Glasgow City HSCP
Health and Social Care Partnership

GLASGOW CITY INTEGRATION JOINT BOARD

PARTICIPATION AND ENGAGEMENT STRATEGY

NHS Greater Glasgow and Clyde

Glasgow City Council

CONTENTS

3 1. Introduction and Purpose

4 2. Principles of Engagement

6 3. The Glasgow Approach

7 4. Communities And Stakeholders

8 5. Community Empowerment

9 6. Levels Of Involvement

10 7. Integrated Engagement Structures

16 8. Equalities And Human Rights

18 Appendix One: Participation and Engagement Strategy: Action Plan

If you require a copy of this Strategy in an alternative format of language please contact Glasgow City Health and Social Care Partnership by email at **glasgowcityijb@glasgow.gov.uk**

1. INTRODUCTION

Susanne Millar,
Interim Chief Officer, Glasgow
City Integration Joint Board

Glasgow City Integration Joint Board published its first Participation and Engagement Strategy in October 2016. The Strategy outlines the principles and approach to participation and engagement in Glasgow to ensure how we encourage and enable people to engage with the Integration Joint Board meets local expectations, adheres to the national standards for community engagement and meets the needs of everyone in Glasgow who has an interest in the development and delivery of health and social care services in the City.

The Strategy is designed to build on the strong history of partnership working across the City between Social Work, the NHS and community groups to develop and deliver health and social care services informed by local priorities and needs. All of the partners working across the City with the Health and Social Care Partnership make a valuable contribution to the process of planning and delivering health and social care services for those in need of support. It is essential to have a Strategy for participation and engagement that enables partners to continue to work together to inform and influence the work of the HSCP.

We have learned a lot as a Partnership about where we can improve our approach to participation and engagement since the first Strategy was published. With that in mind we reviewed the Strategy in 2019/20 and consulted with people and organisations across the City to inform this new Strategy. The review gave us an opportunity to look back at where we have been successful in working together with community groups and interested individuals to take forward the ambitious plans the Partnership has to transform services in the City. However it also highlighted where we can do better and where our approach to participation and engagement needs to evolve. In this Strategy we have tried to ensure that our approach to participation and engagement builds on the strengths we identified and learns from where we could do better.

In particular the revised Strategy has sought to ensure our approach removes the barriers to participation and engagement experienced by members of groups with protected characteristics and maintains an equalities focus throughout.

As Glasgow City IJB continues to push the boundaries and seeks innovative and creative solutions to the challenges faced across the City, including re-starting services following the disruption caused by the Covid-19 pandemic, the need to have effective participation and engagement structures that involve, enable and empower people to get involved and feel listened to, is more important than ever.

2. PRINCIPLES OF ENGAGEMENT

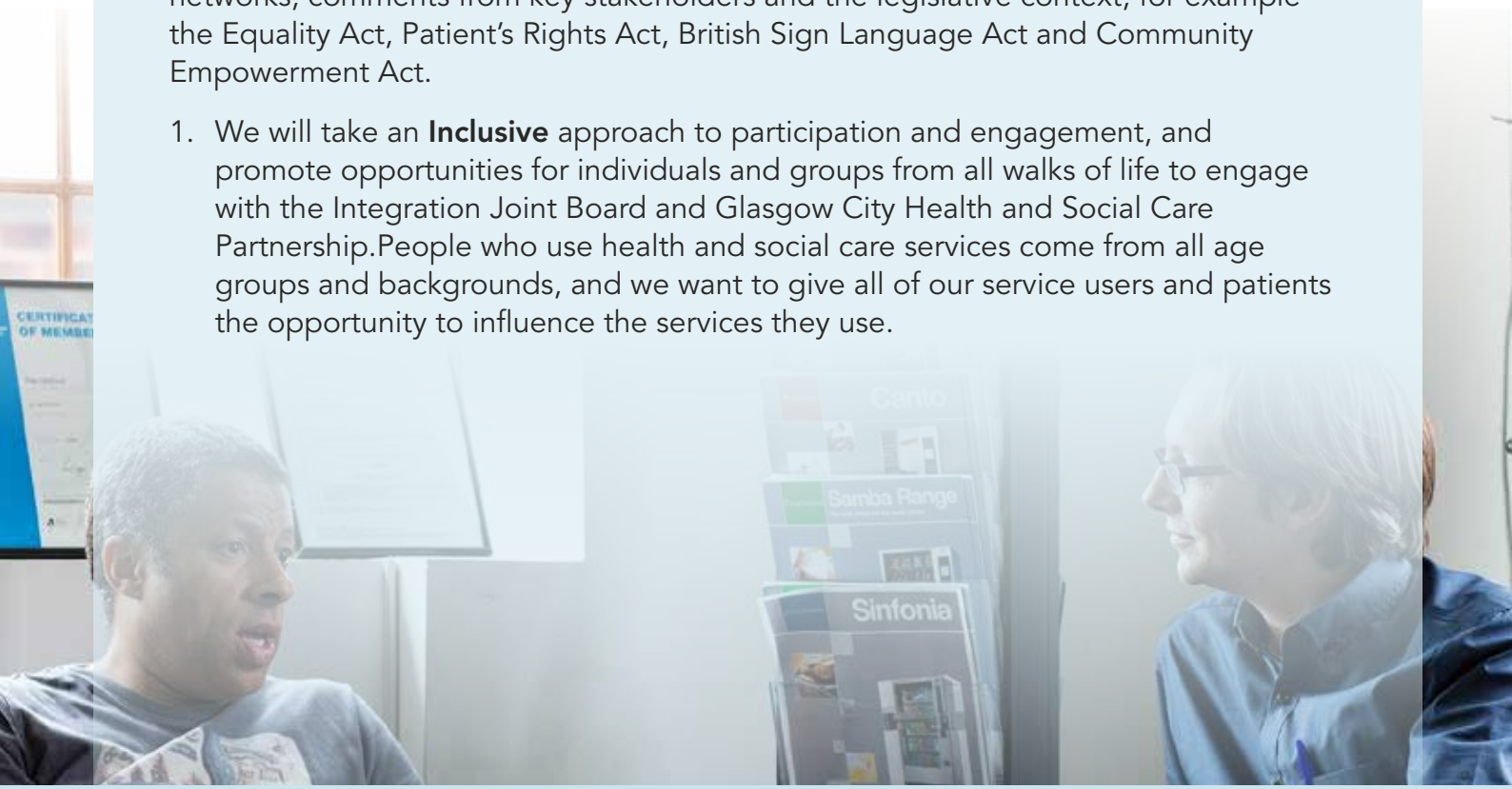
Our Strategy is Focused on supporting Glasgow City Integration Joint Board to deliver on its vision:

