



Bath and North East Somerset,
Swindon and Wiltshire Partnership
Working together for your health and care

Bath and North East Somerset, Swindon and Wiltshire Partnership

**Communications and engagement strategy
2021/2022**

Version 21

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1. Introduction

This communications and engagement strategy covers the period up to April 2022 during which time legislation will pass through Parliament that will result in integrated care systems, like the Bath and North East Somerset, Wiltshire and Swindon (BSW) Partnership, becoming statutory bodies and changes to the way services are configured at a local level. There is an enormous task ahead to inform and involve everyone in this journey and to realise our shared vision which is *‘working together to empower people to lead their best life’*.

By April 2022, most of our collective workforce will still be working for the same organisations and as part of the same teams. However a cultural shift is required in terms of working together in new and different ways to make BSW Partnership greater than the sum of its parts and build on several years of collaboration that has been accelerated by the pandemic. Inclusive communications and engagement with our workforce over the next year is critical for helping them to navigate this latest structural reform – and for ensuring they are well at work to enable them to do their best work.

Whilst many of these proposed changes will not be immediately evident to the general public, communications and engagement is essential to ensure our local communities have the opportunity to have a voice in how we develop and provide services and to ensure we empower everyone to take more responsibility for their own health and wellbeing in order to lead their best lives.

Communications and engagement can be described as a ‘critical enabler’ of partnership working. It contributes to developing a shared sense of purpose across partners and communities, communicating and involving people in change and helping to build trust and effective working relationships between individuals, groups and organisations.

This document is the overarching strategy for BSW. It is intended to sit alongside individual partner organisation strategies and act as a resource and guide for a communications and engagement approach to joint working across our integrated care system.

References to BSW Partnership or the partnership in this strategy are inclusive of system-wide and ‘locality’ or ‘place-based’ and Integrated Care Alliance (ICA) activity unless otherwise stated and incorporate all partners including local authorities, providers and community services.

2. Context

NHS England and Improvement designated BSW Partnership as an integrated care system in December 2020. Prior to this, the organisations that form part of the partnership had worked together from April 2016 as the non-statutory body known as the Bath and North East Somerset, Swindon and Wiltshire Sustainability and Transformation Partnership (STP).

BSW Partnership serves a combined population of around 940,000 living across the regions of B&NES, Swindon and Wiltshire, directly employs around 37,600 colleagues and benefits from the contribution of many more carers and volunteers. Our population is served by hundreds of third sector organisations, 90 GP practices, two community providers, three acute hospital trusts, a mental health trust, an ambulance trust, a clinical commissioning group (CCG) and three local authorities.

Our partnership covers a large geographical area. In order to address the distinctive needs and characteristics of local populations, we are making progress to develop collaboration at a place-based or 'locality' and 'neighbourhood' level across all of our partners, communities and voluntary sector. Our three 'localities' are co-terminus with local authority boundaries whereas our 'neighbourhoods' serve a smaller area of 30-50,000 people and coincide with groups of GP-led primary care networks and community services.

As a partnership we have identified three strategic aims and two enablers that will guide our approach and inform our priorities in the future. These aims and enablers encompass contributions from all of our partner organisations, encourage us to focus on the wider determinants of health and on developing a more proactive and preventative approach.

Strategic aims:

- Reform the quality and experience of care.
- Improve the health and wellbeing of our population.
- Reduce health and care inequalities.
- Support broader economic and social development

Enablers:

- Reduce per capita cost of health care and protect environmental, social and economic resources.
- Increase staff wellbeing and retain, attract and deploy an inclusive, engaged and flexible workforce.

In February 2021 the government published a white paper setting out legislative proposals for a Health and Care Bill entitled *Working together to improve health and social care for all*.

The measures set out proposals to modernise the legal framework to make the health and care system fit for the future and put in place targeted improvements for the delivery of public health and social care.

The proposals build on the NHS' recommendations for legislative change outlined in the Long Term Plan and include proposals to make integrated care the default, reduce legal bureaucracy, and better support social care, public health and the NHS. The bill is expected to receive royal assent by Christmas 2021.

