

South Lanarkshire University Health and Social Care Partnership

Participation and Engagement Strategy

March 2025

1) Introduction

The South Lanarkshire University Health and Social Care Partnership's (HSCP) 'Participation and Engagement Strategy' outlines the approach and principles that South Lanarkshire Integration Joint Board (IJB) will deploy in working with key stakeholders to develop and deliver health and social care services in South Lanarkshire.

This strategy recognises the importance of meaningful engagement and participation as well as the needs of different communities across South Lanarkshire. To do this, we will create genuine opportunities for engagement that build on existing practice and structures, while actively seeking opportunities for innovation and change.

Everyone involved in the delivery of health and social care has a key role to play in ensuring full participation and engagement is embedded into everyday practice and meets people's needs and expectations. It is an ongoing process that demonstrates the commitment to improving pathways and outcomes for the health and wellbeing of the people of South Lanarkshire.

This strategy will sit alongside already well developed methods of participation and engagement within South Lanarkshire Council, NHS Lanarkshire, the Third and Independent sectors.

Initially developed and published in May 2018, this revised strategy takes account of new national community engagement and participation guidance.

2) Why do we need a Participation and Engagement Strategy?

It is essential to have a Strategy for participation and engagement that enables partners to work together to inform and influence the work of the HSCP. It also enables the voices of the local population to be heard and listened to in order to improve the quality and delivery of health and social care services.

The Public Bodies (Joint Working) (Scotland) Act 2014 places a duty on Integration Joint Boards to develop a Strategic Commissioning Plan (SCP) for the integrated functions and budgets under their control. The SCP forms the basis through which the IJB directs the Council and NHS Board to operationally deliver the strategic intentions set out in the plan.

The SCP is the output of the strategic commissioning process and a key aspect of this process is how the IJB works with all key stakeholders, including service users and carers to inform the direction of travel.

In addition to the duties connected to the SCP, the IJB, Council and NHS Board are required to demonstrate how they are progressing health and social care services in line with the 9 National Health and Wellbeing Outcomes. The Public Bodies Act is the first piece of legislation in Scotland to legislate for outcomes and importantly, the 9 outcomes listed below were developed by people who either use or will use services in the future:

Outcome 1



People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2



People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3



People who use health and social care services have positive experiences of those services and have their dignity respected.

Outcome 4



Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5



Health and social care services contribute to reducing health inequalities.

Outcome 6



People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7



People using health and social care services are safe from harm.

Outcome 8



People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9



Resources are used effectively and efficiently in the provision of health and social care services.

3) Meeting Legislative Imperatives and Being Inclusive

Supporting and promoting good communication, participation and engagement is reflected in much of the legislation that falls within the scope of the IJB. However, there are some very specific requirements cited in the legislation below that the IJB must take account of:

- Community Empowerment (Scotland) Act 2015 – helps to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services
- Planning with People – Community engagement and participation guidance 2024 developed by the Scottish Government and COSLA on local community engagement and participation based on existing good practice, to apply across health and social care bodies
- National Standards for Community Engagement 2005
- The Quality Framework for Community Engagement, developed by Healthcare Improvement Scotland and the Care Inspectorate in order to support improvement in community engagement practice, streamline major service change processes as well as identify and share good practice

4) The Principles and Objectives of Participation and Engagement

Our vision for health and social care services in South Lanarkshire is '*Working together to improve health and wellbeing in the community – **with** the community*'. The wording within this vision strongly reflects the role of the IJB to work with communities in developing more integrated health and social care services to support the delivery of this vision and the National Health and Wellbeing Outcomes.

For participation and engagement to be effective and follow best practice, the Integration Joint Board will adopt the Scottish Government and COSLA's Planning with People – Community engagement and participation guidance 2024 as well as the National Standards for Community Engagement.

The seven standards are set out below and provide some overarching objectives that the IJB will strive to work to:

Inclusion – We will identify and involve the people and organisations that are affected by the focus of the engagement

Support – We will identify and overcome any barriers to participation

Planning – There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions

Working Together – We will work effectively together to achieve the aims of the engagement

Methods – We will use methods of engagement that are fit for purpose

Communication – We will communicate clearly and regularly with the people organisations and communities affected by the engagement

Impact – we will assess the impact of the engagement and use what we have learned to improve our future community engagement

Working to the above standards and objectives will provide assurance that current and future Strategic Commissioning Plans outline a direction of travel that all stakeholders recognise and support.

5) Stakeholders Including Hard to Reach Groups

There is a range of stakeholders the HSCP seeks to engage with in a meaningful way. Although the standards outlined above will assist in providing a consistent approach, the IJB recognises that there are individuals, groups and communities who will be harder to reach and this may require consideration of alternative forms of engagement.

