Glasgow City HSCP
Health and Social Care Partnership

DRAFT Communications Strategy
2017-19

NHS Greater Glasgow and Clyde

Glasgow City Council

Contents

If you require the Communications Strategy in an alternative format, then email SW_CommunicationsUnit@glasgow.gov.uk.

Foreword

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One of our critical roles as partners within the Glasgow City Health and Social Care Partnership is to transform our health and social care services to ensure that those who use our services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey – with a focus on improving the health and wellbeing of Glasgow citizens and reducing health and social inequalities. In order to achieve this, we need to engage effectively with the people who are supported by our services or may have an interest in them, and in order to do that, we need to fully engage with the stakeholders who plan and deliver our services. This includes patients, service users, carers and their representatives; the public; Council and Health staff; the Integration Joint Board and its committees; Council Elected Members; Health Board Non-Executive Directors; the third and independent sectors; providers/contractors and community planning partners among others.

We can only engage people by communicating effectively with them – listening to their views, concerns and ideas, and making sure they have access to clear relevant information about our services at a time and place that is suitable for them. For this reason, the Partnership has refreshed its Communication Strategy.

The Partnership's Communications Strategy largely focuses on communications and activity to communicate with large internal and external audiences, and it sets out engagement activity with staff. The Partnership has a separate Participation and Engagement Strategy for individuals, groups and communities engaging in service planning and development, and a significant degree of communications and engagement activity takes place in the Partnership's localities and at an individual level. As such, the Partnership's Communications Strategy compliments the Participation and Engagement Strategy.

All of us have a responsibility to communicate with the people who we provide care and support to and who we work with in partnership. The Partnership's

Communications Strategy has been designed to help us do this in a clear, consistent and engaging way, and I hope that you will find it helpful in your role as a partner in shaping and transforming Glasgow City's health and social care.

Executive Summary

The following is an Executive Summary of the Glasgow City Health and Social Care Partnership's Communication Strategy, 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. The full Communications Strategy sets out these areas in more detail.

E1. Introduction and Purpose

Effective internal and external communications make a vital contribution to the success of the Glasgow City Health and Social Care Partnership ensuring that its stakeholders are aware of, understand and are engaged in its work.

Good communication is crucial to the planning and delivery of services (including their transformation), effective professional practice and stakeholder satisfaction among other areas, assisting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City.

This Communications Strategy for the Partnership:

- sets out a framework for effective communications by the Partnership – communications vision, objectives, approach, standards and governance
- defines the Partnership's audience who it will communicate with – both internal and external
- defines the communication channels and sets out how the Partnership will communicate with its audience and
- sets out the areas that will be investigated and developed by the Partnership to further improve the way in which it communicates with an associated action plan.

The Strategy largely focuses on communications and activity to communicate with large audiences, both internal and external to the Partnership. Coupled with this, the Strategy also places importance on engagement in communications activity. The Strategy sets out how the Partnership will internally engage with its staff. There is a separate Participation and Engagement Strategy that sets out the principles and approach to the Partnership engaging with individuals, groups and communities in service planning and development. A significant degree of communications and engagement activity takes place in the Partnership's localities and at an individual level, often face-to-face, at engagement sessions or in writing. Actions to promote

and enhance such activity are include in the Integration Joint Board's Participation and Engagement Strategy and associated action plan.

E2. Background to Health and Social Care Integration

The way in which health and social care services are planned and delivered across Scotland has changed as part of the Public Bodies (Joint Working) (Scotland) Act 2014 (the 'Act'). Local Authorities and Health Boards are required by law to work together in planning and delivering adult social care and community health services as a minimum, which includes services for older people. This new way of working is sometimes referred to as 'Health and Social Care Integration.'

At its heart, Integration is about ensuring that those who use health and social care services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey, with a focus on community-based and preventative care and support.

Within Glasgow City, Glasgow City Council and NHS Greater Glasgow and Clyde have integrated all community health and social care services, including services for children, adults, older people, along with homelessness and criminal justice services. This work is directed by a seprate legal body called the 'Glasgow City Integration Joint Board,' with the Council and Health Board delivering services under the banner of the 'Glasgow City Health and Social Care Partnership.' The Board has local responsibility for the planning and monitoring of the delivery of integrated services through its Strategic Plan.

The Glasgow City Integration Joint Board Strategic Plan 2016-19 sets out the vision for integrated health and social care services within Glasgow City:

"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:

- focussing 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 and
- focussing on continuous improvement."

E3. Communications Context

The Partnership's Communications Strategy is in line with both the Council's and Health Board's corporate communications strategies and internal and external communications channels.

A web-based communications survey with the Partnership's stakeholders and a citywide leadership session with the Partnership's senior managers have further informed the Partnership's Communications Strategy. The survey sought to capture stakeholders' views on the effectiveness of existing communications on Health and Social Care Integration and how stakeholders preferred to be communicated with.

E4. Communications Framework

Communications Vision
"Glasgow City Health and Social Care Partnership is committed to effective communications with its stakeholders so that they are aware of, understand and are engaged in its work as appropriate. Good communication assists in the planning and delivery of health and social care services, supporting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City."

Communications Objectives
Communications should be developed and used by the Partnership to:

1. create awareness, understanding and engagement of the Partnership's vision for health and social care services within Glasgow City
2. assist in the development, promotion and embedding of the Partnership's shared culture – its identity, values and behaviours
3. provide information about the Partnership that enables its stakeholders to be kept up to date on and/or participate (as appropriate) in the planning and delivery of services (for example, its strategic direction, services, people and places)
4. provide stakeholders with opportunities to share their views and ideas to contribute to the transformational change of health and social care services within Glasgow City
5. provide information about the Partnership's services (contracted/purchased or provided) so that people can make better informed decisions about meeting their health and social care needs and aspirations
6. make stakeholders of the Partnership aware of any issues that may affect them
7. assist in developing, sharing and promoting best professional practice
8. create awareness of, promote, recognise and celebrate successes of the Partnership
9. uphold, promote and embed the approaches, standards and governance for effective communications by the Partnership as set out within its Communications Strategy and

10. keep apace with new, innovative ways of communicating so that the Partnership continues to improve its communications and engagement.

Communications Approach

In order for communications to be an enabler and overcome barriers, the Partnership's approach to communications and any engagement activity should be:

- **clear**: communications will be jargon-free and in Plain English as appropriate, and they will be tailored according to the needs of the audience
- **concise**: communications will be relevant and easy to understand
- **consistent**: messages will be consistent for both internal and external audiences, and they will be consistent with the Partnership's vision
- **accessible**: communications will be delivered using styles, formats and materials that are accessible and appropriate to the needs of the audience (except where there is an overwhelming technical reason not to)
- **timely, accurate and approved**: communications will be timely, accurate and reflect the position of the Partnership, and relevant stakeholders should hear about changes or issues before they are reported in the media or told by a third party. Communications must always be approved by a relevant senior manager as appropriate
- **three-way**: communications channels should be used to engage with stakeholders and actively listen to and understand their views and ideas to meaningfully contribute to the planning, delivery and transformation of health and social care services. Communications that are up, down and across the Partnership should also always be encouraged to support effective partnership working
- **evidence-based**: research, statistics, proof of concepts, case studies, real life examples and story-telling should be used to illustrate and back up messages wherever possible and
- **endorsed**: credible 'third party endorsements' should be used to illustrate the benefits of the Partnership's programmes, activities and services wherever possible.

