

# ICS Communications & Engagement

Developing a system-level strategy for engaging with our communities: scoping and delivery planning

September 2021



The SEL ICS NHS Body and the SEL ICS system has begun work to change how we work with patients, carers, people with lived experience and our local communities in the next few years.

National guidance is clear around the need for ICSs to set out how they will consistently listen to, and collectively act on, the experience and aspirations of local people and communities. As we transition to the ICS in SEL, we want to change how we currently do things as a system, and aim to involve our communities in all we do - as referenced in our System Development Plan detailed below.

*We must move away from the default of consultation-only approaches used by the health and care system. We aim to develop a framework that covers the spectrum of engagement – from informing, to establishing a continuous dialogue, to full co-production in targeted areas e.g. mental health.*

*We want to build on the work that we have carried out in the pandemic and further our deep engagement into local communities. We want to listen and hear the voices of people who are reflective of our local communities, may be seldom heard, and who we have not traditionally engaged with in the past.*

*There will be a need to change how the system relates to local people, and cultural change will be required.*

### Our destination

**Local people from across diverse communities play a powerful role in overseeing our system and improving performance**

**Local people play active, hands-on roles in shaping how services are organised and delivered**

**Working in partnership with our local people to manage their own health and support 'health creation'**

**We achieve a substantial shift in the balance of power and authority in our system to local people and those with lived experience**

### Our development approach

- **Capture how we worked in partnership with local people during the pandemic.**
- **Share learning and create momentum across SEL on co-design and coproduction. Leverage work and best practice in providers and at place, and avoid duplication of work at the system level.**
- **Harness knowledge and insight in VCSE and local community groups.**
- **Test and share learning on new approaches, for example new roles for service users and peer leadership at all system levels.**

We will begin by developing a strategic piece of work for the SEL system, with a view to defining how we will consistently listen to, and collectively act on, the experience and aspirations of local people and communities.

We will produce a vision and overarching strategy for the south east London ICS to:

- Set out our ambitions for how we will involve people and communities in deciding priorities, developing strategies and plans, and continually improving services at all levels of the system.
- Effectively harness the knowledge, skills and leadership within our communities in the leadership and management of the ICS.
- Use insights about the experiences and aspirations of our local people to inform decision making and quality governance.
- Establish how we can better work in partnership with the voluntary, community and social enterprise (VCSE) sector.
- Improve the sharing of knowledge and best practice, enabling the development of new communication channels and networks
- Instigate culture change and inform the organisational development (OD) work required to support a mindset shift in our system: to make participation valuable and meaningful to our partners and our workforce
- Broaden engagement, helping our communities in south east London to see engagement as worth their time and energy.

Key success criteria for this work include: we must be aspirational and set high standards, and we will involve and engage our communities and system partners (including the VCSE sector) in the development of this work.

The current working title for this piece of work for testing and development is: “Working with people and communities: how we will engage and involve local people in all we do”

So far we have identified key interdependencies with the following pieces of work within SEL: Equality and Diversity, Clinical and Care Professional Leadership, Population Health and Health Inequalities Programme, work by the Personal Health Budget and Personalisation team on strategic co-production, and work ongoing to define engagement at Place (e.g. Bexley, Lewisham etc).

## Governance and delivery structures for the “working with local people and communities” strategic piece need to be established

We know that this is a priority for the NHS ICS Body and core to developing a successful ICS. This is the first time we have tried to develop something at the system level, with the expectation it will inform engagement with patients, carers, people with lived experience and our communities at all levels of the system (including Place and Neighbourhood).

As a result, the degree of interest our partners and stakeholders across system have in this work is high. This is also a topic many across the system have a particular professional specialist interest in. High stakeholder, partner and public engagement in development and delivery of this strategic piece of work is essential so as to ensure it is not only bought into across SEL but is also embedded within the system and delivered. Therefore, whilst the strategy development will be informed by the Communications and Engagement Steering Group work, we will be using a separate process to develop and oversee this work.

- Patient and Public Engagement Sponsor – Anu Singh..
- Sign-off of the strategy will be sought from the ICS Executive Board/NHS ICS Board
- A working group will be established to help us develop and shape the work.
- Once the committee is established, the SEL ICS Partnership will have sight of the strategy as it develops.