We believe 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. We will do this by:

- Focusing on being responsive to Glasgow's population and where health is poorest
- Supporting vulnerable people and promoting social well being
- Working with others to improve health
- Designing and delivering services around the needs of individuals carers and communities
- Showing transparency, equity and fairness in the allocation of resources
- Developing a competent, confident and valued workforce
- Striving for innovation
- Developing a strong identity
- Focusing on continuous improvement

The following principles are the foundation of our participation and engagement strategy, and are informed by findings of the review of existing engagement networks, comments from key stakeholders and the legislative context, for example the Equality Act, Patient's Rights Act, British Sign Language Act and Community Empowerment Act.

1. We will take an **Inclusive** approach to participation and engagement, and promote opportunities for individuals and groups from all walks of life to engage with the Integration Joint Board and Glasgow City Health and Social Care Partnership.People who use health and social care services come from all age groups and backgrounds, and we want to give all of our service users and patients the opportunity to influence the services they use.



2. We will promote an **Equalities-Focused** approach to participation and engagement, where barriers to participation and engagement for members of groups with protected characteristics are reduced and removed wherever possible, and where information on how to engage with the Integration Joint Board and Health and Social Care Partnership is made available through a variety of accessible means.

3. We will facilitate **Empowerment** of individuals and communities to engage to influence health and social care services, and seek opportunities to empower stakeholders in participation and engagement activity.

4. We will be **Transparent** in our engagement activity. We will share information, answer questions fully and frankly and offer feedback on the impact that engagement with communities has on services so that people can see the benefit of getting involved.

5. We are committed to **Two-Way Communication**, where we communicate effectively and listen to what individuals, groups and networks have to say. We value and respect people's opinions. We understand that a small number of people cannot fully reflect the views of an entire community, but are entitled to make representations on behalf of their wider community.

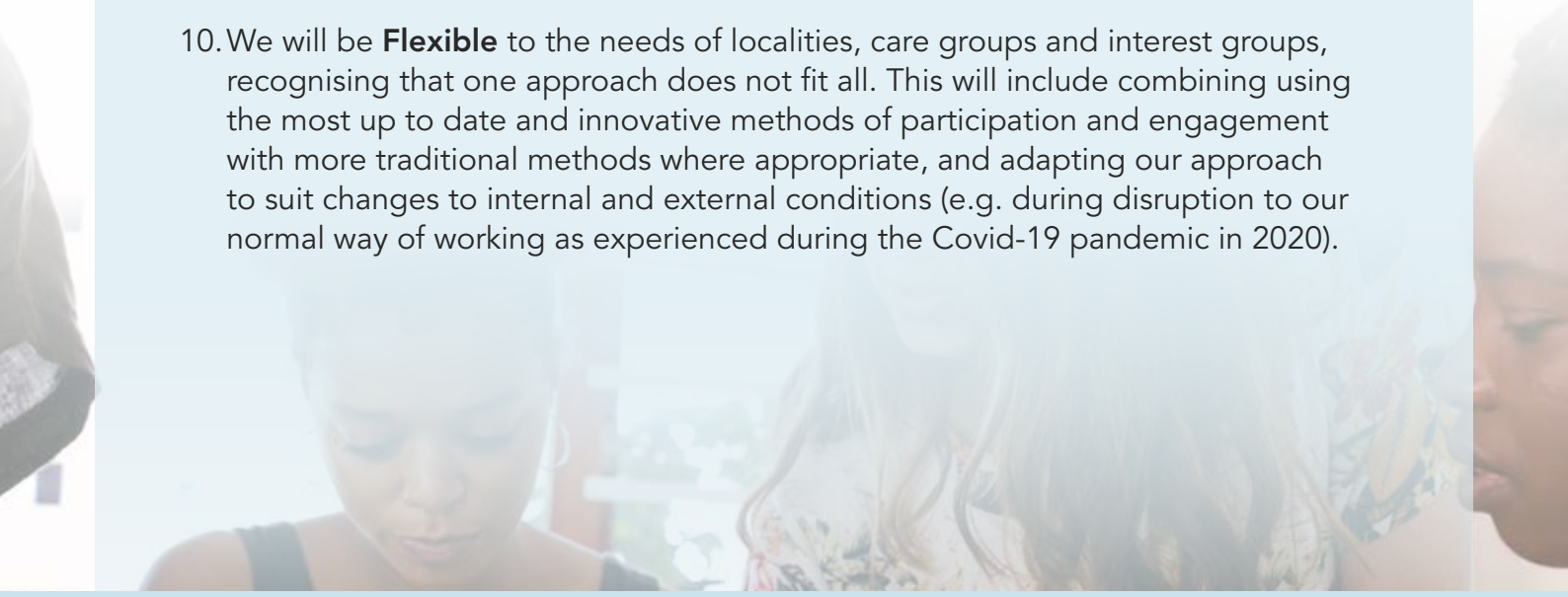
6. Our approach to participation and engagement will be **Responsive** to feedback received and we will take action where necessary and appropriate, recognising that those with lived and living experience are best placed to inform the future of service delivery.

