

Engagement Assurance Committee Cover Sheet

Item: 4
Enclosure: C

Title:	Progress report on the implementation of the working with people and communities strategic framework
Meeting Date:	28 March 2023
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Purpose of paper:	The paper outlines the progress to date of the implementation of the ICS working with people and communities strategic framework which was agreed at the Integrated Care Board meeting 1 July 2022. There is ongoing work required to take place to implement the framework and this will form the basis of the engagement workplan for 2023/2024	Update / Information	
		Discussion	X
		Decision	
Summary of main points:	The report outlines key actions that have taken place since July 2022 as part of the implementation of the working with people and communities strategic framework. However, there is further work to be done across the system to change the culture around ways of working with local people and communities.		
Potential Conflicts of Interest	None		
Relevant to the following Boroughs	Bexley		Bromley
	Greenwich		Lambeth
	Lewisham		Southwark
Equality Impact	The framework outlines the importance of working with the diverse communities across south east London, and with communities who experience the greatest inequalities, the importance of building up trust and relationships. The paper outlines work that has taken place to address these issues in working with people and communities and notes that there is further work to be done in this area.		
	Financial Impact	NA	

Other Engagement	Public Engagement	The paper outlines the work that has taken place as part of the implementation of the working with people and communities strategic framework and notes that there is further work to be done.
	Other Committee Discussion/ Engagement	None
Recommendation:	The committee are asked to discuss the progress and to RAG (red, amber, green) actions on progress to date. This will then form the basis of the workplan for the south east London engagement team over the forthcoming year.	

Progress report on the implementation of the working with people and communities strategic framework

Background

The South East London Integrated Care System (ICS) developed its [working with people and communities strategic framework](#) and submitted this to NHS England by the end of May 2022 as required. The framework was then agreed at the South East London Integrated Care Board meeting in July 2022. It was developed following an inclusive approach including having five steering group meetings with membership including local people, system partners and external best practice, discussions at the former Clinical Commissioning Group's Engagement Assurance Committee, discussions with and input from the ICS Engagement Practitioners' Network and discussions at other boards and meetings at different levels of our system. We also [commissioned community engagement](#) activity from the following organisations to provide insight from communities we do not usually hear from and which is published on our website.

Name of organisation	Community	Main boroughs
Act for Change	Young people from African and Caribbean communities experiencing mental health issues	Bexley and Greenwich
Creating Ground	Migrant women predominantly from Africa	Greenwich and Lewisham
East African Association	Somali women	Lambeth and Southwark
Lambeth Links	LGBTQ+	South East London
Panjshir Aid	Afghani community	Southwark
South East Islamic and Cultural Centre	Bengali community	Greenwich

Ambition

This framework outlines the ICS's ambition for how we want to work with local people and communities and what we need to put in place to do this. We have tried to address the issues that we heard through the community engagement that took place to inform the development of our approach including:

- We need to build relationships and trusts with communities
- We need to make engagement accessible and inviting
- We need to coordinate our engagement better across south east London
- We need to go out to communities and bring the conversation close to people
- We need to recognise the impact that engagement has on people
- We will continue to develop our ways of working in these areas over the next year

Vision, mission, and principles

The framework sets out the vision, mission and principles for improving how we work with local people in south east London.

Our vision for working with people and communities is "Working with local people to build a healthier future for all communities across south east London."

Our mission is that the “South East London Integrated Care System works in partnership with local people and communities. This improves health and wellbeing and supports people to thrive and live healthier lives. We will prioritise working in partnership to address health inequalities; these are unfair and systematic differences in health between different groups of people.”

