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Item No: 11

Meeting Date: Wednesday 5th May 2021

Glasgow City Integration Joint Board

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Review of Strategic Plan

Purpose of Report:

To update the IJB on the approach to reviewing the Strategic Commissioning Plan for Glasgow City IJB and seek approval for extending the current Strategic Plan 2019-22 for a further 12 months.

Background/Engagement:

The IJB is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed every 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 Integration Joint Board is asked to:

- a) Approve the proposal to extend the current Strategic Plan for a period of 12 months from March 2022, following consultation with the Strategic Planning Groups and;
- b) Approve the approach to engagement outlined in Section 4, including the proposal to co-produce an engagement plan and delegate responsibility where possible to external partners to carry out engagement activity.

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Relevance to Integration Joint Board Strategic Plan:

This report relates entirely to the IJB Strategic Plan.

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. Reference to the existing workforce plan of the HSCP will be incorporated within the plan.
Carers:	The plan will include reference to carers, and carers will be engaged in the development of the plan.
Provider Organisations:	The plan will include reference to providers of services and providers will be engaged in the development of the plan.
Equalities:	The engagement approach will take account of the need to engage and consult with equalities groups and people with protected characteristics. The engagement approach will include completion of an Equality Impact Assessment before and after consultation on a revised draft Plan.
Fairer Scotland Compliance:	The Strategic Plan will include reference to objectives and measures that will contribute to the alleviation of socio-economic disadvantages affecting the outcomes experienced by individuals living within Glasgow City.
Financial:	The Strategic Plan is required to outline the financial resources available to deliver it.
Legal:	The IJB is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed at least every three years.
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None

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Risk Implications:	The IJB will be in breach of its statutory duties if the Strategic Plan is not subject to review by April 2022. If the proposal to extend the Strategic Plan is not approved there is a risk that engagement activity does not take into account the wider external factors that may impact on the strategic priorities for the forthcoming Plan.
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Implications for Glasgow City Council:	A number of officers will be involved in development of the plan. The Council's own Strategic Plan and approach to renewal following the Covid-19 pandemic will be taken into consideration in development of the IJB Strategic Plan.
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Implications for NHS Greater Glasgow & Clyde:	A number of officers will be involved in development of the plan. The Health Board's own plans and programmes, including the approach to re-mobilisation following the Covid-19 pandemic, will be taken into consideration in development of the IJB Strategic Plan.
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

1. Purpose

- 1.1. To update the IJB on the approach to reviewing the Strategic Commissioning Plan for Glasgow City IJB and seek approval for extending the current Strategic Plan 2019-22 for a further 12 months from March 2022.
- 1.2. The report also seeks approval from Members for the approach to engagement outlined in section 4.

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.

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- 2.2. The current Strategic Plan 2019-22 is due for review by March 2022. The legislation allows for the Strategic Plan to continue beyond March 2022 if this is the outcome of consultation completed within the prescribed timeframe and via the prescribed minimum consultation requirements.
- 2.3. The capacity of officers within the HSCP and across the health and social care system generally continues to be at reduced levels as a result of the operational response to the pandemic and recovery planning. Capacity also continues to be vulnerable to further increases in community transmission of the virus and the subsequent demands placed on the sector as a whole.
- 2.4. The approach to stakeholder engagement and communication across the sector has changed dramatically since the onset of the pandemic and offers additional challenges and opportunities for seeking the views of people for the Strategic Plan. Understanding those challenges and opportunities, and identifying how they can be overcome and/or maximised will have a significant bearing on the success of the engagement effort in relation to development of the next Plan.
- 2.5. The review of the Strategic Plan comes within the context of a significant period of disruption and change for the health and social care sector as a result of; BREXIT; Covid recovery planning and re-mobilisation; the impact of the Independent Review of Adult Social Care and; the Scottish Parliament elections in May.
- 2.6. In [September 2020](#) the IJB approved the HSCP's revised Participation & Engagement Strategy, which outlines the HSCP's commitment to empowering communities to become involved in designing services that affect them.

3. Review of the Strategic Plan

- 3.1. The external factors referred to above make the usual process of carrying out engagement and consultation work in the year prior to approval of a new Strategic Plan more problematic. The engagement activity would ordinarily be taking place within the same timescales that the impact of these external factors is developing. This might invalidate or otherwise detract from the engagement efforts with stakeholders and make the development of a Plan based on the informed views of stakeholders much more difficult to achieve.
- 3.2. It is proposed therefore to utilise the scope within the legislation to extend the lifetime of the current Strategic Plan by 12 months, from March 2022. This will give the IJB/HSCP and all of its stakeholders an opportunity to understand and evaluate how external factors will impact on the health and social care landscape for the short to medium term and enable the engagement effort to include consideration of those impacts more fully.
- 3.3. Officers of the HSCP have been consulting with each of the Strategic Planning Groups and this is the option being proposed to the IJB. This complies with minimum statutory requirements and timescales.

