



To: Renfrewshire Integration Joint Board

On: 18 March 2016

Report by: Chief Officer

Heading: Participation, Engagement and Communication Implementation Plan

1. Summary

- 1.1 At the Integration Joint Board (IJB) meeting on 20th November 2015, the IJB approved Renfrewshire HSCP Participation, Engagement and Communication (PEC) Strategy.
 - 1.2 With the strategy in place it was agreed a Participation, Engagement and Communication Implementation plan would be developed.
 - 1.3 This report and attached Appendix provides Board members with Renfrewshire HSCP Participation, Engagement and Communication Implementation Plan for 2016-19.
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2. Recommendation

Integration Joint Board members are asked to:

- Note the progress made to implement Renfrewshire Participation, Engagement and Communication (PEC) Implementation Plan for 2016-19.
 - Note that the implementation plan will be subject to annual review which will be shared with the IJB.
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3. Background

- 3.1 The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for the formal integration of health and social care services from April 2015, and has significant implications for the future governance and delivery arrangements of adult health and social care services in Renfrewshire.
- 3.2 Under the terms of our Integration Scheme the IJB developed and approved their Participation, Engagement and Communication (PEC) Strategy within 6 months of the IJB being legally established.

- 3.3 With the strategy in place, it was agreed a Participation, Engagement and Communication Implementation Plan would be developed by a dedicated workstream, as part of the structured programme of work.
- 3.3 This plan sets out how the Partnership will deliver on its Participation, Engagement and Communication objectives through a defined set of actions.

Implications of the Report

1. **Financial – Nil**
2. **HR & Organisational Development – Nil**
3. **Community Planning – Nil**
4. **Legal – Nil**
5. **Property/Assets – Nil**
6. **Information Technology** – managing information and making information available may require ICT input.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety – Nil**
9. **Procurement – Nil**
10. **Risk – Nil**
11. **Privacy Impact** – None. The information to be made available via the Publication Scheme is information which would be disclosed in response to a request under the Freedom of Information (Scotland) Act 2002. This therefore would not include Personal Data as defined by the Data Protection Act 1998.

List of Background Papers

- Renfrewshire HSCP Participation, Engagement & Communication (PEC) Strategy approved by the IJB on 20th November 2015

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Renfrewshire HSCP Participation, Engagement and Communication (PEC) Strategy 2016 – 2019 Draft Implementation Plan

This plan should be read in conjunction with:

- Renfrewshire HSCP Participation, Engagement & Communication (PEC) Strategy

Sponsors:

Renfrewshire HSCP Communication, Engagement & Consultation Workstream

Key

On target
Some slippage / minor issues which may impact on delivery
Not running to target / significant blockages or pressures
√ Process ongoing & /or complete

Building Trust & Relationships

Ref	Agreed Actions	Lead Officer	Corrective Actions To Date	Time scale	Update	Progress
1.1	Establish systematic approach to improving staff communications, with priority given to reaching those with no/minimal email access.	Lead Officers Communication & Engagement	<p>Conduct a staff communications survey to determine how staff with no/minimal access would prefer to be reached</p> <p>Analyse results of staff survey and develop actions to improve reach</p> <p>Develop internal mailing lists and align communications accordingly. e.g:</p> <ul style="list-style-type: none"> • Strategic Planning mailing list • Staff mailing list • Leadership network mailing list for corporate messages 	Dec 2016 2017 2017		
1.2	Increase visibility of HSCP leadership to staff.	Organisational Development Advisor/ Senior Management Team	<p>Plan engagement sessions. e.g:</p> <ul style="list-style-type: none"> • Service Walk-arounds • Staff Engagement Session(s) • Leadership Network Session(s) • Face to face engagement • Team Brief engagement <p>Review Monthly Team Brief engagement and cascade process and improve where necessary</p> <p>Use HSCP communications methods to raise profile of leadership to staff</p>	Oct 2016 Oct 2016 Oct 2016		✓ ✓ ✓
1.3	Improve communications with the general public, prioritising Renfrewshire's hard-to-reach population and those with accessibility needs	Equalities Leads Lead Officers Communication & Engagement	<p>Identify all stakeholders</p> <p>Create a matrix of equality groups and protected characteristics</p>	April 2016 April 2016		✓ ✓

			Create a process for ongoing evaluation of engagement with all stakeholder and equality groups	Oct 2016		
			Produce Easy Read of Strategic Plan demonstrating best accessible and equalities-sensitive practice	April 2016		✓
			Define a suggested accessibility approach for future HSCP documents. To feature in the HSCP Communications Toolkit	Oct 2016		
			Continue to work with Engage Renfrewshire to communicate and engage with local hard-to-reach communities	2017		✓
1.4	Demonstrate the success of the HSCP Participation, Engagement & Communication work.	Lead Officers Communication & Engagement	See Evaluation 6.1 and 6.2	April 2016		✓
1.5	Ensure external communications are politically neutral and take into	Lead Officers Communication	Align work with Council and NHS GG&C Communications Team.	Oct 2016		

