Glasgow City HSCP
Health and Social Care Partnership

Communications Strategy 2020

Executive Summary



NHS Greater Glasgow and Clyde

Glasgow City Council

Executive Summary

This document is an executive summary of Glasgow City Health and Social Care Partnership's (HSCP) Communications Strategy 2020, which is intended to outline and summarise the main areas of the Strategy. It can be read as a standalone document for ease of reference, and the full Communications Strategy sets out each area in more detail. More **information on the HSCP's Communications Strategy**, and the Strategy itself, is available on the HSCP's website.

1. Introduction and Purpose

We use our HSCP communications to help people, communities and organisations be aware of, understand and engaged in our work and services. They can be supported by us, work with us or have an interest in us, now or potentially in the future.

Communications play an important role in the planning and delivery of our services, supports good professional practice and contributes to stakeholder satisfaction among other areas. Communications also help us to improve our services and achieve our vision for health and social care across the city with our partners.

As the largest health and social care partnership within Scotland, it is important that our work and services continue to be underpinned by a communication strategy, so that the people, communities and organisations who we support, work with in partnership or have an interest in us are kept up to date and engaged as appropriate.

Our Communications Strategy 2020 was reviewed and updated in 2019-20 and approved by our Integration Joint Board (IJB) at its meeting in **September 2020**.

Our updated Communications Strategy 2020:

- sets out our framework for communications – communications vision, objectives, approach, standards and governance
- defines our key audiences who we will communicate with, that is, our main stakeholders – both internal and external
- defines our communication channels, that is, the tools and methods that we will use to communicate with our audiences and
- includes an action plan that we will progress to improve and continue to implement our communications.

Our Communications Strategy focuses on communications with large audiences, both internal and external to our HSCP. It also places importance on engagement in communications activity. Our Strategy outlines how we engage internally with our staff. We have a separate **Participation and Engagement Strategy** that sets out the principles and approach that we take to engaging with individuals, communities and organisations. A significant amount of communication and engagement activity also takes place in our localities (North East, North West and South) and at an individual level, often face-to-face, at engagement sessions or in writing.

2. Background to Health and Social Care Integration

The way in which health and social care services are planned and delivered across Scotland has changed. This is referred to as 'Health and Social Care Integration' or 'Integration' for short. Integration is when Councils and Health Boards work closely together to jointly plan and deliver health and social care services. The Public Bodies (Joint Working) (Scotland) Act 2014 (known as the 'Act') made this a legal requirement.

At its heart, Integration is about ensuring that those who use health and social care services get the right care and support for their needs, and that this is at the right time and in the right setting.



Before Integration, Health Boards had separate responsibility for health services, and Councils had separate responsibility for social care services. The Act made it a legal requirement to integrate adult health and social care services as a minimum, including services for older people.

Glasgow City Council and NHS Greater Glasgow and Clyde agreed to go further, and they have also integrated other services such as children's, homelessness and criminal justice services. The Council and Health Board working together in this way is known as the 'Glasgow City Health and Social Care Partnership.'

The HSCP is directed by a public body that is separate from the Council and Health Board – the Integration Joint Board, or 'IJB' for short. Scotland has 31 IJBs within Council areas, and Glasgow City IJB was established in February 2016.

The IJB meets on a regular basis to discuss, plan, decide and monitor how health and social care services are delivered in Glasgow City, and it then directs our HSCP to deliver integrated services based on those decisions.

As detailed in the IJB's/HSCP's **Strategic Plan 2019-22**, our vision for health and social care in Glasgow continues to focus on supporting people to flourish, transforming services for the better and engaging with our communities to improve their health and wellbeing and make them more resilient:

"Our medium- to long-term vision is that:

The city's people can **flourish**, with access to health and social care support when they need it. This will be done by **transforming** health and social care services for better lives. We believe that stronger **communities** make healthier lives."

Our vision is summarised as **'Flourishing Communities, Healthier Lives.'**

3. Communications Context

Our Communications Strategy is informed by both our partner organisations' corporate communications strategies and channels – Glasgow City Council and NHS Greater Glasgow and Clyde.

