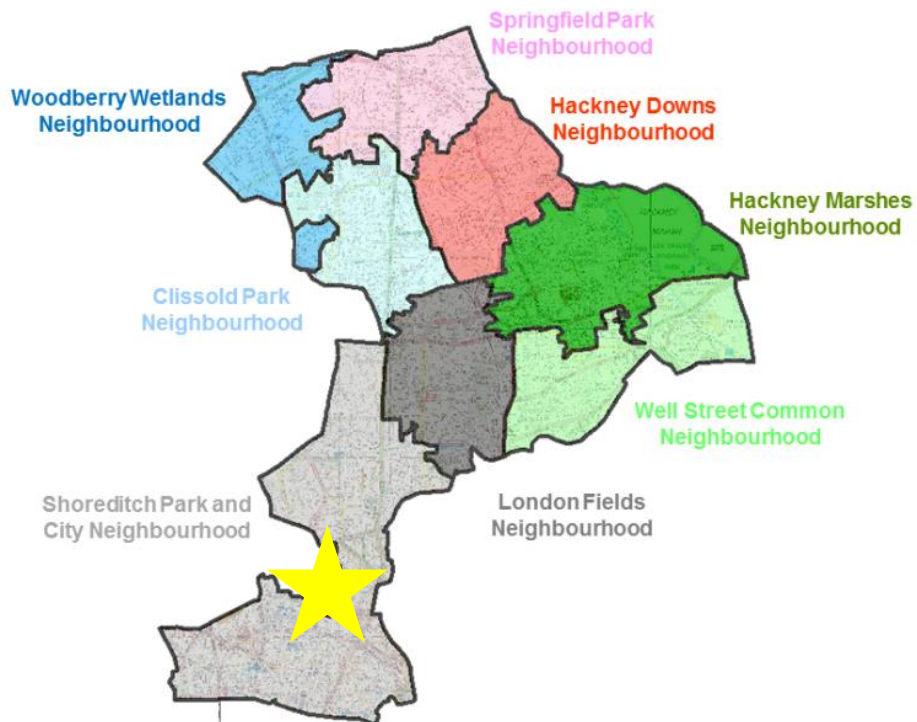


# Neighbourhoods Conversations and Forums: City Outreach Project Final Report



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## Introduction

In 2014, the NHS set out a vision for the future, describing the need for “triple integration” between hospitals and GPs, the NHS and social care, physical and mental health.

In 2016, the NHS England asked all parts of England to begin planning together in new partnership formed of all NHS organisations, local government, and others, setting out their early thinking and working with partners to develop them.

In 2018 City and Hackney GP practices joined with residents, local hospitals, community groups, mental health providers, social care, and voluntary sector organisations to create eight ‘Neighbourhood’ areas.

Each Neighbourhood includes four to seven GP practices who will work as part of a team of local services to coordinate health and social care in the community to help improve the lives of around 30,000 – 50,000 residents who live in that Neighbourhood area. These teams will also support residents to access information and support from other services which can impact on their health and wellbeing such as advice on healthy living, activities to help reduce social isolation, local exercise facilities, advice and guidance for debt and links to housing among other things.

The aim of Neighbourhoods is to bring different services together to provide care closer to home which is better suited the unique needs of local communities, prevent ill health, and help reduce unnecessary hospital admissions. Neighbourhoods will also help people understand, access, and take more control over the things that can help keep them well and improve their sense of wellbeing.

The Neighbourhoods are small enough to provide personal care, but big enough to make sure residents can use the range of services they need. It also means we can really map and understand what each Neighbourhood has to offer residents beyond health and social care services such as parks, libraries, gyms, community groups.

The Neighbourhood in which the City of London sits is called the Shoreditch Park and City Neighbourhood, and includes the following GP Practices, Neaman Practice, De Beauvoir Surgery, Hoston Surgery, Lawson Practice, Shoreditch Park Surgery, and the Southgate Road Medical Centre.

## Project Background

The City and Hackney Neighbourhood programme is transforming health and social care locally by developing, testing and implementing new service models across community teams e.g. community nursing, therapies, social care and mental health across the eight Neighbourhoods within City and Hackney. Neighbourhood Conversations and Forums are part of this wider change underway to improve the health of local people through strengthened systems of local collaboration between NHS, Council and the VCSE (Voluntary, Community and Social Enterprise) sector.

