



# **Healthwatch City of London**

## **Business Plan**

**June 2021 – August 2022**

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Welcome to Healthwatch City of London's second business plan. Last October, we produced our first business plan which set out our ambitions for the delivery of our three-year contract with the City of London for the provision of Healthwatch services. This plan builds on the 2020/21 plan and will underpin the final plan for 2022/23.

This year has been challenging and we have delivered last year's plan in a very different way to the one we had anticipated. Working remotely has encouraged us to think about how we engage the diverse wider population with limited face to face access. The rapidly changing delivery of everyday care and access to services has meant we have been ever more vigilant in scrutinising the services delivered and making sure that residents had the access they required. Set against the pandemic, the implementation of the Integrated Care System across North East London moved ahead with the development of Neighbourhoods and Primary Care Networks, all of which have the potential to dilute the voice of the City of London but present a real opportunity to have a greater influence on the development of local services.

This year's plan has a greater emphasis on local objectives, meeting the challenges described above and making sure that, as services get back to a 'new normal', all the people in the City of London, whatever their needs, can participate in shaping services and challenging providers of care where necessary.

I would like to commend this second business plan to you; building on last year's successes, it sets out how we intend to discharge the contractual obligations and statutory requirements that need to be met, while ensuring that we do not lose sight of our key objective – to work for the people of the City of London in improving local health and social care services.

*Gail Beer*

**Gail Beer**

**Chair Healthwatch City of London**

**June 2021**

## SUMMARY

Healthwatch City of London (HWCoL) is a charitable incorporated organisation, (registered number 1184771), licensed by Healthwatch England (HWE) to deliver the statutory obligations required in the Health and Social Care Act of 2012, (page 9) and contracted by the City of London Corporation (CoL) to deliver those obligations. (Page 10) As a Charity, HWCoL is required to demonstrate that it delivers a public benefit, and as part of the HWE licence to operate, is required to demonstrate sound and inclusive decision-making. This business plan aims to deliver all these requirements and is underpinned by the organisation's Vision, Mission and Values. (Pages 7 and 8)

Healthwatch City of London is governed by an established Board of five Trustees, supported by three Board Associates and a permanent staff team of four (full time equivalent 2.1) (pages 18-20). In developing this plan, the team undertook a thorough root and branch review of the previous year's plan and achievements. This identified where improvements could be made, and how strategies and activities should be focused to meet the objectives.

The core work of HWCoL is to act on behalf of City of London residents, workers, and students as their independent champion to help improve local health and social care services.

As well as the requirement to meet national and contractual obligations, HWCoL prides itself on its localism and response to local issues, and the impact on local people. This business plan therefore contains a well-developed section addressing what is important to people who make up the City of London. This is reflected in the section 'Making a Difference for City Residents' (pages 14-16), an output of the engagement work undertaken throughout the year.

The City of London is highly dependent on out-of-borough services to deliver both health and social care, and as such, the work of HWCoL is highly networked. A key objective is to ensure that partners in North East London (NEL) are made aware of the needs of the City, and actively engage to enable full representation of the people living, working, and studying here.

In developing this second business plan and building on year one, the Trustees determined that a full review of both the Political, Economic, Social, and Technological (PEST) analysis and the Strengths, Weakness, Opportunities, and Threats (SWOT) analysis needed to be undertaken, taking full account of the Covid-19 Pandemic. The full version of these analyses can be seen on pages (10-13).

The objectives for year two (pages 16-17) are supported by key tasks that enable the delivery of the plan and will enable HWCoL to meet the performance targets set out in the contract with the City of London Corporation, and those reflected in the Performance Framework by which the contract is managed, and impact assessed.

The report includes the expected financial performance of HWCoL over the length of the contract. HWCoL holds one contract with the City of London Corporation, its commissioner and sole funder. The management accounts for HWCoL for its second financial year of operation ending the 31 March 2021 show a surplus. HWCoL has agreed funding until August 2022 and is budgeting to have a closing reserve of £7,996.00 at the end of August, equivalent to 12% of the annual grant. The Trustees have a reserve policy to hold sufficient cash in the bank to cope with any unexpected cashflow issues over the length of the contract.

The plan also includes a section on the risks to the organisation, and the mitigations required to manage those risks (page 22)

The Business Plan will be reviewed annually and referenced in the Annual Report, considering any contract changes, national and local policy changes, and feedback from stakeholders and service users.

Finally, the activities detailed in this plan will be used to support the anticipated successful completion of Quality Framework developed by HWE to support the delivery of the licensed activities of all Healthwatches in England.

This Business Plan covers year two of the three-year contract, (April 2020- August 2022). With the potential for the contract to be extended to August 2024 a key objective in year two will be the successful extension of the contract.

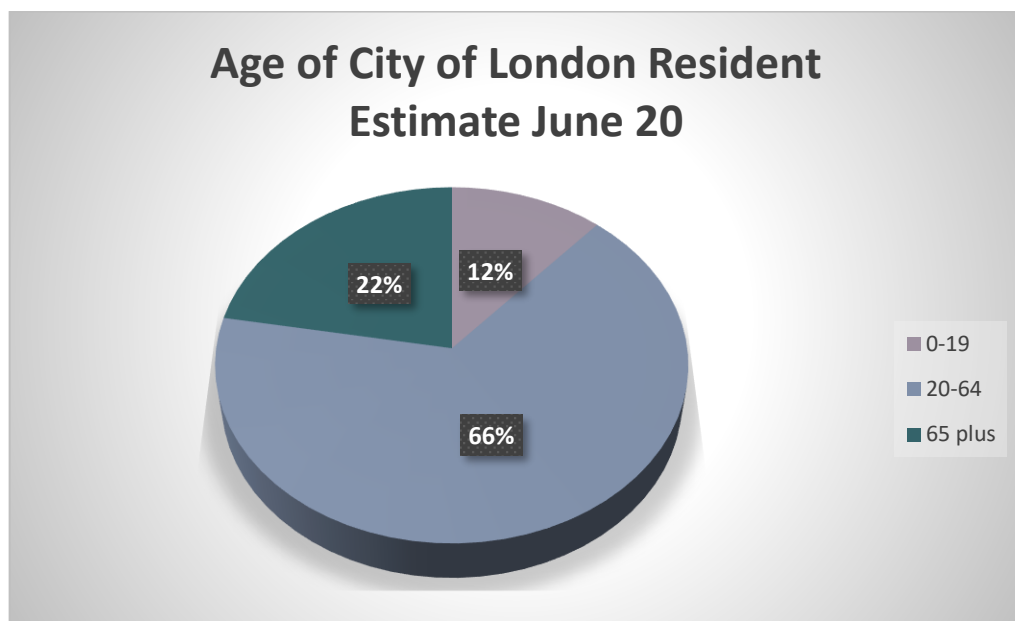
The final objectives and plan were approved by the HWCOL Board at the Annual General Meeting board on September 16<sup>th</sup>.

## ABOUT THE CITY OF LONDON

The City of London (CoL) is a densely developed area with an estimated population between 8,203 and 9,721 residents, providing employment for an estimated 522,500 people. The CoL in its report 'City of London Resident Estimates and Projection, June 2020' estimates there are 7,561 residents of the City of London, rising to 8,203 by 2026. The website [www.statista.com/statistics/381055/london-population-by-borough/](http://www.statista.com/statistics/381055/london-population-by-borough/) lists the City resident population as 9,721.

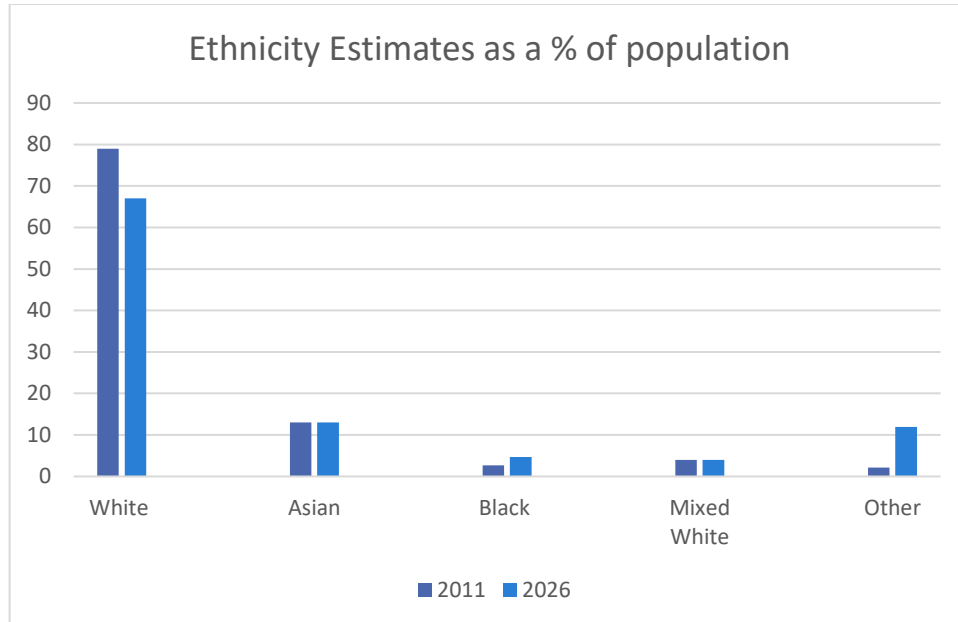
According to City and Hackney Public Health, March 2020: "The health of people in City of London is generally better compared with the England average. City of London is one of the 40% least deprived counties/unitary authorities in England. However, about 9.6% of children live-in low-income families. Life expectancy for both men and women is higher than average."