This working group will provide regular updates to and seek views/inputs from the SEL Engagement and Involvement Leads group (sub-group of SEL Comms and Engagement Steering Group) – see next slide. It will also engage, provide updates to and seek steers from the SEL CCG Engagement Assurance Committee.

An Engagement Working Group will be established to shape and inform the work, with support from the ICS comms and engagement project team to progress it.

**Working with people and communities working group:**

- Develops our ambitions, sets best practice, and shapes delivery of the strategy.
- Includes mixture of engagement experts from external organisations and one representative from each sector (provider, community, place, VCSE). To include Healthwatch and Population Health Programme rep.
- Chaired by Anu Singh. Time limited group.

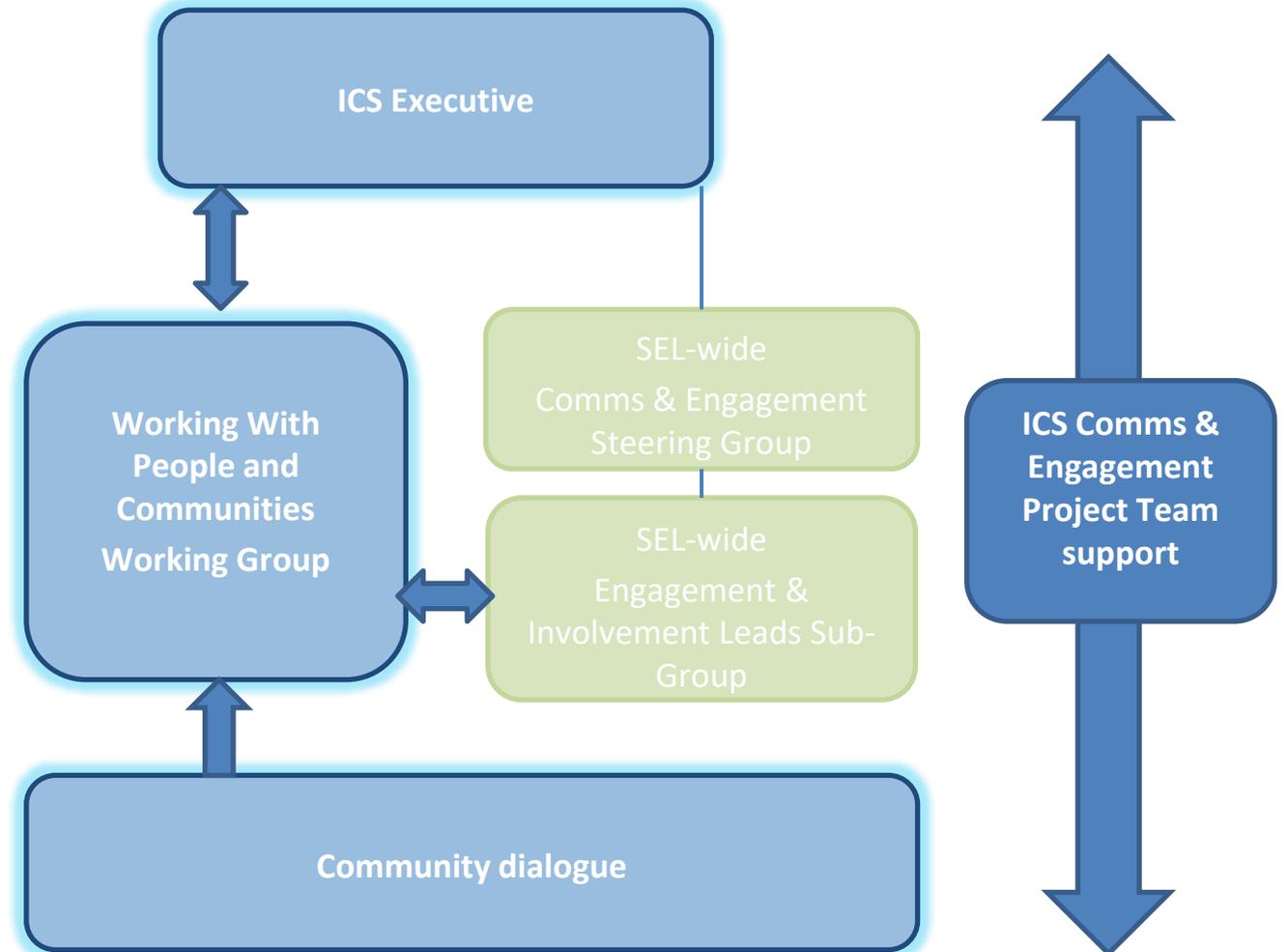
**Community dialogue:**

- We will co-design this strategy in partnership with our community.
- This may include a formal community / patient reference group, and/or more informal dialogue with our communities through outreach and commissioned activity .

