



Item No: 9

Meeting Date: Wednesday 29th May 2019

Glasgow City Integration Joint Board Public Engagement Committee

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STRATEGIC PLAN: CONSULTATION AND ENGAGEMENT

Purpose of Report:

The purpose of this report is to update the IJB Public Engagement Committee on the consultation activity undertaken during the development of the Strategic Plan 2019-2022, to review the extent to which consultation activity followed the Consultation and Engagement Good Practice Guidelines approved by Committee, and to identify any areas of learning to inform future consultation activity.

Background/Engagement:

Glasgow City Integration Joint Board ('the IJB') is required by statute to produce a Strategic Plan for health and social care within Glasgow City, with a new Plan required covering the period 2019-2022.

Essential to the development of the Strategic Plan ('the Plan') was a robust Consultation, Engagement and Communications Strategy, to ensure that all stakeholders had an opportunity to contribute to its development. The IJB Public Engagement Committee agreed the draft Consultation, Engagement and Communications Strategy for the Strategic Plan in May 2018. The consultation strategy was informed by the IJBs Participation and Engagement Strategy and Consultation Guidelines. Further updates were reported to the Public Engagement Committee as the consultation progressed.

Recommendations:

The IJB Public Engagement Committee is asked to:

- a) note the content of the report; and

	b) note the intention to carry out an evaluation of the consultation exercise to inform future consultation activity and identify any areas where the Consultation and Engagement Guidelines can be strengthened.
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Relevance to Integration Joint Board Strategic Plan:

This report relates entirely to the engagement exercise to develop the IJB Strategic Plan 2019-22.
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Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The Strategic Plan is required by statute to cover all national outcomes.
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Personnel:	None
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Carers:	The consultation was open to carers to provide feedback and reference is made within the Plan to the importance of implementation of the Carers Act and the activity undertaken within the timeframe of the Plan that relates to Carers.
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Provider Organisations:	The consultation exercise included an event specifically for providers or health and social care services to provide feedback on the draft Plan.
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Equalities:	The Consultation standards and guidelines make reference to the importance of consideration of equalities issues during consultations.
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Fairer Scotland Compliance:	Included in the draft Strategic Plan subject to consultation was consideration of the impact on those facing socioeconomic disadvantage and the activity within that will contribute to reducing such disadvantage.
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Financial:	None
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Legal:	None
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Economic Impact:	None
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Sustainability:	None
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Sustainable Procurement and Article 19:	None
Risk Implications:	None
Implications for Glasgow City Council:	None
Implications for NHS Greater Glasgow & Clyde:	None

1. Purpose

- 1.1 The purpose of this report is to update the IJB Public Engagement Committee on the consultation activity undertaken during the development of the Strategic Plan 2019-2022, to review the extent to which consultation activity followed the Consultation and Engagement Good Practice Guidelines approved by Committee, and to identify any areas of learning to inform future consultation activity.

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, with a new Plan required covering the period 2019-2022.
- 2.2 Work to develop a draft three-year Strategic Plan (2019-2022) for health and social care in Glasgow began in February 2018, and the Glasgow City Integration Joint Board (IJB) approved a plan and approach to develop the draft Plan at its meeting in March 2018.
- 2.3 Essential to the development of the Strategic Plan ('the Plan') was a robust Consultation, Engagement and Communications Strategy, to ensure that all stakeholders had an opportunity to contribute to its development. The IJB Public Engagement Committee agreed the draft Consultation, Engagement and Communications Strategy for the Strategic Plan in [May 2018](#). The consultation strategy was informed by the IJBs [Participation and Engagement Strategy](#) and [Consultation Guidelines](#). Further updates were reported to the IJB Public Engagement Committee as the consultation progressed.
- 2.4 The formal consultation period ran from 25 October 2018 to 25 January 2019, with full details of the consultation activity, levels of engagement, key consultation findings and details of how feedback influenced the final draft being presented to the [IJB in March 2019](#).

3. Consultation Process

3.1 A range of channels/methods were used during the Consultation period. These included:

- Awareness-raising mailings to various distribution lists held by GCHSCP (with recipients asked to share with their own networks)
- Public websites (GCHSCP [Consultation and Engagement webpage](#) and Glasgow City Council [Community Council Briefing webpage](#))
- Online and paper Consultation survey
- Engagement through Locality Engagement Fora
- An Executive Version of the Plan and survey (in response to early feedback)
- Consultation events (x7) hosted by the GCHSCP
- Consultation events hosted by partners
- Social media GCHSCP, GCC and NHSGGC Twitter profiles and GCC and NHSGGC Facebook pages
- Articles in the GCHSCP's public newsletter.

3.2 The consultation reached a range of stakeholders over and above what is prescribed in the legislation for consulting on the Draft Plan. This included:

- Strategic Planning Groups
- Locality Engagement Forums
- Members of the public
- Patients, service users and carers
- IJB Members
- National and local representative groups and forums
- Third and independent sector organisations and providers and independent contractors
- Equalities groups
- Housing associations / RSLs
- Staff working within Glasgow City HSCP including GPs
- Other staff of Glasgow City Council and NHS Greater Glasgow and Clyde
- Elected Members and Health Board Members
- Community Councils
- Community Planning Partners and
- Other Health and Social Care Partnerships.