There are 8 Neighbourhoods in the City and Hackney Integrated Care Partnership. The focus of this report is the Shoreditch Park and City Neighbourhood which covers the City of London. The Neighbourhood Forums, one per Neighbourhood, brings together residents, the local voluntary community, social enterprise sector and statutory services to identify priorities and solutions for health improvement locally

### Project objectives

In March 2021 Healthwatch City of London received a grant from Hackney Council for Voluntary Services (CVS) to deliver a project to:

- Engage City organisations and residents in a discussion on the value of the Neighbourhood Forum
- Work with key stakeholders – City of London, Shoreditch Trust, The Social Innovation Partnership, City Connections and Hackney CVS to understand what work has been done so far and what is planned
- Develop recommendations about what structures if any, and what support if any, is needed to ensure the full involvement of City VCS organisations in the Neighbourhood Forum, and that the City voice is represented and heard
- Make recommendations regarding simple communications messages and methods for ongoing engagement with City VCSE and residents

### Methodology

The project was broken down into five distinct stages:

1. Establish the project team
2. Desktop mapping of local services available in the City
3. Review of the work carried out to date on the creation of the Neighbourhood vision
4. Using the results of stage 2 and 3, test these with stakeholders and a group of City residents who reflect the diversity of the City of London.
5. Focus group with City of London residents to test the outputs of stages 2,3,4.  
Triangulation of findings and recommendations through focus groups including Voluntary Sector Stakeholders

#### Stage 1 – Establish a project management team

To ensure representation from across the City a project management team was established to oversee the project. The team included representatives from the City of London Corporation, Shoreditch Park and City Primary Care Network and Healthwatch City of London. A full list of team members is attached in Appendix A. The team included key partners responsible for improving health outcomes for residents across the City. The key tasks of the team were to ensure that the project plan was in place oversee the development of the stakeholder interviews, review focus group outputs and review and sign off interim reports.

#### Stage 2 – Desktop mapping of local services available in the City

In this stage of the project the team undertook desktop research to map local services. Multiple websites were researched to find local services, and these were cross referenced against the Finding Support Services website and the Family Information Service Site.

Interviews were undertaken with key stakeholders from across the Neighbourhood, and these included the City of London Corporation, City Connections, and the Neighbourhood forum lead from Hackney CVS to cross reference the services and to check findings.

### Stage 3 - Review of work carried out to date on the Neighbourhood vision

The aim of this part of the project was to understand the work that has been done so far on the Neighbourhood vision. Interviews were held with Hackney CVS to understand what lessons they learnt from the Well Street Common Neighbourhood Forum pilot project, that are relevant to establishing a Neighbourhood Forum for Shoreditch Park and City. Interview with the Shoreditch Trust to understand how the Civic Innovation Hub engages with residents on the social and environmental challenges in Hackney, identifying if there are any lessons that can be learnt.

Hackney CVS were commissioned to set up a pilot forum in The Well Street Common Neighbourhood Forum. research and understand how the Hackney CVS developed the Well Street Common Neighbourhood Forum.

The Social Innovation Partnership (funded by the GLA) worked with the Shoreditch Trust to create The Civic Innovation Hub. The Hub has already carried out project work on resident engagement with Hackney residents from their base in Shoreditch. This Hub is a place for Hackney citizens and enables them to have their say about how to address the biggest social and environmental challenges in Hackney.

### Stage 4 – Test results of outputs of stage 2 and 3, with stakeholders

Using the results of the previous project stages the team met with key stakeholders. The aim of this part of the project was to establish if stakeholders understand the vision for the Neighbourhood Programme and the Neighbourhood Forum.

Using a template of pre-prepared questions interviews, were held with key stakeholder charities.

The interviews were with representatives from Age UK City of London, Mind, City Advice (Toynbee Hall)

## Stage 5 – Triangulation of findings and Development of recommendations

Following the previous four stage the project held focus groups sessions with Charitable stakeholders and residents that reflect the diversity of the City of London to discuss findings and triangulate findings and provide further feedback and insights.

## Findings:

### Stage 2 - Desktop mapping of local services available in the City

The team carried out an in-depth review of the City and Hackney Finding Support Services Site, a website for City and Hackney residents to help them find voluntary, community and social enterprise sector services to support them with their health and wellbeing.

Desktop research identified the following:

1. During the creation and roll out of the site there had been no contact with City residents though a focus group or other activities.
2. The site was launched during the pandemic so many organisations haven't listed themselves on it as they are not currently providing full services, or they are at full capacity.
3. The site only lists voluntary, community and social enterprise services which are free at the point of delivery to residents.
4. The site is heavily Hackney branded and doesn't present a user-friendly face for City residents
5. The site requires organisations to list the services they provide to the community.
6. It is not a mandatory requirement from City of London Corporation for the services they fund to be listed on the site, leading to a gap in information and providing an incomplete directory. Note: The City of London's view is by allowing organisations to enter their own data, the VCSEs will own their own listing. It also means that the City does not need to monitor the directory to ensure the organisations they fund are on there and are updating it regularly. However, their view does not consider the capacity of the organisations they fund to list themselves and monitoring that information.