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- 3.4. If approved this will be followed by a full and comprehensive review of the Strategic Plan with all stakeholders, commencing immediately, with a view to developing a revised Strategic Plan for approval at the IJB in March 2023 for the period 2023-26.

4. Approach to engagement

- 4.1. Glasgow City HSCP are proposing a new approach to engagement for the review and development of the next iteration of the Strategic Plan. During the pandemic organisations across the sector have required to fundamentally alter the way they communicate and engage with people. This will have resulted in opportunities for engaging on a much larger scale and potentially with groups that have not traditionally engaged with engagement methods such as large scale, public-facing events or surveys.
- 4.2. It is proposed that officers within the HSCP work with our partners in the 3rd and independent sectors to identify the current engagement channels and co-produce the engagement activity for the review of the Strategic Plan. This would involve, wherever possible, tailoring the approach to the preferences of individuals and groups and delegating responsibility for elements of an agreed engagement plan to those organisations and groups. It is hoped this would enrich the feedback received, as well as vastly increasing engagement from communities and subsequently to a more representative and relevant Strategic Plan.
- 4.3. Early discussions have taken place with Glasgow Equality Forum to consider how best to progress this revised approach to engagement and a much larger effort with representatives from our stakeholders would follow approval of this report to develop the engagement plan.
- 4.4. An outline engagement approach with indicative timescales has been appended to this report (Appendix 1). The engagement approach outlines a significant period of planning activity with stakeholders to agree the engagement approach for the review of the Plan. This will ensure we utilise the additional time to best effect and develop a co-produced approach that best suits stakeholders and enables the HSCP to explore and make best use of the engagement approaches that have evolved during the pandemic.
- 4.5. By extending the current Strategic Plan and extending the engagement timeframe it also allows for the possibility of face to face engagement to be considered as and when restrictions are lifted. This further ensures that the engagement methods deployed are those which maximise involvement and accessibility.
- 4.6. The approach to engagement outlined is in line with the HSCP's Participation and Engagement Strategy and Consultation guidelines, and fits within the context of the Scottish Government and COSLA's recently published [Planning with People](#) guidance for engagement and the [National Standards for Community Engagement](#).

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5. Recommendations

5.1. The Integration Joint Board is asked to:

- a) Approve the proposal to extend the current Strategic Plan for a period of 12 months from March 2022, following consultation with the Strategic Planning Groups and;
- b) Approve the approach to engagement outlined in Section 4, including the proposal to co-produce an engagement plan and delegate responsibility where possible to external partners to carry out engagement activity.

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Appendix 1: Outline Engagement Approach

Development of IJB Strategic Plan 2023-26

Action	Lead / Action By	Date
Establish Strategic Plan Working Group	Head of Business Development	April 2021
Initial consultation with SPGs (to agree approach)	Head of Business Development	April 2021
Paper to IJB outlining proposed approach to development of Strategic Plan	Chief Officer / Head of Business Development	5 May 2021
IJB Development Session to review vision and priorities	Chief Officer / Head of Business Development	Summer/Autumn 2021
Draft Communications Plan	Head of Business Development / Comms Team	June 2021
Engagement with Strategic Planning Groups (to discuss and influence engagement approach)	Head of Business Development & Heads of Planning	June to August 2021
Phase 1 engagement sessions with stakeholders (to co-produce engagement arrangements)	Head of Business Development & Heads of Planning	June to August 2021
Phase 2 engagement sessions with stakeholders Strategic Planning Groups and stakeholders (to influence proposed content of draft)	Head of Business Development & Heads of Planning	September 2021 to February 2022
Drafting of the Strategic Plan	Head of Business Development / Governance and Strategic Planning Team / Heads of Planning	April 2022
Initial Equality Impact Assessment	Head of Business Development	April 2022
Draft Strategic Plan presented to IJB (seeking approval to go out for consultation)	Chief Officer / Glasgow City IJB	May/June 2022
Consultation on draft Strategic Plan	Head of Business Development & Heads of Planning	June to December 2022
Draft final version Strategic Plan	Head of Business Development / Governance	January/February 2023

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	and Strategic Planning Team	
Revisit Equality Impact Assessment (to take into account changes since consultation)	Governance and Strategic Planning Team	February 2023
Final draft Strategic Plan presented to IJB for approval	Glasgow City IJB	March 2023
Publication of Strategic Plan 2023-2026	Head of Business Development / Comms Team	Following IJB approval