Communications Standards

Glasgow City Health and Social Care Partnership's Communications Strategy and activity are underpinned by standards, policies and/or guidelines on:

- the Partnership's brand identity
- accessible communications
- the Partnership's protocol on working with the media and
- the acceptable use of social media by Council and Health staff.

Communications Governance

Partnership communications must be approved by the relevant member of the Partnership's Executive and Senior Management Team (Head of Service and above) (or his/her delegate) for the service area that it relates to. Where a communication cuts across service areas, then a member of the Executive Management Team (Chief Officer or Clinical Lead) (or his/her delegate) should give final approval – any

service area content should still be approved by the relevant Senior Management Team member in the first instance.

The Partnership's Joint Media Protocol sets out the governance arrangements for media enquiries and proactive communications with the media, where the Chair of the Integration Joint Board and Chief Officer (or other relevant executive and senior managers) take the lead with support from the Council's and Health Board's corporate communications teams.

E5. Communications Audience and Channels

Communications Audience
The key audience groups for the Partnership to communicate with includes:

- the public
- patients, service users, carers and their representatives
- staff within the Glasgow City Health and Social Care Partnership
- Glasgow City Council Family and NHS Greater Glasgow and Clyde staff
- Glasgow City Integration Joint Board Members
- Glasgow City Council Elected Members and NHS Greater Glasgow and Clyde Non-Executive Director Board Members
- Trade Unions/Staffside
- contractors/providers of health and social care services within Glasgow City and their representative groups (including the third and independent sectors and General Practitioners)
- Glasgow City Community Planning Partners
- MPs/MSPs within Glasgow City and/or with a health and social care remit
- relevant external organisations (for example, The Scottish Government and Scottish health and social care regulators) and
- the media.

Communications Channels
The following key channels will be used by the Partnership to communicate with its audience:

Glasgow City Council (Corporate)
- Insider (staff magazine)
- Glasgow City Council Internet website
- Connect (Intranet website for staff and authorised users)
- Twitter – @GlasgowCC
- Facebook – Glasgow City Council
- Executive Message and Corporate Briefing (corporate briefing for staff from the Chief Executive)
- Managers' Briefing (corporate briefing for staff on specific topics affecting them)
- Corporate Announcements (all-staff emails)
- Glasgow City Council approved Committee agendas, minutes and reports

NHS Greater Glasgow and Clyde (Corporate)

- Health News (public newspaper)
- Staff News (staff magazine)
- NHS Greater Glasgow and Clyde Internet website
- Staffnet (Intranet website for staff and authorised users)
- Twitter – @NHSGGC
- Facebook – NHS Greater Glasgow and Clyde
- Team Brief (corporate briefing for staff from the Chief Executive)
- Core Brief (corporate briefing for staff on specific topics affecting them)
- all-staff emails
- Health Board approved Board/Committee agendas, minutes and reports

Glasgow City Health and Social Care Partnership

- Health and Social Care Integration e-newsletter (public and staff newsletter with the Chief Officer's message)
- Glasgow City Health and Social Care Partnership Internet website (in development)
- Glasgow City Council and NHS Greater Glasgow and Clyde health- and social-care specific web pages (Internet web pages for the public)
- Twitter – @GCHSCP
- Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports
- Your Support Your Way Glasgow (public website for social care supports)
- service-specific newsletters (for example, Adult Protection, GIRFEC, Corporate Parenting and Health Improvement)
- service-specific websites and social media (for example, Adult Protection, Child Protection, Fostering and Adoption, Leaving Care, Health Improvement North West Smoking Project, Sexual Health/Sandyford, Aye Mind and Mental Health)
- service-specific leaflets and posters displayed in GP offices, social work offices, health centres, hospitals, libraries, schools and community centres (for example, Glasgow and Partners Emergency Social Work Services, Social Care Direct, Tomorrow's Residential and Day Care Services, Smoke Free and Health Improvement)
- service-specific projects/initiatives/campaigns (for example, Fostering and Adoption, Stop Smoking, Dementia Awareness, Power of Attorney, Winter Planning and Chronic Obstructive Pulmonary Disease)
- local engagement groups (for example, Locality Engagement Forums, Carers Reference Group, Voices for Change, Public Partnership Forums and Mental Health Network)
- events (for example, Social Care Provider event, Equalities events, Health Improvement events, Strategic Planning Groups event and participation in external events promoting the Partnership)
- Solus screens in health centres (information on LCD/plasma screens)
- other channels (for example, service directories, press office/media stories and marketing campaigns for Alcohol Awareness, Stop Smoking and Fostering and Adoption among others)
- Healthy Working Lives Newsletter (staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns)

- Partnership Briefing (briefing for staff within the Partnership on specific topics affecting them – as and when required)
- Team Meeting Communications Briefing (communications as part of staff team meetings)
- staff engagement opportunities including Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (also known as Employee Voice)
- Connect and Staffnet health- and social care-specific web pages (Intranet web pages for staff and authorised users) and
- all-staff emails (either all-Partnership, all-Health or all-Social Work).

Communications Matrix

The following tables set out the channels that will be used by the Partnership to communicate with its stakeholders at the corporate and Partnership levels.

Glasgow City Health and Social Care Partnership Communications Matrix

Glasgow City Council/NHS Greater Glasgow and Clyde Corporate Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience										
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health News (NHSGGC)	Public magazine/newsletter	Corporate	External	Quarterly	X	X	X	X	X	X	X	X	X	X	X
Insider (GCC) and Staff News (NHSGGC)	Staff magazine	Corporate	Internal	Monthly			X	X	X	X					
Executive Message and Corporate Briefing (GCC) and Team Brief (NHSGGC)	Corporate Briefing with Chief Executive Message for staff	Corporate	Internal	Monthly			X	X	X	X					
Managers' Briefing (GCC) and Core Brief (NHSGGC)	Manager/Staff briefings on specific topics affecting staff	Corporate	Internal	As and when required			X	X	X	X					
GCC and NHSGGC Internet websites including social media (e.g., Facebook and Twitter) and health- and social care-related web pages	As in title	Both	External	On-going	X	X	X	X	X	X	X	X	X	X	X
GCC and NHSGGC Intranet websites including health- and social-care related webpages (Connect [GCC] and StaffNet [NHSGGC])	As in title	Both	Internal	On-going			X	X	X	X					
All-staff emails (all-GCC and all-NHSGGC)	As in title	Corporate	Internal	On-going			X	X	X	X					
Council and Health Board approved Committee/Board agendas, minutes and reports	As in title	Both	External	On-going	X	X	X	X	X	X	X	X	X	X	X

