

Engagement Plan

Joint Strategic Needs Assessment (JSNA)
Review 2015-2017

Background

The purpose of this plan is to ensure that stakeholders in the Joint Strategic Needs Assessment (JSNA) have a shared understanding of engagement activities taking place within the 2015-17 JSNA review and implementation. It has been produced by the JSNA Project Group on behalf of the JSNA Steering Group and the Health and Wellbeing Board which this group represents.

The JSNA is a systematic review of the health and wellbeing needs of the population leading to agreed priorities across organisations that will improve the health and wellbeing of the community, at the same time as reducing health inequalities.

Local authorities and clinical commissioning groups (CCGs) have equal and joint duties to prepare a JSNA and Joint Health and Wellbeing Strategy (JHWS), through the Health and Wellbeing Board (HWB). Since April 2012, it has been a statutory responsibility of the HWB to develop and publish the JSNA. 'Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies', published by the Department of Health in March 2013, forms the latest guidance available to HWBs. The guidance identifies the statutory partners who 'must' be involved in producing the JSNA as well as the non-statutory partners who 'should' be involved in this process. The statutory guidance forms the basis for identifying stakeholders locally; its recommendations have been incorporated into our review processes, ensuring alignment with good practice.

The JSNA is not an end in itself, but a continuous process of strategic assessment and planning led by Public Health and involving Children's and Adult Services, CCGs, District Councils, Healthwatch, the Voluntary and Community Sector and other partners. The information gathered is used to identify local priorities and drive the commissioning of services and interventions. In addition, it is the overarching primary evidence base for the JHWS and, as such, its processes need to be underpinned by positive partnership working and engagement.

In March 2015, the HWB agreed a process of review of our current JSNA processes – with the aim of improving the content, value and accessibility of local data & evidence of need contained within our JSNA. The review will lead to the adoption of new ways of working with key partners and stakeholders and a more effective and inclusive JSNA. Specific work has also been carried out over the last 18 months to explore opportunities for the Voluntary and Community Sector (VCS) to further influence and shape our JSNA processes and content. A key aim of this work has been to ensure that opportunities are created to capture the expertise and local knowledge of VCSO's on local population need and understand the VCSO's needs from the JSNA in formulating their own business plans.

Purpose of Engagement

This review, undertaken on behalf of the Lincolnshire HWB, will examine the content, processes and methodologies underpinning the JSNA. It forms part of a full programme of engagement throughout the 2015-17 review and implementation and beyond. The identified priorities will also feed into a refresh of the JHWS, with its own period of stakeholder engagement, with a new JHWS being published by April 2018.

The HWB's Engagement Framework 2015-2018 (currently in draft & due for approval in September 2015) provides the strategic framework under which all communication and engagement activity relating to the HWB's responsibilities sit. As such, this document acts as an operational plan for the current phases of JSNA engagement.

This Engagement plan outlines the approach for consulting and communicating on the review and implementation of the JSNA. It describes how stakeholders will be engaged and communicated with, when and by what mechanism. The plan and its implementation are overseen by the JSNA Steering Group. An operational Project Group works alongside the Steering Group to manage all engagement activities and implementation of the plan.

Engagement with Stakeholders

Whilst statutory responsibility for the JSNA and JHWS falls to Lincolnshire County Council and the CCGs through the HWB, guidance also identifies that district councils, Healthwatch Lincolnshire and relevant community groups should also be consulted. Locally there are a number of other important stakeholders with differing levels of interest and influence on the production of the JSNA and its subsequent translation into the JHWS and commissioning decisions. For the purposes of this engagement plan, stakeholders identified locally have been arranged into three groups based upon their influence, interest and involvement in the JSNA and their links into proposed mechanisms for consultation and communication. This alignment **does not** seek to identify importance in engagement according to the three groups. All organisations and groups identified are considered key stakeholders. The alignment instead describes the engagement mechanisms which will be used with each group as a minimum, in order to provide all with an opportunity to engage, for example by directly engaging with intermediary and umbrella organisations or through existing networks of individual organisations. This will ensure that all stakeholders have the ability and opportunity to

3

be engaged in the review process, that mechanisms are appropriate and proportionate and that resources are allocated in the most effective way.

