

North Ayrshire
Health and Social Care Partnership



Doing what matters, together

Participation and Engagement Strategy
2018-2021

In partnership with

Document Control

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1. Who are we and what do we do?

North Ayrshire Health and Social Care Partnership (the Partnership) provides community-based health and social care services for people throughout their life: from birth through childhood, teenage years and adulthood.

Our services areas include:

- Adult health and community care services
- Children, families and justice services
- Mental health and learning disability services

Our teams include: allied health professionals (dietitians, physiotherapists, occupational therapists, speech and language therapists), addictions, care at home, care homes, child immunisation, community alarm and digital health, community link workers, money matters, nurses (including specialist nurses), psychologists and psychiatrists, social workers (across all age groups), residential child care and volunteers.

In addition, Dentists, GPs, optometrists and pharmacists (primary care professionals) work hand-in-hand with us. We also work closely with local councillors, Housing Services, NHS acute hospitals, Police Scotland and many others.

We want to ensure people in North Ayrshire can contact the right health and social care professional, at the right time. We work together to provide high quality, safe and sustainable care, as seamlessly as possible.

Our vision is that all people who live in North Ayrshire are able to have a safe, healthy and active lifestyle.

The work we do focuses on five key priorities to help us reach our vision:

- Tackling inequalities
- Engaging communities
- Early Intervention and Prevention
- Bringing services together
- Mental health and wellbeing

You can find out further information about our priorities in our Strategic Plan and how well we are achieving them in our Annual Performance Reports.

2. Our Participation and Engagement Strategy

North Ayrshire Health and Social Care Partnership know that meaningful participation and engagement is an important part of enabling healthier and more empowered communities. Since the Partnership began (2015), we have worked hard to review how we engage (talking, listening and working) with you and our local communities.

This Participation and Engagement Strategy (the strategy) details the range of ways we will meaningfully involve with our **stakeholders**, particularly including people who may access services, unpaid carers and families and the staff and volunteers who are involved in the provision of health or social care across all sectors including public, third and independent sectors to help improve health and wellbeing outcomes for local people.


We will use 5 key type of participation and engagement; inform, consult*, involve, collaborate and empower (co-produce), through four key levels of engagement; individual, local, strategic and national to ensure we engage effectively and consistently. This will ensure your ideas and opinions have helped us to define, plan, design and deliver services and supports in our communities.

We plan to build on our existing approaches and what is working well. Over the next three years we will deliver our Participation and Engagement Strategy working with you, our staff and our key partners. Our Participation and Engagement Strategy seeks to:

- Work with the assets and strengths within our communities to empower them to identify and address local priorities;
- Involve individual and community stakeholders in the defining, planning, design and delivery of services and supports in our local communities;
- Support consultation, engagement and participation in localities, contributing effectively to other consultation activity and local plans across the Community Planning Partnership;
- Facilitate a tailored and inclusive approach to participation and engagement by using a variety of methods;
- Direct consultation, engagement and participation activity to address identified areas of inequalities, deprivation and/or communities of interest;
- Recognise that all health, social care and partner staff have a key role in promoting, supporting and taking part in stakeholder involvement as part of their work.
- Support the cultural change required to achieve co-production, by developing and improving relationships with local communities.

3. The range of participation and engagement activities

Participation and engagement covers a range of activities whose terminology is often used interchangeably. For the purpose of this strategy we will use the definitions provided by the International Association of Public Participation (IAP2) to help clarify the range and **type of participation and engagement** activities we will undertake. Please note these types of participation are not linear and any participation and engagement activity may use more than one **type of participation and engagement**. It identifies five levels of participation and engagement.

Increasing impact on the decision 					
	Inform	Consult*	Involve	Collaborate	Empower
	Co-production				
Public participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

* We will undertake all consultation in line with guidelines from our partners in North Ayrshire Community Planning Partnership.

We will use a range of appropriate methods to engage with stakeholders depending on the activity, message and the audience. These are further detailed in our [Participation and Engagement Toolkit](#).