Glasgow City Health and Social Care Partnership Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience										
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health and Social Care Integration e-newsletter	Public and staff newsletter with the Chief Officer's message	GCHSCP	External	Bimonthly	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Health and Social Care Partnership Internet website (in development) including Twitter	Public website and social media for the GCHSCP and Glasgow City Integration Joint Board	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Your Support Your Way Glasgow	Public website for social care supports	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Service-specific channels: newsletters, websites, social media, leaflets, posters and projects/initiatives/campaigns	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Local engagement groups	As in title	GCHSCP	External	On-going	X	X									
Events	As in title	GCHSCP	Internal and External	On-going	X	X	X	X			X				
Solus screens in health centres	Information on LCD/plasma screens	GCHSCP	External	On-going	X	X									

Glasgow City Health and Social Care Partnership Level, continued

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience											
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Healthy Working Lives Newsletter	Staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns	GCHSCP	Internal	Triannual			X			X					
Partnership Briefing	Manager/Staff briefings on specific topics affecting staff	GCHSCP	Internal	As and when required			X			X					
Team Meeting Communications Briefing	Team meeting communications briefing model for staff within the Partnership	GCHSCP	Internal	On-going			X								
Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (Employee Voice)	Engagement opportunities for Partnership staff with Chief Officers, Heads of Service, senior managers and first line managers	GCHSCP	Internal	On-going			X								
All-staff emails (all-Partnership, all-Health and all-Social Work and all-NHSGGC)	As in title	GCHSCP	Internal	On-going			X			X					

E6. Communications Developments

The following communications developments will be taken forward:

- the development and embedding of internal engagement opportunities with Chief Officers and Heads of Service with staff across the Partnership
- the development of the Partnership's and Integration Joint Board's external website
- the review and redevelopment of content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements
- the further development of Your Support Your Way Glasgow and
- support to Chief Officer and Head of Service Twitter engagement with the Partnership's Twitter profile.

E7. Communications Advice, Guidance and Support

Advice, guidance and support on the full range of communications channels and activities across the Partnership, Council and Health Board are provided by staff in the Partnership's Business Development Team at centre headquarters. Both the Council's and Health Board's corporate communications teams also support external Partnership communications with the media and external organisations.

E8. Review

The Partnership will regularly review its Communications Strategy. This will include the effectiveness of its internal and external communications and internal engagement activity in meeting the Partnership's communications vision and objectives. The Partnership's communications survey with its key stakeholders will be the key tool to do this, and it will allow the Partnership to track changes over time. The survey will also be an opportunity to understand stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work.

E9. Action Plan

The following action plan has been developed to support the Partnership's Communications Strategy. It outlines the communications activity that will take place over the course of the Strategy to implement, embed, improve and develop the ways in which the Partnership communicates with its different audiences. It is anticipated that progress on delivery of the action plan will be reported to the Integration Joint Board – Public Engagement Committee.

Number	Action	Owner	Timescale
1	Regularly communicate with the Partnership's internal and external audiences through the	Executive and Senior Management	January 2017 and on-going

Number	Action	Owner	Timescale
	channels outlined in Section 5 of the Partnership's Communications Strategy	Team / Senior Managers / Direct Line Managers Head of Business Development for Partnership-wide communications	
2	Develop and conduct a communications survey with the internal and external audiences who the Partnership communicates with to understand: • the channels used for communications • the effectiveness of existing communications channels • preferred communications channels and • internal and external stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work. To track changes and implement opportunities for improvement, conduct the survey three times over the course of the Communications Strategy, which will further inform its review in 2019.	Head of Business Development	By April 2017 (baseline) April 2018 (mid-point) March 2019 (end-point)
3	Develop and implement an external website for the Partnership and Integration Joint Board to communicate with internal and external stakeholders including patients, service users, carers and their representatives and the public.	Head of Business Development	Initial launch April 2017 and on-going
4	Further develop the Partnership's public website of social care supports, Your Support Your Way Glasgow, to reflect Partnership arrangements and include community health information and resources. As part of this, review current and any planned social care and community health directories to inform either participation in them or further development of Your Support Your Way Glasgow to link with them.	Head of Business Development	By December 2017 and on-going
5	Examine different and better ways of communicating with patients, service users, carers and their representatives, particularly hard-to-reach and vulnerable groups.	Head of Business Development	By October 2017
6	Support Chief Officer and Head of Service Twitter engagement with the Partnership's public Twitter profile.	Head of Business Development	January 2017 and on-going
7	Develop and implement a programme of internal engagement opportunities for staff in addition to current ones: Chief Officer and Head of Service sessions; HSCP Voice (likened to Facebook for ideas at work) and iMatters (continuous improvement tool to help improve staff experience).	Head of Business Development / Head of Organisational Development /	January 2017 and on-going January 2017 and on-going

Number	Action	Owner	Timescale
		Head of HR/Corporate Services	March 2017 and on-going
8	Review and implement the framework for Team Meeting Communications Briefing for staff.	Head of Business Development / Head of Organisational Development	By June 2017 and on-going
9	Review and redevelop the content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements.	Head of Business Development	By December 2017 and on-going
10	Co-ordinate staff awards from the Partnership for Flourish Awards (Glasgow City Council) and Facing the Future Together/Chairman's Awards (NHS Greater Glasgow and Clyde) and any other submissions for external awards.	Head of Business Development / Head of Organisational Development	Spring 2017 Autumn 2017 On-going

1. Introduction and Purpose

Effective internal and external communications make a vital contribution to the success of the Glasgow City Health and Social Care Partnership ensuring that its stakeholders are aware of, understand and are engaged in its work. This includes patients, service users carers and their representatives; Council and Health staff; the Integration Joint Board; Council Elected Members; Health Board Non-Executive Directors; the third and independent sectors; providers/contractors and community planning partners among others.

Good communication is crucial to the planning and delivery of services (including their transformation), effective professional practice and stakeholder satisfaction among other areas, assisting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City.

Good and effective communication can be challenging for any organisation that is large and based over a number of sites or localities, has wide-ranging functions and responsibilities, is in partnership or works closely with other organisations, has a varied and complex client base or is going through transformational change. This is notwithstanding any external influences, whether they be political/legislative, economic, social or cultural for example.

As the largest health and social care partnership within Scotland, it is therefore crucial that the work of the Glasgow City Health and Social Care Partnership is underpinned by a communications strategy, to ensure that its stakeholders, the wider public and external organisations are kept up to date and involved in its work as appropriate.

This Communications Strategy for the Partnership:

- sets out a framework for effective communications by the Partnership – communications vision, objectives, approach, standards and governance
- defines the Partnership's audience who it will communicate with – both internal and external
- defines the communications channels and sets out how the Partnership will communicate with its audience and
- sets out the areas that will be investigated and developed by the Partnership to further improve the way in which it communicates with an associated action plan.

The Strategy largely focuses on communications and activity to communicate with large audiences, both internal and external to the Partnership. Coupled with this, the Strategy also places importance on engagement in communications activity. The Strategy sets out how the Partnership will internally engage with its staff. There is a separate Participation and Engagement Strategy that sets out the principles and approach to the Partnership engaging with individuals, groups and communities in service planning and development. A significant degree of communications and engagement activity takes place in the Partnership's localities and at an individual level, often face-to-face, at engagement sessions or in writing. Actions to promote and enhance such activity are include in the Integration Joint Board's Participation and Engagement Strategy and associated action plan.