4. Engagement with the Consultation

4.1 Between November 2018 and January 2019 Glasgow City HSCP hosted seven Consultation events, each focussing on a particular theme/area of service provision and including presentations from GCHSCP staff and senior managers, and internal and external partners. In total 546 people attended the events, providing feedback on the draft Plan through a set of core Consultation questions discussed at tables, as well as opportunities to discuss the extent to which the Plan reflected the key issues and priorities related to the area of focus for each event.

- 4.2 In addition to the seven consultation events that GCHSCP hosted, consultation on the draft Plan was included as part of the agenda for GCHSCP's Mainstreaming Equalities Event (November 2018) and the GCHSCP's Partnership-wide Leadership Event (December 2018). Glasgow Disability Alliance also held an event for its members in January 2019 to consult on the draft Strategic Plan. GCHSCP staff supported the planning of this event, which featured presentations from the (then) Chair of the IJB and Senior Officers in the GCHSCP, as well as planned input from a number of GCHSCP staff at table discussions.
- 4.3 Locality Engagement Forums were used widely to provide updates and information on the Strategic Plan and upcoming consultation opportunities, and to engage in more detailed discussions and question and answer sessions with forum members. In total there were twelve Locality Engagement Forum events where the Strategic Plan was discussed and the views of members taken into account.
- 4.4 Glasgow City HSCP had a dedicated [webpage](#) on its website for the consultation on the draft Plan to provide a range of information, access to the draft Plan and to enable completion of the Consultation survey. The webpage achieved 3,585 page views (3,047 (85%) unique views) and the draft Strategic Plan was downloaded 1,354 times with an executive version downloaded 227 times since its addition in early January.
- 4.5 During the Consultation period 1229 people clicked on the link to start the survey, with 429 completed surveys submitted in total.
- 4.6 During the Consultation period information was shared through our Social Media campaign. Engagement via social media utilised the following channels; GCHSCP Twitter account (twitter.com/gchscp); GCHSCP Chief Officer Twitter account (twitter.com/dw_gchscp); Glasgow City Council Twitter account (twitter.com/glasgowcc); NHS Greater Glasgow and Clyde Twitter account (twitter.com/NHSGGC); Glasgow City Council Facebook account (www.facebook.com/GlasgowCC) and NHS Greater Glasgow and Clyde Facebook account (<http://www.facebook.com/nhsggc>).
- 4.7 Completion of Equalities Monitoring Forms enable us to review the reach of participation and engagement with the Consultation process. Forms were completed by 233 individuals, of whom just under two thirds were female and just under a quarter were male. Just under one in ten said they would describe their gender as different to when they were born. Whilst not everyone wanted to answer the question, just over one in ten people described themselves as having a disability.
- 4.8 A range of different religious groups were represented in the responses to the form. These included; Church of Scotland (17.6%); Roman Catholic (16.7%); Other Christian (7.3%); Buddhist (1.3%); Church of England (0.9%); Humanist (0.9%); Hindu (0.4%) and Muslim (0.4%).
- 4.9 The largest group of respondents to the monitoring form identified themselves as White Scottish (nearly three quarters), with low numbers identifying themselves as being White Irish (6), African (3), Indian (1), Pakistani (1) and Black Scottish/Black British (1).

- 4.10 The age groups of respondents to the Consultation who completed the Equalities Monitoring Form are summarised in the table below.

Age Group	No'	%
18-24 years	1	0.4
25-34 years	13	5.6
35-44 years	34	14.6
45-54 years	78	33.5
55-64 years	75	32.2
65-74 years	7	3.0
No Answer	25	10.7
Total	233	100.0

5. Consultation and Engagement Good Practice Guidelines

- 5.1 In November 2017 the IJB Public Engagement Committee approved Consultation and Engagement Good Practice guidelines that provide good practice guidance for staff undertaking consultation activity on behalf of the Glasgow City Health and Social Care Partnership (GCHSCP) and Glasgow City Integration Joint Board (IJB).
- 5.2 The consultation guidelines are based on a number of good practice guidelines for involvement, participation, engagement and consultation in the public sector. They are not intended to be prescriptive, exhaustive or mandatory, but to prompt staff and other stakeholders involved in the planning and delivery of a consultation to consider a range of areas, issues and options when planning consultation.
- 5.3 The guidelines are also consistent with the engagement principles that underpin the IJB's [Participation and Engagement Strategy](#) (approved in October 2016), which highlights the IJBs principles and approach in relation to participation and engagement activity.
- 5.4 The guidelines highlight the key phases to consultation:
- planning the consultation and associated activity
 - consulting with individuals, groups, communities and organisations on the proposed policy/service change or development
 - publication and dissemination of consultation activity and its outcome (including feedback to those participating in the consultation) and
 - evaluation of the consultation and its activity.
- 5.5 There are a number of standards that underpin these consultation good practice guidelines, which aim to ensure a consistent approach to consultation that is good quality, supportive and effective so that individuals, groups, communities and organisations have opportunities to fully participate in an informed way. Appendix 1 lists the standards alongside the key relevant activity undertaken during this consultation in relation to each with an assessment of whether the standard was followed and, where relevant, any improvements that could be made for future consultation activity.

