

Annex 1

Update to the Health and Wellbeing Strategy Communications and Engagement Plan

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Introduction

Right now, lives are being cut short in Oxfordshire. People in our poorest neighbourhoods are dying over a decade earlier than people in the wealthiest areas. But we can change that by ensuring Oxfordshire's residents have stable jobs, quality housing & good education; shaping healthy physical environments for residents; enabling healthy behaviours; empowering communities and neighbourhoods; and providing quality, accessible, and inclusive health and care services.

The updated Health and Wellbeing Strategy will outline how we—Oxfordshire's local authorities and NHS organisations—are going to do this. Updating the health and wellbeing strategy represents an important opportunity to establish a strong local vision for improved health and wellbeing in Oxfordshire. After all, since 2019, when we last published our strategy, the social, economic, and health context has significantly changed: we have experienced Covid-19 and continue to experience the impact of the cost of living crisis. Inequalities in health outcomes continue to widen.¹ Our approach must change too.

Partnership-led communication and engagement will be crucial to the development and publication of this important strategy. We want to hear what will make a difference to residents and communities. We want to co-ordinate effectively across local authorities, NHS organisations, and Healthwatch Oxfordshire. And we want to make sure that staff know what we're doing, and why we're doing it. This document outlines our partnership communication and engagement plans.

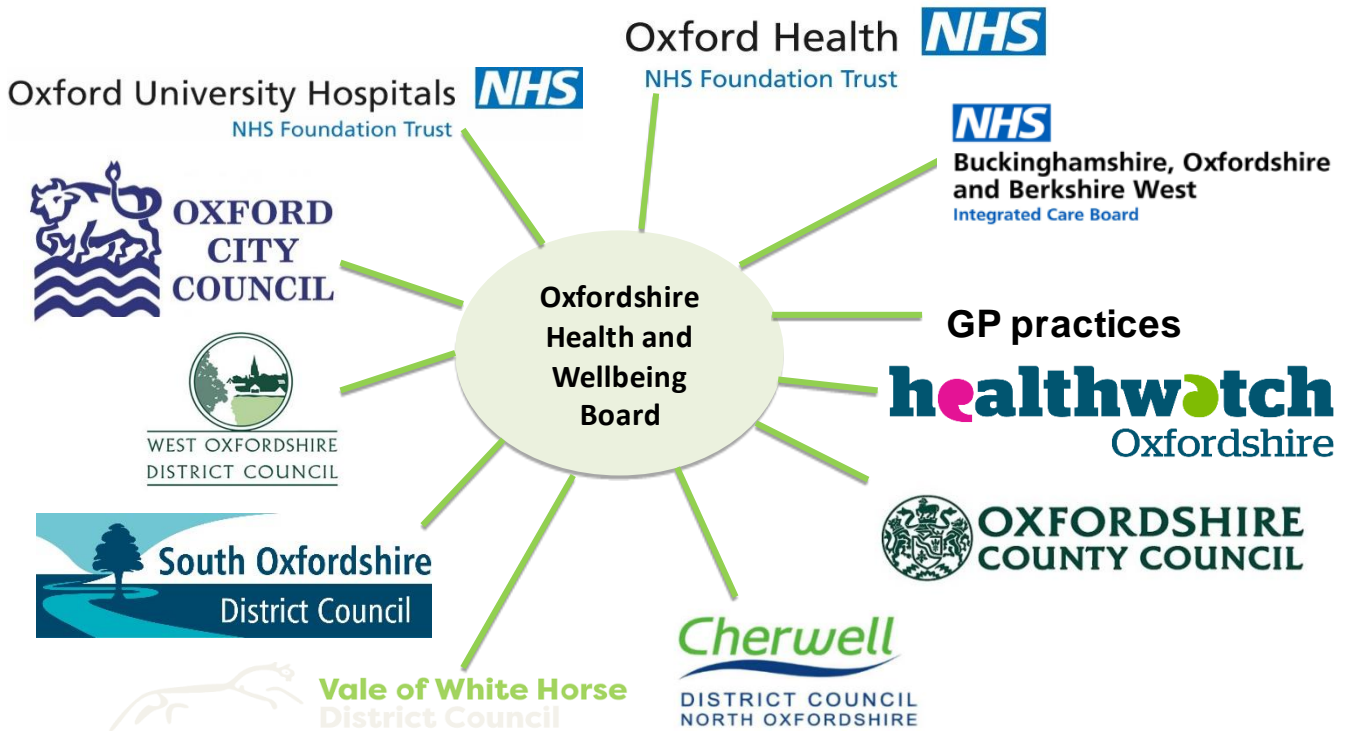
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Background