2. Background to Health and Social Care Integration

National Context

The way in which health and social care services are planned and delivered across Scotland has changed as part of the Public Bodies (Joint Working) (Scotland) Act 2014 (the 'Act'). Local Authorities and Health Boards are required by law to work together in planning and delivering adult social care and community health services as a minimum, which includes services for older people. This new way of working is sometimes referred to as 'Health and Social Care Integration.'

At its heart, Integration is about ensuring that those who use health and social care services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey, with a focus on community-based and preventative care and support. It aims to:

- improve the quality and consistency of services for patients, service users, carers and their families
- provide joined-up quality services where people are cared for in their own homes or in a homely-setting where it is safe to do so and
- ensure resources are used effectively and efficiently to deliver services that meet the increasing number of people with longer-term and often complex needs, many of whom are older.

Local Context

Within Glasgow City, Glasgow City Council and NHS Greater Glasgow and Clyde have integrated all community health and social care services, including services for children, adults, older people, along with homelessness and criminal justice services. This work is directed by a seprate legal body called the 'Glasgow City Integration Joint Board,' with the Council and Health Board delivering services under the banner of the 'Glasgow City Health and Social Care Partnership.' The Board has local responsibility for the planning and monitoring of the delivery of integrated services through its Strategic Plan.

Around 9,000 staff are in the Partnership across its centre headquarters and three operational localities (North East, North West and South) who directly support the planning and delivery of health and social care services. It is also estimated that 20,000 people are employed by other organisations delivering health and social care services in Glasgow City, and the number of unpaid carers in the city is estimated at 50,000. It is therefore clear that a significant proportion of the city's population of

about 600,000 people is engaged in supporting the health and social care needs of the people of Glasgow City.

Glasgow City Integration Joint Board Vision
The Glasgow City Integration Joint Board Strategic Plan 2016-19 sets out the vision for integrated health and social care services within Glasgow City:

"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:

- focussing 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 and
- focussing on continuous improvement."

3. Communications Context

Glasgow City Health and Social Care Partnership's Communications Strategy is informed by both Glasgow City Council's and NHS Greater Glasgow and Clyde's corporate communications strategies and internal and external communications channels. It is firmly in line with their strategies' objectives, approaches and standards. It also does not understand their corporate communications channels as seprate (that is, the tools/methods by which an organisation and people communicate). They are part of the suite of channels available to the Partnership to internally and externally communicate with its stakeholders, the wider public and external organisations.

The Partnership's Communications Strategy is underpinned by a number of standards, policies and guidelines on brand identity, accessible communications, working with the media and the acceptable use of social media. These are explained further later in the Communications Strategy.

The Partnership's Communications Strategy is also informed by a web-based survey with a range of its stakeholders that was reported on in early 2016 (staff within the Partnership; shadow Integration Joint Board Members; patient, service user and carer representatives and the third and independent sectors). The survey sought to capture stakeholders' views on the effectiveness of existing communications on Health and Social Care Integration – their understanding of it, the usefulness of information communicated and their views on aspirations and challenges for integrated services. The survey also captured stakeholders' views on how they preferred to be communicated with. Staff within the Partnership had previously participated in a similar survey in early 2014.

A total of 825 stakeholders participated in the survey, and some of the key findings include:

- almost all participants had a degree of understanding of Health and Social Care Integration within Glasgow – over nine in 10 (95.2%). Only about 5% knew nothing about it. This was similar to the previous staff survey (92.5% and 7.5% respectively)
- over two-fifths (43.4%) of participants found that the current information on Health and Social Care Integration was very useful/useful, and just under a further two-fifths (37.3%) found it a little useful. A similar proportion of staff previously reported that staff briefings on Integration were very helpful/helpful (44.8%)
- the most common communications channels through which participants had heard about Integration were electronic, although face-to-face channels

featured highly: email (51.9%); the Health and Social Care Integration e-newsletter (46.1%) and their immediate line manager (31.2%). Between a fifth and quarter of participants had heard about it through team meetings (24.7%); grapevine/conversations with colleagues (24.5%); staff Intranet sites (23%); senior management (22.1%) and Council/Health Internet sites (20.4%). Previously, email (52.3%) similarly featured highly among staff, and immediate line manager (20%) was less of a communications channel

- participants also found that the Health and Social Care Integration e-newsletter (35.3%); email (32.5%) and immediate line manager (20.8%) were the most useful sources of information on Integration

- participants' preferred channels of communication were electronic and face-to-face: email (77.2%); team meetings (64.6%); immediate line manager (62.3%); the Health and Social Care Integration e-newsletter (52.2%); staff Intranet sites (46.8%) and senior management (43.4%). These were consistent with the previous staff survey, but there was higher importance placed on e-mail, immediate line manager, the e-newsletter, staff Intranet sites and senior managers as preferred communications channels and

- about a sixth (15.5%) of participants identified barriers to how information had been communicated about Integration: lack of clarity on Integration, the amount of information (too much) and not enough opportunities to discuss openly (for example, engagement sessions and team meetings).

Communications was also a topic of discussion at the Partnership's Citywide Leadership Session for Grade 9 (Social Work)/Band 8 and 9 (Health) and above managers in September 2015. Senior managers discussed current approaches to communicating with staff, what worked well, whether there were barriers to effective communications and how the barriers could be removed. Some of the key messages from the session included:

- effective communications can be challenging for organisations like the Partnership, which are large, based over a number of localities, have wide-ranging functions and responsibilities, have a varied and complex client base and are going through significant transformational change

- both managers and staff have a role to play in communications, with managers having a responsibility to support effective communications within their team and across teams

- a range of communications channels (print, electronic and face-to-face) are used by managers: email, management and team meetings, briefings and newsletters

- there is a need for a clear and consistent approach to communications across the Partnership, underpinned by a strategy that sets out a communications framework and defines the communications stakeholders and channels and

- there is a need for prioritising communications and building it into current structures (for example, management and team meetings), with more face-to-face engagement between managers and their staff.

4. Communications Framework

Communications Vision

Glasgow City Health and Social Care Partnership's Communications Strategy and communications activity is driven by an overarching communications vision, which is vital to contributing to the Partnership's success in working with its partners to support the health and social care needs of some of the city's most vulnerable people:

"Glasgow City Health and Social Care Partnership is committed to effective communications with its stakeholders so that they are aware of, understand and are engaged in its work as appropriate. Good communication assists in the planning and delivery of health and social care services, supporting the Partnership to improve outcomes for its stakeholders and achieve its vision for health and social care services within Glasgow City."

Communications Objectives

To realise the Partnership's communications vision, communications objectives have been developed. Communications should be developed and used by the Partnership to:

1. create awareness, understanding and engagement of the Partnership's vision for health and social care services within Glasgow City
2. assist in the development, promotion and embedding of the Partnership's shared culture – its identity, values and behaviours
3. provide information about the Partnership that enables its stakeholders to be kept up to date on and/or participate (as appropriate) in the planning and delivery of services (for example, its strategic direction, services, people and places)
4. provide stakeholders with opportunities to share their views and ideas to contribute to the transformational change of health and social care services within Glasgow City
5. provide information about the Partnership's services (contracted/purchased or provided) so that people can make better informed decisions about meeting their health and social care needs and aspirations
6. make stakeholders of the Partnership aware of any issues that may affect them
7. assist in developing, sharing and promoting best professional practice
8. create awareness of, promote, recognise and celebrate successes of the Partnership

9. uphold, promote and embed the approaches, standards and governance for effective communications by the Partnership as set out within its Communications Strategy and
10. keep apace with new, innovative ways of communicating so that the Partnership continues to improve its communications and engagement.

