.

A refresh of the Communications and engagement strategy has commenced and will dovetail with the new business plan. The aim will be to reach a wider group of people in the City making Healthwatch more accessible to a larger group of stakeholders, addressing issues that matter to all.

The team produces a fortnightly communication to ensure that residents receive up-to-date information on access to care and signposting and the shifting landscape of Health provision under the new ICS set up.

The social media platforms have been reviewed and the team are in the process of setting up a Linked In platform for wider reaching communications.

The team is also taking active steps to reach more effectively those who are not able to access online communication.

HWCoL held a joint webinar with Ian Jarman, Commissioner from the City of London Corporation on the newly awarded Homecare contract and its implementation. HWCoL's previously held focus groups with City Carers gave them the opportunity to input into the tender process.

HWCoL annual report has been produced and will be formally signed off at the Board meeting in Public in July. It is attached to this report for information. It should be noted that the team have delivered a large volume of activities over the last year.

5 Consultation

Developing Community Diagnostic Hubs (CDH) in Northeast London

As reported previously The NEL ICS is developing its business case for CDHs across its catchment area and each local area within it (e.g. City and Hackney).

The team are continuing to work with the CoL to ensure that the views of local people are represented.

6 Business Planning

The draft business plan has now been developed and this highlights the challenges to delivery of the contract within current resources. Supportive discussion are underway with our commissioners and HWE to determine how we meet contractual

obligations within the current financial envelope. These discussions will assist in the development of the contract extension.

8 Q4 Performance Framework (Contractual Obligations)

There has been no significant change in performance as measured by the Key Performance Indicators. A full KPI report will be submitted at the next Health and Well being Board.

10 Planned activities in Quarter 1, 2022/23

In support of the delivery of the business plan during Q1 the team at HWCoL will:

- Complete the annual business plan
- Report back on the results of the Annual surveys and adjust our business plan accordingly.
- Refresh and reinvigorate the volunteer strategy
- Explore the use of patient journeys through systems of care to gain greater insights into people's experiences and to identify where attention needs to be focused.
- Obtain further data re waiting lists to support users and signpost appropriately
- Ensure the voices of City people are heard in the emerging ICS
- Further develop the information on the HWCoL website including updates on adults and children's social care and ensure out of date information is removed.

11 Risks

Trustees review the Risks and Issues Log at Board meetings. The Risk Log identifies financial pressures, and some concerns over security in the new office as issues rather than risks along with data security, non-compliance General Data Protection regulations as key risks. HWCoL currently lack a Data Protection Officer (DPO) and HWCoL is in the process of securing access to a DPO.

12 Conclusion

We are actively engaged in re-establishing our City presence, refreshing our social media, finalising our business plan reactivating forums and participating in new projects and consultations.

Gail Beer
Chair
Healthwatch City of London
E: gail@healthwatchcityoflondon.org.uk

Rachel Cleave
Interim General Manager
Healthwatch City of London
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Appendix 1
Q4 Performance Framework Return

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Championing what matters to you

Healthwatch City of London
Annual Report 2021-22



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Message from our Chair

As the country has been coming out of the pandemic, we have been monitoring how Health and Social Care Services adapt and deliver in the 'new normal'. The past year has not been an easy one, we are an organisation with limited resources, but I am very proud of the work achieved by the team here at Healthwatch City of London.

- We have listened to your concerns around the Neaman Practice and have made good progress in the resolution of these. We have successfully campaigned for referrals for non-acute care to be made to Barts, rather than the Homerton, so cutting travel time for patients.
- Our focus groups for the unpaid carers community has led to inclusion of their views and requirements in the new HomeCare Contract.
- Four reports have been produced on different issues, including the services delivered by our Primary Care Network, and the new neighbourhood programme.
- Continued newsletters and bulletins were produced to ensure that you had the most up to date information, not only around the pandemic but from across Health and Social Care in the City.
- We are now back in the City in our new home at the Portsoken Community Centre.
- As you will recall last year we talked about the landscape of health and social care services changing here in the City. The new Integrated Care Partnership Board (ICP) which will manage the Health and Social Care system in the City, is due to 'stand up' on 1st July, and preparation for this has been underway throughout the year. We have been involved with numerous committees and working groups to make sure that the City's voice is heard and more importantly that residents participate in all stage of building the new system, from the design of services through to holding service providers to account.

We are locally based, listen to local views and make sure our work addresses what matters to you, without your support our work would not make difference it does.

Gail Beer
Healthwatch City of London, Chair



"Making sure your voice is heard, and that you are responded to remains core to what we do. As a statutory body we have a voice that cannot be ignored but we do need to hear from you."

Gail Beer, Chair of Healthwatch City of London



About us

Your health and social care champion

Healthwatch City of London is your local health and social care champion. From Mansell Street to Fleet Street and everywhere in between, we make sure NHS leaders and other decision makers hear your voice and use your feedback to improve care. We can also help you to find reliable and trustworthy information and advice.



Our vision

For Health and Social Care services to be truly responsive to the needs and requirements of the residents and workers of the City of London.



Our mission

To be an independent and trusted body, known for its impartiality and integrity, which acts in the best interests of those who live and work in the City of London.



Our values

- Respecting and encouraging diversity
- Valuing everyone's contributions.
- Maintaining integrity
- Creating inclusiveness



Our team

- One Chair
- Four Trustees
- Three Board Associates
- Three staff members



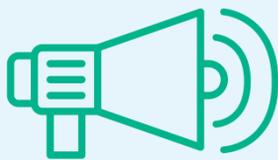
For advice and information contact us:

Telephone: 020 3745 9563
Email: info@healthwatchcityoflondon.org.uk
Website: healthwatchcityoflondon.org.uk

Our year in review

Find out how we have engaged and supported people.

Reaching out



Over the past year we have produced **39 weekly bulletins**, **11 newsletters**, held **10 listening events** for City Carers, **5 mental health and wellbeing focus groups**, **4 webinars**, hosted **5 Board meetings in Public**, our **Annual Public Meeting** and our **Annual General Meeting**

Making a difference to care



We published

4 reports

about the improvements people would like to see to health and social care services.

Our most popular report was

Shoreditch Park and City Primary Care Network resident engagement project report

which highlighted the communities requirements from the PCN

Health and care that works for you



We're lucky to have

12

outstanding volunteers, who gave up their time to make care better for our community.

We're funded by our local authority. In 2021-22 we received:

£66,722

Which is the same as the previous year.

We also currently employ

3 staff

who help us carry out this work.

How we've made a difference throughout the year

These are the biggest projects we worked on from April 2021 to March 2022.

Spring



In March we published our Shoreditch Park and City PCN resident engagement project report



Our Long COVID webinar provided an overview of the services on offer for City residents who are suffering with symptoms of Long COVID.



Supported the public health COVID 19 vaccination programme and the booster programmes

Summer



Worked with the unpaid Carers community to facilitate feedback around the City of London's homecare contract and held monthly listening events.



We supported the Healthwatch England #BecauseWeAllCare campaign which saw 54,000 people from across the country come forward to tell them about issues they faced with services.

Autumn



Held our AGM highlighting our work throughout the year.



