

# Commitments from the NHS to Engage with communities

An analysis of People and Communities & Integrated Care Strategies (2022-25)

**londonplus**



**londonplus.org**

# Welcome

---

The Integrated Care Systems (ICS) came into existence in July 2022. This document is designed to show how each area of London has adapted to the new ICS structure.

Whether you are a Voluntary, Community or Social Enterprise sector (VCSE) organisation, a community member wanting to understand how the NHS is working in your area, or an Integrated Care Board aiming to reflect on your priorities, this document provides a comparative analysis of the five London ICS' People and Communities' Strategies (2022-25).

The document seeks to help sector and community voices be heard at board, local and hyper local level. It is not meant to be a full definitive picture, more a snap-shot of the commitments of each ICS; the processes, resource and governance each have said they will put in place from these strategies for communities.

It is hoped that small and medium voluntary sector organisations and the communities they work with, will feel better informed and know who to speak to, what terminology to use and how to influence their system; or advocate for change and accountability on the ground.

The ICS may wish to reflect and consider ideas and best practice across London that they might want to explore further or implement in their own areas.

This document was produced in May 2024 and all information is correct at the time of publication. The ICS Strategies were issued in 2022.

This is an ever-changing landscape. We will update our resources and documents to reflect developments, as they occur. Examples used in the document came directly from the 2022 strategies themselves, there may be many more that have since come into existence.

Thank you to everyone who contributed to this document. Together we can strengthen collaborative working between the voluntary and community sector and the NHS.

# How to use this document

---

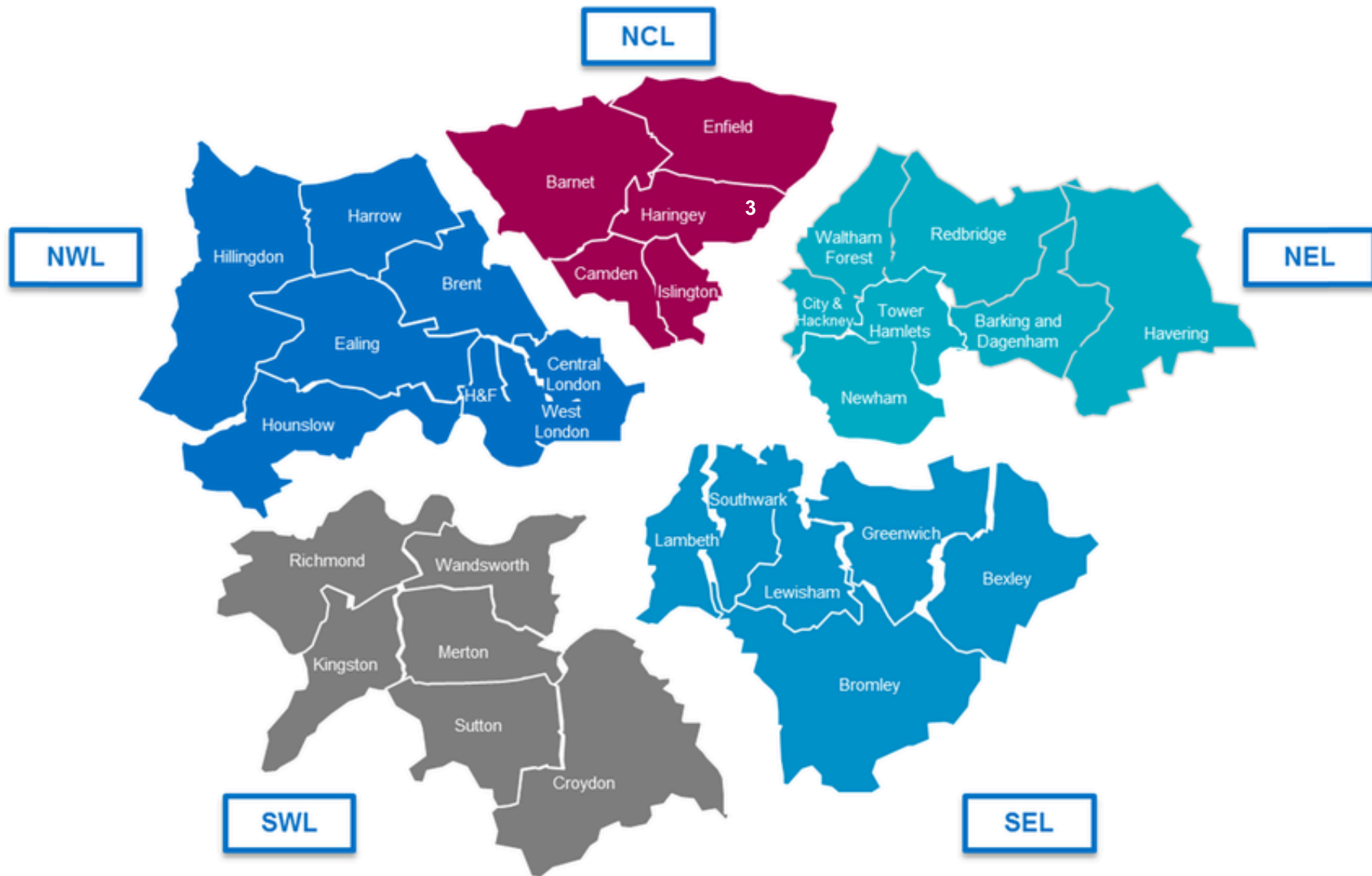
- This document is not intended to be read in its entirety but more as a reference document, depending on which area you are interested in
- Italics denote questions that are still to be answered or weren't mentioned in the strategy documents themselves
- Each new row denotes a new idea suggested across each ICS, to help illustrate similarities and differences across London
- A summary can be found at the beginning of each section
- All links should be active in the document where indicated
- This analysis was produced in May 2024 and therefore some of the ICS systems may have since moved on