Communications Approach

In order for communications to be an enabler and overcome barriers, the Partnership's approach to communications should be:

- **clear**: communications will be jargon-free and in Plain English as appropriate, and they will be tailored according to the needs of the audience
- **concise**: communications will be relevant and easy to understand
- **consistent**: messages will be consistent for both internal and external audiences, and they will be consistent with the Partnership's vision
- **accessible**: communications will be delivered using styles, formats and materials that are accessible and appropriate to the needs of the audience (except where there is an overwhelming technical reason not to)
- **timely, accurate and approved**: communications will be timely, accurate and reflect the position of the Partnership, and relevant stakeholders should hear about changes or issues before they are reported in the media or told by a third party. Communications must always be approved by a relevant senior manager as appropriate
- **three-way**: communications channels should be used to engage with stakeholders and actively listen to and understand their views and ideas to meaningfully contribute to the planning, delivery and transformation of health and social care services. Communications that are up, down and across the Partnership should also always be encouraged to support effective partnership working
- **evidence-based**: research, statistics, proof of concepts, case studies, real life examples and story-telling should be used to illustrate and back up messages wherever possible and
- **endorsed**: credible 'third party endorsements' should be used to illustrate the benefits of the Partnership's programmes, activities and services wherever possible.

Communications Standards

Glasgow City Health and Social Care Partnership's Communications Strategy and activity are underpinned by standards, policies and/or guidelines on:

- the Partnership's brand identity
- accessible communications
- the Partnership's protocol on working with the media and
- the acceptable use of social media by Council and Health staff.

The Partnership has developed its own brand identity with guidelines, which assists it to:

- articulate and demonstrate a shared and consistent culture (vision, values and objectives)
- demonstrate commitment to partnership working and
- increase recognition of the Partnership with the people and organisations who/that it works with and supports.

The brand identity guidelines set the standards by which the Partnership's brand identity (including its mark) must be applied and used for the communication and promotion of the Partnership and its health and social care services. They assist in ensuring that the Partnership communicates a clear, consistent and quality message and image with its stakeholders, the wider public and external organisations.

Both internal and external applications and uses of the Partnership's brand identity by staff within the Partnership must adhere to the guidelines, including Glasgow City Council's and NHS Scotland's corporate identity guidelines for their own organisational marks. This includes all printed, electronic and published materials. Where the Partnership's brand identity is used by an external organisation for the promotion of a joint initiative with the Partnership, this should be by permission only and with guidance.

The Partnership supports some of the city's most vulnerable people with health and social care needs, and the stakeholders who it engages with includes people from wide-ranging backgrounds according to age, sex, gender, race, ethnicity, sexuality and disability among others. It is therefore crucial that the Partnership communicates in plain, accessible language and tailors communications appropriately according to the needs of the audience. This includes the use of terms, styles of communication, alternative formats and different languages among other areas. Both Glasgow City Council and NHS Greater Glasgow and Clyde have policies and guidelines on accessible communications, and these should be adhered to except where there is an overwhelming technical reason not to. More information is available at Glasgow City Council's Connect (accessible to Glasgow City Council staff and other authorised users) and NHS Greater Glasgow and Clyde's Staffnet (accessible to NHS Greater Glasgow and Clyde staff and other authorised users) Intranet websites.

A joint media protocol for the Partnership's external communications has been developed between Glasgow City Council and NHS Greater Glasgow and Clyde. It covers guidelines on dealing with media enquiries and their approval, proactive communications promoting the work and services of the Partnership and the key corporate channels for communicating with stakeholders. It also ensures that staff within the Partnership are aware of the relevant press office contacts in both partner organisations and who to contact for advice on working with the media. Any engagement with the media must adhere to the protocol.

Social media – web-based and mobile technologies where users can participate in, share and create content like photos, videos, opinions or reports and reviews on their experience – is being increasingly used by staff and managers. Whilst it presents further opportunities to communicate and engage with stakeholders, it does come with risks. The misuse of social media can carry significant reputational, technical and legal risks to the Partnership, Glasgow City Council and NHS Greater

Glasgow and Clyde. Both the Council and Health Board have policies and guidelines on the acceptable and responsible use of social media in a professional capacity. Staff within the Partnership must ensure that they adhere to them. They are available at Glasgow City Council's Connect and NHS Greater Glasgow and Clyde's Staffnet Intranet websites.

Communications Governance

In order to ensure timely, accurate and consistent communications, all Partnership communications, including plans, messages, content and channels used, must be approved by the relevant member of the Partnership's Executive and Senior Management Team (or his/her delegate) for the service area that it relates to. Where a communication cuts across service areas, then a member of the Executive Management Team (Chief Officer or Clinical Lead) (or his/her delegate) should give final approval – any service area content should still be approved by the relevant Senior Management Team member in the first instance.

As previously referenced, the Partnership's Joint Media Protocol sets out the governance arrangements for media enquiries and proactive communications with the media. The key governance arrangements include:

- if a media enquiry is solely social care related, Glasgow City Council's corporate press office will work with relevant colleagues in the Partnership to agree all statements and press releases on behalf of the Partnership; if it is solely health care related, NHS Greater Glasgow Clyde's corporate press office will take the lead; where it is both health and social care related, relevant to the Partnership as a whole or unclear whether it is explicitly health or social care related, both press offices will work together with colleagues in the Partnership
- media statements relating to the Partnership are normally to be attributed to the Partnership unless there are sound operational reasons for them being attributed to a named individual. Where there is a decision to do so, this is to normally be the Chair of the Integration Joint Board (or his/her delegate), the Chief Officer (or his/her delegate) or, in appropriate circumstances where the subject matter would benefit from it, the lead clinical voice such as the Nurse, Medical or Public Health Director
- the ultimate responsibility for approval of media statements for the Partnership area is to rest with the Chair of the Integration Joint Board (or his/her delegate) or the Chief Officer. However, members of the Partnership's Executive Management Team also have the authority to approve media statements in relation to the services that they lead on. This also applies to Heads of Operations when a specific case being managed within their locality requires a media response. Should an issue be the subject of on-going media interest, then previously agreed statements can be modified and released without further reference to the Executive Management Team so long as the enquiry from the media does not make a substantive difference to the general understanding of that issue. All statements or comments must be shared between the relevant communications staff in both partner organisations, and where the statements or comments relate to a service that is not explicitly health or social care then they should be agreed by them prior to release

- the guiding principle is that statements should be collaborative and consensual and reflect the work and services of the Partnership as a whole. Where there is disagreement between communications officers in the respective partner organisations, then the Chief Officer or a member of the Executive Management Team will provide guidance on the approach that should be taken and
- the same governance arrangements apply to proactive communications with the media.