Who we are

Many organisations sit on and contribute to the Health and Wellbeing Board. This includes local authorities, NHS provider organisations, the Integrated Care Board, GP practices, and Healthwatch Oxfordshire, as you can see below:



N.B. Oxfordshire County Council is represented on the Health and Wellbeing Board by three directorates: Public Health, Adult Social Care, Children Education and Families.

Updating the Health and Wellbeing Strategy

Between now and December 2023, we are updating Oxfordshire’s Joint Local Health and Wellbeing Strategy. The strategy will offer a unified local vision for improved health and wellbeing and will act as the primary place strategy for health and wellbeing in Oxfordshire.

Publication of the strategy is a statutory responsibility (Health and Social Care Act 2012) of the Health and Wellbeing Board. The strategy is informed by the annually published Oxfordshire Joint Strategic Needs Assessment. This ensures it is informed by data and intelligence on the health needs of local residents.

While NHS organisational strategies often have a clinical or bio-medical focus, the Health and Wellbeing Strategy will reflect wider factors that impact local residents’ health and wellbeing. This includes the building blocks of health: housing,

education, employment, access to green space, active travel, community resilience, and air quality.

The current process of updating the strategy must take into account recovery from Covid-19 and ongoing concerns regarding the cost of living crisis, the shift in governance from Clinical Commissioning Groups (CCGs) to Integrated Care Systems (ICSs), and growing health inequalities.

This document

We want this document to provide clear and accessible public information about our vision and plans for health and care in Oxfordshire. It is intended to be a working document, not a static one—we will continue to update and change this plan as we go along.

The communication and engagement approach outlined in this document is consistent with the County Council's recently published [Consultation and engagement strategy](#). This approach also reflects [LGA and NHS England's guidance](#) on working with people and communities when building strong integrated systems. After all, this is Oxfordshire's primary health and wellbeing strategy at place-level.

Objectives

The process of publishing an updated Health and Wellbeing Strategy requires various communication and engagement objectives for different audiences. Our core objectives are:

1. **Inform** staff and residents that the Health and Wellbeing Strategy is being updated—and why that matters
2. **Engagement:** ensure that the updated strategy is informed by:
 - i. Residents
 - ii. Councillors/board members
 - iii. Staff (across all partner organisations)
3. Enable the **smooth progress** of strategy development by informing and engaging key decision-makers
4. **Communicate** how the value and impact of residents' involvement, and how the (eventual) published strategy helps residents and their loved ones

Audiences

Our audiences can be split into three categories:

1. Public
2. Staff
3. Decision Makers

Our objectives are different for different audiences. Consequently, we will use different communication channels for different audiences.

Public

Ultimately, all Oxfordshire residents should have the opportunity to shape what their Health and Wellbeing Strategy looks like. We will listen to the views and experiences of residents and local communities to inform the development of the strategy—what are their priorities? What do they want to see?

Within this large cohort, there are specific groups we especially want to hear from, including:

