JUCD Community Insight Learning Review

Independent review of current understanding of how community insight is gathered and used across Derbyshire

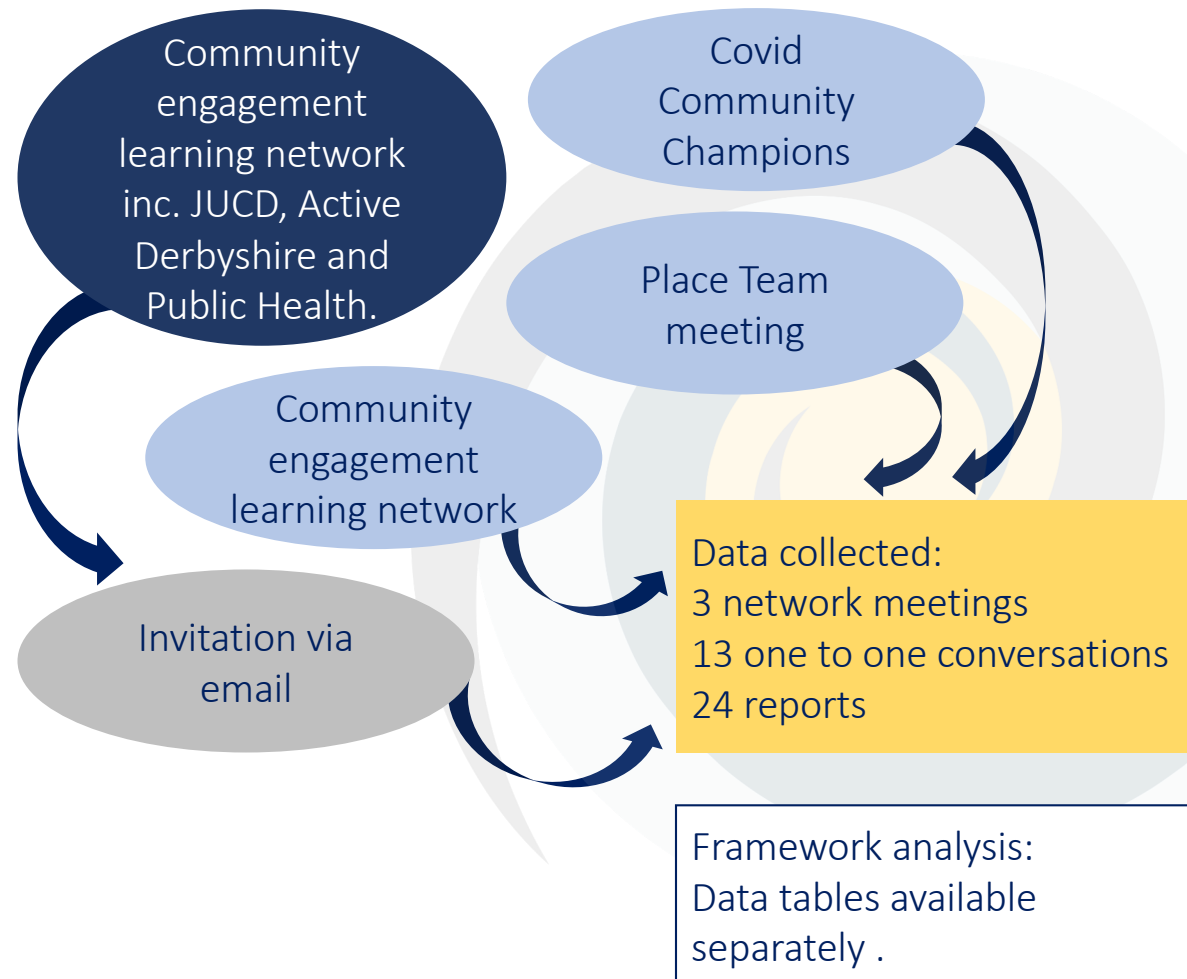Commissioned by Joined Up Care Derbyshire

August 2022

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Community Insight: Learning review approach

- ROC Research Consultancy Ltd were commissioned to undertake a rapid learning review of community insight across Derbyshire to assist JUCD in understanding what insight is being gathered and how it is being used to inform decision making.

- The findings of the review will be used to continue the conversation and aid progress towards improving how community insight is gathered and used across systems in Derbyshire.

- Contributors to the review were identified by JUCD, Active Derbyshire and Public Health, or through relevant network meetings. Individuals were invited to speak informally to the researcher or submit relevant documents for review. The data set includes 13 one-to-one conversations and 24 reports which were thematically analysed using a framework approach.

- The main findings are summarised to reflect themes identified. Data framework tables are available separately.

- From the themes, a potential process map for community insight is presented which will be used for further conversations in the future.

- Finally, opportunities to progress the work are outlined.

