

Healthwatch City of London

Annual Business Plan

April 2024 – March 2025

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CHAIR'S INTRODUCTION

Welcome to Healthwatch City of London's annual business plan for 2024/25.

This plan underpins our contract with the City of London for the provision of Healthwatch services for the residents, workers and students of the City of London. The contract awarded in 2019 for an initial three-year period, with an extension of a fourth year to Sept 2023, has further been extended to September 2024. The Corporation of London are yet to decide on the approach to the award of a new contract for the supply of Healthwatch services.

The embedding of the Integrated Care System across North East London and the supporting structures including the development of Neighbourhoods and Primary Care Networks remains a challenge and making sure the voice of local people is heard so that local needs are addressed continues to be challenging. In a financially constrained environment and a small local population vigilance is key to ensure that services meet the needs of those we serve.

The impact on care and access to services brought about by the Pandemic, the increase in waiting times and the cost-of-living crisis is of concern and requires us to ensure that all those requiring care have the access they need, especially, looking out for those who are vulnerable and who may feel their voice is lost.

This year's plan concentrates on our five business objectives, to meet the challenges described above and making sure that all the people in the City of London, whatever their needs, can participate in shaping services and challenging providers of care where necessary.

As an organisation we have experienced our own challenges, not least in recruiting new Trustees to reflect the diversity of the population (something we will need to address further this year), securing volunteers in an overcrowded market within the City, and recruiting and keeping staff in a very robust jobs market. This year the existing Trustees renewed their terms for four years on the Board and have recruited one new Trustee.

This year we have worked with our Commissioners in the City of London to secure an extension of the contract until September 2024, that has allowed us to continue to serve the people of the City of London and we are very grateful for their continued support.

I would like to commend this 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

July 2024

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 8) and contracted by the City of London Corporation (CoL) to deliver those obligations (Page 9). 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. (Page 7)

Healthwatch City of London is governed by an established Board of five Trustees, supported by three Board Associates and a permanent staff team of three (full time equivalent two). 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 section addressing what is important to people who make up the City of London. This is reflected in the 'local actions' section as 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 business plan and building on the past four years, 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. The full version of these analyses can be seen on pages (Pages 9 - 12).

The objectives for the year 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 fifth financial year of operation ending the 31 March 2024 show a surplus of £24,030. In February 2024 the City of London Corporation agreed funding until September 2024 of £42,624.54. 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 19)

The Business Plan is reviewed annually and referenced in the Annual Report, taking into consideration 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 the Quality Framework developed by HWE to support the delivery of the licensed activities of all Healthwatch in England.

This Business Plan covers year five of HWCOL's extended contract, (April 2023 – September 2024). With the potential for the contract to be renewed for four years, we are yet to be advised of the process for this, however, this is a key objective.

The final objectives and plan were approved by the HWCOL Board at a private Board meeting on 18/07/2024

ABOUT THE CITY OF LONDON

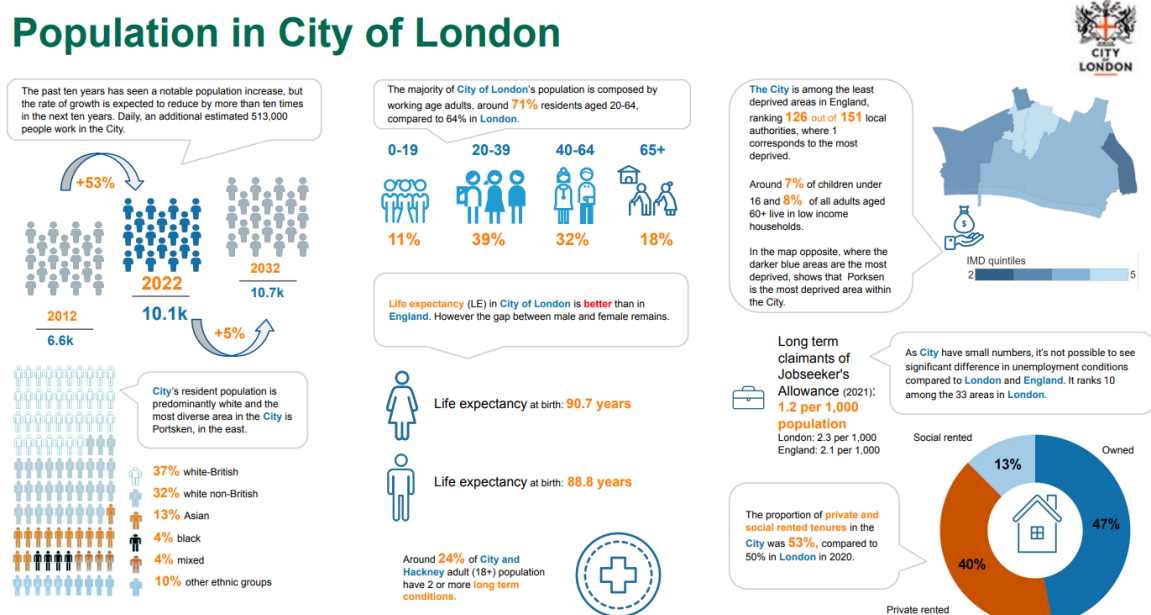
One of the reasons the Square Mile is unique, is the number of people who live, work and visit. In just 1.12 square miles, according to a recent report from the City of London adults social care team, there are 8,600 residents who live in the Square Mile, 14% of whom are aged 65 or over. There are 513,000 daily commuters and 10m annual visitors. There are 615,000 workers in the City of London, or 1 in every 52 GB workers. ¹

