



**ARGYLL AND BUTE
HEALTH & SOCIAL CARE PARTNERSHIP**

SPECIAL MEETING OF THE INTEGRATION JOINT BOARD

Wednesday 2 November 2016, 10am-12 noon

Council Chambers, Kilmory, Lochgilphead

AGENDA

No.	Item	Owner
1.	Welcome	Chair
2.	Apologies	Chair
3.	Declarations of Interest	Chair
4.	Redesign of Services at Struan Lodge and Thomson Court	Allen Stevenson
5.	AOCB	Chair



Argyll & Bute Health & Social Care Partnership

Special Meeting of the Integration Joint Board

Date of Meeting: Wednesday 2 November 2016

Agenda item : 4

Title of Report: Redesign of Services at Struan Lodge and Thomson Court

Presented by: Allen Stevenson, Head of Adult Services (East)

The Integration Joint Board is asked to :

Consider the request to pause the implementation process related to Struan Lodge and Thomson Court, in doing so also consider the following:

- Impact on residents of this delay in implementation
- Impact on staff of this delay in implementation
- “Precedent set”, re slowing transformational changes and redesign programme across Argyll and Bute , thereby not achieving strategic plan objectives and performance targets
- Achievement of Quality and Financial plan 2016/17 and implications for 2017/18 & 2018/19
- Reputational impact on the IJB
- Service Risk
- Assess the support offered for the additional engagement activity and potentially addressing the financial shortfall

Then if so minded:

Agree to a pause in relation to the implementation process related to Struan Lodge and Thomson Court for a period of 6 months.

Agree to a formal engagement and involvement process to be designed and implemented in December 2016 as detailed.

Agree to the Chief Officer taking forward action to identify other savings to meet the shortfall and as necessary approach Argyll and Bute Council to request the level of additional financial resource required to cover the cost/shortfall of implementing a pause to the proposals relating to Struan Lodge and Thomson Court. For 2016-17 this equates to additional financial resource of £0.185m.

Agree to consider the outcomes from the exercise to inform its decision on the redesign and transformation of services in Cowal and Bute as part of its Quality and Finance plan for 2017/18 and 2018/19.

1. EXECUTIVE SUMMARY

- 1.1 Work is currently underway to finalise and implement proposals for the re-design of services relating to Struan lodge and Thomson Court. Service specifications for both services are being developed by local groups in Dunoon and Bute. The group taking forward the work relating to Struan Lodge is a new group while the group developing the proposal for Thomson Court is a sub group of the current Bute re-design group.
- 1.2 After representation from the public and politicians on the absence of involvement and engagement with communities on the redesign proposals for Struan lodge and Thomson Court and alongside discussions with SGHD officers and Argyll and Bute Council, additional support has been proposed and could be considered to assist with:
 - The financial implications of a delay in delivering the redesign.
 - External support to conduct an involvement and engagement exercise on the proposal as well as an opportunity to consider alternative suggestions within the strategic context.
- 1.3 The IJB is therefore being asked to consider authorisation to pause the current development of implementation plans for a period of 6 months to undertake formal engagement and involvement with communities in relation to Struan Lodge and Thomson Court.
- 1.4 As part of its consideration the IJB requires to assess the implications of this decision with regard to a number of other factors.
- 1.5 If minded to agree a pause, it is advisable for the IJB to consider what other savings can be made to meet this gap. However, if there remains a shortfall, to then approach Argyll and Bute Council to request additional financial support to cover the cost of implementing this pause to the proposed changes at Struan Lodge and Thomson Court.

2 INTRODUCTION

- 2.1 At the Integrated Joint Board (IJB) meeting on the 22nd June 2016 a decision was taken to bring forward the service redesigns in Struan Lodge and Thomson Court to meet the service objectives in its Strategic Plan and to contribute to the additional cost saving that financial due diligence had identified. This highlighted a shortfall in funding from Argyll and Bute council of £1.580 million, in order to deliver a balanced budget for 2016-17 financial savings were required to be identified and approved.
- 2.2 The redesign of the service model at Struan Lodge was to cease residential care at the site and transfer the 9 residents to other care providers in Dunoon where there is capacity. This will help support the viability of Dunoon residential care services by enhancing capability and utilisation of the rest of the local provider and free up resources to

support and build on other services such as reablement, Home from Hospital, improved transport and addresses remote and rural issues of hard to reach communities by in-reach and outreach.