Joint working among the wider BSW Partnership and the communications and engagement teams embedded within partnership organisations has increased significantly during the Covid pandemic. This strategy has taken into account the progress and learnings made during that period in terms of joint working, the importance of digital platforms (including video conferencing to replace face-to-face meetings) and the importance of fast, accurate and collaborative messaging.

3. Communications and engagement goals and where we want to be

1. Raise awareness and understanding of the need for joined up health and care across BSW, promoting the benefits and celebrating the achievements of BSW Partnership.
2. Ensure local people, including our most vulnerable communities, are given the opportunity to have a voice in how we plan and deliver services and empower them to lead healthy lives.
3. Provide communications and engagement support to enable BSW Partnership to deliver on its priorities.
4. Inform and involve our workforce during the next phase of organisational change and promote the BSW Partnership as a great place to work.
5. Prioritise breaking down health inequalities in our communications and engagement work, ensuring local people have equal access to services.
6. Increase public understanding of the role of personal responsibility and using health and care services appropriately by working with our public health partners.
7. Make the most of digital communication channels while supporting people to take advantage of digital opportunities including skills development, access and health promotion.

4. The approach we will take to achieve our goals (the how)

What is our approach?	How will we make it real? (snapshot only)
<p>We take a strategic approach and embed strong engagement and communication at the heart of the partnership's decision-making.</p>	<p>A communications and/or engagement specialist will join every work stream where capacity permits. Communications SRO/communications specialist joins BSW Executive and BSW Sponsoring Board meetings. Separate communications and engagement plans with timescales, key deliverables and evaluation metrics for every major programme of work.</p>
<p>We pool resources and do things once where it makes sense to do so.</p>	<p>One joined-up and system-wide winter and flu communications and engagement plan in 2021/22. Scope out one joint media monitoring service and social media management platform. Explore scope for more joined up health and wellbeing campaigns for the workforce. Agree priority campaigns and projects as a communications and engagement collective then share associated local assets via online resource centre.</p>
<p>We value public involvement and giving our communities a voice so they are truly at the heart of shaping solutions for health and social care.</p>	<p>Continue to make use of the BSW wide Our Health our Future Panel. Scope out, map and ensure a shared understanding of the engagement forums that already exist across BSW to maximise the impact of our activity and identify potential gaps. Develop recommendations for the new engagement model for BSW Partnership (system-wide and at locality/ICA level).</p>
<p>We value the use of storytelling; capturing the stories of our staff, patients and other stakeholders to help gain a better understanding of the issues affecting our communities and demonstrate how what our workforce are doing is making a difference to help bring our work to life.</p>	<p>Launch of the new BSW Partnership digital platforms including new website and refreshed twitter presence. Production of a BSW Partnership video to explain its aims and ambitions. Refresh of the BSW Partnership e-newsletter (The Triangle). Develop a compelling narrative that all system partners buy into which is well understood by the public (focusing on transparency and the provision of clear public information about visions, plans and progress). Set up a BSW online resource centre to share assets between all partners. Use of a broad range of channels and formats according to the diverse preferences of our stakeholders including video, infographics and podcasts.</p>

5. Our audiences

The BSW Partnership engages with many stakeholders and it's important that we engage with them in a timely, responsive and meaningful way to really understand and listen to their needs, ensure they have the opportunity to shape our development over the coming year and build lasting relationships.

5.1 Internal stakeholders

Our collective workforce, which during this year of transition includes our colleagues working in primary care, are central to the successful development of the BSW Partnership and delivery of the vision. More than 34,000 people work within the partner organisations across the health and care sector. They are a critical stakeholder group with the potential to act as ambassadors and adopters of change. It is vital that they understand the work of the BSW Partnership, how the NHS Reforms will affect them and how they can get involved. Engaging regularly with staff forms a key part of this communications and engagement strategy. The NHS Reforms and partnership development over the next year will have varying degrees of impact on individuals, teams and whole organisational workforces across BSW. So our approach to communications will need to be tailored to different groups within and across our partner organisations.