- 5.6 Sitting alongside the Standards are Guidelines for; Planning; Stakeholders and Inclusive, Supportive Consultation; Methods of Consultation; Communication; Publication, Dissemination and Feedback; and Evaluation. Again, the activity undertaken in relation to this consultation has been reviewed (see Appendix 2) against these guidelines to understand the extent to which these were followed and to identify improvement opportunities for the future.
- 5.7 What was found was a high level of adherence to the Standards and Guidelines for this consultation, with eight of the 10 Standards fully met and two partly met. Of the 50 Guidelines which sit across the categories referred to at 5.6, the consultation was found to have fully followed 34, partly followed 12, and not followed the guidance for four of them.

6. Areas for Improvement

- 6.1 It should be noted that for some standards/guidelines that have been partly or fully met/followed attempts have been made to identify, with the benefit of hindsight, elements where improvements can still be made. It should also be noted that fully following the guidelines is not always feasible and the extent to which certain guidelines are followed will always be dependent on the nature, scale and scope of the consultation exercise.
- 6.2 In relation to the Standards the consultation did not fully meet two of them. It is felt that in terms of accessibility and removing barriers to participation this consultation could have benefited from doing more to make the draft Strategic Plan easier to read in terms of its length and language, and that greater attempts could have been made to proactively enable engagement from groups with protected characteristics. However it should also be acknowledged that making a document of this nature entirely accessible is not always feasible and that not fully meeting the standards should not necessarily be viewed as a failure on the part of the consultation.
- 6.3 In terms of inclusivity, whilst attempts were made to produce a range of engagement methods and advice sought from external organisations, more could have been done to identify the specific engagement requirements of certain groups and greater attention to this will be paid in future consultation activity of this scale.
- 6.4 In relation to following the guidelines for each category, some of the areas where the HSCP has reflected that the guidelines were not or could not be fully followed were as follows:
- Consideration of involvement of the target audience in the consultation's design and testing
 - Consideration of accessibility for groups traditionally less represented or engaged in consultation
 - Ensuring we guard against consultation fatigue with recognised stakeholders
 - Tailoring the consultation methods to individuals/groups
 - Ensuring consultation materials are available in accessible formats
 - Ensuring staff involved in consultations are aware of equalities issues

- Providing feedback reports tailored to the audience.

6.5 One of the areas within the guidelines relates to Evaluation, and it's in this area where the consultation has not followed certain guidelines. The Strategic Plan Working Group have undertaken to complete a retrospective evaluation of the consultation process to learn in more detail where improvements can be made within the various stages of the process. This evaluation will be conducted in accordance with the guidelines to take account of the views of those involved and to highlight any areas where the guidelines can be strengthened. Findings from the evaluation will be reported to the Public Engagement Committee in August.

6.6 The consultation on the Strategic Plan therefore was largely compliant with the good practice guidelines agreed by the IJB. There are still, and will always be areas where improvements can be made and instances where, due to the nature of the consultation certain of the guidelines may not be feasible to follow fully. However, the learning from the Strategic Plan consultation will be taken forward to inform future consultation activity to ensure that the good practice guidelines are always actively considered by staff involved in consultation.

7. Recommendations

7.1 The IJB Public Engagement Committee is asked to:

- a) note the content of the report; and
- b) note the intention to carry out an evaluation of the consultation exercise to inform future consultation activity and identify any areas where the Consultation and Engagement Guidelines can be strengthened.

Appendix 1: Standards

CONSULTATION STANDARDS			
Standard	Activity	Standard Met	Improvement opportunity
Have a clear and concise plan with a purpose , including defined aims and objectives; areas/options being considered and planned arrangements, processes and timescales for consultation activity.	A Consultation, Engagement and Communications Strategy for the Strategic Plan consultation was approved by Public Engagement Committee in May 2018 .	Yes Fully	N/A
Have focus and be targeted , here the individuals, groups, communities and/or organisations who may be affected by or have an interest in the proposed policy/service change or development being consulted on are defined and targeted if appropriate.	The Consultation, Engagement and Communications Strategy defined the key stakeholders for the consultation activity. Events arranged or supported by the HSCP were targeted at specific audiences that reflected the key stakeholders (e.g. Children's Services, Older People's Services, Adult Services, Primary Care Housing, Providers (Social Care), Disabilities, Equalities).	Yes Fully	Feedback from the consultation illustrated that some would like to have seen events themed on other areas. Consideration will always be given as to how to structure events to ensure they reflect the stakeholder population as best as possible within the resources available.
Be needs-led , where the consultation activity (particularly its methods) is tailored to take account of the needs and circumstances of those being consulted.	As above. Events were themed according to client groups supported by the HSCP and attendees were asked to identify any specific requirements to support engagement, such as BSL interpreters and materials in alternative formats.	Yes Fully	Materials in relation to the consultation were not available in advance in alternative formats such as BSL or Braille. Whilst this was due to the decision to respond to identified