- 2.3 The total cost of the Struan Lodge residential care service is £812,000, of which £350,000 per annum has been identified as a cost saving. The remaining budget, £462,000 is required to fund replacement care home costs and the redesigned service.
- 2.4 The redesign of the service at Thomson Court relates to the existing small dementia day service (10 service users) and move towards provision of a wider range of community based services to frail/elderly people within the community through a new more accessible, person centred model. The current model of service delivery is limited to those with dementia, excluding a large number of frail and elderly people with long term conditions in the community.
- 2.5 The Thomson Court redesign proposals are intended to offer access to support a greater number of vulnerable people who require varying levels of support, with a focus on individualised outcomes such as increased independence and increased social contact .The total cost of the services is £118,000, with £20,000 per annum identified as a cost saving and the balance redirected into the redesigned service.
- 2.6 Since the IJB decision a range of planning and re-design work has been underway to progress the redesign of services at Struan Lodge Care Home and Thomson Court Day Service as per the approved quality and financial plan for 2016/17. This involves developing detailed service specifications, EQIA assessments and formal staff consultation for Council staff affected by the proposed changes which are planned to commence at the end of October 2016.
- 2.7 An initial meeting with the Care Inspectorate has taken place to explore and understand the registration requirements of the proposed changes.
- 2.8 A meeting with the Scottish Health Council has also taken place.
- 2.9 Since that decision the IJB has received and acknowledged significant public, Trade Union and political concern over the timing and absence of a process of engagement and involvement.
- 2.10 In the last two months senior managers from the HSCP have held a number of meetings with representatives from the Scottish Government and Argyll and Bute Council. To clarify the context in which the decision was made, clarifying the timeline, objectives, service and financial position and implications for the HSCP regarding the above. This has also allowed an opportunity to explore the support (engagement and financial) which could be provided to the IJB which may allow it to pause the process.

- 2.11 In light of this the IJB has agreed to convene a special meeting of the Board in November to consider whether the support offered, will allow a pause in the redesign work for a period of 6 months. This period covers a facilitated public engagement process and formal period of staff consultation.
- 2.12 In assessing whether it should agree such a pause the IJB will be considering this suspension request within the following context:
- Impact on residents/users of this delay in implementation
 - Impact on staff of this delay in implementation
 - “Precedent set”, re slowing transformational changes and redesign programme across Argyll and Bute , thereby not achieving strategic plan objectives and performance targets
 - Achievement of Quality and Financial plan 2016/17 and implications for 2017/18 & 2018/19
 - Cost Improvement targets
 - Balanced budget
 - Workforce planning
 - Reputational impact
 - Service and Financial Risk

3 DETAIL OF REPORT

- 3.1 The IJB and senior management recognise and have acknowledged the significant concern the communities of Cowal and Bute at the lack of opportunity to engage in discussions regarding the detail and the speed of the proposed changes. Local Elected Members, the MP and MSPs have also expressed concern about the lack of engagement during the decision making process and requested a suspension of the process until this is done.
- 3.2 The IJB has acknowledged, its decision was taken to bring forward the redesign of these 2 areas following further financial due diligence assessment, which identified a shortfall in funding of £1.58 million from Argyll and Bute council as detailed in the report by the Chief Financial Officer at the 22nd June 2016 IJB meeting as follows:.

“The funding gap for the provision of Council led services increased from an estimated £0.118m to £1.698m, an increase of £1.580m as a result of the further due diligence at the financial year-end.