## Contact

**Stephanie McKinley**  
London Social Prescribing  
Programmes Manager

[stephanie@londonplus.org](mailto:stephanie@londonplus.org)

# Integrated Care Systems in London



Source: *Understanding the diversity of the NHS emergency preparedness, resilience and response (EPRR) community in London* in Journal of Contingencies and Crisis Management, Vo. 31. 19/04/2023. Davies, F; Sellwood, C; Subramaniam, S. DO - 10.1111/1468-5973.12466


# Contents


---


<b>Key contacts &amp; strategy</b>	<b>6</b>	<b>NHS staff support to involve communities</b>	<b>35</b>
<b>VCSE Alliance Leads</b>	<b>7</b>	<b>Governance for involvement mechanisms</b>	<b>37</b>
<b>Language/principles to describe working with communities</b>	<b>8</b>	<b>Evaluation of success of involvement</b>	<b>39</b>
<b>Work externally with communities</b>	<b>12</b>	<b>Health Inequalities commitments &amp; examples of programmes</b>	<b>41</b>
<b>Board engagement commitment &amp; investing in the VCSE</b>	<b>14</b>	<b>Borough (place) programmes and examples</b>	<b>45</b>
<b>Priorities – ICS level &amp; how they will work with communities</b>	<b>18</b>	<b>Glossary</b>	<b>48</b>
<b>Investment in VCSE (£)</b>	<b>24</b>		
<b>Structures for involvement</b>	<b>28</b>		
<b>Mechanisms for involvement</b>	<b>31</b>		

# Key contacts and strategy


## North Central London


 [estimson@nhs.net](mailto:estimson@nhs.net)

 [NCL-ICB Working-with-our-People-and-Communities-Strategy-2223\\_2526.pdf](#) ([nclhealthandcare.org.uk](http://nclhealthandcare.org.uk)).


 [NCL-ICB-Working-with-our-VCSE-2223\\_2526.pdf](#) ([nclhealthandcare.org.uk](http://nclhealthandcare.org.uk)).


## North East London

 [nelondonicb.nelcommunications@nhs.net](mailto:nelondonicb.nelcommunications@nhs.net)


 [People and communities strategy - North East London Health & Care Partnership](#) ([northeastlondonhcp.nhs.uk](http://northeastlondonhcp.nhs.uk)).

## North West London


 [rory.hegarty@nhs.net](mailto:rory.hegarty@nhs.net)

 [NHS NW London Patient and People Involvement Strategy FINAL v.2.pdf](#) ([nwlondonicb.nhs.uk](http://nwlondonicb.nhs.uk)).


## South East London


 [rosemary.watts@selondonics.nhs.uk](mailto:rosemary.watts@selondonics.nhs.uk)

 [jessica.levoir@selondonics.nhs.uk](mailto:jessica.levoir@selondonics.nhs.uk)

 [Working with people and communities - South East London ICS](#) ([selondonics.org](http://selondonics.org)).

## South West London

 [kate.wignall@swlondon.nhs.uk](mailto:kate.wignall@swlondon.nhs.uk)

 [NHS-South-West-London-People-and-Communities-Engagement-Strategy-May-2022.pdf](#) ([icb.nhs.uk](http://icb.nhs.uk)).

# VCSE Alliance Leads

These are roles that have been specially created as a link between the voluntary sector and all the boroughs covered under an Integrated Care System (see previous page for breakdown). Their focus is to help the system understand what the voluntary sector does so work can be strengthened with them and the sector can be more involved in decision making and design of services. They are based in the voluntary sector, but funded by the Integrated Care Systems themselves.

## North Central London

 Caroline Collier

[caroline@inclusionbarnet.org.uk](mailto:caroline@inclusionbarnet.org.uk)

Monique Gardiner

[monique@inclusionbarnet.org.uk](mailto:monique@inclusionbarnet.org.uk)

**Inclusion Barnet**

## North East London

 Najnin Islam

**Tower Hamlets  
CVS**

[Najnin.Islam@towerhamlets.org.uk](mailto:Najnin.Islam@towerhamlets.org.uk)

## North West London

 Jackie Rosenberg

**One Westminster**

[j.rosenberg@onewestminster.org.uk](mailto:j.rosenberg@onewestminster.org.uk)

Fiona Hill

**H4ALL**

[fhill@h4all.org.uk](mailto:fhill@h4all.org.uk)

## South East London

 Tal Rosenzweig

**Community  
Links Bromley**

[Talr@communitylinksbromley.org.uk](mailto:Talr@communitylinksbromley.org.uk)

## South West London

 Sara Milocco

**Croydon CVA**

[sara.milocco@croydoncva.org.uk](mailto:sara.milocco@croydoncva.org.uk)