Input into the City of London Corporation's development of its Health and Wellbeing strategy for 2022-26

Winter



Held a joint webinar with the team at Barts Health to hear about the ELoPE project. The aim of the project is to reduce cardiovascular disease risk in our local community, working in partnership with the British Heart Foundation.

Dr David Collier Webinar
Joint Clinical Director at the William Harvey Research Institute joined us to talk about the Institute, its remit, how it links with Barts and the London School of Medicine and Dentistry, the current projects being undertaken and the research of the team.



Homerton University Hospital NHS Foundation Trust and Barts Health NHS Trust joined us at our annual public meeting



Listening to your experiences

Services can't make improvements without hearing your views. That's why over the last year we have made listening to feedback from all areas of the community a priority. This allows us to understand the full picture, and feedback to services to help them improve.



Improving patient experience at the Neaman Practice

Thanks to people sharing the problems they encountered making appointments at the Neaman Practice, and their actual experience in dealings with the team at the Practice, we've helped to improve the whole process over the past year.

We received several complaints from patients of the practice which we raised with Dr Chor and his partners. Dr Chor then attended our Board Meeting in Public in June who presented an action plan for improvements to the patient experience.

These areas of concern included:

- Attitude of Non –GP staff
- Reception staff needing additional support and training to make patients feel more welcome.
- Reception staff being unaware of available clinics or the dates when they were held
- Inaccurate information on the website
- Telephone not being answered and messages left not being responded to

Outcomes:

- Staff have now received full training in communication skills and customer service
- A new permanent support team is now in place
- Practice manager now fully briefs the team on all clinics and the process by which to book
- Feedback sought from PPG members on the website. Information is reviewed fully quarterly.
- The telephone system: The practice is now using 4G system. Their target is for calls to be answered within 5 minutes. A mystery shop conducted by surgery staff found the average waiting time was 4.9 minutes. The practice continues to monitor call activity. The busy time is 8-11am when four people are now available to take calls. After 11am, there are two people to answer phones.

Further actions:

Healthwatch City of London hold quarterly meetings with the Practice to monitor the action plan. We also attend meetings of the Practice's Patient Participation Group.



'We are concerned by these issues and want to work collaboratively with Healthwatch and our patients to address them satisfactorily'

Dr Chor, Partner of the Neaman Practice GP surgery



Referral pathways into secondary care for City residents

Many residents asked us to provide clarity on referrals to local hospitals from the Neaman Practice. We knew that patients had been informed by the Practice that the North East London Clinical Commissioning Group (NELCCG) had instructed them not to refer patients directly to Barts Health.

As a result of your feedback, we contacted the NELCCG requesting clarity about patients being told they can only be referred to Homerton Hospital for non-acute care and the management of some long term health conditions.



Outcome

We are pleased to report that you are now able to request treatment at Barts Health NHS Trust.

However, the waiting times at Barts Health NHS Trust for routine treatments are often longer than elsewhere, and the Homerton or other hospitals may be able to provide an earlier appointment.

Accessing non-invasive cardiology tests

Continuing on the theme around access to the services. Healthwatch City of London met with Barts Health and Dr Chor from the Neaman Practice to talk about access to non-invasive cardiac tests (ECG, 24-hour cardiac monitoring).

Outcome

The Barts team and the Neaman practice are now in advanced negotiations on working together to try and improve access, but are still awaiting NHS approval.



Do you feel inspired?

We are looking for Trustees and volunteers, so please get in touch today.



- www.healthwatchcityoflondon.org.uk
- 020 3745 9563
- info@healthwatchcityoflondon.org.uk

Three ways we have made a difference for the community

Throughout our work we aim to represent your views and interests, we also produce reports and information.

Community Diagnostic Hubs



NHS England is funding a programme of Community Diagnostic Hubs, the new initiative of the NHS aimed at building capacity for more diagnostic testing locally, improving patient access to these tests and relieving pressures on hospitals.

The funding will see development of the hubs across London, with a mix of short term “early adopter” schemes to stretch and adapt existing capacity as well as longer term funding to establish new delivery sites.

We have asked the City of London Health and Wellbeing Board to investigate if there is capacity in the City for provision of a hub for City workers and residents.

Guide to Audiology Services and Hearing Aid provision



Christopher Gadsden, a City resident and Healthwatch City of London volunteer has carried out extensive research on our behalf, on audiology services and Hearing Aid provision in the City of London.

The resulting guide produced from the research is very easy to read and packed full of useful information from recognising when you need hearing aids, to where you can get them and how to access both NHS and private services for your hearing. [A guide to Audiology Services and Hearing Aid provision in the City of London | Healthwatch Cityoflondon](#)

Access to foot clinic



There have been some difficulties in getting podiatry appointments since the beginning of the pandemic.

Confusion about how to gain access to the service arose in part from a change in pathways because of COVID and in part from a change in patient criteria for access to the service.

Healthwatch contacted the Clinical Commissioning Group, the Neaman Practice and Homerton Healthcare to make sure that everyone was clear about how and where to access the service.

Advice and information

If you feel lost and don't know where to turn, Healthwatch is here for you. In times of worry or stress, we can provide confidential support and free information to help you understand your options and get the help you need. Whether it's finding an NHS dentist, how to make a complaint or choosing a good care home for a loved one – you can count on us.

This year we helped people by:

- Providing up to date information on COVID-19
- Linking people to reliable information they could trust
- Supporting the COVID-19 vaccination and booster programme
- Helping people to access the services they need



COVID 19 information and support for the vaccination roll out

Over the past year we continued to bring you the most up to date information on the COVID 19 pandemic and supported the vaccination programme across the City.

- Providing up to date advice on the COVID-19 response locally.
- Linking people to reliable up-to-date information.
- Supporting the vaccine roll-out.
- Supporting the community volunteer response.
- Publishing weekly newsletters and creating dedicated pages on our website.



City Homecare Contract

At our regular City Carers' meetings we invited the commissioner from the City of London Corporation who was responsible for the recommissioning of the Homecare Contract. Our Carers were given the opportunity to provide feedback on their requirements for the new contract, which were then incorporated into the contract awarded to the successful bidder.

Some of these were:

- Emphasis on quality of care versus cost
- Consistency of care
- Regular feedback and dedicated contact



For advice and information contact us:
Telephone: 020 3745 9563
Email: info@healthwatchcityoflondon.org.uk
Website: healthwatchcityoflondon.org.uk

Our projects

Over the past year we have worked with our volunteers, the NHS, neighbouring Healthwatches and other voluntary organisations on projects that will help to shape services in the future.



Our projects

Over the past year we have carried out several projects with neighbouring Healthwatch and voluntary organisations.

Shoreditch Park and City PCN resident engagement project report

Healthwatch City of London and Healthwatch Hackney undertook a project in collaboration with the Shoreditch Park and City Primary Care Network (PCN) to understand what residents want from their Primary Care Network.

A total of 1018 responses were obtained to questions on health services, accessibility, COVID-19, and health challenges and priorities.

We are working with the PCN on a number of recommendations made in the report following your feedback. The Health Inequalities lead for the PCN recently presented at our Public Board meeting on the next steps, and we continue to monitor these.