7. We will ensure that engagement with relevant communities and stakeholders is **Timely**, wherever possible taking place at the most appropriate time to support active and **Meaningful** engagement in the decision making process.

8. We will be **Co-ordinated**, across the City, localities, care groups and Strategic Planning Groups. We recognise the significant links, dependencies and overlaps between every group and how they relate to each other.

9. We will have a strong **Local Focus** to our participation and engagement activity, recognising that the needs of localities are best represented by the people who live and work in those areas.

10. We will be **Flexible** to the needs of localities, care groups and interest groups, recognising that one approach does not fit all. This will include combining using the most up to date and innovative methods of participation and engagement with more traditional methods where appropriate, and adapting our approach to suit changes to internal and external conditions (e.g. during disruption to our normal way of working as experienced during the Covid-19 pandemic in 2020).



3. THE GLASGOW APPROACH

Through this strategy we are committed to:

- Using the most appropriate level of involvement and participation for each activity and using the resources available to the HSCP to support such activity. This includes consideration of covering reasonable expenses to enable participation and engagement to mitigate the impact of socio-economic disadvantage where it acts as a barrier
- Working with partners to promote an equalities approach and reduce the barriers to participation and engagement experienced by people from groups with protected characteristics
- Ensuring that community engagement activity, wherever possible, meets peoples' needs and expectations
- Building on the existing skills and knowledge already available in the community, including those of people with lived and living experience, so that people are empowered to take issues forward but recognising the personal toll that sharing lived experience can take on individuals and the need to protect people from consultation "fatigue"
- Engagement with the statutory, voluntary and community sector in a way and at the appropriate time to enable them to play a key role in influencing the delivery of services
- Being transparent about the influence that engagement activity will have on the relevant subject matter to ensure realistic expectations
- Providing feedback to people as part of the participation and engagement process to enable them to understand the impact of their involvement
- Developing a relationship where people's views are valued and listened to and are encouraged to become involved in influencing decision making structures
- Creating effective networks, including statutory, voluntary, community and equalities stakeholders, through which information, ideas, issues and opportunities to become involved can be shared
- Identifying and harnessing the opportunities provided by digital engagement methods such as video-conferencing and virtual meetings
- Supporting and enabling people to take part in our participation and engagement activity, recognising the barriers to engagement and the need to make opportunities accessible to all.

4. COMMUNITIES AND STAKEHOLDERS

4.1 Communities

The term "community" does not just refer to the geography of a defined area, but also refers to the different relationships or associations that are relevant to people. The HSCP needs to ensure its approach is flexible and accessible enough to enable effective and meaningful engagement across communities. Communities can typically be defined as below but it is essential to understand that communities are diverse, with members often belonging to or identifying with more than one of these communities.

Community	Definition
Community of place	A group of people bound together by a shared geographical boundary to live, work or spend time. Examples include villages, towns, neighbourhoods or localities
Community of interest	A group of people that share a common interest, passion or experience. Examples include community councils, service user groups or those sharing a hobby or pastime
Community of identity	A group of people defined by how they are identified by themselves or by society.

Glasgow City Health and Social Care Partnership will tailor its approach to participation and engagement to be inclusive and flexible, in order to enable and support community members to engage meaningfully. We will be flexible and consider different ways to reach groups that may have traditionally not engaged but have a valuable contribution to make and an interest in being involved.

4.2 Stakeholders

It's also important to reflect on the range of stakeholders the HSCP seeks to engage with to understand the scale of the challenge to engage meaningfully with all stakeholders, but also to underline how important it is to have a clearly defined and inclusive approach to participation and engagement.

