

Appendix 1

City of London Corporation
Health and Wellbeing Board Development Day
12th December 2024
LGA Write Up Report

Feedback from interviews

- Agree that the key points made in the interviews as summarised in the slides shown are a very reasonable reflection
- Need to continue to use the signed off strategy to guide work programme, as currently gets 'parked' once signed off
- Agree that HWB has a lower profile amongst Corporation committees and need to address that plus the interaction with Health Overview and Scrutiny Committee and the relationship between the two committees. One issue here is how the HWB generates interest within the Corporation about the HWB and its issues. Not sure where outputs from HWB go within the Corporation
- Also relationship with ICB as do feel the HWB is seen as a 'tick box' for the NHS
- Need to be much clearer about unique purpose
- Do need to look at membership linked to renewed purpose. Have got good engagement with health providers and primary care, less good with ICB. Involvement and engagement with communities and VCFSE sector is not strong. The 'business' community are a unique feature of this HWB. How would we engage and involve that sector?
- Need to determine what an effective partnership looks like with health in all its aspects
- Agree we do not focus on micro issues but if they are not discussed at HWB where would they be discussed?
- We are not good at answering the 'so what' question and also need to improve on how we measure success and have the data to support that.

Role of the Board

To take a clear, focussed approach to inform partner decision making and thereby meet population health needs.

- Based on evidence and data
- Considering residents' and workers' needs
- Focus on a small number of key actions/topics
- Tackling the wider determinants/building blocks of health
- Influencing decisions
- Optimising partnerships
- Setting and measuring outcomes
- Not duplicating the work of other Boards

Identified gaps

- Understanding how best to feed back and influence City of London Corporation
 - Creating a louder voice for residents and the VCFSE sector
 - Specific datasets for the City of London
 - Clarity of relationship with other groups such as the City and Hackney partnership and the Overview and Scrutiny Committee and better understanding of role of each Board
- What are 'fair shares' for the City?

What should the focus be?

- Addressing health inequalities through a structured outcome focussed approach
- Improving mental health of residents and workers
- Tackling wider determinants – focus on topics that need a partnership not single agency response
- Including the views of the public
- Choosing topics that are important to partners – opportunism
- Creating high impact change

What is needed?

- Better agenda planning
- Greater ownership of the agenda, and responsibility for delivering this, by all partners
- All Board members need to consider HWB priorities in all their work, not just when at the HWBB meetings: HWBB members should act as advocates for prevention and health
- Commitment to and accountability for delivering agreed actions
- SMART targets

Responding to the 3 set priorities

- Firstly, we all need to be clearer about what the actual priority for focus is, and they are currently very broad. We need to better understand what's underpinning each one.
- We need to identify any opportunities that exist across the partnership created by the HWB and each member of the Board's role in taking action.
- We must also be clear about what the data and local intelligence is saying about the issue for the specific city population (not based on City AND Hackney wide data) and what are current experiences about services telling us and where our gaps are. We need to be aware of any national or ICB 'must do's too.
- JSNA needs to have much better City ONLY data
- We then need to develop an action plan for each of the three priorities with clear and measurable actions and smart targets.
- We must then be confident to hold each person to account for delivery but not in a 'scrutiny' sense, based on our renewed Partnership, and holding a 'mirror up' to each other on how we are progressing agreed actions

Actions agreed

Undertake SWOT analysis through establishing time limited Task and Finish Groups to start discussions on what could be in an action plan for each of the following:

1. Mental Health

2. Financial Resilience
3. Social Connections

Further considerations/actions for the HWBB

- What admin and other support is needed for the HWBB to deliver the actions?
- Ensuring that only relevant items are on the agenda, and we are confident to say 'no' and are respected to do that
- How should meetings be run? - meetings in public for decisions? Are there other meetings needed as well?
- How often should the Board meet?
- What should the 'rhythm' of meetings look like – business meetings and development / deep dive/ thematic type meetings linked to priorities
- Discussion with HOSC about relationship, agendas, planning and focus
- In our relationship with City and Hackney Partnership Board, consider having an annual focus on the City rather than always City AND Hackney
- Agreement of joint working principles (EW to draft)
- Revision of membership: Housing, VCS, community policing etc.

Timeline:

February Board

- A paper on the new approach to be taken by the HWBB, including the role of the Task and Finish groups in undertaking deep dives, and the focus on action plans
- A proposal for engagement with the mental health redesign

May Board

- Revised ToR and membership

Eleanor Roaf and Julie Wood 19th December 2024