The development of our updated Strategy and improvement action plan was informed by a communications survey that we conducted with a wide range of people and organisations between November 2019 and January 2020. We also had face-to-face engagement sessions with our three Locality Engagement Forums/ Networks (LEF/LENs) (North East, North West and South), and South Locality LEN had a further session with service users and carers of home care services. These took place between November and December 2019.



A **briefing** is available with more information on the survey and engagement sessions, and how they informed the development of our updated Communications Strategy.

4. Communications Framework

Communications Vision

"Together we will continue to be committed to good communication with the people, communities and organisations who are supported by us, work with us or have an interest in us. This is so they can be aware of, understand and engaged in our work and services for health and social care. Good communication helps us to plan and deliver our services in partnership and achieve our vision for health and social care in Glasgow."

Communications Objectives

Our **communications objectives** describe what we are seeking to achieve in our communications. We will use communications to:

1. increase awareness, understanding and engagement of our vision and priorities for health and social care in Glasgow
2. provide information about our work and services so that people, communities and organisations are kept up to date and supported to participate in the planning and delivery of our services – particularly to share their views and ideas. This can include stakeholders who are directly or indirectly affected, may have an interest or concern or may be impacted in the future
3. provide information about our work and services and how to access them (both provided and purchased/contracted) so that people can make better informed choices and decisions about how they can be supported to meet their health and social care needs or that of others
4. provide information about our work, services and good professional practice to staff and any issues that may affect them so that they are better supported to do their jobs
5. promote our shared culture – our shared identity, values and behaviours
6. recognise, celebrate and promote successes of our HSCP, especially where there is partnership working
7. follow our approaches, standards and governance for HSCP communications so that they are of a high standard and
8. keep up-to-date with new and innovative ways of communicating so that we continue to improve our communications.

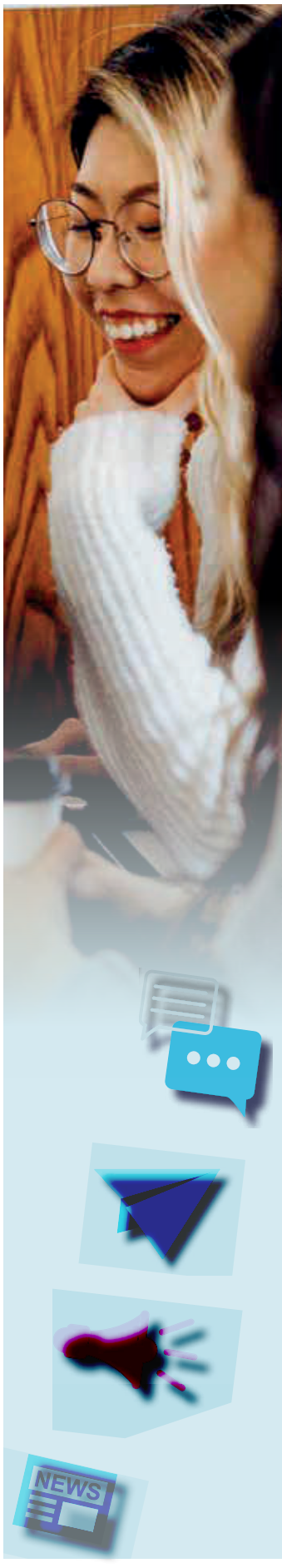
Communications Approach

Whilst we are committed to adapting our communications for their audience, there is an underlying **approach** that we will strive to maintain. We will strive for our communications to be:

- **clear and concise**: communications will use language that is straightforward and easily understood ('Plain English'), avoiding language that is ambiguous or overly-complicated, or uses jargon or undefined acronyms. Where specialist terms, abbreviations/acronyms or concepts are used, they will be defined or explained
- **inclusive**: communications will be inclusive and not use language (expressions or words) that might be considered to exclude particular groups of people
- **consistent**: communications will be consistent for both internal and external audiences, and they will be consistent with our vision and priorities for health and social care
- **accessible**: communications will use styles, formats, layouts, languages and materials that meet the communications needs of their audience or have in place arrangements to do so (except where there is an overwhelming technical reason not to)
- **timely, accurate and approved**: communications will be disseminated in good time as circumstances allow, contain correct information and reflect the views of our HSCP. The intended audience of communications should hear about changes or issues before they are reported by the media or told by a third party. Communications must always be approved by a relevant senior manager within the HSCP
- **transparent**: communications will be authentic, honest and open as appropriate
- **targeted**: communications should be developed and disseminated to an intended audience, and consideration should be given to the level of communications so that there is not 'communications overload' and they get lost among others



- **multi-channel**: a range of tools and methods should be used to communicate with target audiences so that they are more likely to receive information and messages – print, digital and face-to-face. Improved ways to communicate should also continue to be explored in order to be more inclusive
- **two-way**: communication channels should also facilitate meaningful engagement with people, communities and organisations. Communications should not simply be used to unilaterally share information 'top-down'; they should also include engagement opportunities so that stakeholders can ask questions or share their views, ideas, concerns or issues
- **evidence-based**: research, statistics, proof of concepts, case studies, real life examples and story-telling should be used to illustrate and back up information and messages wherever possible and
- **endorsed**: credible 'third party endorsements' should be used to illustrate the benefits of an approach we may take to planning and delivering our services or the outcomes that our services are achieving.



Communications Standards

Our communications are underpinned by a number of standards, policies and guidelines:

- our HSCP's brand identity
- accessible communications
- our joint protocol on working with the media and
- the acceptable use of social media by Council and Health staff within the wider context of information management and security.

Communications Governance

To ensure that our communications are timely, accurate and consistent, they are approved by a relevant member of our Executive Leadership and Senior Management Team for the service area that they relate to. Where a communication cuts across service areas, then a Chief Officer or Clinical Lead (or their delegates) gives final approval. Any service area content should still be approved by the relevant member of the Executive Leadership and Senior Management Team in the first instance.

Our HSCP's Joint Media Protocol sets out the governance arrangements for media enquiries and proactive communications with the media, where the Chief Officer or Chair of the IJB (or their delegates) takes a lead role or, in appropriate circumstances where the subject matter would benefit from it, the respective Clinical Lead.

5. Communications Audiences and Channels

Communications Audience

Our key audience groups who we will communicate with includes:

- the public
- patients, service users, carers, their families and their representatives or advocates
- HSCP staff
- Glasgow City Council and Family and NHS Greater Glasgow and Clyde staff
- Glasgow City IJB Members
- Glasgow City Council Elected Members
- NHS Greater Glasgow and Clyde Health Board Members
- Trade Unions/Staffside
- 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
- Glasgow City Community Councils
- Glasgow City Community Planning Partners
- MPs/MSPs within Glasgow City who have a health and social care remit and
- the media.

Communications Channels

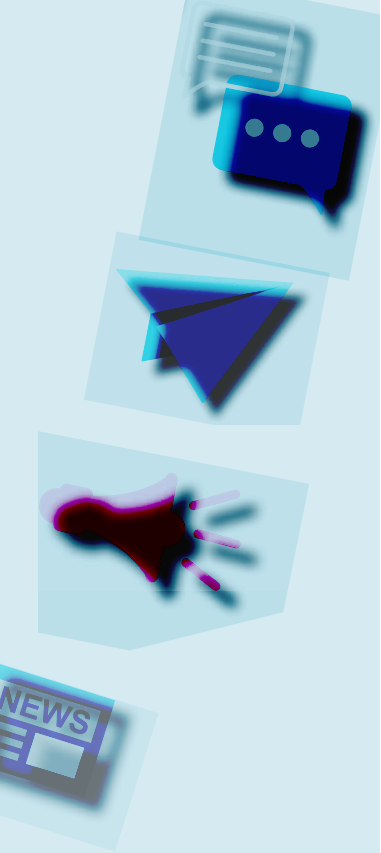
We will use the following key channels to communicate with our audiences:

Corporate

Glasgow City Council

- **Glasgow City Council website**





- **Connect website** (staff intranet for authorised users)
- Facebook – **Glasgow City Council**
- Twitter – **@Glasgow CC**
- Corporate Announcements (corporate all-staff emails)
- Managers' Briefing (corporate staff briefing)
- Insider (corporate staff newsletter including Chief Executive's message)
- Glasgow City Council approved committee papers (agendas, minutes and reports)
- Glasgow City Community Councils web page and distribution list

NHS Greater Glasgow and Clyde

- **NHS Greater Glasgow and Clyde website**
- **Staffnet website** (staff intranet for authorised users)
- Facebook – **NHS Greater Glasgow and Clyde**
- Twitter – **@NHSGGC**
- General Notifications (corporate all-staff emails)
- Team Brief (corporate staff briefing from the Chief Executive)
- Core Brief (corporate staff briefing on specific topics)
- Staff Newsletter (corporate staff newsletter)
- NHS Greater Glasgow and Clyde Health Board papers (agendas, minutes and reports)

Glasgow City HSCP

- **Glasgow City HSCP website**
- Glasgow City HSCP web pages on corporate staff intranets
- **Your Support Your Way Glasgow website** (website for health and social care support and information)
- Facebook – Glasgow City Health and Social Care Partnership (to be developed)
- **YouTube** – Glasgow City Health and Social Care Partnership (to be redeveloped)



- Twitter – **@GCHSCP**
- Twitter – **@SM_GCHSCP** (Chief Officer's Twitter profile)
- Glasgow City HSCP Announcements (all-Glasgow City HSCP staff emails and other stakeholders as required)
- Glasgow City HSCP Staff Briefing (HSCP staff briefing on specific topics)
- Glasgow City HSCP Newsletter
- Glasgow City HSCP Healthy Working Lives Newsletter (HSCP staff newsletter to inform staff about health and wellbeing topics and promotions/campaigns)
- Glasgow City HSCP service- and subject-specific briefings, newsletters, posters and leaflets (for example, Primary Care, Public Protection and Person Centred Care)
- Glasgow City HSCP service- and subject-specific websites and social media (for example, Child Protection, Fostering and Adoption, Health Improvement, Sexual Health/ Sandyford and Aye Mind)
- Glasgow City HSCP service- and subject-specific projects, initiatives and campaigns (for example, Power of Attorney, Fostering and Adoption, Home Carer Recruitment Campaign and Dementia Awareness)
- Glasgow City HSCP Team Meeting Communications Briefing (communications as part of HSCP staff team meetings)
- Glasgow City HSCP staff engagement opportunities (e.g., Executive Leadership and Senior Management Team sessions, Partnership-wide Leadership Session, care group/service-led sessions with Core Leadership leads and iMatter survey)
- Planning and engagement groups (for example, Locality Engagement Forums and Strategic Planning Groups)
- Third/Voluntary and independent sector contractors/ providers, networks and organisations (for example, health and social care contractors/providers of services, Glasgow Council for the Voluntary Sector and Third Sector Interface)
- Glasgow City HSCP events (for example, provider events, equalities events, health improvement events) and
- Miscellaneous communication channels (for example, service directories, press office/media stories and television screens in buildings).





Communciations Matrix

The following matrix summarises our communications audiences and channels.

