

Subject:	Communications & Engagement overview – Norfolk and Waveney Integrated Care System
Presented by:	Paul Hemingway, Associate Director of Communications & Engagement, Norfolk and Waveney CCG/ICS
Prepared by:	Paul Hemingway, Associate Director of Communications & Engagement, Norfolk and Waveney CCG/ICS
Submitted to:	Interim ICS Partnership Board – Thursday 5 August 2021
Summary:	
<p>The Norfolk and Waveney Integrated Care System needs a solid, robust, innovative and dynamic communications and engagement function to ensure communication and activity takes place in a proactive, planned way, at the right time, right place and with the right people.</p> <p>The communications and engagement team at Norfolk and Waveney Clinical Commissioning Group (CCG) has transformed to ensure it can support the ethos of whole system partnership working to help ensure the system communicates and engages as one, reducing duplication.</p> <p>This report outlines core changes that have been made to the existing Norfolk and Waveney CCG communications and engagement team, the creation and benefits of a new Norfolk and Waveney system wide communications and engagement group and outlines some of the ways in which the system will work together more closely, ensuring patient and public voice is at the heart of everything we do.</p>	
Recommendation:	
<p>The interim Integrated Care System Partnership Board is asked to:</p> <ul style="list-style-type: none"> • Note the report • Agree the direction of travel for communications and engagement activity across the Norfolk and Waveney 	

A. Patient and public involvement – a statutory duty to involve

The Health and Care Bill published in July 2021 includes a statutory duty to involve patients and members of the public; this expands on the statutory duty placed upon CCGs to engage and involve patients and members of the public in the commissioning cycle.

Despite the statutory duty being made clear, it is absolutely vital that communications and activity is informed and influenced by patients and members of the public. This commitment is something all partners across the ICS will take forward and build on as we transition to an ICS in April 2022 and beyond.

B. NHS Norfolk and Waveney CCG Communications & Engagement team restructure

The communications and engagement function at NHS Norfolk and Waveney CCG previously worked in and was structured in a very traditional NHS way. Communications and engagement roles were separated and conversations quite often had to be repeated with both internal and external colleagues and partners.

It is necessary to work to an ICS wide communications and engagement forward plan to enable the core ICS team and partners to work more proactively.

The new structure follows a similar pattern and structure to other newly formed ICS communications and engagement teams and CCGs which have merged and cover the same footprint, such as Nottinghamshire ICS/CCG and South Yorkshire and Bassetlaw ICS.

To improve engagement with colleagues across the CCG and beyond, an 'agency style' model has been adopted which will:

- Provide a dedicated link person for each service – for reactive and proactive communication and engagement requests
- Ensure that each member of the team has the right skill mix to support both communications and engagement activities – bringing both areas closer together
- Enable colleagues across the team to carry out universal tasks – not limited to either communications or engagement
- Ensure a more holistic service, making it easier to share and allocate tasks across the team
- Embed partnership working and core ICS business within the team and introduce a new dedicated division which would focus on existing and developing new relationships with wider system partners
- Two posts will be joint funded posts and work to support the core ICS communications and engagement team and Norfolk County Council

The new team structure was approved in March 2021; the recruitment process completed in July 2021 with new team members expected to start in August/September 2021.

This recruitment exercise is an evolution of the existing team and sets the foundation for a complete new way of working and approach, working closely with all ICS partner organisations, local authorities, as well as VCSE organisations.

C. Norfolk and Waveney Communications and Engagement Group

A new Norfolk and Waveney Communications and Engagement group met for the first time on 16 July 2021. This group, for the first time, brings communications and engagement colleagues from all health and care organisations together, including key representatives from the Norfolk and Waveney VCSE Assembly. The group also involves the business sector (represented via the Norfolk and Suffolk Chamber of Commerce), as well as Norfolk and Suffolk Police, Fire and Rescue service.

The first meeting was attended by more than 40 individuals and is the start of 6-weekly meetings to discuss key communications and engagement activity across health and care and ensure the system speaks with one voice.

The group is Chaired by the Associate Director of Communications & Engagement, NHS Norfolk and Waveney CCG/ICS and a number of deputy chairs are currently being identified. Deputy Chairs will ensure that all organisations and sectors are involved and the idea will be that during the course of the year, each of the Deputy Chairs will take it in turn to Chair and lead the meeting:

- Deputy Chair (NHS Provider organisations/Acute/Community settings) – Fiona Devine, Director of Communications, Norfolk and Norwich University Hospitals, NHS Foundation Trust
- Deputy Chair (Local Authority) – Christine Mawson
- Deputy Chair (VCSE sector) – to be confirmed

Terms of Reference are in place (see **appendix A**), of which all organisations have agreed. Key activities of the group are as follows, but not limited to:

- Produce a clear communication and engagement strategy/forward plan to be utilised by Norfolk and Waveney ICS partner organisations when communicating and engaging with members of the public. This plan can be updated for different projects and programmes of work to demonstrate how organisations, stakeholders, patients and members of the public are working together to improve health outcomes. Following and working to the plan will ensure:
 - public, patients, stakeholders and organisations are encouraged to share and take ownership of key actions and understand the role they play in effective communication and engagement, in partnership
 - communications internally and externally are coordinated and planned
 - engagement activities are coordinated and planned
 - public, patients and staff groups are signposted to trusted sources of information
 - Norfolk and Waveney ICS partners use a range of communication and engagement channels so people are clear on trusted sources of information and are able to get involved and have their say
- Establish appropriate space on partner websites for key information, links and updates with clear and easy access for patients and members of the public
- Establish other means of communicating updates and engaging with patients and members of the public that do not utilise technology
- Provide assistance when needed to an official spokesperson / assist with statements or key pieces of work released from Norfolk and Waveney ICS partner organisations, voluntary and community sector groups
- Regularly consider strategy to manage the flow of information and share updates from each organisation perspective.

