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FOREWORD

Over the past 10 years, East Lothian Integration Joint Board (IJB), and before it, the East Lothian Shadow Integration Joint Board, have been engaging with people, communities and partners in East Lothian about all aspects of health and social care. In that time there have been two Engagement Strategies, and this, third, seeks to build on the networks we have built and the knowledge that we have gained to continue that journey.

We review and evaluate our engagement activities regularly to let us see what is working well and areas that need improvement. We can see that we already have robust networks in place in communities across East Lothian and with partners in East Lothian Council, NHS Lothian, providers and the Third Sector. This strategy aims to continue to support and grow these partnerships.

It has also allowed us to see where there is still a need for more development. It has encouraged us to refocus some of our work in this strategy to look at ways that we can encourage people who are less heard from in our communities to participate and be heard. One of our main areas of work, therefore, will be look at how we can remove the barriers to participation for people with protected characteristics. Promoting equalities will be a major focus of our work throughout this strategy.

Covid impacted on engagement both in terms of decisions about services and plans having to be made at speed and communities rightly being focused on how to support people in their local area.

Engagement still continued but not on the scale that it had done previously. Now that we are emerging from that period, the time is right to re-energise our engagement.

Effective engagement is key to empowering people and working together to develop innovative and creative approaches to service planning and design that will meet the challenges that we all face in the 2020s.



Fiona Wilson

*Chief Officer, East Lothian Health
and Social Care Partnership*



Peter Murray

East Lothian IJB Chair



INTRODUCTION

Our Vision

To support all people in East Lothian to live health lives, to achieve their potential to live independently and exercise choice over the services they use. We aim to do this by delivering our strategic objectives, which are:

- Develop services that are sustainable
- and proportionate to need
- Deliver new models of community provision, working collaboratively with communities
- Focus on prevention and early intervention
- Enable people to have more choice and control and provide care closer to home
- Further develop/embed integrated approaches and services
- Keep people safe from harm
- Address health inequalities

Building on what we have done so far

East Lothian Integration Joint Board (ELIJB) and East Lothian Health and Social Care Partnership (ELHSCP) have been in existence since 2015. Over the last seven years, we have built up robust networks to support participation and engagement that inform the strategic planning and service delivery of health and social care in East Lothian.



WHO WE ENGAGE WITH

Stakeholders

Stakeholder engagement is a key element in informing the development of our Strategic Plan and the services and supports that stem from it. Our aim is to hear as many voices as possible to ensure that their experiences and views inform the development of services. This includes:

- Local democracy groups – Local Area Partnerships (LAPs), LAP Health and Wellbeing Subgroups/Associations, Community Councils
- Patient Participation Groups
- Tenants and Residents' Associations
- Third Sector Organisations
- Service-users and carers
- Providers
- Staff
- Unions
- Relevant East Lothian Council teams, including Connected Communities and Housing
- East Lothian Council and NHS Lothian Committees, Boards and Management Teams
- Change Boards
- Wider East Lothian Community who wish to be involved



NETWORKS AND STAKEHOLDER GROUPS

Since 2015 when East Lothian Integration Joint Board was founded we have built an engagement network that enables service-users, patient, staff and third sector representatives to play an active role in informing and shaping policy and strategy.

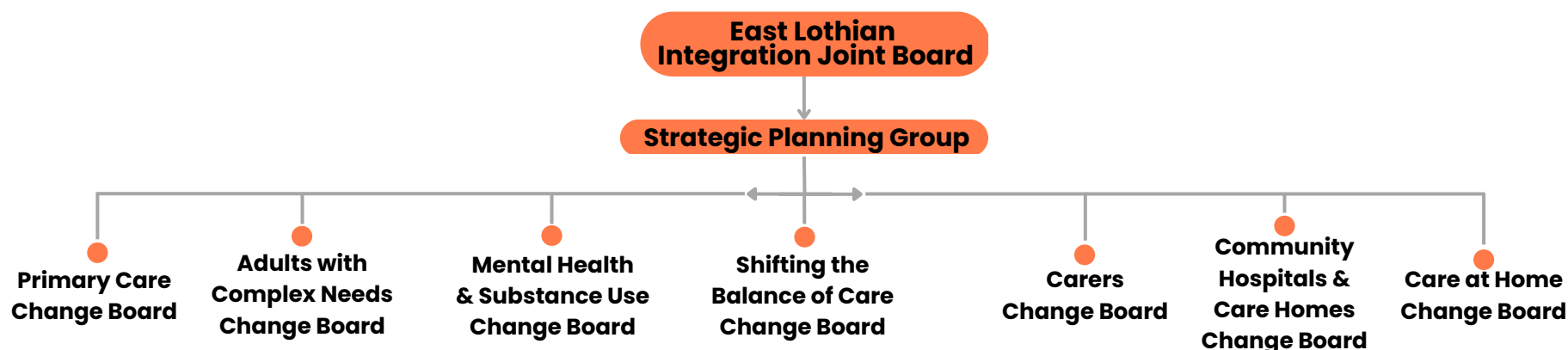
Integration Joint Board

The Integration Joint Board's membership includes representatives for service-users, carers, staff, unions and the third sector. Although they are non-executive members, they play a key role in influencing the decisions made by the IJB.