Communication Channel	Corporate or GCHSCP	Internal or External	Frequency	Key Audience											
				Patients, Service Users, Carers, their Families & their representatives or advocates	The Public	Glasgow City HSCP Staff	GCC & NHSGGC Staff	Glasgow City IJB Members, Glasgow City Council Elected Members & NHSGCC Board Members	Trade Unions/Staffside	Providers/Contractors of Health & Social Care Services	Public, Third & Independent Sector Organisations & Networks with Health & Social Care Remit or Interest	Glasgow City Community Councils	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City or with a Health & Social Care Remit	The Media
GCC & NHSGGC Websites	Corporate	External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
GCC & NHSGGC Intranet Websites - Connect (GCC) & Staffnet (NHSGGC)	Corporate	Internal & External	Ongoing			•	•	•	•						
GCC & NHSGGC Social Media - Facebook & Twitter	Corporate	External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
All-staff Emails - Corporate Announcements (GCC) & General Notifications (NHSGGC)	Corporate	Internal	Ongoing			•	•		•						
Staff Briefing - Managers' Briefing (GCC), Team Brief (NHSGGC) & Core Brief (NHSGGC)	Corporate	Internal	Ongoing			•	•		•						
Staff Newsletter - Insider (GCC) & Staff Newsletter (NHSGGC)	Corporate	Internal	Monthly			•	•		•						
GCC & NHSGGC Committee & Board Papers	Corporate	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•

Communication Channel	Corporate or GCHSCP	Internal or External	Frequency	Key Audience											
				Patients, Service Users, Carers, their Families & their representatives or advocates	The Public	Glasgow City HSCP Staff	GCC & NHSGGC Staff	Glasgow City IJB Members, Glasgow City Council Elected Members & NHSGCC Board Members	Trade Unions/Staffside	Providers/Contractors of Health & Social Care Services	Public, Third & Independent Sector Organisations & Networks with Health & Social Care Remit or Interest	Glasgow City Community Councils	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City or with a Health & Social Care Remit	The Media
Glasgow City Community Councils Web page & Distribution List	Corporate	Internal & External	Ongoing									•			
Glasgow City HSCP Website	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Web pages on Corporate Staff Intranets - Connect (GCC) & Staffnet (NHSGGC)	GCHSCP	Internal	Ongoing			•	•	•	•						
Your Support Your Way Glasgow Website	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Social Media - Facebook (in development), Twitter & YouTube (redevelop)	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Announcements - All Staff Emails & Other Stakeholders as Required	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Staff Briefing	GCHSCP	Internal	Ongoing			•			•						
Glasgow City HSCP Newsletter	GCHSCP	Internal & External	Quarterly	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Healthy Working Lives Newsletter	GCHSCP	Internal	3x a Year			•			•						

Communication Channel	Corporate or GCHSCP	Internal or External	Frequency	Key Audience											
				Patients, Service Users, Carers, their Families & their representatives or advocates	The Public	Glasgow City HSCP Staff	GCC & NHSGGC Staff	Glasgow City IJB Members, Glasgow City Elected Members & NHSGCC Board Members	Trade Unions/Staffside	Providers/Contractors of Health & Social Care Services	Public, Third & Independent Sector Organisations & Networks with Health & Social Care Remit or Interest	Glasgow City Community Councils	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City or with a Health & Social Care Remit	The Media
Service- & Subject-specific: Briefings, Newsletters, Posters, Leaflets, Websites, Social Media, Projects, Initiatives & Campaigns	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Glasgow City HSCP Team Meeting Communications Briefing	GCHSCP	Internal	Ongoing			•									
Glasgow City HSCP Staff Engagement Opportunities	GCHSCP	Internal	Ongoing			•			•						
Glasgow City HSCP Planning & Engagement Groups	GCHSCP	Internal & External	Ongoing	•	•	•	•			•	•		•		
Third/Voluntary & Independent Sector Contractors/Providers, Networks & Organisations	GCHSCP	External	Ongoing							•	•				
Glasgow City HSCP Events	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•
Miscellaneous Communications Channels (e.g., Service Directories, Press Office/Media Stories & Television Screens in Buildings)	GCHSCP	Internal & External	Ongoing	•	•	•	•	•	•	•	•	•	•	•	•

6. Communications Developments

Some of the key communications developments that we will progress as part of our new communications improvement action plan will include:

- the launch of a Facebook profile and relaunch of a YouTube channel for our HSCP
- further support to our HSCP senior management and staff to raise the profile of their work and services through social media
- development of videos featuring our teams and services to raise awareness of the range of work and services across our HSCP – to be featured on our website and social media platforms and
- the review and redevelopment of **Your Support Your Way Glasgow website**.



