

Glasgow City Integration Joint Board

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PARTICIPATION AND ENGAGEMENT STRATEGY

Purpose of Report:	To present the draft Participation and Engagement Strategy for the Glasgow City Integration Joint Board, and seek approval to begin consultation on the draft.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> • Approve the draft Participation and Engagement Strategy for consultation • Approve the consultation plan at appendix 1 • Note that a summary of consultation feedback and a final draft Strategy will be presented to the Integration Joint Board in October 2016
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Implications for IJB:

Financial:	None
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Personnel:	None
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Legal:	The Integration Scheme requires a Participation and Engagement Strategy to be in place within one year of establishment of the Integration Joint Board
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Economic Impact:	None
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Sustainability:	None
Sustainable Procurement and Article 19:	None
Equalities:	The strategy will be subject to an Equalities Impact Assessment ahead of the final draft being presented for approval by the Integration Joint Board
Implications for Glasgow City Council:	Officers from the Partnership, and Partnership and Services who carry out Community Development activity on behalf of Social Work Services will be required to support delivery of the strategy. This is articulated in the Service Level Agreement in place between Social Work Services and Partnership and Development Services.
Implications for NHS Greater Glasgow & Clyde:	Health Board wide engagement structures will link to the Glasgow City strategy

1. Purpose

- 1.1 The purpose of this paper is to present the draft Participation and Engagement Strategy for the Glasgow City Integration Joint Board, and seek approval to begin consultation on the draft.

2. Background and Legislative Context

- 2.1 The Public Bodies (Joint Working) (Scotland) Act 2014 ('the Act') requires the Integration Joint Board to produce a participation and engagement strategy to ensure that there is effective engagement with all communities and partners to ensure that local needs and expectations for health and social care are being met.
- 2.2 The Community Empowerment Act sets a requirement that public bodies should engage with 'community bodies' to improve outcomes, and gives those community bodies a right to participate in processes to improve outcomes. The Community Empowerment Act requires the Integration Partnership (and other Public Bodies) to put in place a participation process, and in due course report on the outcomes, including how engagement has shaped the result.
- 2.3 The Patient Rights (Scotland) Act 2011 aims to improve patient's experiences of using health services and to support people to become more involved in their health and health care.
- 2.4 Scottish Government Policy Circular 'CEL 4' Inform, Engage, Consult places a duty on Health Boards to involve the public in formal consultation in relation to major service redesign and change.

3. Review of Existing Structures

- 3.1 In recent years, community groups such as Voices for Changes, the Carers Reference Group and the Public Partnership Forums have made a valuable contribution to the work of Social Work Services and the former Glasgow Community Health Partnership.
- 3.2 The first stage of development of this strategy was to carry out a review of the existing participation and engagement structures in place through Social Work Services and the former Glasgow Community Health Partnership (CHP), with a view to identifying what works well in line with national and local policy and should be retained, and what requires to evolve or develop to ensure consistency of approach and alignment with the vision, values and objectives of the Integration Joint Board and Glasgow City Health and Social Care Partnership.
- 3.3 A Steering Group, chaired by the Head of Business Development, and made up of a number of community representatives, including some from the Public Partnership Forum and Voices for Change, was established to oversee this work, with a Working Group consisting of officers from within the Health and Social Care Partnership tasked with leading on particular pieces of work pursuant to the review activity outlined above.
- 3.4 A self-evaluation exercise was carried out across a number of groups currently active in the field of participation and engagement, with responses coming from members of various groups including:
- Public Partnership Forums
 - Voices for Changes
 - Carers Reference Group
 - Strategic Planning Groups
 - Mental Health Networks
 - Addictions Recovery Networks
- 3.5 Key findings of this exercise were:
- Groups felt that they do have a degree of influence in the decision making process regarding health and social care services in the city
 - Groups acknowledged that changes to engagement structures will be necessary following establishment of the Integration Joint Board and further integration of health and social care
 - Visibility and general public awareness of engagement networks can be improved
 - There is scope to increase the diversity of representative groups
- 3.6 A number of engagement events took place in localities, aligned to consultation on the draft Strategic Plan. In addition, a number of comments were received via the online consultation on the draft Strategic Plan which have informed development of the Participation and Engagement Strategy, for example a number of comments were received about the importance of

putting people at the centre of planning and decision making and of making connections to the wider community, which this strategy aims to do.

4. Draft Participation and Engagement Strategy

4.1 The draft strategy is appended to this report.

4.2 The strategy builds on the findings of the review activity outlined in section 3 above, and lays out the principles and approach which it is intended will be adopted in Glasgow.

