



TRAFFORD COUNCIL

AGENDA PAPERS MARKED 'TO FOLLOW' FOR HEALTH AND WELLBEING BOARD

Date: Friday, 16 October 2020

Time: 10.00 a.m.

Place: Virtual

The meeting will be streamed live at

<https://www.youtube.com/channel/UCjwbIOW5x0NSe38sgFU8bKg>

A G E N D A	PART I	Pages
2.	MINUTES	To Follow
	To receive and if so determined, to approve as a correct record the Minutes of the meeting held on 14 August 2020.	
8.	LOCAL CARE ALLIANCE: HEALTH AND SOCIAL CARE RECOVERY AND REFORM	
	(a) Recovery and Reform: Strategic Design Group Highlight Report.	1 - 24
	(b) Measurement Framework Presentation	
	(c) Communications and Engagement Strategy Report	25 - 48
10.	CDOP REPORT	To Follow
	To receive a report from the Consultant in Public Health.	
11.	#FUTURETRAFFORD CAMPAIGN	
	To receive a presentation.	

SARA TODD
Chief Executive

Membership of the Committee

Councillors S. Johnston (Vice-Chair), J. E. Brophy, Miss L. Blackburn, J. Harding, C. Hynes, J. Slater (Chair), M. Bailey, C. Davidson, D. Eaton, H. Fairfield, Dr. M. Jarvis, M. Noble, E. Roaf, M. Roe, R. Spearing, A. Worthington, P. Duggan, S. Radcliffe, Rooney, Hemingway, S. Donnellan, D. Evans, M. Hill, Pritchard, A. Seabourne, J. McGregor, M. Gallagher and Coulton.

Further Information

For help, advice and information about this meeting please contact:

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This agenda was issued on **Thursday, 8 October 2020** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH.


WEBCASTING

This meeting will be filmed for live and / or subsequent broadcast on the Council's or YouTube channel <https://www.youtube.com/channel/UCjwblOW5x0NSe38sgFU8bKq>
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Health and Social Care Recovery and Reform Programme Update

HWBB

16th October 2020



Health and Social Care Recovery and Reform Programme: Highlight Report

Living Well in My Community Strategic Design Group (SDG)

Key workstreams

- Development of place-based working
- A partnership-wide information and advice offer
- Promoting equality by reducing health inequalities, addressing the wider determinants of health
- A strong and healthy voluntary sector in Trafford

Chairs

Jo Gibson (TMBC Commissioning),
George Devlin (VCSE Collective), Roger Sutton (Trafford Partnership)

Status



Amber: in progress. There have been some delays associated with the coproduction approach (which has been identified as key for success) and to ensure we have the right goals in place

Progress this period

Work has been undertaken to refine and validate each workstream's challenge statement, vision statement, and short term goals and milestones. These have been presented by each workstream subgroup to the full design group for the group for comments and approval and will be finalised in group sessions w.c. 21st September.

Trafford Council and CCG 'Enablers' were invited to the SDG on 16th September to ensure alignment and begin flagging any areas of risk. Representatives from housing, finance and estates attended, others will be brought in to future meetings and we will ensure that information sharing pathways are created. We will also consider how and when to bring in 'Enablers' from other stakeholder organisations.

We have compiled a Lessons Learned report, bringing together collaborative review work from 7+ different workstreams (VCFSE sector survey, Community Hubs user survey, FutureGov stocktake, Thrive review with hubs, Strategy group review, Development planning subgroup review, National and Local insight overview). This has been distributed to the strategic and operational Community Response teams and will be shared with the H&SC R&R board on 23rd September, the other 3 SDGs, and the Trafford Partnership Recovery Board. We will conduct further analysis to hold ourselves to enact the learning from this document in our service re-design / transformation.

Planned actions

- Present a deep dive on activity and progress so far to the Health & Social Care Recovery & Reform board on 23rd September
- Agree delivery dates for each initial milestone sitting under the four workstreams
- Complete SDG Finalisation Process
- Approach additional community partners to ensure we adopt an inclusive approach that is aligned with the right stakeholders, especially those already delivering related work in the community
- Programme Director to engage LCA partners on their required involvement

September 2020

- Submit **NHSE Phase 3** Narrative response
- Current VCSE sector **spend analysis** requirements as a baseline
- Kick off Taking stock workstream: understand and **map the Advice and Support offer in Trafford** across all organisations

October 2020

- Begin scoping a VCSE sector **funding framework**
- Review and agree **Information & Advice Strategy** project
- A focused **audit of the Trafford Directory** with immediate focus on CAB/Welfare/Debt advice
- Each hub to write an **issues/concerns statement** coming out of lockdown to inform areas of focus needed and any gaps

November 2020

- Review what **public health workstreams** need to be resumed; align with current PH priorities
- Develop a **new digital/web offer** that links to existing trusted sources

Living Well at Home strategic design group (SDG)

Key workstreams

- Community health services
- Homecare, technology enabled care
- Meds management
- Safeguarding and domestic abuse
- Residential and nursing homes
- Children's community services
- Asset based solutions, personalisation
- Mental health
- Learning disabilities
- Carers, respite redesign
- Primary care

Chairs

Karen Ahmed (Trafford Council), Jacqui Coulton (Trafford CCG)

Status



Amber: in progress. The group is slightly behind some of the other SDGs which were able to build on a greater amount of existing work on workstream scoping and milestone planning

Progress this period

The SDG met on the 15th September and validated the challenge, vision and milestone approach we are using for the group, as well as providing updates for each workstream. A decision has been reached to reshape the structure of future SDG meetings to provide the best, most focused use of attendees time.

We are reviewing the exception reporting format for leads to use to give updates on their areas, ensuring it gives the right level of information without being too onerous for people to complete. We are also reviewing the measurement framework we will use to support the programme. The Local Care Alliance will meet on 23rd September for a Outcome Dashboard workshop with subject matter experts; we will incorporate the outputs of this session into our SDG approach.

There has been further movement of workstreams between the Living Well at Home and Step Closer to Home SDGs, with Long Term Conditions moving to SCTH and Technology Enabled Care and Right Care for You moving to LWAH.

Eleven of sixteen workstream area leads have supplied a challenge and vision statement for their areas and identified key delivery milestones for the next months. These are still pending for Meds Management, Children's Services, Mental Health, Learning Disabilities, and the link with Community placed based working.

Planned actions

- Present a deep dive on activity and progress so far to the Local Care Alliance on 15th October
- Complete roadmap of work to deliver over the next 1-4 months; further refinement of milestones
- Sign off NHSE Phase 3 measurements within SDG
- Map the governance of new and existing strategic and operational groups to review how they align with the LWAH SDG, helping to avoid duplication and ensure alignment and good communication.
- Bring in Trafford Council and CCG 'Enablers' to the SDG (such as workforce, finance, estates, communications, housing, digital leads) to ensure alignment and information sharing is achieved

September 2020

Agree scope and framework of **recovery for therapies**

Hospital rehabilitation pathway

New model of medical support to **Ascot House**

Workforce for continuation of **IMC Rehab at Home**

Extend **Rapid Homecare**

Alignment of **GP** practices to **care homes**

Commence **flu programme**

Complete **winter plan**

Complete **meds optimisation** workplan

October 2020

Extending **Red Cross** support offer

Extending **Homecare workforce development/** care quality improvement offer

Develop **social value offer** for **care at home** sector

Submit trajectory and plan for **LD health checks** in primary care

November 2020

Plan **retender of homecare** and reablement framework

Develop new model and specification for **Community Rehab**

A Step Closer to Home Strategic Design Group (SDG)

Key workstreams

- Wrap around additional support to enable people to stay at home or leave hospital
- Crisis Care at Home and Assisted Discharge Services
- Flexible care that can be increased (or decreased) in response to changing social care or health needs and prevent any loss of independence or well-being through facilitating access to specialist intensive support, where required
- Adaptions and Equipment Services (ORC/OT)

Chairs

Karen Ahmed (Trafford Council), Jacqui Coulton (Trafford CCG)

Status



Amber:
in progress

Progress this period

Significant movement of priority workstreams in this reporting period from SSIH into SCTH:

- i) Long Covid pathway** (to be scoped further, remaining in SCTH until this work is completed)
- ii) MSK LTC pathways** (to be scoped further, remaining in SCTH until this work is completed)
- iii) Acute Discharge (SCTH)

Significant movement of priority workstreams between SCTH and LWAH:

- i) TEC moved from SCTH to LWAH
- ii) Person centred approach to hospital discharge (Let's Talk launch into Hospital Social Work Teams) from LWAH to SCTH.