4. Our approach to participation and engagement

To achieve meaningful participation and engagement across the partnership, we recognise four key **levels of involvement** at individual, local, strategic and national levels to ensure people are involved as widely as possible with specific focus to those whose voices are not always heard:

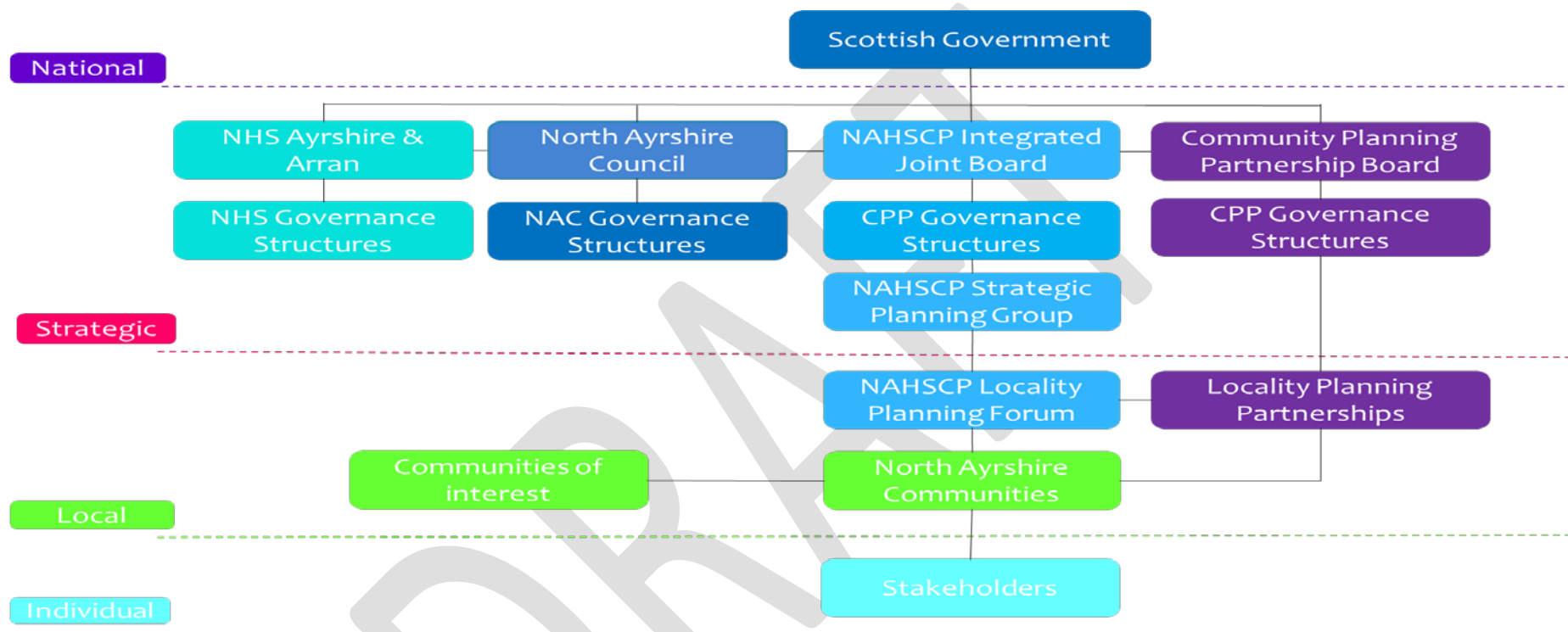
- **Individual** – Enable people to be fully involved in decisions about their care and support and are empowered to feed back about the services they receive in order to inform on-going improvement
- **Local** – Ensure communities, including communities of interest (which may cover multiple localities), are involved in active dialogue with locality planning and support communities to identify and inform local health and care priorities.
- **Strategic** – Enable stakeholders to contribute to the setting of strategic direction, organisational policy and governance through engagement or stakeholder representation in strategic groups, such as the Integration Joint Board or Strategic Planning Group.
- **National** – Enable opportunities for local people to engage in national policy by involving as wide a range of people as possible in order to improve services and drive national policy.

NAHSCP recognise it is ‘everyone’s role’ to promote and support stakeholder involvement. Effective participation and engagement should be continuous, and develop from everyday communication and conversation with all our stakeholders, at all levels of involvement.

We will continue to develop a range of methods for participation and engagement, where individuals can contribute meaningfully at the level, pace and method that suit them best, in order to promote better health and care outcomes for the people of North Ayrshire. These are further detailed in our [Participation and Engagement Toolkit](#).

