



Item No: 6

Meeting Date: Wednesday 30th May 2018

Glasgow City Integration Joint Board Public Engagement Committee

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STRATEGIC PLAN – CONSULTATION, ENGAGEMENT AND COMMUNICATIONS STRATEGY

Purpose of Report:	To present a draft Consultation, Engagement and Communications Strategy to support development of the Glasgow City Integration Joint Board’s Strategic Plan 2019-22.
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Background/Engagement:	As outlined in the paper.
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Recommendations:	The IJB Public Engagement Committee is asked to: a) review and approve the draft Consultation, Engagement and Communications Strategy; and b) instruct the Head of Business Development to provide further updates to Committee during 2018-19.
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Relevance to Integration Joint Board Strategic Plan:

The subject of this paper relates to development of the next Strategic Plan 2019-22.
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Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The Strategic Plan itself must outline how the National Health and Wellbeing Outcomes will be achieved.
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Personnel:	None arising from this paper.
Carers:	Carers are one of the stakeholder groups identified in the strategy.
Provider Organisations:	Provider organisations are one of the stakeholder groups identified in the strategy.
Equalities:	The strategy outlines a number of priorities around promoting involvement from individuals and groups with protected characteristics as outlined in the Equality Act.
Financial:	None.
Legal:	The Public Bodies (Joint Working) (Scotland) outlines the minimum requirements on IJBs regarding consultation on Strategic Plans. This strategy goes beyond those minimum requirements.
Economic Impact:	None.
Sustainability:	None.
Sustainable Procurement and Article 19:	None.
Risk Implications:	Insufficient or ineffective consultation, engagement and communications activity would undermine the credibility of the IJB's Strategic Plan and potentially alienate a wide range of stakeholders.
Implications for Glasgow City Council:	Officers employed by the Council will be required to support consultation, engagement and communications activity.
Implications for NHS Greater Glasgow & Clyde:	Officers employed by the Health Board will be required to support consultation, engagement and communications activity.

1. Purpose

- 1.1 The purpose of this report is to present a draft Consultation, Engagement and Communications Strategy to support development of the Glasgow City Integration Joint Board's Strategic Plan 2019-22.

2. Background

- 2.1 The Glasgow City Integration Joint Board ('the IJB') is required by statute to produce a Strategic Plan for health and social care within Glasgow City. Strategic Plans cover a 3-year period, with the current plan running until March 2019. A revised plan is therefore required covering the period 2019-22.
- 2.2 Essential to the development of the Strategic Plan ('the Plan') is a robust Consultation, Engagement and Communications Strategy, to ensure that all stakeholders are aware of work being undertaken to develop the Plan and have an opportunity to contribute towards its development.
- 2.3 There are a number of legislative requirements on the IJB regarding consultation on the Plan, and in addition the IJB has agreed its own set of Consultation and Engagement Guidelines and a Communications Strategy. Each of these elements are incorporated within the Strategic Plan Consultation, Engagement and Communications Strategy.

3. Consultation, Communication and Engagement Strategy

- 3.1 The draft Consultation, Engagement and Communications Strategy to support development of the Glasgow City Integration Joint Board's Strategic Plan 2019-22 is appended to this report (Appendix A).
- 3.2 The draft Strategy outlines:
- aims and core messages
 - indicative timescales
 - the standards that will be adopted in all activities
 - high-level identification of stakeholders
 - approaches to promote equalities and inclusivity
 - governance and reporting arrangements and
 - methods and channels used to support consultation, engagement and communications activity.

4. Recommendations

- 4.1 The IJB Public Engagement Committee is asked to:
- a) review and approve the draft Consultation, Engagement and Communications Strategy; and,
 - b) Instruct the Head of Business Development to provide further updates to Committee during 2018-19.

Strategic Plan – Consultation, Engagement and Communications Strategy

1. Purpose

- 1.1 This document outlines the approach and activity that will be taken in relation to stakeholder consultation, engagement and communication in the development of Glasgow City Integration Joint Board's Strategic Plan 2019-22.

2. Background

- 2.1 The Glasgow City Integration Joint Board ('the IJB') is required by statute to produce a Strategic Plan for health and social care within Glasgow City. Strategic Plans cover a 3-year period, with the current plan running until March 2019. A revised plan is therefore required covering the period 2019-22.
- 2.2 Essential to the development of the Strategic Plan ('the Plan') is a robust Consultation, Engagement and Communications Strategy, to ensure that all stakeholders are aware of work being undertaken to develop the Plan and have an opportunity to contribute towards its development.
- 2.3 There are a number of legislative requirements on the IJB regarding consultation on the Plan, and in addition the IJB has agreed its own set of Consultation and Engagement Guidelines ([IJB Public Engagement Committee November 2017](#)) and a Communications Strategy ([IJB January 2017](#)). Each of these elements are incorporated within the Strategic Plan Consultation, Communications and Engagement Strategy.