Change Boards

Change Boards consist of ELHSCP officers, partners (local authority, NHS and Third Sector) and people representing service-user and carer experience who work together in progressing strategic aims and objectives. The current (2023) Change Boards are:

- The Primary Care Change Board
- Adults with Complex Needs Change Board
- Mental Health and Substance Misuse Change Board
- Complex Care Change Board
- Carers Change Board
- Community Hospitals and Care Homes Change Board
- Care at Home Change Board.



INTEGRATED STRUCTURE AND NETWORKS

We also have a robust network of community groups who engage with us regularly on issues that affect their locality, for example:

Health and Wellbeing subgroups

There are Health and Wellbeing Subgroups for each of the six East Lothian Community Planning Area Partnerships, which focus on issues in their local area. Most meet monthly and each has an ELHSCP Strategy Officer linked to them who can feedback information from ELHSCP as well as provide requested information to the group regarding HSC services. These groups engage with ELHSCP about local priorities and issues, ensuring ongoing conversations and co-production of local initiatives. This local input feeds into strategic planning and priorities.

Patient Participation Groups

East Lothian has nine Patient Participation Groups (PPGs) representing 11 GP practices (Dunbar PPG represents three Dunbar practices). These groups work mainly with their associated practice to improve patient experience but they also feed into wider strategic planning, for example, for primary care.

Area Partnerships and Community Councils

We regularly invite Area Partnerships and Community Councils to feed into strategic planning processes, for example, engaging on setting East Lothian Integration Joint Board's strategic objectives and the Planning for an Ageing Population work.

Tenants and Residents Associations

East Lothian Tenants and Residents Panel has spent the last 20 years growing a network of tenants and residents associations across East Lothian.

Third Sector Interface (TSI), partners and providers

We work closely with Volunteer Centre East Lothian, who help us to engage with the communities they represent. We also engage with Third Sector partners and providers in all areas of work relevant to them.





Service-users and carers

At a micro level, the ELHSCP assessment and review process involves service-users, families and carers in ongoing engagement about outcomes and how these are being met. We are in the process of introducing customer satisfaction surveys for a wide range of service-users and exit interviews for service-users, families and unpaid carers involved in the Adult Support and Protection process. At a macro level, patient, service-user and carer views are represented by people with lived experience on the IJB and on Change Boards.

We also support Carers of East Lothian (COEL), and they engage with carers through a range of methods, including COEL's Carer Panel. We have also engaged directly with service-users and carers for the Community Transformation Project, the IJB Strategic Objectives and Planning for an Ageing Population. As we are responsible under the Carers' Strategy for Young Carers, we will ensure routine feedback from the East Lothian Council Young Carer Team. We will explore with COEL a forum for parent-carers, whose views are currently less well represented.

General Public

We also seek to engage regularly with the general public on a wide range of topics, through paper questionnaires and questionnaires on the East Lothian Consultation Hub, for example, on Planning for an Ageing Population and Public Sector Equalities Duty.

Staff

East Lothian Council and NHS Lothian carry out annual staff surveys and the feedback from this informs our strategic work. ELHSCP has initiated staff satisfaction surveys for all its staff and this information will underpin many areas of our work, including workforce retention and development. We also engage directly with staff on areas of work that directly affect them, for example, the Community Transformation Project, the IJB Strategic Objectives and Planning for an Ageing Population.

Service-user and patient experience

We receive complaints, comments and compliments from both East Lothian Council's Customer Feedback Team and NHS Lothian's patient experience team, and these drive service improvement.



Partnership working

We are committed to working with partners on joint consultation and engagement wherever possible because we recognise that a joint approach:

- avoids engagement fatigue and makes better use of resources
- provides us with the opportunity to take account of a wider range of factors such as environment, housing, planning and transport
- provides better outcomes for communities because we are taking a joined-up approach to strategic thinking and delivery with partners. Recent examples of this include Community Transformation, the IJB Strategic engagement Objectives (with East Lothian Council Housing and Planning Departments) and Public Sector Equalities Duty (Pan-Lothian NHS and Local Authorities Group).