Using the CoL report, the population is 56% male and 34% female. The age profile is broken down as follows:



The Age Band 65+ has increased significantly since 2011, from 1,000 to 1,670 in 2020, a 67% increase. This is largely due to the ageing of the population profile in the main residential locations of the Barbican and Golden Lane Estate. The ageing population is likely to create increased demand for health and social care services in the future.

The report uses five main Ethnic Groupings for the population, all of which will show an increase in numbers between 2011 and 2026. In proportional terms there is a mixture of change in these projected profiles.



Using the government’s indices for deprivation, the average deprivation ranking for the City of London declined from 22,758 in 2010 to 20,373 in 2015, before a slight improvement to 20,793 in 2019 (where 1 is the most deprived area and 32,844 the least in England). Significant gaps remain between the areas of Portsoken (included in the 40% most deprived Super Output Areas in England, based on the English Indices of Deprivation) and Barbican (which is in the 10% least deprived Super Output Areas in England).

### Public Health profile of the City of London

The Public Health profile published in March 2020, produced by City and Hackney Public Health, includes the following:

#### Child Health:

- In Year 6, 24.8% of children are classified as obese, worse than the average of 21% for England.
- Levels of breast feeding at 76% of all children are better than the England average of 67%
- Smoking at time of delivery, 6 % of mothers, is better than the England average of 13%.
- GCSE attainment (average attainment 8 score) is better than the England average.

#### Adult Health:

- The rate for admissions for alcohol-related conditions is 539 per 100,000, better than the average of 644 for England.
- The rate for emergency admissions for self-harm is 73.8 per 100,000, better than the average of 143 for England.

- Estimated levels of adult excess weight (18+) and physically active adults (19+) are better than the England average.
- The rates of killed and seriously injured on roads, STIs and estimated dementia diagnosis are worse than the England average.
- The rate of emergency admissions for hip fractures of 473 per 100,000 is better than average of 572 for England.

The structural impact of Covid-19 on the number of employees working in offices in the City is not known and therefore difficult to assess. Covid-19 will continue to impact employment in the short-term, whilst employers evaluate the balance between homeworking and attendance in the office as the risk from Covid-19 reduces. It is not yet clear whether there will be a third wave of Covid-19, requiring further national or local lockdowns to support the NHS in meeting the challenge of an increase in hospital in-patient treatment.

### **Health and Social Care services for City residents.**

The City population's primary health care health needs are supported through North East London CCG, the Integrated Care Partnerships (ICPs) for City and Hackney, and Tower Hamlets. General Practice registration for City of London residents is spread over five ICPs, of which 73.0% are registered with a GP in NHS City & Hackney ICP area, 16.1% in Tower Hamlets, 6.2% in Camden, 3.0% in Islington and 1.2% in the NHS Central London ICP area. There is one GP practice in the City, the Neaman Practice, which has 9,800 registered patients from the City and Borough of Islington. This is above the English average of 8,583 and the City and Hackney average of 7,705. The Goodman's Field Health Centre, Leman Street, is due to open in September 2021 and will accommodate those patients supported by Tower Hamlets ICP.

Secondary Care is provided through Barts Health NHS Trust, University College London NHS Foundation Trust, and Homerton Hospital University Foundation Trust. Community health services for the City are delivered through Homerton University Hospital Foundation Trust.

East London Foundation Trust provides mental and community health care to the City. The Governance for Health and Social Care has gone through major changes in the past year, with the creation of an Integrated Care System. This will cover the nine boroughs in North East London, including the City of London, under one Clinical Commissioning Group, from 1 April 2021.

The delivery of adult social care and children's services is the responsibility of the City of London Corporation.

As a result of the geographical spread of service providers, HWCofL is required to work in partnership with a number of neighbouring Healthwatch organisations when carrying out Enter and View visits (COVID restrictions permitting). Engagement with the new the North East London CCG will result in greater co-operation with the Healthwatches covering North East London.

## VISION, MISSION AND VALUES

The vision, mission and value statements describe the purpose of HWCoL and the core principles that underpin our work.

### 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.

### 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.

### VALUES

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

### AIMS

**City Focused:** Relentlessly championing the voice of the user and would-be user in the health and social care system, ensuring that we give an opportunity for all voices from our diverse populations to be heard.

**Accountable:** Be open and transparent in all we do, actively involving residents and users of services in our work and the evaluation of our performance.

**Connected:** Help our populations to access high quality information about how their health and social care is delivered.

**Networked:** Recognise that the unique position of the City requires collaboration with other organisations, working with partners openly, constructively, and inclusively to support our shared purpose of improving health and social care services the City.

**Value added:** Be outcome focused in our work complementing, rather than duplicating, existing structures, within the resources available.

**Evidence based:** Gather and use local evidence to underpin our priorities and listening to all our local communities to target our efforts.



## HEALTHWATCH STATUTORY DUTIES

1. Promote and support the involvement of local people in the commissioning, provision, and scrutiny of health and social care (local care) services.
2. Enable local people to monitor the standard of provision of local care services and evaluate whether and how local care services could and ought to be improved.
3. Obtain the views of local people regarding their needs for, and experiences of, local care services - and importantly to make these views known.
4. Produce reports and make recommendations about how local care services could or ought to be improved. These should be directed to commissioners and providers of care services, and people responsible for managing or scrutinising local care services - and outcomes shared with Healthwatch England.
5. Provide information about local health and social care services to the public in line with the Health and Social Care Act 2012.
6. Formulate views on the standard of provision and whether and how the local care services could and ought to be improved; and share these views with Healthwatch England.
7. Make recommendations to Healthwatch England to advise the Care Quality Commission to conduct special reviews or investigations. Where the circumstances justify doing so, make such recommendations direct to the CQC; and recommend that Healthwatch England publishes reports about particular issues.
8. Provide Healthwatch England with the intelligence and insight it needs to perform effectively.
9. Local Healthwatch organisations shall comply with all relevant legislation in force at any time during the contract period relating to the establishment and provision of the local Healthwatch service. The Provider shall also comply with all guidance issued in respect of local Healthwatch and its role and responsibilities. These are summarised on our website [here](#).

## THE CITY OF LONDON CORPORATION CONTRACT

The specification and commissioning of the Healthwatch contract is the responsibility of the Corporation's Department of Community and Children's Services. The current contract awarded to HWC<sub>o</sub>L was agreed in August 2019, commencing September 2019 until August 2022 with the potential for extension until August 2024. The contract includes Quality Statements that provide a framework to support HWC<sub>o</sub>L and ensure that it is exerting its influence to secure better experiences for people using health and care services. These are:

- A) HWC<sub>o</sub>L has a strong understanding of the strengths and weaknesses of the local health and social care system.
- B) HWC<sub>o</sub>L enables local people to have their views, ideas and concerns represented as part of the commissioning, delivery, re-design and scrutiny of health and social care services.
- C) HWC<sub>o</sub>L formulates views on the standard of health and social care provision and identify where services need to be improved by formally or informally collecting the views and experiences of the members of the public who use them.
- D) HWC<sub>o</sub>L provides advice about local health and social care services to the public.

E) HWCoL works with Healthwatch England to enable people’s experiences to influence national commissioning, delivery, and the re-design of health and social care services.

## METHODOLOGY

Using the National Council Volunteering Organisation’s business plan template, we developed our plan objectives in three stages:

- Desk top analysis of the external factors affecting HWCoL.
- Internal analysis using PEST and SWOT as tools to assist the process.
- Consultation on the draft Business Plan to ensure the plan met the expectations of residents and stakeholders.

### STAGE 1: DESKTOP ANALYSIS

The following documents provided an understanding of the influences that affect the delivery of Health and Social Care in the City of London.

Key documents:

- City and Hackney Joint Strategic Needs Analysis.
- Joint Health and Wellbeing Strategy, City of London Corporation 2017/18-2020/21.
- City of London Resident Estimates and Projections.
- City of London-Addendum Specification for the provision of a local Healthwatch service in the City of London.
- City of London Corporate Plan.
- City of London Department of Community and Children’s Services’ Business Plan and Outcomes Framework and Health and Wellbeing Strategy.
- City and Hackney CCG Mission, Vision and Values.
- City and Hackney CCG Clinical Case for Change City and Hackney (C&H) April 2016.
- East London Health and Care Partnership System Operating Plan 2019/20 for the NHS in North East London.
- Tower Hamlets CCG Commissioning Plans 2017-19.

### STAGE 2: INTERNAL ANALYSIS

HWCoL undertook PEST and SWOT analyses to understand the internal and external factors affecting the charity. Using these tools, HWCoL built on last year’s plan to develop this year’s plan and prepare for year three.