Services drafted plans for the delivery of budget reductions to accommodate the £1.580m shortfall, advice provided to the individual services was for plans to be brought forward which will bring their own service delivery area back into line with the available delegated budget, therefore the overall gap to be addressed for each service area for 2016-17 is below:

- *Adult Services £1.431m*

- *Children and Families Services £0.149m*

3.3 The paper presented to the IJB in June 2016 outlined that a request had been made to the Council to ask that the financial offer was reconsidered and that this request was refused. The IJB has a responsibility to set a balanced, deliverable and sustainable budget. Consequently the IJB had limited time to agree a budget for 2016-17 and this therefore compromised its ability to proceed with locality engagement and involvement on the redesigns in Thomson Court and Struan Lodge

3.4 The discussions with the SGHD and Argyll and Bute council have indicated the following:

- External support from the SGHD to facilitate a formal engagement and involvement exercise with the Bute and Cowal communities in the next 3 months to:
 - Providing further information and explanation of the service transformation required including the national policy and strategic plan context requiring a shift in service resources from institutional and hospital care to preventative and health and well being. This covering the period year 1 to 3 in the Cowal and Bute Localities.
 - Transparency around financial context and service challenges, (recruitment, sustainability, equity of access, best value and efficiency and effectiveness) that the IJB has to address and achieve
 - Opportunities to identify alternatives and consider their suitability against the Strategic Plan objectives for the next 3 years
 - Within the context that the current proposals planned are not major service change
- The potential for financial support from the council due to a delay in achieving the savings, if the pause in the redesign of Struan Lodge and Thomson court. The financial impact of non-delivery of the savings in 2016-17 is a budget gap of £0.185m.

3.5 In considering and making a decision to pause the implementation of the redesign the IJB needs to consider the following:

- Impact on residents/users of this delay in implementation
- Impact on staff of this delay in implementation
- “Precedent set”, re slowing transformational changes and redesign programme across Argyll and Bute , thereby not achieving strategic plan objectives and performance targets
- Achievement of Quality and Financial plan 2016/17 and implications for 2017/18 & 2018/19
 - Cost Improvement targets
 - Balanced budget
 - Likelihood of obtaining additional funding from Argyll and Bute council

- Workforce planning, i.e. slowing organisational change processes and developing new roles.
- Reputational impact
- Service Risk

3.6 Impact on Residents of Struan Lodge and Users of Thomson Court

3.6.1 Feedback from the residents and users of these services has indicated concern and anxiety once the redesign was approved and plans developed and implemented. Standard processes to advise, inform and discuss with users their options and plans were being put in place. These have now been stopped and the residents informed that the IJB will be considering the option to pause the process.

3.6.2 Social Work staff have reflected that there remains significant anxiety and uncertainty as a result of this delay and this will likely increase over the coming months should a pause be approved pending the final outcome.

3.6.3 Access to the facilities during the pause period will continue to operate on an individual need basis with no moratorium on admission or use of the day centre.

3.7 Impact on Staff of Struan Lodge and Users of Thomson Court

3.7.1 Similar levels of anxiety and concern have been expressed by staff in both units. Trade Union representatives have also detailed their concerns that staff have not been communicated with and adequately “consulted “ in the formal sense with regard to these organisational changes as per their Terms and Conditions.

3.7.2 A series of staff meetings and formal communications have been issued including the stop instruction from the senior team.

3.7.3 Clearly staff are anxious on an individual and team levels regarding potential changes to their employment.

3.8 Impact on slowing transformational change re Strategic Plan objectives and precedent setting

3.8.1 The HSCP strategic plan clearly articulates the future shape of service provision in Argyll and Bute describing what services will look like in 3 years time:

- A single Health and Social Care team will provide more services in your Community 24/7 (Adults and Children's)
- You will only need to contact one person for all Health and Social care in your community.
- We will prioritise investment for Health Improvement and healthy lifestyle programmes, to keep you healthy.