Our key stakeholders for participation and engagement include:

- individual members of the public, identified communities and protected characteristics groups (including marginalised groups, refugees and asylum seekers, prisoners, Black Asian and Minority Ethnic groups, non-English speakers, those who are non-IT literate)
- patients, service users, carers, their families and their representatives or advocates
- HSCP staff and linked professionals (for example GPs)
- professional networks, advocacy services, care/patient opinion bodies
- volunteers and the volunteer community
- Glasgow City IJB Members
- Glasgow City Council Elected Members
- 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 Community Planning Partnership
- equality group representatives and networks
- Glasgow City Community Councils
- Glasgow City Community Planning Partners
- MPs/MSPs within Glasgow City or who have a health and social care remit and
- the media

5. COMMUNITY EMPOWERMENT

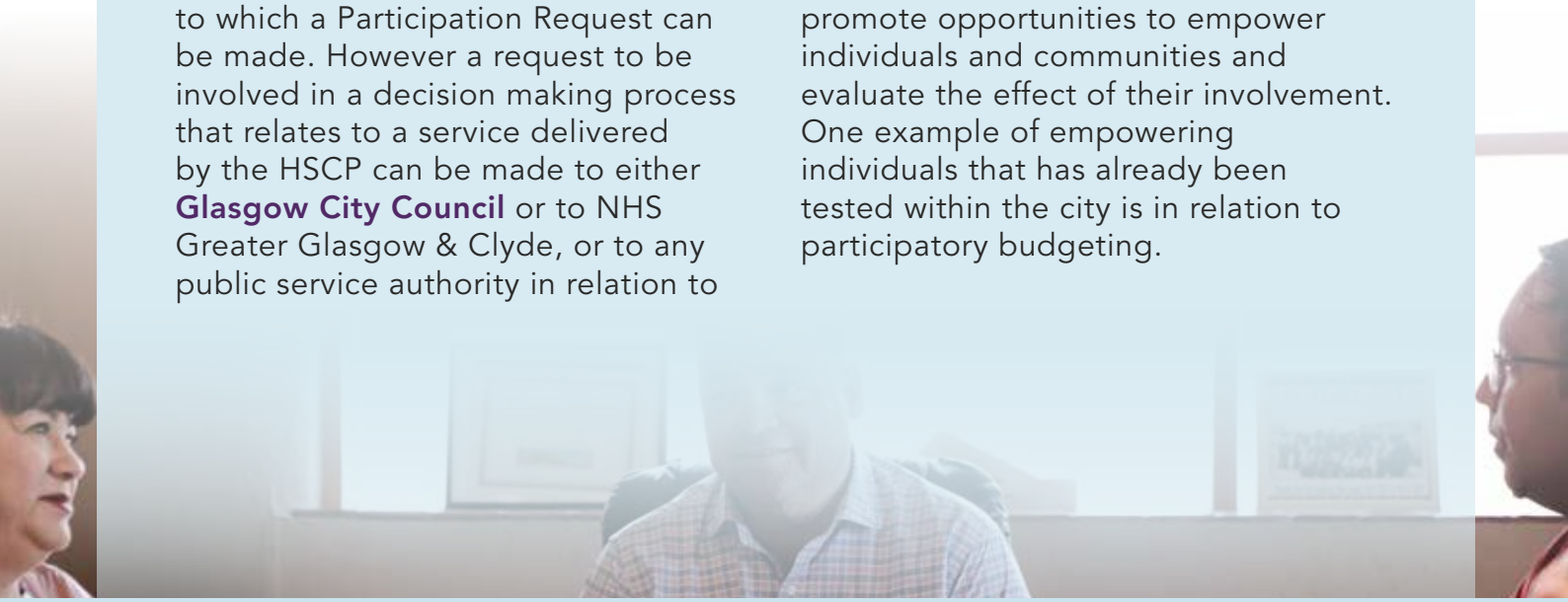
In 2015 the Scottish Parliament passed the Community Empowerment (Scotland) Act 2015 (the Act) to give new rights to community bodies and new duties to public sector authorities (i.e. the Council and Health Board). The Act outlines the duties placed on public bodies in relation to the formation of Community Planning Partnerships for local authority areas and the importance of participation with communities to inform the community planning process.

The Act also seeks to empower community bodies, such as Community Councils, by strengthening their voice in decisions about public services. The main method for doing this through the legislation is by Participation Requests. Participation Requests enable community bodies to request involvement with public authorities about local issues and decisions about local services where they believe they can improve the outcome to be delivered. Public authorities must consider the request and facilitate involvement unless there are appropriate grounds for refusal.

The Integration Joint Board is not listed as one of the public authorities to which a Participation Request can be made. However a request to be involved in a decision making process that relates to a service delivered by the HSCP can be made to either **Glasgow City Council** or to NHS Greater Glasgow & Clyde, or to any public service authority in relation to services provided by the HSCP. The HSCP is committed to working with any public service authority that receives a Participation Request relevant to the services provided by it.

Information on the approach of the HSCP in responding to Participation Requests can be found on its website. General guidance on how to submit a Participation Request to the relevant public body was developed by the Scottish Government and can be viewed on its **website**.