	<p>The draft Plan itself was edited to create an easy read, shorter version to increase participation.</p> <p>Feedback on the Plan was sought via a variety of formats (face to face, electronic survey, hard copy survey, Twitter, email, newsletter)</p>		<p>need/requirements only it is accepted that consideration should be given, where time and resources allow, to provide materials in other formats in advance.</p>
<p>As part of being needs-led, it should take steps to be accessible and not create barriers, supporting stakeholders to participate.</p>	<p>As above, steps were taken to be ready to respond to requests for additional support from individuals to enable them to participate. Contact was made to ensure the option to translate the draft Plan and associated materials into alternative formats if required and BSL interpreters were identified to provide support if required. A specific budget was identified to support consultation activity as required.</p>	<p>Yes Partly</p>	<p>Feedback suggests that the full length version of the draft Plan was too long and included language that acted as a barrier to involvement for some. Whilst we created an easy-read version to run in parallel with the full length version we acknowledge that Plans of this nature are often lengthy and contain language that does not lend itself to be presented in Plain English.</p> <p>It is possible that more could be done in future to ensure the engagement of members of groups with protected characteristics through more detailed and planned campaigns for certain groups.</p>
<p>Be inclusive, and people who have been traditionally less represented or engaged in</p>	<p>GCHSCP attempted to make engagement as wide as possible</p>	<p>Yes Partly</p>	<p>As above. More could be done to identify the specific requirements of groups with</p>

consultation are enabled to participate (for example, people with protected characteristics, people who are affected by social or economic factors or people who have the greatest need of a service but whose circumstances can have an impact on participation).	<p>within the confines of the resources available, such as distribution lists.</p> <p>Contact was made with external networks such as Glasgow Equalities Forum to understand how to reach other stakeholders that were outwith the reach of the HSCP.</p>		protected characteristics, and the structural and institutional barriers to participation, and to target those audiences with the appropriate messaging, and via their preferred methods.
Have integrity where there is honest intent and strong relationships built with individuals, groups, communities and organisations, demonstrating that public and stakeholder views and input are valued and taken into account in decision-making.	From the outset it was made clear the intention to listen to the views of stakeholders and to incorporate their feedback into the final draft of the Plan. To this end the feedback received that impacted on the final draft was collated in the feedback log and reference to the area of the Plan (with page numbers) that their comments impacted was made clear. It is hoped that this provides confidence that participation in consultation does effect change.	Yes Fully	
Be informative with appropriate information made available to stakeholders so that they can more fully participate.	The draft Strategic Plan (full and easy read versions) were made available in hard copy and via the HSCP website alongside access to the Consultation survey.	Yes Fully	N/A
Have clear, accessible and inclusive communications so that there is greater	Communication regarding the draft Strategic Plan was via emails to existing distribution lists, HSCP	Yes Fully	Messaging in relation to the consultation were made available on the basis of the

<p>awareness and understanding of what is being consulted on, and likewise stakeholders are more informed to participate in full.</p>	<p>website, Twitter, HSCP newsletter, Locality Engagement Fora, and by word of mouth through existing staff networks.</p>		<p>existing distribution lists and networks available to the HSCP.</p> <p>It is possible that in future additional preparatory work could be done to enhance existing networks/lists to go beyond what we currently have and to ensure a wider spread of engagement.</p>
<p>Consider a number of methods to make it more inclusive and maximise participation, complimented by e-consultation methods.</p>	<p>The draft Plan itself was edited to create an easy read, shorter version to increase participation. Feedback on the Plan was sought via a variety of formats (face to face, electronic survey, hard copy survey, Twitter, email, newsletter).</p>	<p>Yes Fully</p>	<p>Whilst a variety of methods were considered to encourage engagement it is likely that more could be done to plan the best use of these methods. In particular the use of Twitter could be further developed to target certain populations (e.g. young people) through more detailed and planned campaigns. This acknowledges the fact that followers of the HSCP Twitter account do not cover all stakeholder groups.</p>
<p>Be transparent, where the views of individuals, groups, communities and organisations are made available with fair interpretation, and there is</p>	<p>Feedback from individuals or organisations were saved into the HSCP management information system and, where relevant, recorded on a consultation log. The consultation log captured the nature</p>	<p>Yes Fully</p>	<p>Not all respondents were contacted regarding their feedback, due to the fact that leaving contact details was not mandatory. Consideration could be given to making this</p>

<p>evidence on how they are considered in decision-making processes. This must be done in line with Data Protection and Freedom of Information legislation. Outputs and outcomes of consultation should be fed back to participants.</p>	<p>of the comment, the area of the Plan it pertained to, proposed action in consideration of the feedback, and the ultimate decision taken in relation to the feedback.</p> <p>All comments were anonymised for the purposes of recording and subsequent use in reports.</p> <p>Certain individual comments were responded to directly during the consultation and where respondents left their email address to receive feedback this was provided by email.</p>		<p>mandatory in future to enable subsequent contact to be made but this might impact on willingness to engage.</p>
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Appendix 2: Guidelines

