



Communication and Engagement Strategy 2017 - 2019



Moray Integration Joint Board

Approved: June 2017



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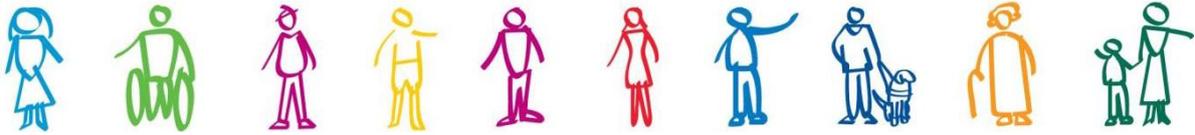
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Foreword

As the Integration Joint Board of Health & Social Care Moray, we are responsible for creating a single, responsive and flexible health and social care system which achieves better outcomes for adults who use health and social care services.

We are committed to supporting people – particularly those whose needs are complex and involve support from health and social care at the same time – to live longer, healthier lives as independently as possible through the provision of proactive, joined-up services.

We want to be recognised as a successful organisation which has a positive impact on people lives, continuously improves the health and social care services people use and their experience of them, while delivering value for money by using resources effectively.

Having a mandate from an informed and engaged public - people who use our services or have an interest in them and those who plan and deliver them - will enable us to effectively improve service design and delivery, develop new models of care which respond to needs and aspirations, and move towards a more sustainable health and social care system.

This is particularly important during this time of challenge and change.

This strategy directs how communication and engagement will be improved over the next two years to support our work.

We will put our efforts into promoting mutual understanding, making sure people feel informed, can make their voice heard and have opportunities to be involved.

The success of the strategy will ensure people continue to be at the heart of all our work. This will enable us to deliver on our [Strategic Plan 2016-19](#) and contribute to the success of Moray 2026, the plan of the Moray Community Planning Partnership.

The strategy and its action plan remain a live document. Progress will be monitored and reported regularly to the board, and the document will be reviewed on an annual basis.

Responsibility for its delivery lies with every member of the board and the Health & Social Care Moray workforce partnership.

We welcome views on how it can be built on and improved.

1. Introduction

Engagement Strategy

“We must ensure that the Strategic Plan for Health and Social Care builds on the achievements to date and seeks to challenge the system further towards building community resilience and community engagement that has the community and services working together to maximise the opportunities for all.”

Moray Strategic Plan 2016-2019

Our population faces significant health and care challenges. People are living longer, often with a growing number of complex conditions. Lifestyle continues to impact on physical and mental health. Pressure on resources is increasing year on year.

Integrating health and social care brings opportunities to more effectively improve the health and wellbeing of people who use those services, particularly those whose needs are complex and require support from health and social care at the same time.

As the Integration Joint Board we are committed having in place services that meet people’s needs, achieving quality and consistency, providing a positive experience and enabling people to influence the decisions which affect their lives.

We must make sure that joint health and social care budgets are used efficiently and effectively to bring about a shift in the balance of care from hospital and institutional care to more community based care.

We have prioritised communication and engagement as being fundamental to the success of our organisation in transforming services with and for the people of Moray.

1.1 Purpose of the strategy

This communication and engagement strategy will support us to achieve our strategic objectives.

It sets out our approach to communication and engagement both within our partnership workforce and externally with our many stakeholders in order to improve how we talk with, listen to, learn from and move forward together.

We consider a stakeholder to be any person, group or organisation that can affect or be affected by our work.

It sets out our foundations in terms of how we will:

- Build confidence in and manage our reputation;
- Improve awareness and understanding of our work;
- Communicate and engage effectively with our colleagues;
- Achieve active and meaningful engagement with stakeholders.

1.2 Developing the strategy

This draft has drawn on the existing communication strategies of Moray Council and NHS Grampian along with the Moray Community Planning Partnership's programme of improvement for community engagement and participation.

1.3 Embedding the strategy

Communication and engagement is "everyone's business". It goes on each day in every part of the organisation but in order to capitalise on it we need to ensure we do it consistently and to a high standard.

For us good communication and engagement means communicating, listening, learning and acting together in three key ways.

- 1) **Appropriately:** We will use established and innovative methods to ensure we communicate and engage with people in a way that suits them and will do so in a professional, appropriate and timely manner. We will continue using existing tools to have a two-way dialogue with people whilst developing and testing new methods such as across the developing range of digital platforms.
- 2) **Inclusively:** Health and social care affects everyone, so our communication and engagement needs to embrace a diverse range of people. We will include all groups in the community and ensure our communication and engagement activity is accessible to everyone.
- 3) **Meaningfully:** We will ensure that our communication and engagement activities are necessary and meaningful to the people taking part. We will share results and outcomes with people.