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Community Insight: Learning contributors and context to findings

Community engagement learning network inc. JUCD, Active Derbyshire and Public Health.

Covid Community Champions

Place Team meeting

Community engagement learning network

Invitation via email

Data collected:
3 network meetings
13 one to one conversations
24 reports

Framework analysis:
Data tables available separately .

Context to findings:
A time of high organisational stress due to unprecedented demand on services and as the local system transitioned to the ICS. This may have limited capacity to contribute.

Contributors were self selected which may reduce generalisability of findings to the system as a whole.

A high number of contributors were concerned of the impact of speaking candidly. All data tables are anonymised to encourage open and honest conversation.

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Community Insight: Learning review themes

Methods: Insight is being gathered in **structured** and **unstructured** ways across the system. **Quality** is limited by reduced **capacity and skills**, and ability to truly explore **context**.

Organisations: Institutionalised **behaviors** and conflicting **agendas** limits **collaborative working**.

Culture: There is a desire for a **shared learning** but **organisational boundaries** have led to a **lack of clarity** in the system around how to do this effectively. **Trust** is essential.

Definition: Community insight means different things to different individuals, communities and organisations. However it is consistently accepted that it should play an **important** role in **decision making** as communities have unique characteristics.

Communities: There is an **assumption** that communities want to engage but less understanding about **how** and if they have the **capacity** to give time (often **voluntarily**). Many have **negative experiences** of the system and **lack trust**.

Use of insight: Lack of accepted **processes** mean that insight is often shared informally and **lost** within the system in the **messy middle**.

Individuals: Institutionalised **behaviors** and conflicting **agendas** limits **collaborative working**.

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Community Insight: Learning review themes – adding context to the themes

Methods: Structured insight included surveys and focus groups on particular topics with information being fed into formal groups such as Citizen's Panel to inform decision making. Unstructured insight includes wide range of soft intelligence gathered formally and informally through conversation or interaction with citizens but often without formal processes or governance.

Communities: Low numbers in all forms of engagement suggests that perhaps current strategies aren't meeting needs or expectations of communities. But no evidence that the communities have been asked!

Organisations: Lack of internal and external collaboration may lead to conflicting agendas. E.g. Comms teams prioritising one form of engagement over another due to siloed working and/or competition.

"If you think working in silos is hard, try working in collaboration. If we could get better at talking to each other and sharing it would make a huge difference."

Individuals: Hierarchy in organisations influences how work on the ground happens. If a line manager supports new ways of working it is easier to change a working culture.

Culture: Cultural change requires conscious leadership. E.g. Erewash appears to have made progress here because through the vanguard and other work, community and place has been prioritised.

Use of insight: At a local level, insight informs decision making E.g. Covid vaccination promotion in BAME communities. But lack of process makes unstructured insight difficult to inform wider strategic decisions.

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Community Insight: What insight is being gathered in Derbyshire?
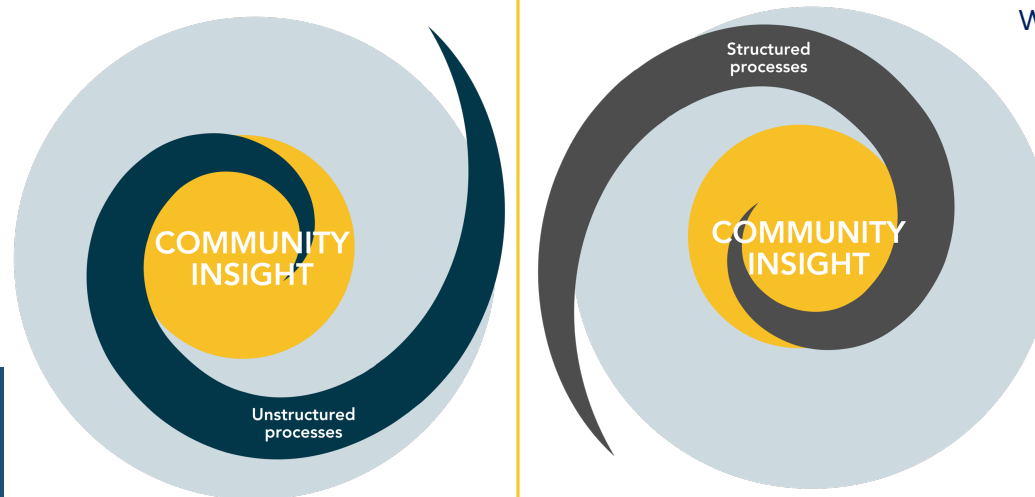
Unstructured community insight:

Informal insight originating from place based and community level work streams. Rich data that provides insight into the lived experience of citizens and communities.

Lack of skills, resources and processes for good practice risks contextual insight being lost.

Insight into communities (populations and place) is being gathered across the system and tends to fall into two categories of information sources.