The Act provides a vital tool for community participation and engagement but since the passing of the Act community bodies have not actively used the legislation to request involvement. The HSCP acknowledge the importance of power in the relationship with its stakeholders and during the lifetime of this Strategy the HSCP will work with partners across the City to develop information to improve the understanding within the community of how to use the legislation to influence the decision making process for issues that affect or are of interest to them, and to raise awareness of engagement opportunities generally. In doing so the HSCP will identify and promote opportunities to empower individuals and communities and evaluate the effect of their involvement. One example of empowering individuals that has already been tested within the city is in relation to participatory budgeting.



6. LEVELS OF INVOLVEMENT

It is very important that our communities have a clear understanding about the purpose of any activity that is designed to involve them, so that it is clear to them whether or not they can influence decisions being made.

To assist with promoting an open and transparent approach when conducting participation and engagement activities, the following sets out what we want to achieve and how we will go about achieving it:

Involvement type	What we want to achieve	How will we do it?
Inform	Providing appropriate (balanced and objective) information about services, policies and decisions to highlight the issues or problems to be solved, and the solutions being considered Or Collecting or using existing information about the views and needs of local people to inform services, policies and decisions	By using the appropriate communication and engagement methods to keep communities informed and by keeping information about the views and needs of local people accurate and updated to best inform the decision making process
Consult	Offering an appropriate (one-off or time limited) opportunity to have a say about a service, policy or decision	By keeping communities informed, offering timely opportunities to raise concerns and provide feedback, and by demonstrating the impact of engagement on decisions made
Involve	Providing opportunities to have a say and get involved in activities in a more influential way (on an ongoing basis)	By working with communities to ensure their concerns and their ambitions directly influence the options considered, and by demonstrating the impact of engagement on decisions made
Collaborate	Working in partnership in each aspect of the decision making process, including developing and selecting the preferred solutions to issues or problems	By actively seeking advice and innovative ideas from communities to develop options for consideration and by incorporating that advice and those ideas into the final decisions taken
Empower	Where appropriate, empowering partners to lead decision making processes and/or placing the final decision in the hands of the community or relevant stakeholders	By listening to what those empowered have to say, accepting constructive feedback and comments and implementing what those empowered to drive decision making decide or recommend

7. INTEGRATED ENGAGEMENT STRUCTURES

Glasgow City Health and Social Care Partnership has brought together the structures already operating across the City linked to Glasgow City Council Social Work Services or NHS Greater Glasgow and Clyde to put in place an engagement structure that supports an integrated approach to participation and engagement and supports the principles of integration and community engagement.

The key elements of the HSCP's engagement approach to supporting community involvement in the planning and delivery of services include the following:

- Local engagement
- Citywide engagement
- Engagement with the Integration Joint Board (IJB)
- Engagement with Third and Independent Sector
- Community Planning and
- Consultation activity.

7.1 Local Engagement

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. In Glasgow the City is divided into three areas for the purposes of planning and delivering services. These areas are known as "localities". Identifying the needs of the different communities within these localities and establishing the services that are required to meet their needs requires effective engagement with the people who live and work in those areas, and by individuals or groups who share a common interest. The majority of our participation and engagement activity therefore will take place in localities.

The HSCP would like to ensure that shaping the future of health and social care services is driven by localities and locality planning arrangements. This is sometimes referred to as a "bottom up" approach as opposed to a "top down" approach, where change is driven predominantly by the organisation. The HSCP acknowledges the potential and the importance of planning at locality level and the importance of engagement structures that support locality planning to influence the HSCP. Throughout the lifetime of this Strategy the HSCP will work to understand how to empower localities to engage in the planning process and to demonstrate good practice in this respect. This will include exploring the different models of engagement with localities used by other groups and organisations across the City (e.g. Community Planning Partnership neighbourhood approach) and within localities to make better links with the HSCP's engagement structures, harness the potential and the knowledge they contain and identify opportunities to work with them.

Current locality engagement arrangements (for example Locality Engagement Forums) support participation and engagement locally and provide a platform for local people, groups and organisations to engage with the HSCP and to influence how services are planned and delivered. **Locality Engagement Officers** support the localities to make their voices heard, providing them with information and updates on service developments that are of interest to them and providing a crucial link with other engagement structures across the City.

However, the responsibility for locality based engagement does not solely lie with the Locality Engagement Forums. Networks and groups across the City representing a whole range of communities of interest, place and identity are constantly involved in engagement activity. The role of the HSCP is to enable and support linking the

defined geographical communities with the other community-based engagement structures to better connect engagement activity, ensure effective use of the collective resource and reduce duplication and the potential for consultation "fatigue".

We understand that the specific approach to participation and engagement in each locality needs to be tailored to best meet the needs in each area, and the different approaches are laid out in their respective **Locality Plans**. Specifically tailored models of participation and engagement are in operation across the City to suit very specific communities of interest and their own requirements and preferences. Examples include; 'Recovery Communities' within addictions that have contributed to reduced relapse rates and therefore re-admission rates to community services and hospitals; Suicide Safer Communities; Essential Connections (Housing) and; Thriving Places.

7.2 City-Wide Engagement

While the majority of our participation and engagement activity will take place at a local level through groups and individuals, there is also an important role for citywide activity.

Where there is a requirement to engage across the City on issues that cut across different geographic boundaries, interests and identities we will do this using a variety of methods, considering at all times the need to tailor our approach to encourage and enable people to engage and to ensure the most effective use of resources.