5.2 External stakeholders

Everyone who lives and works in BSW is a key audience for us but there are many other important stakeholders including:

- Associations and clinical bodies
- Campaign groups (38 degrees and Protect our NHS)
- Educational institutions (universities, colleges, schools)
- Health and Wellbeing Boards
- Healthwatch
- Hospices
- Housing Associations
- Independent care providers
- Local Medical Committees
- Major local employers
- Media (local, national, trade and journals)
- MPs, government ministers, local authorities, parish councils, elected members and councillors

- Neighbourhood and resident groups
- NHS (national and regional) and other public sector and regulatory bodies
- NHS England communications team (national and regional)
- Other care providers (acute, community, mental health) and care homes
- Other patient and community groups (Patient Participation Groups (PPGs), Health and Wellbeing groups, health forums, council-led area forums)
- Out of hours and 111 providers
- Social care organisations

It is also important that we take into account the view of those who are seldom-heard and those with protected characteristics including, but not limited to:

- Age
- Children
- Young adults
- People with learning disabilities
- People who are physically disabled
- Black and Minority Ethnic communities
- Boaters, travellers and Romany communities
- Homeless communities

This list of stakeholders was developed following a thorough stakeholder mapping exercise, full details of which are available on request.

6. Key messages

The key messages underpin all our activity, form part of our core narrative and will be delivered through the BSW partnership communications and engagement channels.

- An ICS is a way of working across health and care organisations that allows them to work closer together to take collective responsibility for the health and wellbeing of populations across large areas.
- ICSs are working across the country with the aim of improving population health, quality of care, cost-efficiency and supporting broader economic and social development
- We value collaboration at a local level between the NHS, local government and other partners with a more central role for primary care in providing joined-up care.
- Our workforce is central to the success of the BSW Partnership and we appreciate and recognise their dedication and contribution to our work.

- Over the last few years, health and care organisations across BSW have increasingly worked together collaboratively to make sure the experience of local people using services is more joined-up and better suits their individual needs.
- The collaborative way of working has been beneficial in the way health and care organisations across BSW have responded to the Covid-19 crisis, with social and community services, third sector and NHS providers joining up to provide support to the shielded and vulnerable in local communities and the provision of mutual aid between partners.
- We will continue to build relationships and work with our partners in neighbouring systems because there are patients from outside our area who come into BSW to access our services and people living in BSW who rely on treatment and care provided in other areas.
- The new way of working across health and care will bring long term benefits to local people and support the ongoing management of Covid-19.
- One of our first priorities is to increase engagement with the public and other stakeholders so that everyone understands the work of the partnership is kept updated about developments and has the opportunity to get involved in our plans and help shape our decision-making.
- There are growing pressures on the health and social care system, nationally and locally. The local population is changing. The number of older people is rising and there are more people living with complex conditions. This is contributing to an increased demand for services.
- For services to be sustainable we need to get better at preventing disease, not just treating it, and to encourage everyone to take responsibility for their own care.

7. Our current and future operating model

The CCG communications and engagement team has adopted primary responsibility for partnership activity e.g. producing newsletters, managing the partnership website and social media channels and leading on partnership-specific media relations and campaigns alongside its organisational priorities. The team also provides some communications and engagement support to the ICS Development Programme and its related work streams. This team incorporates a business partner model so each locality has a named contact for communications and engagement guidance.

There are communications and engagement teams embedded within each of our partner organisations who are responsible for delivering activity against their own corporate objectives. Some of these partners are also part of more than one ICS. Collaboration has increasingly been reflected in our approach to communications and engagement across BSW and notable examples include maternity transformation, Our Health Our Future engagement on the BSW five year plan and the emergency response to winter pressures and the pandemic. The vaccine roll-out and general covid response has also accelerated collaboration with partner organisations taking responsibility for different aspects of the programme, headed by the communications lead at Salisbury Foundation Trust. We have established focused communications and engagement groups made up of leads from our system partners to jointly issue press releases, hold media briefings, launch social media campaigns and disseminate messages on partner channels.

There is a BSW sponsor for communications and engagement who is a member of the BSW Executive team. There is also a senior responsible officer for BSW Partnership communications and engagement. She heads the CCG communications and engagement team and facilitates joined-up and coordinated working across the BSW communications functions. There are a number of forums and committees at a local, system-wide, regional and national level where communications and engagement leads meet and plan activity. One key meeting is the Strategic Communications and Engagement Advisory Group, a formal forum for BSW partner communications and engagement leads. This group does not have formal decision-making powers but meets monthly and aims to take a strategic approach to advising the BSW Partnership Executive on coordinated communication, engagement and PR activities that will enable the BSW Partnership to achieve its ambitions, aims and objectives at a system and locality level.