- We will become used to using technology to support care at home, by allowing remote monitoring of your condition remote consultations with trained staff
- Your local hospital will continue to co-ordinate and deliver emergency medical care, with fast access to Glasgow hospitals when necessary.
- GP and other 'front-line' services will continue to be provided locally. However we expect that, through mergers and federations, there will be fewer GP practices. This will provide a greater choice to patients – e.g. a male or female doctors and offer you a range of GPs and nurses with special interests and training.
- Most hospital treatments will not require a stay in hospital, with hospital beds being used only for those needing more continuous nursing. – Less hospital beds
- With more care delivered in the home, and with more support for carers (especially family and friends), nursing- and care-home beds will be used for those who need a higher level of care.

3.8.2 The HSCP Strategic Plan underwent a formal consultation and the vision, objectives and future shape of services was accepted by all stakeholders and the public.

3.8.3 The changes identified for Thomson Court and Struan Lodge align fully with these objectives and direction of travel. Delaying these changes by 6 months until a decision is made will see the following areas of redesign impacted/delayed for at least 12 months:

Cowal Locality

- A Community Support Hub/Centre of Excellence at Struan Lodge
- Reablement service
- Drop in advice and signposting support to wider community services
- Day support and Social Hub for Service Users and Carers
- Vehicles to support community transport such as home from hospital
- Befriending services

Thomson Court

3.8.4 The aim is to re-design the existing small dementia day service, registered for 12 (there are between 12 and 15 service users per week) and move towards provision of a wider range of community based services to frail/elderly people within the community through a new more accessible, person centred model.

3.8.5 The current model of service delivery is limited to people with dementia, this therefore excludes a large number of frail and elderly people with long term conditions in the community.

- 3.8.6 The redesign proposals are intended to offer access to support a greater number of vulnerable people who require varying levels of support, with a focus on individualised outcomes such as increased independence and increased social contact, enhancing reablement and reducing loneliness.

Precedent Setting

- 3.8.7 Should the IJB agree to this delay, it has the potential to set a clear precedent for all the other transformational changes the HSCP needs to progress to meet its strategic plan objectives.
- 3.8.8 To date the other changes detailed in its Quality and Finance plan are being progressed without the same level of adverse comment. This is acknowledged due to the longer lead in time for the 2016/17 proposals and greater worked up involvement and engagement processes.
- 3.8.9 However, the pace of change will be picking up for 2017/18 and 2018/19 and consequently the IJB may well be faced with similar decisions and timescales.

3.9 Reputational impact

- 3.9.1 The IJB has as a result of its decision in June seen a negative impact on its reputation with regard to trust, transparency, openness and its commitment to put in place locality arrangements to plan , delivery and implement changes in services locally has been undermined.
- 3.9.2 The legacy of communications and engagement activities and processes with the public and staff has been damaged as a consequence of its decision.
- 3.9.3 The IJB must also acknowledge that since the decision was made and with the intervening summer holiday period, the communications and engagement activity has been limited, slow and one way, this has therefore contributed to enhancing the concern of the public and politicians.
- 3.9.4 The IJB and its managers must clearly address this situation and the opportunity of a pause with external objective communications and engagement support is clearly an important step in this process.
- 3.9.5 Alongside this the IJB needs also to consider that as an Integration Joint Board it must ensure that arrangements are established to comply with their duties as set out in legislation. The responsibility of compliance (informing its reputation) sits with the Integration Joint Board, as such it must ensure that it meets the following requirements; equity, stakeholder engagement, financial balance, clinical and care governance, risk and safety, staff governance. (Reference: Roles, Responsibilities and Membership of the Integration Joint Board Guidance September 2015)

3.9.6 All these elements inform and give rise to the reputation of the IJB and consideration of the reputational impact needs therefore to take all of these factors into account.

3.10 Service Risk

3.10.1 Since the approval to redesign the service there has been no interruption or disruption to quality and service delivery. Managers have also assessed the impact of a pause to the existing service delivery and at this stage, the staff remain committed to providing the service and managers are therefore confident that this will continue over the period of the pause.

4. PROPOSED TIMELINE

4.1 Subject to receiving IJB agreement, the following timeline has been identified to progress a period of communications and engagement for the service transformation plans in Cowal and Bute including the specific proposals for Struan Lodge and Thompson Court.

