

Integrated Care Board

Date of meeting	22 May 2025
Title of paper	Working with People and Communities - Insight report
Presented by	Neil Greaves, Director of Communications and Engagement
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Agenda item	8
Confidential	No

Executive summary

Public engagement and involvement is an essential component of making sure that effective and efficient health and care services are provided to people and communities. The ICB hears views from members of the public from a range of different sources including proactive engagement and outreach, general enquiries, concerns and complaints and population health approaches to community mobilisation with communities and partners.

This report presents proactive engagement and involvement activity across the ICB which is based on the principles and approach set out in the ICB strategy for Working in Partnership with People and Communities. The report includes background information on the national legislation in addition to engagement and involvement approaches which have been developed by the ICB and examples of impact. The report summarises key themes from public outreach and engagement programmes since March 2025 and planned activity for quarter one of 2025/26.

Recommendations

The Board is requested to:

1. Note the contents of the report and the insight captured from engagement and involvement activities
2. Note the priorities for engagement for 2025/26

Which Strategic Objective/s does the report relate to:		Tick
SO1	Improve quality, including safety, clinical outcomes, and patient experience	✓
SO2	To equalise opportunities and clinical outcomes across the area	✓
SO3	Make working in Lancashire and South Cumbria an attractive and desirable option for existing and potential employees	
SO4	Meet financial targets and deliver improved productivity	✓
SO5	Meet national and locally determined performance standards and targets	✓
SO6	To develop and implement ambitious, deliverable strategies	✓

Implications				
	Yes	No	N/A	Comments
Associated risks			✓	
Financial Implications			✓	
Where paper has been discussed (list other committees/forums that have discussed this paper)				
Meeting	Date		Outcomes	
Executive Committee	7 May 2025		Noted the update and reviewed upcoming engagement activity, priorities and plans.	
Conflicts of interest associated with this report				
Not applicable				
Impact assessments				
	Yes	No	N/A	Comments
Quality impact assessment completed			✓	
Equality impact assessment completed	✓			Equality and Health Inequality Impact Assessments are carried out as part of the process for engagement and involvement
Data privacy impact assessment completed			✓	
Report authorised by:	Neil Greaves, Director of Communications and Engagement			

Integrated Care Board – 22 May 2025

Working with People and Communities - Insight report

1. Introduction

- 1.1 Public engagement and involvement is an essential component of making sure that effective and efficient health and care services are provided to people and communities. By reaching, listening to, involving and empowering our residents, patients and communities, we can ensure that there is greater understanding of the needs and impact of decision making. The NHS in Lancashire and South Cumbria is committed to putting the needs, experiences and insights of our population at the heart of all we do. This is a key principle of population health improvement and how we work with communities to meaningfully involve them in the design of solutions.
- 1.2 The ICB hears views from members of the public from a range of different sources including proactive engagement and outreach, general enquiries, complaints, subject access requests and population health approaches to community mobilisation with communities and partners.
- 1.3 This report provides an update on public engagement and involvement activities and the insights from patients and communities in Lancashire and South Cumbria. As this is the first report to the Board, it also provides background to the strategy for working in partnership with people and communities and approaches to engagement and involvement.

2. Legal duty and strategic approach to engagement and involvement

- 2.1 ICBs have a legal duty to involve patients, their carers and representatives in decisions about their care and treatment, as outlined in the NHS Act 2006 and the Health and Care Act 2022. This duty ensures that individuals are involved in planning, developing and making decisions that impact on their care, including the prevention, diagnosis and treatment of illness. In addition, the ICB is accountable for the related duty to reduce health inequalities between people in terms of access to care and outcomes achieved, and the need for effective involvement of those with protected characteristics to fulfil the required duty.
- 2.2 The ICB strategy for [Working in Partnership with People and Communities](#) aligns to national guidance. The ICB's approach recognises the importance of partners in providing a voice for communities such as local Healthwatch and voluntary, community, faith and social enterprise organisations. The ICB has set out ten principles for working in partnership with people and communities which aim to be aligned, adopted, adhered to and carried out across priorities and programmes of work.
- 2.3 Since the ICB's establishment in July 2022 and up to March 2025, a Public Involvement and Engagement Advisory Committee has supported the ICB Board in providing assurance on the mechanisms and processes for engaging,

involving, informing and codesigning with our communities, partners, patients and stakeholders. Following recommendations from a review of committees, and the progress in developing engagement approaches for the ICB Board, in March 2025 it was agreed that the committee would be disestablished, and engagement and involvement updates would be reported directly to the Board. Insights from engagement and involvement activity, in addition to patient experience and complaints intelligence, contributes to the Quality and Outcomes Committee agenda.