Stakeholder mapping

Stakeholders	Rationale/reason
General Public	People affected by health and social care services provided within Glasgow City should have an opportunity to influence the strategic plan and shape the future of health and social care and support in their communities.
People in protected characteristic groups	Addressing health inequalities is a key area of priority for the IJB. To address this, people within each of the protected characteristic groups should have the opportunity through meaningful engagement at the appropriate time to inform the thinking around delivering health and social care services in the city.
Partners across all sectors of health and social care and support	Working with partners to deliver on the strategic priorities of the IJB will increase the likelihood of success and improve individual outcomes. Partners will have the opportunity through meaningful engagement at the appropriate time to inform the thinking around delivering health and social care services in the city.
People who access services, their Carers and family members	The people who use services will be effectively and meaningfully engaged and involved in discussions on any proposed changes in relation to the way health, care and support will be delivered over the lifetime of the new Strategic Plan.
Staff and volunteers	Staff and volunteers across all sectors of the Partnership will be informed of and involved in the development of the Strategic Plan to ensure that they have opportunities to become engaged with developing care and support fit for the future.

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Methods of engagement and consultation

The HSCP will use a range of methods to enable and facilitate support for people to engage with the review of the Strategic Plan.

In line with the IJBs Participation and Engagement Strategy, approved in September 2020, the approach to engagement for the next iteration of the Strategic Plan will (subject to IJB approval) involve working collaboratively with external partners, including equalities groups, third sector partners and other stakeholders, to co-produce and carry out engagement and consultation activity. This will enable the HSCP to make best use of the engagement structures and approaches available across the city and taking into account the changing approach to engagement since the onset of the pandemic, and ensure a more representative and complete understanding of the views and priorities of our stakeholders in developing the next Strategic Plan.

Methods used will be kept under review in line with the restrictions or opportunities available within the context of the pandemic, but will include:

- Cascading information on getting involved through existing internal and external/partner networks, organisations and groups, for example the representatives of the Strategic Planning Group and Locality Engagement Forums
- Use of the HSCP and partner communications channels, including social media
- Links to engagement activity and opportunities on stakeholder websites and intranets
- Feedback reports and briefings circulated widely
- Communication and engagement collateral (virtual and hard copy where required) in plain English
- Presentations or attendance at meetings and online events using, audio and video clips (presentations/video's should have sub-titles and signing on if possible)
- Circulation of pictures, videos and quotes from professional leads inviting people to engage
- Virtual workshops
- Team and group briefings and verbal updates
- Phone calls
- Emails
- Questionnaires – hard copy and virtual accessed via link or QR Code
- Promotional displays (hard copy and virtual) in a range of community settings, for example GP surgeries, pharmacies, community centres and libraries

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Engagement and consultation phasing

Audience	Method	Action/Aim	Responsible	Dates
Planning				
Strategic Plan Steering Group	MS Teams	Convene Strategic Plan Steering Group to plan and carry out engagement and development of the Strategic Plan 2023-2026	Head of Business Development/ Business Development Manager	April 2021
Strategic Planning Groups	MS Teams	Attend SPGs to set out the intentions regarding extending the Strategic Plan and engagement approach	Head of Business Development/ Business Development Manager	April/May 2021
Support Staff	Email MS Teams	Make early approach to relevant teams within Business Development to plan support for the engagement and consultation phase of the Plan development	Head of Business Development	April/May 2021
Business Development	MS Teams Emails	Development of resources to support communications, engagement and consultation activities (communications plan, branding, social media campaign etc)	Communications Team	April/May 2021
Stakeholder mapping	Desktop	Identify all relevant stakeholders, their role and engagement considerations	Head of Business Development	April/May 2021
Stakeholders	MS Teams/Smart Survey	Early engagement to discuss engagement approach, collaboration and delegation of engagement activity to support development of draft Strategic Plan	Head of Business Development	April-May 2021
Integration Joint Board	Board Meeting/remote approval	Seek approval for extension of the Strategic Plan and consultation and engagement approach	Chief Officer/Head of Business Development	5 May 2021
Engagement (Two phases)				
Integration Joint Board	Development Session	Review vision and priorities, identify strategic commissioning priorities	Head of Business Development	May/June 2021
Strategic Planning Groups	MS Teams Meeting	Discussion on Vision, Purpose and Strategic Commissioning Intentions to shape and inform development of the draft document including testing the questions and discuss engagement methods	Head of Business Development; Heads of Planning	June to August 2021
Core Leadership Teams				