Arrangement into the three stakeholder groups is shown below (Figure 1) in alphabetical order, along with the mechanisms by which those stakeholders will be engaged and communicated with.

Figure 1: Identifying Engagement Mechanisms and Stakeholder Groups

Stakeholder Engagement Group 1
<p>Engagement Mechanisms: HWB briefings, JSNA Steering Group, face to face meetings, representation and agenda time at governing body, board, committee and partnership meetings, direct briefings and workshops, LCC Connects & partner websites, PR and communications releases, email and telephone contacts details, resource and response pack available for use.</p>
<p>Stakeholders and Groups:</p>
Clinical Commissioning Groups (CCGs)
County and District Councillors
District Councils
Lincolnshire Health and Wellbeing Board Members
Health Scrutiny Committee for Lincolnshire
Healthwatch Lincolnshire
Involving Lincs
Lincolnshire County Council Public Health, Adult Care and Children's Services
Lincolnshire Community Health Services
Lincolnshire Partnership Foundation Trust
Lincolnshire Research Observatory
NHS England
Police and Crime Commissioner
United Lincolnshire Hospitals Trust
Stakeholder Engagement Group 2
<p>This stakeholder group is comprised of intermediary and/or umbrella organisations which link numerous individual organisations; engagement with this group is therefore a route to wider engagement.</p>

<p>Engagement Mechanisms: Direct briefings and workshops, LCC Connects & partner websites, PR and communications releases, email and telephone contacts details, resource and response pack available for use.</p>
<p>Stakeholders and Groups:</p>
Community Safety Partnership
Excellent Ageing Advisory Group
Financial Inclusion Group
Greater Lincolnshire Local Enterprise Partnership
Lincolnshire Association of Local Councils (LALC)
Lincolnshire Carers Partnership
Lincolnshire County Council - all remaining Director Area Management Teams
Lincolnshire Local Medical Committee
Lincolnshire Local Pharmaceutical Committee
Lincolnshire Rural Housing Association
Lincolnshire Sports Partnership
Locality Health and Wellbeing Partnerships/Boards
Peoples Partnership
Lincolnshire Safeguarding Children Board
Lincolnshire Safeguarding Adults Board
SHINE Network
Total Voice Lincolnshire (Advocacy service)
Stakeholder Engagement Group 3
<p>Engagement Mechanisms: Through intermediary and umbrella organisations included in the stakeholder groups above (where appropriate), LCC Connects & partner websites, PR and communications releases, email and telephone contacts details, resource and response pack available for use.</p>
<p>Stakeholders and Groups:</p>
AgeUK
CAB
Children's Links
Community Lincs
Deaf Lincs
Disability Lincs
East Midlands Ambulance Service
GPs
Department for Work & Pensions (Lincolnshire, Nottinghamshire & Rutland District)

Just Lincs
Lincolnshire Council for Youth Voluntary Services
Lincolnshire Fire and Rescue
Lincolnshire Police
Lincolnshire Probation Trust
National Association for the Care & Resettlement of Offenders (NACRO)
Royal British Legion
Schools, higher and further education establishments
Seniors Forum
Sensory Impairment Lincolnshire County Services (SILCS)
Special Interest & Community groups (also inc. self-help & support groups)

It is important to note that the framework above describes the minimum engagement intended to take place. In many cases, individual organisations will have further opportunities to engage with the process and with programme officers and groups involved in the review over and above the minimum mechanisms shown. Also, the engagement plan is intended to be a 'live' document and where additional stakeholders or useful routes of engagement are identified during the review, these will be incorporated wherever they are appropriate.