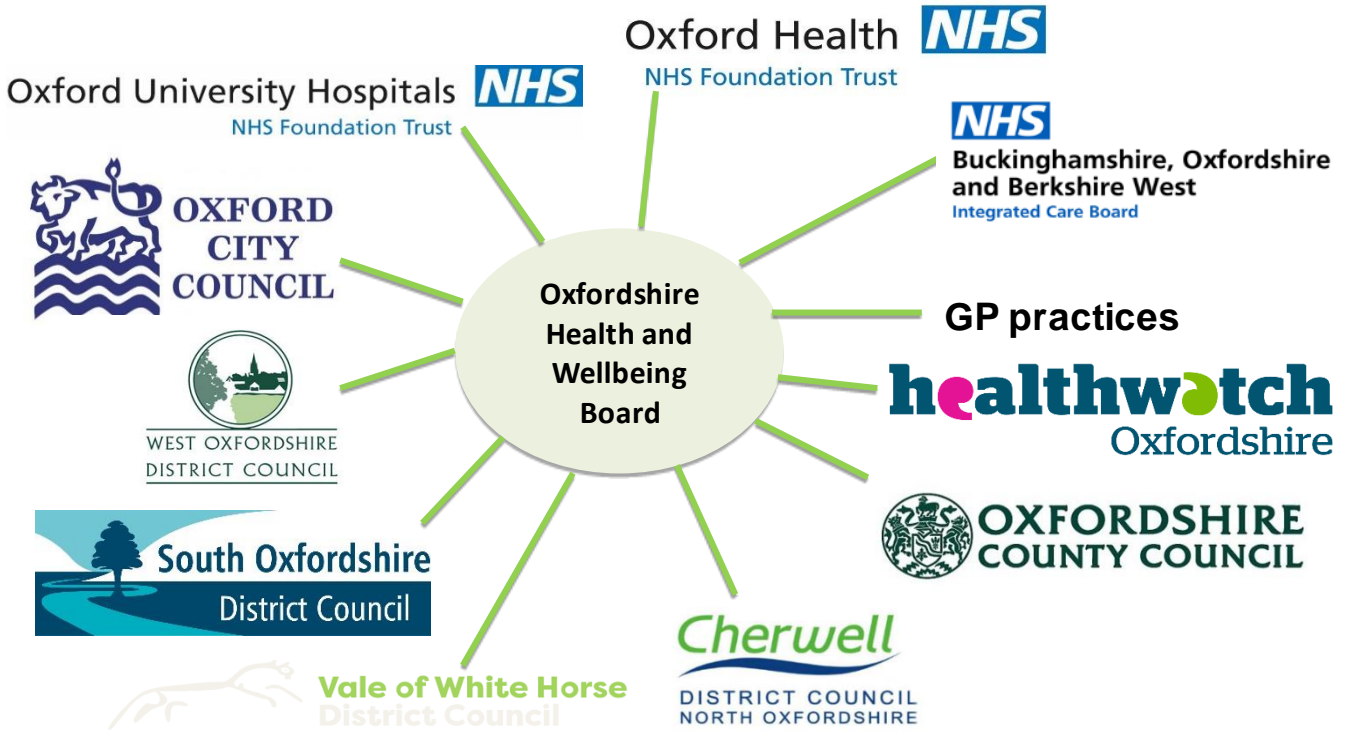
- Carers & residents in care
- Pregnant and new mums
- Children & young people
- Older people
- Residents with learning disabilities
- Neurodiverse residents
- Residents with long term health conditions
- LGBTQ+ residents
- Ethnic minorities
- Military populations
- Underreached residents
- Health inclusion groups
- Residents in areas of multiple deprivation