	<p>account political, economic, social and technological factors where necessary.</p>	<p>& Engagement</p>	<p>Develop through the PEC workstream a communications approach with parent company communications staff to :</p> <ul style="list-style-type: none"> • Agree external communications methods and approach • Review public audience and stakeholder groups • Cross reference groups with key areas of interest • Develop external messages and content based on PEC and wider HSCP objectives and wider Council regeneration objectives • Develop message timeline • Provide campaign reports • Review up-to-date communications methods • Create an opt-in mailing list for key stakeholders for HSCP Newsletter • Agree how to best reach general public using the media or social media • Utilise parent company communications methods such as parent company websites, wage slip posters for staff, intranets and specific campaigns. 			
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2. Develop Participation & Engagement

2.1. Agree internal communication methods and reach by:

2.1.1	Ensuring every team has a schedule of regular team meetings in place.	Senior Management Team/ Organisational Development Advisor/	Review Team Brief cascade process	Oct 2016	✓
2.1.2	Providing opportunity for staff to have regular 1.1 with line manager.		Align with OD work plan	Oct 2016	
2.1.3	Maintaining monthly HSCP Team Brief production	Lead Officers Communication & Engagement	Align with OD work plan	Oct 2016	
2.1.4	Develop text messaging system	Lead Officers Communication & Engagement/ Council Communication	Agree Team Brief production flow chart outlining agreed production process	April 2016	✓
2.1.5	Develop staff intranet forum	Lead Officers Communication & Engagement	Develop Team Brief content. Key messages to be agreed in line with leadership messages and OD	Oct 2016	✓
2.2	Improve staff engagement with Senior Management Team	Organisational Development Advisor/ Lead Officers Communication & Engagement/	Text messaging will be used to provide staff with timeous key messages in line with Business Continuity developments	2017	✓
			Explore the possibility of developing a password protected area of the HSCP website for key partners and staff to share information and create online forums	2017	✓
			Continue to support facilitation of face to face opportunities through quarterly Leadership Networking and Staff Engagement Sessions	2017	✓
			Enable staff to provide feedback and two way communication(s) in communications outputs.	Oct 2016	✓
			Develop staff focus groups	2017	

2.4	Provide ongoing support and opportunities for effective partnership working with independent contractors and other external stakeholders.	Senior Management Team	Identify Liaison GP for Integration Leads	Apr 2016		✓
			Establish regular Liaison GP for Integration meetings	Apr 2016		✓
			Agree other opportunities for effective external partnership working	2017		
2.6	Develop Communication Toolkit for Managers and wider staff to develop service level communications.	Lead Officers Communication & Engagement	Use Leadership network and SMT to develop content, e.g. a 'how to' of producing accessible information in various formats, an introduction to using survey monkey, an overview of HSCP communications methods and mailing lists	2017		
2.7	Consideration is given to the equalities impact of communications and engagement activities, working with equalities colleagues when appropriate.	Lead Officers Communication & Engagement/ Equalities Lead(s)	Develop an Easy Read approach for HSCP communications	April 2016		✓
			Ensure HSCP information is provided via appropriate formats	Oct 2016		✓
			Produce a BSL version of the Strategic Plan through NHS Medical Illustrations team	Oct 2016		✓
2.8	Ensure HSCP staff are aware of role. And legislative function of the Integration Joint Board and are up to date on national Integration messages	Integration Joint Board	Raise the profile of the IJB using Team Brief, HSCP Newsletter and other Communications outputs, e.g. focussing on different members. Encourage staff to participate in IJB meetings	Oct 2016		
				2016/2017		✓

3. Inform & Engage Local Communities

3.1 Develop external communication methods to develop co-production model:

3.1	Maintain Quarterly HSCP Newsletter	Lead Officers Communication & Engagement	Continue to develop and publicise	April 2016	✓
3.1.1	Provide opportunities for local communities to engage with Senior Management Team	Senior Management Team	Develop events including establishment of SMT open forums	2017	✓
3.1.2	Develop plan for engagement of hard- to- reach service users giving consideration to accessibility needs and literacy.	Lead Officers Communication & Engagement / Equality Leads	Established links with Engage Renfrewshire. See 1.2 Ensure staff are aware of EQIA process	Oct 2016 2017	✓ ✓
3.2	Develop communication methods in line with most up to date technologies	Lead Officers Communication & Engagement	Support the SPG Equalities framework	Oct 2016	✓
3.3	Develop a process where key stakeholders and SPG have opportunities to monitor and review HSCP communication methods	Strategic Planning Group/ Lead Officers Communication & Engagement	Produce a report based on current accepted practice and on early HSCP social media work including, Twitter, Facebook and smart phone technology. Continue to engage with Communication Teams/ IM&T with use of up to date technologies	Oct 2016 2017	✓ ✓
3.4	Ensure people understand what Renfrewshire HSCP is and the services the organisation provides.	Lead Officers Communication & Engagement	Use existing engagement structures to agree focus groups Develop a series of focus groups for SPG and wider stakeholders	2017 2017	✓ ✓
3.5			Develop HSCP website, which will provide information on access to services in an accessible, user friendly way.	2017	✓