GUIDELINES FOR PLANNING			
Guideline	Activity	Guideline followed	Improvement opportunity
Ensure that there is a consultation plan with a clear purpose to the consultation.	A Consultation, Engagement and Communications Strategy for the Strategic Plan consultation was approved by the Integration Joint Board in March 2018 outlining engagement activity to be carried out in support of development of the new Plan.	Yes Fully	N/A
Ensure that the lead officer for the consultation seeks the relevant approvals to undertake and proceed with the consultation plan. This can be via the Partnership's Executive and Senior Management Team, IJB or IJB Public Engagement Committee.	The Public Engagement Committee were remitted to take responsibility for oversight of the consultation process. Update reports were taken to the Committee in May 2018 and August 2018 by the Head of Business Development.	Yes Fully	N/A
Ensure that the resources required for the consultation are in place, both in terms of staff time and any financial costs, and gather a team with the necessary skills to assist in supporting the consultation with clear roles and	A dedicated Strategic Plan Working Group was established, chaired by the Head of Business Development to oversee the consultation process and drafting the final Strategic Plan. Included on the Working Group staff representing Business Development (Governance and Strategic Planning, Communications and Performance),	Yes Fully	N/A

responsibilities to ensure effective co-ordination.	Heads of Planning, Commissioning, Housing (DRS).		
Seek advice from any internal and external experts at the earliest opportunity, whether on the subject matter or the consultation process.	Advice was sought in advance of the consultation activity from Glasgow Equalities Forum and CEMVO Scotland (a national intermediary organization for minority ethnic groups) to better understand how we might engage with citizens from communities that have traditionally been hard to consult with. The Working Group requested support from a variety of staff and partners within the HSCP to shape the draft Plan and develop the consultation methods to ensure the Plan contained relevant information to consult on and to ensure the consultation was accessible and open to as many stakeholders as possible.	Yes Fully	The size and scale of the Strategic Plan made it difficult to seek to engage with all of the relevant stakeholders and experts to inform the consultation process. Future exercises will consider relevant sources of advice, in line with the nature and scale of the consultation exercise.
Review any previous consultation and research activity on the topic.	The experience and methods used in the consultation in advance of development of the IJB's first Strategic Plan were used to inform the consultation process. The minimum expectations of the Public Bodies (Joint Working) (Scotland) Act (2014) with regards development of the Strategic Plan were also taken into consideration.	Yes Fully	N/A
Ensure that there are realistic timescales set for planning and conducting the consultation.	The Consultation, Engagement and Communications Strategy laid out the timescales from the outset, with consultation activity taking place	Yes Fully	N/A

	throughout 2018 and culminating in a formal consultation period of 12 weeks from October 2018.		
Generally do not launch consultation exercises during election periods.	N/A	Yes Fully	N/A
Consider how the target audience may be involved in the consultation's design and testing. Involving external stakeholders at the earliest stage can assist in establishing the broader picture and identify any issues.	Pre-engagement activity with Locality Engagement Forums helped to shape the content of the draft Plan. Discussion with external experts as referred to above assisted in the development of the overall consultation strategy.	Yes Partly	Greater involvement from the target audience would in future strengthen the consultation methodology and process.
Inclusive consultation: consider how greater access by people who have been traditionally less represented or engaged in consultation will be encouraged and supported, with proactive steps taken to not create new, and to remove existing, structural barriers to participation.	Advice was sought in advance of the consultation activity from Glasgow Equalities Forum and CEMVO Scotland (a national intermediary organization for minority ethnic groups) to better understand how we might engage with citizens from communities that have traditionally been less represented or engaged in consultation processes.	Yes Partly	Future exercises would benefit from dedicating more planning time to consider how groups of stakeholders, including those with protected characteristics, could and should be consulted with, taking into their preferences and any potential barriers.
Plan to employ appropriate consultation method(s) based on the aims and objectives of the consultation and the needs of its target audience.	A variety of consultation methods were employed to maximise engagement with the consultation. These included: awareness-raising mailings to various distribution lists held by GCHSCP (with recipients asked to share with their own	Yes Fully	Learning from the consultation has highlighted that whilst the range of methods used was comprehensive improvements could be made

<p>Consider using a range of them.</p>	<p>networks), public websites (GCHSCP Consultation and Engagement webpage and Glasgow City Council Community Council Briefing webpage), Online and paper Consultation surveys, an Executive Version of the Plan and survey, consultation events (x7) hosted by the GCHSCP, consultation events hosted by partners, social media (GCHSCP, GCC and NHSGGC Twitter profiles and GCC and NHSGGC Facebook pages), articles in the GCHSCP's public newsletter.</p>		<p>to the manner in which some (e.g. social media) were used. The learning from this will be taken into future consultation activity.</p>
<p>Plan to make relevant information available to those participating in the consultation.</p>	<p>As Above, the required planning was undertaken.</p>	<p>Yes Fully</p>	<p>As above, whilst the required planning took place, improvements to the execution were identified and will be considered for future consultations.</p>
<p>Plan to consider alternative formats and languages that may be required for consultation activities and materials.</p>	<p>Consultation materials carried on them information on how to request documents in alternative formats. A dedicated budget was made available for the consultation process that would have been used to develop alternative versions on request (e.g. braille, BSL, other languages etc). Contact was made with the team responsible for translation services and provision of BSL interpreters to ensure access was available if required.</p>	<p>Yes Fully</p>	<p>Feedback has suggested that more could have been done to make information available in alternative formats in advance of the consultation process.</p>

