



**Item No: 11**

**Meeting Date: Wednesday 19<sup>th</sup> February 2025**

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

**Report By: Craig Cowan, Head of Business Development**

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**IJB Strategic Plan: Engagement Approach**

<b>Purpose of Report:</b>	To update the IJB Public Engagement Committee (PEC) on the requirement to develop a Strategic Plan and invite discussion on the proposed approach to public engagement to support the development of the IJB Strategic Plan.
<b>Background/Engagement:</b>	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.
<b>Governance Route:</b>	The matters contained within this paper have been previously considered by the following group(s) as part of its development.  HSCP Senior Management Team <input type="checkbox"/> Council Corporate Management Team <input type="checkbox"/> Health Board Corporate Management Team <input type="checkbox"/> Council Committee <input type="checkbox"/> Update requested by IJB <input type="checkbox"/> Other <input type="checkbox"/> Not Applicable <input checked="" type="checkbox"/>
<b>Recommendations:</b>	The IJB Public Engagement Committee is asked to:  a) Note the contents of this report; and b) Request a further detailed report on the engagement plan and approach for discussion with PEC in order to make a recommendation to the IJB for approval.

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### Relevance to Integration Joint Board Strategic Plan:

The IJB Strategic Plan is the subject of this report.

### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	The plan is required by statute to cover all national outcomes
<b>Personnel:</b>	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.
<b>Carers:</b>	Carers will be approached to participate in the engagement and consultation activity in relation to reviewing and drafting the next Strategic Plan.
<b>Provider Organisations:</b>	Provider organisations will be approached to participate in the engagement and consultation activity in relation to reviewing and drafting the next Strategic Plan.
<b>Equalities:</b>	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.
<b>Fairer Scotland Compliance:</b>	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.
<b>Financial:</b>	Glasgow City HSCP will seek to ensure support is available to stakeholders to enable and facilitation engagement.
<b>Legal:</b>	Glasgow City HSCP will adhere to all the required legislative requirements in relation to engagement and production of the Strategic Plan.
<b>Economic Impact:</b>	None
<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	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.

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<b>Implications for Glasgow City Council:</b>	None
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None
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### 1. Purpose

- 1.1. To update the IJB Public Engagement Committee (PEC) on the requirement to develop a Strategic Plan and invite discussion on the proposed approach to public engagement to support the development of the IJB Strategic Plan.

### 2. Background

- 2.1. The Integration Joint Board is required to produce a Strategic Plan for health and social care services, and to direct the Council and Health Board to deliver those services as per the plan. Legislation prescribes that the plan be reviewed every three years, with a decision taken on whether or not to replace the existing Plan. Compliance with Public Bodies (Joint Working) (Scotland) Act 2014 also mandates involving and consulting with relevant stakeholders, including patients and service users, in the planning and delivery of services.
- 2.2. The [IJB's current Strategic Plan](#) expires in June 2026 following its approval at the IJB on [June 28<sup>th</sup> 2023](#). The preceding plan from 2019 – 2022 was approved (in May 2021) by the IJB to have an additional year extension to allow for more engagement and to acknowledge the operational difficulties at the time with strategic planning due to the ongoing pressures from the COVID-19 pandemic.
- 2.3. This additional year extension allowed for extensive engagement and consultation activity as outlined in the [Summary of Consultation and Engagement](#).

### 3. Reflection on Previous Engagement Approach

- 3.1. The additional time provided for the previous strategic plan engagement coupled with the complex landscape of operating during the peak of the COVID-19 pandemic allowed for a different approach to engagement in the creation of Reference Groups and attendance at a vast number of Strategic Planning Groups, Lived Experience Groups, Locality Engagement Forums and other community engagement events.
- 3.2. The aim of the Reference Groups was to advise the HSCP on the best methods of engaging with their respective patient and service user groups, including understanding the need to accommodate various areas of interest and possible barriers to engagement and how these might be overcome. The engagement then followed the expertise of the Reference Groups to ensure best practice and maximum effectiveness.