Work continues to be undertaken to refine and validate each workstream's challenge statement, vision statement, and short term goals and milestones. Some gaps remain and PMO lead is working offline with leads to obtain detail.

A deep dive on the SCTH SDG was presented at the H&SC Recovery & Reform Board on 16th September.

Planned actions

SCTH SDG meeting to take place Monday 5th October.

Measurement Framework to be developed – first discussion at SDG 5th October.

LCA Presentation on 15th October with deep dive on Therapies and Rehabilitation

PMO Lead to continue validation of vision, challenge, short term goals and milestones with leads offline, and continue development of roadmap of work to deliver over the next 1-4 months

Bring in Enablers to review and inform milestones & engage as per proposed enabler process

Sign off NHSE Phase 3 measurements within SDG (Elective, Cancer, Primary Care and Community Services, Mental health and LD, Winter Planning, Workforce, Inequalities)

September 2020

TEC Pilots commence

TEC Service Specification/Operation Procedures Redesign in preparation for re-tender begins

Identify priority workstreams in therapeutic support delivered by services into the person's place of residence (including residential and nursing settings) to develop or relearn skills.

Extension of Covid-funded Rapid Homecare Service and mini-competition for Crisis Intervention Service

Restart Intermediate Care at Home Business Case content

Ready service for winter/any second peak by addressing workforce and expanding BC to meet NICE guidance.

Identify local contractual and financial framework

Implement Geriatrician model of support in Ascot House

October 2020

Consultant recruited and review of ORC/OT Service commenced

British Red Cross Assisted Discharge Service transitions to Transformation funding

November 2020

A Short Stay in Hospital Strategic Design Group (SDG)

Key workstreams

- Urgent Care Flow & Redesign
- Planned Care
- Cancer

Chair

Naomi Ledwith (Trafford CCG)

Status



Amber:
in progress

Progress this period

PMO Lead has met with Priority Area Leads for Urgent Care, Planned Care and Cancer both individually and jointly as a group to review and update milestones associated within each priority area and workstream.

CCG Priority Pathways document has been updated in advance of required submission and aligned to SDG workstreams.

Priority Area Leads and PMO lead met to agree reporting structure for SDG meeting. Agreed format is via highlight report, which is completed by leads on a bi-weekly basis and can be used at any SDG as an update.

Movement of the following workstreams from SSIH to SCTH and LWAH:

- Risk stratification for people with LTC (LWAH)
- Long Covid pathway (**to be scoped further, remaining in SCTH until this work is completed)
- People waiting longer for surgery (LWAH)
- MSK LTC pathways (**to be scoped further, remaining in SCTH until this work is completed)
- Diabetes LTC (LWAH)
- Acute Discharge (SCTH)

Planned actions

Bring in Enablers to review and inform milestones & engage as per proposed enabler process

Sign off NHSE Phase 3 measurements (Elective, Cancer, Primary Care and Community Services, Mental health and LD, Winter Planning, Workforce, Inequalities)

Continue to prepare for initial submission of the NHSE/I Phase 3 Letter

September 2020

LTC Reform Steering Group and Diabetes, Respiratory, Cardiology, Gastroenterology, Dermatology and AQP Audiology sub-groups established

SDEC Model Developed

Restart existing AQP providers and agree re-tendering/re-procurement process and delivery

Local Trafford Respiratory Plan developed

October 2020

UEC by Appointment and CAS rollout

PIFU Process, Partial Booking and Virtual Triage implemented

Restart Trafford Cancer Partnership Group

Expansion of Best-Timed Pathways (head and neck, OG, HPB, and gynae)

Implement Phase 1 of Rapid Diagnostic Centre initiative

November 2020

Deliver series of GP Education Events to support new ways of working in Outpatient Recovery

Community interface service and provider review

Health and Social Care Recovery and Reform Programme:

Communication and Engagement Strategy

Communications and Engagement Strategy update

Co-designed with colleagues from Trafford Local Care Alliance and Trafford Partnership – meet monthly as part of health and social care communication and engagement steering group.

Strategy covers:

- Trafford's response to Covid-19 and
- Longer term reform of health and social care in Trafford Top level system-wide strategy for leaders – to build on integrated working positive feedback received – need to ensure clear and simple, with no jargon.

Final draft was shared with Local Care Alliance for support, on 10th September 2020.

Task and Finish Groups:

- Strategy – sense checking, clear and concise, risks and measuring success
- Covid-19 Virtual partners network – mechanism for Public Health Trafford and all partners to disseminate information quickly and efficiently to the people/communities of Trafford

Priority Campaigns: To be agreed but likely to include:

- Covid-19 (Test and Trace, increase uptake of testing, outbreaks)
- Urgent and emergency care / 111 usage
- Flu
- Suicide prevention
- Better health (National campaign)



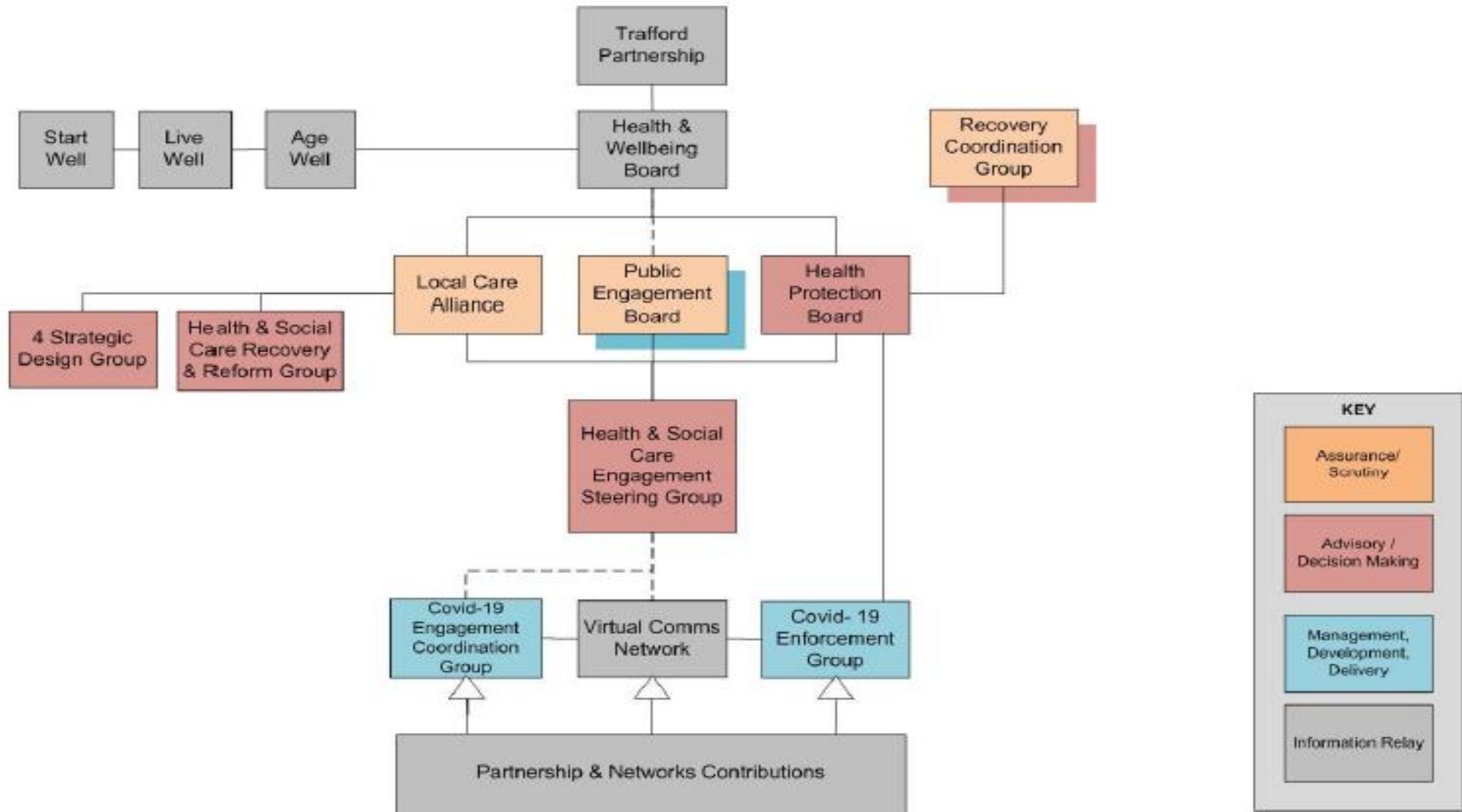
Communications and Engagement Strategy for Health and Social Care (1 of 2)