<p>If during consultation a member of the public wishes to make a complaint about Glasgow City Council, NHS Greater Glasgow and Clyde or the IJB, then they should be directed to their websites.</p>	<p>N/A</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>GUIDELINES FOR STAKEHOLDERS AND INCLUSIVE, SUPPORTIVE CONSULTATION</p>			
<p>Guideline</p>	<p>Activity</p>	<p>Guideline followed</p>	<p>Improvement opportunity</p>
<p>Make an assessment of the individuals, groups, communities and organisations who may be affected by or have an interest in the proposed policy/service change or development, and plan to involve them in the consultation.</p>	<p>The Consultation, Engagement and Communications Strategy for the Strategic Plan consultation initially highlighted the range of stakeholders to be considered. This list evolved throughout the planning process with additional stakeholders identified during the planning stage.</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>Carry out a needs assessment of the consultation's target audience in order to better understand the support that they may require to participate in it, particularly people with protected characteristics, people who are affected by social or economic factors and people who receive support but</p>	<p>Consideration was given to the methods to be employed and whether additional support would be required for stakeholders to participate, with mitigating action identified where possible.</p>	<p>Yes Partly</p>	<p>No formal or comprehensive needs assessment was carried out. Had there been a more robust approach to ensuring barriers to participation were removed may have been possible.</p>

whose circumstances need to be taken into account.			
Avoid contacting the same people for every consultation.	Existing distribution lists and networks were used for this consultation.	Yes Partly	It is possible that some of the people contacted to take part may have been asked to participate in previous or current consultations.
Take proactive steps to include individuals, groups, communities and organisations who have been traditionally less represented or engaged in consultation processes, including those with protected characteristics.	Advice was sought in advance of the consultation activity from Glasgow Equalities Forum and CEMVO Scotland (a national intermediary organization for minority ethnic groups) to better understand how we might engage with citizens from communities that have traditionally been less represented or engaged in consultation processes.	Yes Partly	Future exercises would benefit from dedicating more planning time to consider how groups of stakeholders, including those with protected characteristics, could and should be consulted with, taking into their preferences and any potential barriers.
Ensure the consultation method/s chosen is/are the most appropriate for the group involved. In some cases written methods may be more suitable, in others face-to-face methods or a mix of methods may be better.	The focus was on ensuring a variety of consultation methods that enabled individuals to select the method best suited to their specific preferences and needs. There was a commitment that wherever possible we would seek to accommodate any particular needs identified by individuals.	Yes Partly	Methods were not specifically tailored to individuals/groups but a range that covered different preferences were identified. Future exercises may benefit from a more detailed analysis of stakeholder engagement preferences.
Take steps to not create new, and to remove existing, barriers to participating in consultation. This can include: support around suitable transport; caring for	Steps were taken to ensure that specific barriers were identified and removed, including arrangements made for the use of BSL translators, translation of documents into alternative formats, use of social media and accessible venues.	Yes Fully	N/A

<p>dependents; personal assistance; suitable and accessible venues; access to interpreters; communication aids; meetings and events organised at appropriate times; access to social media, video conferencing and online resources where appropriate and out-of-pocket expenses.</p>			
<p>Consider using a range of methods and channels to publicise the consultation.</p>	<p>A variety of consultation methods were employed to maximise engagement with the consultation. These included: awareness-raising mailings to various distribution lists held by GCHSCP (with recipients asked to share with their own networks), public websites (GCHSCP Consultation and Engagement webpage and Glasgow City Council Community Council Briefing webpage), Online and paper Consultation surveys, an Executive Version of the Plan and survey, consultation events (x7) hosted by the GCHSCP, consultation events hosted by partners, social media (GCHSCP, GCC and NHSGGC Twitter profiles and GCC and NHSGGC Facebook pages), articles in the GCHSCP's public newsletter.</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>Allow some flexibility in how people can respond to a</p>	<p>Flexibility was encouraged to support engagement. Where organisations</p>	<p>Yes Fully</p>	<p>N/A</p>

consultation, for example by accepting telephone comments.	requested additional time to submit a comprehensive feedback return this was accommodated.		
Ensure all information relating to the consultation is easily understood and allows the widest access to it, and that there are plans in place to be able to provide them in different formats or languages. Consideration should also be given to how information is presented and disseminated.	<p>Plans were made with the relevant teams to ensure requests for materials in alternative formats/languages could be progressed, with a dedicated budget available to support this if required.</p> <p>Following feedback regarding the length and language of the draft Plan and shorter, easy read version was developed during the consultation period.</p> <p>Part of the consultation plan was to encourage feedback on areas of the Plan where language, structure, and detail was less accessible or overly complicated.</p>	Yes Partly	Due to the nature, scope and required content of the Strategic Plan it was not possible to completely guard against the use of jargon. Future consultations will seek to ensure removal of jargon wherever possible.
Ensure staff are aware of and understand equalities issues before supporting consultation.	Membership of the Strategic Plan Working Group included staff with an involvement in Equalities activity for the HSCP and staff who had completed EQIA training.	Yes Partly	Work is ongoing to ensure all relevant staff are appropriately trained to be able to support equalities activity and advise staff as required.
GUIDELINES FOR METHODS OF CONSULTATION			
Guideline	Activity	Guideline followed	Improvement opportunity
Ensure the methods used are appropriate for the purpose of the consultation and are	As above, the focus was on ensuring a variety of consultation methods that enabled individuals to select the method best suited to their specific preferences	Yes Fully	Methods were not specifically tailored to individuals/groups but a range that covered different preferences were