4.3 The strategy is not prescriptive about the engagement structures which will be put in place at a city wide and local level. Instead a range of structural options are laid out in the draft, with the intention being to consult on those options and also invite suggestions for other approaches. Following consultation on the draft strategy, a proposed set of structural arrangements at a city wide level will be presented to the Integration Joint Board for approval. Localities will develop their own engagement structures in line with local needs and the principles outlined in the Participation and Engagement Strategy, and in Locality Plans.

5. Consultation

5.1 Consultation on the draft strategy will begin immediately following the Integration Joint Board's approval of the recommendations contained within this report.

5.2 An outline consultation plan is appended to this report. The consultation will be led by Glasgow's three Localities, and will be wide ranging with community and representative groups across the city invited to respond. A series of locality events will be convened to present and seek feedback on the draft strategy, along with the strategy and a consultation questionnaire being issued by email or post to a range of stakeholders. The draft strategy will also be published on the Council and Health Board websites, and Glasgow City Council's Consultation Hub.

5.3 Following conclusion of the consultation process, a summary of consultation findings and final draft Participation and Engagement Strategy will be presented to the Integration Joint Board for approval at its October meeting.

6. Recommendations

6.1 The Integration Joint Board is asked to:

- Approve the draft Participation and Engagement Strategy for consultation
- Approve the consultation plan at appendix 1
- Note that a summary of consultation feedback and a final draft Strategy will presented to the Integration Joint Board in October 2016

Glasgow City Health and Social Care Partnership – Participation and Engagement Strategy Consultation

June – September 2016

Background

The Public Bodies (Joint Working) (Scotland) Act 2014 ('the Act') requires the Integration Joint Board to produce a Participation and Engagement Strategy to ensure that there is effective engagement with all communities and partners to ensure that local needs and expectations for health and social care are being met.

In line with the principles of the Public Bodies (Joint Working) (Scotland) Act 2014, the intention is to carry out consultation on the draft strategy with key stakeholders.

Glasgow's draft Participation and Engagement Strategy is due to be published shortly after being reviewed by the Integration Joint Board on 24 June 2016. The strategy will be shared with a range of stakeholders for around twelve weeks, prior to being finalised for approval by the Integration Joint Board.

Communication Aims

- Make all stakeholders aware of the draft Participation and Engagement Strategy and how they can comment on it
- Receive feedback from stakeholders which informs further development of the Strategy and related engagement structures

Core messages

- The Strategy outlines the principles and approach which the Glasgow City Integration Joint Board and Glasgow City Health and Social Care Partnership will take to engaging with individuals, groups and communities.
- The views of stakeholders are valued, and fundamental to the development of the Participation and Engagement Strategy, and of the overall success of health and social care integration in Glasgow.
- Engaging with the consultation process allows individuals and groups to have a say on how participation and engagement activity is carried out in Glasgow

Communication Groups and process

Audience	Comms Requirements	Key Messages	Communication Channels
All staff (Health and Social Work)	Introduce strategy, invite responses	<ul style="list-style-type: none"> • The Strategy outlines the principles and approach which the Glasgow City Integration Joint Board and Glasgow City Health and Social Care Partnership will take to engaging with individuals, groups and communities. • Your opportunity to have a say on our principles and approach to participation and engagement • IJB is committed to listening to your views on how we deliver the strategy 	<ul style="list-style-type: none"> • All-staff email messages • Chief Officers briefing • Partnership / parent org websites • Social Media • GCC Consultation Hub
Partner organisations (including wider Council and Health Board, CPP, Third Sector Networks etc.)	Introduce strategy, invite responses	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • All-staff email messages • Staff newsletters • Chief Executive briefings / core briefs • Consultation event(s) • Online survey • Area Partnerships / Community Planning officers groups • Community Councils • HSCP Strategic Planning Groups • Social Media • GCC Consultation Hub
Patients / Service Users / Citizens of Glasgow	Introduce strategy, invite responses	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • GCC / NHS websites • Social Media • GCC Consultation Hub • Consultation event(s) • Online survey

Audience	Comms Requirements	Key Messages	Communication Channels
Voices for Change, Community Groups, Interest Groups (eg MH Networks, Carers Forum, Youth Networks, Thriving Places and Recover Communities etc) and Public Partnership Forums	Introduce strategy, invite responses	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • Consultation events within localities • Online survey • Email / post • Partnership / parent org websites • Social Media • GCC Consultation Hub



Glasgow City Integration Joint Board / Glasgow City Health and Social Care Partnership

Participation and Engagement Strategy

May 2016 v0.6

Introduction

Within Glasgow, we have a good history of working as a partnership between Social Work, the NHS and community groups to develop and deliver health and social care services informed by local priorities and needs. In recent years, community groups such as Voices for Changes, the Carers Reference Group and the Public Partnership Forums have made a valuable contribution to the work of Social Work Services and the former Glasgow Community Health Partnership.