You can read the full report on our website <https://www.healthwatchcityoflondon.org.uk/report/2022-03-11/shoreditch-park-and-city-pcn-resident-engagement-project-july-2021>



Neighbourhoods Conversations and Forums: City Outreach Project Final Report



Neighbourhoods

The City and Hackney Neighbourhood programme is transforming health and social care locally by developing, testing and implementing new service models across community teams e.g. community nursing, therapies, social care and mental health across the eight Neighbourhoods within City and Hackney. The focus of our report is the Shoreditch Park and City Neighbourhood which covers the City of London.

City & Hackney Living Better Together

The project looked at the value and structures of the Neighbourhood forum, work carried out already in the Neighbourhood, and desktop research on the current service provision.

You can view the full report here:

<https://www.healthwatchcityoflondon.org.uk/report/2022-02-11/neighbourhoods-conversations-and-forums-city-outreach-project-final-report>

Our projects continued



St Leonard's Hospital

Work has continued for most of the year on the St Leonard's Hospital redevelopment campaign, with Healthwatch City of London being represented at meetings of the project group set up to oversee the preparation of the business case for the redevelopment (though these meetings have been suspended since March 2022)

We have been involved, with Healthwatch Hackney on the creation of a 'People's plan' for the site, reflecting the ideas and aspirations of City and Hackney residents for the future of St Leonard's.

Voices of disabled residents and COVID 19

The project 'Voices of disabled residents and COVID 19' involved a survey we carried out earlier in the year, in which local residents who are living with a disability were asked to let us know how COVID 19 had impacted on their lives. The survey explored a number of areas including access to services, access to information and the vaccination. A single survey was carried out across all North East London Healthwatches.

53% of respondents experienced disruption to their health and/or social care. The most affected groups were those with a severe disability (unable to leave home or in need of personal care) those with learning disabilities and those with chronic pain. Most respondents had experienced online/web based appointments. Although these work well for the majority, those with sensory impairments or a language barrier found them a struggle.

You can view the report here

<https://www.healthwatchcityoflondon.org.uk/news/2021-11-18/healthwatch-city-london-wins-prestigious-national-award>

Development of the Integrated Care System

The new Integrated Care System (ICS) will come into effect from 1st July 2022 (slightly delayed).

We have been part of the development of the ICS, ensuring that the voice of the residents, students and workers of the City are heard, and the correct governance and systems are put in place to best support you.



Volunteers

We're supported by a team of amazing volunteers who are the heart of Healthwatch. Thanks to their efforts in the community, we're able to understand what is working and what needs improving in NHS and social care.

This year our volunteers:

- Helped people have their say from home, carrying out surveys over the telephone and online.
- Created digital content on our website and social media.
- Carried out website and telephone reviews for local services on the information they provide and assessing their accessibility.





Michael

“During my time at Healthwatch City of London, I assisted in research in health and social care in the area, using this information for pamphlets and the Healthwatch website. I also made graphics and attended team meetings. It was a pleasure to work in the office with the other Healthwatch workers. Working there helped me become accustomed to an office environment and sharpen my communications and research skills. It was an excellent experience being part of a team that truly believes in helping and serving the community.”



Joshua

“I saw the opportunity to volunteer for Healthwatch City of London and thought it would be great experience. I supported a city outreach project by completing desktop research to identify services and provision available for residents in the borough. I was also given the opportunity to interview stakeholders related to the project to understand their role, and how it fits into the neighbourhood conversations and forums.”

On going projects:

HWCOL are currently working on a Health Inequalities project to identify communities who face inequality of access to services. The provision of Patient Advice and Liaison services across NHS Trusts in the City and the provision of a Young Healthwatch for the City of London to represent the younger generation.



Do you feel inspired?

We are always on the lookout for new volunteers, so please get in touch today.



www.healthwatchcityoflondon.org.uk



020 3745 9563



info@healthwatchcityoflondon.org.uk

Finance and future priorities

To help us carry out our work we receive funding from our local authority under the Health and Social Care Act 2012.

Income	
Funding received from City of London Corporation	£66,722
Additional funding	£24,370
Total income	£91,092

Income	
Staff costs	£66,981
Operational costs	£5,339
Support and administration	£5,757
Total expenditure	£78,077

Top seven priorities for 2022-23

- 1) Reflect diversity
- 2) Encourage our GP services to deliver good care
- 3) Campaign for the ‘new normal’ in health services to be responsive to the needs of local people
- 4) Ensure City residents’ needs remain at the heart of the new Shoreditch Park and City Neighbourhood.
- 5) Scrutinise the development of new NHS and Social Care organisations
- 6) Ensure services currently provided by St Leonard’s Hospital remain within easy reach of City of London residents.
- 7) Act as a critical friend to the City of London on health and social care issues.

Next steps

The pandemic has shone a stark light on the impact of existing inequalities when using health and care services, highlighting the importance of championing the voices of those who all too often go unheard.

Over the coming years, our goal is to help reduce these inequalities by making sure your voice is heard, and decision makers reduce the barriers you face, regardless of whether that’s because of where you live, income or race.

Statutory statements

About us

Healthwatch City of London, 20 Little Somerset Street, London E1 8AH

Healthwatch City of London uses the Healthwatch Trademark when undertaking our statutory activities as covered by the licence agreement.



The way we work

Involvement of volunteers and lay people in our governance and decision-making.

Our Healthwatch Board consists of eight members who work on a voluntary basis to provide direction, oversight and scrutiny to our activities. Our Board ensures that decisions about priority areas of work reflect the concerns and interests of our diverse local community. Through 2021/22 the Board met eleven times.

We ensure wider public involvement in deciding our work priorities. This year we have campaigned for a better patient experience at the Neaman Practice, patient choice and access to non-invasive cardiology tests and facilitated the unpaid carer's community to have their say in the re-tender and commissioning of the new HomeCare Contract.

Methods and systems used across the year's work to obtain people's views and experience.

We use a wide range of approaches to ensure that as many people as possible have the opportunity to provide us with insight about their experience of health and care services. During 2021/22 we have been available by phone, and email, and have also provided a webform on our website, attended virtual meetings of community groups and forums, provided our own virtual activities and focus groups, including the Listening to City Carers events, and Mental Health and Wellbeing focus groups. We have engaged with the wider public through social media..

We ensure that this annual report is made available to as many members of the public and partner organisations as possible. We publish it on our website, send it directly to our mailing list and stakeholders, and have paper copies available at public events.

Responses to recommendations and requests

This year, due to the COVID-19 pandemic, we did not make use of our Enter and View powers. Consequently, no recommendations or other actions resulted from this area of activity.

There were no issues or recommendations escalated by our Healthwatch to Healthwatch England Committee and so no resulting special reviews or investigations.

Health and Wellbeing Board

Healthwatch City of London is represented on the City of London Health and Wellbeing Board by Gail Beer, Chair. During 2021/22 our representative has effectively carried out this role by:

- Obtaining the City of London Corporation's support to provide a fit-for-purpose telephone system and lines to the Neaman Practice.
- Raising awareness and subsequently submitting a bid for a Community Diagnostic Hub to be based in the City
- Ensuring that correct and adequate governance arrangements are in place, and patient involvement is at the forefront in the development of the Integrated Care System
- Raising the lack of patient choice for City Neaman Practice patients with regards to referrals for non-invasive cardiology tests

Getting the right information to you at the right time.

Over the past year, and as we come out of the pandemic, we have continued to provide you with the information you need about access to services, the vaccination programme, public health campaigns and have also highlighted areas of concern.