Over the next 12 months, we will draw more on the collective skills and experience of our communications and engagement workforce to take our work to the next level in terms of joint planning and a coordinated approach in areas including campaigns, digital and social media projects, press management and engagement.

As the shape and direction of our ICS and ICAs emerge over coming months, there will be a need for strategic communications and engagement input to support their development. Over the next year we will make recommendations for how we adapt our current operating model to support the developing BSW Partnership both at a system and place-based level. This will include proposals for how we will better embed communications and engagement as an integrated function of our ICAs, working as part of the team developing the core functions around community engagement and influencing healthy behaviours.

We will identify all the formal and information engagement networks and then work out how the functions might be met, both in terms of level of required resource but also how the different responsibilities can be shared between partners.

Key activity for 2021/22:

	Action	Deadline
1	Review membership of the SCAG and identify other communications and engagement forums that need to be established.	May 2021
2	Make recommendations for how our collective communications & engagement functions need to adapt to help develop our ICAs, each of our organisations and the system-wide work of BSW Partnership.	October 2021

8. Communications protocols

The partnership's Communications and Engagement SRO and CCG communications and engagement team work closely with communications leads from BSW partner organisations to ensure there is effective information-sharing and collaboration. Each partner organisation uses their own communications channels to promote and involve their staff, patients, public and other stakeholders with the work of the partnership.

Copy for partnership press releases, websites, newsletters, statements and other communications is shared by the CCG with the communications leads at the relevant partner organisation prior to publication. Sign-off is required by a partner organisation for content which specifically mentions them.

All partner organisations issue press releases and other communications at the same time and to ensure that messages are consistent across channels and stakeholder groups.

Wherever relevant, any public relations and/or communications activities delivered by partners references the partnership to ensure all opportunities to promote the work of the partnership are realised.

Where possible, all partner organisations will agree between them messages for their own communications to avoid conflicting or confusing information about the partnership and its plans.

In the event of media enquiries about the partnership, an appropriate spokesperson from the correct partnership project work stream or one of the BSW Executive will be identified to respond.

9. Our channels

We understand that our key audiences have different communication and engagement needs and preferences and we will continue to respect these when we engage and communicate with them. Our materials will be available in different formats and will include visual and interactive information to meet the needs of our audiences. Our communication and engagement materials will meet the Accessible Information Standard and we will use the most appropriate methods to reach each audience group, using plain English and avoiding jargon. We will offer materials in other languages as appropriate.

9.1 Digital communications

We will operate – as we do at the CCG – with a ‘digital first’ approach to disseminating information and communications. We recognise this allows fast, adaptable and no- or low-cost engagement with our audiences, while supporting our values and aims.

Our vision is that the partnership will present appealing, insight-driven digital communications that complement and inspire individual organisations’ activities, offer an opportunity for individuals to engage and become a trusted, authoritative source of information.

A separate digital communications strategy is currently being developed to support this vision and its actions include:

- a social media campaign to support the launch of the new website and re-branded Twitter feed
- reviewing the CCG’s social media channels as its legal position becomes clearer, with a view to merging with the partnership’s channel/s
- asking for a commitment from our partners (via a Social Media Protocol and shared resource space) to coordinate digital campaigns work wherever it makes sense to do so
- future-proofing our digital communications activity by consolidating scheduling, research and analytics into a social media management platform
- Our primary digital channels are as follows:

9.1.2 BSW Partnership website (bswpartnership.nhs.uk)

Our new BSW Partnership website launched on 1 April 2021 and replaced the former STP site.