# Language

---

**Here you can find a summary of the language used/principles to describe working with communities.**

- All five ICS mention using community asset-based approaches
- All have created engagement principles
- Four ICS (Integrated Care System) use the term “engagement” to refer to working with communities
- Four mention the importance of plain language being used for communities
- Three out of five ICS will use public forums to engage their communities
- Only one commits to working with non-white organisations
- Only one commits to changing payment processes to support smaller organisations
- Only one is considering how to engage and embed principles throughout all their work in the ICS





# Language by ICS (Integrated Care System) area

## North Central London

### Language used/ principles to describe working with Communities:

- Engagement
- Use jargon free language
- Created principles and approach (pg 4-5 of strategy)
- “Fundamental shift in engagement and how we share power with local communities”
- “Take an asset-based approach with communities”

## North East London

- Participation
- Actively using Accessible Information
- “Develop an infrastructure of participation within our governance and leadership include people and community voice at ICS Board level”
- “New clinical networks will have local people embedded in these.”
- 

## North West London

- Involvement
- Integrated Care Board (ICB) will include local people as reps
- Plain language for information given to communities
- Created NW London Involvement Charter (pg 2-3)
- “Participation, engagement and co-production with local communities must be at the absolute heart of everything we do”

## South East London

- Engagement
- Plain English version of strategy created
- “Think about how we work with the VCSE sector differently, so we don’t primarily work with (usually white) larger organisations who don’t know our communities”
- “Our smaller ‘grassroots’ community organisations are well placed as trusted organisations to help us gather insight and work with more communities”

## South West London

- Engagement
- Created 10 principles of working with communities (pg 14)
- Creating Guide to having your say
- SW London Community Charter
- “Ensure the voice of the people and communities is central to all levels of our work and that we have inclusive ways of reaching and listening to our diverse populations”
-

# Language by Integrated Care System (ICS) area

## North Central London

Language used/  
principles to describe working with Communities:

## North East London

- “Develop guidelines with people and communities”
- “Utilise community development approaches”

## North West London

- “Insights from our residents and populations are qualitative data: they sit alongside population health and outcomes data in driving our strategy”

## South East London

- “...improve our payment processes to enable these smaller organisations to support us. We will work with the VCSE to understand how we can do this going forward through our ‘involving the VCSE’ work stream.”
- NHSE engagement principles adopted created 6 of them (pg 7)
- Working on developing a standardised system approach to co-production. N.B. *Not clear if this is with community input*

## South West London

- “Ensure the voice of the people and communities is central to all levels of our work and that we have inclusive ways of reaching and listening to our diverse populations”
- “Invest in community led approaches”

# Language by Integrated Care System (ICS) area/ Work externally with Communities

## North Central London

**Language used/  
principles to describe  
working with  
Communities:**

**Work externally  
with  
communities:**

- Public events to engage

## North East London

- *Not clear from strategy*

## North West London

- Collaborative quarterly spaces where health professionals and communities come together

## South East London

- “It is vital that leaders across the ICS champion and value partnership working with local people and communities.”
- “SE London teams embed engagement as a key process within all projects/programmes delivered”

- Public forums to be created for dialogue with NHS
- Public meetings rotate boroughs and held virtually as well as face to face
- Video summary of board meetings in plain English

## South West London

- *Not clear from strategy*



# Board engagement commitment and investing in the VCSE

---

Here you can find a summary of the Board engagement commitment and investing in the VCSE.

## Board engagement

- Four out of five ICS ask for strong community engagement evidence at board level
- Three ask for people's stories to be featured at each board meeting

## Investment in the VCSE

- Four out of five ICS mention the importance of investing in the VCSE, including those grass roots organisations, recruiting of people with lived experience;
- Three recognise the importance of staff feeling confident to do this work directly with communities

# Board engagement commitment

---

## North Central London

- Papers brought to Integrated Care Board (ICB) will demonstrate strong evidence of community engagement approaches

## North East London

- Each report to ICB show how participation has informed its recommendations
- Each ICB Board begins with a community or people story

## North West London

*Not clear from strategy*

## South East London

- Each Integrated Care Partnership (ICP) will use local people's stories

## South West London

- ICS, ICB and system quality groups receive regular engagement reports on how people and communities have been involved
- Every Mental Health Collaborative meeting begins with a patient story

# Investing in the Voluntary, Community and Social Enterprise (VCSE) sector

---

## North Central London

- Developing a coordinated programme of work and projects with partners inc. VCSE
- Has a Community Action Research programme
- “Clear investment plan for engagement”

## North East London

- VCSE collaborative to identify where capacity needs to be built
- ”Want to level up all 7 boroughs so everyone has chance to participate”

## North West London

- *Not clear from strategy*
- Local Authority to develop outreach and community research in each borough
- “Value of resident voices sitting on work streams and decision-making bodies”

## South East London

- “Able to procure from VCSE quicker”
- “Work with VCSE to understand how to fund smaller orgs to support NHS
- “Ambition to involve small grass roots orgs”
- “Invest in staff in how to engage communities”

## South West London

- Invest in smaller grass roots VCSE orgs
- Support our work streams to recruit people with lived experience
- Developed a programme of support and training so individuals can meaningfully participate







