

ICB Public Involvement and Engagement Advisory Committee

Date of meeting	6 September 2023
Title of paper	Communications and engagement support to Recovery and Transformation and Place-based Integration Deal
Presented by	Neil Greaves, Director of Communications and Engagement
Author	As above
Agenda item	5b
Confidential	No

Executive summary

This report provides an update to the Public Involvement and Engagement Advisory Committee on embedding the principles of the working with people and communities strategy in priority programmes of work including the Recovery and Transformation Programme and the Place-based Integration Deal which were both items on the most recent ICB Board.

The report outlines the approach which is developing to support the Recovery and Transformation Programme which has built on existing foundations of collaboration across NHS trusts to support priority areas of work. This includes work which has already been undertaken earlier this year to embed and implement the principles of engagement and involvement in clinical transformation areas of work where priorities have been to focus capacity on those which are most likely to result in changes for patients and local people, such as head and neck, vascular and urology.

A communications and engagement plan has been developed working with place leadership teams to support the establishment of place-based partnerships and demonstrate the ICB's commitment to partnership working in places with other communications and engagement teams from local authorities, Healthwatch, VCFSE and community partners.

Advise, Assure or Alert

Assure the committee:

- of the engagement and involvement support being provided to ICB priorities for Recovery and Transformation and the place-based partnership integration deal

Recommendations

The Public Involvement and Engagement Advisory Committee is requested to:

1. Note the contents of the report and the development of engagement and involvement support to the ICB's priorities

2. Provide any feedback or comments which can be considered for improving and implementing any communications, engagement and involvement plans				
3. Receive further updates at future committee meetings in line with the committee workplan				
Which Strategic Objective/s does the report contribute to				Tick
1	Improve quality, including safety, clinical outcomes, and patient experience			✓
2	To equalise opportunities and clinical outcomes across the area			✓
3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees			✓
4	Meet financial targets and deliver improved productivity			✓
5	Meet national and locally determined performance standards and targets			✓
6	To develop and implement ambitious, deliverable strategies			✓
Implications				
	Yes	No	N/A	Comments
Associated risks			✓	
Are associated risks detailed on the ICB Risk Register?		✓		Risks are proposed to be raised as more detailed plans are developed in the coming weeks
Financial Implications				
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Place-based partnership programme directors	25 July 2023		Support for place communications and engagement plan	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed		✓		This will be undertaken to support plans for the Recovery and Transformation Programme priorities as plans are developed
Equality impact assessment completed			✓	
Data privacy impact assessment completed			✓	
Report authorised by:	Neil Greaves, Director of Communications and Engagement			

ICB Public Involvement and Engagement Advisory Committee- 6 September 2023

Communications and engagement support to Recovery and Transformation and Place-based Integration Deal

1. Introduction

- 1.1 The NHS in Lancashire and South Cumbria is committed to putting our population's needs at the heart of all we do and has committed through the ICB strategy for working with people and communities to ensure the public voice is an important part of decision making.
- 1.2 Lancashire and South Cumbria ICB has reconfigured the communications and engagement function as part of the establishment of the ICB which has built upon partnership working across the CCGs in recent years and aims to embed good practice and support the vision and aims of the ICB along with the delivery of the NHS Joint Forward Plan. This includes establishing three departments within the team which include:
 - Corporate communications and engagement
 - Transformation communications and engagement - which includes support for system and ICB transformation programmes and priorities
 - Involvement, coproduction and engagement - which includes support for places and neighbourhoodsThe team works to embed the principles and ambitions of the strategy for working with people and communities by providing expertise, advice and capacity to support ICB teams.
- 1.3 This paper sets out how the ICB communications and engagement team aims to support two priority areas which were covered in the ICB Board meeting on 5 July 2023 with details of communications and engagement strategic approaches, priorities and plans.

2. Recovery and Transformation

- 2.1 In July 2023, the ICB Board discussed the Recovery and Transformation Plan for Lancashire and South Cumbria. The paper set out how the system now needs to move at pace on delivering improvements. The paper detailed that a three-year ICB-led System Recovery and Transformation programme would be established and that a "reset" would be completed on objectives and timelines for the key system-wide transformation workstreams.
- 2.2 The System Recovery and Transformation Board will be established in September 2023 to oversee delivery at pace of system wide recovery and transformational change which will improve our clinical and financial performance.