We will use varied ways so as to reach the widest possible audience. We will take all opportunities to talk to people about our work and what matters to them so that their views and input is used to inform and influence current services and future developments.

The Senior Leadership Team of Health & Social Care Moray will be responsible for driving the Communications and Engagement Strategy by actively applying its principles and standards to all aspects of work within their areas of responsibility.

2. Background to health and social care integration

The national and local context provides the backdrop against which our communication and engagement takes place.

2.1 National context

The Public Bodies (Joint Working) (Scotland) Act 2014 came into effect on 1 April 2014 and required Health Boards and Local Authorities to work together in planning and delivering a range of adult social care and community health services to improve the wellbeing of service users.

Integration of health and social care seeks to reduce fragmentation and delays and ensure service users receive care and support at the right time and in the right place to meet their individual preferences and goals.

The planning and delivery principles which describe the “how” of planning and delivering integrated care, set a clear expectation of respect, parity of esteem and genuine engagement.

They require services to be:

“Planned and led locally in a way which is engaged with the community including in particular service users, those who look after service users and those who are involved in the provision of health or social care.”

Our strategy will support us to work to this principle.

2.2 Local context

Moray Council and NHS Grampian agreed to devolve governance for the planning and monitoring of the delivery of services for adults and older people to a new body corporate, the Moray Integration Joint Board.

The board was formally established in April 2016. There are six voting members; three elected members appointed by Moray Council and three appointed by the NHS Grampian Board. They are supported by non-voting members made up of leading officers from the council and NHS, and representatives of the third sector, service users and unpaid carers.

The Integration Joint Board is a member of the Moray Community Planning Partnership and with our partners we are working to make Moray a better place to live, work and visit.

Our Strategic Plan 2016-2019 describes how we intend to improve the health and wellbeing of adults in Moray through the design and delivery of integrated services.

By involving people and their communities in decisions that affect them and through more joined up working and delivery of services and support by the right people, in the right place and at the right time, it is intended that we will deliver on our own strategic priorities and meet the nine national outcomes for Health and Social Care Integration.

Our vision: To enable the people of Moray to lead independent, healthy and fulfilling lives in active and inclusive communities where everyone is valued, respected and supported to achieve their own goals.

National Outcomes

Healthier living

Independent living

Carers are supported

People are safe

Engaged workforce

Maintained or improved quality of life

Positive experiences and outcomes

Reduced health inequalities

Effective resource use

Our Strategic Plan describes our values and principles and identifies our core aims as:

1. To ensure a high-quality and consistency of services for patients, carers, service users and their families;
2. To provide seamless, integrated, quality health and social care services to care for people in their homes, or a homely setting, where it is safe to do so;
3. To ensure resources are used effectively and efficiently to deliver services that meet the needs of the increasing number of people with long term conditions and often complex needs, many of whom are older.

We are required to effectively deploy and manage our annual operating budget from Moray Council and NHS Grampian, ensuring this is targeted on need and the desired outcomes people who use services, their families and local communities.

Approximately 1,650 staff employed by either the council or NHS work in the services identified as being in the scope of integration. Together they make up the workforce partnership of Health & Social Care Moray which provides health and social care services to adults over the age of 18.

These services include:

- Adult Social Care;
- Adult Primary Care;
- Community and Acute Health Care;
- Some elements of Housing support;
- Older people;
- Physical and sensory disability;
- Learning disability;
- Autism;
- Mental health
- Drug and alcohol.

Our wider partnership also includes the Third and Independent sectors which are major providers of health and social care services.

2.3 Localities

Localities, which are a legislative requirement of integration, provide opportunities for communities and professionals to take an active role in, and provide leadership for, local planning of service provision.

Our Strategic Plan identifies five localities: Buckie/Cullen; Keith; Speyside; Elgin/Lossiemouth; and Forres. Each locality is uniquely placed to consider local needs and will play a powerful role in making integration a success across the whole of Moray.

They will function with the direct involvement and leadership of:

- Health and social care professionals who are involved in the care of people who use services;
- Representatives of the housing sector;
- Representatives of the third and independent sectors;
- Carers' representatives and patients'/service users' representatives;
- People managing services.

Everyone with an interest must have a meaningful role in localities to influence services and opportunities to engage meaningfully in co-production, working in equal partnership from the start to achieve an outcome.

The communication and engagement approaches set out in this strategy will be applied to our work to support the effectiveness of locality arrangements.

3. What we mean by communication and engagement

We communicate and engage with stakeholders about the issues which do or may impact on them – our strategies, services, policies, intentions and decisions. This includes information on who we are, what we do and how people can get involved.

We use a range of mechanisms, methods and approaches to inform, listen to and work with people and these will continue to be developed to ensure they meet the needs of our varied communities.