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- 3.3. A [feedback log](#) was maintained to demonstrate the link between ideas discussed at any of the engagement sessions and how that influenced the final plan. From the approximately 70 events attended, 289 pieces of feedback were gathered, of which 91 (31%) were reflected in the plan. 198 (69%) were not applicable but were passed on to relevant operational leads. Despite the levels of engagement and effort to spread the sessions across as many events and groups as possible we didn't receive the standard of feedback for strategic planning that we had hoped.
- 3.4. In addition to the events there was wider consultation and engagement via a dedicated website and surveys advertised via our social media channels.
- 3.5. On reflection the approach to engagement didn't proportionately influence the shaping of the plan in the way hoped and there is currently less resource (people and time) than we had in 2020 to consider the same scale of engagement as was employed then. However, the learning from the previous exercise and the using our existing networks and wider public networks will still enable engagement with our stakeholder groups and communities of interest to enable them to shape the Strategic Plan to meet the needs and wants of our stakeholders.

## 4. Approach for the 2026 – 29 Strategic Plan

- 4.1. The approach to engagement for a strategic plan will therefore be lesser in scale to that of 2020 but will:
  - Follow the legislative requirements
  - Ensure that best practice guidance such as [Planning with People](#) and the IJB's [Consultation Good Practice Guidelines](#) are followed
  - Align with the Glasgow City HSCP Participation and Engagement Strategy.
- 4.2. A comprehensive communication and engagement plan for the Strategic Plan will be developed covering:
  - Stakeholder mapping – ensuring that all stakeholders are identified and provided with opportunities to influence the plan.
  - Engagement methods – a wide range of methods should be employed such as surveys, focus groups, public meetings and online platforms to gather input and feedback
  - Communication – clear, transparent and accessible communication should be central throughout the engagement process. Participants should also expect feedback about progress and how their input is being utilised.
  - Evaluation – the process should be under continuous evaluation to ensure that it is meeting the needs of the stakeholders involved and act timeously on areas of improvement.
- 4.3. It is expected that the engagement plan will be signed off by the IJB following scrutiny from PEC and the monitoring of its implementation will be remitted to the Public Engagement Committee.

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- 4.4. An internal working group will be established to manage the process and to ensure that timelines are adhered to, and to consider and implement the approach to public engagement.
- 4.5. Consultees often report feeling 'consultation fatigue' so the approach should maximise opportunities to engage with groups that are already established such as Locality Engagement Forums, Community Planning Partnership partners and other lived and living experience groups and our own stakeholder lists. The approach will include identifying planned engagement opportunities for other areas of work across the HSCP to maximise time and resources, and/or utilise feedback from engagement that has informed other pieces of work like the Locality Plans, the Integrated Children and Young Person's Plan, Carers Strategy and Dementia Strategy. In so doing we will continue the approach from 2020 of only engaging stakeholders in ways which do not duplicate effort.
- 4.6. The overall process to drafting a Strategic Plan is illustrated below and outlines the approach of initial planning and engagement leading to a draft of a plan that can then be further consulted on and shaped into a final plan. Approval would be sought from the IJB in June 2026.



- 4.7. A dedicated [webpage](#) within the HSCP's website was set up and used to provide updates and the same will be tool will employed for the next Strategic Plan.

## 5. Engagement Guidance

- 5.1. [Planning with People](#) (PwP) is best practice guidance produced by the Scottish Government in March 2021 providing community engagement and participation guidance for NHS Boards, Integration Joint Boards and Local Authorities who plan and commission care services in Scotland. This guidance was updated in May 2024.
- 5.2. The guidance advises that Healthcare Improvement Scotland (HIS) should have an assurance role in engagement plans for any major service developments and that public engagement periods on such pieces of work should be at least three months long.
- 5.3. The Working Group will involve HIS in the Strategic Plan consultation and engagement and allow the public consultation timelines to be built into the process of the development of the plan.
- 5.4. Scottish Government [Consultation Good Practice Guidelines](#) sets out eight steps to a good consultation
  - Setting your goals
  - Planning your consultation
  - Designing your consultation
  - Running your consultation
  - Handling your responses
  - Analysis of responses