- 2.3 In order to help successfully meet these challenges and achieve our aspiration to reduce the deficit and return to financial balances, a detailed communications and engagement strategy and plan will set out how we will engage with staff, stakeholders and the people and communities of Lancashire and South Cumbria. The purpose will be to raise awareness, involve and engage and champion the principles of working in partnership with people and communities in the priority areas of work as integral part of meaningful collaboration and in the development of solutions. As the programme develops and the System Recovery and Transformation Board meets, more will be developed on full engagement plans and conversations with our population and communities.
- 2.4 As this work has been developing since the ICB Board meeting on 5 July, it is likely that the priority programmes will be those where communications teams across the system have already been working in collaboration for some time, such as transformations in clinical services, planned care, unplanned care along with New Hospitals Programme and developing shared services. This collaboration includes communications teams across NHS trusts, patient experience teams across NHS trusts and the communications and engagement team in the ICB.
- 2.5 Collaboration across communications teams in NHS across Lancashire and South Cumbria is well established. Teams have been working together to make the best use of skills and capacity to support system priorities. The transformation communications and engagement department from the ICB has taken a lead role in putting skills and capacity into the recovery and transformation programme and in particular putting in place support for clinical transformation programmes which are expected to result in service changes for local people.
- 2.6 In May and June, the principles of clinical transformation developments were incorporated into engagement on the NHS Joint Forward Plan for Lancashire and South Cumbria. The insight specific to clinical services transformation has been included within the Public Involvement and Engagement Committee insights report. More specific and targeted engagement is now planned to support identified transformation priority service areas which include:
- Head and neck services
 - Urology services
 - Vascular services

More detail is included in the Public Involvement and Engagement Advisory Committee engagement and involvement assurance report on the work being undertaken in this area.

- 2.7 In early 2023, much work has been developed working with programme leads across areas of clinical service transformation to discuss and embed the principles of the ICB strategy for working with people and communities and to review the engagement and involvement work carried out over a number of years and to make recommendations on next steps. NHS England have been

engaged in discussions about the plans for engagement and involvement to support the transformation programmes listed above and approaches being undertaken by the ICB team.

- 2.8 To support the Recovery and Transformation Programme, a Lancashire and South Cumbria Clinical Transformation and Engagement Group has been established which is chaired by the ICB Director of Communications and Engagement. The meeting brings together colleagues from NHS Trust communications teams, patient experience teams and HR/people team along with programme leads and the ICB communications and engagement team. The meeting provides an opportunity to discuss, review and collaborate on approaches, plans and actions to support transformation work. It is likely that the scope of this group will continue to evolve to support the Recovery and Transformation Programme as priorities are agreed. Updates from this will be discussed and overseen in a meeting of NHS communications directors in Lancashire and South Cumbria which is already established.
- 2.9 Future updates on the engagement and involvement strategy and plan to support the Recovery and Transformation Plan are expected to be regularly presented to the Public Involvement and Engagement Advisory Committee throughout the three-year programme.

3. Place-based integration

- 3.1 At the ICB Board meeting in July, the Board announced plans to delegate decision-making down to the four 'place-based partnerships', which will improve outcomes for patients and help tackle health inequalities across the region.
- 3.2 To support place-based integration, a supporting communications and engagement plan has been developed working with Directors of Health and Care Integration and place-based partnership leadership teams which is grounded in partnership working and appreciating the development stages of each of our places and the place integration deal. Elements of this plan include collaboration across local authorities and wider community partners whilst others are areas where the ICB Communications and Engagement Team is taking specific action to demonstrate the commitment to place-based working across Lancashire and South Cumbria.
- 3.3 The key principles of the communications and engagement plan to support the place integration deal includes to:
- Work in collaboration with colleagues in the wider communications and engagement teams across local authorities and wider partners
 - Create opportunities for shared solutions across places which can be tailored to work for each place and build on assets in each of the places
 - Root the approaches in the principles of working in partnership with people and communities
 - Develop place-led approaches to make sure initiatives and projects support place priorities and local communities

- Recognise the work developing in place and that this plan outlines an offer for with the pace by the ICB Communications and Engagement Team in collaboration with each place.