# Priorities – ICS level & how they will work with communities

---

**Here you can find a summary of the ICS level priorities & how they will work with communities.**

- Four out of five ICS have come up with a broad list of areas and focus
- Four have put in statements around evaluating how well they work with communities
- Two mention a commitment to prioritise working with health inequalities
- Only one hasn't yet identified what their priorities are but have put together a list of commitments for how they want to work with their community instead

# Priorities by ICS area

## North Central London

- Proactive population health and reducing inequalities
- Mental health, learning disabilities and autism
- Local care, including primary care
- Acute care (Hospitals)
- Cancer care
- Babies, children and young people
- Maternity and neonatal Involvement
- Data and digital

## North East London

- Babies, children and young people
- Employment and workforce
- Long term health conditions
- Mental health

## North West London

- *Not clear from strategy*
- We meaningfully involve as many of residents and populations, including those furthest from decision making or who have felt poorly served by public services in the past, in shaping their health and care services.
- We have mechanisms in place to avoid 'top down' policy making and service development, ensuring that insights from our residents and communities inform our strategies and decisions.

## South East London

- Prevention and wellbeing and helping people to live healthier lives.
- Ensuring a good start in life
- Children and young people's mental health receive early and effective support for common mental health challenges.

## South West London

- Tackling and reducing health inequalities
- Preventing ill-health, promoting self-care and supporting people to manage their long-term conditions
- Supporting the health and care needs of children and young people
- Targeting Mental Health including Dementia
- Community based support for older and frail people

**Priorities - ICS Level:**

# Priorities by ICS area

## North Central London

- Workforce
- Estates
- Research and innovation

**Priorities - ICS Level:**

## North East London

## North West London

- We deepen our relationships with residents and populations, particularly those who have been poorly reached in the past and who have the most significant health challenges, to potentially support healthier behaviours, and other preventative interventions for example screening, vaccination, health checks

## South East London

- Adults' mental health receive early and effective support for common mental health challenges.
- Primary care and people with long term conditions can conveniently access high quality primary care services.

## South West London

# Priorities by ICS area

## Priorities stated of how ICS will work with communities:

### North Central London

- Inform and communicate (communities know how to be involved and NHS uses jargon free language)
- Raise the voices of our local communities
- (take a multi-faceted approach and proactive outreach with communities)
- Engagement (ensure this shapes commissioning etc)

### North East London

- Commitment (people from the community are at ICS board level. Communities are able to hold ICB to account)
- Collaboration
- Insight and Evidence (those most impacted by Health Inequalities)
- Accessibility (it's clear how participation can take place and support available)

### North West London

- NW London Charter outlines this (pg 2-3)

### South East London

- Being accountable to our local people and ensuring we are transparent.
- Making decisions, setting direction and priorities in partnership with people and communities
- Working with people and communities in new ways to transform health and care and support health and wellbeing

### South West London

- pg 3 of NHS South West London People and Communities Engagement Strategy May 2022 outlines 10 principles

# Priorities by ICS area

## Priorities stated of how ICS will work with communities:

### North Central London

- Co-production (work with people at the earliest stages of service design, development and evaluation)
- Consultation (speaking with and listening to local communities at the very start of the process)
- Deliberative and participative models e.g. Citizen Assemblies
- Empower people and communities - identify opportunities to strengthen local decision making

### North East London

- Responsiveness (develop guidelines with communities)

### North West London

### South East London

- We will prioritise working in partnership to address health inequalities

### South West London



# Investment in VCSE in £

---

**Here you can find a summary of the investment in VCSE in £.**

- Four out of five ICS talk about the importance of investing their time and focus on the VCSE
- Three ICS make specific reference to funding the VCSE to support work with communities
- Three ICS identified specific projects at place where they have already invested in cash terms their commitment to VCSE involvement



# Investment in VCSE £

## North Central London

- We envisage local VCSE involvement in a range of community engagement and empowerment work. Resource proportionate to the level of activity will be made available for this
- NCL Health Inequalities Fund
- “Clear investment plan for engagement”
- “VCSE first’ approach; investing in local organisations, rather than external consultancy agencies. Where this is not possible, we will seek to fund in partnership with a VCSE organisation.”
- “Will continue to fund VCSE re engagement and empowerment work”

## North East London

- Development of a VCSE Collaborative
- NE x 8 Healthwatch
- City and Hackney VCS Enabler project
- “VCSE leaders to participate in NEL decision making”
- “VCSE collaborative to identify where capacity needs to be built”
- 
- 

## North West London

- *N.B. It is not clear from the NWL ICB Involvement strategy 22-25, if any commitment will be made in monetary terms*
- Third Sector Together collaborative funded
- Dedicated training programme to support residents to sit on local/NW work streams

## South East London

- Visits for ICS board members to local communities
- Commissioning trusted community orgs to work with local people and health inequalities
- “Commissioning trusted community organisations”
- “Must be able to procure work with minimal administrative overheads and pay VCSE organisations quicker”.