The PEST analysis is based on Political, Economic, Social and Technological influences.

The SWOT analysis looks at the Strengths, Weaknesses, Opportunities and Threats.

#### PEST ANALYSIS

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Covid-19 response by CoL.</li> <li>• City and Hackney Integrated Care Partnership- changes to key personnel – potential loss of influence at a local level.</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Unknown economic consequences because of Covid-19 impacting on funding for Healthwatch.</li> <li>• Changes in the nature of poverty. Increased social isolation caused by digitalisation impacting those</li> </ul>
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<ul style="list-style-type: none"> <li>• North East London CCG - challenge of engaging with the governance structures, City's voice being lost.</li> <li>• North East London Healthwatch organisations working collectively to influence NEL CCG, developing relationships and trust within Healthwatches.</li> <li>• Conflict between the new Neighbourhood forums and the Primary Care Networks on who leads in addressing local health inequalities.</li> <li>• Service re-organisation over a larger geographical area impacting on residents as services become more remote.</li> <li>• Redevelopment of St Leonard's Hospital: ensuring the business case for the redevelopment is co-produced with residents.</li> </ul>	<p>who do not have access to the internet or smartphones.</p> <ul style="list-style-type: none"> <li>• Digital divide creating a two-tier access to health and social care, scrutiny of services to ensure face-to-face appointments are available.</li> <li>• Funding of health and social care funding at risk.</li> <li>• Financial impact on the City of London due to immediate consequence of Covid-19 on businesses, and long-term structural change to business models.</li> <li>• Large scale transformation programmes in public services without effective public engagement</li> <li>• Alternative models for delivering health and social care services at a local level.</li> <li>• GDPR regulations-cost of compliance in a greater digitalised world.</li> <li>• Transformation of office space into housing in the City - increased pressure on the City's residents' services.</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• The impact on mental health and wellbeing of residents and workers because of the Covid-19 pandemic, impacting on mental health services.</li> <li>• Twinned with Hackney - poverty within its population resulting in resources allocated to Hackney.</li> <li>• Rise of self-help groups stretching the voluntary sector.</li> <li>• Greater expectation from society to respect the needs of our diverse population - HWCoL focussing on equality of outcomes.</li> <li>• Activism among younger people who want greater fairness, focusing on climate change and inequality.</li> <li>• Increased social isolation as a result of digitalisation with services not being developed to address this.</li> <li>• A more decentralised world of 'doing good'.</li> <li>• Impact of Brexit on staff recruitment for Health and Social Care providers.</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Greater digitalisation of health and local authority services, creating a digital divide and greater inequality.</li> <li>• GDPR compliance in a digital world - contacting our communities will require sharing of digital information.</li> <li>• Greater user of digital programmes to deliver HWCoL objectives.</li> <li>• Generating insights from data we collect.</li> <li>• Improving digital skills to keep pace with change.</li> <li>• Digital volunteering is going to grow.</li> <li>• Digital by design marginalises the end user in the development process.</li> <li>• Safeguarding vulnerable individuals whose voice is lost in the digital world.</li> </ul>

**SWOT ANALYSIS**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Support of the City of London.</li> <li>• Engaged and motivated Board.</li> <li>• Skilled volunteering team supporting our work.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Reliant on two funders.</li> <li>• Access to patient experience outside of City &amp; Hackney ICP.</li> <li>• Control of office environment.</li> </ul>
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<ul style="list-style-type: none"> <li>• Majority of Board are City of London residents.</li> <li>• We have a clear vision, mission and values.</li> <li>• Staff team.</li> <li>• Board is well networked.</li> <li>• Nimble and able to react quickly.</li> <li>• We understand our population.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient funding to carry out the work required.</li> <li>• Diversity of Board (age)</li> <li>• Staff understanding of the City.</li> <li>• City worker engagement.</li> <li>• Access to seldom heard groups.</li> <li>• Involvement and engagement with younger people.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Generate new funding streams.</li> <li>• Engagement with seldomly heard groups.</li> <li>• New organisation - opportunity to present ourselves differently.</li> <li>• Increased partnership work with local charities and Healthwatches.</li> <li>• New projects - develop our knowledge, grow the charity, increase our reach, gives us authority.</li> <li>• Research benefits us to influence change, build our reputation, develop our Unique Selling Point through City specific projects.</li> <li>• City workers' engagement to build our brand, through unique projects, research and funding.</li> <li>• Volunteers – ambassadors for HWCoL.</li> <li>• Work with the Shoreditch Park and City Primary Care Network on patient engagement.</li> <li>• Work with the Goodman's Field Health Centre to ensure residents are engaged in the development of the new centre.</li> <li>• Influence the development of the Neighbourhood forum for Shoreditch Park and City to responsive to the needs of local people.</li> <li>• Work with Healthwatch Hackney to influence the redevelopment of St Leonard's Hospital in way which meets the aspirations of City residents.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Rent-accommodation costs are too high for our budget.</li> <li>• Small budget - HWCoL not able to produce work to the standard expected.</li> <li>• Lack of transparency in the new Governance structures for City and Hackney ICP impacting on ability to Influence development of the ICP.</li> <li>• Local Healthwatches - if unable to work in partnership hinders our ability to carry out Enter &amp; View visits, marginalised in discussions with NEL CCG and local ICP.</li> <li>• Contract renewal - poor performance.</li> <li>• Not able to recruit volunteers and Board members impacting on HWCoL's local networking and knowledge.</li> <li>• Overextending ourselves.</li> <li>• Funding cuts and opportunities impacted on as a result of COVID-19.</li> <li>• Engagement - failure to engage across our local communities, resulting in us not delivering on our mission.</li> <li>• Lack of diversity in Board - our diverse community not seeing us as relevant.</li> <li>• Funding opportunities restricted due to Covid.</li> <li>• Primary Care Networks not responsive to the needs of City residents by locating services in GP practices not used by city residents.</li> <li>• The Shoreditch Park and City Neighbourhood governance structures marginalise City residents.</li> </ul>

## STAGE 3: CONSULTATION

HWCoL sought feedback on the draft plan via consultation with key stakeholders.

Key stakeholders included:

- North East London CCG
- City and Hackney ICP
- Tower Hamlets ICP
- City of London Health & Well-being Board
- City of London Department of Community and Children's Services
- City of London voluntary sector
- Healthwatch England

HWCoL will seek comment on the plan from City residents via an on-line survey.

## MAKING A DIFFERENCE FOR CITY RESIDENTS

Using the outcome from the PEST and SWOT analysis, along with feedback from engagement activities with City residents, students, and workers, and conclusions drawn from our desktop analysis, HWCoL identified the following actions that will make a difference to City residents' experience of Health and Social care.

### **A) Reflect the diversity of the population of the City of London to ensure that every voice is heard.**

- Targeted recruitment to improve the diversity of the Board.
- Plan engagement activity, including drop-in surgeries, in locations that cover the geography of the City.
- Seek feedback from the City's diverse communities on the health and well-being issues important to them, using their input to shape HWCoL's workplans.

### **B) Encourage our GP and primary care services to deliver good care in their practices, the services they commission, and those commissioned by their primary care network.**

- HWCoL will be a critical friend to the Neaman Practice and the Goodman's Fields Health Centre, supporting City residents by working to ensure that both practices meet residents' expectations.
- HWCoL will use the results of the NHS GP survey to monitor the performance of GP Practices in Islington and Shoreditch attended by City residents.
- HWCoL will build a network of Patient Participation Group representatives for GP practices attended by City residents, ensuring that patients' concerns are heard and addressed.
- HWCoL will aim to ensure that the Primary Care Networks covering the City understand the needs of residents and commission services to meet those needs in accessible locations.
- HWCoL will carry out 'mystery shops' of primary care services, for example dentists, publishing the results and recommendations, and provide feedback to the service providers.

### **C) Campaign for the 'new normal' in health services including community health to be responsive to the requirements of residents, students, and workers.**

- HWCoL will analyse waiting times for diagnostics, elective and urgent care, and outpatient appointments on behalf of City residents, raising these with City and Hackney Integrated Care Partnership Board and seeking assurance that actions are being taken to reduce them.

- HWCoL will inform City residents of changes to clinical pathways.
- HWCoL will undertake regular surveys, focus groups and public meetings to understand the impact of delays in treatment and changes to clinical pathways on CoL residents, students, and workers, informing health providers and seeking assurance that delays are being addressed.
- As well as working with partners such as the Older People's Reference Group, HWCoL will ask residents for their experience of services to understand the impact of the 'new normal' in-service provision.
- HWCoL will work to ensure that residents and service users are consulted with, and able to participate in, the design of new pathways and services.

