**Communications Engagement Plan**

**City and Hackney Strategic Estates Plan**

**Background Summary:**

**Overarching North East London Estates Strategy:**

* A link to a summary and full version of the North East London strategy is available online here: <http://eastlondonhcp.nhs.uk/our-work/estates/>
* The strategy includes references to St Leonard’s Hospital – as a potential site for housing – and potential changes to inpatient mental health services at Homerton Hospital.

**Homerton East Wing / ELFT creation of a centre of excellence in Mental Health at Mile End:**

* Included in the wider estates strategy is an option to ‘consolidate’ inpatient mental health services from Homerton Hospital onto a single, fit-for-purpose site of clinical excellence at Mile End Hospital. This move would create additional capacity for the expansion and centralisation of elective surgical services in north east London as well as other existing services on the Homerton Hospital site.
* East London Foundation Trust (ELFT) has taken the lead regarding these communications.
* The best future location for Inpatient Mental Health Services, currently based at Homerton Hospital, is being reviewed. No decisions have been yet made about the future of this service.

**St Leonard’s Hospital:**

* St Leonard’s Hospital site belongs to NHS Property Services – NHS Commissioners (C&H CCG, NHS England), Providers and Partners (Local Authorities, One Public Estates etc.) will need to work with NHS Property Services regarding any redevelopment plans.
* A business case for the future of the St Leonard’s site will be developed with input from all stakeholders – NHS Property Services as asset owners, commissioners (CCG & NHS England) and Providers, and with required patient consultation. This will inform NHS Property Services of the healthcare need to be re-provided for at the St Leonard’s site. Any surplus healthcare buildings/space will be dealt with by NHS Property Services and it is their decision as to how they want to have the land developed, potentially for housing.
* The redevelopment timeline of the St Leonard’s site will take the next five years and possibly longer dependant on availability of capital for the redevelopment.
* The CCG’s local estates strategy – which includes St Leonard’s – has been circulated to a number of resident engagement groups; it has been made public with a select group of patient representatives but remains in draft form (the strategy will be heard at the 22 February Governing Body). On approval, the strategy will be published on the CCG estates webpage.
* The consultation for the St Leonard’s site health services reprovision will be led by the City and Hackney CCG (except health services commissioned by NHS England – dental services are provided from St. Leonard’s).
* Feedback is being sought from existing PPI groups including: the CCGs Patient and User Group, Engagement Enabler Group and PPI committee engagement groups. This will be incorporated into the strategy to create a final version.
* The City & Hackney One Public Estate (OPE) Alliance for the St. Leonard’s project will create a local estates working group which will include all key stakeholders including providers, other occupants of the building and public representatives, including Healthwatch City & Hackney.
* Hackney’s Local Plan has designated the St Leonard’s site as an area for redevelopment. The decision as to what the surplus land can be used for is the responsibility of NHSPS with planning approval from Hackney Council.

The CCG, with the Council, has been successful in its membership submission to the One Public Estates (OPE) programme and has been awarded £50k towards the cost of creating outline redevelopment plan/proposal for the site. Should the plan/proposal be successful, up to £500k could also be available to support the proposal from OPE as well as further support to co-ordinate the redevelopment.  
  
**Objectives:**

* To Inform target audience and stakeholders of the content and reasoning behind the City and Hackney Estates Plan, with a focus specifically on St Leonard’s, while providing opportunities for feedback and face-to-face dialogue
* To ensure the local estates plan is shaped by the views and needs of local residents and patients, conforms to the co-production charter, and to ensure that the feedback can be evidenced
* To start building a database of residents interested in taking part in future involvement activities and consultation around estates work
* To seek the views of patients and residents regarding how future engagement can be carried out around estates while identifying key groups they think we should be talking to, with particular focus to equalities and inequalities.
* Establish a narrative for the City and Hackney Estates Plan which aligns with the wider STP estates strategy and Hackney local plan
* Exploit opportunities to rebut and correct inaccurate information regarding the Hackney Estates Plan, specifically around St Leonard’s Hospital and/or the movement of mental health beds at Homerton Hospital
* Establish and build trust by providing reassurance and a commitment to engage and involve.

**Audience:**

**External (general):**

* City of London and Hackney residents (general awareness)
* St Leonard’s patients (targeted at users of St Leonard’s NHS services)
* Affected provider patients (targeted at users of Homerton’s Community Health services)
* Specialist resident and patient groups – that fall within the equality framework / are focused on services that will be affected.