In addition, although the general public and wider organisations and groups (such as patient groups and those indirectly involved in the JSNA) are not included as a key JSNA review stakeholders in this phase of engagement, these groups will not be excluded from engagement. These may use the mechanisms within group 3 to engage in the process if they wish, however we will not be actively seeking their engagement at this point in the review; they will instead play a larger role in consultation around the subsequent JHWS produced for publication in April 2018.

Internal and external communication methods across organisations such as the District and County Councils and CCGs will be strongly utilised as a means of raising awareness of the review and widening participation in it. They are also an important conduit through which on-going communication will take place. External databases, networks and communication channels are also central to promotion, particularly outside of local government. Many stakeholders are already well engaged with the review process and aware of it, and their role in widening the involvement of others is key.

This Engagement plan follows the framework for engagement set out in the Board's strategic document which establishes that consultation and engagement activities are organised following a review of already-existing information, insight and data. It ensures that consultation utilises and builds on what has gone before, preventing duplication and 'consultation fatigue' within communities, and ensuring consultation is both cost-effective and necessary. In addition, where possible, consultation activities ought to make use of already existing structures, networks and opportunities for participation.

Whilst not precluding the organising of 'stand-alone' engagement activities, where possible these are to be avoided, in favour of making use of existing engagement opportunities.

Engagement Intentions

The intentions for this JSNA review are to:

- Undertake a thorough examination of the process, content and structure of the current JSNA;
- Capture stakeholder views on usefulness, format & content, including suggestions for improvement;
- Identify opportunities to refine information held within the JSNA and to fill gaps in knowledge;
- Encourage engagement and challenge;
- Further integrate an asset-based approach to health improvement, ensuring that Lincolnshire's asset information (for example on skills, experience, expertise and resources) forms part of our future JSNA;
- Provide an on-going opportunity for stakeholders to feed into the continuous improvement of the JSNA and to continue to encourage engagement, contribution and use;
- Ensure that engagement through this plan is aligned with the strategic framework for engagement agreed by the Board and that the principles set out by that framework are respected and adhered to;
- Ensure transparency and opportunity within our various engagement activities to allow all stakeholders to influence and engage in the process.

Ensuring Effective Engagement Activity

Lincolnshire County Council's Community Engagement Team (CET) will advise on, and support, engagement activities carried out as part of this plan. This will ensure that methodologies are appropriate and activities are effective. Additional provision will be made where appropriate to ensure engagement, for example through translation services and alternative communication and feedback methods as advised by the CET. Equality Impact Analysis and on-going monitoring and review of the effectiveness of activities will also take place, with action being taken to address any issues identified.

Those leading and facilitating in engagement activities will be well briefed in advance and, where possible, will have had an opportunity to input into the design and content of the resources and materials used. A standard resource pack will be available for use in all planned activities and these will also be made available to any individual or group wishing to further promote the review or generate feedback to it.

Project risks will be identified and recorded on an overall JSNA review risk register in order that risks to the engagement activities can be addressed.

It is also important that this engagement plan remains under review. Where amendments or improvements are identified within the timescales of the engagement, these will be considered and incorporated wherever appropriate to ensure that the process is effective.

Resourcing and Costs

No specific budget is available or proposed at the present time for consultation and engagement activities, therefore activities have been shaped which provide a wide range of opportunities for engagement and ensure inclusion of key stakeholders at the same time as being zero or low-cost solutions.

Where possible, direct consultation activity has been built into existing engagement opportunities such as participation & consultation networks and through utilisation of board, committee and partnership meetings.

The strategic JSNA Steering Group has wide representation including from Healthwatch, District Councils, VCS, LCC Adult Care and Children's Services and the CCGs. Therefore statutory partners have been engaged early in the process, to enable them to influence engagement intentions and suggest engagement mechanisms, ensuring these are as effective as possible.

In addition, it is recognised that much insight and data is available as a result of previous consultations, including workshops and working groups that form part of the ongoing development & improvement of the JSNA. This will feed into the learning from the current review.