5. Communications Audience and Channels

Communications Audience

The Glasgow City Health and Social Care Partnership comprises of a range of different stakeholders to communicate with: Council and Health Board staff; members of the Integration Joint Board and its committees; Council Elected Members and Health Board Non-Executive Directors; patients, services users, carers and their representatives and the third and independent sectors among others. The Partnership is not just about who works for it, who it works with and who it supports. 'Partnership' is within the very DNA of the Glasgow City Health and Social Care Partnership where partnership working with a range of stakeholders is central to the successful planning and delivery of health and social care services within Glasgow City. The wider public and external organisations are also likely to have an interest in information communicated by the Partnership -whether to know more about what it is, who it comprises of, what are its services, how services can be accessed and so on.

The key audience groups for the Partnership to communicate with includes:

- the public
- patients, service users, carers and their representatives
- staff within the Glasgow City Health and Social Care Partnership
- Glasgow City Council Family and NHS Greater Glasgow and Clyde staff
- Glasgow City Integration Joint Board Members
- Glasgow City Council Elected Members and NHS Greater Glasgow and Clyde Non-Executive Director Board Members
- Trade Unions/Staffside
- contractors/providers of health and social care services within Glasgow City and their representative groups (including the third and independent sectors and General Practitioners)
- Glasgow City Community Planning Partners
- MPs/MSPs within Glasgow City and/or with a health and social care remit
- relevant external organisations (for example, The Scottish Government and Scottish health and social care regulators) and
- the media.

Communications Channels

The channels for information flow are critical for communications to be a success, and for the Partnership to achieve its communications vision and meet its

communications objectives. Communications channels are the tools/methods used to transmit messages and ensure, where appropriate, information is two-way (that is, top/bottom and bottom/top) and even three-way (that is, across). They can be print, electronic/online, face-to-face and media, and they can include briefings, reports, minutes of meetings, newsletters, webpages, team meetings and stakeholder events for example. Furthermore, they can be at the corporate (that is, Glasgow City Council and NHS Greater Glasgow and Clyde) or service level (that is, Glasgow City Health and Social Care Partnership).

Communications channels need to be endorsed and in place, and audiences need to be aware of them in order to get the correct messages to the correct people at the correct time. The most effective ones need to be used to achieve this, and this will be contingent upon a number of variables – the subject matter of the message to be communicated, what it seeks to achieve, its urgency and its audience among others. Because there are also different audiences for communications and audiences will not engage with all communications channels, a variety of channels need to be used, including different methods.

Further, communications will not be effective and successful if they are simply unilateral information flow, where an organisation uses communications channels to unilaterally transmit information to stakeholders from the top to the bottom. Communications between stakeholders signifies, from the start, a relationship. For communications to be effective and successful, they must be two-way (both up and down and down and up) and even three-way (across), where there are collaborative opportunities to engage with stakeholders so that they can share their views and ideas on what is being communicated and make a positive contribution to shaping what is being communicated. Therefore, the Partnership's Communications Strategy does not understand communications and engagement as mutually exclusive activities, and engagement activity must feature either within communications channels or in its own right. The Partnership's Communications Strategy sets this out with Health and Social Work staff within the Partnership, as there is a separate Participation and Engagement Strategy for the Partnership engaging with individuals, groups and communities in service planning and development.

The following key channels will be used by the Partnership to communicate with its audience and specifically engage with its staff:

Glasgow City Council (Corporate)
- Insider (staff magazine)
- Glasgow City Council Internet website
- Connect (Intranet website for staff and authorised users)
- Twitter – @GlasgowCC
- Facebook – Glasgow City Council
- Executive Message and Corporate Briefing (corporate briefing for staff from the Chief Executive)
- Managers' Briefing (corporate briefing for staff on specific topics affecting them)
- Corporate Announcements (all-staff emails)
- Glasgow City Council approved Committee agendas, minutes and reports

NHS Greater Glasgow and Clyde (Corporate)

- Health News (public newspaper)
- Staff News (staff magazine)
- NHS Greater Glasgow and Clyde Internet website
- Staffnet (Intranet website for staff and authorised users)
- Twitter – @NHSGGC
- Facebook – NHS Greater Glasgow and Clyde
- Team Brief (corporate briefing for staff from the Chief Executive)
- Core Brief (corporate briefing for staff on specific topics affecting them)
- all-staff emails
- Health Board approved Board/Committee agendas, minutes and reports

Glasgow City Health and Social Care Partnership

- Health and Social Care Integration e-newsletter (public and staff newsletter with the Chief Officer's message)
- Glasgow City Health and Social Care Partnership Internet website (in development)
- Glasgow City Council and NHS Greater Glasgow and Clyde health- and social-care specific web pages (Internet web pages for the public)
- Twitter – @GCHSCP
- Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports
- Your Support Your Way Glasgow (public website for social care supports)
- service-specific newsletters (for example, Adult Protection, GIRFEC, Corporate Parenting and Health Improvement)
- service-specific websites and social media (for example, Adult Protection, Child Protection, Fostering and Adoption, Leaving Care, Health Improvement North West Smoking Project, Sexual Health/Sandyford, Aye Mind and Mental Health)
- service-specific leaflets and posters displayed in GP offices, social work offices, health centres, hospitals, libraries, schools and community centres (for example, Glasgow and Partners Emergency Social Work Services, Social Care Direct, Tomorrow's Residential and Day Care Services, Smoke Free and Health Improvement)
- service-specific projects/initiatives/campaigns (for example, Fostering and Adoption, Stop Smoking, Dementia Awareness, Power of Attorney, Winter Planning and Chronic Obstructive Pulmonary Disease)
- local engagement groups (for example, Locality Engagement Forums, Carers Reference Group, Voices for Change, Public Partnership Forums and Mental Health Network)
- events (for example, Social Care Provider event, Equalities events, Health Improvement events, Strategic Planning Groups event and participation in external events promoting the Partnership)
- Solus screens in health centres (information on LCD/plasma screens)
- other channels (for example, service directories, press office/media stories and marketing campaigns for Alcohol Awareness, Stop Smoking and Fostering and Adoption among others)
- Healthy Working Lives Newsletter (staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns)

- Partnership Briefing (briefing for staff within the Partnership on specific topics affecting them – as and when required)
- Team Meeting Communications Briefing (communications as part of staff team meetings)
- staff engagement opportunities including Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (also known as Employee Voice)
- Connect and Staffnet health- and social care-specific web pages (Intranet web pages for staff and authorised users) and
- all-staff emails (either all-Partnership, all-Health or all-Social Work).

Team Meeting Communications Briefing (Staff)

Good and effective staff communication is not the responsibility of one person or team; it is a collective responsibility of an organisation. Both managers and staff within the Partnership have a role to play in it. Managers have a responsibility to provide and support opportunities for communication and engagement with their staff (and across teams) and staff likewise have a responsibility to constructively participate in such opportunities so that teams:

- have a greater awareness of the work of the Partnership and its partner organisations
- understand the overall strategic direction of travel
- become collaboratively engaged in the work of the Partnership and its partner organisations by sharing their views and ideas and
- can take informed action to make change happen in the planning and delivery of health and social care services as appropriate.