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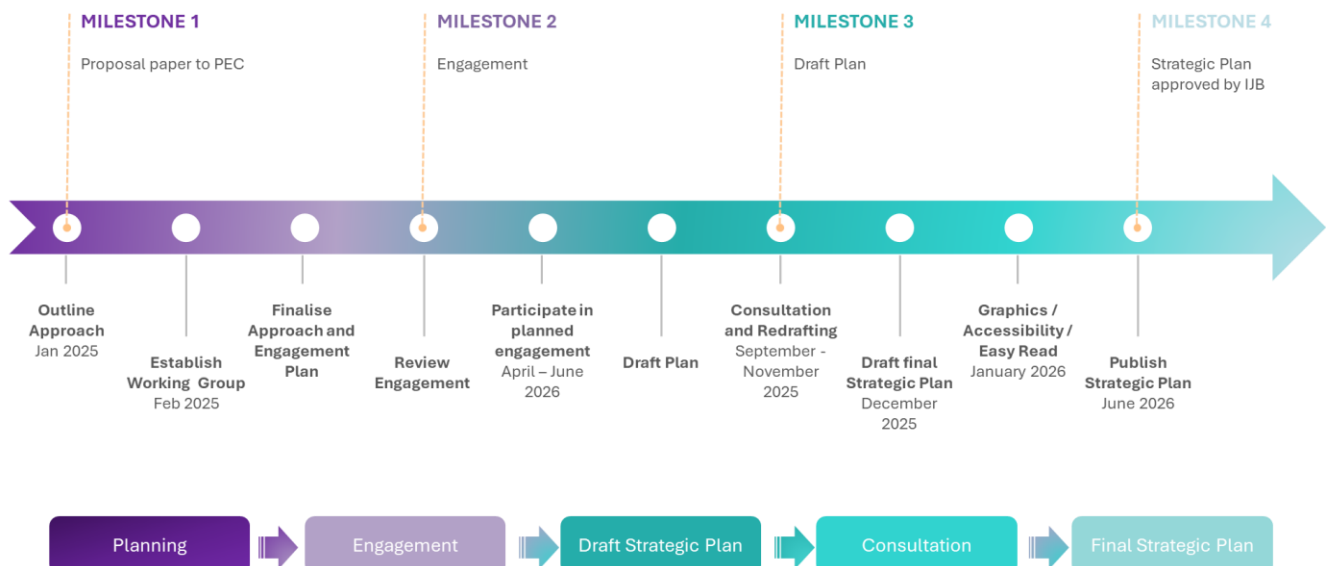
- Reporting back
- Evaluation

- 5.5. It is the intention of the Working Group to follow the good practice guidelines.
- 5.6. Glasgow City HSCP also have their own [Participation and Engagement Strategy](#). The strategy outlines the principles and approaches for involving individuals, groups, and communities in the planning and development of community health and social care services. Approved by the Glasgow City Integration Joint Board (IJB) in [September 2020](#), the strategy was developed through extensive consultation with various stakeholders to ensure inclusivity and address potential impacts on different community sections
- 5.7. The strategy emphasizes an inclusive approach, promoting opportunities for diverse groups to engage with the HSCP and IJB. The strategy aims to foster meaningful participation and collaboration in service planning and delivery, enhancing the overall effectiveness and responsiveness of health and social care services in Glasgow. The Working Group will ensure that the Strategic Plan engagement is in keeping with the P&E Strategy.

## 6. Next Steps

- 6.1. Focus will be on the conclusion of 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.
- 6.2. At this stage it would be useful for Members of the Public Engagement Committee to share their expectations regarding the engagement approach in order to influence the development of the engagement plan, and to consider how their own networks can be included in the engagement for the Plan.
- 6.3. An overarching proposed timeline can be seen below.

### STRATEGIC PLAN REVIEW TIMELINE



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**7. Recommendations**

7.1. The IJB Public Engagement Committee is asked to:

- a) Note the contents of this report; and
- b) Request a further detailed report on the engagement plan and approach for discussion with PEC in order to make a recommendation to the IJB for approval.