## Stakeholder Meetings

### City Connections

The team met with City Connections, run by Age UK East London, an organisation that provides support for City residents and workers enabling them to find and access support and information on health and wellbeing services in the City. They identified the following gaps in services:

1. Volunteers, (community volunteers such as neighbours and friends) are stepping into support people in very practical things like doing handyman work. This kind of service is not commissioned in the City.
2. People who don't have carers struggle with mobility issues and need assistance periodically. And access to this service is not available in the City.
3. There are no meals on wheels services available in the City.

4. There is a requirement for increased mental health support as a result of the COVID 19 pandemic.

#### City of London:

The team met with representatives from the Department Community and Children's Services to understand the views of the City of London on the services provided by the voluntary sector across the City, their concerns regarding knowledge of the Neighbourhoods Programme, and the forums engagement with the community.

- Most of the signposting by social prescribers e.g., City Connections is to services outside of the City.
- There is no coordinating organisation for the voluntary sector in the City.
- Most organisations know little about the Neighbourhood Forum and do not see how residents will connect to, or with a Neighbourhood outside their own organically assumed community.
- Each organisation engages with residents, however due to the small size of the resident population of the City there is a concern that some residents are over consulted.

#### Stage 3: Review of work carried out to date on the Neighbourhood vision

In this section HWCofL explored how well organisations and the public understood the vision for the Neighbourhood Forum.

##### Meeting with the Shoreditch Trust.

The Shoreditch Trust is a registered charity in England and Wales and a company limited by Guarantee focusing on the delivery of community development programmes in the south of Hackney borough.

The Civic Innovation Hub, developed by the Shoreditch Trust, used the same parameters as the Neighbourhood Forums in that it is designed to work with residents to address the issues that affect them. In developing the hub, the Shoreditch Trust carried out some community research and engagement in the south of Hackney. The Trust spoke to roughly 250 people from various organisations and to residents. A number of events were held asking people what could be done to improve Hackney. Forum.

One of the key issues they identified is how to communicate with residents and get them engaged with the Neighbourhood Forum.

The Shoreditch Trust has been established in the community for 21 years and they have developed a local networks and community links with residents. The Trust undertake a mixture of surveys and events. The Shoreditch Trust Civic Hub project is based on the premise that those who experience social issues, will have a better understanding of the services required to deliver change in their community. The Civic Hub is a place where communities, local business, the council and voluntary organisations to codevelop solutions to issues identified by the community.



During the pandemic the Trust delivered their project virtually and are now exploring face to face events post COVID. Hackney residents have feedback to the Civic innovation hub that they feel like they're being left behind and not involved in shaping key decisions.

#### Stage 4 - Test results of outputs of stage 2 and 3, with stakeholders

Using a template of questions, interviews were held with key stakeholder charities, these included Age UK London, MIND and City Advice. The questions were designed to enable the interview team to understand how charities perceive the Neighbourhood Forum and its role within the community.

The meetings highlighted several points and issues listed below:

1. Aldgate residents struggle to access services provided in City and Hackney due to the location not being accessible and lack of knowledge of the services as their Primary Care services are, mainly, provided by Tower Hamlets.
2. Services provided by City and Hackney are predominantly available in Hackney requiring City residents to travel to access them. Older residents with mobility issues have difficulty travelling to these services.
3. The City of London voluntary community and social enterprise sector is extensive in the City however there only a small number that are run by and are solely for City residents, for example City Advice is delivered by Toynbee Hall. The charities who deliver services in the City have been commissioned to provide extra services for City residents, it is not therefore their main vision and mission.
4. During the pandemic services have been delivered online. Concerns were raised about where groups will meet in the City when it reopens.
5. Need to make sure messages are straight forward and to the point for residents regarding the Neighbourhood Forum.
6. Events are currently very Hackney centric and do not relate to the City. This results in a lack of forums for the voice of City residents to be heard. Due to the size of the population in the Borough of Hackney they believe that the voice of the City is drowned out.
7. Current communications regarding the Neighbourhood Forum is confusing and clarity has not been provided on what the forum is for. Concerns were raised that residents will lose interest.