This may include public events and engagement sessions, online and paper-based surveys, use of social media and use of the current planning and engagement structures that exist across the Partnership. Where necessary or desirable, we will co-ordinate bringing together the various local and citywide, internal and external groups, to engage on issues of importance to them. The priorities identified at locality level should contribute to and influence the agenda for discussion at citywide level. Examples of using the existing structures we have for citywide engagement includes bringing together the Locality Engagement Forums to discuss issues of shared importance across the City and through scheduling a Strategic Planning Forum for each of the Strategic Planning Groups to come together and discuss issues influenced by members, including members of the community.

Examples of citywide participation and engagement that has influenced or is actively influencing service planning and delivery includes consultation on the development of the Integration Joint Board's Strategic Plan and Locality Plans, and ongoing consultation on transformational change programmes, such as Maximising Independence.

The HSCP will work to better understand engagement networks and opportunities across the City and within localities, consulting with community representatives through existing engagement structures to identify a plan for citywide events and develop a calendar of events to be shared in order to maximise involvement, ensure appropriate levels of representation and identify and remove any potential barriers to engagement.

As part of the process of citywide engagement, we will seek to close the feedback loop with communities to ensure they are able to see the impact their involvement has had as well as the difference that has been made as a result of the decision made or implemented.

7.3 Engagement with the Integration Joint Board

Ultimately the purpose of the HSCP approach to participation and engagement activity is to enable members of the community to influence the decisions made by the Integration Joint Board (IJB). The existing local and citywide structures are the key vehicle for individuals and communities to do this from the community level up. However the IJB has a direct relationship with community members and the views of the communities they come from. One of the ways it does this is including a number of community members on the IJB to represent the interests of social care service users, health service users and carers. This includes influencing the IJB decision making process and sharing information from the IJB with the groups and communities they are a part of. There is no **expectation** for these individuals to act as a formal liaison between the IJB and the wider community, or for them to have an active role in cascading information from the IJB to the three localities. However the HSCP offers support to enable these individuals to articulate the interests of their respective stakeholder groups to the best of their ability. One of the key ways of providing a formal link between the work of the IJB/HSCP and each locality is through Locality Engagement Officers using structures such as the Locality Engagement Forums. The HSCP keeps the support requirements for IJB members to represent and engage with their communities under review at all times.

The IJB's Public Engagement Committee is made up of a number of members of the IJB, community representatives and advisors representing equalities groups and young people. The Committee is not a public engagement "forum" for members of the public to attend to raise issues, enter debate and ask questions of the Committee Members and IJB, but is rather a Committee that members of the public are entitled to attend to observe. Through the Locality Engagement structures Glasgow's citizens and local Third and Independent sector organisations can play a more active role in the Committee and have a direct route of engagement and role in the policy development process. The other engagement structures referred to in this Strategy are the main methods for members of the public to get involved and engage in two way communication on the work of the IJB. Information on the Committee and its work can be found on the **HSCP website**. The remit of this committee is under review and will be updated on the HSCP website once complete, but is currently:

- To consider **petitions** and representation on matters falling within the competence of the Integration Joint Board and recommend to the Integrated Joint Board the appropriate action to be taken
- To monitor and review the development and implementation of the Integration Joint Board's Participation and Engagement Strategy
- To carry out any and all functions conferred on the Committee by the Integration Joint Board in keeping with the Participation and Engagement Strategy.

7.4 Engagement with the Third and Independent Sectors

Glasgow City Integration Joint Board understands and appreciates the vital contribution of the Third/Voluntary and Independent sectors in planning and delivering health and social care services. Through the Third Sector Interface, a partnership between Glasgow Council for the Voluntary Sector, Glasgow Social Enterprise Network, Volunteer Glasgow and Glasgow Third Sector Interface Network, the HSCP engages with Third sector organisations to inform local and citywide decision making. The City also has a highly engaged Independent sector which acts as a key partner in engaging with communities in the planning and delivery of services.

Our Third and Independent sector partners have played crucial roles in recent years in engaging with communities on key strategic areas of work such as the consultation on the IJB Strategic Plan and development of the Children's Service Plan, and are currently working collaboratively with the HSCP to deliver the Maximising Independence programme designed to fundamentally alter the way health and social care is delivered across the City and deliver on the key strategic objectives of the Partnership. The work done by Glasgow Council for the Voluntary Sector, Glasgow City HSCP and Glasgow City Council to set up the **Glasgow Helps** online database to bring together the supports available to people impacted by the Covid-19 pandemic in 2020 is a great example of the powerful impact of effective engagement and partnership working.

The value of the Third sector was recognised officially in 2018 with Glasgow City Council signing up to the Third Sector Concordat, which lays out the commitment to joint working and engagement between the Council and the Third Sector, through the Third Sector Interface. Glasgow City HSCP understands the importance of the Concordat and is committed to the shared vision expressed in the agreement, particularly in relation to the promotion of equalities and human rights, empowerment, and tackling inequality.

Representatives of the Third and Independent sectors are key partners in the engagement and decision making structures of the IJB, with members on the IJB and its Committees, Strategic Planning Groups and Locality Engagement Forums, as well as being part of key programmes to transform health and social care services across the City.