Title from draft strategy	Our commitments
Working together as a system: Trafford Together	We will not work in isolation and always consider the wider determinants of health
Communications and engagement principles	We will place people and communities at the centre of everything we do
Resourcing the programme	We will work together to maximise the impact of communications and engagement and be supported in our own organisations to deliver this partnership approach
Governance	We will ensure all key forums receive regular updates regarding communications and engagement
Brand management	The communications and engagement steering group, through the LCA and our partners commit to developing a collectively owned brand for health and social care in Trafford
Developing key messages – Covid-19	We will cascade national messages; contribute to forming Greater Manchester messages and develop bespoke Trafford messages in the most accessible way for our audiences

Draft Communications and Engagement Strategy for health and social care (2 of 2)

Title from draft strategy	Our commitments
Materials and resources	We will ensure that partners and public are able to access the right information in the most accessible way
Campaigns	We will aim to develop five multi-agency campaign programmes, driven by the needs and wants of the Trafford population
Insight and engagement	Insight will be at the heart of all our planning and decision making
Promoting equality	We will plan to mitigate any inequalities in our communications and engagement approaches
Stakeholders	We will work with all our stakeholders and wider partners to plan together, maximise existing communications channels and communicate effectively with the people and communities of Trafford
Channels	We will identify and utilise a wide range of communications channels to communicate and engage with people, ensuring inclusivity.
Risks and mitigations	We will work together as partners to manage any risks that arise and where possible be proactive in our mitigation
Measuring success – monitoring and evaluation	We will collect the right information and intelligence consistently. We will continually challenge our partners to understand ‘Have we made a difference ?

Communications and Engagement Strategy: System Connectivity



Evaluation Methods

- Using Google analytics to assess the regularity of visits to our web content.
- Reporting tools for social media which tell us the level of engagement our posts are having.
- Media releases sent out, media coverage (volume and tone), feedback/comment on online stories and pick up of key messages.
- Getting feedback from focus groups.
- Event feedback where appropriate.
- Feedback from key stakeholders.
- Telephone interviews to seek feedback.
- Digital surveys – e.g. Citizen Space.
- Open rates of Mailchimp when used.





#FutureTrafford

Recovery Plan - Engagement Campaign

The Campaign

- Four weeks focusing on each of the four themes:
 1. Employment and skills
 2. Business recovery
 3. Children and Young People
 4. Living Well in the Community
- Additional key messages and collateral to top and tail existing messaging, to focus on thematic areas (to save on cost and time)
- Focusing on digital engagement, with some f2f in Covid-secure environments (libraries)

The Campaign Plan

HOW DO YOU SEE YOUR #FUTURETRAFFORD?

What are we trying to do? - To engage with as many as residents, employees, pupils, stakeholders, visitors et as possible about the future of Trafford

Timescales – 4 weeks, commencing 28th September

Anticipated Outcomes:

- maximum reach/opportunity to interact and respond
- Test the response to the key themes and extract priorities for developing the recovery plan

Partner Involvement:

Campaign Development: THT
Campaign Management: Trafford Council

Campaign Sharing/Engagement: ALL Partners

- Resident lead: Trafford Council
- Business lead: Bruntwood
- Education lead: Trafford College
- Town Centres lead: Town Centre teams
- Voluntary lead: TBC

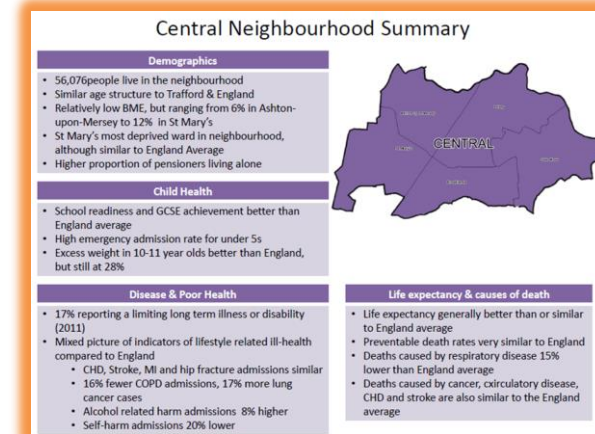
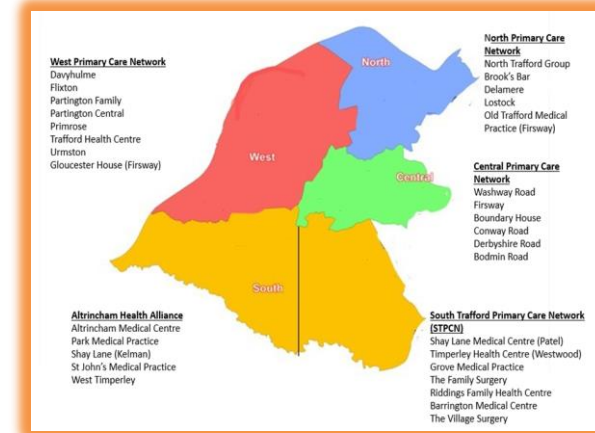


Health and Social Care Recovery and Reform Programme: Measurement Framework

Where are we now?

Existing Products / Developments

- Health and Social Care Response Covid Dashboard
- Recovery Dashboard – NHSE Phase 3 Trajectories
- Inequalities Dashboard
- Strategic Design Group Measurement Framework (In development) – Including Mental Health Dashboard
- Elected Member Dashboard
- Children’s Dashboard (In development)
- Corporate Plan (Council)
- Joint Strategic Needs Assessment (JSNA)
- Neighbourhood Profiles (Draft)



LCA Measurement Framework / Outcomes

Where do we want to be?

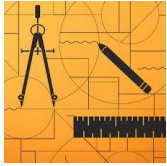
Trafford Recovery Locality Measurement Framework				
Our Recovery / Locality Plan Three Aspirations Are.....				
Working Together we will deliver.....	1. Better Lives for our most vulnerable people	2. Better Wellbeing for our Population	3. Better Connection through our Communities	
	Measure Measure Measure	Measure Measure Measure	Measure Measure Measure	
	Reduction in Health Inequalities	Recover from COVID-19	Reform Health and Social Care	
	Measure Measure Measure	Measure Measure Measure	Measure Measure Measure	
	Healthy and Happy Staff	Maximise the Trafford £	Safe and High Quality Health and Care Services	
	Workforce Survey NHS Workforce Survey Council VCSE Collective Volunteering	Social Value Balanced Budgets Investment in VCSE	CQC ASC/PC/Trust Patient Feedback	
We will understand our performance through.....				
Inequalities Dashboard	Recovery Dashboard	Strategic Design Group Dashboards	Neighbourhood Dashboards	Thematic Dashboards
Built on a foundation of our.....				
Joint Strategic Needs Assessment (JSNA)		Neighbourhood Profiles		

A Trafford Measurement Framework:

A 'framework' to articulate the core components of our systems approach to understanding our communities, measuring success and impact

LCA Measurement Framework / Outcomes

Feedback from workshop and next steps:



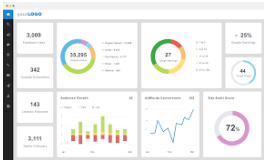
1. Trafford LCA – Health and Social Care Measurement Framework:

- Further consultation and feedback with colleagues who attended workshop session on 23rd September - using feedback received we will aim to populate a first draft of the Measurement Framework including metrics / actual data.