We have brought to you:

- 39 weekly bulletins
- 11 newsletters
- Direct mailings (which includes our newsletters and bulletins) that were read by 2246 people
- 10 listening events for City Carers
- 5 mental health and wellbeing focus groups
- 4 webinars on the ELOPE project, Long COVID, The William Harvey Institute and the booster and vaccination programme
- 5 Board meetings in Public
- Our Annual Public Meeting and our Annual General Meeting
- 422 tweets and Facebook posts



healthwatch

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 [Facebook.com/CoLHealthwatch](https://www.facebook.com/CoLHealthwatch)

Agenda Item 7

Committee(s) City Health and Wellbeing Board Community and Children’s Services Committee	Date: 15th July 2022 20th July 2022
Subject: Proposal for a Joint Children's & Families Health and Wellbeing Framework	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1: People are safe and feel safe 2: People enjoy good health and wellbeing 4: Communities are cohesive and have the facilities they need
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain’s Department?	NA
Report of: Andrew Carter, Director of Community and Children’s Services Dr Sandra Husbands, Director of Public Health	For Information
Report author: Chris Lovitt, Deputy Director of Public Health chris.lovitt@cityoflondon.gov.uk	

1. Summary

- 1.1. This paper outlines a proposal to develop a Joint Children & Families Health and Wellbeing Framework (the Framework) that will be aligned to the City and Hackney system vision, 9 system strategic priorities, and to the overarching systems integrated outcomes framework, which may include NHS, public health, social care and educational outcomes, as relevant.

- 1.2. The Framework will be accompanied by a 5-year action plan (2022 - 2027) summarising the approach to integrated children and families' services across all wards of the City of London Corporation and the London Borough of Hackney, for all users aged 0 - 19 (25 years for those who are owed a statutory responsibility). The plan will outline the stages of the journey from where we are now, to an integrated children's and families' service.
- 1.3. The vision of delivering integrated children and family services has been a long-held ambition for the City of London & Hackney, to support children, young people and their families to have the best start in life, reduce health inequalities and maximise health and wellbeing. The recent announcement of funding for a three-year Hackney Family Hub programme, the current re-commissioning of 0-19 Public Health commissioned services and other changes at a local and national level i.e. the [Joining up care for people, places and populations, white paper Feb 2022](#), serves as a timely opportunity to further explore innovative working and to drive the integrated working agenda forward.
- 1.4. This work will be jointly led by the Children, Young People, Maternity and Families (CYPMF) Integrated Care Workstream and Public Health, however success will be based on close working with all of our partners to assemble this.

2. Recommendations

Committee members are asked to:

- 2.1 Note, and endorse the continued direction of travel, in terms of partnership and integration across the breadth of children's health, mirroring current integration of children's social care and education, and progressing integrated children's health work to date
- 2.2 Endorse and approve the establishment by the City of London Corporation (with Hackney Council and other applicable partners) of a Joint Children and Families Health Framework as a mechanism to support this
- 2.3 Endorse and approve the development of several key partnership principles that will underpin all children's health work going forward, to be formally agreed and signed up to by all relevant partners

Main Report

3. Background

- 3.1 The [2022 City & Hackney Health Needs Assessment](#) highlights the large disparities that exist between children and young people, particularly for: vulnerable children and young people, those from ethnic backgrounds other than white and for children and young people with special educational needs and disabilities (SEND).
- 3.2 The City of London and Hackney have been planning and delivering integrated work strategically over the past 4 years through close partnership working developed as part of integrated structures across the National Health Service, Clinical Commissioning Groups, the City of London Corporation, the London Borough of Hackney, partner organisations, the Voluntary Community Sector, and with residents and families. Much of this work is already articulated in places across the system, and the Integrated Children & Families Health Framework will support this.
- 3.3 The development of the wider North East London Integrated Care Partnership, and our local City and Hackney Place Based Partnership have both prioritised improving outcomes for children and young people over the next few years, and while much of this is still in development, a local joint framework and key principles will support delivery of these at the geographical point of place.
- 3.4 We already have a lot to build on locally. We have a number of excellent children's health services across the City and Hackney footprint, including the 6th best performing suite of Child and Adolescent Mental Health services in the country, as identified by the Office of the Children's Commissioner recently. We want to strengthen our direction of travel toward integrated planning and delivery in order to further improve health outcomes and tackle some of our key challenges together. We have a strong record of being most effective, where we have worked together.
- 3.5 The [City & Hackney Integrated Strategy for Children and Young People's Emotional Health and Wellbeing Strategy 2021-2026](#) has already been developed. This contains a range of interventions being developed and delivered jointly as part of the children and families elements of the Neighbourhoods Programme, providing opportunities to trial more innovative approaches to integrated working.
- 3.6 Significantly, a joint framework and a set of key principles will support the current re-commissioning of the 0-19 (up to 25 years for those with a statutory responsibility) public health services (health visiting, family nurse partnership, school nursing and others), and other significant developments.

- 3.7 Consultation undertaken with 42 stakeholders as part of the [2022 City & Hackney Health Needs Assessment for Children and Young People 0 - 19](#) (up to 25 years for those with a statutory responsibility) identified that services need to be joined up at a strategic level to deliver maximum impact; joint principles, structures and ways of working that will support the integration of services and the re-commissioning of 0-19 services are urgently needed. Financial constraints, staffing challenges (recruitment and retention), rising demand, increasing levels of complex needs, and widening health inequalities (mainly due to the impact of COVID) have increased pressure on services.
- 3.8 The joint health framework will consolidate and support our strategic direction, embed key integration principles and outline the direction of travel for the re-commissioning and provision of 0-19 services. It will serve as a blueprint for new ways of working that could potentially lead to changes in organisational structures, working processes and cultures including the possible integration of services, the pooling of budgets and/or in-sourcing.
- 3.9 We already have a lot to build on locally. We have a number of excellent children's health services across the City and Hackney footprint, including the 6th best performing suite of Child and Adolescent Mental Health services in the country, as identified by the Office of the Children's Commissioner recently. We want to strengthen our direction of travel toward integrated planning and delivery in order to further improve health outcomes and tackle some of our key challenges together. We have a strong record of being most effective, where we have worked together.
- 3.10 [Integration and Innovation: working together to improve health and social care for all \(2021\)](#), [Health and Care Act 2022](#) and the [White paper: Joining up care for people, places and populations, Feb 2022](#) have set out the legislative proposals to accelerate the pace of integration. Within the overall structure and oversight of integrated care systems (ICSs) and local authorities. The white paper includes new duties to: collaborate, deliver improvements in data sharing and improved health and wellbeing outcomes, and an amendment to section 75 of the 2006 NHS Act to support pooled budgets between the NHS, local government, and wider delivery partners. This is a timely opportunity to accelerate integrated working and to drive this ambition forward within existing budgets.