It is important to have a clearly defined and inclusive approach to participation and engagement. This will be vital when considering how we secure meaningful involvement and could include the following groups of people, for example:

- Patients, service users, carers, their families and their representatives or advocates
- Members of the public, identified communities and protected characteristics groups (including marginalised groups, refugees and asylum seekers, prisoners, homeless people, those with or recovering from addictions or mental health conditions, physical or mental impairment, ethnic minorities, LGBTQ+, travelling communities, those who are non-IT literate
- HSCP staff and linked professionals (for example GPs)
- Professional networks, advocacy services, care/patient opinion bodies
- Volunteers and the volunteer community
- Community and engagement forums
- IJB members
- South Lanarkshire Council elected members
- MPs/MSPs/Councillors within South Lanarkshire
- Providers/contractors of health and social care services
- Public, third and independent sector organisations and networks who have a health and social care remit or interest
- Scottish Government
- The media

6) The Key Engagement Forums in South Lanarkshire

There are a number of important groups and forums already in place which provide the IJB with a solid foundation upon which to develop and agree the strategic direction as outlined below:

Integration Joint Board – is the key decision – making forum for health and social care services. The IJB has a prescribed minimum membership covering voting, non-voting and advisory members. The IJB approves the Strategic Commissioning Plan and in doing so sets the overall direction of travel.

Strategic Planning Group – is similar to the IJB, in that there is a statutory requirement for its being and it is responsible for preparation of the Strategic Commissioning Plan and the continued review of progress against the health and wellbeing outcomes and associated performance measures. Again, this particular forum has a mandated membership outlined in the Act covering all key stakeholders, service users and carers.

The members of this group also play a key role in the communications and engagement strategy, sharing key messages, documents, presentations with their respective constituents.

Locality Implementation Groups – having identified localities or geographical planning areas is a central requirement of the Act. South Lanarkshire IJB agreed four localities, which all have Locality Implementation Groups with all key stakeholders involved. Localities require to be effective contributors to the delivery of the strategic commissioning and importantly should provide strong clinical, professional and community leadership.

In summary, each of the forums outlined will have cross representation which includes the following stakeholders:

- South Lanarkshire Council
- NHS Lanarkshire
- Voluntary Action South Lanarkshire (VasLan) (third-sector interface)
- The South Lanarkshire Health and Social Care Forum (representing service users)
- Carer organisations including Lanarkshire Carers Carers Connected and Action for Children
- The independent sector

7) Community Led Support (CLS)

Over and above the groups which provide forums to facilitate and enable participation and engagement, the IJB adopts a Community Led Support (CLS) approach to working with local communities with the specific aim of:

- Identifying what communities can and are doing best on their own
- Identifying what communities do require help with. Sometimes that can require a very light touch or minimal involvement to get an initiative, formal or otherwise, off the ground
- Identifying what communities need the HSCP and partner agencies to do for them and take a leading role in making that happen

This work has been led through localities and working with partners to enhance the quality of participation and engagement as the HSCP continues to mature.

8) Methods of Engagement

There are a number of factors that will guide the choice of method of engagement. As such, there needs to be a flexible and inclusive approach to consultation so that relevant stakeholders are supported to participate. This will more likely be achieved by using a range of methods.

Participation and engagement begins and ends with communities, through enabling them to proactively engage with the HSCP and by providing them with feedback on the impact of their engagement.

As well as working with the groups and forums outlined above, the IJB in developing its strategic priorities, will:

- Use the HSCP website and NHS Lanarkshire and South Lanarkshire Council social media platforms as a means to inform, communicate and encourage staff and the wider population to get in touch
- Facilitate engagement events
- Undertake wider population consultation through online questionnaires
- Prepare question and answer (Q&A) briefings
- Meet requests from specific groups of stakeholders to engage in discussion and be listened to

9) How we will measure the impact of the strategy

Measuring the impact of our participation and engagement activity is not straightforward, as much of the information and feedback is qualitative. However, there are a number of important indicators of success which the IJB will reference as follows:

The quality of the overall Strategic Commissioning Plan – if the SCP is deemed to be achieving the priorities which arise from developing the plan with all key stakeholders, then this could be deemed as a measure of success. To evidence this, our intention will be to build our performance reporting framework around our key priorities and National Outcomes. The ***Annual Performance Report (APR)*** provides yearly assurance to the IJB with regards to progress and impact.

Feedback from events – we routinely gather feedback from stakeholders who attend events, for example locality workshops and consultations.

