



Item No: 8

Meeting Date: Wednesday 24th November 2021

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

Report By: Allison Eccles, Head of Business Development

Contact: Craig Cowan, Business Development Manager

Phone: 07876 815864

IJB Strategic Plan Review: Update on engagement

Purpose of Report:	To update Committee Members on work undertaken to review the IJB Strategic Plan 2023-26.
---------------------------	--

Background/Engagement:	The IJB is required to produce a Strategic Plan for health and social care services, and to review the plan every three years. Engagement activity in support of development of the plan will be carried out in line with statutory requirements and the IJB's own Consultation and Engagement Guidelines.
-------------------------------	--

Recommendations:	The IJB Public Engagement Committee is asked to: a) Note the activity described in relation to the review of the Strategic Plan.
-------------------------	---

Relevance to Integration Joint Board Strategic Plan:

The IJB Strategic Plan is the subject of this report.

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 the review of the plan, in collaboration with a number of external partners and individuals, and implementation of activity outlined within the Plan.
-------------------	--

Carers:	Carers will be approached to participate in the engagement and consultation activity in relation to reviewing and drafting the next Strategic Plan.
----------------	---

OFFICIAL

Provider Organisations:	Provider organisations will be approached to participate in the engagement and consultation activity in relation to reviewing and drafting the next Strategic Plan.
Equalities:	The engagement and consultation activity in relation to reviewing the Strategic Plan seeks to ensure representation from a wide variety of individuals and organisations, including those who are part of or represent people with protected characteristics. An initial EQIA has been prepared in relation to the engagement approach and will be updated as details of the approach evolve. An EQIA on the draft Strategic Plan will be completed once a draft is available. The Communications Strategy for the review has been developed in line with the EQIA completed for the overarching IJB Communications Strategy .
Fairer Scotland Compliance:	Efforts to ensure representation from across the community in the review and development of the Strategic Plan will seek to ensure people are not excluded from engaging on the grounds of socio-economic disadvantage or exclusion.
Financial:	Glasgow City HSCP will seek to ensure support is available to stakeholders to enable and facilitate engagement.
Legal:	Glasgow City HSCP will adhere to all the required legislative requirements in relation to engagement and production of the Strategic Plan.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Risk Implications:	Inability to adequately engage stakeholders in the review and development of the Strategic Plan could result in a Plan that does not represent the needs of the community served by the HSCP.
Implications for Glasgow City Council:	None
Implications for NHS Greater Glasgow & Clyde:	None

OFFICIAL

OFFICIAL

1. Purpose

- 1.1. The purpose of this report is to update Committee Members on work to review of the IJB Strategic Plan.

2. Background

- 2.1. The Integration Joint Board 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 three years, with a decision taken on whether or not to replace the existing Plan.
- 2.2. The IJB's current Strategic Plan expires in March 2022, however the IJB agreed in [May 2021](#) to extend the current Plan for a period of 12 months in light of a range of external factors that will impact on health and social care in Scotland, and therefore on the views of those with whom the HSCP intends to engage to influence the next Strategic Plan.
- 2.3. The work to plan the engagement approach for the next Strategic Plan is now underway to give sufficient time to plan more robust and representative engagement activity and to facilitate as widespread a response as possible.

3. Planning activity

- 3.1. The report prepared for the Public Engagement Committee in [August 2021](#) provides details on the approach approved by the IJB for the review of the Strategic Plan 2023-26, including the rationale and plan for moving away from the traditional methods of engagement and consultation and commitment to trying to expand the methods to ensure better quality, feedback from people and groups across the city.
- 3.2. Since August the Strategic Plan Working Group has continued to work closely with the Core Leadership Groups and Strategic Planning Groups across the city to provide updates on progress and encourage input into the planning process. This has helped hugely in terms of planning the Reference Groups to advise the Working Group on the engagement approach, particularly in terms of identifying representatives of external organisations and members of the public to approach to get involved.
- 3.3. The Working Group has approved, in collaboration with the groups above, the different Reference Groups to act as the advisory groups for planning and agreeing a co-produced approach to engagement across the sector. The following groups have been agreed:
 - Older People
 - Adults
 - Children
 - Public Protection
 - Homelessness/Housing
 - Carers