Engagement activities will be coordinated and shared with members of the JSNA Steering Group. A range of staff resources have been identified internally to Lincolnshire County Council to support presentation and facilitate engagement activities. In addition, members of the JSNA Steering Group have agreed to support promotion and facilitation activities within their own organisations and groups where

appropriate, utilising the resource and response pack which has been created for this purpose. This pack will also be made available more widely to enable others to utilise resources and increase engagement outside of the planned activities.

In most cases, costs will therefore be 'internal' organisational costs (such as staffing, travel, printing and overheads) absorbed into existing budgets. It is intended that other costs should be limited wherever possible and that no activities which would attract substantial costs will be supported.

Key Messages

The following bullet points form the basis of all of our communications with stakeholders.

In producing a JSNA for Lincolnshire, the Health and Wellbeing Board want to:

- ensure people receive the right services at the right times at the right place;
- work with other organisations and the public to identify the key issues and needs of the community, on an ongoing basis, so we can all tackle them together;
- involve people in Lincolnshire so that they may:
 - adopt a good quality of life and be able to live healthy lives for longer;
 - be supported to lead healthier lifestyles; and
 - avoid getting ill when it could be prevented;
 - understand important local issues so we can work to improve the health and wellbeing of the local community.

Success Measures

The success of the consultation will be measured in several ways, specifically:-

- Creation and monitoring of an issue and change log;
- Implementation of engagement activities in line with this plan;
- Engagement of intended stakeholders in the review;

- Improved incorporation of data and intelligence from organisations, including community and voluntary organisations, to fill gaps in knowledge within the JSNA, adding to the intelligence on need which it provides;
- Improved awareness of the JSNA as the primary evidence base for commissioning decisions and interventions in relation to health and wellbeing (as well as for the JHWS);
- Improvement in evidence-based decision making in commissioning and business planning across organisations, based on evidence of need;
- Increased awareness of the importance of 'assets' in Lincolnshire creating opportunities to commission services based less on evidence of needs (deficit led-approach) and more on recognising the value of investing in & strengthening local assets;
- Stakeholder satisfaction with the engagement process and the accessibility of the opportunities to engage;
- In the long-term, future health improvement in line with Public Health, NHS and Social Care Outcome Frameworks.

Feedback to Stakeholders

It is important that those taking part in the review are aware of the impact that their collective contribution has made to improving our JSNA processes and content.

Feedback to participants will take several forms including a summarised report of the consultation findings that will be circulated through a range of routes including websites; partner bulletins/news updates; the JSNA Steering group and through the Boards communication routes and membership.

Following a large-scale consultation around the JHWS in 2011-12 a 'You Said, We Did' poster was created that clearly showed how feedback from the consultation influenced the writing of the strategy. It is intended to consider mechanisms such as this in the current review and to provide feedback appropriate to the stakeholder involved.

Details of the review will be published on the HWB pages of the LCC Connects website, the LRO website and on the County Council's consultation calendar.

Review Timetable

The JSNA review is a time-limited piece of work, undertaken on behalf of the Lincolnshire HWB. This Engagement Plan forms one part of the review. The identified priorities and refreshed JSNA will inform the production of the JHWS for 2018-2023, with its own period of stakeholder engagement, due to be published on 1st April 2018. The summary timetable for JSNA review and publication of the JHWS for 2018-2023 is as follows:

Date	Activity
Jan-May 15	Agree the scope of the review
June-Dec 15	Carry out review (to include review of work associated with objectives set out in the project brief and the wider engagement with stakeholders)
Jan-Mar 16	Consult on findings and agree recommendations for refresh of the JSNA.
Apr-Mar 17	Implement recommendations, refreshing and updating the JSNA, including its presentation and processes
Apr-Jun 17	Consult and agree priorities resulting from refreshed JSNA
Jul-Dec 17	Carry out consultation on refreshed Joint Health and Wellbeing Strategy (JHWS)
Jan-Apr 18	Finalise and publish JHWS for 2018–2023 to coincide with existing JHWS coming to an end on 31/3/18

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