It is helpful to have a shared understanding of what we mean by the terms communication and engagement.

3.1 Communication

Communication describes the channels, methods and messages we use to promote our work; manage our reputation as an organisation; raise awareness of and support engagement in our activities; and establish a two-way dialogue with our stakeholders.

3.2 Engagement

There are a variety of interchangeable terms for engagement including involvement and participation.

In this strategy we mean all the activities designed to gather, understand and act on the experiences, views, aspirations and priorities of stakeholders. It is the ongoing and informed joint working which gives people opportunities to contribute to and lead on local decision making, the implementation of change and improved service delivery.

There are a number of progressive levels of engagement. Each requires a different commitment from those involved. Stakeholders may want to engage at different levels and at different times.

We recognise the importance of people having opportunities to engage in ways which suit them and to shift between the levels as they wish. For example, some people want to receive information and be kept informed, others want a means of sharing their thoughts and experiences with us, while some people want to be actively engaged in shaping new service models and decision making.

We strive to be as inclusive as possible in our reach to ensure that individuals or groups whose voices are not traditionally as strongly heard or represented are identified and involved so we do not miss out on their contribution.

The following table demonstrates the ladder of engagement.

LEVEL	DESCRIPTION	TOOLS
Inform (giving information)	Providing appropriate information about services, policies and decisions that might affect or interest people	<ul style="list-style-type: none"> • Fact sheets • Newsletters • Leaflets • Website • Posters • Displays/exhibitions
Engage and consult (asking opinions)	Obtaining feedback and views on services and future plans, options and proposals.	<ul style="list-style-type: none"> • Open meetings and focus groups • Self-completed questionnaires • Options appraisals • Feedback channels • Social media • Service user experience stories
Involve (participating)	Working directly with people to ensure needs, concerns and priorities are understood and considered in the planning, design and delivery of services.	<ul style="list-style-type: none"> • Questionnaires • Focus groups • Workshops • Reference groups and forums
Collaborate (working together)	Working together in partnership in all aspects of a decision, including the development of alternatives and the identification and delivery of the preferred solutions	<ul style="list-style-type: none"> • Commissioning project groups • Strategic Planning Reference Group • Strategic Commissioning Group • Integration Joint Board • Locality planning
Empower (decision-making)	Final decision-making is in the hands of individuals, families and communities	<ul style="list-style-type: none"> • Tender evaluation panels • Participatory budgeting • Asset transfer

3.3 Communities

Engagement can happen on a one-to-one basis such as between a person using a service and the person delivering the service.

This strategy is more focused on what is termed community engagement. This can be used to describe: a community of; a community of interest which brings together people who share a particular interest or experience; or a community defined by how people identify themselves or how they may be identified by others such as those of protected characteristics including age, disability, race and religion.

4. Why we communicate and engage

Public services have been charged by the Community Empowerment (Scotland) Act to strengthen local democracy and citizen participation. This can only be achieved by providing people with opportunities to influence and change both current and future services.

It is recognised that public services which engage with those who use or have an interest in their services are likely to be able to deliver better, more responsive services which are more relevant to the communities they serve and improve outcomes.

4.1 Benefits

Strong and effective relationships are particularly important at this time of significant challenge for public services. With increasing demand and difficult funding decisions having to be made, it is vital our focus reflects the priorities of our residents.

Communicating and engaging with people, empowering them to do more to improve their own health and wellbeing and actively involving them in decision making and in service planning, design and delivery, is central to enabling health and social care services to be more responsive in meeting the needs of our communities and to improving the quality of life of our citizens.

Among the benefits are:

- Increased awareness and understanding of services and how they operate;
- People are more active participants in managing their own health and wellbeing;
- People can build on existing skills and develop new ones by becoming involved, increasing confidence and self-esteem;
- People who use services receive new and better services that have changed and improved in response to their involvement;
- Increased community participation and capacity building;
- Improved reputation through recognition that service users will have a positive experience;
- Services will be more effective, more responsive, better targeted and received ;
- Constructive working relationships between organisations and the public with decisions more likely to be seen positively by those who have had a stake in making them;
- Opportunities for collaborative commissioning and delivery of services;
- Staff who feel engaged in the work they do and so strive for continuous improvement.

4.2 Challenges

Communicating and engaging well presents a challenge for any organisation, particularly one which is still in the infancy of its partnership arrangements, is going through transformational change, has staff based over multiple locations and delivering wide-ranging functions with a diverse and complex customer base.

There are challenges around meeting expectations and demands, addressing concerns over change and new ways of working, and maintaining positive relationships at a time of reducing resources.

Engagement needs to be genuine and offer real opportunities for people to influence decision making, redesign and improvement.