Population overview ²

The City of London's total population is predicted to grow 3.2% in the next ten years. The highest growth is projected among the older population, while the number of residents under the age of 40 is expected to reduce. The forecast change is smaller than the one predicted for London (7.2%), but London's growth is also concentrated in the older age group.

Ethnic mix

Compared with other inner London areas, the City of London is less ethnically diverse, with around 30% of residents coming from a black or minority ethnic group (compared with an average of 38% for London and 13% for England). However, in Portsoken, one of the City of London's most ethnically-diverse wards, almost half (49%) of the population are ethnic minorities.



Sources: GLA 2020-based housing led population; GLA 2016-based ethnicity housing led population; City of London website, UKHSA Fingertips, Ministry of Housing, Communities & Local Government, 2019; Hackney JSNA website; ONS 2020, UKHSA Borough profile 2019.

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¹ City of London Corporation [City statistics briefing - City of London](#)

² City and Hackney Pharmaceutical Needs Assessment 2022 [City of London Pharmaceutical Needs Assessment 2022 \(cityhackneyhealth.org.uk\)](#)

³ City and Hackney Health and Wellbeing population profile [Population Infographics - City and Hackney Health and Wellbeing Profile \(cityhackneyhealth.org.uk\)](#)

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. As a provider of local Healthwatch services, HWCoL must also comply with all guidance issued in respect of local Healthwatch and its role and responsibilities. These are summarised on Healthwatch England's 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_oL was agreed in August 2019, commencing September 2019 until August 2022 with an extension until August 2023 and a further and final extension to September 2024. It was agreed that the contract would be extended for a further year until September 2024 with an uplifted budget which is non-recurring. The contract includes Quality Statements that provide a framework to support HWC_oL and ensure that it is exerting its influence to secure better experiences for people using health and care services. These are:

A) HWC_oL has a strong understanding of the strengths and weaknesses of the local health and social care system.

B) HWC_oL 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_oL 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_oL provides advice about local health and social care services to the public.

E) HWC_oL 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

We developed our plan objectives in three stages:

- Desk top analysis of the external factors affecting HWC_oL.
- 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 of London Corporate Plan 2024 – 29
- Ambitions and priorities of North East London Integrated Care Board
- Pharmaceutical Needs Assessment 2022

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.

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>Political</p> <ul style="list-style-type: none"> • City and Hackney Integrated Care Partnership-changes to key personnel – potential loss of influence at a local level. • North East London ICB- challenge of engaging with the governance structures, City's voice being lost. • North East London Healthwatch organisations working collectively to influence NEL ICP, developing relationships and trust within Healthwatch. • Collaboration between the new Neighbourhood forums and the Primary Care Networks on who leads in addressing local health inequalities. • Service re-organisation over a larger geographical area impacting on residents as services become more remote. • Keeping services local – financial constraints • Change of government – change of healthcare system and money available. Keeping up with the political scenario 	<p>Economic</p> <ul style="list-style-type: none"> • The impact on mental health and wellbeing of residents and workers because of the cost-of-living crisis. • Changes in the nature of poverty. Increased social isolation caused by digitalisation impacting those who do not have access to the internet or smartphones. • Digital divide creating a two-tier access to health and social care, scrutiny of services to ensure face- to-face appointments are available. • Funding of health and social care funding at risk. • Financial impact on the City of London due to immediate consequence of Covid-19 on businesses, and long-term structural change to business models. • Large scale transformation programmes in public services without effective public engagement • Alternative models for delivering health and social care services at a local level. • GDPR regulations-cost of compliance in a greater digitalised world. • Transformation of office space into housing in the City - increased pressure on the City's residents' services. Affordable • Economically unproductive
<p>Social</p> <ul style="list-style-type: none"> • Increasing polarisation and division caused by social media – increasing social anxiety and isolation. • Using social media for information – why do people think it's true. What is fake news • The impact on mental health and wellbeing of residents and workers following the Covid-19 pandemic, impacting on mental health services. 	<p>Technological</p> <ul style="list-style-type: none"> • Greater digitalisation of health and local authority services, creating a digital divide and greater inequality. • GDPR compliance in a digital world - contacting our communities will require sharing of digital information. • Greater user of digital programmes to deliver HWCoL objectives. • Generating insights from data we collect.