Our new website aims to:

- Engage and inform the public and other key stakeholders about how they can get involved in our work including details of transformational projects, engagement events, Partnership Board meetings in public and how to sign up for our newsletter
- Inform the public and other stakeholders on relevant partnership matters including news, finances, new initiatives, performance and the configuration and work of our ICAs
- Act as a repository for public-facing information for people involved in transformation activity including a library of back issues of our partnership e-bulletins and other communication material
- Engage and inform BSW colleagues about system-wide education projects, job opportunities and events, incorporate an online booking system for training and education, and house BSW's extensive prescribing and medicines optimisation information.

The site will also link to information about BSW's offer for individuals with diabetes.

9.1.3 Social media

The BSW Working Together Twitter account has relaunched in April 2021 as @BSW_Partnership and currently has 780 followers. Content focuses on the Partnership's key messages and aims and ambitions outlined above. It also mirrors what is on the partnership's website as well as what is covered in the e-newsletter, ensuring our platforms present joined-up messaging. The platform is used to promote the work of the BSW Partnership and share key messages from partner organisations, as well as highlighting the benefits and showcasing examples of integrated care. The future of this channel and the CCG's other social media channels is discussed in more detail in the separate digital communications strategy.

9.1.4 Regular public e-newsletter

We have recently refreshed and relaunched our bi-monthly e-newsletter, which was previously called Stop Press. The newsletter has a new title - The Triangle - and carries our new BSW Partnership branding. It is aimed at other partner organisations, the voluntary sector, and interested members of the public. We will continue to produce this e-newsletter which provides updates and news from across the BSW Partnership and includes opportunities for readers to get involved in plans.

The Triangle is circulated via partner organisation’s channels and also published on the BSW Partnership website, promoted via the BSW Twitter account and sent to stakeholders who have signed up to a distribution list. It is also sent to all members of the BSW Partnership Sponsoring Board and all members of the BSW Partnership Executive Board.

9.1.5 BSW Partnership Programme News

We also currently publish a monthly BSW Partnership Programme News for an internal audience made up of colleagues across BSW Partnership, specifically those involved in partnership development and work streams.

This is a shorter, summary email, rounding up news from Partnership and Executive Board meetings and updates from work stream leads.

From May 2021 BSW Partnership Programme News will evolve to become a bi-monthly internal publication specifically for our entire BSW workforce to inform them about organisational changes and how they can be involved in shaping these as well as incorporating the news from the partnership work streams.

	Action	Deadline
3	Finalise a separate digital communications strategy for BSW partner communications functions to adopt	June 2021

9.2 Press releases and media relations

We work with media outlets across BSW and occasionally further afield to underline the role of the partnership and avoid duplication by communicating system-wide messages where it makes sense to do so. As our partnership develops we will work even more closely with our partner organisations to join up our media activity where possible. This will include hosting more system-wide press briefings like the ones held in December 2020 and January 2021 (in partnership with Wiltshire Council) in response to winter pressures. As well as local media, we will also aim to seek more positive coverage from media outlets that are targeted specifically at the health and care community.

9.3 Reputation management

The reputation of the BSW Partnership will be essential to recruiting, retaining and engaging with staff, maintaining the confidence of local people and ensuring support from external stakeholders

such as MPs and the media.

We will proactively manage BSW Partnership's reputation by taking a proactive approach to issues management, horizon scanning and ensuring our response to emerging issues is clear and well-publicised.

10. Brand and identity

How we work and the way we present BSW Partnership's work to our internal and external audiences must reflect our vision of empowering people to lead their best lives. We act as brand ambassadors, encouraging our colleagues to do the same, and we help by promoting the correct use of our tools, templates, logos and style to ensure our identity and efforts are acknowledged.

We have developed a new identity for the BSW Partnership which offers a unified brand and logo for use on our website, publications, social media channel and presentation templates. Logo files and brand guidelines have been shared with BSW Partner organisations and we will work to ensure the new identity is embedded and used appropriately across our partner organisations.

11. Commitment to equality and diversity

We recognise and value the diversity within our local communities. We are committed to equality, diversity and inclusion because we believe these are fundamental to ensuring good population health outcomes. In addition to the Health and Social Care Act 2012, we are also bound by the Equality Act 2010. This ensures that we promote and prioritise the fair treatment of people regardless of any 'protected characteristic' they may have. The NHS defines the nine protected characteristics as age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race including nationality and ethnic origin; religion or belief; sex and sexual orientation. Engaging with local people and representative groups, including those with protected characteristics as above, those who are seldom heard, children, young adults and vulnerable groups, helps us to understand the needs and interests of the people across BSW. Effective engagement will ensure that health and care services are best designed to meet their needs and help us identify how we can work to reduce health inequalities. We will tailor our communications so they are clear, accessible and relevant to those with specific information needs.