MONTH	ACTION	DETAILS
2 November 2016	Pause re-design work period of 6 months	Pause current work stream activity on implementation
November 2016	Develop communication and engagement action plan	Further develop the current communication and engagement plans for both Struan Lodge and Thomson Court with SGHD, SHC support
December 2016 - February 2017	Commence engagement and involvement with stakeholders and Staff	Incorporating, Information giving and communication, engagement events including online surveys etc to obtain feedback, Ideas and suggestions ,
March 2017	Communications and engagement outputs and reports produced for Bute and Cowal	Report produced on outcome for Bute and Cowal and fed back to stakeholders and staff and public Reports considered by Locality planning group, recommendation to Locality Management team and SMT and IJB
April 2017	IJB decision communicated	Appropriate communication methods for staff and public
April 2017	Re-start formal consultation process re Council staff affected by re-design proposals with HR and Trade Unions.	Due process
May 2017 onwards	Implementation of service change	On-going communication and engagement with staff, communities and stakeholders

4.2 Appendix 1 and 2 detail the Communication and Engagement process which has been prepared in conjunction with the Cowal Locality communication and engagement group. The Bute Locality process is in the process of being considered and agreed prior to the IJB meeting and hence it is currently in draft form.

5. FINANCIAL IMPLICATIONS

5.1 The IJB is facing a particularly challenging financial position, with an approved Quality and Financial Plan for 2016-17 which requires a total of £8.5m of savings to be delivered. Across the 3 year period of the Strategic Plan there are estimated savings of £20.7m required to be delivered through service re-design.

5.2 As at the August 2016 monitoring period from the £8.5m of savings approved as part of the Quality and Financial Plan for 2016-17 £2.1m had been achieved. In addition there was an expectation that £2.6m of the savings will not be deliverable in-year. The position with progress with savings factors into the overall forecast year-end position for the IJB, and at the most recent reported period there was an overall forecast overspend of £1.0m (£0.8m Health and £0.2m Council delivered services). This is mainly in relation to the delays with delivery of savings offset by non-recurring underspends in services and the decision taken by the IJB to implement a financial recovery plan to ensure the delivery of an overall balanced partnership budget for 2016-17.

5.3 A full update on the financial position will be presented at the next IJB meeting on the 30th November 2016 including any proposals to identify additional savings to mitigate existing cost pressures and address the shortfall in the savings planned for Thomson Court and Struan Lodge.

5.4 It is clear that as the IJB is forecasting an overspend for the 2016-17 financial year-end presently that any further delays with delivering savings will worsen this position. As per the Scheme of Integration the IJB are not permitted to approve a budget which would result in the reserves moving into a deficit. In essence the IJB are not permitted to approve a budget or make decisions which would result in a budget shortfall or unbalanced budget.

5.5 If a decision is taken to pause the implementation of the service re-designs for Struan Lodge and Thomson Court this would create a further cost pressure of £0.185m in 2016-17. The IJB would require to identify where this is to be funded from, given that there is an overall projected overspend position for 2016-17.

5.6 The financial implications of pausing the re-design would be a budget shortfall of £0.185m in 2016-17 and a further £0.093m for 2017-18, assuming savings are delivered from 1 July 2017.

- 5.7 Given that the savings were brought forward on the re-design programme as a result of financial due diligence on the recurring budget available from the Council for the delivery of Social Work services. It is advisable for the IJB to consider what other savings can be made from services and if there remains a shortfall, to then approach Argyll and Bute Council to request additional financial support to fund this.

6. CONTRIBUTION TO STRATEGIC PRIORITIES

- 6.1 The re-design of health and social care services in Cowal and Bute will ensure the IJB meet its strategic objectives as detailed in the Strategic Plan. This will require a sustained period of transformational change and re-design of existing services. This will also include clear plans to stop and disinvest in services and transfer resources to the priority areas of prevention, anticipatory care and health and well being that have been identified.

7. GOVERNANCE IMPLICATIONS

7.1 Financial Impact

If a decision is taken to pause the implementation process the financial implications would be a budget shortfall of £0.185m in 2016-17 and a further £0.093m for 2017-18, assuming savings are delivered from 1 July 2017.