**Internal (general):**

* City and Hackney CCG staff
* NHS Staff - Homerton Hospital and St Leonard’s Hospital
* NHS Staff - targeted at affected NHS services i.e. mental health staff as part of East London Foundation Trust
* Affected provider staff ie ELFT
* Local authority staff - Hackney Council, City of London Corporation general
* North East London CCG staff – rep
* Local authority Councillors / Members
* City and Hackney GPs (relevant updates sent via CCG GP bulletin)
* GP Confederation

**Key Stakeholders:** *(Comment – Please see comment above about basis for internal and external)*

**Internal:**

* CCG Patient and Public Involvement groups i.e. Estates Enabler Group, Patient and Public Involvement Committee
* Integrated Commissioning Board - members (includes CCG, local authority, GPs etc)
* Integrated Commissioning Communications and Enabler Group members
* NHS Property Services
* Hackney Mayor, Philip Glanville; Cllr Feryal Demirci, Cabinet Member for Health
* North East London Commissioning Support Unit - estates lead and wider communications group representing seven local authority areas
* Hoxton and Homerton Ward Councillors / City of London Corporation members
* St Leonard’s Hospital / Homerton Hospital healthcare service providers and other occupants
* The Whiston Practice

**External:**

* Shoreditch Church St. Leonard’s - Church of England
* Private property and business attached to St Leonard’s - 215 (house) and 215a (North Shoreditch Studios)
* Residential estates close to St Leonard’s / Homerton Hospital
* Mary Seacole Nursing Home - staff and residents
* Hackney Community and Voluntary Sector (Hackney CVS)
* Politicians - Diane Abbot (Hackney North & Stoke Newington), Meg Hillier (Hackney South and Shoreditch). Labour.
* Campaign Groups - HealthWatch Hackney, Keep Our NHS Public Hackney, Health Campaigns Together
* Patient/resident user voice groups with specific focus on 1) services delivered from St Leonard’s or 2) on services affected by moving inpatient mental health services from Homerton to Mile End
* Homerton Patient Experience Forum (around Homerton services)
* PPG groups at Whiston Road practice

**St. Leonard’s Estates Communications and Engagement Group**

**Role: to develop and implement communications and engagement activity (this is a proposal):**

* Andrew Woollard, City and Hackney CCG Communications Manager
* Eeva Huoviala, City and Hackney CCG Engagement Manager
* Claire Small, City and Hackney CCG Engagement Manager
* Janet Flaherty, ELFT Communications Manager
* Charlotte Ladyman, Head of Communications and Engagement at Homerton Hospital
* Ben Knowles, Hackney Council Head of Communications
* Amaka Nnadi, City and Hackney CCG Financial Consultant
* Fiona Abiade, City and Hackney CCG Financial Consultant
* Alex Louis, ELHCP Communication & Engagement Lead for Estates
* (TBC) Healthwatch City and Hackney Communications and Engagement Manager
* Sofia Sadiq, City of London Corporation Communications Manager
* Michael Vidal - Public Representative, Planned Care Workstream and Estates Enabler Group

**Sign off**

**Role: to provide final sign off of communications materials prior to implementation:**

* David Maher, Managing Director, City and Hackney CCG
* Sunil Thakker, Chief Financial Officer, City and Hackney CCG
* Amaka Nnadi, City and Hackney CCG Financial Consultant
* Richard Bull, Programme Director, City and Hackney CCG Primary Care
* Ian Williams, Hackney Council Group Director of Finance and Corporate Resources

**Strategy:**

Engagement will be undertaken in three phases:

1. Inform
2. Involve
3. Consult.

This first phase of engagement will focus on informing residents/patients/stakeholders of the local City and Hackney Strategic Estates Plan – focussing on St Leonard’s Hospital and Homerton Hospital – while providing an overview of how this local plan ties into the wider strategy for North East London. There will also be opportunities for people to share comments, ask questions and make recommendations on how the further stages of engagement should be structured and to identify other key groups.

Note: depending on the timeline of the process, this initial stage of engagement will not focus on GP practices – this will be managed separately with Hackney Council. The practices who are responsible for their own staff and patient consultations.

The inform stage is an opportunity for the CCG, and partners, to:

* Publically commit to future engagement and consultation opportunities regarding the future of local health and care estates and facilities
* Firmly establishing a narrative about the aims and outcomes of the local estates plan; what it will mean for local health and care services, patients and residents
* Reaffirm that no final decisions have been made about the future of St Leonard’s Hospital nor ELFT’s mental health services if asked
* Establish a timeline of proposals – providing reassurance that potential redevelopment will not be a hasty, insensitive process
* Share engagement that has taken place so far.