<p>accessible to the needs of participants.</p>	<p>and needs. There was a commitment that wherever possible we would seek to accommodate any particular needs identified by individuals.</p>		<p>identified. Future exercises may benefit from a more detailed analysis of stakeholder engagement preferences.</p>
<p>Consider using a variety of methods to be more inclusive and widen access to participation in the consultation, including stakeholders with protected characteristics.</p>	<p>As above a variety of consultation methods were employed to maximise engagement with the consultation.</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>Make use e-consultation methods such as social media to encourage maximum participation and effective dialogue. They should not be a replacement for more traditional methods of consultation and used on their own (for example, written consultations). They should complement them. Consider using the Partnership's website or Twitter profile or Glasgow City Council's and NHS Greater Glasgow and Clyde's website, Twitter profile or Facebook profile.</p>	<p>Methods included public websites; online surveys and social media in addition to the more traditional face to face and written methods.</p>	<p>Yes Fully</p>	<p>Whilst a variety of methods were considered to encourage engagement it is likely that more could be done to plan the best use of these methods. In particular the use of Twitter could be further developed to target certain populations (e.g. young people) through more detailed and planned campaigns.</p>

Ensure to comply with Council and Health Board policies and guidelines on the acceptable and responsible use of social media in a professional capacity.	Use of social media was in line with the respective guidelines from the Council and Health Board.	Yes Fully	N/A
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GUIDELINES FOR COMMUNICATION

Guideline	Activity	Guideline followed	Improvement opportunity
Consult the Partnership's Communications Strategy, which sets out the framework including standards, governance and channels by which the Partnership communicates.	The HSCP Communications Strategy was consulted prior to development of the Participation, Engagement and Communications Plan for the consultation.	Yes Fully	N/A
Ensure the consultation is informative, and that the individuals, groups, communities and organisations who may be affected by or have an interest in the proposed policy/service change or development are provided with relevant information. Make available enough information to ensure that those consulted understand the issues and are supported to play a full part in the consultation process.	Information in relation to the consultation was made available on the HSCP website and shared at events and in email communication.	Yes Fully	N/A

<p>Ensure information is also developed and provided on the consultation process and timescales, and what the decision-making arrangements and processes will be for what is being consulted on.</p>	<p>This information was provided in the Participation, Engagement and Communications Plan and in reports to the IJB and Public Engagement Committee, and was shared during presentations at consultation events.</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>Ensure there is a point of contact for consultation queries and submissions. It is good practice to include a telephone number, email address and postal address so that the consultation is more accessible for participants to make contact and get involved.</p>	<p>A generic mailbox was set up for consultation queries and contact details were shared on the website (where people accessed the consultation materials) and on presentations at events. A postal address was not provided as a matter of course to try to ensure responses came in electronically where possible and reduce the time required to process them. However paper copies for returning by post were available on request.</p>	<p>Yes Fully</p>	<p>N/A</p>
<p>Information should be in plain language, which is jargon-free and straightforward and easy to read and understand. Acronyms should be avoided; where they are used they must be clearly defined at least once. Idioms, slang and colloquialisms should also be avoided.</p>	<p>Due to the nature, scope and required content of the Strategic Plan it was not possible to completely guard against the use of jargon. Wherever possible jargon and acronyms were removed from the draft Plan and a Plain English approach was used.</p>	<p>Yes Partly</p>	<p>Future consultations will give consideration to applying the guidelines to make it easy for people to engage.</p>

<p>Materials should never imply that discrimination or exclusion are acceptable or inevitable, and it is unacceptable to use any terms or references that may be offensive to particular cultures, religions or other groups.</p>		<p>Yes Fully</p>	<p>N/A</p>
<p>Ensure there are plans to be able to provide consultation material in a range of languages and formats if required (for example, audio, Braille, Moon, large print, easy-read and use of pictures, symbols and graphics rather than text). It should be made clear to participants that different languages and formats can be made available if required, and how they can access them. Where it is known in advance that a particular format or language will be required for stakeholders to participate in the consultation, this should be readily available from the start.</p>	<p>Plans were made with the relevant teams to ensure requests for materials in alternative formats/languages could be progressed, with a dedicated budget available to support this if required.</p> <p>Information on requesting materials in alternative formats was provided on the website.</p> <p>Attempts were made to identify any specific needs in advance of consultation activity to ensure provision could be made.</p>	<p>Yes Fully</p>	<p>N/A</p>

In general, ensure that written materials are in an accessible format.	Written materials were produced in accordance with the guidelines as laid out.	Yes Fully	N/A
When developing and using a template for written consultation, consider including the following information where appropriate: summary of the consultation; relevant background information; outline of the options; timescales for the consultation and decision making; statement regarding availability of consultation paper in alternative formats; how responses will be used and consent for publication.	Consideration was given to application of this guideline with the appropriate information agreed for each document.	Yes Fully	N/A
Consider a range of different methods/channels to communicate and disseminate information for the consultation to increase awareness and widen access.	See above for the range of methods used during the consultation.	Yes Fully	N/A
Make clear how the information gathered through consultation will be used, and gain consent to publish and make responses publicly available, complying with	This information was given in certain circumstances but was not made clear in all instances or in all documents.	Yes Fully	N/A