**D) Ensure City residents' needs remain at the heart of the new Shoreditch Park and City Neighbourhood.**

- During 2021, HWCoL will work with the CoL to organise and deliver a conference for City residents on the City and Hackney Integrated Care Board Neighbourhoods model. This will provide an opportunity for the City and Hackney Integrated Care Partnership Board to communicate to residents the services that will be delivered through the Neighbourhood, explaining what will change.
- HWCoL will be a critical friend to the new Shoreditch Park and City Neighbourhood, monitoring the model for evidence that it is delivering improvements in health and social care for City residents, identifying the services that should be delivered in or through the Neaman Practice.
- HWCoL will participate in the new Shoreditch Park and City forum, ensuring that the adopted governance model recognises the City as a community within the Neighbourhood, and deliver outcomes that respect the needs of residents.
- HWCoL will work with the Primary Care Network (PCN) for Shoreditch Park and City, ensuring that services delivered through the network are accessible and delivered in appropriate locations for City residents.
- HWCoL will support Shoreditch Park and City PCN in-patient engagement, promoting engagement opportunities for City residents.
- HWCoL will scrutinise the use of Multi-Disciplinary Teams, ensuring that patients' wishes are at the centre of any decision on the community-based support they receive.

**E) Scrutinise the development of a single North East London CCG (NEL CCG) for primary care.**

- HWCoL will participate in engagement opportunities as the NEL CCG develops, scrutinising the emerging governance forums, and championing the needs of City residents.
- HWCoL will understand and explain the impact of NEL CCG on the services received by City residents.
- HWCoL will work with the NEL CCG, providing advice and guidance on the development of services that respond to the needs of City residents.

**F) Ensure services currently provided by St Leonard's Hospital remain within easy reach of City of London residents.**

- HWCoL will identify those services that are currently delivered at St Leonard's, gaining a good understanding of their usage and importance to City residents.
- Jointly with Healthwatch Hackney, produce a People's Plan for the St Leonard's redevelopment that meets the expectations of City residents.
- HWCoL will participate in the Project Group, a sub-group of the St Leonard's Programme Board, for the re-development of the site, ensuring opportunities for residents' inclusion are widely promoted and that residents are able to scrutinise plans for St Leonard's.

- During redevelopment, HWCoL will work with the City and Hackney Integrated Care Partnership Board (ICPB) and residents to ensure minimum disruption to service access and delivery during the re-development, advising the City and Hackney ICPB of any concerns.

**G) Act as a critical friend to the City of London, participate in public health campaigns and any decision-making on health and social care issues.**

- HWCoL will scrutinise delivery of City of London Corporation care services on behalf of residents, providing feedback to the City of London Corporation. Priorities will include:
  - **Reviewing CoL’s performance against the social care dignity code,** [www.cityoflondon.gov.uk/services/social-care-for-adults/dignity-code](http://www.cityoflondon.gov.uk/services/social-care-for-adults/dignity-code)
  - **End of life care support for City residents,**
  - **Befriending services for City residents,**
- HWCoL will work with older people, people with both sensory and physical disabilities and carers, as well as partner organisations, to ensure that City of London Corporation services are responsive to their needs.
- HWCoL will develop partnerships with Voluntary and Community sector organisations that support City residents, identifying concerns in performance and gaps in service through joint meetings with their service users.
- HWCoL will provide feedback to the CoL Health and Wellbeing Board via HWCoL’s quarterly performance reports, outcomes of ‘Mystery Shops,’ Enter and Views, and research projects.

The detailed plan for ‘Making a Difference for City Residents’ is included in appendix 1 (pages 26-28)

## BUSINESS OBJECTIVES

The following objectives are deemed essential to be achieved to serve the people of the City of London and ensure the viability of HWCoL beyond the current three-year contract. By August 2022 HWCoL aims to have achieved the following objectives so that:

**1: HWCoL’s voice is recognised:** representing the City of London’s residents, workers, and students, ensuring that their voice is heard in every forum where change to the delivery of health and social care is discussed.

**2: HWCoL recruits and retains a team of committed volunteers:** to deliver our vision through a range of bespoke opportunities.

**3: HWCoL is a trusted partner:**

- trusted by City residents, students, and workers to raise the issues important to them, with those taking decisions affecting their health and social care needs.
- trusted by the bodies taking decisions, ensuring that they seek HWCoL’s views as an organisation they need, due to HWCoL’s reputation as a reliable source of patient feedback.

**4: HWCoL delivers informative research:** that impacts positively on City of London residents, workers, and students experience of health and social care services and outcomes.

**5: HWCoL is financially stable:** holding sufficient cash in the bank to manage any unexpected cashflow issues over the length of the contract.

The objectives are supported by both a high level and detailed plans. The high level plan is set out below (pages 17 to 18) The detailed actions, with specific, timed targets can be found in appendix 2 (pages 28-35).

#### BUSINESS OBJECTIVE ONE 2021/22

**1: That HWCOL's voice is recognised:** representing the City of London's residents, workers, and students, and ensuring that their voice is heard in every forum where change to the delivery of Health and Social Care is discussed.

**Target:**

- 1.1) Engage with residents, workers, and students in the City of London to discover what is important to them.
- 1.2) Support our community, enabling it to be consulted and involved in the commissioning, provision, and scrutiny of local care services.
- 1.3) Seek to ensure that the new Integrated Care Partnership Board for City and Hackney is committed to co-development and is consulting effectively with the public on the planning and delivery of services.

#### BUSINESS OBJECTIVE TWO 2021/22

**2: HWCOL recruits and retains a team of committed volunteers:** deliver our vision through a range of bespoke opportunities.

**Target:**

- 2.1) Build an effective volunteer team by ensuring that the recruitment, management, and development of volunteers complies with statutory requirements and HWCOL policies.
- 2.2) Deliver the commitments to good practice in supporting and managing volunteers identified in HWCOL's volunteer charter.
- 2.3) Identify volunteering opportunities that enable participation from our diverse communities within the City, enhancing the work of HWCOL.
- 2.4) Ensure that HWCOL recognises the time our volunteers commit and the value of their work.

#### BUSINESS OBJECTIVE THREE 2021/22

**3: HWCOL is a trusted partner:**

- trusted by City residents, students, and workers to raise the issues important to them, with those taking decisions affecting their health and social care needs.
- trusted by the bodies taking decisions, ensuring that they seek HWCOL's views as an organisation they need due to HWCOL's reputation as a reliable source of patient feedback.

**Target:**

- 3.1) Demonstrate HWCOL's quality as an organisation.



3.2) Be open and accessible to City residents through the provision of opportunities to engage and raise with HwCoL issues that are important for residents, students, and workers, on their health and care, via face-to-face and on-line forums.

3.3) Work in partnership with local bodies and Healthwatches across North East London to embed Co-Production and resident engagement in the developing structures for the NEL CCG.

3.4) Collaborate with local bodies on placing patients at the centre of the decision-making process about their health and care needs.

3.5) Support both statutory and voluntary partners in delivering their health and social care campaigns and programmes, providing feedback from City residents, workers, and students when necessary.

3.6) Identify the specific health and care needs of City workers and produce a plan to address them.

3.7) Respond to both local and national consultations, making sure the City of London voice is heard and is representative of service users.

#### BUSINESS OBJECTIVE FOUR 2021/22

**4: HwCoL delivers informative research:** that impacts positively on City of London residents', workers' and students' experience of health and social care services and outcomes.

**Target:**

4.1) Carry out research, driven by residents, workers, and students of the City, which reflects their priorities, concerns and requirements.

4.2) Undertake small research projects that enable HwCoL to identify issues and gaps in services or support /disprove assumptions on delivery or need.

4.3) Deliver research projects that are City-specific, but impact on the wider landscape.

4.4) Support and participate in research projects developed by partner organisations that demonstrate enhancement of care or enable the voice of local people to be heard.

#### BUSINESS OBJECTIVE FIVE 2021/22

**5: Ensure HwCoL is financially stable:** hold sufficient cash in the bank to manage any unexpected cashflow issues over the length of the contract.

**Target:**

5.1) To be financially stable

5.2) Develop and implement a fundraising strategy

5.3) Develop a governance pathway for new projects.

#### BUSINESS OBJECTIVE FOR 2022: SECURE CONTRACT EXTENSION

**Objective**

1) The City of London Corporation extends HwCoL's existing contract beyond August 2022.

**Target**

1.1) Agree a contract review process with the City of London Corporation.

1.2.) Produce revised business plan to meet the contractual obligations included in the contract extension.

## FINANCIAL PERFORMANCE

The Trustees set a target of having a reserve of 12% of the City of London's total grant by the end of the contract. At the end of the Financial Year to 31 March 2021, we were on track to meet that objective by having in excess of the proportional figure for that period in the bank. The actual figures were cash brought forward £12,334, income £73,010, expenditure £66,581 generating a surplus of £18,764, equivalent to 28% of the annual income. This was only achieved because of the unusual circumstances generated by the COVID Pandemic. It is not expected that this will continue to the end of FY 2021/22 as extra staff resources will be required to get everything back on track.

## HWCOL BOARD TRUSTEES

### GAIL BEER, CHAIR

Gail has over 40 years' experience in healthcare. A Bart's trained nurse, her association with the City goes back a long way.

After working extensively in London Hospitals, including the Royal London, Gail moved into management, becoming an executive director on the board of Bart's and the London NHS Trust. Gail worked as an independent consultant before moving into 2020health, a Westminster-based think tank. During this time, she worked with policy makers and co-authored several publications endeavouring to create change. She has returned to the NHS and is currently at Guy's and St Thomas' as a director working on special projects.

