

Together we're making health and social care better



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This year we, like everyone else, have experienced huge changes and challenges in health and social care. However, no matter what the enormity or the delicacy of the task, the willingness of our volunteer members to give their help and support has, as always, been amazing. That the community has a voice and that health and social care leaders can hear the community's voice is paramount to them. This is our tenth report: please enjoy it – it includes many of the pieces of work that we have undertaken on your behalf

Anne-Marie Dean, Chair, Healthwatch Havering

About us

We are part of a national network of local Healthwatch, who share the same vision and commitment. We are co-ordinated by Healthwatch England whose statutory role is to provide advice and guidance and to work with government and NHS England.



Our vision

A world where we can all get the health and care we need.



Our mission

To make sure people's experiences help make health and care better.



Our values are:

- Listening to people and making sure their voices are heard.
- Including everyone in the conversation especially those who don't always have their voice heard.
- **Analysing** different people's experiences to learn how to improve care.
- Acting on feedback and driving change.
- **Partnering** with care providers, Government, and the voluntary sector serving as the public's independent advocate.

A one page résumé

Our report this year demonstrates our commitment to ensuring the voices of local people are heard, and that our role is included in the new health and social care management arrangements in the borough.

Ensuring the voices of local people are heard

We have reported on some of the major health services in Havering, working in partnership with other organisations enabling sharing of information.

The project reports which will drive change in services for this year are covered in further detail in the report and include

- Maternity Services
- Accident and Emergency Services at Queen's Hospital
- London Ambulance Service
- Care Homes
- The effects of Long Covid
- Accessing GPs
- Two very important projects which are being undertaken and close to finalising are Learning Disabilities, Autism and Deafness. Commissioned by the Borough to support their commissioning intentions.
- Enter and View visits have recommenced, and more are planned

A partner in health and social care

During the summer the Havering Place-based Partnership came into being, bringing together NHS services and Havering Council; our Healthwatch is a full member of the Partnership.

The changes are to be welcomed as our role has been included in many of the new systems, which therefore greatly enables our ability to ensure that residents/patients voices are heard.

This has provided new opportunities such as

- Membership of the appointment panels for Clinical and Care leadership roles
- Assessors for Health
 inequalities funding
- Working with Public Health on the obesity strategy and dealing with Long Covid

Our year in review

Over 40,000 people shared their experiences of health and social care services with us, helping to raise awareness of issues and improve care.

146 people came to us for clear advice and information about health and social care issues, such accessing GPs or dentists and dealing with adult social care issues..

Making a difference to care

We published **8 reports** about the improvements people would like to see to health and social care services.

Health and care that works for you

The most popular report was our **GP extended access survey** which highlighted patients' views on accessing their GPs' services

We're lucky to have 14 active volunteers who give up their time to make care better for our community.

We're funded by our local authority. In 2022-23 we received £117, 359 from them (which is the same as the previous year).

We also generated £23, 484 from NHS North East London and the London Ambulance Service on carrying out work commissioned for them.

We currently employ **6 staff** who help us carry out our work.



How we have made a difference this year

Spring and Summer 2022

- Home Care Survey for LBH undertaken twice yearly. A random selection of residents receive calls from Healthwatch seeking views on the standard of domiciliary services
- Join the Drug and Alcohol Prevention Partnership – volunteer member with wide experience in this field
- Consultation on the NEL Community Diagnostic Centre
- Long Covid Workshop this work developed and we published a full report. Importantly, this work is now re-starting with Public Health team leading a new initiative

Autumn and Winter 2022/23

- Safeguarding Survey annual independent survey that Healthwatch undertake on behalf of the Havering Adult Safeguarding Board – findings from the survey are presented to that Board
- Streets Apart Walking Schedule – volunteer members supporting local residents
- Frailty services at BHRUT are raised as the new winter plan for A & E comes into place
- Community Chest Grants is established creating for the first time a real opportunity to help small organisations to make a difference

"At LAS, we are committed to listening to patients and the public as a fundamental part of our mission to improve standards of care for everyone. London has a hugely diverse population with a wide variety of needs and Healthwatch is uniquely embedded within London communities, so we have been delighted to work with them on this by commissioning engagement reports. The rich insights from their reports will inform the development of our five year strategy and help us to put the people we serve at the heart of all we do."