The integration of health and social care, following the passing of the Public Bodies (Joint Working) (Scotland) Act 2014 and establishment of the Glasgow City Integration Joint Board, presents an opportunity to reflect on the successes we have had in partnership and to consider how we can evolve our approach to participation and engagement in line with the developing health and social care landscape in Glasgow and beyond.

Our Participation and Engagement Strategy is informed by a review of participation and engagement structures and approaches in place across health and social care, and has been developed in consultation with community groups across the city. The Strategy outlines the principles and approach we will adopt in Glasgow to ensure that our Participation and Engagement activities meet local expectations, national standards and the needs of everyone in Glasgow who has an interest in the development and delivery of health and social care services in the city.

David Williams
Chief Officer
Glasgow City Integration Joint Board

Ann Souter
Community Member
Glasgow City Integration Joint Board

Principles of Engagement

Our strategy is focussed on supporting the 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:

- *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*
- *Focussing on continuous improvement*

The following principles form the basis 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 Patient's Rights 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 Glasgow City Integration Joint Board and Glasgow City Health and Social Care Partnership. We are responsible for health and social care services in Glasgow delivered to people of all ages and from all backgrounds, and we want to give all of our service users and patients the opportunity to influence those services. In particular we are keen to develop our engagement with young people, recognising our existing engagement networks with young people are evolving, but less developed than with other groups.
2. We will be **Approachable**, with information made available through a variety of accessible means on how to engage with the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
3. We will be **Transparent** in all of our engagement activity. We will share information, and will answer questions fully and frankly. The Integration Joint Board will regularly review and consider feedback from our participation and engagement networks.
4. We are committed to **Two-Way Communication**, and will 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.

5. 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.
6. 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.
7. We will **Reduce Bureaucracy** from our participation and engagement activity, focussing on people over structures.
8. We will be **Flexible** to the needs of localities, care groups and interest groups, recognising that one approach does not fit all.

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The Glasgow Approach

Through this strategy we are committed to:

- Using the most appropriate level of involvement and participation for each activity
- Ensuring that community engagement activity, wherever possible, meets peoples' needs and expectations
- Building on the existing skills and knowledge already available in the community, so that people are empowered to take issues forward
- Engagement with the statutory, voluntary and community sector in a way that enables them to play a key role in influencing the delivery of services
- Developing a relationship where peoples' views are valued and listened to and are encouraged to become involved in influencing decision making structures
- Create effective networks through which information, ideas, issues and opportunities to become involved can be shared
- Supporting and enabling people to take part in our participation and engagement activity

Levels of Involvement

It is very important that local people have a clear understanding about the purpose of any activity that is designed to inform, consult or 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 activities, the following definitions will apply

Inform

Providing appropriate information about services, policies and decisions

Or

Collecting or using existing information about the views and needs of local people to inform services, policies and decisions

Consult

Offering an appropriate (one-off) opportunity to have a say about a service, policy or decision

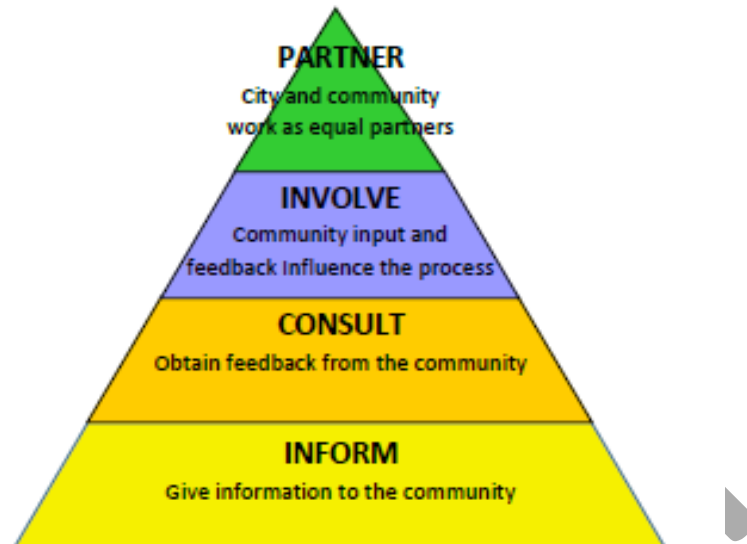
Involve

Providing opportunities to have a say and get involved in activities in a more influential way (on an ongoing basis)

Partner

An equal part of the decision making process

The different levels of involvement can be represented in the below diagram:



When carrying out activity under this strategy, we will adopt the most appropriate approach for that particular activity, and be clear which approach has been adopted and why.