2. Practical Measures/Metrics:

- One of the aims of the workshop session was for colleagues to share practical measures/metrics which were pertinent for inclusion in any of the dashboards. We are currently awaiting feedback on this.



3. Health Inequalities Dashboard:

- A one off meeting to connect the work around health inequalities and the emerging dashboard that builds on the draft content we already have as part of our NHSE Phase 3 planning submission and ongoing work around the CCG and Council Corporate Equality Strategy.



4. Strategic Design Groups:

- Performance colleagues will continue to work with other colleagues in the four H&SC Strategic Design Groups to curate their measurement frameworks aligned to their priority work programmes.



5. Neighbourhood Profiles and Neighbourhood Dashboards:

- Convene a meeting to refine the draft 'Neighbourhood Profiles we developed as part of the initial Trafford Together Locality Plan. This meeting will also discuss the curation 'Neighbourhood Dashboards' which will be a collation of data sourced from the various dashboards that have been created or are proposed.

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Draft

**Health and Social Care Recovery/
Locality Plan (2020-2024):
Communications and engagement strategy**

V0.11

Version control

Document Description

This document outlines the strategic approach for communications and engagement to support the delivery of the Health and Social Care Recovery/Locality Plan for Trafford and Trafford's response to the NHS Long Term Plan for the borough.

Target audience/s

Trafford Health and Social Care Leaders, Communications and Engagement Steering Group, Strategic Delivery Groups, Health and Social Care Recovery Group, Local Care Alliance, Public Engagement Board, Trafford Health and Wellbeing Board.

Document History

Version Control

Version	Summary of Changes	Date	Author
0.1	Document created	31/07/19	Tracy Clarke
0.2	Additional content added		Tom Maloney
0.3	Version refresh following feedback from Imp Group		Jamie Oliver/T Clarke
0.4	Version refresh following LCA meeting	27/07/19	Tracy Clarke
0.5	Update in response to Covid-19	07/08/20	Tracy Clarke
0.6	Amendments following proofreading	12/08/20	Joe Slade
0.7	Task and finish group amendments – Meeting 1	26/08/20	Tracy Clarke
0.8	Task and finish group amendments – Meeting 2	28/08/20	Tracy Clarke
0.9	Version refresh following feedback from SLT	03/09/20	Tom Maloney
0.10	Measurements and acknowledgements added	02/10/20	Martin Dillon/T Clarke
0.11	Additional measurements added	07/10/20	T Clarke

Distribution

Name	Title	Date	Version
LTP Implementation Group			0.2
LTP Implementation Group			0.3
Locality Plan Working Group	All members	17/8/19	0.4
H&SC C&E steering group	All members	10/08/20	0.5
H&SC Recovery Reform Board	All members	18/08/20	0.6
Senior Leadership Team	All members	01/09/20	0.8
Public Engagement Board	All members	05/10/20	0.10
H&SC C&E steering Group	All members	07/10/20	0.10

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1. Background and context

All boroughs in Greater Manchester are required to develop a long-term Locality Plan for the recovery and reform of health and social care.

In Trafford, to support this we had a year of engagement planned for 2019/20.

We published our first version of the Health and Social Care Locality Plan in October 2019 and established a multi-agency Communications and Engagement Steering Group which started to pull together what our year of engagement would look like to co-design the Locality Plan refresh with our workforce and communities. We were just about ready to publish the practical things we would do when Covid-19 hit us.

We've been in response mode for a while and we are now keen to develop the longer term communications and engagement strategy that deals with:

- a) Covid-19 recovery and outbreak management and
- b) the longer term strategy for Health and social Care reform.

We have renamed the programme of work the "Health and Social Care Recovery/Locality Plan".

The Covid-19 pandemic has enabled levels of innovation and collaboration unprecedented within the NHS and wider social care system.

This emergency has provided us with an opportunity to develop, redesign and reset how we work as a system and individual organisations to deliver health care and social care moving forward.

In addition to preparing our system and organisations to develop recovery and ultimately reset services, it will also ensure we are in a position to manage any future waves of the pandemic.

Our work before and during the pandemic was built on the principles which we embedded in our locality plan to work for People in Trafford, focusing on 'Population, People, Place and Partnerships'.

This communications and engagement strategy will cover two main aspects:

a) Covid-19 recovery and outbreak management

Ensuring our workforces and those we deliver services to are aware of our plans, and that health and care systems are able to build back better and deliver the best services for our population.

Trafford's Outbreak Management plan sets out how we will prevent and manage outbreaks of Covid-19 across Trafford to ensure that our residents and communities can live safely through the various phases of the pandemic. The diagram below provides a short summary of the outbreak management plan which can be found on Trafford Council's website [here](#). Trafford Covid-19

Community engagement plans and an outbreak management communications plan are also being developed by Trafford Council to support this strategy.

Local Outbreak Control Plans will centre on 7 themes

- 1 Care homes and schools**
Planning for local outbreaks in care homes and schools (e.g. defining monitoring arrangements, potential scenarios and planning the required response)
- 2 High risk places, locations and communities**
Identifying and planning how to manage high risk places, locations and communities of interest (e.g. defining preventative measures and outbreak management strategies)
- 3 Local testing capacity**
Identifying methods for local testing to ensure a swift response that is accessible to the entire population (e.g. defining how to prioritise and manage deployment, examples may include NHS, pop-up etc).
- 4 Contact tracing in complex settings**
Assessing local and regional contact tracing capability in complex settings (e.g. identifying specific local complex communities, developing assumptions to estimate demand and options to scale capacity)
- 5 Data integration**
Integrating national and local data and scenario planning through the Joint Biosecurity Centre Playbook (e.g., data management planning, including data security, NHS data linkages)
- 6 Vulnerable people**
Supporting vulnerable local people to get help to self-isolate (e.g. facilitating NHS and local support, identifying relevant community groups etc) and ensuring services meet the needs of diverse communities
- 7 Local Boards**
Establishing governance structures led by existing Covid-19 Health Protection Boards in conjunction with local NHS and supported by existing Gold command forums and a new member-led Board to communicate with the general public

While the response to outbreaks and communications will be led by Trafford Council and the Director of Public Health, success will require a co-ordinated partnership response. Trafford Covid-19 Public Engagement Board (chaired by the Leader of Trafford Council) will lead on the assurance and planning of this Health and Social Care Communications and Engagement Strategy relating to Covid-19, and the plans in relation to this.

As part of the Government’s phase 3 recovery for the NHS, there is a call for all health and social care systems to consider “*Nothing about us without us - Five principles for the next phase of the Covid-19 response*” report developed by National Voices.

We are working towards developing our approaches and responses to these challenges and these will be summarised further in our future action plans.

Below is an excerpt from the report which outlines the five principles:

“1. *Actively engage with those most impacted by the change*

People have a right to be consulted about changes that profoundly affect their lives. People most affected by service cuts, lockdown, self-isolation, and difficulties with accessing food and medicine need to be heard and their experiences and concerns acted on. Policymakers must base their decisions on a deep understanding of how people and patients are affected. Proper co-production must be the cornerstone of policy design and development as we are making decisions for the longer term.

2. Make everyone matter, leave no-one behind

Everyone matters – all lives, all people, in all circumstances. Whether your life is normally unaffected by health issues or you struggle every day with your ill health or disability – your life matters equally and needs to be weighed up the same in any Government policy. It is essential that decision makers signal that they want people living with ill health or disability to lead full lives and remain an active part of society. Even if some people need to live with more severe restrictions, we must take steps to ensure they are able to work, earn money to work, earn money, access clinical care and socialise. We must move through this crisis together, and leave no one behind.

3. Confront inequality head-on

We're all in the same storm, but we're not all in the same boat. Mortality and morbidity are higher for those living in poverty and working on the frontline. People from Black, Asian or minority ethnic backgrounds are disproportionately affected. Life in lockdown is harder for those living in overcrowded or insecure housing than it is for those in spacious homes with outside space. There has never been a more urgent moment to confront the social determinants of ill-health as we build back better. All policies to manage the next phase must recognise these stark inequalities, taking a proportionate Universalist approach.