Data Protection and Freedom of Information legislation and policies and guidelines.			
GUIDELINES FOR PUBLICATION, DISSEMINATION AND FEEDBACK			
Guideline	Activity	Guideline followed	Improvement opportunity
Analyse and interpret the raw output data from consultation and summarise within a report.	Analysis of the raw data was undertaken within Business Development and a report shared with the IJB in March .	Yes Fully	N/A
Ensure to tailor the consultation report to the needs of the audience. This can include formats, languages and how information is presented.	<p>The consultation report was completed for the IJB and not tailored for different audiences.</p> <p>Separate feedback opportunities are being pursued to share the findings from the consultation, for which individually tailored reports/formats will be developed as appropriate.</p>	Yes Partly	Separate feedback opportunities are being pursued to share the findings from the consultation, for which individually tailored reports/formats will be developed as appropriate.
Publish and disseminate the consultation report. It should usually be published as part of the report where a decision is being sought for the policy/service change or development. Also consider using a number of different dissemination methods and channels to increase its accessibility.	<p>Analysis of the raw data was undertaken within Business Development and a report shared with the IJB in March and published on the HSCP website.</p> <p>An email was sent to those who participated in the consultation whose details we already to advise them of conclusion of the consultation and publication of the approved Plan. Those who specifically requested feedback have also been emailed to make them aware.</p>	Yes Fully	N/A

	<p>Separate feedback opportunities are being pursued to share the findings from the consultation, for which individually tailored reports/formats will be developed as appropriate.</p>		
<p>Likewise to increase accessibility, consider additional formats and methods to report on the outcome of the consultation, which may better meet the needs of particular groups who participated in the consultation or are affected by it. For example, consider making available a summary report, which may include not just text but also pictures, symbols and graphics or provide face-to-face feedback with a presentation at an event or local presentations to stakeholder groups and communities.</p>	<p>Consideration has been given and initial contact has been made with providers of BSL translation services to support creation of a BSL version of the Strategic Plan.</p> <p>Consideration has been given to alternative formats for reporting the consultation findings.</p> <p>Separate feedback opportunities are being pursued (e.g. within Locality Engagement Fora) to share the findings from the consultation, for which individually tailored reports/formats will be developed as appropriate.</p>	Yes Fully	<p>In future, prior consideration will be given to how to prepare summary reports on consultation findings.</p>
<p>It is also good practice to make written consultation responses individually publicly-available. Summaries can be made for views shared through other consultation methods where it is more appropriate (for</p>	<p>A selection of consultation feedback was provided for the IJB to provide examples of where feedback resulted in changes to the final draft Plan. This feedback log was presented to the IJB and is available to view on the public website: https://glasgowcity.hscp.scot/meeting/27-march-2019</p>	Yes Fully	N/A

<p>example, questionnaires, focus groups and events). Responses can be made available at a central location or by providing copies upon request. They can be published alongside consultation reports that are informing the decision being made (for example, on the Partnership's website).</p>			
<p>Where a response or views are published and ascribed to a named person, group or organisation, exclude their contact details. Where an anonymised response is published, ensure to redact any content within the body of their response which may inadvertently disclose the individual, group or organisation submitting the response –permission from the respondent should be sought before doing this. All Data Protection and Freedom of Information legislation and policies and guidelines must be adhered to.</p>	<p>All relevant details have been excluded in accordance with the guidelines</p>	<p>Yes Fully</p>	<p>N/A</p>

EVALUATION GUIDELINES			
Guideline	Activity	Guideline followed	Improvement opportunity
Determine how to evaluate the effectiveness of the consultation exercise during the planning stage.	During the planning stage opportunities to evaluate elements of the consultation exercise were built in and implemented, such as seeking feedback on the consultation events.	Yes Partly	Future consultation exercises would benefit from more robust and comprehensive planning for how to evaluate components of the consultation exercise and the consultation in general.
Time and resources spent on the evaluation should be commensurate with the scale of the consultation.	As above	Not followed	As above
Carry out evaluation following each stage of the consultation or at the end of the exercise.	A sub-group of the Strategic Plan Working Group is scheduled to carry out an evaluation of the consultation to identify particular strengths and weaknesses of the consultation methodology, including discussion with participants, and any areas where the Guidelines can be strengthened.	Yes Partly	N/A
Ensure the evaluation reviews the consultation process, and where possible, discuss it with external stakeholders who participated in it. It is good practice to ask those participating in a consultation to provide feedback on the process and ways it can be	As above	Not followed	N/A

<p>improved in the future. This should be inclusive.</p>			
<p>Consider reviewing who participated in the consultation, to see whether there were any patterns or obvious gaps. This may identify any groups who were not reached by the consultation methods used. It may also be useful to look at the methods on the outcomes. For example, if a particular consultation method provided a set of views that significantly varied from others, then consider whether this was due to differences in the method or actual differences in the views of the participants.</p>	<p>As above</p>	<p>Not followed</p>	<p>N/A</p>
<p>Share the findings and lessons learned, through a report and/or meeting. It is good practice to publish an evaluation report, particularly if external stakeholders have been involved. This can form part of the consultation report if timescales allow.</p>	<p>As above</p>	<p>Not followed</p>	<p>N/A</p>

Dissemination of the evaluation should be considered in the same way as the dissemination of consultation findings.			
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