The IJB is not permitted to approve a budget which would result in an unbalanced position, therefore additional funding or alternative savings would require to be identified and delivered in 2016-17.

7.2 Staff Governance

Council staff will be subject to the HR /Trade Union process in place for all Council staff subject to service re-designs.

7.3 Clinical and Care Governance

The proposals and resulting uncertainty could pose an impact on the quality of care provided. As such extra focus has been brought into supporting staff to maintain the quality of service and this will continue to be monitored.

7.4 Equality and Diversity Implications

EQIA assessments were being completed by the relevant staff involved in this re-design work, these have been stopped and will be picked up in any further work.

7.5 Risk Assessment

Risk to service users will be considered within update assessments for the current residents of Struan Lodge and those who attend the current day service at Thomson Court.

7.6 Public and User Involvement and Engagement

The proposed period of engagement and involvement will address issues raised by the various stakeholders with an interest in health and social care services.

8. CONCLUSIONS

8.1 The Senior Management Team (SMT) have formed the view that it is appropriate to respond to community concern over proposals to re-design services at Struan Lodge and Thomson court.

8.2 The SMT have assessed this will have a negative impact on planned savings as outlined in the quality and financial plan for 2016/17 and particularly 2017/18. This will require additional savings to be identified if possible. If there remains a shortfall then the possibility of securing additional resources from Argyll and Bute Council to mitigate this impact is available and will be pursued in due course.

8.3 The SMT has therefore concluded that subject to obtaining the external support offered to provide an objective communications and engagement process and with the potential of additional financial support provided by the council, that it recommends to the IJB that it consider a pause in the implementation of the redesign of Struan Lodge and Thomson Court to support the communication and engagement activity detailed with their respective communities.

Appendices

- Struan Lodge Communication and Engagement plan Summary
- Thomson Court Communication and Engagement plan Summary

Cowal Locality

Struan Lodge and Cowal Hub

Communications & Engagement Process

SUMMARY

It is essential to have in place a robust comprehensive Communications and Engagement Plan to ensure the Argyll and Bute Health and Social Care Partnership carries out its responsibility for public involvement and engagement in accordance with Statutory Guidance¹, relevant Legislation and Code of Practice. This is also in line with the HSCP Communications and Engagement Strategy agreed by the Integrated Joint Board in June 2016.

The Cowal Communications and Engagement Group will be responsible for developing and implementing the Communications and Engagement Plan for the Cowal Hub. The Group held an extraordinary meeting on 20th October 2016 to specifically to develop an outline plan. The Group will meet fortnightly over the next few weeks to drive the Plan forward within agreed timescales.

An outline Communications and Engagement Plan has been agreed by the Group. Based on previous community and staff engagement processes that have worked well, it is proposed to use a model of engagement that has four distinct stages. The four stage are :

Stage 1 : (now until mid November) obtaining all the relevant detailed information about both the current service and proposed Cowal Hub model then 'crafting' how this information will be presented to communities and staff. Information required includes proposed service specification, financial costs including cost of beds, activity date / occupancy levels, capacity available in the private sector, population profile (current and projected). This is to ensure people have the right information to be in a position to compare the current service at Struan Lodge and what is proposed with the Cowal Hub model.

It is at this stage that the Cowal Communications and Engagement Group will consider best mechanisms for encouraging and obtaining feedback / views. It is anticipated we will use a variety of methods including online (Survey Monkey), feedback forms and feedback obtained through the engagement process.

Stage 2 : (mid - late November) key information about both the current service provided at Struan Lodge and the proposed Cowal Hub model out into the community and encourages communities to discuss it (to hold 'community conversations').

This will encourage people to start talking about and generating better informed views for Stage 3. It means people will have time to digest the initial information, become familiar with it and not be overloaded with information all at once.