During the Covid pandemic we have developed further relationships with our vulnerable communities, and we want to ensure that our methods of engaging with them continue. This will

ensure all voices are listened to and these communities feel they are engaged with us as much as they want to be.

We use population health and other available local, regional and national data as well as insights and feedback from the community, to understand how health and care services should be best developed and delivered to meet the needs of our communities.

12. Targeted and key activity 2021/22

Our communications and engagement activity is tailored to target all stakeholders listed in section 5. Listed below are groups of key stakeholders and activities we want to specifically highlight and prioritise in this communications and engagement strategy.

12.1 Internal communications and engagement

Working collaboratively with our communications and engagement colleagues in our partnership organisations is essential for successful delivery of this communications and engagement strategy.

We want to help the BSW workforce to understand what the BSW Partnership is planning to achieve by joining up health and care, to feel part of the wider workforce and understand how what they do in working together helps to empower people to lead their best life. We also want to inspire them with our plans for a BSW Academy that will offer the highest standard of learning and development opportunities to enable staff to excel in their jobs and achieve their career ambitions.

This strategy sets out how the communications and engagement partners will work together to inform and involve the workforce about the development of the ICS over the next 12 months and the channels it will use to do that.

A further BSW workforce internal communications and engagement plan will be created as part of the System Capability and People work stream, with a real focus on our people, their wellbeing and professional development.

The Strategic Communications and Engagement Advisory Group will be instrumental in supporting and delivering all elements of these internal communication and engagement plans.

12.1.1 Internal communication channels

A list of the internal communication channels available to reach the BSW workforce via partnership organisations is in appendix 1. The Strategic Communications and Engagement Advisory Group is responsible for:

- Disseminating information to its local workforce in a timely manner, using the most appropriate channels available to them.
- Ensuring information about the ICS development is included in regular organisation-wide briefings by senior leadership.
- Clear signposts to the BSW Partnership website and social media are available through internal channels, such as intranets.
- Creating a dedicated channel or point of contact for their workforce to ask questions, raise concerns, share great ideas and success stories.
- Sharing feedback from their workforce and providing input on workforce communications to the Strategic Communications and Engagement Advisory Group.

12.1.2 BSW internal audiences

- BSW Partnership Executive team
- BSW Workforce
- BSW CCG Executive team
- Executive teams within each partner organisation
- Non-executive directors, governors, lay members and elected members within each partner organisation

12.1.3 Key BSW internal communication channels

	Audience	Audience	Audience	Audience	Audience
Channel	BSW Partnership Executive	BSW Workforce	BSW CCG Executive Team	Partnership Executive Teams	Partnership NEDs, governors, lay members, elected members
BSW Programme News/New internal newsletter –	X	X	X	X	X
Monthly strategic comms & Engagement advisory group report	X		X	X	X

	Audience	Audience	Audience	Audience	Audience
Quarterly briefing sessions					X
Executive blog	X	X	X	X	X
Partnership internal communications channels – see Appendix [X]	X	X	X	X	X

- BSW Programme News/Internal newsletter – bi-monthly digital newsletter to share ICS development news with sections dedicated to each ICA
- Briefing sessions – quarterly sessions for non-executive directors, governors, lay members and elected members.
- Communications and engagement report – monthly report from strategic communications and advisory group to update and provide assurance on partnership activity.
- Regular BSW Partnership Executive blog – bi-monthly to provide leadership insight to the partnership from each partner organisation
- Partnership internal communication channels – used to disseminate internal communications across the partnership workforce [information awaited]

Key activity for 2021/22:

	Action	Deadline
4	Launch of a new internal facing e-newsletter for the BSW workforce, to include a short survey to understand workforce awareness and current understanding about the BSW Partnership and vision.	May 2021
5	Introduce monthly reporting from strategic communications and engagement advisory group to BSW Partnership Executive leadership teams.	June 2021
6	Support the BSW Partnership programme team to host one virtual event for NEDs, lay members, governors and elected members and a series of briefings as required.	Sep 2021
7	Development of a core set of FAQs to be updated maintained and updated.	June 2021
8	Clear signposts to the BSW Partnership website and social media are available through each partner's internal channels, such as intranets.	May 2021

	Action	Deadline
9	Establish a dedicated channel or point of contact for each partner organisation workforce to ask questions, raise concerns, share great ideas and success stories.	May 2021
10	Introduction of a regular partnership blog/vlog with contributions from each member of the BSW Executive.	June 2021
11	Develop a power point presentation explaining the partnership, its vision, aims and objectives for managers within partner organisations to use as a supporting tool; to brief and update their teams.	May 2021
12	Regular updates on partnership information, developments, milestones and achievements to be sent to partner communications leads for use in organisation-wide briefings by senior leadership.	Ongoing
13	Ensure easily accessible and easy to understand background information on the BSW Partnership is included in all partner internal communication channels such as intranets and new starter induction packs.	March 2022

12.2 Public involvement

The people of BSW are at the heart of our strategy. Involving patients, the public and carers is vital if we are to achieve our vision of “working together to empower people to lead their best life.”

Work with our communities

We want to understand what really matters to local people and involve them as active partners in decisions that may affect them to ensure the best health and care services in our communities. We want to ensure meaningful engagement with the appropriate groups of public, patients and other stakeholders to encourage feedback and capture and champion patient and local community insights about health and care services to inform our future approach. This includes innovative as well as traditional approaches for engagement that achieve wide and deep engagement with seldom-heard groups. We will work closely with Healthwatch, the third sector and other organisations so they contribute to our communications and engagement. We will support partner engagement and consultation work; for example maternity and community mental health services and provide timely feedback loops so our communities can see how their views have made a difference to the work we do.

Working with Quality leads we will contribute to equality impact assessments as early as possible for all programmes of work to identify gaps in terms of protected groups who have not been

engaged with; for example continuing our work with BAME groups to ensure equal access to the Covid vaccine.

Key activity for 2021/22:

	Action	Deadline
14	Develop a plan to engage with the public and other key stakeholders on the proposed changes to future working arrangements	September 21
15	Continue to make use of the Our Health our Future Panel - an innovative forum in which members of the public provide their views on local health and care issues. This panel is currently managed by the CCG working with market research agency Jungle Green. During 2021/22 we will work up proposals for continuing this engagement resource during 2022/23 onwards potentially bringing the panel in-house	September 2021
16	Refresh of the BSW Partnership e-newsletter (The Triangle)	April- Completed
17	Launch of the new BSW Partnership digital platforms	April- Completed
18	Implement plan to announce new digital platforms and branding to key stakeholders	April- Completed
19	Production of a BSW Partnership video to explain its aims and ambitions	June 2021
20	Develop a compelling narrative that all system partners buy into which is well understood by the public (focusing on transparency and the provision of clear public information about visions, plans and progress)	June 2021
21	Scope out, map and ensure a shared understanding of the engagement forums that already exist across BSW to maximise the impact of our activity and identify potential gaps	July 2021
22	Develop recommendations for the new engagement model for BSW Partnership (system-wide and at locality/ICA level)	September 2021

Working with the voluntary and community sector

Developing strong partnerships with the local voluntary and community sector (VCS) groups is a key part our engagement approach. We recognise the strong relationships they have with local people and the important role they play in improving the health and wellbeing of local communities and helping us in reducing health inequalities. Nowhere has this been seen more clearly than during Covid-19 with our voluntary groups springing to the aid of local communities and establishing local support networks and hubs.