We must do more to ensure Moray's diverse communities have opportunities to become involved in our work. We recognise that different approaches will be required to reach different communities, and that some groups with protected characteristics will need bespoke work in order for us to establish two-way communication and proactive engagement.

4.3 Policy, legislation and guidance

The Scottish Government has built the principle of community engagement into policy and guidance to public services to emphasise the importance of designing and delivering public services in partnership with citizens.

Public services must strive to make the most efficient and effective use of available resources, while at the same time delivering services which are more personalised and meet the outcomes of the individual as well as local and national outcomes.

Legislation such as the Self Directed Support Act 2013, Children and Young People Act 2014 and Care Act 2014 seek to empower and support individuals, families and carers to have greater choice and control over how their care and support needs are met.

Along with the Public Bodies (Joint Working) (Scotland) Act 2014, there are several other key drivers which place a duty on the us as the board and Health & Social Care Moray as our service delivery partnership to communicate and engage with our stakeholders.

The **Christie Commission** was established by the Scottish Government to identify the best ways to address the challenges of delivering public services. It concluded that public services should be built around people and communities, their needs, aspirations, capacities and skills, and that work should be done to build up their autonomy and resilience.

The findings of the commission led to the **Community Empowerment (Scotland) Act 2015**. It empowers community bodies through the ownership of land and buildings, and by strengthening their voices in the decisions that matter to them. It also improves outcomes for communities by improving the process of community planning, ensuring that local service providers work together even more closely with communities to meet the needs of the people who use them.

Our Voice is a framework driven by the Scottish Government, the Scottish Health Council, Healthcare Improvement Scotland, The Alliance and COSLA. It supports people who use health and social care services, carers and members of the public to engage purposefully with health and social care providers to continuously improve and transform services.

NHS Boards are required to involve people in designing, developing and delivering the health care services provided for them. This is underpinned by, among others, **NHS Reform (Scotland) Act** and the **NHS Scotland Healthcare Quality Strategy**.

The **Public Sector Equality Duty** requires public bodies to consider all individuals when they carry out their day to day work, such as shaping policy, designing, commissioning and delivering services and in relation to their own employees.

It makes it a legal requirement to evidence how different people will be affected by their activities, so policies and services, for example, are appropriate and accessible to all and meet different people's needs.

This is an important element of our communication and engagement work.

5. Where we are now

Moray Council and NHS Grampian have their own corporate communication strategies.

The Moray Community Planning Partnership leads an ongoing programme to improve community engagement and participation.

5.1 Communication and engagement insights

Good and effective communication can be challenging for any organisation, particularly an integrated partnership such as Health & Social Care Moray which brings together staff from the local authority and NHS.

The following insights were gathered from workforce development sessions and interviews with Board members, service user and carer representatives, staff, community, Third and Independent sector representatives.

Brand/visual identity – Following engagement a logo has been developed to give a visual identity to the partnership but it is not yet being applied consistently.

External communications – There is limited awareness of the identity, role and function of the Board and the work of Health & Social Care Moray. Board meetings receive limited media coverage.

The board and partnership do not have their own distinct communication tools such as a website, Facebook and Twitter accounts.

Currently pages on the Moray Council website are used to present integration information.

Some staff and services use social media to promote their services or their role and activities, but most staff are unable to access social media in work settings.

Internal communications – **Staff** reported limited awareness around integration, organisational structure and their role in delivering the Strategic Plan. There was a lack of consistency in receiving information. They felt messages were not being cascaded down. Reliance on email communications means some staff are excluded.

Engagement – There is evidence of a wide range of engagement activity which informs our work but the depth and breadth of this tends to be limited.

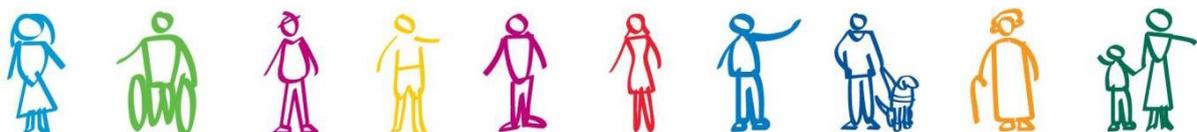
Membership of the Board includes a service user and unpaid carers and both would like to enhance their representative involvement on the board. They do not have an agreed role or remit.

Strategic engagement took place through the Strategic Planning Reference Group which brought together, by invitation, a diverse mix of stakeholders to develop and review the Strategic Plan.

There are two lay members on the Strategic Commissioning Group. They do not have an agreed role or remit so the expectation of their involvement is unclear.

Advice and support - Guidance and support for communications is provided by council and NHS corporate communication teams but roles, responsibilities and processes for sign-off still needs to be agreed.