Stage 3 : (end November – end February) series of engagement activities will be held across Cowal. A comprehensive programme of events will be developed by the Cowal Communications and Engagement Group over the next 2 – 3 weeks. It is anticipated that the programme will include a series of ‘conversation cafés’ which have proved effective in the past. In addition, invitations to attend community council / community group meetings will be encouraged and added to the programme. It is essential to ensure that the proposed involvement / engagement framework includes different methods to meet varying needs.

Stage 4 : (end February – mid March) preparation of feedback report outlining what people have told us. This report will form the basis of a recommendation report to Locality Planning Group, Locality Management Team, Operational Management Group. This report will be presented to the Senior Management Team and IJB at its meeting in March 2017.

The feedback report will become a public document. Key findings will be communicated to communities and staff ensuring the HSCP adopts the “You Said, We Did” philosophy.

It is recommended that once the HSCP moves to implementation stage that communities and staff are kept up to date on progress.

The full Communications and Engagement Plan will be further developed over the next few weeks and a copy will be posted on the HSCP webpage demonstrating that clear and transparent processes are being adopted and that Statutory Guidance is being duly followed.

A timeline with key milestones of the communications and engagement process is attached with this document.

Caroline Champion
Public Involvement Manager
A&B HSCP

22nd October 2016

(on behalf of Allen Stevenson, Head of Service (East))

¹ CEL 4 (2010) Informing, engaging and Consulting People in Developing Health and Community Care Services, Scottish Government, February 2010

Bute Locality

Thomson Court, Rothesay

Communications & Engagement Process

SUMMARY

It is essential to have in place a robust comprehensive Communications and Engagement Plan to ensure the Argyll and Bute Health and Social Care Partnership carries out its responsibility for public involvement and engagement in accordance with Statutory Guidance¹, relevant Legislation and Code of Practice. This is also in line with the HSCP Communications and Engagement Strategy agreed by the Integrated Joint Board in June 2016.

A Bute Communications and Engagement Group has not yet been established although discussions are now underway with the Local Area Manager and Public Involvement Manager as a matter of urgency. The Group will be responsible for developing and implementing the Communications and Engagement Plan for Thomson Court.

In the absence of having a Group, it is proposed to use the outline Communications and Engagement Plan agreed by the Cowal Communications and Engagement Group as the model to adopt and adapt for Bute where necessary. This outline Plan has been based on previous community and staff engagement processes that have worked well.

The proposed Communications and Engagement Plan will use a model of engagement that has four distinct stages. The four stage are :

Stage 1 : (now until end November) obtaining all the relevant detailed information about both the current service and proposed service change then 'crafting' how this information will be presented to communities and staff. Information required includes a service profile (current and future), financial costs including cost of beds, activity date / occupancy levels, capacity available in the private sector, population profile (current and projected). This is to ensure people have the right information to be in a position to compare what Thomson Court currently provides and how the service will be provided in the future.

It is at this stage that the Bute Communications and Engagement Group will consider best mechanisms for encouraging and obtaining feedback / views. It is anticipated we will use a variety of methods including online (Survey Monkey), feedback forms and feedback obtained through the engagement process.

Stage 2 : (early December) key information out into the community and encourages communities to discuss it (to hold 'community conversations').

This will encourage people to start talking about and generating better informed views for Stage 3. It means people will have time to digest the initial information, become familiar with it and not be overloaded with information all at once.

Stage 3 : (mid December – end February) series of engagement activities will be held on Bute. A comprehensive programme of events will be developed by the Bute Communications and Engagement Group. It is anticipated that the programme will include a series of ‘conversation cafés’ which have proved effective in the past. In addition, invitations to attend community council / community group meetings will be encouraged and added to the programme. It is essential to ensure that the proposed involvement / engagement framework includes different methods to meet varying needs.

Stage 4 : (end February – mid March) preparation of feedback report outlining what people have told us. This report will form the basis of a recommendation report to Locality Planning Group, Locality Management Team, Operational Management Group. This report will be presented to the Senior Management Team and IJB at its meeting in March 2017.

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A timeline with key milestones of the communications and engagement process is attached with this document.

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ⁱ CEL 4 (2010) Informing, engaging and Consulting People in Developing Health and Community Care Services, Scottish Government, February 2010