4. Recognise people, not categories, by strengthening personalised care

We need a personalised approach to how people want to live. Vulnerability should not mean blanket bans. Having a learning disability does not in itself mean people will have a short life expectancy or poor quality of life, people in care homes are not simply waiting to die. Not everyone over 70 privileges safety over family contact. The category of 'vulnerable' needs to be rethought and broadened beyond narrow clinical criteria to include more holistic circumstances that can make people vulnerable, such as domestic violence, poverty, disability or overcrowding. Personalised care is essential to safety and dignity.

5. Value health, care and support equally

People living with ill health or disability need more than medicine. They need care and support, connection and friendship. Social care, charities and communities are part of this vital, life enhancing fabric of life. The isolating, underfunding and neglect of social care, its workforce, users and purpose as a life enhancing public service has to end. Charities and communities need to be enabled to take part in the design and delivery of future care models. Any policy efforts to rebuild services need to actively address and dismantle barriers between sectors that only ever mattered to funders and regulators.”

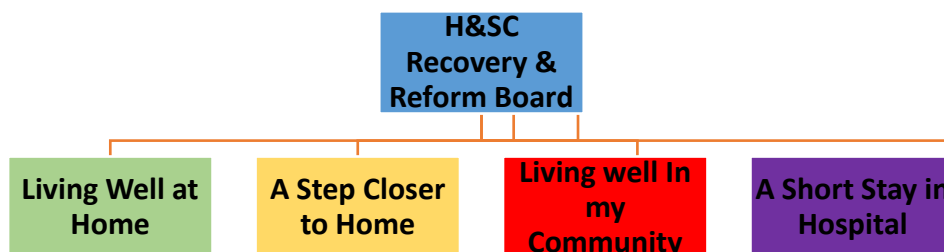
b) Longer term strategy for health and social care reform

This will build from the foundations of our Trafford Together Health and Social Care Locality Plan 2019–24 version1, developed in 2019. A copy can be viewed [here](#).

We previously worked on six pillars (prevention; children’s health; living well at home; planned care; urgent care and mental health). We have learnt through Covid-19 that we need to be more flexible and dynamic with our approach to health and social care recovery and reform.

We need to recognise that the design of services will be different as we start to come out of the pandemic, not least because we have had to change how we work.

In order to organise a more integrated and transparent approach we have set up four health and social care strategic design groups to drive forward health and social care recovery and reform:



Living Well In My Community:

The Living Well in My Community Strategic Design Group is responsible for developing a place-based community model that can respond to local people’s needs – creating an environment where residents:

- feel supported and educated, and have access to the right information and advice and guidance
- are connected to their local communities, to community leaders, and to a diverse range of groups and services that exist in their area
- are enabled to help each other as good neighbours living in great communities; and are supported in their physical and mental health.

The group will proactively seek out good practice from other local authorities and broader community success stories, embedding these into Trafford where appropriate.

Living Well At Home:

The Living Well At Home Strategic Design Group is responsible for developing a range of support to enable people to live fulfilling independent lives in their own homes (and other home-settings) for as long as possible. Building on personal strengths, natural supports (such as support from family and friends), community assets, including support from non-commissioned services, the CCG and Council will commission a range of services which provide specialist services that cannot be provided in a different way.

The Living Well at Home model provides a fundamental shift to asset and strength based care which not only meets people's individual needs, but also keeps them connected to family, friends and the wider community.

Person-centred support plans reflect all aspects of people's lives which enables people to live as independently as possible and specify which services will need to be commissioned or supported for those who fund or chose their own support. Plans are developed on a collaborative basis, involving health and social care community services, the individual, and their family and social support circle.

A Step Closer to Home:

The Step Closer to Home Strategic Design Group will ensure that there is a range of services that will wrap around our residents when they need additional support. This will enable people to stay in their normal place of residence when they need additional care – or when their normal support system breaks down – and also supporting people to leave hospital, where possible returning to their normal place of residence.

These services will not be defined by where they are provided, but by their ability to respond in a timely way and provide the right care at the right time until the person no longer requires extra help. This group will have a number of dependencies to all other strategic design groups including in particular the Living Well at Home design group and the Short Stay in Hospital group. Links to a Short Stay in Hospital will be picked up through programmes such as Urgent Care which aim to deflect attendance at hospital sites. The services will be developed on a locality base to ensure that people maintain community connections and informal support, and will provide the following elements:

- a) Person centred health and social care which maximises good health and well-being and independent living
- b) Therapeutic support to develop or relearn skills
- c) Access to TEC, equipment and adaptations to support independence long-term
- d) Support to plan ahead to avoid any further crises. For example, support for carers, access to falls programmes or support groups to manage anxiety.

A Short Stay In Hospital: The Short Stay in Hospital design group will facilitate the delivery of programmes that will aim to address a number of challenges which will need to be managed at a locality, system and national level in order to run an efficient and safe service that does not create health inequalities.

Membership of our Strategic Design Groups and Thematic Design Groups will be flexible and dynamic, allowing for new core members and short-term members where required and appropriate. We will invite key partners into our groups where it makes sense to do so. This may be time specific or relating to a specific work programme (Manchester commissioners/providers, Trafford providers, people/communities, etc).

The building of our new approach will enable us as a system to support the core principles and objectives of our health and social care locality recovery plan, placing living well at home at the epicentre of our efforts.

All Strategic Design Groups will be asked to consider the following questions relating to communications and engagement:

- Do we have an understanding of the views and behaviours of our population?
- Have we co-produced with stakeholders/partners and politicians?
- What is the best approach to communicate, engage, listen to and educate Trafford people about the enhanced services in Trafford?
- Are we co-producing for sustainable change?

These key questions can be added to and refined in order for us to ensure that when doing any kind of redesign work, we are thinking about hearing the public's voice. We will develop further questions as we engage in effective communication with individuals, families and communities in Trafford (eg do our plans significantly affect any people in an adverse way and if so, how will we address, or mitigate against them?)

2. Working together as a system: Trafford Together

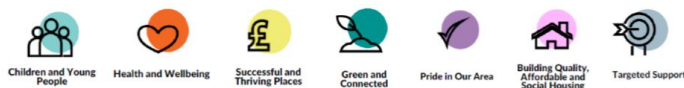
Our commitment: We will not work in isolation and always consider the wider determinants of health

Trafford Together is an approach of people and organisations working together to make Trafford an even better place to live, work and visit. It is not an actual organisation – we are currently using Trafford Together branding developed by Trafford Council to act as a visual representation of the commitment made by many organisations and individuals to work together in Trafford.

By working together as Partners, in a Place, with People, focusing on Prevention, we can achieve things we cannot do alone and make sure that we keep improving our services:

- Together as Partners – co-ordinating across all services and organisations so we can think bigger and do better with our combined resources to improve outcomes for residents and our workforce.
- In a Place – across our neighbourhoods. Bringing people who live and work in an area together, to build stronger communities within and across our neighbourhoods and our special interest groups.
- With People – putting our citizens at the heart of what we do, working on what matters to them, building on their strengths and networks to enable them to make the right choices to live as well as they can.
- Focusing on Prevention – commitment to taking action early and making every contact count is the right thing for us all to do. People should only have to tell their story once to get the right advice and support at the right time.
- To keep improving – making the most of technology and using data, evidence, people’s experience and information to make decisions. We continue to learn and develop our workforce and make the best of all our assets.

The Trafford Together Recovery/Locality Plan has, at its foundation, a set of seven Trafford system priorities which are owned, shared and delivered across the locality through Trafford Partnership. They are:



<p>Building Quality, Affordable and Social Housing Trafford has a choice of quality homes that people can afford</p>
<p>Health and Wellbeing Trafford residents health and well-being is improved and health inequalities are reduced</p>
<p>Successful and Thriving Places Trafford has successful and thriving town centres and communities</p>
<p>Children and Young People All children and young people in Trafford will have a fair start</p>
<p>Pride in Our Area People in Trafford will take pride in their local area</p>
<p>Green and Connected Trafford will maximise its green spaces, transport and digital connectivity</p>
<p>Targeted support People in Trafford will get support when they need it most</p>

Our Health and Social Care Recovery/Locality Plan should not be viewed in isolation. Its aims and aspirations are intrinsically linked to each of the above seven priorities with a view to positively influencing and addressing the wider determinants of health. We will be working with our stakeholders and wider system partners leading the above priorities to refine our health and social care plans throughout the life course of the Recovery/Locality Plan.