3.4 The plan below sets out actions to support place-based partnerships and embedding key messages for each of the places in ICB channels:

	Task	Due by or available from	Lead	Progress
Identity and materials				
Place identity	Develop visual style and identity for each of the places which highlights uniqueness of each place but demonstrates collaboration.	July 2023	ICB Communications and Engagement Team	Complete
Toolkit of templates and materials	Develop a set of materials using the identity / styling for each of the places including: <ul style="list-style-type: none"> • Powerpoint slides • Report / document templates • Email footer • Teams background 	July 2023	ICB Communications and Engagement Team	Complete
Internal communications (ICB and across partnerships)				
Embedding place updates into staff newsletters / internal channels	<p>Make sure ICB newsletters include key updates from place where relevant.</p> <p>Share any place updates with local authority and wider place partner teams so they can be included in any of their internal channels.</p> <p>Set up and keep up-dated place pages in ICB intranet for ICB staff to access</p>	Weekly occurrence from June 2023	<p>ICB Communications and Engagement Team</p> <p>Wider place partners</p> <p>ICB Communications and Engagement Team</p>	On track
ICB all-staff briefing sessions	Include place updates on the all-staff briefings on a regular basis.	Ongoing	Place leadership teams / ICB Communications and Engagement Team	On-track

Stakeholder communications				
Monthly place stakeholder newsletter	Develop regular programme of partnership newsletters for each place (as determined by place leadership) to cascade key updates to bespoke distribution lists.	Ongoing	Place leadership teams / ICB Communications and Engagement Team	Newsletters live for Lancashire and South Cumbria – others in progress.
	Manage distribution list for each place to keep stakeholder lists up-to-date and accurate and encourage more staff / partners to sign up for the newsletter.	Ongoing	ICB Communications and Engagement Team	On-track
Public affairs	Coordination of MP correspondence to make sure place leaders are aware and involved in all political, MP or councillor activity across ICB.	Ongoing	ICB Communications and Engagement Team	On-track
	Support for relationships and correspondence with health scrutiny committees and health and wellbeing boards ensuring place involved in all discussions.	Ongoing	ICB Communications and Engagement Team	On-track
Websites, digital and social media				
Develop websites for each place	New websites to be developed using ICB / ICP website. These are to be set up using sense of consistent information but working closely with partners across place around content.	Timeline to be agreed by place	ICB Communications and Engagement Team	Not yet commenced
	Basic skeleton information to be put in place by end September with more detailed work in each place coordinated between partners and team members.		Place leadership teams / ICB Communications and Engagement Team	
Social media	Work with local partners to agree social media approaches to be adopted in each place. Expected to use existing channels in place around Local Authorities, ICB, Trusts and wider partners so it is embedded/owned by all partners.	Sept 2023	Communications teams across partners in each place	Not commenced
	Develop key messages / toolkit in each place including priorities / partnership work underway.	Sept 2023	Place leadership teams / Communications teams across	Not commenced

	Use partnership working in each place to use social media to support ICB and place priorities, for eg. winter pressures / demand messaging.	Ongoing	partners in each place ICB Communications and Engagement Team / NHS Trust communications teams / wider partners	In progress
Place blogs and videos	Develop more local content such as blogs and videos with key place updates for stakeholders about the importance of place. Do collectively but local and relevant to places.	Can be developed from October	In partnership with ICB, LAs, VCFSE etc	Not commenced
Media handling and public affairs				
Media handling protocols	Agree protocol for media handling for proactive and reactive for the Integrated Care Partnership	By end of August	Media leads from NHS and LAs	Delayed
	Agree protocol for media handling for proactive and reactive for place-based partnerships in each of the places. This needs to ensure place contribute to all local / press releases in addition to involving local authorities on any partnership	Sept 2023	Media leads from NHS and LAs	On-track
Public and partner engagement, involvement and coproduction				
Engagement capacity from ICB into place	Ensure engagement coordinators from Communications and Engagement Team are aligned to each place.	June 2023	ICB Communications and Engagement Team	Delayed due to recruitment
Develop engagement plan with place	Work with each place to agree an engagement plan to utilise engagement capacity from the ICB including stakeholder mapping, targeted outreach and engagement. This needs to be determined by place and based on place priorities.	Timeline to be agreed by place	ICB Communications and Engagement Team / place leadership teams	In progress

4. Recommendations

- 4.1 The Public Involvement and Engagement Advisory Committee is requested to:
1. Note the contents of the report and the development of engagement and involvement support to the ICB's priorities
 2. Provide any feedback or comments which can be considered for improving and implementing any communications, engagement and involvement plans
 3. Receive further updates at future committee meetings in line with the committee workplan

Neil Greaves, Director of Communications and Engagement

30 August 2023