Director of Strategy and Transformation, London Ambulance Service

Ten years of improving care – taken from previous Annual Reports

Healthwatch was formed in April 2013, so we have just celebrated our tenth Anniversary.

This is brief retrospective of some of our achievements of the past ten years.

✓ 2013 -2014

Twenty-three Enter and View visits carried out

√ 2014 - 2015

Joint review (with the Council's Health Overview & Scrutiny Committee) of delayed treatment at BHRUT due to a backlog of referrals to treatment (RTT)

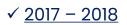
√ 2015 - 2016

This year the CQC completed its inspection of GP practices and Healthwatch undertook 17 GP visits to support the CQC to complete its inspections in the borough

✓ 2016 - 2017

Visits to 10 residential homes, 10 GP practices, 3 Nursing Homes, 3 Queen's Hospital, 1 mental health service





Over 600 service users, carers and relatives contributed their views and concerns. 111 recommendations were made for service improvement

✓ 2018 - 2019

We launched our Friends Network and worked with 60 third sector organisations

√ 2019- 2020

We launched our Dental survey following concerns from residents, our report supported the work of NHS England and Healthwatch England called for national action to deal with the problems identified

✓ 2021 - 2022

Our members helped at the vaccination centres, with providing transport, and importantly networking with often hard to reach communities to ensure that they had every opportunity to visit the vaccination centres

Community Engagement, Enter & View and Community Insights

The statutory role of Healthwatch is to:

- promote, and support, the involvement of people in the commissioning, provision and scrutiny of local care services
- enable people to monitor the commissioning and provision of local care services by considering
 - > the standard of provision of local care services
 - how local care services could be improved
- how local care services ought to be improved
 obtain the views of people about their needs for, and their experiences of, local care services

and to ensure that commissioners, providers and managers of services, and the Council's Overview and Scrutiny Committees, are made aware of those views and experiences.

We do this in several ways:

- By carrying out surveys of local people
- By undertaking Enter and View visits to health and social care facilities
- Through our membership of the Healthwatch North East London Community Insights System
- Through attendance at a range of meetings with NHS, local authority and third sector colleagues and provider organisations

The next few pages give several examples of the work we have done over the past year.

Community Engagement – Equity and Equality in Maternity Services

In March 2022, NHS North East London commissioned the Healthwatch organisations in North East London carry out a consultation exercise to co-produce an equity and equality analysis and action plan for Maternity and Neonatal care.

The intention was to co-produce plans setting out how the NHS would work in partnership to ensure equity for women and babies and race equality for staff, ensuring it was aligned with the health inequalities work of the Integrated Care System.

The project was timed to begin during Maternity Choices week in February 2023.

This work was carried out in two phases during 2022/23.

We contacted a wide range of community groups, children's centres, ante-natal groups, parent and toddler groups and day nurseries, who were asked to alert their participants to the survey and to encourage those in the target population to respond to it.

In addition to a formal survey, interview sessions were held at the Maternity Unit of Queen's Hospital, Romford and a children's centre, and a focus group was held in conjunction with Mums Matter.

As part of the project, our staff and volunteers visited Antenatal clinics at both Queen's Hospital, Romford and King George Hospital, Goodmayes, where mums-to-be were interviewed and children's centres where new mums were seen.

Community Engagement – Equity and Equality in Maternity Services (continued)

Survey questionnaires were distributed to GP surgeries, church groups, nurseries and toddler groups, Early Help Centres and community groups including Mums Matter, Mumsnet and the Sycamore Trust.

The final report was accepted by NHS North East London shortly before publication of this Annual Report. Its recommendations are already having an impact – for example, as a result, maternity healthcare professionals are now receiving cultural sensitivity training. <u>You can read the full report on the NHS North East London</u> <u>website.</u>

"I just wanted to say ... thank you for all your energy and investment in the maternity engagement over the past year. ... we honestly couldn't have done it without you. You were able to reach communities we never would have been able to reach on our own, and with that it meant the engagement was genuine, sensitive and considered.

"... you collectively engaged with over 1,500 maternity stakeholders [which] provided ... analysis far beyond what we were expecting. All the insight and feedback you gathered really has set actions and recommendations to deliver meaningful change in maternity care ...