Despite their fundamental strategic importance to the Partnership we accept that we can improve the relationship with our Third and Independent sector partners to make better use of the experience and knowledge they bring and ensure a more efficient use of the collective resource available across the City.

7.5 Citizen's Panel/User involvement panel

Members of the community across the City are able to get involved in the decision making process of the IJB through engaging with the petitions process. Sitting alongside the IJB's general engagement structures, the **public petitions** process enables people to participate fully in decision making processes, either individually or as part of a group. Petitions raised using this process can be heard at the Public Engagement Committee and therefore have a very direct route into the IJB's decision making process.

As part of the feedback received during the review of participation and engagement structures the HSCP was asked to consider the feasibility of setting up new structures through which potential changes to services and key developments in our transformation programme could be subject to challenge or scrutiny. The HSCP will explore how it can increase the opportunity for groups that do not necessarily already engage with the IJB through its existing engagement structures. However we will also consider what a Citizen's Panel or User Involvement Panel might look like to ensure we give communities an additional opportunity to have their say and to influence the decisions made about services that affect them.

As part of this feasibility study the HSCP would consult with communities to consider; what types of subject would be scrutinised by the new structure; how would this be decided; who would sit on any new structure; how would it be managed; is there an opportunity for devolution of power; what level of decision making and autonomy would be realistic; how frequently would it meet and; how would it harness the learning in relation to digital engagement that has occurred in recent years and in response to the Covid-19 pandemic? The HSCP will present findings and proposals to the Public Engagement Committee for consideration. Part of this proposal might be to pilot such a structure with a specific area of service development activity to allow us to test a structure and learn what works well before implementing a permanent proposal following any revisions that are required.

7.6 Community Planning

The Integration Joint Board is a statutory partner on the Glasgow Community Planning Partnership, which presents a significant opportunity to work with other Partners in engaging with people and communities on a local and citywide basis. We will continue to engage with our Community Planning partners to develop this evolving relationship, align the engagement structures of the HSCP with those of the Community Planning Partnership and embrace the opportunities that working in partnership presents. In particular, we will engage with the Community Planning Partnership to support the 'Thriving Places' approach as outlined within Glasgow's Single Outcome Agreement and around working with volunteers and the volunteer community to reduce duplication and maximise our collective resource. For more information on the work of the Community Planning Partnership and the role of the HSCP in working to progress the Community Plan, please visit the **Partnership's website**.

7.7 Consultation Activity

The Integration Joint Board has a well-developed process for consulting with communities to gather views on proposals for the delivery of health and social care. To ensure our processes are robust the HSCP has developed **Consultation and Engagement Good Practice Guidelines** that were approved by the Public Engagement Committee and is involved in the development of national guidance being led by the Scottish Government and COSLA. This will help us consult effectively and learn from consultation activity, including the extent to which consultation activity has been inclusive and accessible, and has taken place at the appropriate point in the development of proposals.

The HSCP undertake a significant amount of consultation activity each year as proposals to transform health and social care are developed that require the views of the community. This includes consulting widely on our Strategic Plan every three years but more generally formal consultation and engagement is the way the HSCP provides an opportunity for people and organisations to share their views on specific proposals being developed that impact on communities. This may be on strategies, plans, service developments or reviews of services. Typically these are in addition to the ways in which people and organisations already get involved in influencing or commenting on the work of the Partnership and Integration Joint Board, including via membership on the IJB and its Committees or representation on a Strategic Planning Group.

The HSCP acknowledges that our approach to consultation can always improve and there is more to do to enable communities to get involved at the **right point** in the development of proposals that impact on them. Through our communication channels and engagement structures we will improve how we make opportunities to get involved available to communities and we will make better use of the existing networks and structures we link with in order to plan consultation activity. Another way we will do this will be by ensuring that upcoming engagement opportunities, and emerging areas of work where engagement should be considered, are a more transparent and visible part of the work of Locality Engagement Forums, Strategic Planning Groups, and the Public Engagement Committee.

8. EQUALITIES AND HUMAN RIGHTS

The Integration Joint Board, along with the Council and Health Board, are committed to promoting an equality and human rights based approach across the City and fulfilling its public sector duty under the Equalities Act (2010). The IJB has set out its approach to mainstreaming equalities and placing equalities and human rights at the forefront of its decision making processes in its **Mainstreaming Equalities Report 2020-2024**. Our participation and engagement approach also takes into consideration the Fairer Scotland Duty that came into effect in 2018 and which places a responsibility on public bodies to seek to alleviate the effects of inequality created by socio-economic disadvantage when making decisions. We will further develop engagement with equalities groups and networks such as the Glasgow Equalities Forum through our existing participation and engagement structures and approach, and ensure all of our equalities engagement follows the principles outlined in this strategy.

The HSCP has sought to build an equalities and human rights focus into its participation and engagement approach through, for example, the appointment of an equalities advisor to the Public Engagement Committee and by embedding Equality Impact Assessment into the policy development and IJB decision making process. However there is still much to do to build on these foundations to further ensure that barriers to engagement opportunities are removed and the views of relevant communities of interest, place or identity are taken into account and are of equal value in making decisions that impact on them.