Staff

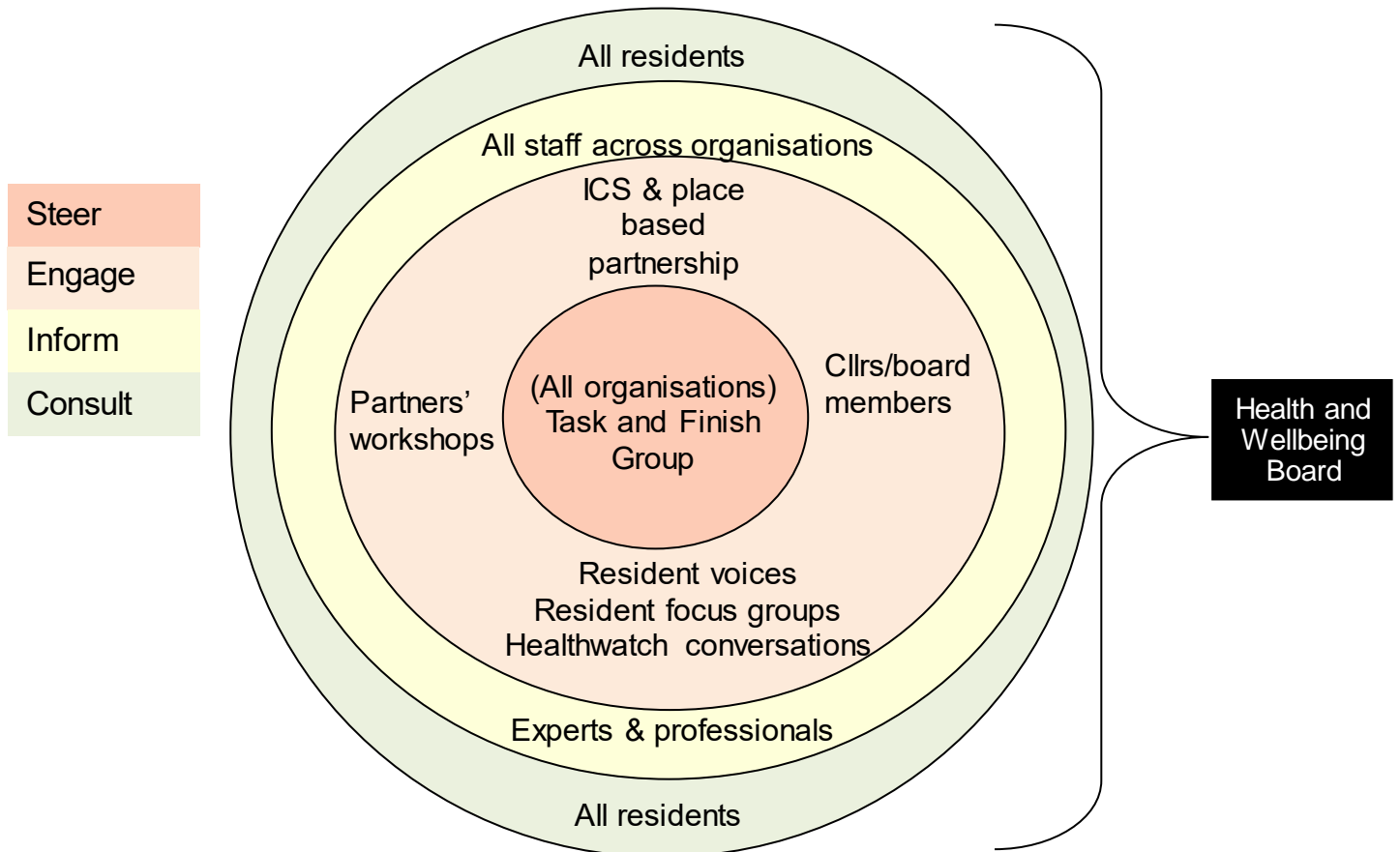
We will inform staff that this update is occurring and communicate what the published strategy contains and why that matters. This comprises all staff at all partner organisations on the Health and Wellbeing Board, including frontline staff.

Decision Makers

We will regularly engage key decision-makers and strategic employees across partner organisations—both to inform them of the process and to consult their views. This will enable smooth and timely publication of the updated strategy. This includes political and/or board members, corporate directors, and employees overseeing strategy or health and wellbeing. Below is a map of the relevant organisations:



Stakeholder Map



Strategy

Our strategy takes a three-pronged approach:

1. Regularly engage with and consult key decision makers
2. Inform staff across partners about the update
3. Engage, consult and communicate with the public

Stakeholder Engagement

Regularly engage with and consult key decision makers

To ensure we meet our goal of regularly engaging with and consulting key decision makers, we will attend key meetings as follows.

Health and Wellbeing Board. We will visit the Health and Wellbeing Board three times—firstly on 29 June 2023 to agree vision, scope, themes, and principles. Secondly on 5 October 2023 to agree a draft strategy for public consultation. Finally on 7 December 2023 to sign-off the final strategy. Furthermore, in the first week of September, we plan to engage the HWB members in a workshop session to enable them to take a deeper dive into an early draft version of the strategy.

Task and Finish Group. The Task and Finish group will have officer-level representation from all partners who sit on the Health and Wellbeing Board. They will meet monthly with a mandate to drive forward and provide oversight to the publication of the strategy. This group will lead the process and, as such, its members will often be responsible for communications and engagement in their respective organisation.

Chief Executives Meeting. We will go to the CEX meeting on Monday 19 June and again where necessary and appropriate.

Community Joint Working Group. We will regularly visit the Community Joint Working group in a more informal manner to help socialise the strategy and ensure that officers responsible for community and health across city/districts are engaged at all stages. We will also visit the Community Hub's more formal meeting to formally involve and engage key partners during the process.

Joint Health Overview and Scrutiny Committee. We will visit HOSC on 21 September 2023 for detailed scrutiny of an early draft strategy.