- 2.4 All ICB staff are expected and encouraged to embed engagement and involvement in their work. The communication and engagement team provides advice, guidance and support to teams and work programmes across the organisation to empower them to embed involvement to their work and to gain greater understanding of our communities by working directly with them. An example where this is clearly evident is the population health team who actively undertake partnership working with partner organisations in some of our most deprived and diverse communities in ways which align to the principles agreed by the ICB. A number of functions and teams across the ICB are provided with strategic advice, guidance and support to enhance the ICB's reputation and relationships with people and communities as well as partners.

3. Engagement and involvement approaches

- 3.1 Public involvement spans a range of activities, methods, tools and techniques that ensure the voices of people are heard, understood and can be acted upon. It is important to recognise the need for varied and targeted ways of reaching, hearing from and involving people due to our demographically diverse population. Different types of involvement may be used including:
- Informing
 - Listening
 - Discussion
 - Collaboration and codesign
 - Empowerment
- 3.2 The ICB has developed an engagement framework (Figure 1) based on evidenced good practice to support proactive engagement and involvement of the local population. This builds on learning from across the organisation, partners and from best practice shared across the country. These mechanisms are used to support involvement in programmes of work, service transformation, formal consultation processes and to understand emerging issues.
- 3.3 Patient experience is an important source of insight to inform service improvement. The ICB patient experience team supports the organisation to have open, honest and transparent handling of individual dealings with patients, from constituency MPs and the public through complaints and concerns in accordance with national standards. These insights contribute as an important source of intelligence for commissioning and transformation programmes. The communications and engagement team supports proactive outreach approaches to involve communities through involvement and where possible co-design.

- 3.4 The ICB works in collaboration with communications teams across NHS Trusts in Lancashire and South Cumbria and is part of a network of ICBs across the North West to ensure public awareness and sharing of public information are coordinated appropriately. In Lancashire and South Cumbria, communications teams work together to avoid duplication in areas such as public affairs, media management, staff communications and marketing. Communications and engagement networks are hosted by the ICB in each of the places which bring together place partners, such as local authorities and providers, to support collaboration. In addition, the ICB is a member of the warning and informing networks to support emergency preparedness, resilience and response (EPRR).

Figure 1: Engagement and involvement framework

Virtual Citizen's Panel	A virtual panel of local people has been established to capture insights and to keep them informed and involved. The target of recruiting more than 2,000 people in 2024/25 was achieved in March 2025.
Citizens Health Reference Group	A group of more than 50 volunteer public advisors has been established to participate and contribute to ICB and system transformation and reconfiguration programmes of work. Members work directly with relevant programme teams on a regular basis with group forums taking place quarterly to keep members informed and to capture learning.
Citizen readers group	A virtual network of 180 volunteers from the citizens panel support the ICB to review and sense-check publications and promotional materials to help make them easy to understand, to reduce confusion and to make sure they are accessible.
Quarterly public perceptions survey	The ICB undertakes a quarterly perceptions survey with members of the Virtual Citizen's Panel. The survey is designed to track responses to key themes over the course of the year and show changes in perceptions of local communities.
Capturing lived experience	Capturing lived experience and patient stories and sharing at board and committee meetings helps to ground discussions in the reality of patient care and the purpose of the ICB to improve health and wellbeing.
Place-based engagement and involvement activity and support	Community-based engagement and involvement takes place in our places. This helps to build relationships and partnerships with community groups and networks.
Public Informing and awareness	The ICB supports informing and awareness campaigns by developing creative and targeted approaches to reaching communities and groups to support behaviour change with examples including appropriate use of services, health and wellbeing advice, guidance, warning and informing and supporting early detection of conditions.