Structured community insight:

Organised strategic process with governance structures, collecting information to inform decision making (e.g. Service design) or review existing provision within a system.

Methods robust but small sample sizes reduce generalisability of the insight.

COMMUNITY INSIGHT

Unstructured processes

COMMUNITY INSIGHT

Structured processes

Although insight is being gathered, there is little understanding of how different data sources are or should be used collaboratively to support decision making.

Clearer process required

Contextual insight required

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Community Insight: What is understood about good unstructured insight

Working alongside and with communities in an **agenda free** way to **understand** the lived experience of individuals.

Creating a **two-way** open **dialogue** between communities and the system so that **needs** and **challenges** are understood by both sides.

Building trust with communities by **maintaining communication**, **acting** on promises and **managing expectations**.

COMMUNITY INSIGHT

Unstructured processes

Respecting and **valuing** contributions by **listening** with **self awareness** of own values and assumptions, and with and **empathy**.

Recognising approach is **time** consuming and requires **consistency**.

Working in **partnership** to improve **quality** insight and **shared decision making** with communities.

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Community Insight: Exploring a potential process map for unstructured insight

Phase 1: Nurturing relationships with community.
Building trust with community to create a shared understanding of the purpose of insight and an environment where people want to share.

Phase 2: Enable social action.
Exploring what people want to talk about, change and influence, and understanding how they want to do this.

Phase 3: Generating insight.
Collating and recording insight using diverse range of methods that meet the needs of topics identified in phase 2.

Phase 5: Acting on insight.
Translating insight into action and sharing action with community to close insight loop.

Phase 4: Sharing insight.
Systematic flow of insight into the wider system.

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Community Insight: What do we need to have a greater understanding of?

How we work with communities
We need to have a better understanding of the expectations of both the system and communities for how community insight is gathered and used.

How we use data and insight
We need to explore how to enable communities to make decisions while still listening to priorities in the data.

How to compromise
We need to work out how structured and unstructured processes compliment each other.