We believe that in order to achieve reform which is sustainable, our plans have to be owned and understood, not ‘told and sold’. We have started to change the way we work and work differently with partners. The difference by prioritising this approach is:

- Strengthening partnerships with our diverse local communities; developing the role of community hubs, building on local ideas and using the strengths of individuals and partner organisations to give us new opportunities and ways to improve the health of our communities.
- Involving people directly in decisions about services, working with community advocates such as local businesses, voluntary groups, volunteers and schools as well as others. This will help to shift the conversation onto preventing ill health, being active in pursuing health and wellbeing and shaping the future of health and care services.
- Identifying key partners, stakeholders and understanding factors that influence how best they should be engaged in the work, and also how best they could deliver services.
- Identifying local and system champions – system leaders who can identify this work as a corporate priority and leaders who are active in the communities, with local knowledge and contacts who can make a difference.
- Refocusing on simple, owned system messages.

3. Communications and engagement principles

Our commitment: We will place people and communities at the centre of everything we do

The following principles will underpin the communications and engagement activities of this strategy:

- Trafford Together as a system-wide approach and ‘brand’
- Led and owned by our system leaders (Trafford Local Care Alliance, Trafford Local Care Organisation and Trafford Partnership structures)
- Transparency and clarity – we will be open and transparent in our communications and engagement and use clear language and information that is accessible for our populations
- We will listen to individuals, families and communities of Trafford;
- Positioned in neighbourhoods, where people live
- Co-production and co-design, not ‘tell and sell’
- Linking with existing/planned engagement in the system
- ‘You said, we did’ – our engagement must always be meaningful
- We will ensure that what people tell us is responded to and acted upon wherever possible
- We will always consider what impact people can have when we are planning our engagement activity to ensure we can feedback to the people we speak to and that real change and improvement happens
- Adopt continuous improvement and learning from other localities in Greater Manchester and beyond
- A finished product of an agreed, owned and deliverable borough-wide vision.

We will also ensure:

- All engagement activities will be a positive experience for all those involved and people should feel that their contribution is sought and valued. People should understand how it has contributed to any proposals and decisions;
- The involvement of stakeholders will improve any recommendations made for change;
- Our communications will be appropriate to the target groups' needs and preferences and will take account of people's differences;
- We will constantly review our approach throughout the programme;
- Resources will be used from all the partner organisations and we will dovetail into each organisation's communications and engagement strategies.
- We will be realistic in what we set out to achieve and we will use research, data, evidence, people's experience and insight to help us evaluate effectiveness and drive what we want to do.
- Our approach will be timely and compliant with legislative frameworks and national policy guidance.

4. Resourcing the programme

Our commitment: We will work together to maximise the impact of communications and engagement and be supported in our own organisations to deliver this partnership approach

For this complex programme of work we will need contributions from everyone to deliver this partnership approach.

Our colleagues in the multi-agency Health and Social Care Recovery/Locality Plan Communications and Engagement Steering Group will be asked to commit to pooling resources, sharing information and intelligence and working together to maximise the impact of our communications and engagement staff across the programme.

This is a complex programme of work and there should not be any room to cut corners in terms of costs associated with effectively communicating and engaging, but a starting principle will always be to achieve value for money. This will require dedicated funding as not all communication can be digital. There will be a need for written materials as many of our residents are either not connected digitally or have the necessary IT skills to access information.

Therefore the resources for the programme comprise two elements: staffing and consumables. The details of these are outlined below.

- **Staff time**

The staff to support the activities relating to the communications and engagement strategy and associated activities are expected to come from within existing resources within the respective partner organisations.

All will be invited to contribute staff time to the programme. The level of this contribution will need to be proportional to organisational structure and capacity.

- **Consumables**

For the programme to support the refresh of the Health and Social Care Recovery/Locality Plan and have continuous engagement, procurement of a range of non-recurrent consumable items such as print media, paid for targeted social media, etc will be required.

5. Governance

Our commitment: We will ensure all key forums receive regular updates regarding communications and engagement

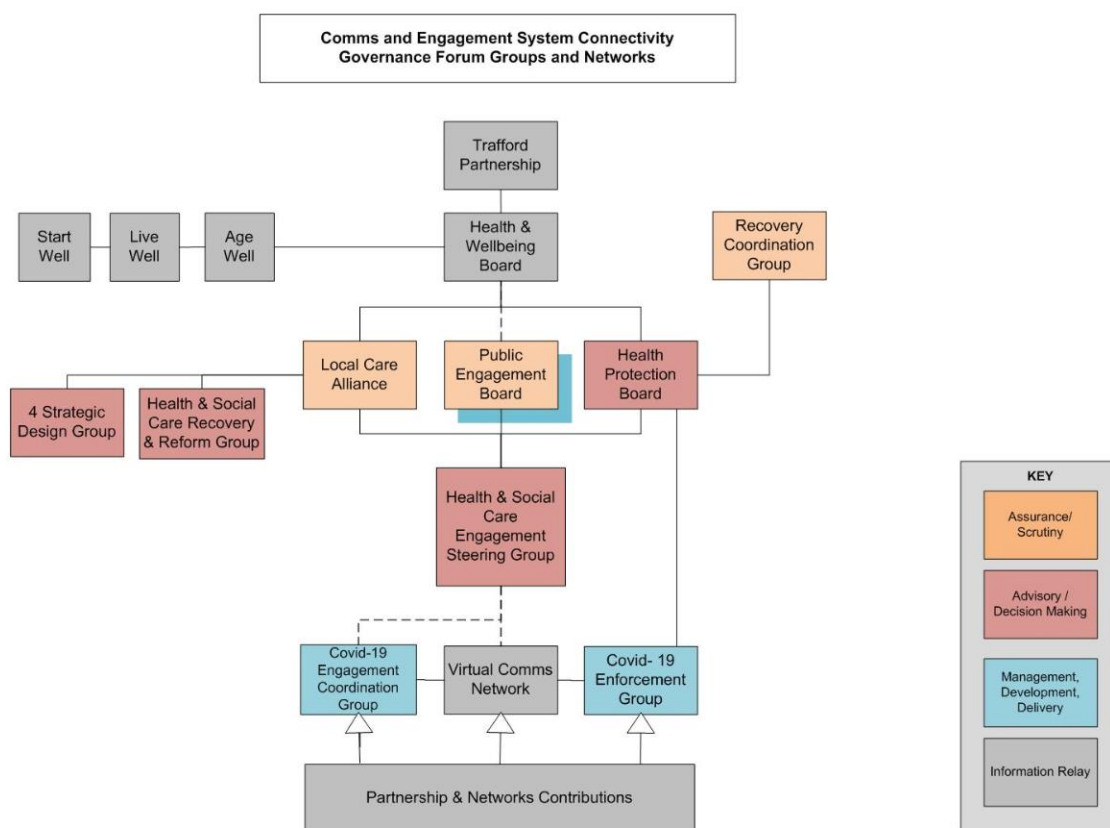
In Trafford we are aiming to work towards a culture of co-production within the borough. This will be supported by system leadership that enables people from different organisations, groups and individuals to feel they have a valid and significant contribution to make in how we reform and develop over the next five years.