The Strategic Planning and Transformational Change Team will provide additional support where participation and engagement is at **strategic** or **national** level. Where it is **individual** or **local** level, the Strategic Planning and Transformational Change Team will provide advice and guidance.

A graphic representation of our levels of involvement is outlined below with key participation and engagement structures. Please note this highlights potential connections and is not necessarily linear.



We will develop a **Participation and Engagement Framework**, this will outline the key groups and structures we will engage with depending on the type of engagement, the stakeholder group and the purpose of engagement, in line with our key principles for participation and engagement.

In addition, we will work more closely with the North Ayrshire Community Planning Partnership to ensure that we operate within the wider context of Community Empowerment. We will ensure that local engagement and priorities are maximised by identifying opportunities for joint working with Local Planning Partnerships to help improve local outcomes for the people of North Ayrshire.

5. Key principles for participation and engagement

We will undertake all engagement and participation in line with the National Standards for Community Engagement. However before undertaking participation and engagement – it is important to consider the following key points:

What type of engagement are you undertaking?

- What is the goal of your participation and engagement?
- What type of engagement do you require to take (are there any statutory provision stipulating how you should engage?)
- What is being asked? (general questions to inform, specific questions to check out)?
- What can or cannot be influenced?
- What other information is required to inform the engagement?

What stakeholders do you want to engage with?

- Which stakeholder groups/structures do you need to engage with?
- Is the information provided in an accessible format/method for the audience (locations, method, resources)
- Is the language simple and consistent?
- What barriers to engagement could there be and how can you remove them?

Are the timescale reasonable?

- Are there specific legislative or local requirements for the duration of engagement?
- Stakeholders should be given at least 6-8 weeks' notice of the engagement
- Full and effective engagement should take place for at least 4-6 weeks
- Have you taken account of holiday's periods, etc?

How will the engagement activity and outputs be documented?

- Have you got the capacity to respond to the feedback and issues raised?
- A contact should be provided for coordinating the engagement activity and feedback
- You must explain how you will be using the information from the start
- You must document the interaction (There should be a summary of those who attended/responded to each engagement activity, a summary of views and any other significant comments). Where this is strategic or national in nature, this must be

sent to the Strategic Planning & Transformational Change Team who have an overarching view of participation and engagement

- How will you publish individual responses and has consent been given to share it?
- Information gathered must comply with General Data Protection Regulations

What changes are made due to the engagement and participation?

- What is the decision making process for considering the views of the engagement?
- How will responses be analysed (method)
- How will recommendations be made and accepted? (governance structures)

How will the findings of engagement be fed back?

- How and where will feedback be provided?
- A feedback report should be compiled; to inform stakeholders of the outcome of engagement and any changes that are made, explain how views were taken into account and why they couldn't be (you said-we did, you said-we didn't)
- When a decision goes against public opinion the reasons for this decision also need to be clearly communicated – the Communications and Engagement Officer should be notified of any such engagement
- The information should be accessible and in a reasonable time following the end of the engagement activity.

6. How we have already engaged

We already have examples of effective stakeholder participation and engagement across many areas of the Partnership.

Individual

Our services regularly review what care and support is provided and how people can be better supported to meet their outcomes and often have focus groups or development sessions to continually improve what they do.

We undertook What Matters to You? Day 2017, where we asked people 'What matters to you about health and social care services' gathered the views of over 2500 local people on our health and care services.

Local

We have developed Locality Planning Forums (LPFs) which have identified clear priorities for each of our six locality areas. Our LPFs held 6 local events 'Local Connections, Better Outcomes' around the priorities and improving local networking.

Strategic

We undertook Ayrshire wide consultation and engagement on the development and delivery of our new mental health hospital Woodland View. We have undertaken significant consultation and engagement on our strategic plan supported by our Strategic Planning Group and ratified by our Integration Joint Board.

National

We have held events for the national conversation on Creating a Healthier Scotland and have held a number of consultation and engagement events on national strategies for instance The Mental Health Strategy and the Carers (Scotland) Act 2016. We gave evidence to the Health and Sport Committee on the extent to which stakeholders are being involved effectively in the work of Health and Care Partnerships.