## South West London

- NE x 6 Healthwatch
- “VCSE leaders to participate in NEL decision making”
- “VCSE collaborative to identify where capacity needs to be built”
- “Engagement not separately funded but throughout all streams of work”
- Clinical programmes and work stream have specific funding for engagement e.g. focus groups via VCSE orgs delivery

# Investment in VCSE £

---

## North Central London

- Co-design a VCSE Investment Framework with the VCSE Alliances including a revised approach to VCSE procurement and contracting
- Community Action Research programme across all ICS (upskill VCSE on local health care systems. Co-design community interventions )
- Patient Participation Group (PPG) Programme (Enfield) (reach out to registered patients)
- Healthy Neighbourhoods (Haringey)
- NCL x5 Healthwatch

## North East London

## North West London

## South East London

- Primary Care Network (PCN) North Lewisham (North Lewisham Community Forum) - bi monthly
- Healthwatch Director role funded to March 24
- SEL VCSE Director post

## South West London

- Previously funded Community Grant scheme for Covid 19 insight and health inequalities work at each place
- SW VCSE Alliance Director post
- Develop training and support for lived experience
- Comms and engagement multi stakeholder group at place
- “invest more in smaller grassroots organisations”
- Healthwatch executive post (supports 6 x local health watch posts)
- “Finalising what funding can be given to VCSE and Healthwatch at place level





# Structures for involvement

---

- Different terms are used by different ICS when they talk about involvement
- Four mention co-production as a way of working
- Four are developing a charter for their work with communities
- Four have a residents panel or public forum to gather views locally
- Two have staff at Director level who are responsible at board level to champion engagement and community involvement

# Structures for involvement

## North Central London

- Use the term 'Forums'
- NCL Community Partnership Forum., VCSE partners and NCL VCSE Alliance members, key to ensuring effective community and citizen participation in the work of the wider ICS.
- NCL Residents Health Panel
- "Working across our ICS to identify opportunities to strengthen local decision making"

## North East London

- Use the term 'Participation'
- NEL Citizen's Panel
- "Develop an infrastructure of participation and co-production"
- "Fund a number of VCS bodies for services or programmes already" – *N.B document doesn't say who*

## North West London

- Use the term 'involvement'
- Develop a NW London Involvement charter
- Meetings of the ICB Board will take place in public

## South East London

- Use the term 'engagement'
- Setting a standardised, system approach to co-production
- ICB Non Executive Director (NED) to champion people and community engagement
- ICB Executive Director leading delivery working with people and communities
- Develop a SE Charter
- SEL Public forums (x 3 a year)
- Holding open sessions with the public prior to ICB and ICP boards

## South West London

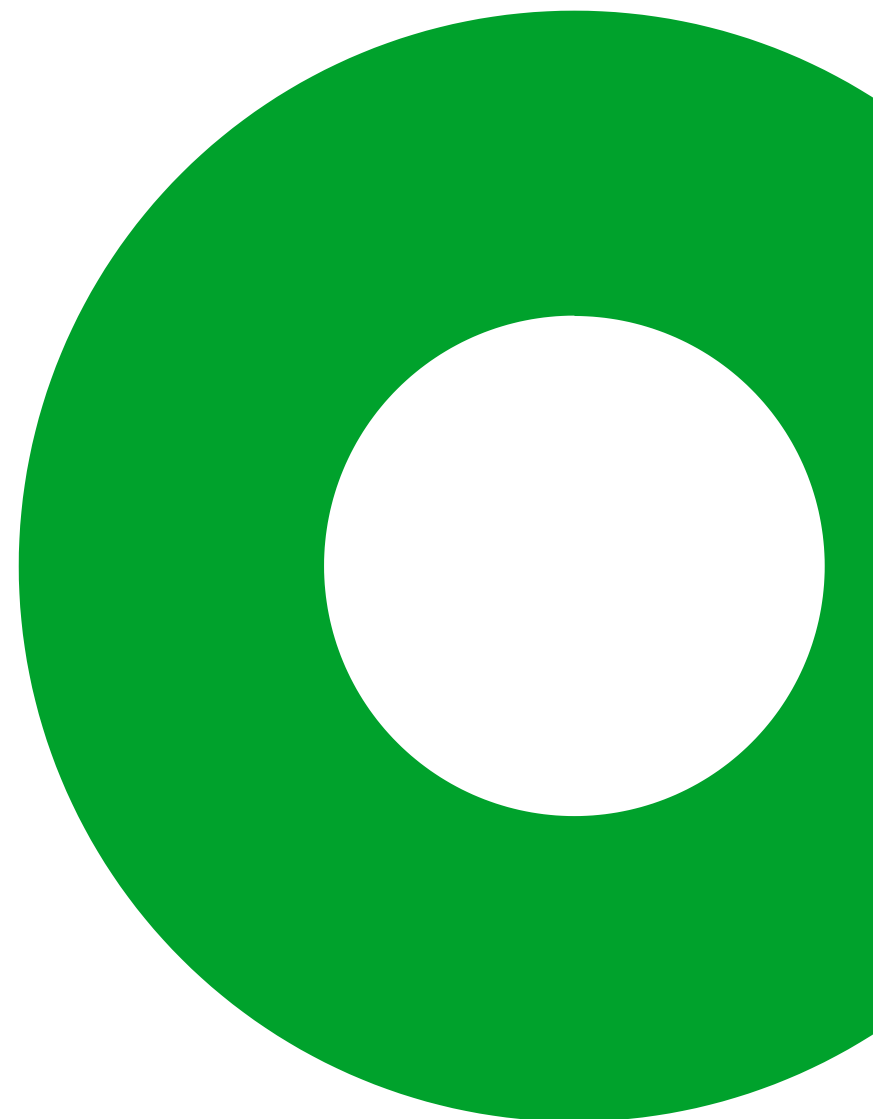
- Use the term 'engagement'
- Co-produced delivery plans with place and provider collaboratives – *N.B not clear whether this involves the voluntary sector*
- ICS Director for Communications and Engagement
- Engagement lead for each place (borough) and provider collaborative *N.B.. not clear if this involves VCSE in these collaboratives.*
- SW Community Charter developed