We have built upon the strong platform that we already have in place in the borough (such as Trafford Partnership) in terms of partnerships relating to health and social care to establish:

- A joint working arrangement in strategic commissioning that has enabled the Council and the CCG to move into Trafford Town Hall and work coherently together, forming an **Integrated Commissioning Directorate (ICD)**.
- **Joint senior leadership appointments** across the health and social care system.
- The establishment of a **Local Care Alliance (LCA)** which has formalised its joint working arrangements through a Memorandum of Understanding to work together to reform health and social care together.
- A **Trafford Local Care Organisation (TLCO)**, which brings together NHS community health and adult social care services in Trafford, to plan and deliver joined-up services in neighbourhood teams, under one management structure.
- Development of **five Primary Care Networks** in our **four neighbourhoods**.
- **Strategic Design Groups** set up to start planning Health and Social Care Recovery and Reform in Trafford: Living Well at Home; A Step Closer to Home; A Short Stay in Hospital; Living Well in My Community.
- **Voluntary Community Faith Social Enterprise (VCFSE) Health and Wellbeing Collective** established to enable commissioners and the VCFSE sector to develop much closer relations, enabling more co-design

and delivery of health and wellbeing services, and greater VCFSE engagement at a strategic level.

- Health and Social Care Recovery/Locality Plan Communications and Engagement Steering Group** (with members from each of the above and other key partners) to develop the communications and engagement strategy and influence the design and delivery of the health and social care recovery/locality plan. This group will report to Trafford Local Care Alliance. Insight and support from the group will also feed into **Trafford Public Engagement Board** which has been set up to plan Trafford’s response to Covid-19. This is a sub-board of **Trafford Health and Wellbeing Board**. See organagram below for further details:



There are a number of key forums which have a pivotal role in ensuring that the communications and engagement effort in the Trafford system are co-ordinated and impactful. In order to achieve this, we have defined roles and responsibilities for each of the core groups in our system.

Group/Board	Responsibility
Trafford Health and Wellbeing Board	The Board seeks assurance that the Health and Social Care Recovery/Locality Plan (which will help develop a place based, partnership approach to health and social care in Trafford) is being delivered. The Health and

	Wellbeing Board is also responsible for developing the Trafford Joint Strategic Needs Assessment.
Trafford Public Engagement Board	Elected member-led multi-agency board with a focus on assurance and planning of communication and engagement approaches regarding Covid-19. It will oversee local support for implementing the necessary steps for reducing the transmission of Covid-19. The Communications and Engagement Steering Group will report into this Board.
Trafford Local Care Alliance	The Local Care Alliance is responsible for the development and delivery of the Health and Social Care Recovery/Locality Plan and the supporting Health and Social Care Recovery/Plan Communications and Engagement Strategy. <ul style="list-style-type: none"> • Receives regular updates from Health and Social Care Communications Steering Group • Seeks assurance regarding health and social care communications and engagement • Develops local health and care systems by using public and stakeholder insight
Communications and Engagement Steering Group	Multi-agency group established to develop and implement the Communications and Engagement Strategy to support the Health and Social Care Recovery/Locality plan. <ul style="list-style-type: none"> • Develop multi agency communications and engagement programmes to support a) COVID-19 response and b) Health and Social Care Communications and Engagement Strategy • Pooling resources, sharing information and intelligence and working together to maximise the impact of communications and engagement staff across the programme • Share and develop targeted communications • Use insight to inform communications and engagement • Reports to Local Care Alliance and Public Engagement Board

Membership of the multi-agency **communications and engagement steering group** includes: Trafford Council, Trafford CCG, Manchester/Trafford Local Care Organisation, Greater Manchester Mental Health NHS Foundation Trust, Manchester University Hospitals NHS Foundation Trust, Mastercall, Altrincham Healthcare Alliance, Salford and Trafford Local Medical Committee, Healthwatch Trafford, VCSE Health and Wellbeing Collective, Thrive Trafford, Greater Manchester Police, Department of Work and Pensions, Irwell Valley Housing.

6. Brand management

Our Commitment: The communications and engagement steering group, through the LCA and our partners, commit to developing a collectively owned brand for health and social care in Trafford

There is a collective commitment to establish a brand and associated set of guidelines which we can all use.

There is enthusiasm from all members of the communications and engagement steering group members from all our respective organisations to confirm and put in place a comprehensive branding package so we can be consistent with language; design and messaging moving forward both in response to Covid-19 and as part of the longer term health and social care strategy.

We recognise that the branding needs to align with other existing or planned branding that is being discussed in our member organisations.

Our aim is to have one set of branding that can be used by our partners so that we have consistency and a visual presence on various platforms such as print and social media.

This brand needs to have clear, defined principles sat behind it before being used so that it is applied appropriately and consistently by all partners.

7. Developing key messages – Covid-19

Our commitment: We will promote national messages; contribute to forming Greater Manchester messages and develop bespoke Trafford messages in the most accessible way for our audiences

Most key messaging relating to health and social care will be developed:

- **Nationally** – by Government (Department of Health and Social Care) and Public Health England.
- **Greater Manchester** – by Greater Manchester Combined Authorities; Greater Manchester Health and Social Care Partnership; Greater Manchester Police; Greater Manchester Fire and Rescue Service.
- **Trafford** – by Public Health teams and communications teams supporting them. Sometimes partners working within Trafford may tailor these messages to suit their own audiences. Engaging and involving stakeholders and individuals in the development and delivery of messages will continue to be a crucial part of our plans.

There are existing communication protocols and material in place between Public Health England and local authorities to ensure clarity and consistency of messages in response to an outbreak, such as letters to parents following a confirmed case in a school.

Ensuring there is consistency in messaging from important local organisations is vital to avoid confusion and to build trust and confidence.

Working in partnership is crucial to help prevent the spread of the virus and swiftly respond to local outbreaks. There are established close working arrangements with key partners in agreeing and communicating proactive, timely coronavirus messages including the Local Resilience Forum, under the Trafford Partnership communication channels and connections and via Trafford Public Engagement Board. A Virtual Partners Network is being developed to disseminate key Public Health information quickly and efficiently to the communities of Trafford.

As messaging relating to Covid-19 is often changing, this Strategy will not provide a full outline of these as they will be detailed further in individual communications and engagement action plans.

Key messages will include

- Stay safe messages
- Symptom awareness messages
- Restriction messages
- Business messages
- Test and trace messages
- Stay healthy messages

As we are close to moving into Autumn/Winter, further messaging regarding flu/vaccinations/immunisations and the use of urgent and emergency care services are being developed.

It is important that representatives sitting on the Communications and Engagement Steering Group are aware of key messages so that they are able to cascade these appropriately to their workforces and those they serve. We will develop an agreed system of sharing key messages between key partners to ensure the widest reach.

8. Channels

Our commitment: We will identify and utilise a wide range of communications channels to communicate and engage with people, ensuring inclusivity

We will identify and utilise a range of communications channels to communicate and engage with people.

These channels will generally include reputation management, media relations, internal communications, website, social and digital media management, stakeholder management, parliamentary relations, as well as the marketing of services and development of integrated campaigns which influence behaviour, for example to encourage the best use of services or to make healthier lifestyle choices. We have outlined the communication channels we will use to help deliver this strategy in the sections below.

Internal communication channels

We will use a variety of methods to communicate internally with our workforces (dependent on each organisation's channels). These include mechanisms such as email, face to face, telephone, text messaging, intranet, staff briefings, fact sheets/FAQs, social media channels, local media, blogs, staff forums, local media and virtual meetings.

External communication channels

Trafford:

We will utilise a variety of methods externally (dependent on each organisation's channels and the actual activity) including: websites, media, social media, email, telephone, call centres, conference calls, posters/flyers, residents magazine, stakeholder briefings, factsheets/FAQs, local media, blogs, text messaging, e-bulletins, stakeholder briefings, media releases, public TV screens, mosque transmitters.

Greater Manchester:

Channels used by Greater Manchester Health and Care Partnership, Greater Manchester Combined Authority, Transport for Greater Manchester, Greater Manchester Police, Greater Manchester Fire and Rescue Service, including websites and social media.