				Distribute Strategic Plan and link content into HSCP communications outputs	Oct 2016		√
3.6	Ensure key stakeholders are aware of role and legislative function of the Integration Joint Board and are up to date on national Integration messages.	Integration Joint Board		Use HSCP Newsletter to raise visibility, e.g. a 'day in the life' article featuring the IJB. Encourage stakeholders to participate in IJB meetings	June 2016		√
4. Empower & Enable Local Voice							
4.1	Enable communities to continue to be listened to, to be involved in deciding on the care they receive and to be an active participant in how it is delivered	Head of Strategic Planning and Health Improvement		Support local communities to participate in effective HSCP led forums through the Strategic Planning Group and other relevant groups, who will: <ul style="list-style-type: none"> Review role & purpose of existing fora Expand role of Strategic Planning Group. 	Oct 2016		√
				Review current engagement groups to ensure they are fit for purpose, e.g. the Joint Planning, Performance and Implementation Groups	Dec 2016		√
				Work alongside local groups such as carers groups where appropriate			√
				Continue to work with Engage to ensure awareness of community groups which are not associated with the HSCP and support their inclusion where appropriate.			√
4.2	Ensure validity of HSCP participation in stakeholder networks and groups on an ongoing basis to support effectiveness.	Head of Strategic Planning and Health Improvement/ Lead Officers Communication & Engagement		Provide a process of evaluation for contribution and engage with Stakeholder networks	Oct 2016		√
5. Developing Our Identity							
5.1	Continue to develop HSCP identity and house style.	Lead Officers Communication		Develop lanyards in HSCP colour	April 2016		√

					Develop document templates	Oct 2016		√
					Produce a backdrop for corporate events	April 2016		√
					Disseminate agreed email footers	Oct 2016		
					Develop logo	Oct 2016		
					Launch logo and branding post Purdah	Oct 2016		
					Work on creative ways of involving services in HSCP identity eg painting a wall in the HSCP colour in a staff room and reinvigorating use	2017		
5.2	Develop learnpro and ilearn module on integration.		Learning and Development		Comms work stream will publicise when complete	Oct 2016		
5.2.1	Include learnpro and ilearn module in staff induction		Human Resources		Staff to undertake the Integration learning module	2017		
5.3	Develop public affairs process including escalation system for media and parliamentary responses.		Chief Officer/ Lead Officers Communication & Engagement		Agree with SMT and disseminate	April 2016		√
5.4	Develop HSCP website and agree content management users.		Lead Officers Communication & Engagement		The website will go live to staff on April 1st 2016 Public launch will be post purdah	April 2016		√
					Continue to develop and maintain HSCP A -Z directory.	Oct 2016		
					Agree and implement training programme for content management of HSCP website.	April 2016		
					Explore the possibility of developing HSCP intranet and agree content management users.	2017		√
5.6	Assist services to provide excellent care by supporting their		Lead Officers Communication		Make links with service areas with the most hard to reach staff members	2017		√

	Participation, Engagement and Communication objectives, gathering feedback where possible.	& Engagement	Conduct a staff wide Communications Audit (see 2.8)	Oct 2017	
5.7	Work collaboratively to shape organisational culture through communication methods.	Lead Officers Communication & Engagement	Develop messages and content in line with Corporate leadership messages and OD priorities	Oct 2017	
6. Evaluation & Review					
6.1	Provide PEC Annual Report to the Integration Joint Board.	Lead Officers Communication & Engagement / Senior Management Team	Ensure a process is in place to collate information on monitoring, evaluation and review to populate annual report	Annual	
6.2	Ensure robust evaluation of all communication and engagement activities is undertaken, linking feedback to relevant HSCP work streams to implement.	Lead Officers Communication & Engagement Strategic Planning Group Workstream	HSCP SMT to review progress update on a quarterly basis. Consultation and Engagement feedback reports Campaign reports Annual Communication audit results: <ul style="list-style-type: none"> Staff survey Service user survey Develop process to test staff and survey feedback Include PEC priorities within an annual key stakeholder event	Quarterly April 2016 April 2016 Oct 2016 2017 2017	