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Maximising Independence Programme Board				
Public Engagement Committee				
Locality Engagement Forums				
Existing engagement networks (e.g. Recovery Communities)	MS Teams Meetings	Attend meetings to set the scene		
	Emails	Provide prior notice of engagement – starting discussions, getting feedback and shaping the engagement methods and approach		
People in and representatives of protected characteristic groups	Phone calls	Further stakeholder mapping (identifying any additional groups to avoid stakeholder gaps)		
	Circulation of information electronically and hard copy (on request)	Identify opportunities to share engagement activity with partners Ensure Communications Team has access to relevant information/website/social media etc		
Staff across all sectors for health and social care	Online workshops	<ul style="list-style-type: none"> • Prepare publicity materials • Prepare Facebook page • Prepare front cover for integration webpage 		
People accessing health and social care	Questions in consultation document	Circulation of engagement documents and virtual links to stakeholders for distribution	Head of Business Development; Heads of Planning; Locality Engagement Officers; stakeholders/partners	Phase 1: June to August 2021 (co-design engagement approach)
Carers, friends and family	Via social media channels	<ul style="list-style-type: none"> • Ask partners/stakeholders to put the document on agendas and to encourage engagement/feedback. • Offer workshops – ensuring these are accessible and in an appropriate format for people from protected characteristic groups by liaising with appropriate support organisations to maximise representation 		Phase 2: September 2021 to February 2022 (carry out engagement activity)
Partners, including Statutory, Third and Independent sectors (e.g. GCVS, Third Sector Interface)	Develop a range of materials	<ul style="list-style-type: none"> • Ask participants which method would be best for ongoing feedback on the development of the draft plan 		
	<ul style="list-style-type: none"> • PowerPoint • Virtual leaflets • Engagement posters/leaflets • Web pages • Videos 	Provide facilitation pack to key stakeholders		
Other stakeholders, including; Elected Members, Service Leads, Locality Leads, Community Planning Partnership, Community Councils, volunteer groups etc	Face to face methods as restrictions permit	<ul style="list-style-type: none"> • Briefing document • Latest version of Consultation Document • Presentation • Engagement timeline 		
Business Development	Desktop	Analysis of engagement data	Business Development Manager	February to March 2022

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Business Development	Desktop	Develop first draft Strategic Plan	Business Development Manager	April 2022
Public Engagement Committee	Board Meeting	To finalise and approve the draft Strategic Plan for submission to the IJB for approval to go to consultation	Head of Business Development	May/June 2022
Integration Joint Board	Board Meeting	Approve draft Strategic Plan for consultation	Chief Officer/Head of Business Development	May/June 2022
Consultation				
Strategic Planning Groups	MS Teams Meeting/Email	Share draft Strategic Plan Collect feedback to inform final draft	Head of Business Development; Heads of Planning	June/July 2022
Core Leadership Teams				
Maximising Independence Programme Board				
Locality Engagement Forums	MS Teams Meetings Emails Phone calls Circulation of information electronically and hard copy (on request)	Provide prior notice of consultation Share draft Strategic Plan Attend meetings to collect feedback Identify opportunities to delegate engagement to partners Continue Communications Strategy via website/social media etc Circulate consultation document and virtual links to stakeholders for distribution <ul style="list-style-type: none"> Ask partners/stakeholders to put the document on agendas and to encourage engagement/feedback. Offer workshops – ensuring these are accessible and in an appropriate format for people from protected characteristic groups by liaising with appropriate support organisations to maximise representation Ask participants which method would be best for ongoing feedback on the development of the draft plan 	Head of Business Development; Heads of Planning; Locality Engagement Officers; stakeholders/partners	June 2022 to December 2022
People in and representatives of protected characteristic groups	Online workshops Questions in consultation document			
Staff across all sectors for health and social care	Via social media channels			
People accessing health and social care	Develop a range of materials <ul style="list-style-type: none"> PowerPoint 	Provide facilitation pack to key stakeholders <ul style="list-style-type: none"> Briefing document Latest version of Consultation Document 		

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<p>Carers, friends and family</p>	<ul style="list-style-type: none"> • Virtual leaflets • Engagement posters/leaflets 	<ul style="list-style-type: none"> • Presentation • Engagement timeline 		
<p>Partners, including Statutory, Third and Independent sectors (e.g. GCVS, Third Sector Interface)</p>	<ul style="list-style-type: none"> • Web pages • Videos 			
<p>Other stakeholders, including; Elected Members, Service Leads, Locality Leads, Community Planning Partnership, Community Councils, volunteer groups etc</p>	<p>Face to face methods as restrictions permit</p>			
<p>Business Development</p>	<p>Desktop</p>	<p>Analysis of consultation data and preparation of consultation log</p>	<p>Business Development Manager</p>	<p>December 2022 to January 2023</p>
<p>Business Development</p>	<p>Desktop</p>	<p>Develop final draft Strategic Plan</p>	<p>Business Development Manager</p>	<p>January/February 2023</p>
<p>Business Development</p>	<p>Desktop</p>	<p>Graphic Design version of final draft completed</p>	<p>Business Development Manager</p>	<p>January/February 2023</p>
<p>Integration Joint Board</p>	<p>Board Meeting</p>	<p>Approve final Strategic Plan</p>	<p>Chief Officer/Head of Business Development</p>	<p>March 2023</p>