As a long-term City resident, she feels strongly that the voice of residents and workers must be heard and that holding health and social care providers to account is an essential part of the Healthwatch role.

### STEVE STEVENSON, TREASURER

Steve has been a City resident since 1988. He was a member of the City of London's Common Council from 1994 to 2009, serving on the community services committee covering housing, social services, and health. Steve has considerable experience of patient engagement and involvement, first as a member of the Community Health Council and then at Links. He has been a member of the City of London's health and social care scrutiny committee since 2012. Steve was the sole carer for his wife, who had Alzheimer's from 2000 to 2014. Steve joined the board in October 2014.

### LYNN STROTHER, TRUSTEE

Lynn managed the first Healthwatch City of London contract and offers a wealth of knowledge and understanding of Healthwatch. She also has experience and knowledge of the NHS, Social Services and Older Peoples Charities, having worked in these sectors for several years. Lynn has been part of the London Ambulance Service Patients Forum for many years, and is a member of the Executive Committee, and on the End-of-Life Care Steering Group. She is also a member of the Patient Involvement Collaborative at Kingston Hospital.

## MALCOLM WATERS, TRUSTEE

Malcolm retired in 2019 after 41 years in practice at the Chancery Bar in London. He was appointed a QC in 1997. In his professional life, he specialised in retail financial services and mutual institutions, taking a particular interest in the law relating to unfair contract terms and the various ways in which consumers can obtain redress if they have been treated unfairly by financial institutions. He has a flat in the Barbican and joined the Board in 2019.

## SEAN LEE, TRUSTEE

Sean Lee has lived in the City since 2012. Sean is a qualified accountant who trained in London. His professional experience is in accounting and finance, project management, internal audit, and external audit, encompassing the UK, Singapore, Malaysia, Hong Kong and China, across various industries and commerce.

He lives on the Middlesex Street Estate where he is a member of the Middlesex Street Residents Association and the Petticoat Square Leaseholders' Association.

Sean became a Trustee at Healthwatch City of London in February 2021.

## HWCOL BOARD ASSOCIATES

### JANET PORTER, BOARD ASSOCIATE

Janet has lived in the Barbican since 2005. She is a retired business journalist who now chairs the editorial board of the shipping publication Lloyd's List, as well as continuing to write about the maritime industry. Janet was born in London and has an economics degree from London University. As a resident of the City of London, she is keen to ensure that health and social care services in the Square Mile are world class and meet the needs of the local community. Janet is an authorised Enter and View representative.

### STUART MACKENZIE, BOARD ASSOCIATE

Stuart is retired, and a Barbican resident since 2005. He held principal consultant and senior European marketing roles in leading UK and US management, high technology, and product design consultancies. He is interested in improving the user/service provider interface and the quality of communications in the NHS and social care. Stuart is an authorised Enter and View representative.

### CYNTHIA WHITE, BOARD ASSOCIATE

Cynthia joined Healthwatch City of London as an Associate Board Member in January last year. She chairs the City & Hackney Older People's Reference Group, sits on the City of London Adult Safeguarding Sub-Committee, and represents the Neaman Practice on the CCG's Patient and Public Involvement Committee. Cynthia is a Barbican resident who is well known across the City for her voluntary work, dedication, and commitment in the improvement of Health and Social Care provision in the City.

### PAUL COLES, GENERAL MANAGER

Paul has over 30 years management experience in the Voluntary sector. Paul previously worked as Chief Executive at Age UK Maidstone for 12 years. His volunteering roles include Chair of Fusion Maidstone, a Healthy living centre where he was the Chair for five years, Treasurer at Hearing Concern for six years and Board Member for Black Roof Housing for four years, and is currently a Parish Councillor for Chatham, Kent since 2015.

### RACHEL CLEAVE, ENGAGEMENT AND COMMUNICATIONS COORDINATOR

Rachel has over 20 years' experience in Communications. Her experience spans a range of areas, including event management, internal communications, website management, production and design of publications, budget control and project management. She has worked in the public and private sector. Rachel is a Governor at her local Primary School, and the Secretary of the Parents Association.

### TERI ANDERSON, COMMUNICATIONS ASSISTANT

Teri has previously worked in voluntary roles in Communications and Marketing for various charities including Healthwatch Central West London. Her role involves assisting with the distribution of e-newsletters and e-bulletins as well as managing the social media channels. She performs general administration duties which includes conducting research, producing databases, supporting meetings and recording experiences that the public have had with the NHS and health and social care.

### SALMA KHATUN, ADMINISTRATIVE ASSISTANT

Salma has 12 years of volunteering and facilitating experience alongside 8 years of journalism experience. Her time outside of work is utilised in doing charity work for different organisations both locally and internationally. Her role here is to provide secretariat support to the Board, administrative support to the Engagement and Communications Co-ordinator in the management of volunteers and administration of projects.

HWCoL has agreed a performance framework with the City of London that measures impact against five statements.

Impact statements	Measure	Evidence
<p>A) HWCoL has a strong understanding of the strengths and weaknesses of the local health and social care system</p>	<p>Plays a clear and distinct role in key local decision-making structures contributing to better local decision making.</p> <p>Contributes to the development of decision-making structures in the local health and wellbeing system and, where appropriate, their delivery</p> <p>Encourages and enables local commissioners and providers of health and social care services to engage the public.</p>	<p>Annual stakeholder survey to capture evidence of how HWCoL is viewed.</p> <p>HWCoL attendees to meetings complete feedback forms for the board</p>
<p>B) HWCoL enables local people to have their views, ideas and concerns represented as part of the commissioning, delivery, re-design and scrutiny of health and social care services.</p>	<p>Priorities are based on the experience and concerns of the public, recognising the local health and social care context and priorities.</p> <p>Support local people to share their experience of and opinions on local health and social care services.</p> <p>Involves local people in setting priorities and commenting on the quality of Healthwatch city of London activities.</p> <p>Makes a distinct contribution to improving engagement with seldom heard communities.</p>	<p>Review of engagement methods with seldom heard communities sharing our experience with stakeholders.</p> <p>Recruit, train and support city residents' and workers' to be patient representatives.</p> <p>Number of board meetings in public Feedback forms on to be added to our website information and advice site.</p>
<p>C) HWCoL formulates views on the standard of health and social care provision and identify where services need to be improved by formally or informally collecting the views and experiences of the members of the public who use them.</p>	<p>Contributes to the development of decision-making structures in the local health and wellbeing system and, where appropriate, their delivery</p> <p>Has trusting, collaborative relationships with key local decision makers as a "critical friend."</p> <p>Plays a clear and distinct role in key local decision-making structures contributing to better local decision making.</p> <p>Recommendations for change are fed via the appropriate channels, heard, and responded to by relevant decision makers.</p>	<p>Evidence of impact included in annual reports using following tools: Internal new project template to evidence of need</p>
<p>D) HWCoL provides advice about local health and social care services to the public.</p>	<p>Provides the public with accurate, reliable, relevant and useful information about local services, when they need it, in a format that meets their needs.</p> <p>Provides members of the public with appropriate advice and support if they need to raise a complaint about any part of the health and social care system.</p>	<p>Number of patients supported to raise complaints.</p>
<p>E) HWCoL works with Healthwatch England to enable people's experiences to influence national</p>		<p>The number of reports shared with Healthwatch England (and CQC if</p>

commissioning, delivery, and the re-design of health and social care services.	Consistently shares the views and experiences of local people with Healthwatch England (and CQC if necessary) to be reflected in national work.	necessary) as well as involvement with Healthwatch England projects Quarterly performance framework reports.
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## IDENTIFIED RISKS

Risk	Likelihood	Impact	Mitigation
Finance - insufficient to support delivery of contract.	High	High	Ensure HWCoL only commits to activities that can be delivered within the known financial envelope
Contractual obligations - too onerous to deliver within our current capacity and timeframes.	High	High	Implement Performance Framework using Healthwatch England Quality Framework to enable monitoring and provide evidence to commissioners
Lack of access to long-term suitable and accessible accommodation - impacts on the ability to deliver the contract	High	Medium	Explore longer-term solution with CoL, focusing on the Aldgate development.
Trustee and Volunteer Recruitment and Retention - insufficient numbers to run charity and deliver on Mission	High	High	Ensure there is a succession plan in place for Trustees and a strategy for recruiting additional Trustees and volunteers
Data security	Low	High	Information Governance Policy in place, including Privacy policy and Retention policy and will be regularly reviewed.
Breach of Statutory Duties	Medium	High	Ensure that the Decision-Making Policy, all other necessary policies and procedures are in place and adhered to. KPI logs and risk logs must be kept up to date and reviewed at board meetings.
Covid-19	High	Medium	Collect intelligence on the impact of Covid by engaging with and participating in all relevant external Board meeting.
Project delivery	Medium	Medium	Additional projects should enhance the delivery of the core grant, focusing on engagement with residents, providing information and recommendations to stakeholders.