Structured processes

COMMUNITY INSIGHT

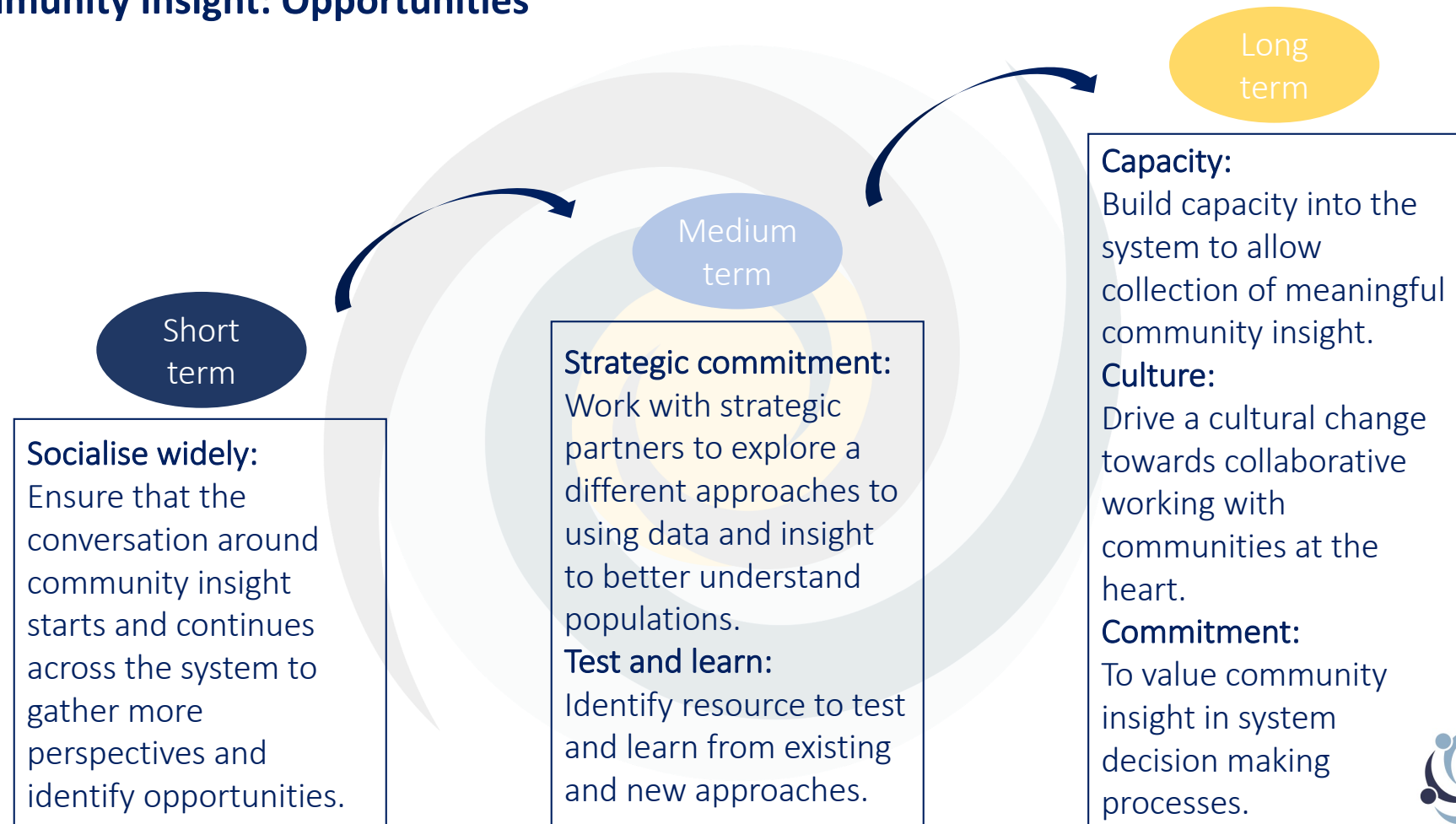Unstructured processes
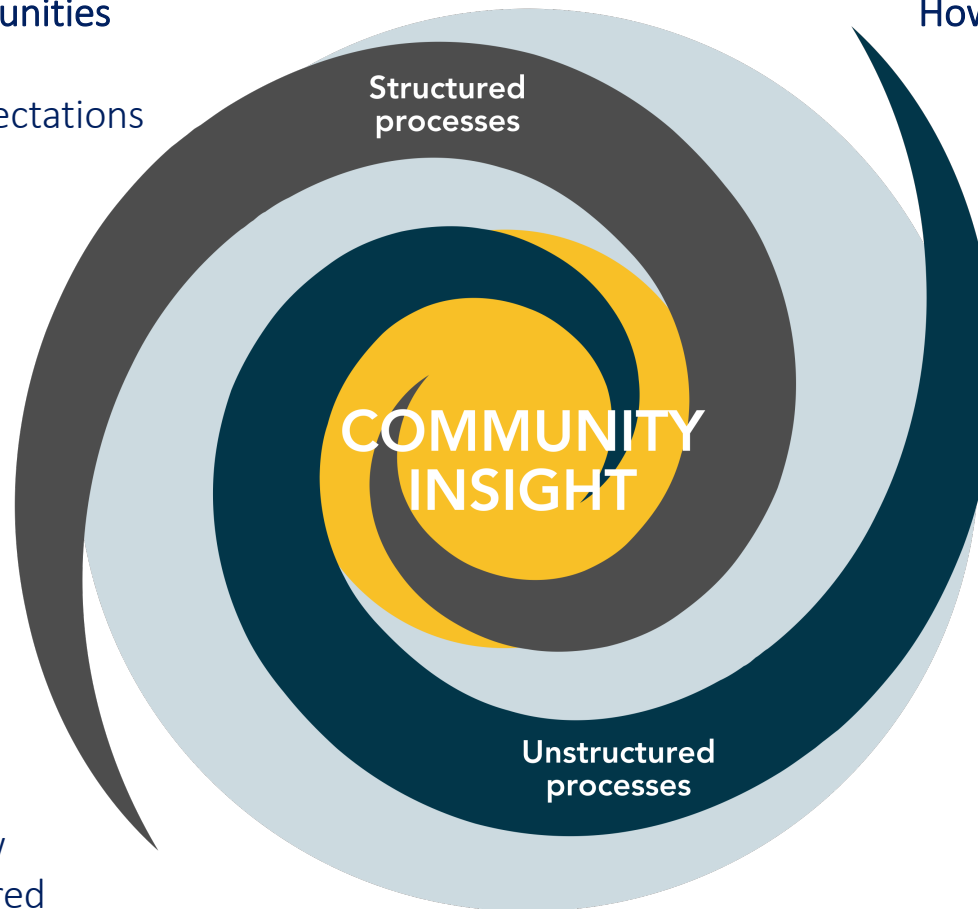
How insight navigates the system
We need to have a better understanding of how insight moves through and informs decision making in a messy system by understanding the opportunities and barriers.

How we test and learn
We need to be brave and test new and existing approaches to understand what is working and what isn't.

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Community Insight: Opportunities

Short term

Socialise widely:
Ensure that the conversation around community insight starts and continues across the system to gather more perspectives and identify opportunities.

Medium term

Strategic commitment:
Work with strategic partners to explore a different approaches to using data and insight to better understand populations.

Test and learn:
Identify resource to test and learn from existing and new approaches.

Long term

Capacity:
Build capacity into the system to allow collection of meaningful community insight.

Culture:
Drive a cultural change towards collaborative working with communities at the heart.

Commitment:
To value community insight in system decision making processes.

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Contributors to JUCD Community Engagement Learning Review

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