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**To: Renfrewshire Integration Joint Board**

**On: 15 September 2017**

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**Report by: Chief Officer**

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**Heading: Participation, Engagement and Communication: Annual Review**

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## **1. Summary**

- 1.1 The Participation, Engagement and Communication (PEC) strategy was approved by the IJB on 20<sup>th</sup> November 2015 and an update on implementation was noted on 18<sup>th</sup> March 2016.
- 1.2 This report provides a further update on progress in implementing Renfrewshire HSCP's PEC Plan, detailed within Appendix 1.
- 1.3 This report also describes proposed actions for 2017/18.
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## **2. Recommendation**

It is recommended that the IJB:

- Note the progress made to implement the PEC Strategy in 2016/17;
  - Approve the actions planned for 2017/18; and
  - Note that a regular annual update will be provided to the IJB.
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## **3. Background**

- 3.1 Following the development and approval of the PEC Strategy in November 2015, and the preparation of the implementation plan in March 2016, a PEC group was set up to lead and implement the work. The group is co-chaired by two Heads of Service, and comprises a range of staff with an interest in communications work. This group of staff come from different areas of the HSCP and bring with them expertise in IT, publishing and communication. All members have full time commitments in the HSCP, and carry out this work with no additional resource. We use a strength-based approach, giving group members freedom to act. This has resulted in a very positive group of people with a 'can do' attitude, who can take forward change quickly and effectively.
- 3.2 In the first twelve months of meeting, the group has led a number of significant pieces of work which have progressed the HSCP PEC Strategy. A recent development session has been used to develop a plan for the next year. The detail of this activity is described in the appendix attached, but key achievements

are highlighted below. The group works in partnership with the communications teams from Renfrewshire Council and NHS Greater Glasgow and Clyde.

- 3.3 In December 2016, the HSCP logo and branding was launched. The symbol uses the teal colour which had already been associated with the HSCP and adds yellow for contrast. It was developed from an understanding that people are at the centre of our organisation (both staff and patients/clients) and the open arms and sunshine rays epitomise a welcoming and positive organisation. Very quickly, the logo and branding have become associated with our HSCP.
- 3.4 The HSCP now uses social media effectively, in particular Facebook and Twitter. We have established protocols for use and now have 453 followers on Twitter and 272 followers on Facebook. We used social media to promote working in our Care at Home services and reached 4,800 people.
- 3.5 Our first external facing newsletter, Bright Futures, was published in Spring/Summer 2017 and was widely circulated. The Autumn/Winter newsletter is already being prepared.
- 3.6 The HSCP website [www.renfrewshire.hscp.scot](http://www.renfrewshire.hscp.scot) is now set up and populated with information about our services, where to find them and how to access them. The site was tested with service users and continues to improve as information is added.
- 3.7 The monthly Team Brief for staff has evolved into a Team Bulletin with information about services, events and plans and priorities for the HSCP. Contributions are received from across the HSCP each month and the bulletin is delivered face to face at team meetings, or electronically.
- 3.8 In addition to activity listed above, the HSCP has organised regular Leadership Network events and opportunities for all staff to meet the Chief Officer and members of the senior management team. We communicate with staff representatives, through our Staff Partnership Forum (SPF) and with wider stakeholders through our Strategic Planning Group (SPG).
- 3.9 The Strategic Planning Group, and the networks represented through the membership of that group form the core of our public engagement mechanism. We also link closely with Engage Renfrewshire, our local Third Sector interface organisation, to inform our plans and policies.

#### **4. Proposed Future Actions**

- 4.1 Much of the activity from Year 1 is now 'business as usual', and will be incorporated into our regular working practice e.g. Team Bulletin, newsletter and social media. We are now seeking to recruit a dedicated part time Communications Officer to lead this work. This will be done from within existing resources, by bringing some of this activity together, and using an existing vacancy.

#### 4.2 Priorities for 2017/18 include:

- Explore the development of an intranet function as part of our website.
- Create a web management group to lead the operational work in developing the website.
- Develop a communications/events calendar.
- Create a local photo library.
- Produce Autumn/Winter newsletter.
- Plan a public showcase event on 16<sup>th</sup> November 2017.

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### Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** – None.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None.
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** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.

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**List of Background Papers** – PEC Strategy (20<sup>th</sup> November 2015) and PEC Implementation Plan (18<sup>th</sup> March 2016)

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## Appendix 1

Ref	Agreed Actions	Lead Officer	Update
<b>1. Building Trust and Relationships</b>			
1.1	Establish systematic approach to improving staff communications, with priority given to reaching those with no/minimal email access.	Lead Officers Communication & Engagement	Monthly Team Bulletin produced and distributed. Electronic and hard copies are available.
1.2	Increase visibility of HSCP leadership to staff.	Organisational Development Advisor / Senior Management Team	IJB chair/vice chair visits have been organised.
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	First newsletter, Brighter Futures, circulated in Spring/Summer 2017. Website launched, with facility to translate into other languages.
1.4	Demonstrate the success of the HSCP Participation, Engagement & Communication work.	Lead Officers Communication & Engagement	Video of first year's achievements has been produced.
1.5	Ensure external communications are politically neutral and take into account political, economic, social and technological factors where necessary.	Lead Officers Communication & Engagement	Examples include newsletter and website.
<b>2. Develop Participation &amp; Engagement</b>			
2.1	Ensuring every team has a schedule of regular team meetings in place.	Senior Management Team / Organisational Development Advisor	iMatters has been used to formalise these team meetings, and Team Bulletin can also be used.
2.2	Providing opportunity for staff to have regular 1-1 with line manager.	Senior Management Team / Organisational Development Advisor	Again, iMatters formalises this but managers are encouraged to have regular meetings in addition.
2.3	Maintaining monthly HSCP Team Brief production.	Lead Officers Communication & Engagement	Due to feedback, the Team Brief has been changed for a Bulletin, and is produced monthly.
2.4	Develop text messaging system.	Lead Officers Communication &	This has been tested with some operational services.

