



Item No. 6

Meeting Date

Wednesday 25th May 2022

**Glasgow City
Integration Joint Board
Public Engagement Committee**

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Review of the IJB Strategic Plan

Purpose of Report:

To update the Committee on work to review of the IJB's Strategic Plan.

Background/Engagement:

The IJB is required to produce a Strategic Plan for health and social care services and review the plan every 3 three years.

As part of the review of the plan a significant programme of engagement and consultation is underway and is summarized within this report.

Governance Route:

The matters contained within this paper have been previously considered by the following group(s) as part of its development.

HSCP Senior Management Team ☒
Council Corporate Management Team ☐
Health Board Corporate Management Team ☐
Council Committee ☐
Update requested by IJB ☐
Other ☐
Not Applicable ☐

Recommendations:

The IJB Public Engagement Committee is asked to:
a) Note the contents of this report.

Relevance to Integration Joint Board Strategic Plan:

This paper is entirely about the IJB Strategic Plan.

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Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The plan is required by statute to cover all national outcomes
Personnel:	A number of officers will be involved in development of the plan. The existing workforce plan of the HSCP will be incorporated within the plan.
Carers:	The plan will include reference to carers, and carers will be involved in development of the plan. The engagement approach invites involvement from a range of stakeholders, including carers.
Provider Organisations:	The plan will include reference to providers, and providers will be involved in development of the plan. The engagement approach invites involvement from provider organisations operating within the city.
Equalities:	The plan will be subject to an Equality Impact Assessment once the draft Plan has been through formal consultation. An EQIA on the engagement approach was completed in August 2021.
Fairer Scotland Compliance:	The plan will be developed in accordance with and in acknowledgement of the HSCPs obligations in relation to the fairer Scotland duty.
Financial:	The plan is required to outline the financial resources available to deliver it. Some of the engagement activity being taken forward carries with it a financial allocation to support external partners to carry out activity on behalf of the HSCP.
Legal:	The IJB is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed every 3 three years.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	The IJB will be in breach of its statutory duties if there is no Strategic Plan in place.

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Implications for Glasgow City Council:	A number of officers will be involved in development of the plan. The Council's own Strategic Plan will be taken into consideration in development of the IJB Strategic Plan.
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Implications for NHS Greater Glasgow & Clyde:	A number of officers will be involved in development of the plan. The health board's own plans and programmes will be taken into consideration in development of the IJB Strategic Plan.
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1. Purpose

- 1.1. The purpose of this report is to update the Committee on work to review the IJB's Strategic Plan.
- 1.2. The report focusses on the approach to engagement being undertaken as part of the review of the plan.

2. Background

- 2.1. The IJB is required to produce a Strategic Plan for health and social care services and review the plan every 3 three years. The IJB's current Strategic Plan covers the period 2019-2022, and a review of the Plan is therefore required.
- 2.2. The HSCP Senior Management Team elected in March 2021 to propose to the Integration Joint Board an extension to the current Plan of one year to acknowledge the external environment at the time and the uncertainty caused by factors such as responding to the pandemic and the national consultation on the proposals that emerged following the [Independent Review of Adult Social Care](#).
- 2.3. The IJB agreed to extend the current Plan until March 2023 and for a comprehensive review to inform the development of a revised Strategic Plan to be placed before the IJB for approval in March 2023.
- 2.4. The decision was taken to utilise the additional time afforded by the extension to plan and implement a far more robust approach to engagement and consultation in relation to the Plan than has previously been attempted by the HSCP.