OFFICIAL

OFFICIAL

- Strategic
- 3.4. To reflect its size and complexity the Adults group has been subdivided into the following; mental health, addictions, sexual health, prison healthcare, learning disability and asylum and immigration.
- 3.5. The Carers Group role will be fulfilled by the existing Carers Reference Group.
- 3.6. The Strategic Group was set up to reflect the views of our third sector partners that, rather than have a group for the 3rd sector, a separate group should be set up to consider issues that are more strategic in nature and cut across all other groups. This group is being led by Ian Bruce (Chief Executive, Glasgow Council for the Voluntary Sector) and will consider issues in relation to:
- Community and service user engagement / coproduction
 - Third sector engagement / collaboration
 - Locality Planning
 - Commissioning
 - Equalities, Inequalities and Human Rights
 - Volunteering
 - Workforce Development beyond HSCP employees.
- 3.7. The membership of each of the groups has been considered and been iterative, in that those approached (e.g. through their role on a Strategic Planning Group) have been asked to consider who else should be approached.
- 3.8. Membership is a combination of HSCP officers involved in the relevant areas of work or with experience of engaging with specific groups, organisations that work closely with the HSCP already or which the HSCP has been asked to include. As discussions progress the intention is to ensure representation on the group wherever possible of people with lived and living experience, or those who represent them.
- 3.9. The frequency of group meetings will be led by the group and will depend on the size of the engagement effort required, the frequency of existing groups (where groups are being repurposed for the review) and the advice of the group members.
- 3.10. The role and objectives of the Reference Groups will be part of the initial discussions with the groups but it is expected to include:
- Agree a co-produced engagement approach
 - Ensure an equalities focus for the engagement approach to reach groups and individuals with protected characteristics
 - Advise on the most effective engagement methods
 - Consider the role of the wider sector in planning and delivering engagement
 - Contribute to setting engagement and consultation questions

OFFICIAL

OFFICIAL

- Discuss arrangements for collecting, collating and analysing data from engagement and consultation stages
- Ensure inclusion of people with lived experience/service users/patients on the reference groups
- Define what a co-produced engagement approach looks like
- Promote via members' respective communications channels (e.g. web, social media, newsletters, face to face, meetings etc).

4. Activity so far

- 4.1 It was hoped that by now the groups would all have had their first meetings and would be working to develop their individual engagement plans and pre-consultation questions. However, due to the demands still being experienced by officers of the HSCP and external partners, including the recent requirement to consider a response to the National Care Service consultation, it has not been possible to do this.
- 4.2 To date initial meetings have taken place with the following reference groups:
- Housing and Homelessness
 - Mental Health
 - Older People
 - Learning Disability
 - Public Protection
- 4.3 Business Development officers are working to confirm dates with the remaining groups prior to the festive holiday period.
- 4.4 The discussions so far have been highly productive, with groups focusing on the following key areas:
- Identifying existing engagement priorities and opportunities to combine or share output from for the review of the Strategic Plan
 - Confirm any gaps in membership and consider the scope for involvement of people with lived and living experience
 - Consider the first draft of pre-consultation engagement questions
 - Consider the possible engagement methods to be used for each respective cohort of stakeholders, taking into account the need to represent protected groups and consider inter-sectionality
 - Develop a template engagement plan to be tailored for each group
 - Identify other actions in pursuit of the to be signed off role of the group.
- 4.5 The Working Group is also seeking to ensure links with work in relation to areas of strategic relevance already planned or underway, to ensure the learning from all such activity contributes to the overall review of the strategic plan. This includes Maximising Independence, the review of the Mental Health strategies and the review of carers strategies and reflects the fact that such work all contributes to the identification of strategic priorities and direction and should be reflected, and indeed underpin, the final Strategic Plan.

OFFICIAL

OFFICIAL

- 4.6 The Working Group are currently consulting with Core Leadership Groups within the HSCP to consider a preferred brand identity for the review of the Strategic Plan. Options are being considered which it is hoped will be adaptable for all strategic engagement work, to try to reiterate the message that all such engagement work is attempting to influence the overall direction of the HSCP and should not be considered as standalone and unconnected exercises. Details of the branding can be shared with Members at a subsequent meeting.

5. Timescales and next steps

- 5.1 The indicative timeline approved by the IJB in May included aimed to conclude the preparation of co-produced engagement plans by the end of August with initial pre-consultation engagement taking place between September and February. As above the timescales have slipped due to the increased scope of the exercise and the competing priorities of all stakeholders.
- 5.2 The revised intention is to conclude this preparatory phase by February, with a view to starting the engagement shortly thereafter. It is hoped that by effectively planning for the engagement we may be able to make gains in the timeline further down the process and we do not envisage any issues with ensuring the revised Plan is in place for March 2023 as planned. Part of the process of Reference Groups drafting individual engagement plans that reflect their respective engagement priorities and timescales, is to support us to re-consider and re-align the overall timescales for the review.
- 5.3 The approach being attempted by the HSCP, which is an attempt to make the move to a more “bottom-up” approach to strategic planning, is necessarily time consuming even without the external factors impacting on capacity across the Partnership. However, by attempting to ensure our communities and their representatives are involved in the design stage as well as the engagement and consultation stage it is hoped that Glasgow City IJB/HSCP will have a more representative and relevant Strategic Plan as a result.
- 5.4 Other activity currently underway through the Working Group include:
- Working with colleagues to identify upcoming engagement opportunities with which to dovetail Strategic Plan engagement activity
 - Developing an engagement database to inform the engagement process and gather intelligence of preferred engagement methods and barriers to engagement
 - Attending various internal governance meetings to raise awareness of the review and seek feedback
 - Considering a social media campaign to support the review and related engagement and
 - Preparing branding to apply to the review of the Strategic Plan activity.
- 5.7 Further updates on progress towards reviewing the Strategic Plan will be provided due future Public Engagement Committees.

OFFICIAL

OFFICIAL

6. Recommendations

6.1. The IJB Public Engagement Committee is asked to:

- a) Note the activity described in relation to the review of the Strategic Plan.