## CONTACT DETAILS

Main number: 020 3745 9563

General enquires: [info@healthwatchcityoflondon.org.uk](mailto:info@healthwatchcityoflondon.org.uk)

Chair: [gail@healthwatchcityoflondon.org.uk](mailto:gail@healthwatchcityoflondon.org.uk)

General Manager: [paul@healthwatchcityoflondon.org.uk](mailto:paul@healthwatchcityoflondon.org.uk)

Communications: [rachel@healthwatchcityoflondon.org.uk](mailto:rachel@healthwatchcityoflondon.org.uk)

Website: [www.healthwatchcityoflondon.org.uk](http://www.healthwatchcityoflondon.org.uk)

Twitter: @HealthwatchCoL

Facebook: @CoLHealthwatch

**Care Quality Commission (CQC)** - The independent regulator of health and social care in England.

**City of London Corporation (CoL)** - The City of London municipal governing body (formerly Corporation of London)

**Clinical Commissioning Group (CCG)** - Clinical Commissioning Groups are groups of GPs that are responsible for buying health and care services. All GP practices are part of a CCG.

**Community health services** - Community health services provide care for people with a wide range of conditions, often delivering health care in people's homes. This care can be multidisciplinary, involving teams of nurses and therapists working together with GPs and social care. Community health services also focus on prevention and health improvement, working in partnership with local government and voluntary and community sector enterprises.

**Co-production** acknowledges that people who use social care and health services (and their families) have knowledge and experience that can be used to help make services better, not only for themselves but for other people who need them, which could be any one of us at some time in our lives.

**Healthwatch City of London (HWCOL)** - The independent champion for residents, students, and workers of the City of London who use health and social care services.

**Healthwatch England** - The independent national champion for people who use health and social care services.

**Indices of Deprivation** - Indices of Deprivation are a unique measure of relative deprivation at a small local area level (Lower-layer Super Output Areas) across England. The indices provide a set of relative measures of deprivation across England, based on seven different domains, or facets, of deprivation are combined using the weights in brackets:

- Income Deprivation (22.5%)
- Employment Deprivation (22.5%)
- Education, Skills and Training Deprivation (13.5%)
- Health Deprivation and Disability (13.5%)
- Crime (9.3%)
- Barriers to Housing and Services (9.3%)
- Living Environment Deprivation (9.3%)

Combining information from the seven domains produces an overall relative measure of deprivation - the Index of Multiple Deprivation.

**Integrated Commissioning** - Integrated contracting and commissioning takes place across a health and care system e.g., NEL, and is population based. A population-based approach refers to the high, macro-level programmes and interventions across a range of different services and sectors. Key features include population-level data (to understand need across populations and track health outcomes) and population-based budgeting.



**Integrated Commissioning Partnership Board** - The Integrated Commissioning Partnership Board has delegated decision making for the pooled budget from Northeast London CCGs. Each local authority agrees an annual budget and delegation scheme for its respective ICPB. Each ICPB makes recommendations to its respective local authority on aligned fund services. Each ICPB will receive financial reports from its local authority. The ICPBs meet in common to ensure alignment.

**Neighbourhood Programme (across City and Hackney)** - The neighbourhood model will build localised integrated care services across a population of 30,000-50,000 residents. This will include focusing on prevention, as well as the wider social and economic determinants of health. The neighbourhood model will organise City and Hackney health and care services around the patient.

**North East London Clinical Commissioning Group (NEL CCG)** - The commissioner of Health services across North East London, formed from the merger of the seven CCGs in North East London. The seven CCGs are City and Hackney, Havering, Redbridge, Waltham Forest, Newham, Tower Hamlets and Barking and Dagenham.

**Secondary care** - Secondary care services are usually based in a hospital or clinic and are a referral from primary care rather than the community. Sometimes 'secondary care' is used to mean 'hospital care'.

Action	Sub-action	Date
<b>A1) Review the success of HwCoL's recruitment drive on broadening the diversity and skills of the Board</b>	<p>A1.1) Review implementation of HwCoL's action plan to increase the diversity of the Board.</p> <p>A1.2) Explore setting up a Young Healthwatch. Recruit a volunteer to produce a report on setting up a young Healthwatch. Work closely with youth groups in the City to prevent duplication of effort.</p> <p>A1.3) Recruit volunteers that are rooted in all areas of the community.</p>	<p>July 2021</p> <p>September 2021</p> <p>October 2021</p>
<b>B1) To work with GP Patient Representatives, supporting them in raising issues about poor performance by GP practices.</b>	<p>B1.1) Recruit a team of patient representatives to attend all General Practice meetings relevant to City residents.</p> <p>B1.2) Hold regular meetings with Patient Representatives.</p> <p>B1.3) Use insight from the meetings to promote good practice within the network of GPs supporting CoL residents.</p> <p>B1.4) Where Patient Representatives identify poor performance, contact the practice, raise performance concerns, and seek assurances that remedial actions will rectify the issue.</p>	<p>November 2021-ongoing</p> <p>January 2022-ongoing</p> <p>January 2022-ongoing</p> <p>February 2022-ongoing</p>
<b>C1) Scrutinise the statistics for waiting times for City residents.</b>	<p>C1.1) Using statistics for health delivery provided by the ICP, identify issues of concern.</p> <p>C1.2) Seek patient experience of these issues using HwCoL's social media channels and newsletters.</p> <p>C1.3) Raise the issues with the appropriate bodies using experiences of residents as evidence of the impact on patients.</p>	<p>May/June 2021</p> <p>June 2021</p> <p>July 2021</p>
<b>D) Organise and deliver a conference for City residents on the City and Hackney Integrated Care Partnership's Neighbourhoods model.</b>	<p>D1.1) Develop a project plan for the delivery of the conference with CoL Adult Services team.</p> <p>D1.2) Deliver the conference.</p> <p>D1.3) Produce a conference report, including recommendations</p>	<p>August 2021</p> <p>December 2021</p> <p>January 2022</p>
<b>E1) Work with local partners to identify priorities for engagement within the North East London CCG structures.</b>	<p>E1.1) Using existing City Voluntary and Community Sector meetings to inform the sector on the development of the North East London CCG, capturing their feedback and raising it with the North East London CCG.</p>	<p>October 2021</p>
<p><b>F1) Working with Healthwatch Hackney to deliver the project plan for the co-production with residents of a People's Plan for the development of St Leonard's Hospital.</b></p> <p><b>F2) Produce a communications plan to ensure that the development of St Leonard's continues to be a public cause.</b></p>	<p>F1.1) Work with Healthwatch Hackney to develop a resident engagement plan that supports the of St Leonard's Hospital Project</p> <p>F1.2) Work with City residents and Healthwatch Hackney to co-produce a People's Plan for the redevelopments of St Leonard's Hospital that meets the aspirations of City residents.</p> <p>F1.3) Work with stakeholders to incorporate the Peoples Plan into the business case for the redevelopment for St Leonard's.</p> <p>F2.1) Work with Healthwatch Hackney to organise and deliver a public meeting with stakeholders on the redevelopment of St Leonard's Hospital.</p> <p>F2.2) Work with Healthwatch Hackney to organise and deliver a residents' survey on the redevelopment of St Leonard's.</p> <p>F2.3) Work with Healthwatch Hackney to organise and deliver a focus group on the redevelopment of St Leonard's in each of the eight Neighbourhoods in city and Hackney.</p> <p>F2.4) HwCoL and Healthwatch Hackney volunteers to identify and engage with hard-to-reach groups in each neighbourhood.</p> <p>F2.5) Work with Healthwatch Hackney to produce a draft People's Plan using the results of the engagement activity.</p>	<p>May 2021</p> <p>November 2021</p> <p>December 2021</p> <p>July 2021</p> <p>August 2021</p> <p>September 2021</p> <p>September 2021</p> <p>October 2021</p>

	F2.6) Work with Healthwatch Hackney to test the draft plan with residents' incorporating feedback into the plan. F2.7) Share the plan with stakeholders.	November 2021 December 2021
<b>G) To scrutinise Social Care delivery.</b>	G1.1) Recruit a local resident to act as a social-care champion working with HWCoL on social care issues. G1.2) Identify key partners to assist HWCoL with our understanding of Social Care holding regular meetings with them. G1.3) Research Befriending services supporting CoL residents, identifying gaps, and providing recommendations to CoL. G1.4) Undertake a programme of short surveys on Social Care delivery using results of the annual survey to identify areas of interest.	July 2021 July 2021 July 2021 June 2021