Healthwatch partnership agreement	<p>The ICB and Healthwatch Together developed a partnership agreement which was agreed in December 2024 which sets out how we will work together to ensure local people have a voice in NHS decision-making. The agreement sets out the commitment to work together to ensure the views and needs of local people and communities will help shape local NHS services and the important role Healthwatch has in championing local voices.</p> <p>In addition, the ICB currently commissions Healthwatch Together to support hosting, delivery and engagement with Maternity Voice Partnerships for Lancashire and South Cumbria.</p>
VCFSE partnerships	Voluntary, community, faith and social enterprise (VCFSE) sector organisations work with some of the most vulnerable communities. Partnership working and support with specific projects supports the ICB to hear community views.
Repository of community insights	A repository of ICB engagement and involvement reports has been published to be transparent about the feedback we hear from communities and as a tool to support other programmes of work across the system.

4. Examples of engagement and involvement impact

4.1 Below are examples of impact from engagement and involvement over the past two years:

- **Your health. Your future. Your say:** This engagement programme provided an opportunity for honest discussions with ICB leaders, the public and community groups about the key principles of the system recovery and transformation programme and challenges in our place-based partnership areas. 2,078 people shared their views with the insights contributing to the system vision presented at the Board in January 2025 and the commissioning intentions process.
- **General practice commissioning:** Since 2023, the ICB has engaged with 5,596 GP practice patients in relation to nine commissioning decisions relating to issues such as services closures, relocations, procurement processes and quality improvement programmes. This has helped contribute the public perspective relating to any proposals and the impact of any decisions for practice populations.
- **Shaping Care Together case for change engagement:** To support the pre-consultation engagement phase of the Shaping Care Together programme, the ICB worked with NHS Cheshire and Merseyside ICB and Mersey and West Lancashire Teaching Hospitals NHS Trust to deliver an extensive programme of engagement in Southport, Formby and West Lancashire in 2024. This resulted in more than 600 live stakeholder conversations and we received 2,930 public survey responses. The insights gained helped develop a long-list of

possible options for services. This list was then assessed in an options appraisal to help the programme make recommendations on which option, or options, should be included in a future public consultation expected to commence in 2025.

- **Population health improvement:** A fundamental part of the ICB population health approach is working with people and communities to better understand their issues, harness their will for change and together develop solutions for the future of our health and care system. A series of [best practice sessions](#) have been produced by the population health team for partners and health professionals setting out learning and impact for working with communities.
- **Understanding barriers to cancer screening – listening to views from black and minority ethnic women:** Working with Macmillan Cancer Support and Sahara, a charity organisation in Preston, resulted in hearing from more than 60 South Asian women about the barriers to attending screening programmes for cervical, breast and bowel cancer. The insights were used to influence messages in promotional materials to address fear and embarrassment and language barriers.
- **Supporting winter pressures:** The ICB engagement team received training and equipment to carry out blood pressure and atrial fibrillation tests whilst gaining insight on experiences. During the winter period a total of 131 blood pressure checks and atrial fibrillation readings were taken by our engagement team with advice and support. This is in addition to marketing activity to support appropriate use of services which was delivered in collaboration with communications teams across the system and included distributing messages through local authority, VCFSE and local networks, broadcast and local media, advertising, social media and posters in communities.
- **Understanding barriers and access to women's health services across Lancashire and South Cumbria:** To support the development of women's health services, the ICB has heard directly from more than 1,500 women about what they want to happen with any potential contraceptive and menopause services. This work has progressed in collaboration with local Healthwatch who have undertaken further detailed and local work to engage and listen to communities. A [best practice webinar](#) was hosted by the ICB to share work in this area by Healthwatch Blackpool to embed the learning into other engagement programmes. The insight is being used to help support commissioning and provision of women's health services.
- **Reducing male suicide:** A fast-paced programme of codesign supported the shaping of the current phase of the '[Let's Keep Talking](#)' marketing campaign to prevent suicide in early 2025. Online focus groups with individuals and organisations in addition to an online survey with 337 responses was used to help shape the messaging and imagery for the campaign which launched in March 2025.