3. Planning for the review of the Strategic Plan

- 3.1. A Strategic Plan Working Group was established, chaired by the Head of Business Development, and attended by a variety of officers from within the HSCP. The Working Group consulted with Core Leadership Groups and Strategic Planning Groups to agree the composition of Reference Groups to advise and inform the Working Group in the development of co-produced engagement plans to inform the review. Twelve Reference Groups were established covering the following stakeholder groups:

- Older People
- Children's Services
- Learning Disability
- Mental Health

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- Public Protection
- Asylum and Immigration
- Addictions
- Housing and Homelessness (via the Housing, health and Social care Strategic Planning Group)
- Sexual Healthcare
- Carers (via the Carers Reference Group)
- Prison Healthcare
- Strategic matters (requested and led by Glasgow Council for the Voluntary Sector)

- 3.2. Membership of the Reference Groups was informed by discussions at Strategic Planning Groups and HSCP Core Leadership meetings and evolved to take on the suggestions made by members at the first round of meetings. Membership included officers of the HSCP, external providers of services (third and independent sector), members of the community and representatives of relevant groups and organisations.
- 3.3. The role of the Reference Groups is to advise the HSCP of the key stakeholder groups within each of the headings at 3.3 above, to acknowledge that people with experience of receiving or delivering services under each category are not one homogeneous group with identical preferences in terms of engagement and communication. Groups have been asked to assist the HSCP to understand each stakeholder group, their engagement preferences, experience gained throughout the pandemic in terms of engagement, barriers to engaging with us and mitigations to be put in place to overcome barriers.
- 3.4. Essentially the role of the groups is to co-produce the public engagement effort to ensure we provide opportunities for people to provide feedback on the strategic plan and what is important to them in ways that are accessible and familiar to them.

4. Progressing the review

- 4.1. Since the approval from the IJB to extend the Plan in March 2021 more than 100 meetings have taken place to plan and carry out the engagement activity for the review. This includes the Reference Groups, Core Leadership Teams, Strategic Planning Groups, meetings between officers to take forward specific actions and meetings with internal and external partners.
- 4.2. All 12 Reference Groups have been meeting monthly and each have been developing an action plan and engagement plan that has been co-produced and is driving the further planning of the engagement activity. Each engagement plan captures
- engagement barriers and how these might be overcome
 - areas of overlap with other reference groups due to intersectionality
 - consideration of the need to consider accommodating the needs and preferences of people in groups with protected characteristics (in effect a mini-EQIA) and
 - other relevant engagement activity that has taken place and can be used to inform the draft Plan and avoid duplication and engagement fatigue.

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- 4.3. Discussions continue with partners involved with the reference groups to plan and carry out engagement activity as identified within the individual engagement plans. Where possible and appropriate partners are being encouraged to utilise the branded materials that were developed for the review to engage with their respective stakeholders and return the output to the HSCP (again on templates) for consideration. This performs a dual function of; enabling the HSCP to manage the volume of activity being planned at a time when resources are still stretched due to the pandemic and; ensuring those who wish to engage can do so with familiar faces, in familiar formats and at familiar venues. Wherever possible and on request HSCP officers are providing input to engagement sessions and additional resources as required (e.g. note takers, data inputting, provision of travel reimbursement, refreshments, venue booking etc).
- 4.4. The table at Appendix 1 captures some of the engagement work planned, underway and completed so far. This engagement work is being added to constantly and is adopting a conversational approach where possible to understand what is important to those engaging, to understand where the HSCP is performing well and to identify priorities for improvement.
- 4.5. Information collected through the engagement activity is being logged and analysed for themes. A summary of comments or suggestions will be prepared for Assistant Chief Officers and Heads of Service as relevant to the stakeholder group to ensure that all feedback is demonstrably utilised and where appropriate followed up, and in acknowledgement that the Strategic Plan cannot reference all feedback received.

5. Pre-consultation engagement survey

- 5.1 For the duration of March 2022 a public engagement survey was run to enable and encourage widespread feedback on the current Strategic Plan and to capture feedback to inform the next Plan.
- 5.2 The survey was promoted through our social media channels and distribution lists and was also cascaded by Reference Groups and contacts that emerged through the groups. A [dedicated area](#) of the HSCP website was also developed to promote the survey and to give a platform for those who wished to get involved in the strategic plan activity.
- 5.3 Although more than 800 people clicked on the survey and opened it, completed responses were only received for 252 people. The survey responses are being reviewed. Once analysis has been completed a summary of relevant comments will be prepared for Assistant Chief Officers for consideration and any further action.
- 5.4 Some of the initial summary findings from the survey are as follows:
- Circa 800 people clicked on the survey, 253 completed
 - 21% service users; 17% carers; 40% frontline HSCP; 16% frontline other
 - 59% believe the IJB's Vision still applies (29% do not)
 - 168 comments/suggestions in relation to the Vision