## APPENDIX 2: BUSINESS OBJECTIVES

### BUSINESS OBJECTIVE 1

Action	Sub-Actions	Completion by
<b>1.1.1) Identify the health and social care issues that matter to City residents, students, and workers.</b>	1.1.1a) Provide opportunities for residents, students, and workers, to engage directly with HWCoL through a strong engagement strategy with relevant and targeted communications e.g., focus groups and drop-in surgeries social media. 1.1.1b) Deliver a series of short surveys on health and social care to identify the community's views on key health or social care initiatives. 1.1.1c) Work with partner organisations to ascertain the views of harder to reach groups.	April 2021 ongoing  Commence June 2021 October 2021
<b>1.1.2) Review communication and engagement strategy to ensure it is reaching all parts of the City and is relevant to all.</b>	1.1.2a) Review the engagement and communication strategy every six months seeking feedback on the relevance of communications for all residents, but particularly those in the east and south of the City. 1.1.2b) Use feedback from engagement activity in Annual Report as evidence of engagement. 1.1.2c) Provide written articles on the work of HWCoL for the local press operating within the CoL.	July 2021 and Jan 2022  June 2021 July 2021
<b>1.1.3) Carry out a stakeholder survey on the performance of HWCoL.</b>	1.1.3a) Understand how stakeholders perceive HWCoL identifying HWCoL's strengths and weaknesses. 1.1.3b) Draw up an action plan to address the areas of weakness and build on HWCoL's strengths.	May 2021 June 2021
<b>1.1.4) Conduct an Annual Survey of residents and stakeholders on health and social care delivery.</b>	1.1.4a) Deliver a residents' wellbeing survey. 1.1.4b) Work with stakeholders on the key issues identified in the survey. 1.1.4c) Publish final report.	September 2021 November 2021 November 2021
<b>1.2.1) Promote ICP public representative opportunities for City residents, students, and workers.</b>	1.2.1a) Identify Board lead. 1.2.1b) Produce a report on Public engagement opportunities within the new Integrated Care System (ICS) covering both the Integrated Care Partnership (ICP) City and Hackney and the NEL CCG. 1.2.1d) Identify in the ICS structures where there are gaps in representation from the City. 1.2.1e) Work with partners to ensure representation of City people. 1.2.1f) Scrutinise engagement methods in health and social care to ensure the City voice is heard.	June 2021 October 2021  February 2022  June 2021 August 2021

<p><b>1.3.1) Organise and deliver a workshop on co-production in the NHS for City residents and voluntary organisations.</b></p> <p><b>1.3.2) Work with partner organisations to understand the impact of the new ICP with the communities they support.</b></p> <p><b>1.3.3) A review of the impact of the Integrated Care Partnership Board on bringing positive change to the service City of London receive. This will be through a HWCOL commissioned project.</b></p>	<p>1.2.1g) Arrange a workshop with CoL public representatives to the ICP on how HWCOL can support it.</p> <p>1.3.1a) Identify suitable speakers across partners and service users. 1.3.1b) Organise and deliver the workshop. 1.3.1b) Use the outputs of workshops to identify mechanisms and structures that enable city residents to engage effectively in the co-production of services. 1.3.1c) Produce a report from the workshop on effective co-production. 1.3.1d) Share the report with strategic partners, CoL Health and Wellbeing Board, Healthwatches in North East London, City and Hackney ICB, City and Hackney Voluntary and Community Sector Transformation Liaison Group and North East London CCG for comment. 1.3.1e) Review feedback making amendments to the report. 1.3.1f) Work with strategic partners on implementing recommendations for co-production in their engagement activities.</p> <p>1.3.2a) Seek the views of groups such as the Older People’s Reference Group, City Connections, Mind in the City, City Advice, and Age UK City on the changes in health and social care provision. 1.3.2b) Seek to undertake joint meetings with their service users to understand the impact of the new ICP. 1.3.2c) Agree joint actions with partners to address issues identified by service users.</p> <p>1.3.3a) Organising a series of one-to-one interviews with members of CCG staff, City of London colleagues, and patient representatives on their perceptions of the effectiveness of the new Integrated Care Partnership Board governance structures 1.3.3b) Test the results of the interviews with resident focus groups. 1.3.3c) Use the interviews and focus groups to produce a report that identifies the strengths and weakness of the new ICP with recommendations to improve effectiveness from a City perspective.</p>	<p>October 2021</p> <p>July 2021 October 2021 November 2021</p> <p>November 2021 December 2021</p> <p>January 2022 February 2022</p> <p>November 2021 December 2021 January 2022</p> <p>February 2022 March 2022 April 2022</p>
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## BUSINESS OBJECTIVE TWO 2021/22

Actions	Sub-Actions	Completion by
<p><b>2.1.1) Effective management of volunteers.</b></p>	<p>2.1.1a) The Volunteer subgroup (established under 2.1.2 below) will support the recruitment and selection of volunteers, assisting in identifying candidates’ strengths and the roles they are best suited for. 2.1.1b) Provide volunteers with job profiles and project briefs for those volunteers involved in project work. 2.1.1c) Provide regular and scheduled support for the duration of their time volunteering with HWCOL. 2.1.1d) Agree any training and support required to deliver their role. 2.1.1e) Ensure that all volunteers’ references are checked and that where a volunteer’s role requires a Disclosure and Barring Service check, this is carried out. 2.1.1f) Ensure that HWCOL staff provide a quarterly report to the volunteer subgroup on volunteering activity.</p>	<p>May 2021 ongoing</p> <p>June 2021</p> <p>June 2021</p> <p>July 2021 June 2021</p> <p>June 2021</p>
<p><b>2.1.2) Review of volunteer strategy.</b></p>	<p>2.1.2a) Establish a volunteer subgroup to review the volunteer strategy, consisting of representatives from the Board, volunteers, and staff. 2.1.2 b) Present revised strategy to Board.</p>	<p>July 2021</p> <p>November 2021</p>
<p><b>2.2.1) Embedding the volunteer charter.</b></p>	<p>2.2.1a) Board to approve the volunteer charter. 2.2.1b) Publicise the charter via website, social media and volunteer recruitment activity.</p>	<p>June 2021 June 2021</p>

<p><b>2.3.1) Building a diverse team of volunteers.</b></p>	<p>2.2.1c) Embed the charter in HWCOL work practices. 2.2.1d) HWCOL's volunteering week activities will revolve around the charter as a recruitment tool highlighting HWCOL's commitment to volunteers.</p> <p>2.3.1a) Carry out targeted volunteer recruitment activity in the east of the City. HWCOL will approach East London faith and community leaders for support. 2.3.1b) Work with our communities to address barriers to volunteering. 2.3.1c) Hold a recruitment fair for volunteers in the east of the City. 2.3.1d) Establish a Project Management Team to deliver the fair. 2.3.1e) Draft a project plan 2.3.1f) Recruit a volunteer to support the project.</p>	<p>June 2021 June 2021</p> <p>July 2021</p> <p>August 2021 November 2021 June 2021 July 2021 July 2021</p>
<p><b>2.4.1) Valuing the work of volunteers.</b></p>	<p>2.4.1) All volunteers will be provided with information on Tempo time credits and a digital link to their own account. 2.4.2) Work with HWCOL volunteers to identify how their project work can provide benefit to them.</p>	<p>April 2021 August 2021</p>

## BUSINESS OBJECTIVE THREE 2021/22

<b>Actions</b>	<b>Sub-Actions</b>	<b>Completion by</b>
<p><b>3.1.1) Complete Healthwatch's Quality Framework.</b></p>	<p>3.1.1a) Complete the Quality Framework, identifying where HWCOL requires to act or provide further evidence to meet the Quality objective. 3.1.1 b) Draw up an action plan to address where there are gaps in meeting the quality objective, or further work is needed to fully meet the objective. 3.1.1c) Completed framework to be reviewed by Healthwatch England and the action plan signed off.</p>	<p>June 2021</p> <p>July 2021</p> <p>July 2021</p>
<p><b>3.2.1) Engage with City residents, workers and students.</b></p>	<p>3.2.1a) Hold Public Board meetings to include guest speakers on the major health and social care changes affecting City residents. 3.2.1b) Organise webinars on key health and social care campaigns and changes to enable residents to question service providers and provide feedback. 3.2.1c) Organise monthly face-to-face surgeries across the City, initially on-line, for City residents, workers, and students, to raise issues on health and social care directly with the Team. 3.2.1d) Organise drop-ins with carers, people with mental health issues and people with disabilities across the City, inviting support services to attend, initially on-line, for City residents, workers, and students, to raise issues on Health and Social Care directly with the Team.</p>	<p>May 2021 ongoing July 2021</p> <p>April 2021</p> <p>April 2021</p>
<p><b>3.3.1) Formalise partnership arrangements with North East London Healthwatches.</b></p>	<p>3.3.1a) Work with local Healthwatches to identify a partnership model that facilitates joint working with North East London Integrated CCG ensuring the role of HWCOL is not marginalised, and that City residents benefit from Healthwatches working jointly. 3.3.1b) HWCOL to work with local Healthwatches to agree a joint commitment on their vision for co-production and engagement within the new North East London CCG structures. 3.3.1c) Ensure that North East London CCG embed the agreed vision for co-production and engagement within the new NEL structures by supporting them in embedding co-production and scrutinising the delivery of co-production when developing new services and internal governance structures.</p>	<p>December 2021</p> <p>December 2021</p> <p>March 2022</p>