"It was invaluable having all the north east London Healthwatch's working together ... listening to our communities and supporting the ongoing work of our maternity units. ...working together on identifying those improvement areas [has] been a shining example of partnership working."

> Senior Communications and Campaigns Manager Maternity and Babies, Children and Young People's Programmes

Community Engagement – Experience of Post-Covid syndrome (Long Covid)

First identified during the Covid pandemic, Long Covid is a new and evolving syndrome that can greatly impact the health and quality of life of many people. The precise causes of Long Covid are not yet known and the recovery time varies for each patient.

In March 2022, we joined our Healthwatch colleagues in Barking & Dagenham and Redbridge in carrying out a survey of people living in the three boroughs in conjunction with the Long Covid Clinic at King George Hospital, Goodmayes (provided by the community health provider, NELFT).

The survey was designed in collaboration with the NELFT Long Covid service and BHRUT Clinic, with a focus on inequalities and deprivation.

During March-June 2022, 169 people completed the survey, 10 service users gave in-depth interviews and 4 GPs also gave interviews. Only 29% of the respondents to the survey were referred for support for Long Covid, of whom only 16% had accessed the Long Covid service. The findings therefore, included a 71% majority of patients who had experienced help only from primary care or other services.

The survey resulted in considerable interest from the Public Health services in the three boroughs as well as the GPs and Long Covid Clinic leadership.

Continued...

Community Engagement – Experience of Post-Covid syndrome (Long Covid) (continued)

Subsequently, we have been approached by Public Health Havering to carry out further work in conjunction with them to find out how people in the borough who have experienced Long Covid are faring, a year on (this outside the scope of this report but will appear in next year's Annual Report).

You can read our full report by downloading it from the link below.

Our report about Long Covid

'The partnership between Healthwatch and NELCCG has been helpful in generating understanding of local patient experience of Post-Covid-19 syndrome (Long COVID), with a high quality of life impact and complexities of access to our specialist provision. It has been good to see the high value given by patients to the Long COVID Clinic here at King George Hospital in the survey and interviews. We are working to increase the referrals to this clinic as a system in the light of the findings and are pleased to see recent data suggesting this is now taking place.'

Planned Care Programme Manager for North East London Clinical Commissioning Group,

Community Engagement – London Ambulance Service Five Year Strategy

In October 2022, the London Ambulance Service (LAS) asked Healthwatch organisations across London to help with a public consultation exercise to identify priorities for the LAS for its development of an Organisational Strategy for the years 2023/28.

The LAS was particularly interested in finding out how the public responded to five questions:

- 1. What is the LAS getting right?
- 2. How can the LAS improve emergency care?
- 3. How can the LAS enhance urgent care?

4. How should the LAS work with other parts of the healthcare system to improve care?

5. How can the LAS do more to contribute to life in London?

Most respondents were overwhelmingly supportive and appreciative of the Service. The conduct and expertise of crew members were highly regarded, and response times were generally thought of as reasonable in all the circumstances of the NHS as it currently reacts to winter and other pressures. We also joined with colleagues across North East London using Community Insights to produce a North East London-wide report of views about the LAS.

Both our Havering-specific report and the Community Insights report were used by the LAS in formulating their Five Year Strategy, which also took account of views obtained by Healthwatch from the other parts of London.

Community Engagement – London Ambulance Service Five Year Strategy (continued)

You can read our full report by downloading it from the link below. You can also read the summary report of the responses from people across North East London by clicking the second link below.

Our report of the views of people in Havering

Summary of views across North East London

"Whilst we can't give you measurable data of the impact of your work at this stage, we can certainly confirm that the engagement you and your Healthwatch colleagues led ... has been one of the key data inputs into LAS five year strategy development process [which has] heavily influenced by the voice of the residents that Healthwatch engaged with. A couple of examples:

- We heard that patients wanted 111 clinicians to return calls more promptly ... consistent with what we have heard from other residents from across London and as a result [we have] committed to a target of 90% of patients requiring urgent clinical assessment ... receiving a call back within 1 hour ...
- In response to feedback on how LAS could support its employees to develop its 'bedside manner' competencies for patients who are elderly or living with dementia, autism, learning disabilities, deafness, sight loss etc we have launched mandatory 'Tackling discrimination and promoting inclusivity' training workshops with a target of circa 50% of staff undertaking it by year end (March 2024)"

Deputy Director of Strategy and Transformation, LAS

Community Engagement – Safeguarding

We collaborate with the Havering Safeguarding Adults Board and are developing a similar relationship with the Havering Safeguarding Children Partnership.