4. Current Position

- 4.1. A lot of work on integrating services has already been undertaken or is at the planning stage, the framework and action plan will assemble these across the Children Young People Maternity and Families workstream governed by the Integrated Care Partnership Board (ICPB) and those in process or planned by City & Hackney Public Health, City of London Corporation, Hackney Council and wider partners. This will establish a baseline of integrated practice and identify areas of learning and good practice.
- 4.2. A number of partners already work closely together to support families in the City of London. This includes the City Child and Family Centre and the Early Help Team who work collaboratively to support vulnerable families as early as possible. The City of London Family Information Service website offers free and impartial information about local events and services available to children, young people and families living and working in the Square Mile. This includes a reviewed and updated Local Offer. The City of London is also currently consulting on a new Children & Young People's Plan 2022-25 that sets strategic outcomes and priorities on how we work with our partners to improve the lives of children and young people who live and access services in the Square Mile.
- 4.3. There are also proposals going to the City of London's Community & Children's Services committee for a separate City of London Family Hub for children and young people aged 0-19 (0-25 if they have SEND)
- 4.4. We already have a lot to build on locally. We want to strengthen our direction of travel toward integrated planning and delivery in order to further improve health outcomes and tackle some of our key challenges together. The integration proposals will need to consider the specific needs of different communities in the City of London, especially those families who have traditionally been less likely to engage or access services.

5. Proposals

- 5.1 Note, and endorse the continued direction of travel, in terms of partnership and integration across the breadth of children's health, mirroring current integration of children's social care and education, and progressing integrated children's health work to date
- 5.2 Endorse and approve the establishment by the City of London Corporation (with Hackney Council and other applicable partners) of a Joint Children and Families Health Framework as a mechanism to support this

- 5.3 Endorse and approve the development of several key partnership principles that will underpin all children's health work going forward, to be formally agreed and signed up to by all relevant partners

6. Options

Not to develop a framework for City and Hackney

7. Key Data

The small size of the resident population poses a problem to strategic planning

- 2940 children and young people (0- 25) live in the City of London
- 11 children in need
- 19 children with an Educational Health and Care (EHC) Plan
- 10 looked after children
- 55 care leavers

8. Corporate & Strategic Implications

Strategic implications

The proposed 'Framework' will be aligned to the City and Hackney System Vision, its 9 system strategic priorities, and to the overarching systems integrated outcomes framework. It will also align with the following outcomes of the City of London Corporate Plan:

- Outcome 1: People are safe and feel safe
- Outcome 2: People enjoy good health and wellbeing
- Outcome 4: Communities are cohesive and have the facilities they need

Financial implications

There are currently no financial implications of adopting a framework.

Resource implications

None

Legal implications

There are no particular legal implications flowing from the tabled proposals.

Risk implications

There are no financial or reputational risks however there is a risk of the project being subject to delays due to lack of buy-in/or responsiveness to survey/data requests which could impact the project timetable. However, this will be addressed by ensuring the project proposal is shared widely before initiation.

Equalities implications

An equality impact assessment (EIA) will be undertaken as part of the development of the Framework. The framework will set out how greater equity and equality will be achieved, and health inequalities reduced.

Climate implications

None

Security implications

None

9. Conclusion

- 9.1. Committee members are asked to note, and endorse the continued direction of travel, in terms of partnership and integration across the breadth of children's health and to approve the development of a Children and Families Integrated Health Framework as a mechanism to support this. Members are also asked to approve the development of several key partnership principles that will underpin all children's health work going forward, to be formally agreed and signed up to by all relevant partners.
- 9.2. The integrated health framework will help provide strategic direction for the re-commissioning of 0-19 services and potentially pave the way for key decisions on staffing structures/services, in-sourcing and pooled budgets over the next 5 years.
- 9.3. This proposal has been shared with the following groups/individuals and updated in line with feedback:
 - Internal Integrated Programme Board City of London Board 11/4/22
 - VCS Children and Families Forum Meeting 20/04/22
 - CYPMF Strategic Oversight Group 21/4/2022
 - PH SMT - 3/5/2022 & 10/5/2022
 - City DLT 1/4 corporate business meeting- 11/5/2022
 - LBH C&E SLT - 18/5/2022
 - CYPMF Business Performance Oversight Group -19/5/2022
 - Councillor Woodley (Cabinet Member for Families, Early Years, Parks and Play) - 23/5/2022
 - Councillor Bramble (Children's Lead and Deputy via email) - 24/5/2022
 - Councillor Kennedy (Cabinet Member for Health, Adult Social Care, Voluntary Sector and Culture) - 25/5/2022
 - CYPMF Neighbourhoods Steering Group - 13/6/2022
 - Councillor Ruby Sayed, City of London - 22/6/2022

- Councillor Helen Fentimen, City of London - 28/6/2022
- Hackney Cabinet - 27/6/2022
- City of London Health & Wellbeing Board - 15/7/2022
- CCS committee agenda - 20/7/2022
- Hackney Health & Wellbeing Board - 2/9/2022
- **CCG SMT - tbc**
- **Adult Health & Integration SMT - tbc**
- **Children & Young People's Partnership Board for the City - tbc**
- **Partnership Delivery Group - tbc**
- **Neighbourhood Health & Care Board - tbc**
- **Integrated Health and Care Partnership Board - tbc**

Report authors

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Appendix A: Joint Children & Families Health & Wellbeing Framework project outline

1. Project Outline

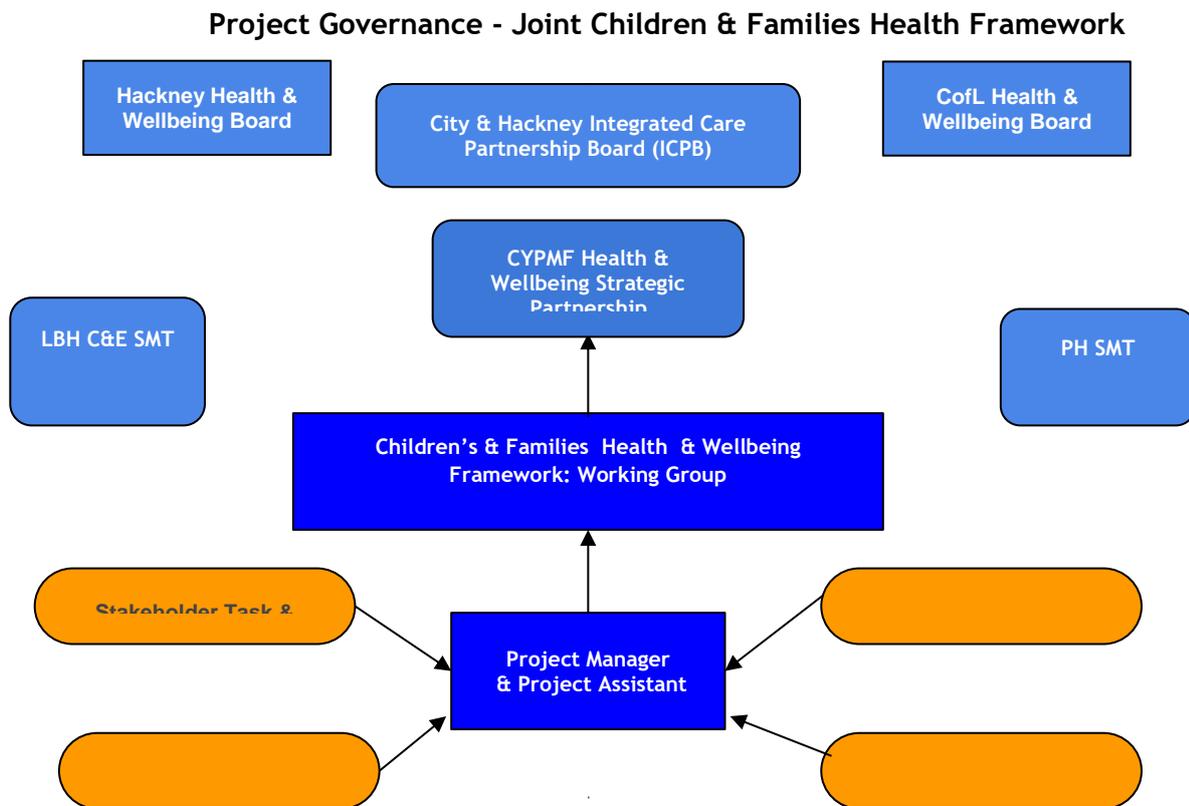
To develop a Joint Children & Families Health and Wellbeing Framework (the Framework) that will be aligned to the City and Hackney system vision, 9 system strategic priorities, and to the overarching systems integrated outcomes framework, which may include NHS, public health, social care, and educational outcomes, as relevant.