3. Aims

- 3.1 The aims of this Strategy are:

- provide opportunities for people who use health and social care services to shape how those services are planned
- make all stakeholders aware of the Strategic Plan and how they can contribute to its development
- promote broader awareness of the Glasgow City Integration Joint Board, Glasgow City Health and Social Care Partnership and the aims /aspirations and priorities of both bodies.

4. Core Messages

- 4.1 The core messages to be incorporated within consultation, engagement and communication activity are:

- the Strategic Plan outlines the vision and priorities for how health and social care services will be planned and delivered in Glasgow
- the Glasgow City Integration Joint Board is committed to listening to and taking account of the views of as wide a range of stakeholders as possible
- engaging with the development of the IJB's Strategic Plan allows individuals, communities, groups and organisations to have a say on how services are planned and delivered within Glasgow

5. Timescales

- 5.1 Communication activity will take place throughout 2018-19, concluding with publication of the final draft Strategic Plan following approval by the IJB in March 2019. Engagement activity to inform development of the plan will also take place within this timescale.
- 5.2 Formal consultation on the draft Strategic Plan is scheduled to take place over a 12-week period from late October 2018 to mid-January 2019.

6. Standards for Consultation, Engagement and Communication Activity

- 6.1 All of the Consultation, Engagement and Communication activity undertaken in development of the Strategic Plan will follow the principles and standards outlined within the IJB's Consultation and Engagement Guidelines. Activities will:
- have a **clear and concise plan, with a purpose**, including defined aims and objectives, processes and timescales;
 - be **focussed** and **targeted** where appropriate, reaching out to individuals, groups and communities who may be affected by or have a particular interest in proposals;
 - be **needs-led**, and tailored to the needs and circumstances of those involved
 - be **accessible**, supporting stakeholders to participate and avoiding creating of 'barriers' that may serve to inadvertently exclude particular individuals or groups from taking part
 - be **inclusive**, and take specific actions to increase engagement amongst stakeholders who have historically been less involved in such activity
 - have **integrity**, with honest intent and strong relationships built with individuals, groups, communities and organisations; valuing, respecting and considering stakeholders' views
 - be **informative**, with sufficient appropriate information made available to stakeholders to allow them to fully participate in activities
 - adopt a **clear, accessible and inclusive approach to communications**, to create awareness and understanding of the purpose of consultation, communication and engagement activities
 - adopt a **range of methods and approaches** to consultation, engagement and communication to support inclusiveness and maximise participation, for example not relying solely on online / digital methods and
 - be **transparent**, and fairly represent the views of stakeholders in the decision-making process, with the outputs and outcomes of activities fed back to participants.

7. Stakeholders

- 7.1 A wide range of stakeholders will be involved, or invited to be involved, in consultation, engagement and communication activity. In line with the IJB's guidelines, each specific piece of work will identify the stakeholders based on the purpose of the activity in question; however, a core group of stakeholders is outlined below (a specific detailed list has been compiled):
- the public
 - patients, service users and carers
 - IJB members
 - national and local representative groups and forums
 - third and independent sector organisations and independent contractors
 - equalities groups
 - housing associations / RSLs

- staff working within Glasgow City Health and Social Care Partnership
- other staff of Glasgow City Council and NHS Greater Glasgow and Clyde
- Other Council Elected Members and Health Board members
- other Health and Social Care Partnerships and
- community planning partners.

8. Equalities and Inclusivity

- 8.1 It is understood that often the way in which consultation, engagement and communication activity is designed can inadvertently create 'barriers' to participation for some individuals and groups, through no fault on their part. It is further recognised that such structural failings can easily lead in turn to consultation, engagement and communication activity being shaped by a particular core demographic, potentially missing out on the range of opinions and input offered through a more diverse demographic and set of life experiences.
- 8.2 In line with the standards outlined in Section 5 above, all of our consultation, engagement and communication activity will be designed to be accessible and inclusive to all, regardless of individual circumstances. Specific actions will be taken to ensure involvement from a range of stakeholders covering all of the Protected Characteristics as outlined in the Equality Act 2010, and in particular to increase involvement from groups who have historically been less involved, often due to the structural barriers described in 7.1 above.
- 8.3 In planning consultation, engagement and communication activity, we will actively look to create more opportunities to engage with individuals who normally do not engage in consultation and engagement opportunities, and look to incorporate appreciative enquiry principles within our consultation and engagement methods to allow the range of stakeholders, particularly those who have been historically less engaged, to meaningfully and positively inform the development of the Strategic Plan.