For the second year running, the Safeguarding Adults Board asked us to carry out a survey to ascertain what people knew, and thought, of safeguarding.

We found the great majority of respondents had a good or better understanding of the general parameters of safeguarding and were able to identify the key forms that safeguarding needs may take. They were also aware of the key agencies and other possible avenues for reporting safeguarding concerns. But there was also uncertainty about who best to turn to in the event of discovering something untoward; there was reasonable awareness of what constitutes safeguarding but not how to report it.

This reinforced the view that there may be a need to reach out to local voluntary organisations and agencies that are not normally thought of as part of the usual safeguarding networks to ensure that they are apprised of the actions to take if they are approached by someone with a safeguarding issue.

You can read our report here

Community Engagement – Access to GPs

We work closely with Havering Over Fifties Forum (HOFF), an umbrella body that brings together a range of local organisations and individuals who are interested in the wellbeing of older people living in the borough.

One of the key issues for the HOFF is accessibility to GPs' surgeries and so, in February and March of this year, we conducted a survey of people's views about their ability to access their GPs.

We received a large number of replies – not only from HOFF members, but also the wider population.

The results included the following:

Have you had a later evening or weekend appointment = > No = 86.13%

Continued ...

Community Engagement – Access to GPs (continued)

We subsequently shared the outcome of the survey with the Havering Place-based Partnership.

The results showed that most respondents were unaware of the extended hours available for GP consultations since October 2022, and that not all surgery staff were making patients aware of them.

In addition, around three quarters of patients preferred to make an appointment by telephone (only about 4% were happy to use an online app to do so).

Most respondents had been with their GP practice for more than 10 years.

Havering is an area with a significant population aged 50 or over, many of whom are digitally excluded. The survey indicated that many feel that practices should continue to be contactable by telephone. The moves by the NHS and government to improve practices' telephone infrastructure are therefore most welcome.

Community Engagement – Care Home Designated Enhanced Services

Healthwatch across North East London came together to deliver this project, commissioned by NHS North East London, seeking insight into GP services provided to Care Home residents.

Direct Enhanced Service (DES) are primary medical services that GPs are additionally funded to provide. There is a DES for Care Homes which provides services such as enhanced primary care and community care support, access to out of hours/ urgent care when needed, multi-disciplinary team support, end-of-life care, home rounds, GP care plans and more.

156 of 252 Homes were contacted by our volunteers, with an additional 19 Homes that had previously been surveyed. This led to an overall 70% completion rate using 156 volunteer and staff hours.

Two reports are available - the Havering-specific version and the overall report, bringing together the data obtained by all eight Healthwatch organisations

Click here for the Havering report

Click here for the full North East London report

"[we] have been working with Healthwatch to hear the voice of care providers across NEL. Healthwatch completed a survey with over 156 Care home managers across NEL, to have a deeper understanding of their knowledge of what the Primary Care Network (DES) outlines. The findings have fed into work to develop a one-page infographic for Care Homes and GP Practices ... to facilitate clear understanding of the DES ..."

Community Engagement – Services for people who have a Learning Disability or are living with autism, and those who are Deaf

In November 2022, the Havering Place-based Partnership commissioned us to carry out two projects, to find out specific groups of service-users felt about the services they are receiving: people living with a Learning Disability or Autism, and people who are Deaf or living with impaired hearing.

This a major project which extends into 2023/24, in which we are gathering data and insights into what the people in the two groups (including children) think of the services they get from both Havering Council and the NHS locally.

We are obtaining this information from surveys, contact with service users themselves, clubs and community groups and through Community Insights.

We will report fully on these projects in our next Annual Report but the Havering Place-based Partnership and the Council and NHS services for which it is responsible will be using the outcome to inform their development of service plans and strategies.

> "Disability legislation and health advocacy groups such as yourselves help people like us enormously by keeping the rights of people with LD and autism on the agenda. Thank you!"