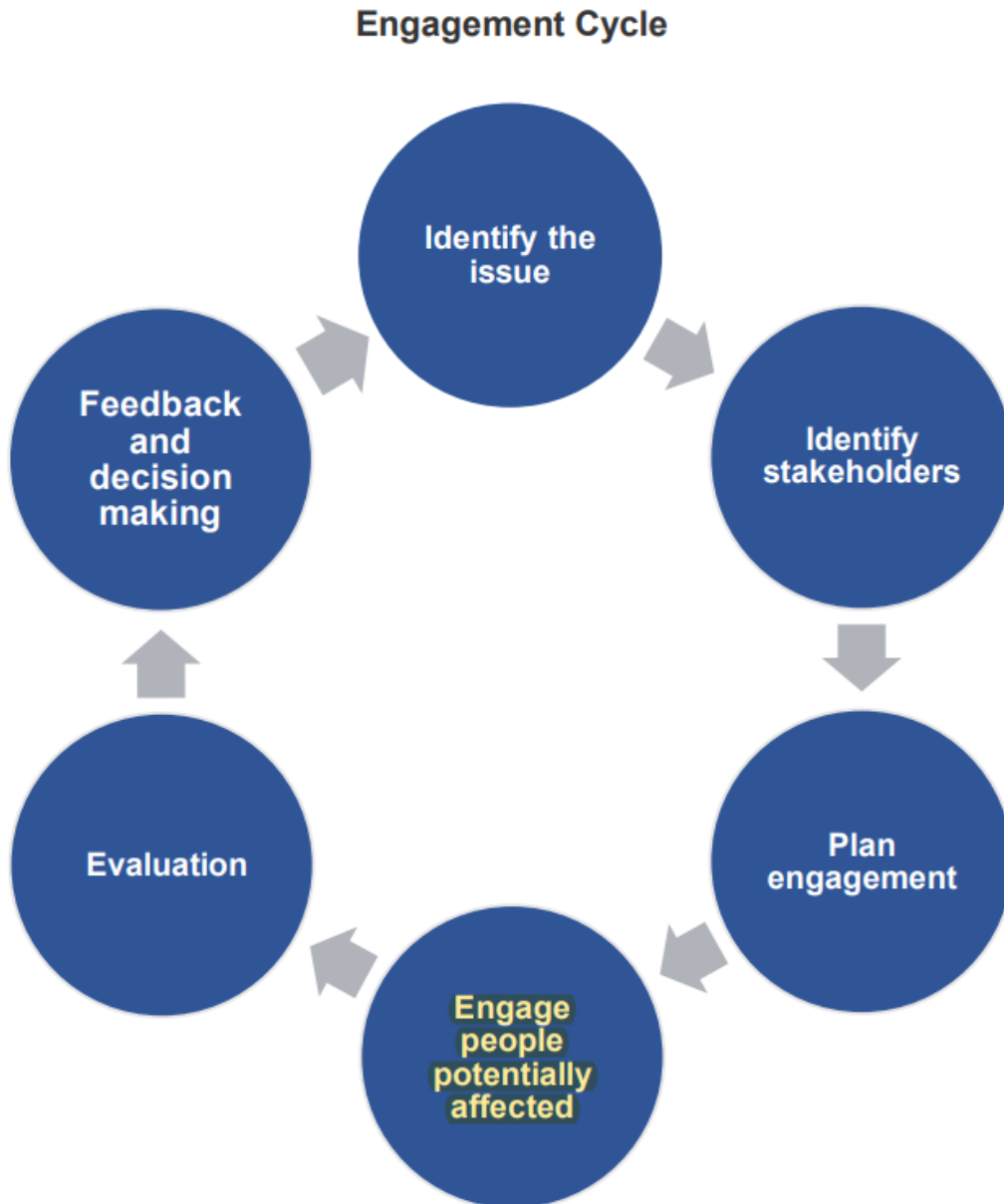
Communication and Engagement Strategy – the IJB's Communications and Engagement Strategy consolidates and develops well-established methods of both communication and engagement that are vital in developing sustainable, person-centred ways of delivering health and social care service as well as communicating the right things at the right time. We regularly monitor the usage of the website and encourage all stakeholders to shape and inform the content of the website. This was presented and approved at a previous IJB meeting and affirms a strategic and holistic approach to communication which seeks to measurably support the attainment of the IJBs priorities and key objectives. The consistent application of the OASIS model (Objective, Audience, Strategy, Implementation and Scoring) is now being rolled out across localities to consolidate this.

Evaluation – Following consultation, it is good practice to assess the impact of the consultation activities undertaken. The process should be positive and constructive and designed to highlight what worked well and areas where improvements can be made.