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			Engagement / Council Communication	
2.5	Develop staff intranet forum.		Lead Officers Communication & Engagement	This is a priority for 2017/18. Staff currently access the NHS Board on the Council intranet.
2.6	Improve staff engagement with Senior Management Team.		Organisational Development Advisor / Lead Officers Communication & Engagement	Regular Leadership Network events bring together all managers, including team leaders.
2.7	Provide ongoing support and opportunities for effective partnership working with independent contractors and other external stakeholders.		Senior Management Team	An example of this is the SPG, where a range of independent and Third Sector organisations are represented.
2.8	Develop Communication Toolkit for Managers and wider staff to develop service level communications.		Lead Officers Communication & Engagement	With the development of the new website now complete, a draft communications toolkit will be taken to the next PEC group for consideration and, once agreed, will be shared with all staff.
2.9	Consideration is given to the equalities impact of communications and engagement activities, working with equalities colleagues when appropriate.		Lead Officers Communication & Equalities Leads	Equality Impact Assessment tool being used where required.
2.10	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	We have used the Leadership Network and Team Bulletin to achieve this.
<b>3. Inform &amp; Engage Local Communities</b>				
3.1	Maintain Quarterly HSCP Newsletter.		Lead Officers Communication & Engagement	This will be done twice per year with a focus on electronic versions.
3.2	Provide opportunities for local communities to engage with Senior Management Team.		Senior Management Team	Public event is planned for November 2017, though SPG also offers this opportunity.
3.3	Develop plan for engagement of hard-to-reach service users giving consideration to accessibility needs and literacy.		Lead Officers Communication & Engagement / Equality Leads	Through Community Links team work with the third sector and community groups to engage with hard to reach service users.

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3.4	Develop communication methods in line with most up to date technologies.	Lead Officers Communication & Engagement	Social media now regularly used by HSCP.
3.5	Develop a process where key stakeholder and SPG have opportunities to monitor and review HSCP communication methods.	Strategic Planning Group / Lead Officers Communication & Engagement	PEC issues are regularly part of the SPG agenda for feedback.
3.6	Ensure people understand what Renfrewshire HSCP is and the services the organisation provides.	Lead Officers Communication & Engagement	Website fulfils this role.
3.7	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	SPG fulfils this role.
<b>4. Empower &amp; Enable Local Voice</b>			
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	We maintain strong links to Community Planning and Local Area Committees.
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	Participants on stakeholder networks and groups are encouraged to summarise and share with relevant people the output and discussion from the meetings to ensure validity.
<b>5. Developing our Identity</b>			
5.1	Continue to develop HSCP identity and house style.	Lead Officers Communication & Engagement	Logo and branding now launched an in use for stationery, presentations, pin badges, reports, etc.
5.2	Develop LearnPRO and iLearn module on integration.	Learning and Development	The module was developed and reflects the new HSCP policies, procedure and people. The module now required minor updating.
5.3	Include LearnPRO and iLearn module in staff induction.	Human Resources	The module is available as part of staff induction; there are a few minor IT issues in relation to all staff gaining access but a

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			resolution to the issues is in hand. The updated resource should be available to all by year end.
5.4	Develop public affairs process including escalation system for media and parliamentary responses.	Chief Officer / Lead Officers Communication & Engagement	Both partner organisations (NHS Greater Glasgow and Clyde and Renfrewshire Council) have protocols which we follow.
5.5	Develop HSCP website and agree content management users.	Lead Officers Communication & Engagement	Website now live.
5.6	Assist services to provide excellent care by supporting their Participation, Engagement and Communication objectives, gathering feedback where possible.	Lead Officers Communication & Engagement	We are supporting the extension of Patient Experience.
5.7	Work collaboratively to shape organisational culture through communication methods.	Lead Officers Communication & Engagement	The PEC Group leads by example in this area and has been nominated for a staff award.
<b>6. Evaluation &amp; Review</b>			
6.1	Provide PEC Annual Report to the Integration Joint Board.	Lead Officers Communication & Engagement / Senior Management Team	Annual update provided for September 2017 IJB.
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	Team Bulletin has been reviewed by survey, and changes made in response to feedback. Our Leadership Network engages regularly with 170 of the most senior staff in our organisation, providing opportunities to share information in both directions. The iMatters staff survey went out to all staff with a 65% response rate and an overall satisfaction rate of 77%. It included questions about the quality of communication and engagement and the results from this have been turned into actions at local team level.