**Key messages:**

**Overarching message across communications and engagement:**

Estates plans look at how existing buildings and estates can be better used to provide health and care services now and into the future, while looking at developing modern fit-for-purpose buildings to support the changing needs of the borough and increased demand.

**Strategic Estates Plan:**

* The Strategic Estates Plan sets out a summary of the existing work to develop plans for health and care estates and infrastructure for North East London – City and Hackney is included as part of this wider plan
* The Strategic Estates Plan is not a final version - it will be reviewed and updated over the coming months and years following feedback from NHS organisations, patients and residents across North East London – ensuring that the plan meets the current and future health and care needs of patients and residents
* The plan looks at different types of buildings that provide health and care services, including: community centres, urgent treatment centres, community hubs, council buildings, hospitals and GP surgeries

The aims are:

* + To develop more fit-for-purpose health facilities in the community
  + Invest in primary and social care premises and community spaces to support larger teams of staff from different services and organisations that will work together
  + Improve local maternity facilities
  + Introduce new services to meet changing population needs, specifically for older people

**Overarching messages:**

* To improve the health and care of residents with fit for purpose buildings, estates and services
* NHS, providers and local authorities will work together to share expertise and resources to develop new health and care facilities while introducing new ways to provide services
* Plans for estates will respond to the health and care needs of local people – as well as the changes in demand - to provide fit-for-purpose buildings and estates
* This plan looks at protecting and providing health and care services in a new way
* The plan is not about cutting services – the plan outlines how buildings and estates can be better used to provide health and care services, building new fit-for-purpose buildings while making the most of what is currently available.

**St Leonard’s Hospital:**

* **Reassurance:** no final decisions have been made about the future of the St Leonard’s Hospital site. Before any decisions are made, a plan from City and Hackney CCG will look at what healthcare services should be made available at St Leonard’s to support local residents. A full patient and public consultation will take place before any final decisions are made
* **Consultation:** City and Hackney CCG, with partners, are committed to undertaking a fullpublic and patient consultation into the future of St Leonard’s Hospital. No decisions into the future of St Leonard’s, or services, will take place without a consultation
* **Services:** this plan is not about cutting services or reducing money; this is about providing buildings and estates which meet the current and future health and care needs of residents and patients while protecting the services that are already in place
* **Funding:** the CCG’s local estates plan will help to make sure that local taxpayer’s money goes further to provide and improve local health and care services. Examples include reducing void spaces in NHS and LIFT premises for which the CCG is still charged market rent
* **Leadership:** St Leonard’s Hospital belongs to NHS Property Services and not the City and Hackney CCG. However, the CCG along with partners is working on a site redevelopment plan looking at the healthcare reprovision needs at St Leonard’s Hospital to meet the present and future health and care needs. NHS Property Services is a member of the City & Hackney One Public Estates Alliance partnership whose objective is to deliver a fit-for-purpose redevelopment plan for the St. Leonard’s site.

**Homerton Hospital:**

* **Reassurance:** no final decisions have been made about the current mental health inpatient service at City and Hackney Centre for Mental Health at Homerton Hospital. A full public and patient consultation will take place before any final decisions are made
* **Consultation:** East London Foundation Trust will work with Homerton Hospital and City and Hackney CCG to undertake a full public and patient consultation into the future of the mental health inpatient service. No decisions into the future of the service will take place without a consultation
* **Services:** this is not about cutting services or reducing money – this plan is looking at an option to increase the number of services at Homerton Hospital by moving some mental health services to a newly created mental health in-patient centre of excellence at Mile End. This is just an option, no final decisions have taken place.

**Risks:**

* **Truth:** more than one version of the truth is communicated by partners / organisations leading to mixed messages, uncertainty and the appearance of a divided coalition of partners
* **Campaigns:** local campaigns against proposals gather traction; gaining support from residents, patients and stakeholders i.e. Councillors
* **Expectations:** the expectations of how residents can have their say/steer the plans are not met
* **Responsibility:** audiences blame the City and Hackney CCG for the condition of St Leonard’s Hospital / do not see how the CCG / ELFT are part of the wider strategy
* **Timelines:** the timelines for any redevelopment are seen as unreasonable or, they are not kept at a later date – undermining the original messages
* **Consultation:** despite a commitment to consult, pre and formal consultation does not go ahead as planned / the options for residents to have their say are limited / ineffective
* **Press / media:** negative, inaccurate stories are published online / in print resulting in further, negative regional or national attention from other press / media as well as residents / patients
* **Digital:** messages via social media channels are not addressed and gain momentum, resulting in digital petitions and other online campaigns