Key activity for 2021/2:

	Action	Deadline
23	Mapping the voluntary and community sector partnerships across BSW and agree an engagement framework for this going forward (taking learnings from other ICSs that are similar to ours). As our ICAs develop, this framework may develop into a separate community engagement and inclusion strategy.	March 2022
24	Compliment meetings taking place in each locality with a regular system-wide event.	September 2021

12.3 Involving primary care

Forthcoming NHS reforms outlined in a recent Government white paper signal a significant change for primary care. There is uncertainty about how their clinical voice will continue to influence decision-making when legislative changes are introduced but the reforms also signal an exciting opportunity for primary care to influence how services are delivered and how we support communities at a locality level. There is mixed levels of understanding of and engagement with BSW Partnership across the diverse primary care workforce; with conversations happening at a practice, primary care network (PCN), locality and system-wide level. A priority will be to help ensure communications are relevant, timely and reach a wider primary care audience - increasingly including dentistry, optometry and pharmacy services - and to help clinical leads to ensure PCN, locality and system-wide messages are aligned.

Key activity for 2021/2:

	Action	Deadline
25	Introduce regular monthly updates with clinical leads, clinical chair and communications to plan messaging	June 2021
26	Review Stop Press circulation to ensure distributed to primary care	March 2021
27	Introduce a rolling programme of regular virtual meeting updates e.g.as part of regular primary care webinars	June 2021

12.4 Local Authorities and MPs

Local authorities will continue to be a key group for engagement as the new structure of our partnership evolves. Key sub groups here are Health and Wellbeing Boards and Scrutiny Panels. We will continue to engage with local Members of Parliament and ensure they are kept informed about our plans and transformation work within the local health and care sector

Key activity for 2021/2:

	Action	Deadline
28	Info pack about the partnership tailored for local authorities (including new councillors following May elections)	June 2021
29	Offer of virtual briefing for LAs	June 2021
30	Establish regular briefings for local MPs to offer updates on ICS and transformation of local health and care services	June 2021

13. Support for key partnership projects and work streams

As part of our commitment to playing a strategic role to develop the BSW Partnership, a representative from one of the BSW Partnership communications and engagement teams will join each of the main work streams where capacity permits.

As well as planning, implementing and evaluating activity to support the development of the partnership over the coming year, communications input will also continue for specific partnership programmes of work and projects, including:

Key activity for 2021/2:

	Action	Deadline
31	Agree support for partnership workstreams from our comms partners	April - Completed
32	Support establishment of the BSW Academy as a way of building the skills and capability of our collective workforce and deliver BSW Academy Communications and Engagement Plan	June 2021
33	Support development of a new integrated health and care model for BSW to improve population health outcomes	March 2022
34	Support the system recovery phase throughout summer 2021, including contributing to staff wellbeing initiatives	September 2021
35	Support for vaccine programme	Ongoing
36	Support for Covid emergency response	Ongoing
37	Support for hospitals' Acute Alliance and ICA development	Ongoing
38	Joint BSW Partnership communications and engagement strategy to cover winter 2021/22 with coordinated week by week activity including plans for a single, partnership wide flu vaccination campaign.	August 2021

14. Evaluation

We will constantly monitor our communications and engagement activity to ensure we are reaching our audiences effectively and providing opportunities for involvement and feedback.

Through monitoring and evaluation we will learn lessons and gain insight into public and stakeholder behaviour, allowing us to tailor our methods accordingly. This will include monitoring the demographics of the people we communicate and engage with to ensure we don't exclude any groups. Examples of how we will monitor activity include:

- media monitoring
- social media and digital (website and e-news) analytics
- audience analysis and personas
- colleague feedback through briefings, surveys etc. Undertake a stakeholder survey in January 2022 to benchmark awareness of the partnership and satisfaction with engagement
- patient and public feedback using various methods including online surveys and forums
- attendance at events and feedback forms
- equality monitoring
- scrutiny and challenge
- other feedback, for example media requests and Governing Body and BSW Partnership questions.

Key activity for 2021/2:

	Action	Deadline
39	Agree an evaluation framework that will be used consistently across our communications and engagement teams (The CCG uses AMEC)	March 2022
40	Commission a market research agency to undertake a stakeholder survey to help shape the next strategy	March 2022

15. Resources

The CCG communications team are leading the development of our new channels and key assets during 2021/22, in addition to their CCG accountabilities. However, this strategy will only be successful if our partners continue to collaborate and pool our collective expertise and people resource where it makes sense to do so. There is a request for a dedicated budget for partnership communications activity to cover areas such as design and video production.