Place Based Partnership. We will visit on 7 July 2023 and again where necessary.

Further Officer Engagement. Officers who sit on the task and finish group have run a workshop and/or consulted with colleagues in their respective organisations so they

can formulate a vision of what they wish the Health and Wellbeing Strategy to look like. These conversations have been used to provide written responses which have been collated to inform the development of system-wide vision and priorities.

Staff will also engage with other meetings and forums as and where opportunities arise.

Engage with and consult residents and communities

All Oxfordshire residents should have a say in what their Health and Wellbeing Strategy looks like—we are all committed to this. Therefore, it is very important to us that our development of this strategy involves engagement with residents and communities across Oxfordshire. To do so, we will:

1. Learn from existing insight into the views of residents and communities
2. Engage existing resident groups to run focus groups among voices we don't listen to often enough
3. Work in partnership with Healthwatch to gather insight into residents' priorities
4. Run a four week public consultation in October 2023

We particularly want to hear from groups that are more impacted by or more at risk of poor health and groups we don't listen to often enough.

In addition to 'You Said, We Did' public feedback, each stage will generate a public report presented to the Health and Wellbeing Board to ensure transparency and accountability. This will create a 'golden thread of engagement and consultation':



Existing Resident Insight

It is crucial that our strategy is informed by residents and communities. At the same time, we wish to avoid increasing the burden on residents—especially vulnerable residents—and to avoid duplicating work. So, we will use existing insight into resident and community perspectives, where possible. This will be incorporated into our public engagement reports and will inform decision makers.

Resident Focus Groups

Health and Wellbeing Board members will engage existing community groups to gain insight and feedback from specific cohorts/groups of residents through focus groups. To maximise engagement and avoid extraneous burden, focus groups will take place among existing community groups. To support this work, officers will offer training, a facilitation pack, and slides/activities to support community leaders to facilitate these focus groups. Residents who take part will be compensated for their time.

Key Groups we wish to hear from:

- Carers & residents in care
- Pregnant and new mums
- Children & young people
- Older people
- Residents with learning disabilities
- Neurodiverse residents
- Residents with long term health conditions
- LGBTQ+ residents
- Ethnic minorities
- Military populations
- Underreached residents
- Health inclusion groups
- Residents in areas of multiple deprivation

We have a goal to talk to at least 100 residents in our resident focus groups across at least 8 groups.

All groups will be provided with the draft strategy (and narrative on how community engagement has shaped it) following sign off at the October HWB meeting, with an invitation to participate in the consultation on it.

Healthwatch activity

Healthwatch Oxfordshire will play an important part of this partner-wide engagement with the public. This work forms part of the Board's shared approach to speaking to residents and collecting insight from them. They propose to:

- Speak to residents at in-person 'pop-up' events
- Ask residents for their views in a short online survey

- Continue discussions with residents about health and wellbeing
- Hold an online wellbeing webinar
- Contribute to the public engagement report

This activity will be carried out independent of local authorities or health services but will occur parallel to the other resident insight work we are undertaking.

Public Consultation

After the Health and Wellbeing Board signs off the draft strategy on 5 October, we plan to go to public consultation between 5 October and 5 November. We will promote this consultation across the full range of our partners' platforms.

Targets

1. Talk to at least 100 residents in events during the consultation process.
2. Receive at least 500 responses to the consultation.

Communication

At the heart of our consultation—from members to residents—is the need to make this real. We must get beyond acronyms and complex data to tell **stories**: how does this affect real people living real lives? To this end, we propose to use graphics, videos, and quotes from residents.

Balancing different stakeholder perspectives

Inevitably, conflicting views will arise from our work talking and listening to residents. We think it's important to hear the full range of perspectives and our public engagement report will reflect this.