In order to promote this approach there are a number of key actions that the HSCP need to take, in collaboration with and drawing on the experience and knowledge of our partners across the City:

- Identify and undertake (where possible collaboratively with external partners) relevant equalities and diversity training for HSCP staff to support improved participation and engagement activity and encourage feedback and engagement from service users and patients
- Ensure engagement opportunities are planned to promote accessibility and inclusion and remove barriers (e.g. ensuring meetings are held in accessible venues and materials are provided in accessible formats/languages)
- Tailor our engagement methods to maximise participation and cater for the preferences/needs of certain communities wherever possible (e.g. where face to face engagement is preferred over electronic/social media and ensuring the effects of socio-economic disadvantage on engagement are mitigated)
- Ensure the membership on all of our engagement structures promotes appropriate involvement from the community and/or are adequately linked in to other engagement structures across the City where this may be of benefit to improved participation and engagement
- Place our Participation and Engagement Strategy and performance in relation to implementing it under scrutiny though the existing HSCP Equality Working Group and Public Engagement Committee, in collaboration with partners across the City

- Review our approach to Equality Impact Assessments to understand where there may be opportunities to improve our practice in relation to EQIA and take advantage of the skills, experience and knowledge of partners across the City and involve service users, patients and carers where possible and appropriate
- Engage in retrospective review of Equality Impact Assessment with external partners to utilise others' experience and expertise, and improve future practice
- Ensure the information on our website is accessible and user friendly, with relevant equalities information featured prominently
- Collaborate with equalities partners across the City to develop information to raise awareness of the HSCP's participation and engagement structures and legislative levers for involvement (e.g. Community Empowerment Act).
- The HSCP acknowledges and appreciates the importance of getting the approach to participation and engagement right from an equalities perspective. This won't be achieved by simply inviting key groups and people to certain meetings or inviting them to be members on our engagement structures. This will be achieved by sharing good practice and experience within and across our local and citywide engagement structures. With that in mind the Partnership will work with equalities groups across the City to agree how good practice and experience can be shared and will review the progress of this Strategy in taking forward the actions outlined above through the HSCP Equality Working Group and regular reporting to the Public Engagement Committee.

Appendix One: Participation and Engagement Strategy: Action Plan

No.	Action	Key principle	Point of Engagement	Owner	Timescale*
1	Identify and seek to understand other local engagement networks and groups and their engagement models, develop links to HSCP locality engagement structures and identify opportunities to work with them and improve the flow of information in relation to the work of the IJB/HSCP	Two-way communication; Co-ordinated; Local focus; Flexible	Locality; citywide	Locality Engagement Forums	June 2021
2	Identify opportunities for engagement to develop a plan for citywide events in order to maximise resources, encourage involvement, remove barriers to participation and reduce duplication	Inclusive; Two-way communication; Co-ordinated; Local focus; Flexible	Citywide	Locality Engagement Forums; Business Development	April 2021
3	Work with partners across the City to develop information to improve community understanding of the Community Empowerment Act to engage in decision making processes	Two-way communication; Responsive; Local focus	Citywide; key partners	Business Development	September 2021
4	In order to explore additional opportunities to engage with stakeholders that traditionally and/or currently do not engage with the IJB through existing engagement structures, consider the feasibility of Citizen's Panels or User Involvement Panels as a means to influence the decisions on services that affect them	Inclusive; Flexible; Equalities focused	Key partners; locality; citywide	Business Development	July 2021
5	Ensure that upcoming engagement opportunities, and emerging areas of work where engagement should be considered, are better promoted and subject to discussion within key parts of our engagement structures such as Locality Engagement Forums, Strategic Planning Groups, and the Public Engagement Committee	Transparent; Inclusive; Empowerment	IJB/HSCP	Business Development; Locality Engagement Officers	September 2021

Appendix One: Participation and Engagement Strategy: Action Plan...*continued*

No.	Action	Key principle	Point of Engagement	Owner	Timescale*
6	Remit the HSCP Equalities Group to actively monitor progress in taking forward the actions outlined in the Equalities and Human Rights section and work with the Public Engagement Committee in its role in providing overall scrutiny of the Strategy	Equalities-focused	N/A	HSCP Equalities Group	September 2020
7	Include as part of the review of the Public Engagement Committee an action to take a direct and active role in monitoring the implementation of the Strategy and the Action Plan, in conjunction with the HSCP Equalities Group	Transparent; Responsive; Meaningful	N/A	Business Development	January 2021
8	Work with partners to raise awareness of the Participation and Engagement Strategy and engagement structures, through the various communication channels and engagement structures available	Transparent; Inclusive; Empowerment; Flexible	Key partners; citywide, locality	Business Development; External partners	April 2021
9	Consider how to ensure localities are empowered to engage and influence the planning of health and social care services	Transparent; Inclusive; Empowerment; Two way communication; Responsive; Meaningful	Key partners; citywide, locality	Heads of Planning; Business Development;	September 2021
10	Explore options to better align the participation and engagement structures of the HSCP with the Glasgow Community Planning Partnership	Inclusive; Co-ordinated; Local Focus	Key partners; citywide, locality	Business Development	April 2021

*NB: Timescales are indicative and dependent the capacity of partners and stakeholders to progress actions, within the context of ongoing restrictions in place as part of the Covid-19 pandemic response and recovery.