Guidance and support for engagement is provided by the partnership's public involvement officer and Health Improvement Team, along with its Community Engagement and Participation Group which is made up of a range of stakeholders from the council, NHS, statutory and third sectors.



6. Where we want to be

We believe that it is really important to be able to communicate and engage with our many, varied and complex stakeholders to ensure transformation and improvement in health and social care is informed, influenced and co-designed by people who use services, their families and unpaid carers, communities, staff and our wider partners.

This strategy will support us to:

- Raise awareness of our vision;
- Maintain a culture of two-way communication with all our stakeholders to ensure that feedback is consistently fed into service planning and delivery;
- Keep Moray residents well informed;
- Address negative or potentially damaging information about health and social care services;
- Support staff in their roles as ambassadors for the organisation;
- Support IJB members in their role as leaders;
- Reach all sections of the community;
- Keep abreast of technological developments and innovation which supports communication and engagement and embrace them where feasible;
- Promote respect and trust between the organisation and our stakeholders;
- Maintain a strong and consistent identity for the IJB and Health & Social Care Moray;
- Raise awareness of health and social care services to maximise access to them;
- Keep staff informed, promote understanding and engagement;
- Maintain and improve service user and carer satisfaction levels with our services;
- Achieve strong, active and inclusive communities who are informed and involved in decision-making, co-producing and improving services.

6.1 Vision

Our over-arching vision statement presents a statement of the change we want to see over the next two years as a result of this strategy.

“Our communication and engagement enables people to be informed, involved and empowered.”

6.2 Aims and objectives

The delivery of our strategy is focused around four key aims and the objectives which will support them. The specific activity we will undertake is set out in the action plan (Appendix 1).

AIM A: THE IJB HAS A POSITIVE REPUTATION

We will:

A1 – Establish and maintain the identity of the IJB

A2 – Promote and protect the reputation of the IJB

A3 – Build stakeholder confidence in the IJB

AIM B: EXTERNAL STAKEHOLDERS ARE COMMUNICATED WITH EFFECTIVELY

We will:

B1 – Build public awareness of Health & Social Care Moray

B2 - Improve the quality and accessibility of service information

B3 – Actively encourage two-way communication using a range of mechanisms

B4 – Develop a monitoring and evaluation framework

AIM C: INTERNAL STAKEHOLDERS ARE COMMUNICATED AND ENGAGED WITH EFFECTIVELY

We will:

C1 – Improve accessibility of information

C2 – Develop and improve internal communication channels

C3 – Improve engagement mechanisms and opportunities

C4 – Celebrate the workforce

AIM D: ACTIVE AND MEANINGFUL ENGAGEMENT IS ONGOING WITH ALL STAKEHOLDERS

We will:

D1 – Identify our stakeholders and their engagement preferences

D2 - Establish channels and opportunities and build stakeholder awareness about how people can engage with us

D3 – Use direct experience and feedback to improve services

D4 – Build capacity through continuous and meaningful engagement with stakeholders to inform and influence transformation

D5 – Tell people the impact of their engagement

D6 – Support stakeholder participation in key decision-making processes

7. How we will get there

7.1 Our audience

To ensure high quality and effective communication and engagement we will identify and do more to understand all stakeholders who are impacted by our work and provide opportunities for them to engage in their own health and wellbeing and the services which affect them, as well as on a locality and strategic level.

Service users and carers

- People who use health and social care services
- Unpaid carers and families
- Their representatives such as advocates, welfare guardians and power of attorneys
- Health and social care engagement and reference groups
- Peer support groups and special interest groups

Staff

- Staff in the partnership (NHS and Council)
- Staff/Workforce Forum
- Trade unions
- Wider staff groups (NHS and Council)

Decision makers

- Integration Joint Board
- NHS Board members
- Council elected members
- Health & Social Care Moray Senior Management Team
- Strategic Commissioning Group
- Moray Community Planning partners

- MPs/MSPs who represent the Moray constituency
- Scottish Government

Third Sector

- Third Sector Interface
- Community bodies and groups
- Service providers
- Social enterprises
- Volunteers

Independent Sector

- Service providers
- Private businesses

Community

- Members of the public
- Community Councils and Area Forums

External organisations

- Care Inspectorate

Media

- Local/national print media
- Local/national broadcast media
- Social media
- Specialist publications

Stakeholders have varying needs and different stakeholders are entitled to different considerations.

We will strive to be as inclusive as possible in our reach to ensure that individuals or groups whose voices are not traditionally as strongly heard or represented are identified and involved.

7.2 Our standards for communication

We strive to communicate and engage with each of our stakeholders in ways which are right for them.