<ul style="list-style-type: none"> • Twinned with Hackney - poverty within its population resulting in resources allocated to Hackney. • Lack of a City specific CVS • Greater expectation from society to respect the needs of our diverse population - HWCoL focussing on equality of outcomes. • Increased social isolation as a result of digitalisation with services not being developed to address this. • Backlog in secondary care for treatment impacts on local health needs. • Understand better the access to affordable provision of dental care impacts on health and wellbeing of the local population. • Social isolation 	<ul style="list-style-type: none"> • Improving digital skills to keep pace with change. • Digital volunteering is going to grow. • Digital by design marginalises the end user in the development process. • Safeguarding vulnerable individuals whose voice is lost in the digital world.
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SWOT ANALYSIS	
<p>Strengths</p> <ul style="list-style-type: none"> • Support of the City of London. • Engaged and motivated Board. • Majority of Board are City of London residents. • We have a clear vision, mission, and values. • Staff team work effectively and are highly motivated. • Board and staff are well networked. • Nimble and able to react quickly. • We understand our population. • Well established local networks 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Reliant on one funder. • Control of office environment & access for the public. • Small team will struggle to carry out the work required without a supportive team of volunteers. • Diversity of Board (age and ethnicity) • Staff understanding of the City. • City worker engagement. • Access to unheard groups • Involvement and engagement with younger people. • Recruitment & retention of staff in a competitive market • Recruitment and retention recruiting a skilled volunteering team supporting our work. • Engagement with social care
<p>Opportunities</p> <ul style="list-style-type: none"> • Generate new funding streams. • Create greater engagement with seldomly heard groups. • Increased partnership work with local charities and Healthwatch. 	<p>Threats</p> <ul style="list-style-type: none"> • Rent-accommodation costs are too high for our budget. • Small budget - HWCoL may not be able to produce work to the standard expected. • Lack of transparency in the new Governance structures for City

<ul style="list-style-type: none"> • Reinstatement of the Enter and View programme across Health and Social Care settings. • New projects - develop our knowledge, grow the charity, increase our reach, gives us authority. • Set up a young Healthwatch to increase engagement with and by younger people. • Research benefits us to influence change, build our reputation, develop our Unique Selling Point through City specific projects. • City workers' engagement to build our brand, through unique projects, research, and funding. • Volunteers – ambassadors for HWCOL. • Work with the Shoreditch Park and City Primary Care Network on patient engagement. • Continue work with the Neighbourhood forum for Shoreditch Park and City to responsive to the needs of local people. • Work with Secondary Care partners especially Barts Health and University College Hospitals. 	<p>and Hackney ICP impacting on ability to Influence development of the ICP.</p> <ul style="list-style-type: none"> • Contract renewal in 2023 doesn't provide sustainable funding and the retendering in 2024 results in the tender being awarded elsewhere. – • Not able to recruit volunteers and Board members impacting on HWCOL's local networking and knowledge. • Overextending ourselves. • Funding cuts and opportunities impacted on as a result of the current cost of living crisis. • Engagement - failure to engage across our local communities, resulting in us not delivering on our mission. • Lack of diversity in Board - our diverse community not seeing us as relevant. • Change in Healthwatch England • Primary Care Networks not responsive to the needs of City residents by locating services in GP practices not used by city residents – going to other GP services to access services e.g. Richmond Road to get Covid jab • Difficulties in accessing students and City workers. • Continuing uncertainty about the transfer of the St Leonard's hospital site to Homerton healthcare • Information for the City to support our work – City specific data on access to Health services – focus on health inequalities and health outcomes
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STAGE 3: CONSULTATION

The consultation on the annual plan will take place in July 2024. The consultation will last for a 14-day period.