Furthermore, time and again, staff have valued very highly face-to-face communications with their immediate line manager as a preferred communications channel. For this reason, the Team Meeting Communications Briefing model has been developed to assist in ensuring that there is a consistent approach across the Partnership.

Communications should be a standing item on team meeting agendas for discussion.

Team managers should use the communications channels outlined within the Partnership's Communications Strategy as the sources of content for communicating and discussing key information and messages for the standing communications agenda item. The main ones include:

- partner organisation public magazines/newspapers
- partner organisation staff magazines
- partner organisation Corporate Briefings with Chief Executive messages
- partner organisation manager/staff briefings on specific topics affecting staff (as and when required)
- the Partnership's Health and Social Care Integration e-newsletter

- Partnership briefings (as and when required)
- all-staff emails (when relevant) and
- approved Board/Committee agendas, minutes and reports (Glasgow City Integration Joint Board and its committees, Council and Health Board).

Team meetings should normally include most recent partnership-wide communications, such as the publication of the Partnership's Health and Social Care Integration e-neswletter. Where there is a requirement to timeously brief staff on a specific topic (that is, a Partnership briefing), then mangers should convene a team meeting/briefing at any point on the topic itself outwith regularly scheduled team meetings. Likewise, managers should also look to communicate and engage across teams where there are opportunities.

Two-way communication is a central feature of the Team Meeting Communications Briefing, and it is one of the main communications channels for staff engagement. Team meetings are not just a communications channel for managers to transmit key information and messages to staff but for managers and staff, as a team, to discuss them and how they and the services that they provide are directly affected. It is also an engagement opportunity for staff to ask questions and share their views and opinions, and managers should actively encourage this. As part of this, managers should record and feed back any questions, views and ideas with either their local management team or the Partnership's Executive and Senior Management Team (as appropriate). Again, managers can decide to have specific briefings and engagement outwith team meetings. General hints and tips to help managers ensure best practice when briefing their teams have been developed.

Staff Engagement Opportunities

As the collective responsibility of an organisation, communication and engagement need to be embedded at all levels, with buy-in and a visible lead from leadership. To embed this further within the staff structure of the Partnership, there are internal staff engagement opportunities with Chief Officers, Heads of Service, senior managers and first line managers that are either already embedded or being developed:

- Chief Officer and Head of Service staff sessions
- Partnership-wide Leadership sessions for managers Grade 9 (Social Work)/Band 8 (Health) and above
- Head of Operations and Head of Service staff sessions within localities
- service-led staff sessions with Core Leadership Leads
- iMatters (a continuous improvement tool to help individual staff and teams to understand and improve staff experience) and
- HSCP Voice (also known as Employee Voice) (likened to Facebook for ideas at work, a tool supporting LEAN activity that enables staff to input problems, ideas and issues to collaboratively improve performance and make service improvements with their colleagues).

These are collaborative opportunities to:

- create awareness, understanding and engagement among staff of the Partnership's vision for health and social care services within Glasgow City

- update staff with information about the Partnership – its strategic direction, priorities, services, people and places
- update staff on any issues that may affect them and their job (for example, practice, policies and procedures and Terms of Conditions)
- enable staff to ask questions, share their views and ideas and meaningfully inform the planning and delivery of health and social care services, including transformational change, service reforms and service improvements and
- enable staff to discuss issues affecting them.

The internal staff engagement opportunities will also support the Partnership to further embed a culture of improving and increasing job satisfaction and involvement, staff empowerment, transparency and mutual respect and organisational commitment.

Communications Matrix

The following tables set out the channels that will be used by the Partnership to communicate with its stakeholders at the corporate and Partnership levels.

Glasgow City Health and Social Care Partnership Communications Matrix

Glasgow City Council/NHS Greater Glasgow and Clyde Corporate Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience										
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health News (NHSGGC)	Public magazine/newsletter	Corporate	External	Quarterly	X	X	X	X	X	X	X	X	X	X	X
Insider (GCC) and Staff News (NHSGGC)	Staff magazine	Corporate	Internal	Monthly			X	X	X	X					
Executive Message and Corporate Briefing (GCC) and Team Brief (NHSGGC)	Corporate Briefing with Chief Executive Message for staff	Corporate	Internal	Monthly			X	X	X	X					
Managers' Briefing (GCC) and Core Brief (NHSGGC)	Manager/Staff briefings on specific topics affecting staff	Corporate	Internal	As and when required			X	X	X	X					
GCC and NHSGGC Internet websites including social media (e.g., Facebook and Twitter) and health- and social care-related web pages	As in title	Both	External	On-going	X	X	X	X	X	X	X	X	X	X	X
GCC and NHSGGC Intranet websites including health- and social-care related webpages (Connect [GCC] and StaffNet [NHSGGC])	As in title	Both	Internal	On-going			X	X	X	X					
All-staff emails (all-GCC and all-NHSGGC)	As in title	Corporate	Internal	On-going			X	X	X	X					
Council and Health Board approved Committee/Board agendas, minutes and reports	As in title	Both	External	On-going	X	X	X	X	X	X	X	X	X	X	X

Glasgow City Health and Social Care Partnership Level

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience										
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Health and Social Care Integration e-newsletter	Public and staff newsletter with the Chief Officer's message	GCHSCP	External	Bimonthly	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Health and Social Care Partnership Internet website (in development) including Twitter	Public website and social media for the GCHSCP and Glasgow City Integration Joint Board	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Glasgow City Integration Joint Board and its committees approved agendas, minutes and reports	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Your Support Your Way Glasgow	Public website for social care supports	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Service-specific channels: newsletters, websites, social media, leaflets, posters and projects/initiatives/campaigns	As in title	GCHSCP	External	On-going	X	X	X	X	X	X	X	X	X	X	X
Local engagement groups	As in title	GCHSCP	External	On-going	X	X									
Events	As in title	GCHSCP	Internal and External	On-going	X	X	X	X			X				
Solus screens in health centres	Information on LCD/plasma screens	GCHSCP	External	On-going	X	X									

Glasgow City Health and Social Care Partnership Level, continued

Communications Channel	Description	Corporate or GCHSCP	Internal or External	Frequency	Communications Audience											
					Patients, service users carers and their representatives	The public	Staff within the GCHSCP	GCC Family and NHSGGC staff	Glasgow City Integration Joint Board Members, Council Elected Members and Health Board Non-Executive Directors	Trade Unions/ Staffside	Contractors/Providers of health and social care services within Glasgow City and their representative groups	Glasgow City Community Planning Partners	MPs/MSPs within Glasgow City and/or with a health and social care remit	Relevant external orgnisations (e.g., The Scottish Government and Scottish health and social care regulators)	The media
Healthy Working Lives Newsletter	Staff newsletter to inform staff within the Partnership about health and wellbeing issues and promotions/campaigns	GCHSCP	Internal	Triannual			X			X					
Partnership Briefing	Manager/Staff briefings on specific topics affecting staff	GCHSCP	Internal	As and when required			X			X					
Team Meeting Communications Briefing	Team meeting communications briefing model for staff within the Partnership	GCHSCP	Internal	On-going			X								
Chief Officers and Heads of Service sessions, Partnership-wide Leadership sessions, Head of Operations and Head of Service sessions within localities, service-led sessions with Core Leadership Leads, iMatters and HSCP Voice (Employee Voice)	Engagement opportunities for Partnership staff with Chief Officers, Heads of Service, senior managers and first line managers	GCHSCP	Internal	On-going			X								
All-staff emails (all-Partnership, all-Health and all-Social Work and all-NHSGGC)	As in title	GCHSCP	Internal	On-going			X			X					

6. Communications Developments

The increasing need of Glasgow's citizens for health and social care services with high levels of deprivation and an aging population requires that the Partnership transforms the planning and delivery of services. This is also within the context of a climate of reduced public sector funding and resources. Communications and engagement assist in this process, and they need to be relevant and fit-for-purpose so that they are effective and their impact is maximised. There is therefore a necessity for the Partnership to be proactive in seeking out and making use of new and emerging communications and engagement methods and channels in order to improve how it does this with its stakeholders.