Independent advocacy

We will endeavour to give the people who use Health and Social Care Services a stronger voice and as much control over their own lives as possible by working with commissioned independent advocacy providers and other key stakeholders to develop a strategic plan for advocacy in East Lothian.



STANDARDS FOR ENGAGEMENT

It is now widely accepted that public services that involve their users are likely to be of higher quality and more relevant to the communities they serve. The Scottish Government has built the principle of community engagement into policy and guidance to public services. This is most notable for Community Planning through which the Local Government Scotland Act requires all public services to work together. The guidance on the act states:

"Community planning is essentially a process to secure greater engagement from communities in the planning and delivery of services"

This is also clear in recent publications like the Scottish Government's Planning with People, which has informed the development of our strategy.

Our engagements will adhere to the **National Standards for Community Engagement** and be informed and supported by:

- Planning with People (Scottish Government)
- The Scottish Approach to Service Design (Scottish Government)
- HIS Engage Toolkit (Health Improvement Scotland)
- Quality Framework for Community Engagement and Participation (Health Improvement Scotland)
- Public Engagement A New Framework (NHS Lothian).



ENGAGEMENT METHODS

Engagements will use a range of methods to increase their accessibility and encourage as many people as possible to take part. These methods include:

- Engagement sessions and workshops
- Focus groups (including in BSL and community languages)
- Pop-up engagements (as part of the rolling engagement programme)
- Surveys and questionnaires on the East Lothian Citizen Space Consultation Hub
- Consul open democracy, supported by COSLA and being adopted by East Lothian Council
- Feedback from Health and Wellbeing Subgroups and Patient Participation Groups
- Feedback from Change Boards
- Staff surveys
- Customer Satisfaction surveys
- Exit interviews
- Evaluation
- Engagement and polls on social media.

It will also include desk research into data from our case management systems, national and regional research, IIAs, other engagements that have been undertaken by ELHSCP and our partners and patient experience and customer service feedback.

Expenses and acknowledgment

It is important that members of the public who attend events and focus groups are not discouraged by the cost of travel to a particular venue. We propose to pay expenses in line with those paid by East Lothian Council, where appropriate. In certain instances, for example, where people have been involved in intensive focus groups, we will offer vouchers in recognition of their participation. We will develop a policy and process to ensure expenses are accessible to those who need them.



CO-PRODUCTION



The recent IJB Strategic Plan engagement shows that there is an appetite for co-production and collaborative working – from communities, from the Third Sector and from staff. It was acknowledged that to place greater emphasis on the role of community resources in helping people to maintain their health and wellbeing and prevent social isolation. Communities are rich in resources, creativity and commitment and we recognise the worth of approaches that focus on working together to get the best out of local resources and developing new resources that ensure equality of access and which communities value and meet local needs.

We commit to being transparent and sharing clear and comprehensive information about health and social care SERVICES with communities so that we can work together to improve and develop community-based approaches that support early intervention and prevention, tackle social isolation and promote better health and wellbeing for all. Co-production is at the heart of this and we are committed to placing much more emphasis on co-production during the life of this plan – a move away from ‘doing to’ to one of ‘doing with’.

Defining community engagement

- Community refers to a group of people who share a common place, a common interest, or a common identity. There are also individuals and groups with common needs. It is important to recognise that communities are diverse and that people can belong to several at one time
- Engagement covers a range of activities that encourage and enable people to be involved in decisions that affect them. This can range from encouraging communities to share their views on how their needs are best met and influence how services should be delivered, to giving communities the power to inform decisions and even provide services
- Co-production is key to successful community engagement. It has been described as the process of active dialogue and engagement between people who use services, and those who provide them.

Scottish Government Planning with People



EQUALITY AND HUMAN RIGHTS

The IJB is determined to place much greater emphasis on being proactive in promoting equality and diversity and addressing health inequalities.

We already have community networks in place and while continuing work closely with these groups, we also want to do more to include people who find it more difficult to be heard. This includes:

- people with multiple protected characteristics ·
- people with lived experience of the Justice System, poor mental health, substance misuse, domestic abuse, homelessness and the adult support and protection procedure
- people living on low incomes
- people in rural areas (research shows that rural communities have continue to have specific issues around low income, poverty, transport and access to services)
- people who do not have English as a first language (for example, BSL users and minority ethnic and ethnic minority communities)
- Gypsy Travellers and Roma.

Certain groups of people with protected characteristics are better represented in our engagement at the moment than others (for example, older people, people with physical and learning disabilities), so we commit to doing as much as we can to seek the views and experiences of LGBT people, faith groups, ethnic minority and minority ethnic groups whose views are not as well represented at present. We also want to build a range of lived experience representatives and work in this area will also support our agenda to tackle health inequalities.