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- 176 comments/suggestions about the strategic priorities
- 26% say Plan is too long, 34% just right (16 people say too short)
- 24% want 3 year plan, 22% want longer (around half said 5yrs)

5.5 Some of the comments related to the IJB's vision (see Appendix 2) included:

- health and social care services don't always work together
- challenges including financial constraints are limiting the implementation of the vision
- Too much internal referral red tape paperwork
- In times of continual cuts, austerity, increasing costs across all sectors of people's lives, how can they be deemed to be flourishing
- there are constant demands made to source and identify community resources/placements that are not there, or stretched to the limit
- Reference to Covid
- Insufficient services in the community to enable the vision to succeed
- The vision is still relevant but it needs a lot of work to implement.

5.6 Some of the suggestions for what is needed to make the vision work included:

- A sustainable workforce
- Better funding
- Service user engagement and feedback
- More access to services (home carers, MH services, district nurses)
- Less reliance on statutory social work services and more investment in neighbourhood focused 3rd sector and community resources
- Better partnership working with our independent and 3rd sector colleagues
- The general population needs to take more responsibility and pride in their own health and wellbeing
- Empower people to help provide support for their families if needed.

5.7 When asked for suggestions for how our five strategic priorities (see Appendix 2) should change the following comments were among those received:

- greater focus on health improvement, health equality and poverty reduction
- more focus on mental health
- greater emphasis on supporting the workforce
- clear pathways and information for people who need extra support
- listening and acting on customer views
- an emphasis on co-design (of services)
- healthy and supported workforce
- equalities and human rights
- equality of access and ensuring that all minorities have equitable access to health and social care
- better and more inclusive communication with communities
- access to the right services at right time (currently part of the vision).

5.8 A full summary analysis of the survey feedback will be prepared and shared on the HSCP website. The first draft of the revised Strategic Plan is being presented to the IJB on 29th June for approval to move to the formal consultation stage.

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6. Recommendations

6.1. The IJB Public Engagement Committee is asked to:

a) Note the contents of this report.

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Appendix 1: Targeted engagement activity (as at 25/04/22)

Engagement opportunity/event	Reference Group	Format	Date	Complete Y/N
Service User Reference Group	Public Protection	TEAMS meeting	21/02/2022	Y
Pre-consultation engagement survey	All	Electronic survey; paper survey; easy read version	Mar-22	Y
Integration Forum	Asylum & Immigration	TEAMS meeting	Dates offered: Monday 28th March am, Tuesday 29th March am or Thursday 31st March am	Y
GCVS & HSCP Event 1: community co-production and engagement	Strategic Group	ZOOM meeting	02/03/2022	Y
Drumchapel Thriving Places Breakfast and a Blether/Network	N/A	Presentation and group discussion	24/02/2022	Y
Lambhill Milton Cadder meeting	N/A	Presentation and group discussion	3/3/22 at 10.00am then 6 weeks later.	Y
GHIFT session with people with lived experience of homelessness	Housing and Homelessness	Focus groups	April/May	N
Housing Contribution Statement survey	Housing and Homelessness	Electronic survey	March 1st to March 31st	Y
NW Glasgow Voluntary Sector Network	N/A	Newsletter containing link to survey	15/03/2022	Y
Housing, Health and Social Care SPG: Facilitated discussion by NRS	Housing and Homelessness	Teams discussion	22/04/2022	Y
Community Engagement OP South Locality	Older People	Presentation and Consultation Questions	26/4/22 2-3.30pm	N