We also developed six principles to underpin future engagement work:

- 1) **SEL ICS CO-PRODUCES (WORKS TOGETHER):** We work in partnership with local people and communities to shape local health and care services, so they work best for the people who need them. We work with organisations to identify and reach communities who experience the unfair differences and recognise the strengths that people bring.
- 2) **SEL ICS CARES:** We will continue to improve the health and wellbeing of everyone in south east London and address health inequalities, which are unfair, avoidable and systematic differences in health between different groups of people. We value and recognise people for their contributions. We create safe spaces to discuss ideas, experiences and solutions so that people feel comfortable to share as much or as little as they choose. This way people will feel confident that their care or treatment will not be negatively impacted by what they might share.
- 3) **SEL ICS LISTENS:** We listen to diverse voices from our communities who experience poorer health and we are determined to build relationships and trust so that we can listen better. We know that how people experience services may be affected by many factors, such as race or disability, and it’s important we understand these and address any unfair differences in experiences. We are always listening. This means that, together, we better understand people’s health needs, what support they need and what really matters to them.
- 4) **SEL ICS LEARNS:** We learn from listening and we act on what people tell us. We work with partners to share what we have learnt and, in turn, learn from what others have heard. Together with local people and communities, we regularly review what we are doing. This means we are open to changing how we work. We show, publicly, what we have learnt from our engagement work.
- 5) **SEL ICS SHARES:** We are changing the way we work, so that the ICS and local people share more power in how decisions are made. When people need support and treatment, we work with them to understand what is important to them and what makes them stronger.
- 6) **SEL ICS IS ACCOUNTABLE:** We are open about what decisions have been made and communities will be able to hold us responsible for our decisions and actions. We are clear about what can and can’t be changed and why. We share, publicly, opportunities to be involved, what we have heard communities tell us, and the difference this has made. We directly feedback to those who have engaged with us so that they understand what has happened as a result of their participation.

We developed three core commitment and five aims through which the vision and mission were to be realised. The table overleaf outlines progress against the actions for delivery in the first three years which we identified in the strategic framework. The committee is asked to discuss and RAG process and this will help inform the development of the workplan for the engagement team in 2023/24 and also wider ways of working across teams and the system.

Commitment	Aim	Proposals for delivery	Progress to date (March 2023)	Red, amber, green
Being accountable to local people	Harness the democratic power of local people to hold the ICS and the ICB to account for its functions	Build trust and the relationships between our partnership/board and the public through developing structured ongoing dialogue between our executive leadership and the public through public forums	<p>Building trust and relationships takes time. We have started this work through the following and this works needs to further to achieve the culture change that is required to build trust and relationships with local people and communities.</p> <ul style="list-style-type: none"> • Extended public open space at the first Board meeting enabling members of the public to talk to Board members in a less formal environment – July 2022. • Four webinars at a south east London level were held for local people and communities as part of ICS strategy development process including small group discussions facilitated by senior leadership. • Open and transparent process for the recruitment of public members of the Engagement Assurance Committee took place as part of the establishment of the committee whose role is to provide assurance on working with people and communities. • Visits by members of the Board to boroughs including community 	

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			<p>groups in Lambeth in September 2022, to Bexley in December 2022 and to Lewisham in January 2023.</p> <ul style="list-style-type: none"> • Discussions are taking place with a local community organisation working with migrant women to perform a short theatre piece at the beginning of the July 2023 Board meeting as part of the dialogue between Board members and local people. • Funded two posts: The Director of South East London Healthwatch post and the Director of Voluntary Sector Collaboration and Partnerships. Both roles are members of the Integrated Care Partnership and the Engagement Assurance Committee and are key roles in supporting the ICS to consider their ways of working in order to work more collaboratively with local people and communities. 	
		<p>Support ICS partnerships to develop approaches that encourage and make it easier for people from deprived communities and minority groups to participate in overseeing and supporting services, and that increase answerability and responsiveness.</p>	<p>A number of programmes have focussed on working with people from minority communities to understand their views and experiences. However, further work needs to be done to support people in participating in engagement.</p> <ul style="list-style-type: none"> • Diabetes and Obesity Programme Board commissioned Mabadiliko to 	