7. Advice and Guidance

Advice and guidance on the full range of internal and external communications across our HSCP is available by our Business Development Team at our headquarters at Commonwealth House in the City Centre, **GCHSCP_Communications@glasgow.gov.uk**. We also have links with both our partner organisations' (Glasgow City Council and NHS Greater Glasgow and Clyde) corporate communications teams to ensure co-ordinated and consistent communications. This includes not only issuing communications, but also relevant standards, policies and guidelines. Both the Council's and Health Board's corporate communications teams also support our external HSCP communications with the media and external organisations.

8. Monitor and Review

We will continue to monitor and review our Communications Strategy. Our communications survey will continue to be the main way for us to do this, and it will enable us to track changes over time. The survey will also be an opportunity for us to measure people's awareness of our work and services, and how our communications can be improved to better support the planning and delivery of our services.

9. Communications Improvement Action Plan

The following action plan has been developed to support the further implementation of our Communications Strategy. It includes the activity that we will take forward to further improve, develop and embed our communications.

Number	Action	Timescale
New Communications Developments		
1	Develop a summary version of Glasgow City HSCP's Communications Strategy to raise awareness of the Strategy and key communications audiences and channels	Autumn 2020
2	Review Glasgow City HSCP's distribution list for email announcements and its newsletter to ensure a wider reach to relevant stakeholders, including making the newsletter available in local offices and community facilities (particularly Health and Care Centres, Social Work offices and GP practices)	Autumn 2020
3	Develop icons for Glasgow City HSCP's strategic priorities for use in communications material (printed and digital) to make them more recognisable	Autumn 2020
4	Review and redevelop Glasgow City HSCP's Your Support Your Way Glasgow website	Autumn 2020 onwards
5	Review and update Glasgow City HSCP and Your Support Your Way Glasgow websites for web accessibility	Autumn 2020 onwards
6	Develop and disseminate communications standards 'hints and tips' for Glasgow City HSCP	Winter 2020/21
7	Develop an intranet web page with relevant links to communication channels to support Glasgow City HSCP's Team Meeting Communications Briefing for staff	Winter 2020/21 onwards
8	Develop/Redevelop, implement and maintain a Facebook profile and YouTube channel for Glasgow City HSCP	Spring 2021 onwards
9	Develop and publish videos to raise awareness of the range of work and services across Glasgow City HSCP linked to the vision and priorities for health and social care in Glasgow – on the HSCP's website and social media channels	Spring 2021 onwards

Number	Action	Timescale
New Communications Developments...*continued*		
10	Review Glasgow City HSCP's Health and Social Care Integration public leaflet and develop further ones for the IJB, its committees and the Locality Engagement Forums	Spring 2021 onwards
11	Update Glasgow City HSCP's Joint Media Protocol taking into account any communications survey findings	Summer 2021
Ongoing Communications Activity		
12	Continue to update staff intranets (Connect and Staffnet)	Autumn 2020 onwards
13	Continue to regularly communicate about Glasgow City HSCP's work and services with internal and external audiences through a range of printed and digital communication materials and channels outlined in Section Five of the HSCP's Communications Strategy	Ongoing
14	Continue to support Executive Leadership and Senior Management Team social media engagement with Glasgow City HSCP's social media channels	Ongoing
15	Continue to support Glasgow City HSCP staff engagement opportunities including Executive Leadership and Senior Management Team sessions and Partnership-wide Leadership sessions for senior managers/leads at Grade 9 (Social Work)/Band 8b (Health) and above. Continue to support Glasgow City HSCP system-wide internal and external engagement sessions as appropriate.	Ongoing
16	Co-ordinate team and staff award nominations for internal and external awards programmes, including Glasgow City HSCP's Staff Awards for Excellence.	Ongoing
17	Conduct a communications survey with the people who are supported by, work with or have an interest in Glasgow City HSCP to measure the impact of communications activity, focussing on: • awareness of the work and services of the HSCP and IJB • usefulness of HSCP communications • preferred communication channels and • communications improvements.	Winter 2022-23