Integrated Engagement Structures

In order to support an integrated approach to participation and engagement across the Glasgow City Health and Social Care Partnership, it is recognised that we need to develop an engagement structure which brings together the structures already operating across the city and linked to either Glasgow City Council Social Work Services or NHS Greater Glasgow and Clyde. As a partnership, we want to build on what we know works well to develop an engagement structure and network which supports the principles of integration and community engagement.

We recognise that there are many approaches which could be taken to structures, for example:

1. Making no change at all, and maintaining existing Council and Health Board structures
2. Developing integrated client or interest group structures
3. A local engagement network which has a remit across health & social care
4. A hybrid of options 2 and 3 above

The above is not an exhaustive list of options, and it is our intention to consult on potential engagement structures alongside the consultation on this overarching strategy.

Locality Engagement Activity

Glasgow is divided into three areas, known as localities, to support service delivery. To ensure consistency in local service delivery, the Glasgow City Health and Social Care Partnership has adopted the same strategic areas as the Glasgow Community Planning Partnership.

We recognise that the needs of localities are best represented by 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.

Each locality will establish an integrated participation and engagement approach, aligned to the principles laid out in this strategy document and taking into consideration local requirements. The approach taken in each locality will be laid out in their respective Locality Plans.

The notion of 'Recovery Communities' within addictions has been shown to markedly reduce relapse rates and therefore re-admission rates to community services and hospitals. Recovery Communities have been developed organically from the community up, engaging with service providers and the Alcohol and Drug Partnership. Activities range from informal groups, training, sporting activity, further education and specialist training. We will continue to support Recovery Communities as they continue to develop.

By far the most common way for individuals to interact with representatives from the Glasgow City Health and Social Care Partnership is at the point of service use. We recognise that individual experiences of health and social care, and the discussions people have with their health and care professionals provides valuable insight into what people want, need and expect from health and social care services. Localities will therefore work to develop mechanisms through which feedback from these interactions can shape development of high quality, person-focussed services. This may require an element of practice development, but also technological development to allow individual feedback and experiences to be recorded routinely.

City-Wide Engagement

While the majority of our participation and engagement activity will take place at a local and individual level, there is also an important role for city-wide activity.

We will hold regular events bringing together the Integration Joint Board, community representatives from localities and care groups to consider matters of cross-cutting or city wide interest. Community representatives will be given the opportunity to shape the agenda and focus of these events.

The Health and Social Care Partnership's Chief Officer will also hold regular Scrutiny Sessions to provide an opportunity for a range of stakeholders to give feedback on

the performance of the Health and Social Care Partnership. These sessions will be designed to support the principles outlined earlier in this strategy.

Engagement with the Integration Joint Board

The Glasgow City Integration Joint Board has a number of community members representing the interests of social care service users, health service users and carers. There is no expectation on these individuals to act as a formal liaison between the Integration Joint Board and the wider community, however the Glasgow City Health and Social Care Partnership will put in place an appropriate level of support to allow these individuals to articulate the interests of their respective stakeholder groups to the best of their ability.

The Glasgow City Integration Joint Board has established a Public Engagement Committee, which is made up of a number of members of the Board. This Committee will enable Glasgow's citizens and local Third and Independent sector organisations to have a direct route of engagement and role in the policy development process. It will as part of this role, approve and keep under review the Board's Participation and Engagement Strategy. The remit of this committee is:

- 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

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 city-wide basis. We will work with our Community Planning partners to develop this evolving relationship and embrace the opportunities it presents us. In particular, we will engage with the Community Planning Partnership to support the 'Thriving Places' approach as outlined within Glasgow's Single Outcome Agreement.

Consultation Activity

The Glasgow City Integration Joint Board is required by statute to consult widely on its Strategic Plan, and would invariably wish to consult on a similar basis on proposals to establish new services or make significant changes to existing service provision. All such consultation activity will be conducted according to the principles

outlined in this strategy and in line with any legislative requirements and local standards adopted by the Council and Health Board.

Equalities

The Integration Joint Board, along with the Council and Health Board, are committed to promoting equality across Glasgow City. We will build engagement with equalities groups and networks such as the Glasgow Equalities Forum into our Participation and Engagement structures and approach, and ensure all of our equalities engagement follows the principles outlined in this strategy.

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