We will continue to refine the plan as new issues emerge and as partners scrutinise our work.

Key stakeholders include:

- North East London Integrated Care Board
- North East London Integrated Care Partnership
- Shoreditch Park and City Primary Care Network
- City of London Health & Well-being Board
- City of London Department of Community and Children's Services
- City of London voluntary sector
- Healthwatch England
- Local Acute Trusts
- Voluntary Sector partners including HCVS, Age UK and MIND

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

BUSINESS OBJECTIVES

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 objectives that will make a difference to City residents' experience of Health and Social care. The objectives are deemed essential to be achieved to serve the people of the City of London and ensure the viability of HWCoL beyond the fifth year of the current contract. HWCoL will continue to work towards achievement of 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.

BUSINESS OBJECTIVE ONE 2024/25

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 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.
- 1.4) Promote engagement with younger people by setting up a young Healthwatch

BUSINESS OBJECTIVE TWO 2024/25

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 2024/25

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.
 - Be responsive to the issues raised by local people and create an environment where local voices are heard

3.3) Work in partnership with local bodies and Healthwatch across North East London to embed Co- Production and resident engagement in the developing structures for NHS North East London health and care partnership / integrated care board

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) Research the specific health and care needs of City workers and work 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 2024/25

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 2024/25

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 a governance pathway for new projects.

5.3) Monitor funding opportunities available through the year, and apply when appropriate.

BUSINESS OBJECTIVE FOR 2024: SECURE CONTRACT RENEWAL

Objective

1) The City of London Corporation renews HWCoL's contract beyond August 2024.

Target

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

1.2.) Agree new contract with the City of London Corporation.

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 2024, 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 total income £99,192, with expenditure of £75,162 generating a surplus of £24,030 equivalent to 24% of the annual income. This was only achieved because of the additional grant from North East London Integrated Care Board and other small grants.

At the time of publication, the City of London Corporation has agreed the amount of £42,624.54 for the contract extension up until mid September 24.

MEASURING HWCOL’S IMPACT

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>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</p> <p>Feedback forms on to be added to our website information and advice site.</p>

	Makes a distinct contribution to improving engagement with seldom heard communities.	
C) HWC _o 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.	<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:</p> <p>Feedback forms following events.</p> <p>Surveys on patient experience regarding services.</p> <p>Emails from the public regarding service provision.</p> <p>Changes to services, and introduction of services following our input.</p>
D) HWC _o L provides advice about local health and social care services to the public.	<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>	Number of patients supported to raise complaints.
E) HWC _o L works with Healthwatch England to enable people’s experiences to influence national 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.	<p>The number of reports shared with Healthwatch England (and CQC if necessary) as well as involvement with Healthwatch England projects.</p> <p>Quarterly performance framework reports.</p>

LOCAL ACTIONS

Whilst the plan identifies what needs to be done to meet both contractual obligations and those required under the Healthwatch licence, it's important that these translate into real actions that are important to those we serve. This section specifically identifies those actions HWCOL intend to take that will resonate with local people and reflect how they experience local services.

- 1) Deliver 10 patient panels to inform you about Health and Social care topics that are important to you.
- 2) Hold a summer information event in June and our AGM in October, both events will give residents important information on local Health and Social Care services and on the work of Healthwatch City of London.
- 3) Undertake two research projects – the use of digital applications in Health and Social Care; the extent of Social Isolation in the City. Both of these topics have been raised by residents as concerns.
- 4) Carry out two Enter and Views – St Bartholomew's Hospital Cardiology Department and the Neaman Practice. Following feedback from residents on the poor patient communication at the St Batholomew's cardiology department, HWCOL will carry out an enter and view to report on the provision and to make recommendations for improvement. The Neaman Practice has not been visited for 5 years, therefore HWCOL will carry out a routine enter and view visit to the Practice.
- 5) Maintain, train and utilise a dedicated team of volunteers. To attend focus groups to give the City's perspective, research and write reports for projects, help with HWCOL events and carry out enter and view visits.
- 6) Scrutinise how the City of London Corporation awards and monitors its contracts for Social Care provision. Focus on the patient/resident feedback elements of the contracts. Review feedback from patients via the annual social care survey and analyse safeguarding statistics.

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. Dependent on contract extension.
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	Low	Medium	Long term solution of accommodation at the Portsoken Community Centre has lowered this risk.
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.
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.

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