# Mechanisms for involvement

---

- Four out of five ICS have community or engagement leads appointed
- Four will involve Healthwatch and bring their insight into meetings
- Four have VCSE Alliance leads involved in the work
- Four have set up Citizens Panel/lived experience feeding into system
- Three are working on remuneration policies for community involvement
- Three have set up groups that have lived experience at the heart
- Two have Engagement Assurance groups set up



## North Central London

- NCL Communities Partnership Forum – involves VCSE Partners and VCS Alliance in it (is an active reference group)
- NCL ICB engagement steering group: (has VCSE Alliance involvement)
- 5 x NCL Healthwatches
- All 5 boroughs have boards with VCSE and Healthwatch representation
- NCL VCSE Alliance – has a rep from each borough covering a number of themes:
  - Homeless
  - Mental Health
  - LGBTQ
  - Refugees and Migrants
  - Disability

## North East London

- VCSE Alliance member at ICB level with voting rights.
- Newham, Tower Hamlets and Waltham Forest – new engagement and community leads appointed (NHS)
- Build on Healthwatch Community Insights system across 8 boroughs (inc. database feedback e.g. collates thank you cards, PALS complaints)
- VCSE Transformation Leadership group (Hackney). 7 x local VCSE organisations, volunteer their time to represent and think through how the VCSE can contribute to the ICS as a system
- Provider collaboratives: include service user, patient and carer voice
- Newham PPG

## North West London

- Setting up a dedicated co-design advisory group to work with people and communities inc VCSE
- ICB will include local people as representatives
- PPG Forum
- NW London Citizens Panel
- Residents reference groups (condition specific e.g. post Covid)
- Lay Partner programme with training offered. (local residents oversee engagement and public involvement)

## South East London

- Light touch facilitation for VCSE orgs to engage communities in bigger conversations
- SE London Engagement planning group (VCSE involvement)
- Healthwatch South East London Patient Group and Healthwatch South East London Managers group
- Healthwatch director post funded till 25. Member of the Integrated Care Partnership and the ICB Engagement Assurance Committee
- SEL Diabetes and Obesity group. Lived experience on delivery board. Outcomes framework "I" statements
- ICB Engagement Assurance Committee (Healthwatch director a member)
- Community champions
- Recruit people with lived experience
- Let's Talk Health and Care virtual platform

## South West London

- Formal sub committees have a voice for people and communities in it e.g. person with lived experience or VCSE Alliance/Healthwatch member
- SWL Patient Engagement and Experience Leads panel (shaping and delivering health services in SWL)
- Communication and engagement groups across all 6 boroughs
- 6 x SW Healthwatch
- Users and carers in mental health programme partnership group
- People and Communities Engagement and Assurance Group (reports to ICP)



## North Central London

- NCL ICS Population Health Improvement and Health Inequalities Forum (Community voice regarding health inequalities to be heard).
- “Identify key blockers for VCSE to work with ICB”

## North East London

- NEL Citizens Panel (short survey every month)
- Develop a NEL ICB policy for Reward and Recognition
- Citizens Assemblies
- Well Street Common neighbourhood pilot (Hackney) – LA, NHS and voluntary sector coming together
- Establish a training package to develop capacity of local community to undertake evaluation

## North West London

## South East London

- SE London People’s Panel (part of Let’s Talk Health) – more for ongoing discussions)
- Influence strategy and planning;
  - improve quality;
  - support service redesign and transformation;
  - and understand local people’s views and aspirations around health and care
- Develop a standardised system approach to Reward and Recognition
- Collaborative quarterly spaces where health professionals and communities come together to discuss healthcare issues (conversations designed by residents)
- Working with MIND and the South London Partnership. Co-production projects within mental health trusts
- Strategic co-production group with a disability and personal health budget focus

## South West London

- People and Communities Engagement and Assurance Group and Patient Experience leads panel chaired by the same person
- Community Champions e.g. digital champions volunteers, health champions, core 20+5
- Patient and public champions (lived experience)
- Community peer researchers
- PPG at place
- SW London People’s panel – virtual (questionnaires and surveys)
- Remuneration policy created
- Deliberative democracy (Citizens Summits/Assemblies)
- People’s reader panels (test of patient info in Trusts)
- Develop training package of support for people with lived experience



# Support for NHS staff to involve communities

---

- Three out of five ICS are providing staff with skills and toolkits to help them engage with different communities
- Two are setting up Communities of Practice for staff
- One is advocating for staff and service users to be in same team to help share and transfer knowledge throughout all their work in the ICS



# NHS support staff

## North Central London

- Developing ICB colleagues' skills and expertise through staff training in working with the VCSE, from engagement through to strategic investment.