The Framework will be accompanied by a 5-year action plan (2022 - 2027) summarising the approach to integrated children and families' services across all wards of the local authorities of the City of London and Hackney, for all users aged 0 - 19 (25yrs for those who are owed a statutory responsibility). The plan will outline the stages of the journey from where we are now, to an integrated children's and families' service.

1.1 Project Sponsors

- Amy Wilkinson, Integrated Commissioning Workstream Director: City and Hackney Children, Young People, Maternity and Families
- Chris Pelham, Assistant Director People at City of London Corporation
- Jackie Burke, Group Director of Children and Education
- Chris Lovitt, Deputy Director of Public Health

1.2 Project Governance



2. Deliverables

- an overarching children and families integrated health framework, which will outline our principles / objectives against which we commission. This will be in line with, and support work by the ICPB and Place-based delivery group's outcome framework development.
- a vision statement and a set of agreed principles for planning and delivery of children's health services across City and Hackney
- a 5-year action plan which will provide an overview of how this will be achieved through our new City and Hackney Place Based Partnership

3. Scope

Out of scope of project lifecycle but to be included in action plan: pooled budget to support the implementation of action plan and commitment to complete shared data agreements. We are still awaiting confirmation of budgets at this stage.

4. Timetable: April - September 2022 (27 weeks)

	April 22	May 22	June 22	July 22	Aug 22	Sept 22
1: Project proposal/Initiation	12/04 PH SMT	03/05 PH SMT 25/5 City DLT	Hackney Cabinet 27/6	City of London HWB 15/7 CCS committee 20/7		Hackney HWB 2/9
2: Project Planning - mapping CYP Strategies to System Priorities and HIA		Complete Mapping City & Hackney CYP Strategies against System Priorities & HIA				
3: Joint Children & Families Health & Wellbeing Working Group meetings			Monthly Meetings			
4: Trip/On-line workshop with Greater Manchester - Best Practice around developing an Integrated Framework						
5: Project Planning - agree assessment tool/undertake assessment of integration types in place/planned				Collate Integration activity in place/planned over 5 years		
6: Project Planning - visioning & key structures and principles for integration agreed (workshops)						Workshops - CYP & Stakeholders
7: Project Planning - Agree Joint Children & Families Health Framework report template					Templ ate & contrib utors agreed	
8: Project Execution - undertaking and assembly of the					Four Task & Finish Groups	

Framework & Action Plan						
9: Project Execution - Draft Framework & Action Plan						Collating and presentation
10: Joint Children & Families Health & Wellbeing Framework, 2022 - 2027 Action Plan						Project Closure

***Risk - timeline could be impacted by availability of staff during summer period**

5. Resources

The project will be led by a Project Manager (Senior Public Health Specialist, CYP) and a Project Administrator based in City & Hackney Public Health, supported by the various leads in the CCG/ICP, LA, CVS, HUH, and others

6. Next Steps:

- Establish Working group to develop detailed Project Plan
- Governance through the Children's Integrated Children's Strategy Partnership Working Group (utilising existing CYPMF Integrated Workstream Board)
- Support and sense checking to be undertaken through PHSMT and LBH C&E SMT (monthly monitoring)

Committee: Health and Wellbeing Board	Dated: 15 July 2022
Subject: Business Healthy Annual Update and Forward Plan	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 5
Does this proposal require extra revenue and/or capital spending?	N - The programme is funded through the Public Health Grant
If so, how much?	N.a.
What is the source of Funding?	N.a
Has this Funding Source been agreed with the Chamberlain’s Department?	N.a.
Report of: Andrew Carter, Director of the Department of Community & Children’s Services Dr Sandra Husbands, Director of Public Health	For Information
Report author: Xenia Koumi, Department of Community and Children’s Services	

Summary

This report provides an update on the key achievements of the Business Healthy network from May 2021 to June 2022, including progress against its strategic objectives and overall aim to provide support and signposting to employers in the City of London to help them improve the health and wellbeing of their workforce.

This report further outlines a proposed forward plan for activities to be undertaken by the Business Healthy network in 2022/23 and beyond, to achieve its aim and objectives and support the City Corporation to attain its statutory duties regarding public health. It also reviews the priorities of the Business Healthy strategic plan (2012-2020).

Recommendations

Members are asked to:

- Note the report and the role Business Healthy has continued to play throughout the pandemic and “recovery” phases.
- Support the promotion of the Business Healthy network to employers within their wards and other key stakeholders.
- Approve the proposed strategic priorities for the Business Healthy programme.
- Approve the proposals for the Business Healthy forward plan (Appendix 1).

Main Report

Background

1. Since being established in 2014, the Public Health-led Business Healthy network has been providing signposting and support to employers in the City of London and beyond, of all sizes and sectors, to help them to improve the health and wellbeing of their workforce. This includes the promotion of and signposting to locally-commissioned health and wellbeing services that can be accessed by City workers. This enables the City Corporation to discharge its statutory public health duties with regards to its significant worker population.
2. The programme is unique and has garnered significant interest from local authority Public Health teams elsewhere in London, who are looking to learn from experiences to further develop and enhance their own workforce health offering. While the programme is focused on the City of London, its singularity means that it attracts membership from beyond the Square Mile itself; approximately 55% of its member organisations are located elsewhere in London, the UK, and overseas. This exemplifies the leading role the City of London Corporation plays in workforce health.
3. Through partnership working with key stakeholders, Business Healthy supports the delivery of a “Health in All Policies” approach with regards to business engagement, sharing the evidence base for investment in workforce health and wellbeing, and the interventions that work.
4. While the area of workforce health and wellbeing has become more prioritised in recent years, it has also become increasingly commercialised. This can make it challenging for those responsible for workforce health and wellbeing within their own organisations (such as HR Directors) to determine what is and what is not an evidence-based intervention, and therefore optimising value for money and return on investment for resources they have allocated. A unique selling point of Business Healthy is that it is delivered through a local authority Public Health function, and can therefore help to translate the evidence base on workforce health and wellbeing to non-public health practitioners, to support them to make effective decisions about investing in interventions.