The communications and engagement group will also work with a series of themed sub-groups to ensure that key areas are considered and fed up to the wider group for review and consideration. These will include but not limited to:

- Mental Health
- Children and Young People
- Ageing Well

A quarterly report will be produced by the communications and engagement group which will include key activities taking place across the ICS, as well as, where appropriate, approval of key pieces of work and programmes.

The communications and engagement group will also oversee the production of patient story for the ICS Board meetings/Health and Care Partnership meetings to evidence how patient voice is being used to influence our communication and engagement activities, as well as providing an opportunity to ensure patient and public voice remains at the heart of system wide decision making.

Finally, the group will also develop a core Norfolk and Waveney ICS involvement framework which will set out how we will communicate and engage with patients, members of the public, networks and forums.

The ICS will demonstrate its commitment to meaningful conversations with people (including colleagues), on the right issues at the right time. Engaging and communicating with partners, stakeholders and the public in the planning, design and delivery is essential if we are to get this right. The involvement framework will also show and demonstrate how we will ensure transparent and meaningful involvement in our work. We need to ensure people can help us

design, develop and improve services by sharing their views and experiences, the people we listen to and involve need to reflect the communities we serve.

We know that many people are often not heard in our system and to ensure our services and commissioning activities meet the needs of all people, we need to demonstrate and evidence that we work creatively and accessibly to reach those whose voices, views and opinions are too often ignored or not sought.

D. Developing a Norfolk and Waveney ICS Citizens/Let's Talk Panel

The communications and engagement group will oversee the development of a Norfolk and Waveney wide 'citizens/let's talk panel' which will continually grow and expand to include patient and public voices which are representative of all local communities across the county.

The next meeting of the communications and engagement group will take place in September 2021 and a representative from the South Yorkshire and Bassetlaw ICS communications and engagement team will be invited to take the group through how their county wide panel works, and how it is continually updated.

The intention will be that this panel becomes an engagement tool for all organisations to use and input into – but it will not be the only engagement mechanism. The intention is that it will group and capture individual interests – across health and care, making it easier and more targeted to survey individuals that are keen to get involved in certain themes or aspects of engagement.

It is important to note early on that the panel will not be the only vehicle used to engage with patients and members of the public. Focus groups, co-production and other ways to effectively engage will continue.

To build the panel, a targeted communications and marketing piece of work will be needed to encourage people of all ages, walks of life and demographics to join, empowering them to help shape future health and care services in their local community.

A piece of work is taking place at the moment to determine what is being used at the moment by individual organisations across Norfolk and Waveney from an engagement perspective to ensure that platforms are not duplicated. The outcome from this piece of work will likely result in the option to choose and possibly develop an existing platform further, or invest in a new, long term platform that meets the needs of the Norfolk and Waveney ICS.

A series of options relating to a long-term 'citizens/let's talk' panel will be developed by the end of September 2021; a paper will be developed and brought to the interim ICS Partnership Board for review and approval so an informed decision can be made.

In the meantime, we will engage with patients and members of the public accordingly using a mix of systems and platforms available across the ICS in a similar way to how the citizens panel will work and operate. This will include, but not limited to using databases and platforms currently hosted by Healthwatch Norfolk, Healthwatch Suffolk and Norfolk County Council.

We will engage with groups across Norfolk and Waveney to seek views from members of the public on the emerging clinical strategy. This builds on the important engagement work undertaken with stakeholders and clinicians across Norfolk and Waveney so far.

Finally, we will continue to work very closely with Healthwatch Norfolk and Healthwatch Suffolk to engage with patients and members of the public. Healthwatch’s role as a statutory body and critical friend will continue to be of vital importance.

E. Communications and engagement platforms – Norfolk and Waveney ICS

As Norfolk and Waveney CCG transitions into an ICS, existing social media channels and websites will merge. In addition to the citizens style panel, regular communication and engagement activities will take place both on and offline. A new suite of channels will be developed, under the umbrella and banner of the Norfolk and Waveney Integrated Care System, along with a new design, logo and identity.

Partner organisations will continue to use their existing channels, but the ICS will take a unified approach by sharing joint, partnership pieces of work, as well as enhancing the reach of individual organisation messages.

What is important to note that the following channels (as an example) will not be used to just share messages – they will be used to promote how we are working together for the benefit of patients and members of the public, working with individuals and groups, as well as responding direct to questions and queries to keep conversations going.

- Twitter
- Facebook
- Instagram
- Snapchat
- TikTok
- A new Norfolk and Waveney ICS website, linking back to partners and organisations
- A suite of themed, interactive e-bulletins which are issued on a regular basis

F. Next steps

As we continue to further develop the Norfolk and Waveney ICS in the build up to the transition in April 2022, communications and engagement activity, methods and approach will be done in line with the ICS design framework, to ensure we will meet our statutory duties as a system, from a communications and engagement perspective, as well as making sure that communication and engagement activity is streamlined and done collaboratively with all partner organisations.

Governance	
Meetings that this report has been, or is going to be, discussed at:	This report has not been discussed at any other boards, committees or meetings.