



Item No: 9

Meeting Date: Wednesday 25th August 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: Engagement Approach and Communication Strategy

Purpose of Report:	To update Committee Members on work undertaken to develop an approach to public engagement to support the review of the IJB Strategic Plan.
---------------------------	---

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 undertaken so far in relation to the review of the Strategic Plan; and b) Note the Communications Strategy completed as part of planning for the review.
-------------------------	--

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

OFFICIAL

Carers:	Carers will be approached to participate in the engagement and consultation activity in relation to reviewing and drafting the next Strategic Plan.
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 reviewing the Strategic Plan will seek 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 facilitation 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 undertaken to develop an approach to public engagement to support the review of the IJB Strategic Plan, including completion of a Communications Strategy in relation to the review.

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 decided in [May 2021](#) to extend the current Plan for a period of 12 months. This is to acknowledge a range of external factors that are yet to be resolved and that will have an impact on health and social care in Scotland, and on the views of those with whom the HSCP intends to engage to influence the next Strategic Plan.
- 2.3. Whilst the next Strategic Plan is therefore not due to be completed until March 2023 the HSCP has decided to extend the period of engagement and consultation to enable a more robust and representative engagement approach in order to maximise the feedback received and to facilitate as widespread a response as possible.

3. Engagement Approach

- 3.1. The report approved by the IJB in [May](#) provides details on the approach taken for the review of the Strategic Plan 2023-26, which is designed to ensure a co-produced approach to our key stakeholders and to acknowledge and harness the developments in the approach to engagement employed by the third and independent sectors that has emerged during the course of the Covid-19 pandemic.
- 3.2. The HSCP recognises that, particularly in the context of the additional time available to review the Plan, the traditional methods of engagement and consultation must be reconsidered and where possible expanded to ensure more, and better quality, feedback from people and groups across the city. This includes a more concerted effort to break down any barriers to engagement from groups and individuals that have not engaged in previous exercises.
- 3.3. A Strategic Plan Working Group of HSCP officers has been formed to drive the review of the Plan. The Working Group are linking closely with the Core Leadership Groups and Strategic Planning Groups across the city to provide updates on progress and thinking and to encourage suggestions from members, which include representatives of external organisations and members of the public, as to how to progress the review.

OFFICIAL

OFFICIAL

- 3.4. The Working Group is currently in the process of considering a range of advisory “Reference Groups” reflecting groups of service users that could be set up to advise the HSCP on the best methods of engaging with their respective patient and service user groups, including understanding the need to accommodate inter-sectionality and possible barriers to engagement and how these might be overcome.
- 3.5. A list of proposed Reference Groups is being developed and will be shaped by internal and external stakeholders. Membership of these groups will be considered with a view to setting up initial meetings of the groups as soon as possible. The Working Group expect that membership will include a mixture of external groups and organisations, officers of the HSCP to ensure we guard against duplication of engagement activity already planned or underway across the city, and individuals including where possible those with lived experience.
- 3.6. The Reference Groups will have a range of roles in the review of the Strategic Plan. These 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 the engagement and consultation questions
 - 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).
- 3.7 A dedicated [webpage](#) within the HSCP’s website has been set up to provide information, direct enquiries and encourage participation in the activity to review the Strategic Plan. The website will be updated with outputs in relation to engagement activity undertaken and will evolve over time in response to feedback received throughout the process.

4. Communications Strategy

- 4.1 A Communications Strategy for the review of the Strategic Plan has been developed and signed off by the Working Group (see Appendix 1).
- 4.2 Communication messaging and activity will aim to support the IJB’s Strategic Plan in the following five main ways:
- Increase awareness and understanding of the IJB’s Strategic Plan for health and social care and its review and development, including providing updates on the outcome of key phases

OFFICIAL

OFFICIAL

- Support people, communities, organisations and groups/networks with information to be meaningfully engaged – including in the development of the engagement approach and arrangements and in consultation and engagement activity
- Provide communications channels for people, communities, organisations and groups/networks to share their views and ideas and shape/influence the vision, priorities and planned activity for health and social care in Glasgow
- Promote planned engagement and consultation opportunities and outputs and
- Promote broader awareness of the IJB and Glasgow City Health and Social Care Partnership (HSCP) and their vision and priorities for health and social care in Glasgow.

4.3 The Communications Strategy outlines; the core messages to be used during communications activity whilst reviewing the Plan; standards of communications messaging and activity; governance arrangements; audience and stakeholders and; key communications channels to be used.