Our standards for communication will be in line with the following:

STANDARD	PRINCIPLE
OPEN AND CREDIBLE	Reasons are given for decisions. Questions and requests for information are welcomed and answered promptly. Credibility is earned by responsible, honest and timely communication.
CORPORATE AND CONSISTENT	Communication style and message is consistent with our aims and values. It is proactive and planned where possible and is the same for all audiences
TWO/THREE WAY	Systems exist to support communication up and down the way at all levels of the organisation as well as across teams, departments and services. Opportunities are available for open and honest feedback from all stakeholders so people have opportunities to share their experiences, contribute their ideas and opinions about issues and decisions.
TIMELY AND TARGETED	Communication is provided at the time it is needed, is relevant to the people receiving it and provided in the right way for people.
CLEAR AND CONCISE	Communication is jargon-free, in plain English, is easy to understand and relevant.
ACCESSIBLE	Communication is delivered using styles, formats and materials that are accessible and appropriate to the needs of the audience.

7.3 Channels for communication

The tools we use to communicate and engage are constantly changing. The developments seen over the last few years in social and digital media means that we need to work hard to respond and adapt to this fast pace of change.

The use of social media such as Twitter and Facebook has become the norm for people of all ages and this is now a quick and efficient way to reach a large audience and have conversations in 'real time'.

That said, we need to be mindful of inclusion and consider the needs of those sections of the community who do not have access to digital channels.

Communications channels need to be endorsed and in place, and audiences need to be aware of them in order to get the correct messages to the correct people at the correct time.

For communications to be effective and successful, they must be two-way (both up and down and down and up) and even three-way (across).

Through our internal communications we aim to ensure that staff are informed, involved and engaged in achieving our strategic objectives.

It is important that stakeholders know which organisation is accountable for the services provided. Across all media and materials, our communications need to be branded and express and support our values and aims.

External communication channels:

- Media relations
- Face-to-face
- Advertising, graphic design and print services
- Emails, letters and telephone calls
- Printed material – newsletters; service information booklets; posters/flyers; campaigns
- Integration Joint Board meetings – agenda, minutes and reports
- Freedom of Information requests
- Events and presentations
- Short films
- Social media channels – Facebook, Twitter and YouTube
- Websites
- Corporate publications – strategic plans; annual reports; locality plans; Moray Community Planning Partnership Plans
- Specific initiatives to respond to local events and circumstances
- Campaigns and programmes

Internal communication channels:

- NHS and council intranet systems
- External websites
- Face-to-face briefings
- All-staff emails/bulletins
- Chief Officer's briefing
- Staff newsletter
- Social media channels
- Workforce development events
- Noticeboards
- Team meetings and individual supervision and support

7.4 Our standards for engagement

Our stakeholders can expect to be able to hold us to account for engaging with them where they are, about issues that matter to them and in ways and using language that makes sense to them. They will know how their involvement has made a difference and how we intend to improve on our engagement.

The **National Standards for Community Engagement** define community engagement as:

Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences.

In carrying out our engagement objectives we will work to the National Standards.

The standards were launched in 2005 to support community engagement and service user involvement. They were revised and updated in 2016 to reflect the developing policy and legislation relating to community empowerment in Scotland and build on the growing range of good practice.

STANDARD	PRINCIPLE
INCLUSION	We will identify and involve the people and organisations that are affected by the focus of the engagement.
SUPPORT	We will identify and overcome all barriers to participation.
PLANNING	There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.
WORKING TOGETHER	We will work effectively together to achieve the aims of the engagement.
METHODS	We will use methods of engagement that are fit for purpose.
COMMUNICATION	We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.
IMPACT	We will assess the impact of the engagement and use what we have learned to improve future community engagement.

The standards have been widely adopted by Community Planning Partnerships and serve as good-practice principles designed to inform, support and improve the process, experience, quality and result of community engagement.

7.5 Opportunities and tools for engagement

There are a number of mechanisms already in place to support participation and engagement in public services in general and health and social care in particular.

Moray Public Partnership Forum is open to anyone with an interest in championing communication and engagement in the planning, design and delivery of health and social care services in Moray. Members are represented on the Moray Integration Joint Board, the Strategic Planning Group and the Strategic Commissioning Group.

The Strategic Planning Group brings together a wide representation of people who use services, unpaid carers, health and social care professionals, community representatives and Third and Independent sectors representatives. The group has responsibility for the development and review of the Strategic Plan.

Moray has a wide range of forums and reference groups including the Public Partnership Forum (PPF), Third Sector Forums, Providers Forums, Patient Participation Groups linked to GP surgeries, Older People's Reference Group, Disability Forum, Equalities Forum etc.

There are also a wide range of groups and communities of interest which we engage with.