#### Stage 5: Triangulation of findings and Development of recommendations

A zoom focus groups for residents was set up and promoted through our usual channels, unfortunately no one joined the zoom therefore we were not able to test our findings. When analysing why residents didn't attend, we identified the following reasons: lack of understanding of what they were being asked to comment on, a lack of knowledge about the Neighbourhood Programme and a wish to move away from online consultation.

Findings from this report were however triangulated with other research carried out by HWCOL and with Healthwatch City of London's Board and feedback from other focus groups which included representatives from the carers community, the disabled community and those with mental health issues.



A focus group was also set up for City of London charity organisations to test the findings and recommendations included in this report, however due to competing demands only City Connections able to join.

The focus group identified the following:

- Confirmed that there is little understanding what Neighbourhood programme is and why a Neighbourhood Forum is being set up.
- The charity sector understands the drive from the CCG regarding localisation of services and the reforms in Health and Social care, but there is still only a vague idea of how these fit with the Neighbourhoods.
- Clarity is required on how the Neighbourhoods Forums will work, for example will the Neighbourhood Forum have influence over the services provided by the CCG, and what is its role and influence over the Primary Care Network? This is unclear.
- The Neighbourhood is large and currently Shoreditch is presented as one community rather than the constituent parts that make it up e.g., De Beauvoir, City of London
- Clarity is required on how referrals for residents of the Shoreditch Park and City Neighbourhood will work There is concern that services funded by Hackney Borough Council for Hackney residents in Shoreditch will not be made be available for City residents. This may put City residents at a disadvantage within the Neighbourhood. Currently VCSE organisations are only able to offer services funded by a local authority to their residents. So, City residents can only be referred to a service provided by a CoL funded VCSE organisation e.g., City Advice.
- Guidance is required on what the Neighbourhood Forum is trying to achieve. There is no incentive or any perceived benefit for Charities to participate.
- It's unclear what the voluntary and charity organisations can achieve by being part of the forum.

## Recommendations

Based on findings undertaken in this research, the following recommendations have been identified. They have been broken down into distinct area.

### **The Finding Support Services Site**

1. Rebrand the Finding Support Services site to ensure the City of London activity is more prominent and the perceived value to City of London residents.
2. Create a Health and Wellbeing services tab on the front page of the City of London Corporation website connecting to the Finding Support Services site. Currently the information is limited to COVID information.
3. Health and Social Care statutory services need to be included on the site. Currently these are NOT included as a result resident are expected to search other sites. The title page for the site is therefore wrong and this needs to be addressed.
4. The CoL need to encourage all voluntary and community providers in the City to list their services. The Finding Support Services site currently has few services listed in the City.

5. A list all community facilities in the City such as libraries, community centres, outside sports facilities and adult gyms should be included on the site to promote general health and wellbeing. The City of London should be responsible for adding and updating these regularly.
6. Maps of local walking routes should be made available on the site. Residents gave feedback that they would like to go on healthy walks as part of their exercise routine.

#### **Interface between the Primary Care Network (PCN) site and Family Information Service Site**

7. The new Shoreditch Park and City PCN website, which lists primary care services available to the population, requires promotion on the Finding Support Services site. This is relevant across all PCN sites in City and Hackney.
8. The Finding Support Services site should provide easy access links to the Family Information Service site.
9. The Finding Support Services site should be promoted on the PCN site and the Family Information site.

#### **Creating greater understanding of the purpose of the Neighbourhood Forum**

10. A clear vision and mission for the Neighbourhood Forum needs to be agreed and promoted so that all organisations fully understand it.
11. Increase knowledge regarding the Neighbourhood Forum it needs to be officially launched a. This is seen as a priority, to encourage greater engagement by residents and the voluntary sector.
12. Clear and concise information should be provided to residents on how they can contribute to the forum and the time commitment expected.
13. Promote wider involvement by charities in the work of the Forum, the Forum needs to be clear on the benefits for charities. To achieve this the Forum needs to better understand the mission and vision of the charities working in the Neighbourhood and identify the synergy between the Forums and that of the charities delivering services locally.
14. The Forum should agree a process by which the charity sector in Shoreditch Park and City are involved in developing the agenda for Forum meetings.
15. The Forum should focus on health inequalities within the Neighbourhood, identifying actions to address these and identify how the success of projects will be measured.

#### **Creation of a Memorandum of Understanding**

A memorandum of understanding should be established between the Neighbourhood Forum and the Shoreditch Park and City PCN to provide clarity on the relationship between both parties.