<p><b>3.4.1) Place patients at the centre of the decision-making process about their health and care needs.</b></p>	<p>3.4.1a) Develop a project plan to understand how health and Social care services ensure patients are at the centre of decision making on their care.  3.4.1b) Develop a template for reports from volunteers involved with this project.  3.4.1c) Produce an overall report with recommendations for stakeholders, publicising on website and sharing with Healthwatch England.  3.4.1d) Review and comment on stakeholder response to HWCoL's report.  3.4.1e) Work with voluntary and community sector partners and patient representatives on using the report as a means of influencing change within the City and Hackney ICP.</p>	<p>November 2021  December 2021  December 2021  January 2022  January 2022</p>
<p><b>3.5.1) Use the Joint Strategic Needs Analysis (JSNA) for the City to identify the public health campaigns that HWCoL will deliver.</b></p>	<p>3.5.1a) Develop a public health campaigns calendar from the JSNA as part of the communication strategy.  3.5.1b) Use both national and locally produced public health campaign material in newsletters, bulletins, and social media to support HWCoL's public health campaigns.</p>	<p>May 2021  June 2021</p>
<p><b>3.5.2) Support the Covid-19 recovery programme.</b></p>	<p>3.5.2a) Provide updates on the Covid-19 recovery programme via newsletters, bulletins, and social media.  3.5.2b) Provide weekly advice on the vaccination programme via newsletters, bulletins, and social media.  3.5.2c) Provide information and advice on test and trace via newsletters, bulletins, and social media</p>	<p>April 2021 ongoing  April 2021 ongoing  April 2021 ongoing</p>
<p><b>3.5.3) Work with public health and voluntary sector partners to address the health and social inequalities among City residents, workers, and students.</b></p>	<p>3.5.3a) Support the work of the Public Health team in identifying the health and social inequalities faced by City residents, workers, and students.  3.5.3b) Support the work of voluntary, community, and statutory sector partners to address these inequalities by promoting their work and being a critical friend.</p>	<p>November 2021  December 2021</p>
<p><b>3.5.4) Recruit a volunteer to provide the Board with a paper on best practice for the delivery of public engagement, identifying how these proposals perform locally against best practice.</b></p>	<p>3.5.4a) Recruit a volunteer to deliver a project reviewing the engagement proposals through the NEL structures and how City residents interact with them.  3.5.4b) Use the project report to inform partners and City residents of all engagement opportunities to influence North East London CCG.  3.5.4c) Work with local partners in the City to ensure their service users are aware of North East London CCG engagement structures.  3.5.4d) Promote opportunities for engagement through HWCoL's newsletters, bulletins, and social media.</p>	<p>October 2021  October 2021  February 2022  March 2022</p>
<p><b>3.6.1) Carry out market research on the health and wellbeing priorities of the City of London workforce.</b></p>	<p>3.6.1a) Develop, with the support of volunteers, an engagement strategy for City of London workers.  3.6.1b) Deliver a project identifying the key health and social care issues for City workers.  3.6.1c) Work with CoL on a delivery plan to address the issues identified in the report.</p>	<p>July 2021  October 2021  January 2022</p>
<p><b>3.7.1) Respond to CoL consultations using the insight gained from public engagement.</b></p>	<p>3.7.1a) Review the CoL Draft City plan responding to the elements pertinent to the work of Healthwatch.  3.7.1b) Use the insight from resident engagement, where possible, to inform HWCoL's response.</p>	<p>May 2021  May 2021</p>
<p><b>3.7.2) Respond to local NHS consultations by seeking residents' views to shape HWCoL's response.</b></p>	<p>3.7.2a) Ensure that HWCoL responds to consultations on the plans of local NHS service providers and commissioners, Barts Health, University College Hospitals, Homerton Hospital, North East London CCG, City and Hackney Integrated Care Partnership and East London Foundation Trust.</p>	<p>May 2021</p>

<b>3.7.3) Respond to national consultations by seeking residents' views to shape HWCOL's response.</b>	3.7.2b) Seek, where possible, the views of City residents to shape HWCOL's response via surveys, focus groups, board meetings and feedback from partner organisations.	May 2021
	3.7.3a) Ensure that HWCOL responds to National Government consultations on legislative changes. 3.7.3b) Seek, where possible, the views of City residents to shape HWCOL's response via surveys, focus groups, Board meetings and feedback from partner organisation.	April 2021 ongoing April 2021 ongoing

## BUSINESS OBJECTIVE FOUR 2021/22

<b>Action</b>	<b>Sub-Actions</b>	<b>Completion by</b>
<b>4.1.1) Develop one major research project per year.</b>	4.1.1a) Draw up a project proposal that identifies the relevance of the project to the work of HWCOL and the wider community. Identify relevant partners to support the research. Identify funding streams and ensure sufficient resource to support research. 4.4.1b) Agree project plan, including research and the methodology. 4.1.1c) Recruit team to deliver the project, including Board lead. 4.1.1d) Share outputs with local people and stakeholders, including HW England (HWE). 4.4.1e) Evaluate the success and the impact of reports through discussion and monitoring.	August 2021  September 2021 October 2021 January 2022  January 2022
<b>4.2.1) Undertake small research projects that enable HWCOL to identify issues and gaps in services or support/disprove assumptions on delivery or need.</b>	4.2.1a) Sense the local environment constantly, through surveys and public engagement, for issues that may provide research opportunities. 4.2.1b) Monitor national and local changes that may impact City residents etc and identify possibilities for short research projects to identify issues and solutions. 4.2.1c) Develop recommendations and solutions that are relevant, deliverable, and impactful and can be shared with local people and stakeholders. 4.2.1d) Evaluate effectiveness of research on change or improvements and disseminate success or outcomes.	May 2021 ongoing April 2021 ongoing July 2021  September 2021
<b>4.3.1) Ensure that proposed projects are relevant to Health and Social care delivery in the City.</b>	4.3.1a) Identify relevance of any proposed new projects to City residents etc. Test out proposals locally. 4.3.1b) Define objectives benefits and outputs 4.3.1c) Complete research project report, including summarising key findings and identifying recommendations for change 4.3.1d) Ensure that solutions are shared with stakeholders, including CoL, HWBB and HWE. 4.3.1e) Review progress on implementing solutions and update public. 4.3.1f) Review effectiveness of research in change or impact.	June 2021  June 2021 November 2021  November 2021  February 2022 February 2022
<b>4.4.1) Support and participate in research projects developed by partner organisations that demonstrate enhancement of care or enable the voice of local people to be heard.</b>	4.4.1a) Work closely with partners to ensure all research projects which HWCOL supports or participates in are relevant either locally or nationally and will have an outcome that produces a demonstrable benefit to people in the City. 4.4.1b) Identify partner activities where HWCOL should have a voice in shaping research. 4.4.1c) Help to shape partner research projects so that they maximise the input of people in the City. Support engagement where required and ignite interest and enthusiasm. 4.4.1d) Identify where duplication is occurring and alert partners to overlap which make an impact on participation. 4.4.1e) Support partners with local knowledge that enhances research including City specific issues and engagement opportunities and approaches. 4.4.1f) Ensure sufficient HWCOL resource to support any stakeholder research.	May 2021  August 2021  September 2021  September 2021  July 2021  May 2021

## BUSINESS OBJECTIVE FIVE 2021/22

Action	Sub-Actions	Completion
<b>5.1.1) Agree financial governance procedures.</b>	5.1.1a) Following Charity Commission good practice advice, Trustees to review their financial procedures annually, and complete HWCOL's review of the financial procedures. 5.1.1b) Review Management accounts template and financial reporting template.	September 2021  June 2021
<b>5.1.2) Produce annual accounts.</b>	5.1.2a) Prepare draft annual accounts. 5.1.2b) Trustees approve annual accounts and prepare annual return for submission to the Charity Commission.	June 2021 September 2021
<b>5.2.1) Fundraising.</b>	5.2.1a) Produce a fundraising strategy and supporting activities 5.2.1b) Implement fundraising strategy and activity. Review effectiveness of activities	July 2021 July 2021
<b>5.3.1) Implement new project decision models.</b>	5.3.1a) Develop template by which the Board can assess the impact and resource requirement of proposed new projects, including resource requirements e.g., project budgets and staff impact model.	June 2021

## OBJECTIVE FOR 2022

### Objective

1) The City of London Corporation extends HWCOL's existing contract beyond August 2022.

Actions	Sub-Actions	Completion by
<b>1.1.1) Identify key successes of delivery over the last two years as part of contract review.</b>	1.1.1a) Identify where HWCOL's has been effective in ensuring City residents' voice is heard and enacted on in every forum where change to the delivery of health and social care is discussed. 1.1.1b) Produce evidence of the support we provided so that our community is involved in the commissioning, provision, and scrutiny of local care services. 1.1.1c) Use the annual survey reports to show the success of HWCOL. 1.1.1d) Demonstrate the success of our volunteer strategy, highlighting the contribution our volunteers have made in delivering our mission and how we intend to expand our team. 1.1.1e) Evidence the development of HWCOL as a trusted partner by our community and stakeholders. 1.1.1f) Produce a summary report on the effectiveness of research projects carried out by HWCOL and how they have influenced change. 1.1.1g) Review financial performance over the last two years of the contract reporting on performance and the strengths of our financial governance.	February 2022
<b>1.2.1) Recognise weaknesses and devise remedial actions.</b>	1.2.1a) Review PEST and SWOT analysis. 1.2.1b) Analyse feedback from stakeholders and residents after our annual survey. 1.2.1c) Use HWE quality framework. 1.2.1d) Devise action plan.	March 2022
<b>1.3.1) Act on the recommendations of the review.</b>	1.3.1a) Reflect recommendations in revised business plan	March 2022