National:

Government briefings, websites, social media, NHS England websites/social media, TV, radio and newspapers

9. Stakeholders

Our commitment: We will work with all our stakeholders and wider partners to plan together, maximise existing communications channels and communicate effectively with the people and communities of Trafford

In order to ensure our communications and engagement activities are effective we need to understand who our key stakeholders are:

Our workforce

Public, patients, communities

Voluntary, community, faith and social enterprise

Charities

Elected members (GM Mayor, MPs and Councillors)

Trafford and neighbouring health and social care providers

Trafford and neighbouring health and social care commissioners

Greater Manchester Health and Care Partnership

Greater Manchester Combined Authority

NHS England

Healthwatch Trafford

Police

Fire

Housing

Businesses

Sport and leisure

Education

Transport

Media: local, regional and national

Professional bodies

Trade unions

10. Materials and resources

Our commitment: We will ensure that partners and public are able to access the right information in the most accessible way

National public health resources relating to coronavirus are available free to download/ print or use digitally by anyone without registering. These can be found on the Public Health England website at: <https://campaignresources.phe.gov.uk/resources/campaigns>. Many resources are now available in different languages and accessible formats (eg large print, British Sign Language, audio). We will ensure partners are aware of these.

There is also access to more campaign material on the website but individuals are required to register. Some information is limited to health and social care staff.

Further resources are available on the Department of Health and Social Care website, found with specific topics they relate to.

Updates are shared with partner communications colleagues in Greater Manchester relating to national, North West and Greater Manchester resources. Each Trafford organisation will be using these materials and if they are not they should contact Trafford Council/CCG communications to be added to a formal cascading process to share resources within the Communications and Engagement Steering Group, which is under development.

Trafford Council/CCG can create original resources but have limited resources to do so. If there is a requirement to create a Trafford-specific campaign which

relies on the creation of new creative materials, partners will be expected to offer assistance on this where possible/appropriate.

11. Campaigns

Our commitment: We will aim to develop five multi-agency campaign programmes, driven by the needs and wants of the Trafford population

Campaigns are important to support behaviour change in our people. It is important that our partners are aware of these and understand how they can help to widen the audience reach in the most tactical way. This is a great opportunity to develop an agreed schedule of campaign roll outs together.

Priority campaigns where we will need to work together to get as wide a reach as possible:

- Covid-19 (Test and Trace, Let's Get Back, Symptom awareness, etc)
- Urgent emergency care/111 usage
- Flu
- Better health www.nhs.uk/BetterHealth.
- Every Mind Matters <https://www.nhs.uk/oneyou/every-mind-matters/>

Other key campaigns where we will consider working on a partnership approach include:

- Mental health awareness week
- Cancer awareness week (or specific cancer)
- Carers week
- Volunteers week
- Self-care week

We will work with commissioners and public health colleagues to determine further campaigns to support.

A calendar of campaigns will be developed so that all partners are able to plan to support the programme.

12. Insight and engagement

Our commitment: Insight will be at the heart of all our planning and decision-making

In order to best understand the people who work at or use Trafford services, we will need to draw on a range of insight data and, where appropriate, will undertake further engagement if gaps in insight are highlighted. Insight is gained from bringing multiple sources of information together. We will focus on interpreting trends and in human behaviour in order to make changes or improvements to services or our communications.

Our insight data will include:

- National/GM/Trafford data such as the Joint Strategic Needs Assessment (JSNA)
- Analysis of feedback data to find patterns and trends
- Social media analytics
- Information on patient/public habits and choices
- Community profiling data
- Workshops
- Surveys
- Community engagement including people's stories and experiences.

Understanding the people who use local services means that we can use more targeted information or make changes within services to better reflect the needs, habits and choices people make. We recognise that as technology advances, there is more we could do to improve our understanding and hope to develop our use of service user/public insight over time. We know that the engagement work we do can contribute to service user/public/workforce insight. We will also often share insight data with the people we engage with. This allows us to check our understanding and jointly review and co-design services.

Key areas of engagement will be:

- **Community engagement** – to understand people's attitudes and behaviour with a view to further develop messages and communications that are effective and based on people's lived experiences; to involve people in health and social care planning.
- **Co-designed communications resources and messaging** – with VCFSE and partners to ensure that the right messaging reach the right people
- **Working with key partners**, including the health sector, police, and voluntary and community sector to support the delivery of plans as required.
- **Testing and contact tracing** – to ensure all cases are identified and testing plans and strategies are in place to quickly scale up testing for clusters, situations and outbreaks. Locally delivered contact tracing will be done to support the national NHS system to ensure cases and their contacts are supported to enable them to isolate appropriately.
- **Business engagement** – delivering a range of activities from support and advice to enforcement and regulatory action to prevent and control workplace outbreaks.
- **Workforce engagement** – to ensure our staff have the most up to date information and have the opportunity to shape how services should be delivered for the people of Trafford.

- **Surveys** – to capture insight of people’s experiences and views. These will help to shape our communications and engagement approaches further, and also inform our redesign of services.

13. Promoting equality

Our commitment: We will plan to mitigate any inequalities in our communications and engagement approaches

We will consider any impacts that our communications and engagement plans may have on our people and, in line with our commitment to promote equality through reducing inequality, we will conduct the appropriate equality impact assessments to identify what these are. This will help to identify any targeted and/or translated, accessible communications, culturally sensitive resources that may be required.

An integrated Trafford Council/Trafford CCG Equalities and Inclusion Strategy is being developed which will set out our commitment to taking equality and inclusion into account in everything we do.

We will continue to proactively protect the public and our workforce who are particularly vulnerable, including those who may need to be shielded now or in the future, those from Black and Asian minority ethnic (BAME) backgrounds, and those with other risk factors.

We will utilise insight to help develop our communications further.

14. Risks to delivery and mitigation

Our commitment: We will work together as partners to manage any risks that arise and where possible be proactive in our mitigation

Risk	Mitigation
Misplaced concern that this is simply about ‘cuts’ and closing services	Clear, consistent messages from the outset and the use of a single narrative by all partners Engagement highlights the evidence and need for change
Concern and scrutiny about changes may overshadow and distract from the engagement objectives	Utilise a strong case for change with key stakeholders and give particular focus to engaging with political stakeholders early so they understand the reasons for change and how local people will benefit
Partners carry out engagement with contradictory or negative messaging	Expectation that communications and engagement staff across the Trafford system will work together to develop a

	<p>clear narrative. Message cascading system developed.</p> <p>Expectation that partners/workforce carrying out engagement adhere to a consistent narrative</p> <p>Set up system/partner communications and engagement steering group</p>
Lack of participation by some partners	<p>Expectation that all partners own and actively participate in engagement across the system, as well as within their organisation</p> <p>Set up system/partner communications and engagement steering group</p>
National and GM promotion not in line with local messaging	<p>Ensure national and GM messaging is reflected and explained within local messaging/context</p>
Capacity and capability within communications and engagement teams to deliver the engagement activity in an effective way	<p>Communications and engagement teams across the Trafford system to work together to provide shared support, expertise and resources</p> <p>Consider utilising additional support from elsewhere</p> <p>Consider additional funding for additional post(s)</p>
Scale and pace of change – announcements and services	<p>Clear, consistent messaging and the use of a single narrative by all partners</p> <p>Staff briefings Stakeholder briefings Public messaging</p>
Increased demand for services	<p>Clear, consistent messaging and the use of a single narrative by all partners</p>

15. Measuring success – monitoring and evaluating

Our commitment: We will collect the right information and intelligence consistently. We will continually challenge our partners to understand “Have we made a difference?”

Evaluation

It is important we monitor our reputation with our stakeholders. We will capture data so we can evaluate the success of communications campaigns, internally and externally.

We will utilise different channels and methods to understand different needs and aspirations of specific communities.

Methods will include:

- Using Google analytics to assess the regularity of visits to our web content
- Reporting tools for social media which tell us the level of engagement our posts are having
- Media releases sent out, media coverage (volume and tone), feedback/comment on online stories and pick up of key messages
- Getting feedback from focus groups
- Event feedback where appropriate
- Feedback from key stakeholders
- Telephone interviews to seek feedback
- Digital surveys – eg Citizen Space
- Open rates of Mailchimp when used

16. Acknowledgements

Thank you to all partners who have been involved in shaping the development of this system-wide Communications and Engagement Strategy to support the Trafford Health and Social Care Recovery/Locality Plan for Trafford.

A special thank you to all members of the Trafford Health and Social Care Recovery/Locality Plan Communications and Engagement Steering Group for their time and commitment to support this work.