> A respondent to our survey of family and friends of people living with a learning disability

Enter and View – Abbcross Nursing Home

Prior to 2020, we had run an intensive programme of Enter & View visits to a range of health and social care facilities. The advent in 2020 of the Covid disruption brought that programme to an abrupt halt and it was only in 2022, with Covid receding, that we felt able to resume such visits, taking care to ensure that both our volunteers and the people they would be visited were protected from the possibility of Covid infection.

We therefore took our first tentative steps to resuming an Enter & View programme by arranging to visit Abbcross Nursing Home in April 2022. Using a different process to before the disruption, we first held a videoconference with the Manager, to establish facts about the Home, in which we discussed with her the accommodation and facilities available, the Home's response to Covid, the Discharge to Assess Scheme, staffing and residents' feeding. This was followed by a visit by two of our volunteers who were able to go around the Home and view its facilities.

The volunteers concluded that, overall, good care was motivated by the Manager and all agencies worked together to ensure care ran smoothly. The home itself was clean and fresh, and the carers and residents were relaxed and content.

You can read our report here

Enter and View – Accident and Emergency Services at Queen's Hospital Romford

Our second Enter and View visit took place in September at Queen's Hospital, Romford. Over three days we visited the three separate centres of operation that together form the Accident and Emergency Services: the hospital's Emergency Department, the Urgent Treatment Centre (including streaming) and the Ambulance Receiving Centre.

This visit was our most ambitious yet, involving three separate NHS provider organisations: Barking, Havering & Redbridge University Hospitals Trust, PELC (operators of the UTC) and the London Ambulance Service. Again, initial videoconferences were held with representatives of the providers before our visitors went to each of the centres.

At the time of the visit, the three centres were relatively quiet as the winter pressures time had not yet begun.

It was clear that the physical environment (about which we had previously reported pre-Covid) had altered significantly as a result of the Covid disruption, mainly for the better.

Continued...

Enter and View – Accident and Emergency Services at Queen's Hospital Romford (continued)

We were able to make a number of suggestions for further improvement.

It was therefore somewhat disappointing to learn in February that the CQC (which inspected the A&E Services two months after our visit) had rated them as Inadequate. Our recommendations following the visit had identified several areas where improvements could be made.

But is gratifying that our visiting teams were able to identify similar issues to those later found by the CQC inspectors.

You can read our report here

"Thanks to Healthwatch for their the role they play – they are really important partners in terms of improving the quality of our local services, everything that was picked up in the CQC report was anticipated by Healthwatch and correctly identified as concerns when they were in in September and we will continue to work with them, as vital local partners as we work with PELC and others to improve the quality of services at the front door. I look forward to them visiting us again in due course this year."

CEO of Barking, Havering and Redbridge Trust

Community Insights

Developed and led by our colleagues at Healthwatch Waltham Forest and funded by NHS North East London, the Community Insights System analyses data, comments and feedback from a wide variety of sources, including reports from Healthwatch, local Councils and NHS bodies, Twitter and Trip Advisor feedback from patients and service users, articles in local newspapers and providers' websites.

Community Insights is a collaboration of Healthwatch in Barking & Dagenham, City of London, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest.

This data is analysed to identify what local people think about the services they receive, and their experiences – good or bad – at health and social care facilities including hospital services, GP surgeries and care homes.

Key Insights produced by Community Insights include data about individual GP surgeries and hospital services. These Insights include what people feel about the advice and information they receive, access to GPs, contacting surgeries, and staff attitudes. These factors are then aggregated to produce Insights into how people view facilities overall.

The Insights can be used by service commissioners and providers to assess how their services are perceived and where they need to concentrate resources to make improvements.

Advice and signposting

In common with most Healthwatch organisations, we are contacted by many people seeking help with health and social care provision and facilities.

During 2022/23, we received calls looking for our help about many issues, including:

- Finding an NHS dentist
- Arranging an appointment to see a GP
- Arranging transport to get to a hospital appointment
- Complaints about lack of support in the community
- Complaints about poor treatment at Queens Hospital and GPs
- Delays on receiving responses when complaining to PALS
- Delays in receiving appointments for surgery
- Help and advice needed to make an NHS complaint eg Advocacy
- Help needed for family members with mental health
 issues

We also dealt with issues/complaints forwarded to us from Healthwatch England and other Healthwatch

Volunteering

We're supported by a team of amazing volunteers who are at the heart of what we do. Thanks to their efforts in the community, we're able to understand what is working and what needs improving.