5. Timescales and next steps

5.1 The indicative timeline approved by the IJB in May includes a period to August for development of the co-produced engagement approach for the review of the Plan. Due to emergent thinking on the best way to take forward planning the engagement approach and the requirement to secure slots on the Core Leadership and Strategic Planning Groups to discuss the process, there has been a degree of slippage on the timescale.

5.2 All efforts will be made to conclude this planning stage as soon as possible to jointly develop and agree an engagement approach, and to commence the initial engagement activity to influence the drafting of the revised Strategic Plan. Once complete the draft will go out for formal consultation, fully adhering and exceeding the expectations related to consultation as outlined in the legislation.

5.3 All engagement and consultation activity will also be conducted in accordance with the IJB's [Consultation Good Practice Guidelines](#) and the Scottish Government/COSLA's [Planning with People](#) guidance for care services carrying out community engagement and participation.

5.4 It should be noted that the approach to engagement will reflect the position in relation to Covid restrictions at the time of approval but will be kept under review to ensure opportunities for buildings based or face to face engagement are made available as and when permissible.

5.5 The most immediate activity to be taken forward by the Working Group is the setting up of the Reference Groups and arranging initial meetings to start the process of developing the co-produced engagement approach, which will include details of the engagement plan for staff and the wider public. Details of progress will be provided to the Public Engagement Committee at its next meeting in December.

OFFICIAL

OFFICIAL

- 5.6 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.

6. Recommendations

- 6.1. The IJB Public Engagement Committee is asked to:
- a) Note the activity undertaken so far in relation to the review of the Strategic Plan and;
 - b) Note the Communications Strategy completed as part of the planning for the review.

Communications Strategy for Glasgow City IJB's Strategic Plan

1. Purpose

1.1 The purpose of this document is to outline the Communications Strategy for the review of Glasgow City Integration Joint Board's (IJB) [current Strategic Plan for Health and Social Care \(2019-22\)](#) and the development of its next one (2023-26). It includes:

- background to the Strategic Plan
- aims
- core messages
- timescales
- standards
- governance
- audience/stakeholders and
- channels.

2. Background

2.1 Glasgow City IJB is required by the Public Bodies (Joint Working) (Scotland) Act 2014 to produce a Strategic Plan for the health and social care services that it has responsibility for, and to direct Glasgow City Council and NHS Greater Glasgow and Clyde to deliver those services as per the Plan. Legislation prescribes that the Plan be reviewed every three years, with a decision taken on whether to replace the existing one. It also allows for the Plan to be extended if this is the outcome of consultation completed within a prescribed timeframe and via prescribed minimum consultation requirements.

2.2 At its [May 2020 meeting](#), the IJB approved its [approach](#) to reviewing its current Strategic Plan 2019-22, which is due for review by March 2022, and developing its next one. Given that a number of factors have impacted the health and social care sector over the past year, including the Coronavirus (COVID-19) pandemic and the Independent Review of Adult Social Care, and the Scottish Government will be developing its priorities for the next parliamentary term that will have an impact on the future of health and social care, the IJB decided to extend its current Strategic Plan for a further year but begin work over an extended period to progress its review and develop a new one for the 2023-26 period.

2.3 This extended period will provide opportunities for a more co-produced approach to the Strategic Plan, with more close engagement with partners in the third and independent sectors to shape the engagement approach and arrangements and meaningfully participate in consultation and engagement activity. Engagement will also facilitate a more shared ownership of the Strategic Plan across the HSCP's Executive Leadership and Senior Management Team and service area/locality planning teams.

2.4 The IJB's approach to reviewing its current Strategic Plan and developing its next one includes a number of broad phases:

Phase 1	<ul style="list-style-type: none"> • approval of approach to reviewing and developing the Strategic Plan by the IJB 	May 2021
---------	--	----------