We will continue to build on existing good practice in order continually improve participation and engagement across the partnership.

7. Enhancing our participation and engagement approach

Whilst we acknowledge that we have made good progress with consultation over the last three years, we recognise that our approach to participation and engagement will continue to evolve as the Partnership develops.

As a result, we will develop a [Participation and Engagement Action Plan](#) to build robust consultation and engagement approaches, whilst delivering our long-term goal to co-produce services, where possible. Our action plan highlights the key steps which are required to achieve a level of meaningful engagement across the Partnership across the following levels of engagement.

Individual

- To develop effective feedback loops to ensure that individual and service feedback is represented at an organisational level
- To continue to support What Matters to You Day to ensure the dialogue continues to develop within the organisation
- To develop the website and social media presence to extend the reach of participation and engagement

Local

- To work more closely with Community Planning Partners to improve Locality Planning and sharing of common goals
- To create Locality Plans incorporating needs, priorities and action plans
- To create locality plan priority reporting, to ensure localities are aware of progress towards priorities

Strategic

- To develop clearer governance between the Strategic Planning Group and Locality Planning Forums
- To develop clearer links between wider governance groups and structures to ensure more effective engagement
- To capture on-going dialogues for the next strategic plan

National

- To continue to consultation and engagement on national strategies
- To develop clearer links with the national citizen voice 'hub' and national citizens panels

Each significant piece of engagement will be reviewed to ensure we develop and learn in accordance with the needs of local people and that it informs our future strategies. In addition we will be capture engagement examples for the 'Library of Good Practice.

We will keep a [participation and engagement register](#) of all engagement undertaken at strategic and national level. The implementation of the North Ayrshire Health and Social Care Partnership (NAHSCP) Participation and Engagement Strategy and how we are engaging with all our stakeholders, including, our partners, local communities, people who use our services, their carers and families and people who are involved in the provision of health or social care, will be reported every year through North Ayrshire Health and Social Care Partnership's performance report.

Each significant piece of engagement will be reviewed to ensure we develop and learn in accordance with the needs of local people and that it informs our future strategies. In addition, we have devised nine actions to ensure that we, as a Partnership are engaging with people as well as we can be. We will measure ourselves against the National Community Engagement Standards and the nine actions.

Locality focus

Our six [Locality Planning Forums](#) (LPFs) will provide a direct link between communities and NAHSCP. Therefore, they will be central to any future engagement with communities. Our LPFs will work alongside the Locality Planning Partnerships and in time, provide an accessible opportunity for communities to have their say on health and social care matters within their locality.

Engagement Audit

An Engagement Audit tool will be developed to support the Partnership, organisations, individuals and groups to measure where they are on an engagement scale, based on the National Community Engagement Standards. The Engagement Audit will provide a helpful marker when we evaluate the impact of our engagement in the future. The audit will also serve to raise awareness of the National Community Engagement Standards.

Engagement Pathway

An easy to read engagement pathway will enable local people, our stakeholders and ourselves to identify the process for engagement and involvement – such as what happens to someone's views once they are shared, or where someone's suggestion goes to and also who is responsible for taking it forward. This in turn provides the transparency and accessibility necessary for effective and meaningful participation and engagement.

Engagement Development Group

This steering group would be working towards a long term goal of co-production in North Ayrshire, with a wide ranging and inclusive membership. The group will initially focus on our engagement agenda. However, the long term aim of the group would be to drive a long term co-production agenda within NAHSCP. This group meets every six weeks and ensures that the Partnership is held

accountable for participation and engagement efforts. It should not attempt to be an accurate representation of the people of North Ayrshire, but rather a voice for all.

Capacity Building

Design and deliver effective workshops, which will provide our staff and partners with a comprehensive understanding of engagement and our desired journey towards co-production.

Vision for Co-production

The partnership will adopt a clear, long-term vision for co-production. Setting out goals and key milestones, aiming to ensure NAHSCP adopts co-production approaches across all work streams. This is something which should be communicated to people at an early stage and involve all sections of the partnership.

Volunteer Policy

A clear and robust volunteer policy will be developed, detailing how expenses should be paid, how much should be paid, the training that should be provided for volunteers and opportunities for further engagement. Those who volunteer their time and engage with NAHSCP should feel appreciated and should not be out of pocket for doing so.