Council councils and area forums are established as the most localised tiers of local government and community planning.

We will seek to support and strengthen links with individuals, groups and organisations to ensure we hear as wide a range of different voices in Moray as possible.

9. Resources, monitoring and review

The extensive changes taking place within health and social care are made more challenging due to financial constraints and service pressures.

The delivery of this strategy is based on the required resources being in place to ensure our communication and engagement objectives can be taken forward.

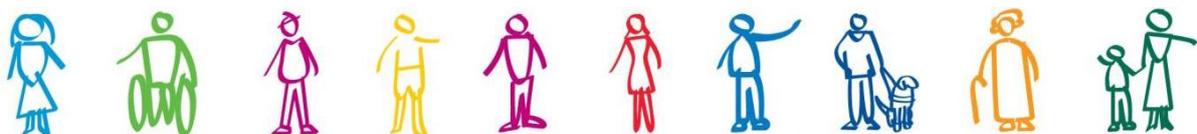
To test the success of our communications we will carry out monitoring surveys and evaluations with stakeholders to check whether our communication and engagement objectives are being achieved and to measure stakeholder satisfaction.

We will establish a set of measures to monitor and evaluate media enquiries and coverage, activity generated by promotions, web hits and social media activity.

We will undertake on-going evaluation of our engagement activities with those involved in order to develop and enhance our future approaches based on feedback.

In line with the National Standards for Community Standards, we will use the VOiCE (Visioning Outcomes in Community Engagement) planning and recording software to assist us to design and deliver effective community engagement.

Reports from VOiCE will form part of our monitoring to ensure our engagement meets the national standards.



Appendix 1 – Draft action plan

The action plan sets out measureable steps towards achieving the aims and objectives of the strategy. It will be monitored on a regular basis and actions will continue to be updated to be responsive to change.

	Objective	Action	Lead	Timescale
AIM A: THE IJB HAS A POSITIVE REPUTATION				
A1	Establish and maintain the identity of the IJB	• Develop logo		
		• Develop corporate branding and style guide for all documents and communications		
		• Establish and promote organisational point of contact for enquiries to IJB		
A2	Promote and protect the reputation of the IJB	• Promote and hold public sessions of board meetings ensuring venues are accessible		
		• Publish minutes and agenda of board meetings		
		• Develop and agree a media protocol to be adopted by board members and senior management team		
		• Identify content of media interest pre and post board meetings		
A3	Build stakeholder confidence in the IJB	• Develop the agree role and remit of all board members		
		• Publish an annual report		
		• Published a summary version of the reviewed strategic plan		
		• Publish locality plans		
		• Ensure processes are in place for complaint handling, Freedom of information requests		
		• Develop excellent relationships with key stakeholders		

	Objective	Action	Lead	Timescale
AIM B: EXTERNAL STAKEHOLDERS ARE COMMUNICATED WITH EFFECTIVELY				
B1	Build public awareness of Health & Social Care Moray	• Establish and promote organisational point of contact for enquiries to IJB		
		• Develop corporate branding and style guide for all documents and communications		
		• Develop promotional material (pop-up banners, campaign materials etc.)		
		• Develop key messages		
		• Develop and agree a media protocol to be adopted by board members and senior management team		
		• Develop a forward plan to identify proactive media opportunities		
		• Media releases are issued and published. Media inquiries are responded to within requested timescales		
B2	Improve the quality and accessibility of service information	• Review, develop and promote accessible service information in appropriate formats		
		• Develop, promote and maintain website to share information and signpost to services		
		• Investigate licencing of My Life portal		
B3	Actively encourage two-way communication using a range of mechanisms	• Produce and distribute stakeholder newsletter		
		• Develop, promote and maintain social media sites		
		• Develop and promote social media guidance for staff		
		• Run learning sessions for Senior Management team to improve individual engagement with social media – Twitter accounts, blogs etc.		
B4	Develop a monitoring and evaluation framework for communication and engagement	• Establish key indicators		