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			<p><u>understand what is important to people living with or at risk of diabetes from Black African, Black Caribbean and South Asian communities to develop I statements as part of the development of an outcomes framework.</u></p> <ul style="list-style-type: none"> • Madadiliko are also working with King's Health Partners / ICS programme on the vital 5 to explore attitudes and effectiveness of the vital 5 approach amongst Black African, Black Caribbean communities and people living in socio-economic deprived circumstances. • The South East London Maternity and Neonatal System (SELMNS) has recently commissioned five organisations to carry out community engagement with women and birthing people from communities who are less heard to inform service development and improvement across maternity services. This is in addition to the Maternity Voice Partnerships who are chaired by local women. • As part of the ICS strategy development process outreach was carried out with voluntary, community and social enterprise sector to understand issues from 	

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			<p>marginalised communities including from refugees and asylum seekers, Gypsy, Roma and Traveller community, people how are homeless and people who use drugs and alcohol. The insight gained is published on our website.</p>	
		<p>Improving transparency and ensure we feed back – ‘you said we did’</p>	<p>The ICS uses the let’s talk health and care in south east London platform to feedback to people who have taken part in engagement activities by posting outcomes and reports there in addition to emailing out reports and links to people so that people know what has happened as a result of engagement.</p>	
<p>Making decisions, setting direction and priorities in partnership with local people and communities</p>	<p>Partner with local people to co-produce work – particularly communities who experience health inequalities</p>	<p>Enable local people to play hands on roles in SEL-wide programmes</p>	<p>There are a examples of a number of programmes who are working with people with relevant lived experience :</p> <ul style="list-style-type: none"> • The muscular-skeletal programme (MSK) programme on improving the MSK patient journey across south east London • The Shared Care programme in developing the right processes to facilitate shared care between hospitals and GPs • The diabetes programme has recruited people with lived experience of diabetes to be 	

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			<p>members of the Diabetes and Obesity Programme Board.</p> <ul style="list-style-type: none"> the open and transparent process to recruit Patient Safety Partners to work with us around quality and safety. the current recruitment process of local people to be part of the procurement of the new community ENT service, building on webinars and a survey to understand experience and views. 	
		<p>Shift to models of deliberative democracy, where we work with service users to develop options for allocating resources and developing services.</p>	<p>Deliberation is an approach to working with people and communities which involves hearing a range of evidence and views to come to a considered view to inform decision making or policy development. The use of deliberative democracy approaches have not been used to date within ICS programmes although they have been used at a London level around urgent and emergency care and the findings from this will inform work across south east London.</p>	
		<p>Support and enable staff and service users to work together in joint teams on service change (co-production), with service users bringing their expert</p>	<p>A group of people with lived experience has been established to support the development of personalisation across south east London. As part of this work they have co-produced the new personalisation pages on the website.</p>	

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		insight alongside managerial and clinical perspectives	We aim to work with this group of people and with engagement practitioners in agreeing a shared understanding and approach to co-production across south east London as the term co-production is used to mean different things in different parts of the system across south east London. Discussion have taken place at the ICS Engagement Practitioners Network about this and a number are interested in working collaboratively with people with lived experience on co-production, building on local best practice.	
	Make decisions directly informed by the views, experiences and aspirations of local communities	Develop an infrastructure to generate insights from local people and communities in a timely way, to inform system-level work and reduce duplication	Following an ask from the SEL Engagement Practitioners' Network and other system partners, we are developing a page on the ICS website collating key insight from local people and communities in order to bring together in one place key insight to inform system wider programmes of key insight from local people. This page will develop over time to include further system wide insight from across the system.	
		Ensure that local people's perspectives are at the heart of strategic and operational decision making groups. Ensure decisions are informed by insights from partner engagement work	The ICB is developing a range of tools to support engagement across programmes. We need to further extend how we work with and influence programmes on their approaches to working with people and communities so that people's	