Library of Good Practice

Recognising some of the great examples of engagement, co-design and co-production which already exists within NAHSCP, a collection of good practice examples will be compiled and shared to facilitate learning.

Align Our Work to the National Community Engagement Standards

[The National Community Engagement Standards](#) include: Inclusion, Support, Planning, Working Together, Methods, Communication and Impact. However, we will also recognise the principles of co-production: Assets, Facilitating rather than delivering, Reciprocity and mutuality, Peer support networks, Blurring roles, Building on people's existing capabilities.

8. Participation and engagement for all

We have both a moral and legal duty to ensure that everyone in our communities, has the opportunity to be involved in that engagement and recognise that some might face particular barriers.

We will, wherever possible, undertake an inclusive approach to participation and engagement by providing information in a range of accessible formats and using plain English to reduce barriers around language. In addition, where language is unavoidably technical or complex we will provide explanations or diagrams to help promote understanding.

We will try to ensure we reduce wider barriers to meaningfully involve our communities, particularly including people who may access services, unpaid carers and families and the staff and volunteers who are involved in the provision of health or social care across all sectors including public, third and independent sectors. This will include considering travel and the cost of participation, how to support people with caring or other roles to participate, the time and day when we undertake engagement, ensuring adequate time, notice and support to undertake meaningful engagement and using a range of engagement methods and tools, ranging from local networks, to social media, to one-to-one opportunities for individual feedback.

We will provide specific focus to those whose voices who are not always heard or hard to reach for instance people with protected characteristics and those who may face barriers e.g. unpaid carers, homeless people, people and families affected by addiction. We will providing people with an equal opportunity to participate in things which will affect them, because health and social care is so wide reaching it is crucial for us to involve as many different communities as possible¹.

We will use participation and engagement processes that are appropriate and proportionate to the scale and pace of what we are doing. This means that often we will engage differently depending on what we are doing and what we are trying to achieve.

¹ <https://www.shapingourlives.org.uk/documents/BTUSReport.pdf>

9. Communication and engagement – a joined up approach

Effective messages and ways of communicating these messages plays a significant role in making sure we are engaging meaningfully with our stakeholders and communities. We don't use a 'one size fits all' approach. We use a wide variety of communication channels.

The Partnership must communicate effectively to enable collaborative working with the residents of North Ayrshire. It is vital that we communicate as clearly and as often as possible, enabling a two-way communication process. It is important for us to listen. It is important for us to share what we are doing and create an ongoing conversation with people who access our services and their carers.

The Partnership communication objectives are to:

- Ensure the organisation informs and involves staff, local people and communities and other key stakeholders before, during and after changes and improvements to services
- Publicise opportunities for engagement and involvement
- Provide information for key audiences in a format appropriate for their needs
- Identify key organisational messages and appropriate channels
- Ensure staff and other key stakeholders are aware of the objectives of the organisations, services etc. and their roles, if any, in achieving them
- Reassure stakeholders of continuity of care and improving quality of service
- Feedback the outcome of any consultation, participation or engagement in a way that is accessible to everyone

The key principles of our communication:

- Planned
- Consistent
- Fit for purpose
- Targeted
- Two-way
- Accessible

The key methods of our communication:

- Social media @NAHSCP
- Websites www.nahscp.gov
- Public events, including locality-based events
- Local and national media (newspaper, radio and television)
- Literature including posters, leaflets and newsletters, strategies, plans and reports

Further information on how we communicate is available from our [North Ayrshire Health and Social Care Partnership - Communications Strategy](#).

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10. Evaluation and Review

The partnership's Strategic Planning Group will be responsible for the direction, implementation and review of our Participation and Engagement Strategy. This group provides a basis for stakeholder representation within the Partnership and makes recommendations to the Integration Joint Board.

We will regularly review our participation and engagement methods against the National Community Engagement Standards and undertake an on-going annual review of the [Participation and Engagement Action Plan](#) to ensure we continually develop the best ways to engage with local people.

The strategy and action plan will be reviewed annually, with a process for monitoring and evaluating the effectiveness of individual participation and engagement undertaken. This progress will be reported through the Strategic Planning Group and highlights captured through the Annual Performance Report.