9. Governance and Reporting

- 9.1 Leadership of the implementation of the Consultation, Engagement and Communication Strategy is through the IJB Public Engagement Committee, with updates being provided to the Committee throughout the development of the Strategic Plan, to April 2019.
- 9.2 This strategy, and all consultation, engagement and communications activity, will be led at officer level by the Consultation and Engagement Sub-Group, which reports to the Strategic Plan Working Group. The Sub-Group consists of a number of officers from Business Development, localities, community planning and equalities, and it will take forward the key activities outlined in the action plan incorporated within this document.
- 9.3 Outputs and outcomes from Consultation, Engagement and Communication and will ultimately shape the final draft Strategic Plan due to be presented to the IJB in March 2019. The report to be presented to the IJB at that time will include a description of activities undertaken and how they have shaped development of the Strategy, with consultation responses and other key outputs published on the Glasgow City HSCP website (where respondents have given permission for their responses to be published).
- 9.4 An evaluation / lessons learned will be presented to the Public Engagement Committee in mid-2019, providing an assessment of how effective the Consultation, Engagement and Communication Strategy was and making and recommendations for future similar strategies.

10. Methods

- 10.1 It is recognised that there is no one-size fits all method to consult and engage with all stakeholders, therefore a range of methods will be adopted to ensure there are meaningful and supported opportunities for individuals, communities, groups and organisations to participate. These will broadly include written methods; face-to-face / participative methods; and e-consultation / social media methods. In particular, we will use the web and social media tools available to the HSCP: Internet (HSCP, Council and Health Board); Twitter (HSCP, Council and Health Board) and Facebook (Council and Health Board)
- 10.2 The table at appendix 1 provides an outline of the range of methods and channels used to interact with those stakeholders listed in Section 7, although it should be noted this is not an exhaustive list and officers may build in this for specific activities where appropriate.
- 10.3 Throughout implementation of this strategy, we will look to deploy methods that particularly support individuals, groups and communities who have historically been less engaged in consultation processes, and we will look to incorporate appreciative enquiry principles where there are opportunities to positively inform the development of the Strategic Plan. This will support more meaningful and influential participation by individuals, groups, communities and organisations, making a positive contribution to peoples' health and social care outcomes and their experiences of care and support.

Appendix 1 – Stakeholder Consultation and Engagement Methods and Communications Channels

Stakeholder	Communications Channels	Purpose	Timescale
The public	<ul style="list-style-type: none"> - Face-to-face (Locality Engagement Forums, public meetings) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - HSCP public newsletter 	- Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction	May 2018 to April 2019
Patients, service users and carers	<ul style="list-style-type: none"> - Face-to-face (Locality Engagement Forums, public meetings) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - HSCP public newsletter 	- Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction	May 2018 to April 2019
IJB members	<ul style="list-style-type: none"> - IJB papers - Development sessions - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - HSCP public newsletter 	- Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction	May 2018 to April 2019
National and local representative groups and forums	<ul style="list-style-type: none"> - Face-to-face (Locality Engagement Forums, public meetings) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - HSCP public newsletter 	- Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction	May 2018 to April 2019
Third and Independent sector organisations and independent contractors	<ul style="list-style-type: none"> - Face-to-face (Provider Engagement Sessions, bespoke presentations) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) 	- Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction	During consultation phase (Oct 18 – Jan 19)

	<ul style="list-style-type: none"> - Targeted email / briefings - HSCP public newsletter 		
Equalities groups	<ul style="list-style-type: none"> - Face-to-face (bespoke presentations) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - Targeted email / briefings - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction - Promote engagement particularly amongst groups who have been historically less involved 	During consultation phase (Oct 18 – Jan 19)
Housing associations / RSLs	<ul style="list-style-type: none"> - Face-to-face (bespoke presentations) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - Targeted email / briefings - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction - Promote engagement particularly amongst groups who have been historically less involved 	During consultation phase (Oct 18 – Jan 19)
Staff working within Glasgow City Health and Social Care Partnership	<ul style="list-style-type: none"> - Face-to-face (engagement events) - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - Targeted email - Staff newsletter - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction - Promote engagement amongst staff 	May 2018 to April 2019
Other staff of Glasgow City Council and NHS Greater Glasgow and Clyde	<ul style="list-style-type: none"> - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - Staff newsletter - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction 	During consultation phase (Oct 18 – Jan 19)
Other Council Elected Members and Health Board members	<ul style="list-style-type: none"> - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction 	May 2018 to April 2019

	- HSCP public newsletter		
Other Health and Social Care Partnerships	<ul style="list-style-type: none"> - HSCP, Council and Health Board websites and social media platforms - GCC Consultation Hub (electronic survey) - Targeted email - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction - Allow other HSCPs to consider Glasgow strategic direction alongside their own respective plans - Allow Glasgow to better understand strategic plans of other HSCPs and how they align 	During consultation phase (Oct 18 – Jan 19)
Community Planning Partners	<ul style="list-style-type: none"> - HSCP, Council and Health Board websites and social media platforms - Face-to-face (via CPP meeting structure) - Targeted email - HSCP public newsletter 	<ul style="list-style-type: none"> - Provide opportunities for stakeholders to give views on IJB vision, priorities and to shape strategic direction - Allow Community Planning Partners to consider Glasgow strategic direction alongside their own respective plans - Allow Glasgow to better understand strategic plans of other Community Planning Partners and how they align 	During consultation phase (Oct 18 – Jan 19)