The memorandum of understanding should:

16. Confirm that the Forum is where the PCN will discuss development of primary care services with the community

17. Confirm the remit of the forum. For example, if a service is recommended by the Forum, who is responsible for the provision of the service. The MOU should confirm when Forum decisions are advisory or to be acted on by the relevant party.
18. Include the total spend by statutory partners in the areas that fall under the remit of the Forum. If the Forum is going to discuss changes to services or new service provision this transparency enables decisions to be made with full considerations of the cost implications.
19. Include the amount of grant provided to support the work of the Forum, there needs to be clarity on which organisation is providing the grant, the length of period grant funding is provided for and what the grant can be used for.
20. Address out of Borough referrals to commissioned services. The Shoreditch Park and City Neighbourhood is the only Neighbourhood whose residents reside in Hackney or the City of London. This means that where one of the boroughs fund a service it is only accessible to the residents who reside in that Borough. Any service provided in the Neighbourhood should be available to all residents within the Neighbourhood and not dependent on the Borough they reside in.

### **Improvements in Governance and Communications**

21. Encourage residents' engagement in Forum meetings by holding meetings at different times to accommodate participation by working residents.
22. The Forum should meet in full four times a year, with sub group meetings every four – six weeks to ensure information dissemination.
23. The PCN should promote Forum meetings via posting links on the PCN website, GP surgery sites and text messages from GPs.
24. The Forum requires a communication strategy in which all partners sign up to and support. The strategy should include a launch event, key messages, a visual brand, and detailed timings for the programme.
25. Communication messages to City residents need to be clear about the benefits of the programme to them i.e., influencing how services are delivered locally.
26. Communication messages to the Charity sector need to be clear about the benefits to their organisation and service users.
27. The Forum needs to be clear on the influence it has over local GP services. The signing of an MOU will provide the clarity required.
28. To create a sense of place and to ensure proportionality in community representation on the governance of the Forum. The Forum should not include Shoreditch Park as a homogeneous body but rather as its constituent communities, Shoreditch, Hoxton, and De Beauvoir for example. A representative from each of these constituents should be on the governing body to allow for diversity and differences in the demographics of the population, to enable the City's voice to be heard.

### **Outstanding Issues to be addressed:**

Our research raised a number of issues that need greater clarity and would benefit from further exploration, these included:

1. Creating a better understanding of how GP Practices will be mandated to provide extra services.
2. The role of the Forum in influencing provision of secondary care.
3. There needs to a focus on young people and their mental health, further consideration needs to be given as to how this opportunity can be realised.
4. The PCN and two local authorities should consider providing a pot of seed funding for trial pilot projects. One of the roles of the Neighbourhood forum is to identify projects to improve Health and Social care. By providing seed funding the Forum can develop a project and identify the impact the project has had, therefore supporting a business case for continuing funding.

## Appendices

### Appendix 1

#### Project Team membership

- Annie Roy, Project Manager Integration, Department of Community & Children's Services, City of London Corporation
- Jeremy Simons, Court of Common Council in 2004 to represent Castle Baynard
- Adama Jatta, PCN Development Manager, Shoreditch Park and City Network
- Lynn Strother, Trustee, Healthwatch City of London
- Rachel Cleave, Engagement and Communications Coordinator, Healthwatch City of London
- Joshua Greaves, Volunteer, Healthwatch City of London
- Salma Khatun, Administrative Assistant, Healthwatch City of London

### Appendix 2 – Stage 2

#### Desktop mapping of local services



List of services.xlsx

#### Interview notes with City Connections



Kevin City  
Connections.docx

#### Interview notes with HCVS



HCVS meeting  
notes.docx

## Interview notes with CoL



Interview with CoL  
.docx

## Appendix 3

### Stage 3 interview notes



Meeting with Jacqui  
Shoreditch Trust.docx

## Appendix 4

### Stage 4 interview notes

#### Interview notes with City Advice



Meeting with City  
Advice.docx

## Interview notes with MIND



Meeting with Anne  
Thomas MIND.docx

## Appendix 5

### Stage 5 interview notes

#### Charitable organisations focus group notes



Charitable  
organisations focus g

## Appendix 6

### List of questions used for interviews and focus groups

The following questions were identified to best understand the services the stakeholders provide to residents of the City of London, how they engage with the residents and what their views on the Neighbourhood programme are.

The following questions were asked in the meetings:

- What services they recommend to residents.
- How they engage with people across the city.
- What their engagement strategy is.
- What their stance is on the Neighbourhoods, what they think of the Neighbourhood forum – how we can engage people in it?
- Can they identify any gaps in the services provided by the City of London?