Current Position

5. Throughout the COVID-19 pandemic, Business Healthy has continued to support City employers to improve the health and wellbeing of their workforce, leveraged Business Healthy contacts to promote COVID-19 responses and achieve successes across its key strategic objectives:
 - Expand the Business Healthy network
 - Make Business Healthy the “go-to” health and wellbeing resource for City businesses
 - Secure high-level buy-in
 - Make BH financially self-sustaining

These priorities informed the last Business Healthy strategy (2017-2020) and were due to be refreshed in 2020/21. This has, however, been postponed due to the prioritisation of the COVID-19 response during 2021.

6. In 2020/21 the City of London and Hackney Public Health teams merged to form a single joint service. While Hackney is home to a large number of businesses, Business Healthy continues to be primarily focused on the City of London, which has the most dense concentration of businesses and worker population of all local authority areas in the UK. The health and wellbeing needs of the worker population in the City of London differ from elsewhere, given that it is a large population with most commuting into the area, often from far away.
7. The Business Healthy programme is run from a small budget funded from the Public Health Grant. The vast majority of resources needed to deliver it are in the form of staffing. The programme is currently delivered through a modest part-time staffing resource (approximately 0.2 to 0.4 FTE). The budget allocated to delivering the programme is approximately £4,000 per year, not including costs of staffing. A significant proportion of the budget is spent on the external maintenance of the website - www.businesshealthy.org.
8. The Business Healthy network, as of May 2022, includes almost 1,000 individual registered organisations, 45% of which are located within the City of London. Around 57% of these registered City firms are SMEs (fewer than 250 employees). The network has almost 2,000 registered members who receive the Business Healthy Newsletter.
9. Given the significant changes in the world of work and workplace/workforce health as a result of the COVID-19 pandemic, it is an opportune moment to reflect on what has been achieved (Key Data) and outline a forward plan for the programme across 2022/23 and beyond (Proposals).

Key Data

10. Areas of work, metrics and achievements over the past 14 months.
11. Key network growth metrics covering the period May 2021 to May 2022:
 - Newsletter subscribers: 8% increase to 1,974
 - Twitter followers: 1% increase to 1,299
 - LinkedIn followers: 1% increase to 359
 - Number of individual organisations registered as members: 3% increase to 937. 57% of registered City firms are SMEs
12. Key engagement metrics:
 - 10 newsletters published, opened a total of roughly 2,800 times, as well as being available to read on the Business Healthy website. The newsletters have covered a wide range of workforce public health topics, including promoting national NHS campaigns, the health and wellbeing benefits of volunteering, smoking cessation, and HIV and sexual health awareness.
 - 14,440 hits on the Business Healthy website – 91% of which were classified as from “new” users.

13. Business engagement and sharing Public Health information:

- Provided a trusted, authoritative approach, supporting businesses in understanding COVID-19 guidance, including infection prevention control, outbreak prevention, reporting, testing and vaccination. This included working closely with the City's rapid COVID-19 testing business outreach team and Environmental Health team on visits to small and medium-sized businesses in the Square Mile between July 2021 and March 2022, providing rapid tests, encouraging COVID-19 infection, prevention and control measures, and signposting to guidance and information. It achieved visits to 1,882 local businesses across all City of London wards, distributing a total of 4,454 test kits.
- Hosted nine sessions, including:
 - Two COVID-19 advice webinars, covering Step 4 of the Roadmap (July 2021) and preparing for the party season (for hospitality businesses) (November 2021).
 - A launch event for the programme on "closing the health and wellbeing gap for the frontline and essential workforce", in partnership with Legal & General and PwC, where Prof. Sir Michael Marmot delivered a keynote speech.
 - Six Suicide Prevention Awareness sessions delivered to the local business community, in partnership with Samaritans and City of London Police, including a short "Acting quickly to prevent suicides" session. Attendees represented 51 different organisations.
- Keynote speaking at a range of forums on COVID-19 and other workforce health and wellbeing considerations for employers, including:
 - City of London SME engagement group
 - City Property Managers' Network
 - Society of Occupational Medicine
 - City of London Crime Prevention Association
 - UK Finance Business & Operational Continuity Committee
 - London Banks' Health and Safety Forum
 - City Mental Health Alliance (CMHA) Senior Sponsor meeting
 - Small Business Research & Enterprise Centre

14. Business Healthy has continued to promote City Corporation-commissioned services, such as the City Wellbeing Centre, to City employers. It has worked with ELoPE (East London CVD Prevention Group) at Barts Heart Centre to deliver CVD prevention masterclasses to the City's business community.

15. In March 2022, Business Healthy partnered with construction firm Sir Robert McAlpine (SRM), as well as North East London Clinical Commissioning Group (CCG), NHS England & Improvement, and the Office for Health Improvement and Disparities (OHID), to facilitate access of the COVID-19 vaccine, and information about the vaccines, to individuals working on a large SRM site in the Square Mile (on-site, during working hours). NHS Health Checks were also offered. This collaborative health promotion event was supported by a Romanian interpreter, as a large proportion of the site's 1,000-strong workforce had Romanian as a first language. The project achieved positive outcomes and important learnings. A case study on this initiative can be accessed [here](#).

16. Business Healthy continued to convene an initiative aimed at tackling health inequalities faced by frontline and essential workers - routine, service and manual workers in roles such as cleaning, security and construction.

This initiative has three key objectives:

- Raise awareness of the vital role that the frontline and essential workforce plays in the functioning of the City.
- Identify and share best practice of where businesses are working to promote the health of all their workforce, including the frontline and essential workers.
- Make sure that routine, service, and manual workers themselves are aware of free health and wellbeing services available.

Although this work started prior to the COVID-19 pandemic, the pandemic made the issue more topical and timely, with CBI including health inequalities within its COVID-19 recovery plan, and a number of reports published by key stakeholders.

Business Healthy has brought together stakeholders including Legal & General, PwC, the City Mental Health Alliance (CMHA), Bank of England, UCL's Institute of Health Equity (IHE), and the GLA, to look at ways in which employers can be supported to do more to improve the health and wellbeing of this segment of the workforce, who are often outsourced, but who work on their sites.

Key activities include the launch event in November 2021 (mentioned above), where Prof. Sir Michael Marmot delivered a keynote speech, and a roundtable session with senior sponsors of CMHA member organisations. A further roundtable is planned for July 2022 with procurement leads within large firms.

The next stage involves qualitative research with frontline and essential workers, to better understand the current situation, barriers and potential opportunities, with a view to sharing findings more widely and inform subsequent areas of work to progress the initiative. Tavistock Relationships and UCL IHE are delivering the research and the findings will be published in autumn 2022.

This work closely aligns with and complements the ambitions of the City of London's new Health and Wellbeing Strategy, which is currently in development.

More information about this initiative can be found [here](#).

17. Feedback on events and webinars:

- *"Really appreciate you holding this [session] and sharing the knowledge"* - attendee to a Suicide Prevention Awareness session
- *"Excellent, informative meeting. These [sessions] help so much to keep us in touch with developments."* - business representative attending one of the COVID-19 information sessions
- *"One of the best Covid-related sessions I have attended (and I have attended very very many!...questions answered well and materials/resources comprehensive. Very many thanks."*
- *"Solid update from our professionals."*

Proposals

18. The last strategy for the Business Healthy programme (2017-20) outlined four key priorities for the programme:

- Expand the Business Healthy network
- Make Business Healthy the “go-to” health and wellbeing resource for City businesses
- Secure high-level buy-in
- Make Business Healthy financially self-sustaining

The first three priorities are proposed to remain for the period 2022- 2025 and for Business Healthy to be remain fully funded from the Public Health grant.