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		and system engagement work.	<p>views are at the heart of decision making. Tools include:</p> <ul style="list-style-type: none"> • the let's talk health and care in south east London engagement platform with system and place level hubs. • the setting up a south east London People's Panel with a membership of 1,000 local people broadly representative of the population • the engagement toolkit to support programmes with carrying out their engagement • an insights page on the website bringing together a range of insight from across the system to help inform programmes 	
		Feedback to people on the impact of their engagement.	The ICS uses the let's talk health and care in south east London platform to feedback to people who have taken part in engagement activities by posting outcomes and reports there in addition to emailing out reports and links to people so that people know what the impact of engaging with them is.	
Working with people and communities in new ways to transform health and care and	Support a world-class standard of engagement	Engage with wide range of people including those we seldomly seek insight from such as young people and people with learning disabilities	There are examples in some programmes of engaging with more people and communities we do not often seek insight from, also known as 'underserved' or 'seldom listened to' communities. In addition to the	

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support and wellbeing			<p>community engagement commissioned through the diabetes and maternity programmes, as part of the ICS strategy development process, we carried out:</p> <ul style="list-style-type: none"> • engagement via meetings with VCSE providing services and support to people including people who are refugees/asylum seekers, people from the Gypsy, Traveller, Roma community homeless people, people who use drugs and alcohol • attended meetings and had discussions with people with learning disabilities and autism at the user and carer forum and with meetings of the learning disability and ambassadors programme • in partnership with Participation People and other local organisations, we engaged with young people from across the Royal Borough of Greenwich during the National Takeover Challenge week using a range of creative and innovative to capture the voices of young people and better understand what matters to them when thinking of their health, culminating in young people creating a short video around possible solutions to cope with daily stress. 	

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		<p>Provide a range of options and ways people can engage with the system, ensuring people are reimbursed for their time</p>	<p>In addition to developing a range of ways to work with people and communities, the ICB has developed and agreed an expenses policy which is published on the ICB website Expenses Policy - NHS South East London (selondonics.org).</p> <p>However, there are a range of approaches to reward and recognition / payment across south east London. Discussions have been taking place at the ICS Engagement Practitioners' Network to understand these to inform how we develop an ICS level approach.</p>	
		<p>Support our partners to embed the SEL engagement principles in their work through development of an engagement toolkit</p>	<p>An ICS engagement toolkit, series of how to guides, top tips and templates have been produced and are published on the ICS website Engagement toolkit - South East London ICS (selondonics.org), building on best practice across south east London.</p>	
		<p>Facilitate continuous learning from best practice both within and outside our system</p>	<p>The ICS Engagement Practitioners' Network provides a forum for sharing good practice and learning across south east London. The EPN also has a closed hub on the let's talk platform to facilitate sharing information between meetings.</p>	

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			<p>The engagement team are members of national ICB engagement leads networks and learning sets.</p> <p>The ICB has taken out membership of the Consultation Institute so that staff can access training, briefings and a range of support around working with people and communities.</p>	
	Health and care professionals working in partnership with people	Invest in giving staff across our system the tools and confidence to work more collaboratively with local people and communities, including service users	An ICS engagement toolkit, series of how to guides, top tips and templates have been produced to support staff in working with people and communities and are published on the ICS website Engagement toolkit - South East London ICS (selondonics.org) , building on best practice across south east London.	
		Work with the VCSE sector to change how we provide health and care to local people and explore new models of care	The ICS has appointed a Director of Voluntary Sector Collaboration and Partnerships, Tal Rosenzweig , who is hosted by Community Links Bromley. The main purpose of this role is to bring together the voluntary sector, NHS and local authority partners, and ensure that the voluntary sector is an equitable partner within the ICS. The engagement team are part of the Voluntary and Community Sector Alliance that Tal is developing in order to work with others in the system on how we work more collaboratively with the VCSE.	

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