**Tactics:**

* **Estates webpage:** an estates webpage can be established on the City and Hackney CCG website – this will contain: an explanation of the local and wider strategy; key patient-friendly and full documents regarding the wider strategy and local plan; links to partner websites i.e. ELFT, STP; a full and robust FAQ section; a list of engagement activities which have already taken place; and contact details for further information. This page can be updated regularly with further information, consultation dates and other details which can be linked to via partner websites and on social media. This can also be used with staff.
* **Frequently asked questions:** a robust set of frequently asked, patient-friendly questions and answers can be developed which can be used online, or can be printed in hard copy. Online, these can be linked to via digital channels (Twitter, Facebook), if resident or press / media queries are received. They can also be shared with partners/other organisations to help ensure a unified message. This can also be used with staff. The web page can also include a digital form for residents to provide feedback online.
* **Briefings**: face to face briefings can be undertaken, prior to the launch of any engagement, with campaign groups, politicians, press/media and other key stakeholders to discuss the proposals and provide opportunities to ask any questions / raise concerns. This will ensure that campaign groups can be brought on-side, and stakeholders are given detailed information to ensure that they have a full understanding of the plans and the aims / objectives of the engagement activities.
* **Photo/video**: images of St Leonard’s can be taken to visually demonstrate the poor condition of the building and the need for redevelopment. These can be published online (website and social media), used as part of the overall engagement approach and shared with the press/media.
* **Site tours:** in addition to briefings, campaign groups, politicians, press/media and other key stakeholders can be given a tour of St Leonard’s / Homerton Hospital to provide further understanding of the need for redevelopment/change in service, while providing a visual guide of both the Homerton Hospital and St Leonard’s sites.
* **Engagement sessions – face to face:** estates engagement activity can begin with two face to face drop-in style meetings, one at St Leonard’s and the other at Homerton Hospital. Promoted in the press and online, these meetings will provide patients and residents with an opportunity to discuss the plans in person, while asking any questions to CCG and partner leaders. These events can be promoted live via social media, demonstrating a commitment to engage and inform. They will also act as an opportunity for the CCG and East London Foundation Trust to hear people’s views on how the further stages of engagement should be structured.
* **Permanent displays:** a display can be placed permanently in the reception areas of both St Leonard’s Hospital and Homerton Hospital for the duration of the first engagement phase. These displays will include explanations of the strategies, hard copy versions of the frequently asked questions, photographs of the sites, any related maps or visual infographics and a box for residents / patients to leave any comments which can be collated for the next phase of the engagement.
* **Temporary displays:** a number of temporary displays, mirroring the permanent display, can be placed across libraries in the north, south, east and west of Hackney as well as the City. These will not be manned by staff, but will provide the same resources and the feedback opportunity as the permanent display. A mobile display unit will also be developed with a view of taking this out to specific groups, with particular focus on equalities and inequalities.
* **Patient and public involvement:** members of the patient committees can work with partners as spokespersons to encourage participation – providing a patient voice and reassurance that meaningful engagement is taking place and that the plans for any redevelopment are putting the health and care of the patient at the centre.
* **Press / Media Release:** a news story will launch the estates engagement activities, detailing the reasoning and approach, a summary of the plans, a quote from the CCG, patient representative, health and care expert, as well as the dates of activities. This will be sent to local press, who will be fully briefed prior to receiving the release, placed online and promoted via the CCG and involved partner internal and external channels. Images of St Leonard’s and Homerton Hospital can also be used to demonstrate the need for redevelopment while providing visuals which can be printed.
* **Internal communications:** staff across NHS, local authority and partner organisations affected by the plans will receive an adapted news story regarding the engagement events as well as the full FAQ – helping to avoid inaccurate or mixed messages from staff regarding the local and NEL-wide strategic estates plans.
* **Accessibility of information:** An Easy Read version of key materials will be developed and the information will be translated to key community languages.