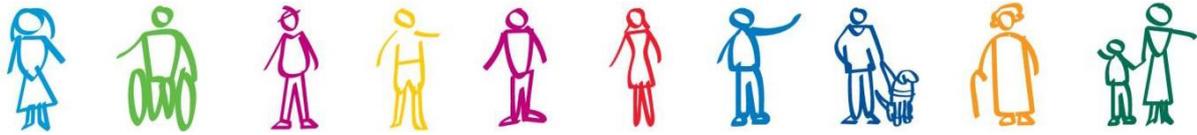
	Objective	Action	Lead	Timescale
AIM C: INTERNAL STAKEHOLDERS ARE COMMUNICATED AND ENGAGED WITH EFFECTIVELY				
C1	Improve accessibility of information	• Ensure staff have access to key strategic documents		
		• Develop organisational chart		
		• Develop staff directory		
		• Produce integration information for staff recruitment and induction		
		• Investigate creation of joint intranet		
C2	Develop and improve internal communication channels based on staff needs	• Survey internal communication needs of staff		
		• Respond to communication and engagement issues identified through iMatters		
		• Put processes in place to ensure staff receive regular, timely and relevant information from chief officer and senior management team		
		• Strengthen links with Joint Staff Forum		
		• Develop protocols for and access to social media		
		• Support staff to have a better understanding		
		• Develop staff newsletter – virtual and printed		
C3	Improve engagement mechanisms and opportunities	• Communication and engagement to be standing item at all team meetings		
		• Establish mechanisms for staff to share feedback and suggestions, ask questions and raise points for discussion with colleagues, the chief officer and Senior Management Team (SMT)		
		• Produce schedule of chief officer/SMT service visits and face-to-face briefings		
		• Establish programme of workforce development sessions		

	Objective	Action	Lead	Timescale
AIM C: INTERNAL STAKEHOLDERS ARE COMMUNICATED AND ENGAGED WITH EFFECTIVELY				
C4	Celebrate the workforce	<ul style="list-style-type: none"> Establish annual staff awards 		
		<ul style="list-style-type: none"> Promote good news stories through internal and external media 		
		<ul style="list-style-type: none"> Identify opportunities to contribute to regional and national events and apply for awards 		

	Objective	Action	Lead	Timescale
AIM D: ACTIVE AND MEANINGFUL ENGAGEMENT IS ONGOING WITH ALL STAKEHOLDERS				
D1	Identify our stakeholders and their engagement preferences	<ul style="list-style-type: none"> Map stakeholders and existing engagement groups 		
		<ul style="list-style-type: none"> Develop and maintain stakeholder engagement database to include areas of interest and preferred means of engagement 		
		<ul style="list-style-type: none"> Increase membership of engagement database 		
D2	Establish channels and opportunities and build stakeholder awareness about how people can engage with us	<ul style="list-style-type: none"> Produce online calendar of forthcoming engagement opportunities 		
		<ul style="list-style-type: none"> Promote engagement channels and opportunities through internal and external communication channels 		
		<ul style="list-style-type: none"> Develop online feedback form 		
		<ul style="list-style-type: none"> Provide feedback materials (comments forms etc.) in all internal services 		
		<ul style="list-style-type: none"> Require service user engagement opportunities be identified in all commissioned services and monitor 		
D3	Use direct experience and feedback	<ul style="list-style-type: none"> Build relationships to identify opportunities to engage with seldom heard groups 		
		Staff routinely gather and evidence the use of feedback		

	Objective	Action	Lead	Timescale
AIM D: ACTIVE AND MEANINGFUL ENGAGEMENT IS ONGOING WITH ALL STAKEHOLDERS				
	to drive service improvement	in their services		
D4	Build capacity through continuous and meaningful engagement with stakeholders to inform and influence transformation	<ul style="list-style-type: none"> Ensure resources are in place to address barriers and support stakeholder engagement 		
		<ul style="list-style-type: none"> Implement communication and engagement plans to support all commissioning and decommissioning activity 		
		<ul style="list-style-type: none"> Engage at all stages of the commissioning cycle to identify priorities and shape services 		
		<ul style="list-style-type: none"> Use Visioning outcomes in community engagement (VOiCE) tool to evidence and report on standard of activity 		
		<ul style="list-style-type: none"> Establish Engagement Assurance Group to review VOiCE self-assessment reports and to report on engagement activity, standards and impact to IJB 		
D5	Tell people the impact of their engagement	<ul style="list-style-type: none"> Produce feedback reports on engagement activity for participants and wider stakeholders 		
		<ul style="list-style-type: none"> Develop 'You said, we did' section on website and keep updated 		
D6	Support stakeholder participation in key decision-making processes	<ul style="list-style-type: none"> Establish role and remit of service user and unpaid care representatives on the IJB 		
		<ul style="list-style-type: none"> Establish role, remit and programme of meetings for 		
		<ul style="list-style-type: none"> Strategic Commissioning Group to include stakeholder representatives and promote 		
		<ul style="list-style-type: none"> Establish role, remit and programme of meetings for Strategic Planning Reference Group to include stakeholder representatives and promote 		

	Objective	Action	Lead	Timescale
AIM D: ACTIVE AND MEANINGFUL ENGAGEMENT IS ONGOING WITH ALL STAKEHOLDERS				
		<ul style="list-style-type: none"> Establish and develop locality planning groups with role, remit and programme of meetings to include stakeholder representatives and promote 		



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