This work will complement our work on continuing to improve the way we assess the equalities impact of our policies and practices. How will we do this?



Rolling engagement programme

"Engagement should not be a one-off event or only used for high-profile projects. High-quality and ongoing community engagement builds relationships and trust."

Scottish Government, Planning for People Guidance

To deliver the aim of engaging with harder-to-reach groups, we will establish regular engagement with a wide range of groups to find out what is going well for them in terms of health and social care, what could be better and what they would like to see in the future.

In some cases, there are established groups that we can work with (for example, people with lived experience of the Justice system, people in recovery from substance misuse, people with living on a low income, BSL users) but in other areas there is work to be done. We may seek to do this by finding established groups and asking to engage with them regularly, or by establishing new groups or forums. If we choose to set up new forum (for example, for rural areas or LGBT people) we may try to do this as joint work with council and NHS colleagues and representative organisations so that feedback can also inform the Local Housing Strategy, the East Lothian Local Plan, and planning for secondary health services.

This will help us to establish the impact we have on the wider community and how aware and confident people are about accessing the services we provide, in line with HIS and Planning for People guidance.

Service Charge

We will continue to engage for individual projects related to service change, but the rolling engagement feedback will also inform this process and provide a basis of new networks that can provide the views and experiences of harder-to-reach groups.

Integrated Impact Assessments (IIAs)

The IIA is the toolkit used by the Lothian Councils, Health and Social Care Partnerships and NHS Lothian which enables us to consider the potential impacts (negative and positive) on people, the environment and the economy when developing policies and making service decisions, and ensures that we meet our legal responsibilities. These must be undertaken at the outset of any new service, change to existing service or development of new strategy or policy. IIAs sit side by side with engagement. We are committed to carrying out IIAs as required by law and publishing the results of IIAs on a dedicated section of the ELHSCP pages on East Lothian Council's website.



Engagement plans

Every new strategy, service development and policy will have an engagement plan that includes:

- Timing and delivery of IIA toolkit
- Logic modelling where appropriate
- Engagement activities, for example, surveys, meetings, focus groups, events
- Evidence to be used
- Arrangements for evaluation.

Communications

ELHSCP Communications Team will play an active role in promoting engagement and participation opportunities and will develop communication plans for major engagements to ensure maximum reach.

Exit interviews

Some services (for example, adult protection) are developing exit interviews for service-users as they leave the service). This data will be reported on in an anonymised format to drive service improvement. Also staff exit interviews.

Customer satisfaction surveys/exit interviews

We would like to undertake customer satisfaction surveys for people using ELHSCP services to understand people's experience of the services they receive, for example, what is working well for them, what could be better. This data will be used to drive service improvement.

Making better use of data we collect

ELHSCP collects feedback from service-users and patients across services. It receives data from Customer Feedback and Patient Experience Teams and IIAs. This data will be shared routinely with the Engagement Lead and reported on to managers and the IJB. We will also seek to make better use of information from reviews about how well outcomes are being met and see how anonymised data about needs and outcomes from Mosaic and Trak can be shared in a form that is useful for strategic planners.



Reporting

The Equalities and Engagement Officer will produce two reports each year for the IJB and senior managers, capturing the key themes emerging from engagement to keep them informed about the views and needs of the communities they serve. It will also be promoted to staff and will include information on current and recent engagement and where to source feedback from engagements that may be useful in their work. This will be a public document, available to all, as part of the East Lothian IJB meeting papers.

Sharing our results

At any one time, there are quite a few consultations and engagements under way in East Lothian. This can sometimes result in 'consultation fatigue'. We want to try to avoid this by:

- Working jointly with partners in the council, NHS Lothian and other partners, whenever possible
- Sharing the results of our engagement widely amongst colleagues by storing all our research findings and engagement reports on a shared drive which can be accessed by colleagues. Although our engagements are around health and social care, we also often get feedback that is useful for colleagues in Housing, Planning, Community Planning and other areas of work. By sharing this information, we hope to help to stop asking people the same questions over and over again, leaving all of us more scope to focus on areas that require greater understanding.



CONCLUSION

This strategy aims to build on the foundations we already have in place and it places more emphasis on building relationships with groups who have currently have less representation. This will help us to better address health in equalities and equalities in general. It will also enable us to better understand the needs of a much wider constituency and produce robust evidence for future strategies, policies and services. It is very much focused on providing frameworks for working with people and developing partnerships that will work with us to improve health and wellbeing in East Lothian.



**We thank you for your
ongoing support
of engagement in
East Lothian.**

East Lothian Integration Board
and
East Lothian Health and Social Care
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