

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

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

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

Recommendations

Members are asked to:

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

Main Report

Background

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

Current Position

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

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

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

Key Data

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

13. Business engagement and sharing Public Health information:

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

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

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

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

This initiative has three key objectives:

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

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

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

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

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

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

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

17. Feedback on events and webinars:

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

Proposals

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

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

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

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

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

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

Corporate & Strategic Implications

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

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

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

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

23. Implication of proposed activities

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

Conclusion

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

Appendices

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

Background Papers

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

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Appendix 1: Options for proposed actions (forward plan)

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

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

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

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