OFFICIAL

Phase 2	<ul style="list-style-type: none">• engagement with Strategic Planning Groups (SPGs) to discuss and influence its engagement approach• engagement with stakeholders to co-produce engagement arrangements	June - August 2021
Phase 3	<ul style="list-style-type: none">• engagement with SPGs and stakeholders to influence proposed content of draft Strategic Plan	September 2021 - February 2022
Phase 4	<ul style="list-style-type: none">• drafting of the Strategic Plan including its initial Equality Impact Assessment (EQIA)	April 2022
Phase 5	<ul style="list-style-type: none">• presentation of draft Strategic Plan to the IJB	May/June 2022
Phase 6	<ul style="list-style-type: none">• consultation and engagement on the draft Strategic Plan	June - December 2022
Phase 7	<ul style="list-style-type: none">• drafting of final version of Strategic Plan, including review of EQIA	January - February 2023
Phase 8	<ul style="list-style-type: none">• presentation of final draft of Strategic Plan to the IJB	March 2023
Phase 9	<ul style="list-style-type: none">• publication of the Strategic Plan	March/April 2023

3. Aims

3.1 Communication messaging and activity will aim to support the IJB's Strategic Plan in the following five main ways:

1. increase awareness and understanding of the IJB's Strategic Plan for health and social care and its review and development, including providing updates on the outcome of key phases
2. support people, communities, organisations and groups/networks with information to be meaningfully engaged – including in the development of the engagement approach and arrangements and in consultation and engagement activity
3. provide communications channels for people, communities, organisations and groups/networks to share their views and ideas and shape/influence the vision, priorities and planned activity for health and social care in Glasgow
4. promote planned engagement and consultation opportunities and outputs and
5. promote broader awareness of the IJB and Glasgow City Health and Social Care Partnership (HSCP) and their vision and priorities for health and social care in Glasgow.

4. Core Messages

4.1 The following core messages will be consistently used throughout the review and development of the Strategic Plan:

- the Strategic Plan outlines the vision and priorities for health and social care services in Glasgow, and how they will be planned and delivered
- the current Strategic Plan (2019-22) has been extended for a year due to a number of factors (for example, COVID-19, withdrawal from the European Union and developing priorities for the new Scottish Government), and its review will be progressed throughout 2021 and 2022 for the development of the next one (2023-26)
- the IJB and HSCP are committed to meaningfully engaging with people, communities, organisations and groups/networks in the review and development of the Strategic Plan, and supporting/empowering them to do so
- the IJB and HSCP are committed to working more closely with partners in the third and independent sectors to co-produce the Strategic Plan – including in the development of the engagement approach and arrangements and in consultation and engagement activity

OFFICIAL

OFFICIAL

- the IJB and HSCP are committed to actively listening to and taking account of the views of as wide a range of stakeholders as possible and
- engaging with the review and development of the Strategic Plan enables people, communities, organisations and groups/networks to have a say on how health and social care services are planned and delivered within Glasgow.

5. Timescales

- 5.1 Communication messaging and activity will take place throughout the different phases of the review and development of the Strategic Plan as outlined at Paragraph 2.4, starting with the IJB's approval of the approach to the review and development of the Strategic Plan in May 2021 and concluding with the publication of the final draft Strategic Plan following approval by the IJB in March 2023.
- 5.2 Communication messaging and activity will be planned and developed on an ongoing basis as the review and development of the Strategic Plan is more defined and progressed, particularly consultation and engagement activity.

6. Standards

- 6.1 Communication messaging and activity throughout the review and development of the Strategic Plan will adopt and be consistent with the standards in the HSCP's current [Communications Strategy](#):
- **clear and concise:** communications will use language that is straightforward and easily understood ('Plain English'), avoiding language that is ambiguous or overly-complicated, or uses jargon or undefined acronyms. Where specialist terms, abbreviations/acronyms or concepts are used, they will be defined or explained
 - **inclusive:** communications will be inclusive and not use language (expressions or words) that might be considered to exclude particular groups of people
 - **consistent:** communications will be consistent for both internal and external audiences, and they will be consistent with our vision and priorities for health and social care
 - **accessible:** communications will use styles, formats, layouts, languages and materials that meet the communications needs of their audience or have in place arrangements to do so (except where there is an overwhelming technical reason not to)
 - **timely, accurate and approved:** communications will be disseminated in good time as circumstances allow, contain correct information and reflect the views of the HSCP. The intended audience of communications should hear about changes or issues before they are reported by the media or told by a third party. Communications must always be approved by a relevant senior manager within the HSCP
 - **transparent:** communications will be authentic, honest and open as appropriate
 - **targeted:** communications should be developed and disseminated to an intended audience, and consideration should be given to the level of communications so that there is not 'communications overload' and they get lost among others
 - **multi-channel:** a range of tools and methods should be used to communicate with target audiences so that they are more likely to receive information and messages – print, digital and face-to-face. Improved ways to communicate should also continue to be explored in order to be more inclusive and
 - **two-way:** communication channels should also facilitate meaningful engagement with people, communities, organisations and networks / groups. Communications should not simply be used to unilaterally share information 'top-down'; they should also include engagement opportunities so that stakeholders can ask questions or share their views, ideas, concerns or issues.
- 6.2 A brand identity will be developed for the Strategic Plan to create consistency and to make it recognisable with the people, communities, organisations and networks/groups engaging with it. The branding will be used in the promotion of the Strategic Plan and applied across communications collateral (for example, email and PowerPoint templates).