Nevertheless, the final strategy will have to manage these conflicts in a fair and transparent manner. To do so, when deciding what to include in our strategy, we will consider:

1. What the most recent Joint Strategic Needs Assessment (JSNA) tells us about resident needs across Oxfordshire
2. Whether the priorities are achievable within the timeframe
3. The shared priorities of all members of the Health and Wellbeing Board

Communications

- **Communications assets for resident focus groups**
 - Consistent messaging that makes this strategy real, following [this guidance](#)
 - Graphics of key statistics, with accompanying narrative

- Resident quotations
 - Resident stories
 - Simplified papers
 - Simplified ‘what we already know’: JSNA statistics + narrative + graphics
 - Resident focus group facilitation packs, slides/activities
- **Resident-targeted communications** (public consultation & publication of strategy)
 - Press release
 - Social media posts, including graphics
 - Template copy for partner organisation newsletters
 - Internal communications
 - Video from OCC’s Director of Public Health—why it matters

We will adopt this framework: [How to talk about the building blocks of health - The Health Foundation](#)

Key Milestones

April-May 2023	OCC - planning work
May-June 2023	All partners - developing scope, priorities, vision
29 June 2023	Health and Wellbeing Board
June-September 2023	All partners - strategy development & writing
June-August 2023	Healthwatch - speak to & survey residents
June-July 2023	OCC - Resident focus groups
September 2023	HWB Workshop (one-off)
21 September 2023	HOSC
5 October 2023	Health and Wellbeing Board
6 October – 5 November 2023	OCC - Public Consultation
7 December 2023	Health and Wellbeing Board

Risks & Mitigation

Each event will be individually risk assessed as is standard practice for any engagement (either digital or physically in-person).

Implementation

Date	Activity	Details/channel	Owner	Status
Overall				
Comms & Engagement Plan	Comms strategy and plan plus sign-off	Includes narrative, key messages and timeframes	Jamie Slagel	Ongoing
Stakeholder / internal engagement				
Monthly between May and December	Task and Finish Group	Responsible for driving forward process of updating strategy.	Jamie Slagel	Ongoing
June 29 Oct 5 Dec 7	Health and Wellbeing Board	Responsible for publishing strategy.	David Munday	/
23 May Summer November	Community Hub Group	<i>See above</i>	Jamie Slagel	Done / /
Early September	HWB Workshop	Detailed discussion of draft strategy.	David Munday	/
21 Sep	HOSC	Scrutiny of draft strategy.	Ansaf Azhar	/
Sep (tbc)	All member briefing	<i>See above</i>	Jamie Slagel	/
19 June <i>Again tbc</i>	CEX meeting	<i>See above</i>	Ansaf Azhar	/
September	Storytelling toolkit for engagement with members and residents	Graphics and stories that make this work real— why does this matter to you and your loved ones?	Charlotte Knowles	/
September	Video for engagement with members and residents	Video that makes this work real—why does this matter to you and your loved ones?	Charlotte Knowles	/
October December	Communications toolkit i.e., messages all partners can use	Toolkit all partners can use to align messages and brand.	Jamie Slagel	/
October December	Internal email/newsletter content for staff	Informing staff what is happening and why it matters.	Jamie Slagel	/
October December	Member newsletter content	Informing members what is happening and why it matters.	Jamie Slagel	/
October December	Intranet news story or page	Informing staff what is happening and why it matters.	Jamie Slagel	/
Consultation and engagement				
June-July	Pre-consultation engagement events ('focus groups')	<i>See above</i>	Jamie Slagel	

October 6	Consultation document and pack for online publication		Rachel Fox	
October 6	Digital engagement / consultation platform content		Rachel Fox	
June-August	Surveys for residents (tbc)		Veronica Barry	
June-August	Speaking to residents at pop up events and market towns (tbc)		Veronica Barry	
June-August	Online events with residents (tbc)		Veronica Barry	
Marketing/publicity				
October	Webpage content and short URL	Communicating that we're updating/have updated the strategy and why that matters.	Jamie Slagel	
October - November	Social media content plan and messages	Communicating that we're updating/have updated the strategy and why that matters.	Charlotte Knowles	
October	Social media assets	Communicating that we're updating/have updated the strategy and why that matters.	Charlotte Knowles	
October	Digital ad van and localised digital ads	Communicating that we're updating/have updated the strategy and why that matters.	Charlotte Knowles	
October December	Video explainer	Communicating that we're updating/have updated the strategy and why that matters.	Charlotte Knowles	
October December	External newsletters/bulletins content	Your Oxfordshire, Pulse	Jamie Slagel	
Media				
October 6	Press statement/release	Communicating that we're updating/have updated the strategy and why that matters.	tbc	
December 8	Press release – end of programme	Communicating that we're updating/have updated the strategy and why that matters.	tbc	