Part of communications and engagement development as the Partnership moves forward is to consider what new initiatives, projects and programmes that we may require to support, while also assessing what we currently do can be done in a more innovate way. Further, there needs to be a review and the further development of existing communications channels so that they reflect the Partnership's brand identity and arrangements. This is within the context of the increasing use of social media as a powerful communications tool.

Social media is no longer the preserve of communications teams within organisations. It is being increasingly used by staff and leaders at all levels within organisations to communicate and engage with stakeholders. Indeed, social networking (for example, Facebook and Twitter), content communities (for example, YouTube and Flickr), blogs, microblogging and Wikis among others are more and more the norm than more traditional communications channels. Over the medium-to longer-term, the Partnership's Communications Strategy will need to evolve and innovate by harnessing and embracing the opportunities and benefits that can be realised through the use of social media (in line with Council and Health Board policies and guidelines on the acceptable and responsible use of social media in a professional capacity).

For example, for this reason, the Partnership launched in June 2016 its own Twitter profile, @GCHSCP. It is actively used on a daily basis by the Partnership as a key communications channel with stakeholders, the public and external organisations, and it has over 325 followers with 600 Tweets published (as at mid-November 2016). Tweets include real-time information about the Partnership and its services, including announcements, news, campaigns and events; service developments and its decision making bodies and meetings. It also provides people the real-time opportunity to share their views and ideas.

The following communications developments will be taken forward:

- the development and embedding of internal engagement opportunities with Chief Officers and Heads of Service with staff across the Partnership
- the development of the Partnership's and Integration Joint Board's external website
- the review and redevelopment of content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements
- the further development of Your Support Your Way Glasgow and
- support to Chief Officer and Head of Service Twitter engagement with the Partnership's Twitter profile.

7. Communications Advice, Guidance and Support

Advice, guidance and support on the full range of internal and external communications across the Partnership, Council and Health Board are provided by staff in the Partnership's Business Development Team at centre headquarters. There are also links with both partner organisations' corporate communications teams to ensure consistency and co-ordination in the Council's and Health Board's communications strategies and associated communication and engagement channels, activities and collateral. This also includes relevant standards, policies and guidelines. Both the Council's and Health Board's corporate communications teams also support external Partnership communications with the media and external organisations.

Advice, guidance and support is provided within the following areas:

- the application of communications standards, policies and guidelines, particularly in relation to the Partnership's brand identity, accessible communications, working with the media and the acceptable use of social media by Council and Health staff
- the development of communications strategies/plans and collateral and activity
- reporting of newsworthy items within existing Partnership, Council and Health communications channels
- web content and management (both Internet and Intranet), including the use of social media
- graphics and printing services and
- event organisation.

8. Review

The Glasgow City Health and Social Care Partnership will regularly review its Communications Strategy. This will include the effectiveness of its internal and external communications and internal engagement activity in meeting the Partnership's communications vision and objectives. The Partnership's communications survey with its key stakeholders will be the key tool to do this, and it will allow the Partnership to track changes over time – that is, how the Partnership is succeeding in its communications and where improvements and developments can be made. The survey will also be an opportunity to understand stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work.

9. Action Plan

The following action plan has been developed to support the Partnership's Communications Strategy. It outlines the communications activity that will take place over the course of the Strategy to implement, embed, improve and develop the ways in which the Partnership communicates with its different. It reflects Sections 5 (Communications Channels, Audience and Plan), 6 (Communications Developments) and 8 (Review) of the Strategy and the activity to support what is set out within them.

The action plan identifies owners and timescales for each action, and it is anticipated that progress on delivery of the action plan will be reported to the Integration Joint Board – Public Engagement Committee.

Number	Action	Owner	Timescale
1	Regularly communicate with the Partnership's internal and external audiences through the channels outlined in Section 5 of the Partnership's Communications Strategy	Executive and Senior Management Team / Senior Managers / Direct Line Managers Head of Business Development for Partnership-wide communications	January 2017 and on-going
2	Develop and conduct a communications survey with the internal and external audiences who the Partnership communicates with to understand: • the channels used for communications • the effectiveness of existing communications channels • preferred communications channels and • internal and external stakeholders' awareness and understanding of the Partnership and Integration Joint Board and their work. To track changes and implement opportunities for improvement, conduct the survey three times over the course of the Communications Strategy, which will further inform its review in 2019.	Head of Business Development	By April 2017 (baseline) April 2018 (mid-point) March 2019 (end-point)

Number	Action	Owner	Timescale
3	Develop and implement an external website for the Partnership and Integration Joint Board to communicate with internal and external stakeholders including patients, service users, carers and their representatives and the public.	Head of Business Development	Initial launch April 2017 and on-going
4	Further develop the Partnership's public website of social care supports, Your Support Your Way Glasgow, to reflect Partnership arrangements and include community health information and resources. As part of this, review current and any planned social care and community health directories to inform either participation in them or further development of Your Support Your Way Glasgow to link with them.	Head of Business Development	By December 2017 and on-going
5	Examine different and better ways of communicating with patients, service users, carers and their representatives, particularly hard-to-reach and vulnerable groups.	Head of Business Development	By October 2017
6	Support Chief Officer and Head of Service Twitter engagement with the Partnership's public Twitter profile.	Head of Business Development	January 2017 and on-going
7	Develop and implement a programme of internal engagement opportunities for staff in addition to current ones: Chief Officer and Head of Service sessions; HSCP Voice (likened to Facebook for ideas at work) and iMatters (continuous improvement tool to help improve staff experience).	Head of Business Development / Head of Organisational Development / Head of HR/Corporate Services	January 2017 and on-going January 2017 and on-going March 2017 and on-going
8	Review and implement the framework for Team Meeting Communications Briefing for staff.	Head of Business Development / Head of Organisational Development	By June 2017 and on-going
9	Review and redevelop the content on staff Intranets (Connect and Staffnet) to reflect Partnership arrangements.	Head of Business Development	By December 2017 and on-going
10	Co-ordinate staff awards from the Partnership for Flourish Awards (Glasgow City Council) and Facing the Future Together/Chairman's Awards (NHS Greater Glasgow and Clyde) and any other submissions for external awards.	Head of Business Development / Head of Organisational Development	Spring 2017 Autumn 2017 On-going