19. To further the first three strategic objectives in 2022-23 and beyond, a number of actions are proposed, supported by a rationale, and an estimation of the resources required. These can be found in Appendix 1.

20. Potential topics and themes to cover through the newsletter, roundtable sessions, expert-led seminars, website content, social media, etc.:

- Financial wellbeing
- Long COVID
- Hybrid working
- Mental health and alcohol/ substance misuse
- Work-life balance
- Women’s health
- Sexual and reproductive health, e.g. HIV and the promotion of “U=U”
- Screening and vaccinations
- Closing the health and wellbeing “gap” for the frontline and essential workforce.
- Diabetes and CVD prevention
- Smoking cessation

Corporate & Strategic Implications

21. The activities proposed in this report (Appendix 1) have clear alignment with Corporate Plan outcomes, including:

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Businesses are trusted and socially and environmentally responsible

The proposals also support the Health and Social Care Act 2012 and 2022.

22. Business Healthy will continue to play a role in supporting the City Corporation’s ambitions for a strong and sustainable COVID-19 recovery in the Square Mile by helping to ensure businesses implement COVID secure arrangements, including testing, promoting vaccinations and responses to outbreaks.

23. Implication of proposed activities

- Financial implications: there may be financial implications associated with proposed actions outlined in Appendix 1, which are different to the current funding implications. These have been highlighted where relevant.
- Resource implications: there may be resource (namely staffing) implications associated with proposed actions outlined in Appendix 1, which are different to the current arrangements. These have been highlighted where relevant.
- Legal implications: none
- Risk implications: none
- Equalities implications: the provision of Business Healthy as a Public Health initiative, which is focused on addressing and tackling health inequalities among the City worker population, directly supports the Public Sector Equality Duty 2010.
- Climate implications: none
- Security implications: none

Conclusion

24. This report summarises the background, current status, key data and proposed activities of the Business Healthy programme, led by the City of London and Hackney Public Health team. With City workers returning to their workplaces in greater numbers since the start of the COVID-19 pandemic, it is an opportune moment to review the work and strategic direction of Business Healthy.

Appendices

- Appendix 1 – Options for proposed actions (forward plan)

Background Papers

- [Business Healthy Strategy](#) (June 2017)

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Appendix 1: Options for proposed actions (forward plan)

Priority area (from BH Strategy)	Action	Proposed deadline (short-/medium-/long-term)	Rationale	(Potential) partners/ stakeholders	Resources required
Expand the Business Healthy network	Identify opportunities to (re)promote the Business Healthy network to City employers of all sizes and sectors	Short-term	The business landscape in the City may have changed since the start of the pandemic, with businesses closing and new ones opening	<ul style="list-style-type: none"> • Business-facing units of the City of London Corporation • CoL Communications team • CoL Innovation & Growth 	Staffing Budget for paid-for communications
	Undertake business development and lead generation to make City firms aware of the Business Healthy offer	Medium-term	To continue to increase BH membership and the proportion of member organisations located in the City of London	<ul style="list-style-type: none"> • As above • Small Business Research and Enterprise Centre 	Staffing Resources such as City firm contact lists (supplied by the Small Business Research and Enterprise Centre) Attendance at networking events Representation of Business Healthy at key events Content-led marketing
	Update CRM system	Long-term	To harmonise information captured on member organisations and individual representatives, and support more targeted outreach	<ul style="list-style-type: none"> • CoL Innovation & Growth • Commercial CRM provider 	Financial input
Make Business Healthy the “go-to” health and	Continue to lead frontline and essential workforce health	Short-term/medium-term	Ongoing programme of work and a priority focus	<ul style="list-style-type: none"> • Legal & General • UCL IHE • PwC • City Mental Health Alliance 	Staffing

wellbeing resource for City businesses	inequalities initiative, including research project, awareness-raising among employers and senior leadership		Share findings/ insights/ best practice with wider audience (e.g. advocacy role)	<ul style="list-style-type: none"> • Tavistock Relationships • Bank of England • Other City employers and key stakeholders 	
	Continue to share content, updates, guidance and information through the Business Healthy website, newsletters, and social media (workforce health through a Public Health lens)	Short-term/ medium-term/ long-term	One of the main activities of the programme	Business Healthy network members	Staffing
	Continue to deliver quarterly Suicide Prevention Awareness sessions to City employers	Short-term/ medium-term/	Ongoing and well-received. There is a need and there is demand	<ul style="list-style-type: none"> • Samaritans • RNLI • City business community 	Staffing Financial input (paid for through the Public Mental Health budget)
	Continue to deliver roundtable/ seminars on key topics led by expert speakers	Short-term/ medium-term/ long-term	<p>Topics drawn from research into the health and wellbeing needs of City workers (undertaken in 2019)</p> <p>Topics drawn from current issues, conversations with employers, etc. with a focus on more taboo/ sensitive issues that do not already receive much coverage (employing a</p>	<ul style="list-style-type: none"> • Health and Safety Executive • Society of Occupational Medicine • City Mental Health Alliance • Lord Mayor's Appeal • Heart of the City • City Property Advisory Team • City of London Business Improvement Districts • Small Business Research and Enterprise Centre 	Staffing Possible financial input (e.g. for venue hire, hospitality costs) - though these are often met by host organisations themselves

			“safety in numbers approach” for City employers)	<ul style="list-style-type: none"> • London Banks’ Health & Safety Forum • NHS • Local healthcare stakeholders (e.g. community pharmacies, primary care) • North East London CCG/ NEL ICS • OHID/ DHSC • Greater London Authority • City employers • Bart’s ELoPE • Local private health and health care providers, e.g. gyms, clinics, etc • Business for Health • Business in the Community • Academic institutions • City Lit • Voluntary sector organisations • East London Business Alliance 	
Secure high-level buy-in	Set up an advisory group for Business Healthy. Advisory group could be chaired by Lord Mayor/ Policy Chair/ Alderman/ Sheriff/ Committee Chair	Medium-term	<p>To provide oversight, strategic direction, and senior lead sponsorship</p> <p>To elevate the profile of Business Healthy among senior City figures and Members, so that they are able to share the offer with businesses in their wards</p>	Members may include representatives from local businesses (large and SME)	<p>Staffing (coordination)</p> <p>Financial input (for venues/ hospitality to host advisory board meetings)</p>
	Identify opportunities to promote the work of	Medium-term/ long-term	To ensure thought-leaders are familiar with the work of	<ul style="list-style-type: none"> • ADPH • GLA • NHS 	Staffing

	Business Healthy to key stakeholders in health/ Public Health, e.g. ADPH		Business Healthy, to help increase its profile	<ul style="list-style-type: none"> DHSC and other Governmental bodies/ departments 	
Make Business Healthy financially self-sustaining	Explore ways in which Business Healthy can generate income, e.g. through sponsorship for one-off projects/ events	Medium-term/ long-term	To supplement funding from the Public Health Grant	N.a.	Staffing

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