5. Consistent themes and insights from engagement and involvement

- 5.1 These key themes are consistently captured as key themes across engagement and involvement activity:
1. Accessibility of services, including travel time, public transport, parking and the convenience of service locations are important to communities.
 2. Maintaining high standards of care and ensuring continuity of care and high-quality services are important to people.
 3. Patients describe the benefits of integrating services to provide comprehensive care and the challenges with coordination across multiple services.
 4. Addressing mental health needs and improving wellbeing is important to communities, particularly for vulnerable groups such as men at risk of suicide, ethnically diverse communities and those living in deprivation.
 5. There is an appreciation of the care and of healthcare staff across services and a recognition for the demand on NHS services.
- 5.2 The ICB quarterly perception report indicates that public perception is that the NHS requires considerable improvement and more than 45 per cent of our most engaged residents are unsure if the NHS acts on feedback.

6. Engagement activity between March and May 2025

- 6.1 The table below shows engagement and involvement activities supporting programmes of work:

Engagement and involvement activity	
Launch of MyWishes to support end of life care	MyWishes is a platform which takes a person-led, public health approach to future care planning. The LSC MyWishes platform has been developed working with partners and launched during national Dying Matters week, 5 – 11 May 2025. Engagement, involvement and informing aims to encourage local residents and patients to make use of the platform.
West Lancashire Community Services	To support the development of the community services specifications for West Lancashire, patient and public insights from engagement exercises over a two-year period have been taken into consideration. Members of our Citizens Health Reference Group are being supported to be involved in a procurement evaluation process.
Feedback Fortnight – hearing from children, young people and their families/carers	Feedback Fortnight was a collaboration of NHS, local authority and partnership organisations to hear from children, young people and families/carers regarding their health and wellbeing. We heard from 439 for parents and carers and 144 children and young people through surveys, workshops and a roadshow of engagement events.
Redesigning tier three weight management services	To support a programme to review and redesign tier three weight management services across Lancashire and South Cumbria, the views of patients who have experienced the current services are being listened to with support from

	current providers. This has been captured through a range of focus groups, interviews and a survey.
Hearing patient views on a functional neurological disorder (FND) service model	To support a review and implementation of a new service model for a functional neurological disorders service, a range of engagement and involvement methods were used to seek patient feedback on the new model prior to the development of a business case.
Coniston Village Surgery	As a result of a partnership handing back their contract to provide general medical services at Coniston Village Surgery, there was a high response rate to an engagement exercise with patients making the case for a service to be retained in the village of Coniston and we learned about transport challenges residents face. More than a third of the practice population gave their opinion in the engagement process. This contributed to a decision at the Primary Care Contracts sub-committee in May 2025 and will form part of the evaluation process for any future procurement process.
Dill Hall Surgery	An engagement process has heard from patients relating to general medical services at Dill Hall Surgery, which have been successfully managed on a temporary basis by the East Lancashire Alliance since December 2023. This contributed to a decision at the Primary Care Contracts sub-committee and will be used to support future information for patients.
Long Covid	To support the change in how long COVID services in Lancashire and South Cumbria will be provided from May 2025, the ICB worked with current service providers to develop materials for patients and primary care in addition to working with those currently using the service to hear their views as they are referred to alternative services and inform future commissioning decisions.
Women's Health Hubs engagement working with Lancashire Women	The ICB has worked with Lancashire Women to gather insights into the experiences of women to help shape the women's health strategy specifically targeting underrepresented communities within each area.
Improving early diagnosis of cancer with Spring North	The ICB is working in partnership with Spring North to raise awareness of the signs and symptoms of cancer and encourage more people to attend screening. By working with 18 voluntary, community, faith and social enterprise partners this is reaching people in their communities. Since December 2024, projects have engaged more than 183,000 people and 99% felt more confident in recognising the signs and symptoms of cancer.
Spring into Spring community engagement	Spring into Spring is organised by the ICB to support Blackpool Place Based Partnership, which includes NHS, local authority and voluntary, community, faith and social enterprise (VCFSE) sector organisations. This includes 11 events which took place over six days in early May.
Healthwatch Together - Informing the Pharmaceutical	Healthwatch Together is working with colleagues from Lancashire and South Cumbria Integrated Care Board, Blackpool Council, Blackburn with Darwen Borough