**Implementation:**

**Channels:**

**Communication Channels:**

* Photos / video of St Leonard’s Hospital – featuring areas most in need of redevelopment to be used across communication channels and engagement displays
* News story promoted via:
  + Local press – Hackney Gazette, Citizen
  + City and Hackney CCG website
  + Partner websites i.e. Hackney Council, ELFT, ELHCP
  + Social media channels - Twitter feed from City and Hackney CCG, shared via partner Twitter / Facebook feeds
  + Resident facing hard-copy partner publications i.e. Hackney Today, Homerton Life
  + Resident-facing bulletins i.e. Hackney Council Estates and Homes e-bulletin
* Internal communication channels from City and Hackney CCG as well as partners i.e. Hackney Council weekly Staff News email
* Frequently asked questions – online and hard copy versions to use with engagement displays and internal staff communication channels making residents and stakeholders aware of the plan, content and reasoning etc
* A3 poster and A5 flyer digital and hard copy invitations – displayed at City and Hackney public venues, GP practices, community centres etc which outline the dates of engagement events and the estates web page address for more information. This can also be used via social media channels as an image
* Infographics – demonstrating key figures regarding estates i.e. how much is spent on voids, the number of residents that receive services, timelines of activity, what is covered in the plans etc. This needs to take accessibility into account.

**Engagement Channels:**

* Face to face briefings – two meetings across the St Leonard’s and Homerton sites to launch the engagement events for both external residents and patients and internal staff
* Two permanent displays – St Leonard’s Hospital and Homerton Hospital throughout the engagement events featuring key facts, figures, explanations and a box to leave feedback
* Temporary displays – one display moved to five libraries covering Hackney (north, south, east and west) and the City of London
* Engagement invitation leaflet posted to nearby housing estates / properties / church most affected by any redevelopment
* Feedback box and slips: paper slips, pens and a box to leave feedback to be positioned at each engagement stall. The feedback will be used to underpin the next phase of engagement and will be used in future messaging
* Online: using the Hackney Council’s established and well regarded online consultation channels and online citizen’s group.

**Timeline**

Please see APPENDIX A: this is a provisional timeline and is subject to change.

NOTE: The duration of formal consultation is usually 12 weeks – this must be incorporated into an activity timeline.

**Evaluation**

Prior to any communications activity, a set of targets will be agreed in order to help measure the impact while confirming if the objectives have / have not been met.

**Suggested appendices:**

1. Proposed St Leonard’s Hospital Redevelopment Engagement Schedule
2. The Consultation Charter – Principles of Good Practice
   1. Integrity - the consultation must have an honest intention
   2. Visibility - all who have the right to participate should be made reasonably aware of the consultation
   3. Accessibility - consultees must have reasonable access to take part using suitable methods
   4. Transparency -consultation submissions will be published unless specific exemptions apply
   5. Disclosure - consultors must disclose all material information
   6. Fair interpretation of results - objective assessment of findings with disclosure of weightings if used
   7. Publication of consultation outcomes - participants have the right to receive feedback of the consultation output
3. City and Hackney Co-production charter

**APPENDIX A**

To support the drafting of the Outline Business Case for the redevelopment of St Leonard’s Hospital, the following activities are proposed below.   
  
To avoid consultation fatigue any consultation that is needed in relation to either Homerton Hospital or ELFT should be undertaken at the same time.

**July - Nov 2019**

**NOTE:** OPE funding outcome expected mid-February. Alliance partners will need to amend priorities and delivery plan, plus time to recruit a project manager, plan an approach, book dates for workshop and venues etc.

Led by Amaka Nnadi, Michael Vidal, Andrew Woollard and CCG engagement colleagues - supported by other members of the working group.

Workshops are held with stakeholders comprising of:

* Service Users of services currently located in St Leonard’s
* Staff of affected services
* Members of the public
* Healthwatch City and Hackney
* Tenant Organisation representatives (Homerton Hospital, ELFT, Tavistock & Portman, Hoxton Health, East Kent Community Dental, CSU, CCG, NHS PS) presentation at local ward forum.

A rolling programme of events could potentially take place throughout the period of the drafting of the Outline Business Case for the redevelopment. This would enable audiences to shape the drafting of the Outline Business Case. A series of workshops would then follow to help evaluate the proposed four proposals:

1. Do Nothing
2. Refurbish the existing building, bringing the basement and Block C into use
3. A new build adjoining the current building
4. A combination of 2 and 3 options around St Leonard’s to take forward.

Throughout this period regular updates should be added to the website with details of events and news from the working group meetings.

**February – April 2020**

Presentations on the results of the engagement work should made to:

Health and Wellbeing Boards for Hackney and the Corporation of London

Transformation Board/ICB

Health in Hackney Scrutiny Commission

Corporation of London Health Scrutiny Panel. This could be done jointly with Health in Hackney.

**May - June 2020**

Targeted engagement work as required by the design team.

Throughout this period regular updates are given both by newsletter and the website.