

Title of Report	Committing to Collective Action: A Vision and Proposal for Improving Population Health, Prevention and Health Equity in City and Hackney
For Consideration By	Health and Wellbeing Board
Meeting Date	19 March 2026
Classification	Public
<u>Ward(s) Affected</u>	All
Report Author	Joia de Sa Consultant in Public Health Anna Garner Head of Performance and Population Health

Is this report for:

<input type="checkbox"/>	Information to note	<input type="checkbox"/>	For actions to be allocated
<input checked="" type="checkbox"/>	For Discussion & input	<input type="checkbox"/>	For escalation (if issue is outwith Remit of HWB)
<input type="checkbox"/>	Decision		

Why is the report being brought to the board?

This paper seeks partnership agreement on a unified vision for Population Health in City and Hackney, and commitment to the actions and resources required to achieve this.

Provide a succinct summary of the issue here:

As joint SROs for Prevention and Population Health, Dr Sandra Husbands and Dr Deblina Dasgupta would like to formalise how systemwide work around prevention and population health is driven forward and reported on to the place-based partnership.

This will enable a robust, evidence-based and systematic approach to enable system change and secure adequate support and resources for this work.

Recent NHS policy developments and changes in integrated care governance present a timely opportunity to refresh and unify the partnership's approach.

Has the report been considered at any other committee meeting of the Council or other stakeholders?

The Population Health Hub has been meeting with different system stakeholders to share the paper ahead of this meeting, including with Nina Griffith (Director of Integration City and Hackney Place Based Partnership), who is developing a model for the PbP going forward, and their feedback has been incorporated.

The proposal has also been presented, discussed and endorsed at the Population Health and Health Inequalities Strategic Partnership (PHHISP).

The proposal will also be presented at the Executive Partnership for endorsement in March 2026 and at the City of London Health and Wellbeing Board in June 2026.

1. **Recommendations**

- 1.1. This paper seeks partnership agreement on a unified vision for population health in City and Hackney, lays out a proposal for the actions and resources required, and seeks tangible commitments from partners to achieve this.
- 1.2. The attached paper sets out detailed requests for the Place-based Partnership and partnership organisations.

2. **Background**

- 2.1. The goal of the City and Hackney place-based partnership is to improve the health of the population by working together across NHS, local authority, community and voluntary sector organisations.
- 2.2. City and Hackney has a long tradition of working in a preventative, health inequalities-focused way, meaning there is significant existing work, resource and governance on which to build this expanded approach.
- 2.3. There are multiple teams and sectors working within City and Hackney that contribute towards improving population health, reducing inequity and improving services for our residents. However, there is not always coordination and alignment between these.
- 2.4. The City & Hackney Population Health and Health Inequalities Strategic Partnership (PHHISP) was established in May 2024. This brought

together two existing groups - the Population Health Hub Planning Board¹ and the City & Hackney Health Inequalities Steering Group² (which is represented on the current governance 'wiring diagram' of the City and Hackney Place-based Partnership). The PHHISP is chaired by Dr Sandra Husbands, Director of Public Health, and has membership taken from across the four 'pillars' of population health.

- 2.5. The new NHS 10-year plan focuses heavily on population health and prevention. At the same time, changes in integrated care governance give us a chance to reset our partnership approach. Without a joint effort, progress will be slow and health gaps could widen.

3. Current position

- 3.1. A small advisory group, led by Bas Sadiq, Chief Executive of the Homerton NHS Trust, has been meeting to explore and challenge our ambition around this agenda. This has resulted in this proposal for a dedicated, cross-partnership '**Institute for Change**' (IfC) for City and Hackney. This would build on the strong foundation of joint working, by integrating and scaling up the enabling functions that are crucial for systemic population health improvement and would report into and be accountable to the PHHISP and C&H Place-based Partnership.
- 3.2. While there is existing expertise, the expanded scope of the IfC requires additional dedicated capacity. Specifically, the following skills and resource gaps have been identified so far: behaviour change science, communication for change, innovation and service design skills, formal links with academic research partners.
- 3.3. Filling these gaps could be achieved through arrangements for existing teams from partner organisations to work together (including but not limited to formal, dedicated secondment arrangements) or alternatively, through partners contributing sustainable funding in order to train or recruit staff with specific expertise.
- 3.4. This transition from a "Hub" to an "Institute" signifies a step-change in ambition, aiming to embed population health, prevention and equity as core operating principles across all partnership organisations. The expectations would be that this change is underpinned by clear ways of working, and a culture of mutual respect, transparency, and accountability.
- 3.5. The Institute's workforce would be expected to actively collaborate, share specialist knowledge, and contribute expertise to joint projects and initiatives, working **with** teams and organisations to achieve agreed outcomes, rather than simply executing tasks **for** those who request help.

¹ The Population Health Hub Planning Board oversaw the work of the PHH, and was established as part of the Place-based Partnership governance.

² The City and Hackney Health Inequalities Steering Group was an informal coalition which arose during the COVID-19 pandemic and developed 10 strategic priorities for the system to address inequalities locally.

4. Conclusions

- 4.1. This shift from "Hub" to "Institute" is designed to facilitate systemic, whole-partnership improvement, moving beyond smaller pockets of innovation and improvement that are currently limited by individual or organisational capacity.
- 4.2. The Institute for Change will add value by providing dedicated cross-sector expertise and coordination, enabling us to tackle complex, interconnected population health challenges at a scale that no single partner could achieve alone.
- 4.3. Acting as a unified partnership lets us innovate and lead local action at scale. We will embed population health goals into everything we do, from planning to service delivery. This includes using neighbourhoods and local assets, such as universities and health-tech innovators, to deliver results.

5. Policy Context

Please detail which, if any, of the Health & Wellbeing Strategy priorities this report relates to?

<input type="checkbox"/>	Improving mental health
<input type="checkbox"/>	Increasing social connection
<input type="checkbox"/>	Supporting greater financial security
<input checked="" type="checkbox"/>	All of the above

Please detail which, if any, of the Health & Wellbeing Strategy 'Ways of Working' this report relates to?

<input type="checkbox"/>	Strengthening our communities
<input type="checkbox"/>	Creating, supporting and working with volunteer and peer roles
<input type="checkbox"/>	Collaborations and partnerships: including at a neighbourhood level
<input type="checkbox"/>	Making the best of community resources
<input checked="" type="checkbox"/>	All of the above

6. **Equality Impact Assessment (EIA)**

Has an EIA been conducted for this work?

<input type="checkbox"/>	Yes
<input checked="" type="checkbox"/>	No

7. **Consultation**

Has public, service user, patient feedback/consultation informed the recommendations of this report?

<input type="checkbox"/>	Yes
<input checked="" type="checkbox"/>	No

Have the relevant members/ organisations and officers been consulted on the recommendations in this report?

<input checked="" type="checkbox"/>	Yes
<input type="checkbox"/>	No

8. **Risk Assessment**

Risks included in paper: risk of ineffective action on longstanding inequalities.

9. **Sustainability**

9.1. Expansion of the current Population Health function into a dedicated, cross-partnership 'Institute for Change' for City and Hackney would build on the PHH's strong foundation of joint working, transformation and quality improvement that we have in City and Hackney, by integrating and scaling up the enabling functions that are crucial for systemic population health improvement.

Report Author	Jess Veltman, Population Health Hub Programme Manager
Contact details	jessica.veltman@cityandhackneyph.hackney.gov.uk
Appendices	Paper: Committing to Collective Action: Improving Population Health, Prevention and Health Equity in City and Hackney