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Engagement opportunity/event	Reference Group	Format	Date	Complete Y/N
North Glasgow Food initiative Art Group and Walking Group (Milton)	N/A	Face to face presentation and discussion	10/03/2022	Y
Prince and Princess of Wales Hospice: Engagement with service users	Older People	TBC by Gillian Sherwood (likely surveys and possible discussions)	TBC	N
ARBD service user engagement	Addictions	Surveys	TBC	N
People First engagement with people with LD (Joyce Patton)	Learning Disability	TBC		N
Wheatley Group engagement with tenants (Laura Pluck)	Housing and Homelessness	Focus group	Apr-22	Y
Children 1st (Kirsteen Montgomery): Parent and children in recovering families and Youth Participation Group for young people with lived experience of substance misuse in the family	Childrens Services	Group discussion	13/04/22 and 14/04/22	Y
Recovery Communities: Development Weekends for NW and NE	Addictions	Face to face discussions	June/July	N
Recovery Communities: Volunteers supervision, outreach workers and weekly drop ins	Addictions	Provision of surveys	TBC	N
Recovery Communities: Citywide wellbeing fund discussions	Addictions	Provision of surveys	TBC	N
Recovery Communities: ROSC events	Addictions	Provision of surveys	TBC	N
Recovery Communities: Recovery Connects event	Addictions	Provision of surveys	29/05/2022	N
Community Councils	N/A	TBC	TBC	N
Local Area Co-ordinator engagement with people with mild LD (Raymond Trayner)	Learning Disability	Staff support to service users to engage with survey	March/April	Y
Focus group with GAMH adult MH service users (Margaret McKinlay)	Mental Health	Focus group	25/03/2022	TBC

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Engagement opportunity/event	Reference Group	Format	Date	Complete Y/N
Supported Employment Service (Angie Black)	Learning Disability	TBC	TBC	N
Work with organisations and service users with experience of substance misuse (VSDAA)	Addictions	TBC	TBC	N
Engagement with adult MH service users (Ann Jones)	Mental Health	Focus groups	TBC	N
Group work with the staff engagement networks run by GCC (Thom Hughes and Jane McKaskill)	Mental Health, Carers	TBC (possibly focus groups)	TBC	N
GCVS & HSCP Event 2 (3rd sector co-production and engagement)	Strategic Group	ZOOM meeting	May	N
Carers of people accessing day services and care at home (purchased) via Bailleston Community Care (David Reilly)	Older People	Face to face carers event	04/05/2022	N
Discussion with FASS groups (family support, kinship and bereavement)	Addictions	Face to face monthly meeting	May or June 2022	N
Child Protection/Adult Protection Committee	Public Protection	Virtual discussion	12/04/2022 Postponed	N
Alliance exCHANGE event (Rhona MacMillan)	Housing and Homelessness	Virtual event with breakout discussions	21/04/2022	Y
Discussion with MH Peer Support Workers	Mental Health	Virtual focus group	TBC	N

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Appendix 2: Current IJB Vision and Strategic Priorities

Vision

Our medium- to long-term vision is that:

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

Over the next 10 years we will do this by:

- focussing on being responsive to Glasgow's population and focussing on reducing health inequalities
- supporting and protecting vulnerable people and promoting their independence and social wellbeing
- working with others to improve physical, mental and social health and wellbeing, and treating people fairly
- designing and delivering services around the needs, talents, aspirations and contributions of individuals, carers and communities using evidence from what we know works
- showing transparency, equity and fairness in the allocation of resources and taking a balanced approach by positively allocating resources where health and social care needs are greatest, with decisions based on evidence of what works and innovative approaches, focussed on outcomes for individuals and risk accepted and managed rather than avoided, where this is in the best interests of the individual
- developing a competent, confident and valued workforce
- striving for innovation and trying new things, even if they are difficult and untested, including making the most of technology
- evaluating new and existing systems and services to ensure they are delivering the vision and priorities and meeting the needs of communities
- developing a strong identity, and
- focussing on continuous improvement, within a culture of performance management, openness and transparency.

Strategic Priorities

The five key priorities for Glasgow City IJB / HSCP for health and social care in Glasgow are:

1. Prevention, early intervention, and harm reduction
2. Providing greater self-determination and informed choice
3. Shifting the balance of care
4. Enabling independent living for longer
5. Public Protection

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