OFFICIAL

OFFICIAL

7. Governance

- 7.1 The HSCP's Strategic Plan Working Group, which is led by the Head of Business Development and includes representation from the HSCP's Service Area/Locality Planning Teams, Business Development Team and Finance Team and Glasgow City Council's Neighbourhoods, Regeneration and Sustainability Service Department, will oversee the development and implementation of the Communications Strategy for the Strategic Plan.
- 7.2 The review and approval of any communications material or messaging issued will be delegated to the Head of Business Development (or their delegate where required). Where there is a requirement to review and approve communications more widely and time allows, then this will be through the HSCP's Strategic Plan Working Group.

8. Audience/Stakeholders

- 8.1 A wide audience/range of stakeholders will be communicated with throughout the review and development of the Strategic Plan. In line with the HSCP's [Consultation and Engagement Good Practice Guidelines](#), specific pieces of engagement activity will identify their target audiences/stakeholders based on the purpose of the engagement activity in question; however, broadly the following core audience/stakeholders will be regularly communicated with:

- the public
- patients, service users, carers, families and their advocates or representatives
- HSCP Locality Engagement Forums – based in North East, North West and South
- patient, service user and carer representative organisations, groups and networks including equalities
- staff – HSCP, Glasgow City Council and NHS Greater Glasgow and Clyde
- staff Trade Unions and NHS Staff Side
- providers and contractors of health and social care services – independent and third sectors
- Glasgow City IJB Members
- Glasgow City Council Elected Members
- Glasgow City Council Community Councils
- NHS Greater Glasgow and Clyde Health Board Members
- Glasgow City HSCP Strategic Planning Groups
- other third sector and voluntary organisations, groups and networks who may have a remit or interest in health and social care and
- housing associations/registered social landlords.

- 8.2 A specific detailed database for the audiences/stakeholder groups in Paragraph 8.1 is being developed and will be regularly maintained by Business Development.

9. Channels

- 9.1 The people, communities, organisations and networks/groups who will have an opportunity to engage with the review and development of the Strategic Plan will themselves have their own needs and preferences in the way that they are communicated with. Because there is a wide audience/range of stakeholders and their communications needs and preferences will vary, a variety of communication channels will be used to more effectively communicate and better support audiences/stakeholders to engage with the Strategic Plan and maximise opportunities for their engagement. Communication channels will be print, digital and face-to-face, and well-established ones that the HSCP uses to regularly communicate:

- HSCP website – dedicated webpage and news and events section
- Your Support Your Way Glasgow website and Glasgow City Council IJB Strategic Plan webpage (direct to HSCP website)

OFFICIAL

OFFICIAL

- HSCP Partnership Matters Briefing
- Glasgow City Council Staff News
- NHS Greater Glasgow and Clyde Core Brief
- HSCP, Glasgow City Council and NHS Greater Glasgow and Clyde social media – Twitter and Facebook
- email announcements and
- engagement opportunities (face-to-face) – either in-person or online.