**The role of SEL-wide Engagement and Involvement Leads sub-group:**

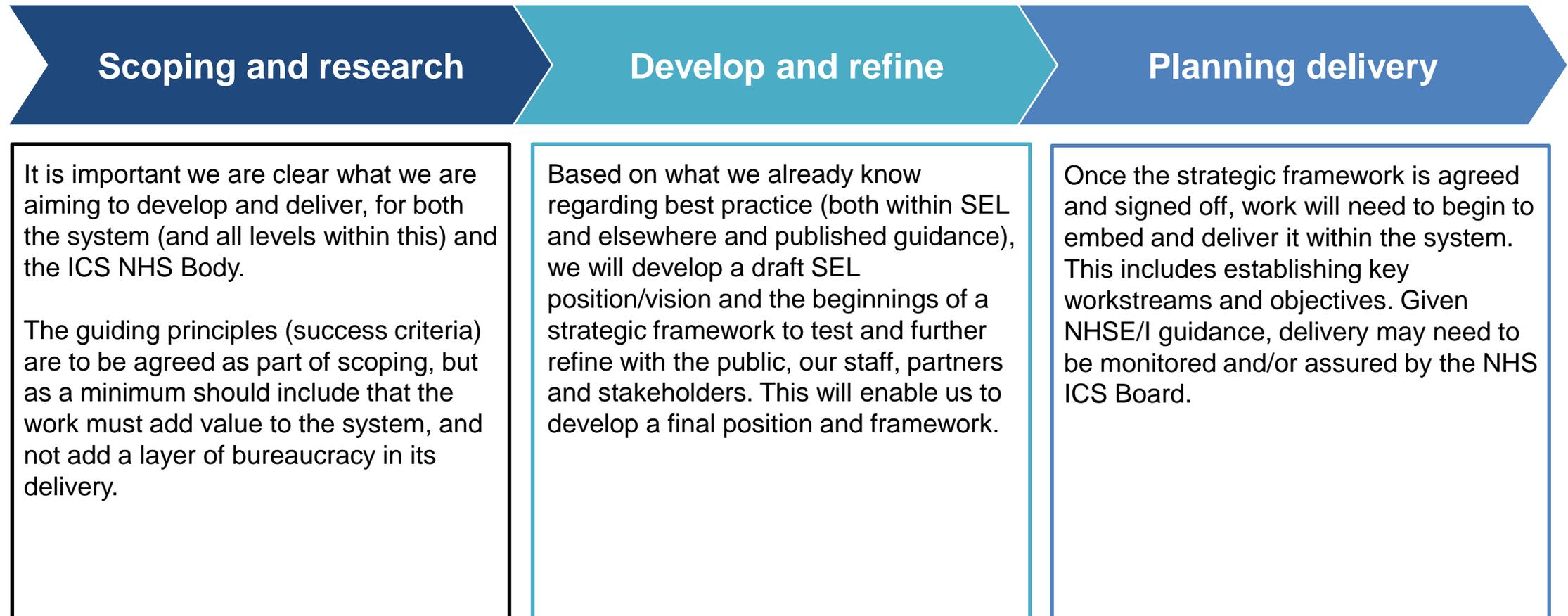
- Currently being established under the SEL Comms and Engagement Steering Group structure, this group will act as a key stakeholder group for the ICS project team. Updates on progress will also be taken here.
- This group will likely be responsible for taking forward delivery and embedding the wider system strategy in own organisations/partnerships once developed (inform implementation at partnership level).
- May develop into a network in time.
- Initially chaired by SEL CCG/NHS ICSB's Associate Director Engagement.

NB. Updates will also be taken to the SEL CCG Engagement Assurance Committee.



We will need to phase the development and delivery of this for SEL over the coming months.

This is an initial work up of the phases of development and delivery. As the work is scoped and parameters agreed these phases and plans below them may change.



We will aim to have a high level strategic framework complete by the end of the year, and arrangements to deliver this in place by spring.