Needs Assessment 2025	Council, and Lancashire County Council to hear about residents' experiences of accessing community pharmacy services. The feedback and experiences in this report will help shape developments and feed directly into the Pharmaceutical Needs Assessment (PNA).
Reports, insights and outcomes from partner organisations	
Healthwatch Lancashire - 'Our Voice in Health and Social Care; BSL Users' and summary report	Healthwatch Lancashire ran an engagement project to explore the experiences of the deaf community who use British Sign Language (BSL) when accessing health and social care services. Following the insights from this and other related engagement, access to primary care BSL interpretation has recently been improved with a new commissioning arrangement.
Healthwatch Lancashire - From Innovation to Inclusion, Virtual Wards	Healthwatch Lancashire conducted a research project on Virtual Wards which have expanded rapidly since becoming a priority for NHS England (NHSE) in 2022. These services allow patients with acute conditions to receive hospital-level care in their own homes – including care homes – who would otherwise be in hospital as an inpatient.
Healthwatch Blackpool - Supporting LGBTQIA+ Inclusion in Schools	Healthwatch Blackpool worked with Public Health to hear from young people about how PSHE education can help reduce stigma around LGBTQIA+ in Blackpool. Findings showed that sex education often focuses on heterosexual relationships, and young people think there's a strong need for more inclusive teaching about different sexualities and genders.
Healthwatch Lancashire You Told Us – March 2025	You Told Us Report for March 2025. Published 16th April 2025.
Healthwatch Westmorland and Furness, You Told Us Report March 2025	Healthwatch Westmorland and Furness, You Told Us Report March 2025
Enter and View reports	Jasmine Court Care Home - Published 15th April 2025 Brainkind Neurological Centre, Preston - Published 17th April 2025 Rakehead Rehabilitation Centre, Burnley General Hospital Published 24th April 2025
Report on Improving Health Equity for Patients Living with Cancer and/or Blood Disorders	The Patients Association has published a report on patients with blood disorders and/or cancers who experience health inequalities and therefore have worse outcomes and experiences of care than patients who don't and what can be done to improve health equity.

7. Engagement and involvement priorities for 2025/26

- 7.1 The ICB engagement and involvement priorities for 2025/26 will be aligned to supporting the delivery of the recovery support programme. This will mean a key focus on supporting the Lancashire and South Cumbria 2030 Roadmap priorities and programmes working towards the delivery of our commissioning intentions.
- 7.2 Examples of engagement, involvement and public awareness programmes for quarter one 2025/26 include:
- Promotion and engagement to support uptake from members of public of the MyWishes care planning platform contributing to improving end-of-life care pathways.
 - Delivering a robust, comprehensive and high-quality consultation process for Shaping Care Together in West Lancashire to ensure residents have a voice on proposals for care in Southport, Formby and West Lancashire.
 - Coordinating an engagement programme to support acute service reconfiguration for vascular and orthodontics services in collaboration with the Provider Collaboration Board.
 - Promotion and engagement to support early diagnosis of bladder, skin and ovarian cancer and cervical screening.
 - Supporting service changes across partner organisations as part of reconfiguration, improving efficiency and commissioning intentions.
- 7.3 An area of improvement which the ICB is looking to deliver in 2025/26 is an increase in the number of virtual citizen's panel members who believe the NHS listens and acts on feedback. Currently more than 56 per cent of respondents say the NHS does not, or they are not sure if the NHS locally acts on feedback. This needs to be achieved by demonstrating clear examples of impact from engagement activity.

8. Recommendations

- 8.1 The Executive Committee is requested to:
- Note the contents of the report and the insight captured from engagement and involvement activities
 - Note the priorities for engagement for 2025/26

Neil Greaves, Director of communications and engagement

14 May 2025