- 9.2 A dedicated email address will be set up and used for all communications, and it will be maintained by Business Development (Governance and Strategic Planning and Communications Teams). This will enable communications to be managed more effectively and assist in reporting on the number of communications issued. This will also enable people, organisations and groups/networks engaging with the Strategic Plan to have a direct route into it if they have any queries or want to share any comments.
- 9.3 A dedicated webpage on the HSCP's website will also be developed as a central point of reference for the Strategic Plan to communicate with audiences/stakeholders and to support them to engage with it. The webpage will include background information to the Strategic Plan; links to IJB and Committee reports and updates published in the HSCP's Partnership Matters Briefing; and engagement opportunities including any consultation surveys. Strategic Plan updates published in the HSCP's Partnership Matters Briefing will also be available on the HSCP website's News and Events section, and any engagement opportunities can also be promoted in this section of the HSCP's website.
- 9.4 The approach to engagement and development of engagement activity is currently being developed and co-ordinated by Business Development's Governance and Strategic Planning Team working closely in a co-produced way with HSCP colleagues in business support and service area/locality planning teams and partners in the third and independent sectors. There will be shared ownership of the planned face-to-face engagement activity (whether in-person or online), and it will require the input and participation of the HSCP's Executive Leadership and Senior Management Team supported by the Strategic Plan's Working Group.
- 9.5 Face-to-face engagement activity will serve the dual purpose of both communication and engagement. In addition to engaging with audiences/stakeholders for them to share their views, ideas, concerns and issues to shape and influence the Strategic Plan, engagement activity will be an opportunity to communicate about the review and development of the Strategic Plan (background and purpose), increase awareness and understanding of it, publicise it and better support audiences/stakeholders to interact and engage with it. Engagement activity will also more generally be an opportunity to promote a broader awareness of the IJB and HSCP and their vision and priorities for health and social care in Glasgow.
- 9.6 The audience/stakeholder database referenced in Paragraph 8.2 will also be the basis for the HSCP to engage with key contacts and have them further cascade communications about the Strategic Plan through their normal communications channels. If in the course of the review and development of the Strategic Plan that useful but unknown ones emerge, then they will be included.
- 9.7 The communications matrix at Appendix A summarises the communication audience/stakeholders and channels, and the key aims of communication messaging and activity.

OFFICIAL

Appendix A. Communications Matrix

The following matrix summarises our communication audience / stakeholders and channels, and the key aims of communication messaging and activity.

Communication Channel	Audience / Stakeholders	Main Communication Aims
HSCP website	<ul style="list-style-type: none"> • *the public • *patients, service users, carers, families and their advocates or representatives • HSCP Locality Engagement Forums – North East, North West and South • *patient, service user and carer representative organisations, groups and networks including equalities • staff – HSCP, Glasgow City Council and NHS Greater Glasgow and Clyde • staff Trade Unions and NHS Staff Side • providers and contractors of health and social care services – independent and third sectors • Glasgow City IJB Members • Glasgow City Council Elected Members • Glasgow City Council Community Councils • NHS Greater Glasgow and Clyde Health Board Members • Glasgow City HSCP Strategic Planning Groups • *other third sector and voluntary organisations, groups and networks who may have a remit or interest in health and social care • housing associations / registered social landlords 	1, 2, 3, 4, 5
Additional websites / webpages to direct to HSCP website: <ul style="list-style-type: none"> • Your Support Your Way Glasgow website homepage • Glasgow City Council IJB Strategic Plan webpage 	As above – all audience/stakeholders	1, 2, 3, 4, 5

OFFICIAL

HSCP Partnership Matters Briefing	As above – all audience/stakeholders (*denotes where subscribed)	1, 3, 4, 5
Glasgow City Council Staff News	<ul style="list-style-type: none">• staff – HSCP and Glasgow City Council• staff Trade Unions	1, 3, 4, 5
NHS Greater Glasgow and Clyde Core Brief	<ul style="list-style-type: none">• staff – HSCP and NHS Greater Glasgow and Clyde• staff Trade Unions and NHS Staff Side	1, 3, 4, 5
HSCP, Glasgow City Council and NHS Greater Glasgow and Clyde social media – Twitter and Facebook	As above – all audience stakeholders (*denotes where subscribed)	1, 3, 4, 5
Email announcements	As above – all audience/stakeholders (*denotes where subscribed)	1, 3, 4, 5
Engagement opportunities (face-to-face) – either in-person or online	To be confirmed	1, 2, 3, 4, 5

Communication Aims

1. Increase awareness and understanding of the IJB's Strategic Plan for health and social care and its review and development, including providing updates on the outcome of key phases.
2. Support people, communities, organisations and groups/networks with information to be meaningfully engaged – including in the development of the engagement approach and arrangements and in consultation and engagement activity.
3. Provide communications channels for people, communities, organisations and groups/networks to share their views and ideas and shape/influence the vision, priorities and planned activity for health and social care in Glasgow.
4. Promote planned engagement and consultation opportunities and outputs.
5. Promote broader awareness of the IJB and Glasgow City Health and Social Care Partnership (HSCP) and their vision and priorities for health and social care in Glasgow.

OFFICIAL