## North East London

- Community of Practice for Engagement and Participation
- Providing staff skills and knowledge to act upon feedback from local people
- NEL Participation and Engagement working group (online participation training package)
- Bespoke staff sessions for EQI Assessments
- Lunch and learns for staff teams
- Establish NEL Participation and Engagement Community of Practice

## North West London

- *Not clear from strategy*

## South East London

- SE London practitioners network (share best practice)
- Engagement Toolkit has been produced – (how to engage with different communities)
- Training staff how to use Engagement toolkit
- Self Directed support Community of Practice (personalisation and co-production agenda)
- Staff and service users in joint teams
- SEL Clinical and Care Professional Leadership work

## South West London

- Toolkit and resources created for staff
- Train health coaches to co-produce community health protection approaches

# Governance of Involvement

---

- Four out of five ICS have a communications and engagement steering group
- Three have working groups or engagement assurance committees making sure involvement happens at community level
- One has a co-design advisory body
- One has a chief participation officer on the Exec team

# Involvement mechanisms overseen by

## North Central London

- ICB Engagement steering group
- (oversight of people and communities' strategy and VCSE strategy inc. delivery and engagement plans)
- ICS Communications and Engagement Network (encourage collaborative working and monitor activity set and reported on)

## North East London

- NEL Participation and Engagement Working Group
- Representative of VCSE Alliance member at ICB level with voting rights
- Have a chief participation and place officer on Executive team

## North West London

- Proactive Population Health Management and Reducing Inequalities Board (oversight of people and communities' strategy)
- ICS Communications and Engagement committee (day to day of strategy)
- Lay Partner Advisory group
- (guide and oversee the public involvement and engagement process)
- Co-design advisory body
- (NW London Involvement Charter)
- NW London Residents Forum (approach to public involvement)
- ICB Business Intelligence (ensures all data and insight stored in one place across ICS)

## South East London

- SEL engagement planning group (strategic oversight of engagement)
- ICB Engagement Assurance Committee (oversee what engagement is taking place)

## South West London

- People and communities' engagement assurance group (oversees engagement plans and reports to ICB)

# Evaluation of success of involvement

---

- Five out of five ICS are developing a set of standards or charter to measure the impact of success using a co-production approach with the voluntary sector
- Three will develop processes to collect community insight across ICS
- Two will use population health metrics to help support involvement strategy
- One will co-create a common approach to quality metrics with their community
- One will create a mechanism so the community can hold ICS to account

# Evaluation of success of involvement

## North Central London

- Develop outcome measures re engagement and inclusivity with VCSE and the community
- Develop ICB process to collect and report community insight (qualitative and quantitative)
- Population Health bi annual report will be produced to measure progress
- Co-create a common approach to quality – a system quality group
- Develop metrics to evaluate success for 22-23

## North East London

- Development for a set of standards for participation
- Develop mechanisms for community to hold ICS to account for participation – *N.B. not clear from strategy if this will be the same as set of standards mentioned above*

## North West London

- Develop NW London Involvement Charter
- ICB Business intelligence monthly insight reports
- Population health metrics used to support involvement strategy

## South East London

- Working on developing a standardised system approach to co-production with VCSE and community input
- Develop an infrastructure to generate insights across ICS – SEL Insights library
- (from page 19 of document) Working with people and communities - South East London ICS ([selondonics.org](http://selondonics.org))

## South West London

- (from page 45 of document) NHS-South-West-London-People-and-Communities-Engagement-Strategy-May-2022.pdf ([icb.nhs.uk](http://icb.nhs.uk))





# Health Inequalities commitments and programme examples

---

- Four out of five ICS are funding or working with communities who experience health inequalities directly e.g. Diabetes, mental health and D/deaf communities
- Three have set up working groups to test outcomes with residents
- Three offer health inequalities funding for their communities
- Three make a commitment to undertake Equality Impact Assessments

# Health Inequalities Commitments by ICS area

## Health Inequalities commitments:

### North Central London

- NCL Health Inequalities Fund, for a PPG development programme in 2022/23

### North East London

- Health Inequalities - programme – links to Mayors Health inequalities refresh strategy 23
- Carry out Equality Impact Assessment before a new service or strategy implemented
- Babies and CYP
- Employment and Workforce (create a health hub: 750 people to find work)
- Long Term Conditions (LTC)
- Mental Health

### North West London

- Align to Core 20+5
- Conduct Equality and Improvement Assessments
- Publication of a Draft inequalities framework

### South East London

- Equalities Committee
- Learning Disability and Autism Forum
- “Use of data to identify communities who experience the greatest health inequalities and people whose voices we seldom hear”
- “The person analysing data should have a relationship with the community it has come from, otherwise they may miss cultural sensitivities and nuances”

### South West London

- Health Inequalities fund devolved to place for distribution
- Develop a system wide equity outcomes board
- Engagement with health and community champions, local influencers, VCSE

# Health Inequalities Commitments by ICS area

## Examples of Health Inequalities programmes:

### North Central London

- Healthy Neighbourhoods Programme (Haringey)
- Community Research & Action Programme (Camden)

### North East London

- Tower Hamlets – Equalities hub (hosts the Ethnic Minority Network, Disabled People's Network, the Interfaith Forum, the LGBT+ Forum, the Older People's Reference Group, Women's Network and the Youth Council)
- Bespoke staff sessions for EQI Assessments
- Let's Talk Redbridge
- Havering Community Cohesion and Engagement Forum
- Barking and Dagenham Citizens Alliance Work