This year our volunteers:

- Visited communities to promote what we have to offer
- Collected experiences and supported communities to share their views
- Carried out enter and view visits to a care home and to A & E services
- Reviewed GP and dentist websites to assess their accessibility
- Collected the most up-to-date information on changes to services, such as whether NHS dental appointments were available at a practice

Throughout the Covid disruption, when we were unable to do many of the activities that our volunteers had previously participated in, we maintained weekly contact with them by video conference. In 2022/23, as normal activity gradually resumed, we changed to meeting fortnightly.

Maintaining contact in this way has been invaluable, for keeping in touch with our volunteers, helping them maintain contact with each other, but also as a means of gaining useful community insights from them.

Working with others

During 2022/23, our Directors, staff and volunteers attended 298 meetings with partner organisations. These meetings covered a wide range of issues, and included:

- > Barking, Havering and Redbridge University Hospitals Trust
- Barking, Havering and Redbridge Patient Engagement Forum
- Havering Health & Wellbeing Board
- Havering Over Fifties Forum (HOFF)
- Havering Health Overview & Scrutiny Committee
- Havering Place-based Partnership
- Havering Safeguarding Adults Board
- Havering Substance Misuse Strategy Group
- Havering Volunteer Management Forum
- Havering Voluntary Organisations Compact
- Healthwatch England London Network
- Healthwatch North East London Community Insights Steering Group
- London Ambulance Service Public & Patients' Council
- NHS North East London ICB
- > NHS Special Allocations Service (SAS)
- North East London Local Quality Surveillance Group
- Older People & Frailty Transformation Board
- Outer North East London Joint Health Overview & Scrutiny Committee
- Pharmaceutical Needs Assessment for Barking, Havering and Redbridge
- > St George's Health and Wellbeing Centre Development Board

Our finances

We receive funding from Havering Council under the Health and Social Care Act 2012. This year we also received funding from other sources for specific projects, not all of which we spent in the year.

Income	
Local Authority funding	£117,359
Other income	£23,484
Interest received	£8
Total	£140,851

Expenditure	
Staff costs	£89,265
Operational expenses	£34,973
Taxes, fees and added to reserves	£8,031
Project funding carried forward	£8,582
Total	£140,851

How we work

Involving volunteer members in our governance and decision-making

Our Governance Board consists of eleven members (two Executive Directors, two Non-Executive Directors, two staff members and five volunteers) who provide direction, oversight and scrutiny of our activities. Through 2022/23 the board met ten times and made decisions on matters such as our finances, the HWE Quality Framework and internal policies and procedures.

Every quarter, all of our volunteer members meet in a formal Members' Meeting as the ultimate decision-making body. Additional meetings are occasionally held. We ensure wider public involvement in deciding our work priorities.

Methods and systems used across the year's work to obtain people's views and experience

We use a wide range of approaches to ensure that as many people as possible have the opportunity to provide us with insight about their experience of health and care services. During 2022/23 we have continued to be available by phone, by email, provided a webform on our website, provided a feedback centre/rate and review system, attended virtual meetings of community groups and forums, provided our own virtual activities and engaged with the public.

We are committed to taking additional steps to ensure we obtain the views of people from diverse backgrounds who are often not heard by health and care decision makers. This year we have done this by, for example, developing links with a local voluntary organisation that works with people who are Deaf.

We ensure that this annual report is made available to as many members of the public and partner organisations as possible. We publish it on our website, send it to our Friends' Network and circulate it by email to a wide range of stakeholders.

Responses to recommendations and requests

No provider failed to respond to requests for information or recommendations. There were no issues or recommendations escalated by our Healthwatch to the Healthwatch England Committee and so no resulting special reviews or investigations.

Compliance with statutory requirements

- We have maintained our engagement with the Havering Health and Wellbeing Board, Health and other Overview & Scrutiny Committees and the Outer North East London Joint Health Overview & Scrutiny Committee. We have been represented at most meetings of these bodies.
- We have used the Healthwatch logo on stationery, reports and on our website. We continue to hold a licence from Healthwatch England to do so.
- Copies of this Annual Report will be sent to various stakeholders, including Healthwatch England, Havering Council, Havering CCG and the British Library.
- We are registered as a Community Interest Company with Companies House and for data protection purposes by the Information Commissioner.



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