APPLICATION NOTE

Participation and Engagement Strategy Process

The steps to take within the consultation and engagement process can be found in the diagram below. Using the example of engagement around South Lanarkshire Integration Joint Board's Strategic Commissioning Plan 2025-2028 (SCP), we set out how this works in practice.



Step 1: Identify the issue

The Public Bodies (Joint Working) (Scotland) Act 2014 is the legislation which requires local authorities (councils) and health boards to integrate the planning of services for and functions delivered to adult and older people as a minimum.

Each IJB in Scotland must have a Strategic Plan that is reviewed every three years to make sure that it is relevant to the needs of the people who live in the area. This Plan covers health and social care services across South Lanarkshire.

South Lanarkshire Integration Joint Board's Strategic Commissioning Plan 2025-2028 (SCP) will set out the key priorities in the ongoing development of health and social care in South Lanarkshire over the next three years and beyond.

The plan is extremely important as it will focus on the support that South Lanarkshire University Health and Social Care Partnership (HSCP) can provide to people in local communities to assist them to maximise their health and wellbeing. It sets out the partnership's key priorities and residents are urged to share their views on how health and social care services should look over the next three years.

It is also important to review the previous plan, identify what worked well and what should be carried forward to the next plan.

Step 2: Identify the stakeholders

To develop this Plan we wanted to ask people who receive and deliver health and social care services what should be included and what was important to them. We identified a wide range of stakeholders as follows:

- Patients/users of services
- Staff in health and social care
- Carers
- Elected members
- Voluntary sector organisations
- Independent sector organisations

Step 3: Plan the engagement

It is important to plan engagement carefully making sure that arrangements are made with the target audience in mind. A hybrid approach was taken as learning from the previous plan showed the use of online sessions suited some stakeholders in terms of their time, working commitments and caring arrangements.

The timing of sessions is also important as you need to factor in when the plan has to be published to meet statutory requirements. Engagement sessions were also opened to the public with local sessions held in each of the localities. These were held in venues which were central to each locality and accessible. On-line evening sessions for the public were also held targeting those unable to attend in-person sessions.

A number of sessions were planned with strategic groups in order that those in attendance could disseminate information through their networks. For example, through organisations such as VASLan, Lanarkshire Carers Carers Connected, Seniors Together and the Independent Sector.

Sessions were held with elected members, the Integration Joint Board, the Alcohol and Drug Partnership, the Strategic Planning Group, Locality Implementation Groups in each locality, Tenant participation group, Local Housing Steering Group, and the Health and Social Care Forum.

A communications and engagement toolkit was developed and shared widely with stakeholders and media outlets. This toolkit was designed for key partners/stakeholders to provide easy-to-share assets to help encourage and maximise involvement. The toolkit included:

- A media release/web content, for use on platforms/networks as appropriate

- Frequently Asked Questions
- Social media text to cut, paste and post

An easy-to-use online survey was also issued to encourage all those with an interest to have their say – <https://online1.snapsurveys.com/rkg0kk>. This survey was opened for a period of four months and circulated widely. A QR code linking to the survey was also issued via a flyer which was circulated widely.

New opportunities were used to distribute information such as targeting parents and young people at parents' evenings. The survey was also distributed to parents via our Education partners Parents' Portal providing access to parents across all South Lanarkshire schools. Community café hubs were also targeted to extend the reach of the consultation.

For online sessions and in-person sessions a presentation was developed and delivered to these participants. A Q&A session was held and comments recorded at all sessions.

Step 4 Engage people potentially affected

Having identified stakeholders at step 2 there can be other stakeholders who may be identified through the process. For example, a representative from a specific carers group requested an additional session to which they invited their wider membership. This session was more topic specific to their group and has led to wider engagement and access to a lived experience panel.

Step 5 Evaluation

In preparing the Strategic Commissioning Plan 2025 – 2028, a comprehensive needs analysis has been progressed to support planning decisions and assumptions. This work has been supported by the Local Intelligence Support Team (LIST) from Public Health Scotland who provide specific and expert analysis of current and future demand on health and social care services.

This analysis alongside commentary from each session and the survey results are examined together to provide a comprehensive evaluation of the feedback from the engagement process. This information then considered and informs the content of the Strategic Commissioning Plan.

Step 6: Feedback and decision making

A report describing how the engagement was undertaken and the results from those processes are written up and published on the HSCP website alongside the Strategic Commissioning Plan. The Plan is also sent to the Scottish Government. The approval route for the Strategic Commissioning Plan is through the Strategic Planning Group for endorsement and then with formal approval through the Integration Joint Board.