### North West London

- Proactive Population Health Management and Reducing Inequalities programme – with clear metrics
- Population Health Management and Reducing Health Inequalities working group to agree population health based outcomes to test with residents

### South East London

- North Lewisham PCN – health inequalities programme
- ICS Diabetes lived experience group
- Bexley Local Care Partnership – access to urgent care for D/deaf communities
- South London Listens – community engagement programme for mental health

### South West London

- Equality impact assessments in all governance papers
- South London Listens – community engagement programme for mental health (Croydon)
- Ethnicity and Mental health improvement programme
- Health Equity work – Core 20+5





# Borough (place) programmes

---

- Four out of five ICS have Healthwatch and voluntary sector represented at place/borough
- Three give decision making responsibilities to place/borough based programmes on involving local people
- One ICS has many place/borough based programmes happening
- One has a community based action research programme taking place at each place/borough across all of the ICS
- Only one has metrics for participation success at place

# Borough (place) programmes - (examples)

## North Central London

- Place/Borough partnerships have VCSE and Healthwatch Representatives *N.B. It isn't clear if they are full members of decision making groups*
- Healthy Neighbourhoods Programme (Haringey)
- Community Research & Action Programme (developed locally across all five boroughs)

## North East London

- Healthwatch and VCSE orgs full members on place/borough based decision making groups.
- City and Hackney Place Based Partnership, and Healthwatch Hackney, - system of public representatives
- Well Street Common neighbourhood pilot – Local Authority (LA), NHS and voluntary sector strengthening partnership working and service delivery
- Metrics for participation success at each place devised
- City and Hackney Place group – local residents have a role in shaping services
- Community Voice in Health and Care group - Hackney
- Hackney Migrant and Refugee Forum
- Hackney Older people's reference group
- Tower Hamlets Together – health partnership

## North West London

- Monthly planning cycle for engagement
- Outreach programmes at borough level
- Borough based partnerships decide on where residents voices should sit at place
- Borough based stakeholder meetings

## South East London

- Local Care Partnership (LCP) Communications & Engagement forums
- Communications and engagement multi stakeholder group at each borough inc VCSE
- North Lewisham PCN – health inequalities programme
- Bexley Local Care Partnership – access to urgent care for D/deaf communities

## South West London

- Healthwatch and VCSE represented at place: committee, leaders group and health and wellbeing boards
- Delivers communication and engagement activities
- Borough stakeholder updates for place (borough) based leaders inc VCSE

# Borough (place) programmes - (examples)

---

## North Central London

## North East London

- Barking and Dagenham, Redbridge and Havering – all working together collaboratively to involve local people
- Let's Talk Redbridge
- Havering Community Cohesion and Engagement Forum
- Barking and Dagenham Citizens Alliance Work
- Newham, Tower Hamlets and Waltham Forest work together locally – Waltham Forest – Community Forum
- Barts – faith forum
- Newham – Patient Participation Group (PPG)
- Tower Hamlets - Communities Driving Change
- Tower Hamlets – Equalities hub
- Contact the Barking and Dagenham, Havering and Redbridge - BHR communications and engagement team at [bhr.communications@nhs.net](mailto:bhr.communications@nhs.net)
- Contact the City & Hackney communications and engagement team at [nelondon.cahcomms@nhs.net](mailto:nelondon.cahcomms@nhs.net)
- Contact the Tower Hamlets, Newham and Waltham Forest (TNW) communications and engagement team at [tnw.comms@nhs.net](mailto:tnw.comms@nhs.net)

## North West London

## South East London

## South West London

# Glossary

---

**Community Asset Based Approach** A way of working which focuses on utilising the 'assets' that are already there, in a community.

**Co-production** Everyone from different sectors working together in an equal way, sharing influence, skills and experience to design, deliver and monitor services and projects.

**CYP** Children and Young People

**EQI** Equality and Improvement

**ICB** Integrated Care Board. responsible for planning health services for their local population. They have financial responsibility.

**ICP** Integrated care partnership. bring local organisations together to understand how the health and wellbeing of local people can be improved, agree priorities and strategies for achieving this, and plan different ways to deliver care.

**ICS** Integrated Care System are partnerships that bring together NHS organisations, local authorities and others to take collective responsibility for planning services, improving health and reducing inequalities across geographical areas. London has five covering all its boroughs.

**LA** Local Authority

**LCP** Local Care Partnership

**PALS** Patient Advice and Liaison Service

**PCN** Primary Care Network

**Place** An NHS term that 'place' refers to the geographical level below an ICS. In the context of London 'place' means borough.

**PPG** Patient Participation Group

**VCSE** Voluntary Community and Social Enterprise







# london plus



[londonplus.org](http://londonplus.org)



[www.facebook.com/London-Plus](https://www.facebook.com/London-Plus)



[twitter.com/londonplus18](https://twitter.com/londonplus18)



[www.linkedin.com/company/london-plus](https://www.linkedin.com/company/london-plus)

London Plus is the brand name of Greater London Volunteering, a registered charity in England and Wales (1115303). A company limited by guarantee, registered in England and Wales company number 4070342. Registered office: 8 Burnell Road, Sutton, Surrey, SM1 4BW.