Scottish Borders Health and Social Care Partnership Integration Joint Board

20 September 2023

COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

Report by Clare Oliver, Head of Communications and Engagement

1. PURPOSE AND SUMMARY

1.1. **To seek approval for the Health and Social Care Partnership Communications and Engagement Framework 2023-2026.**

1.2. The Communications and Engagement Framework is a companion document to the Health and Social Care Partnership's Strategic Framework 2023-2026.

It sets out the approach for planning and delivering effective communications and engagement activity to support the delivery of the Strategic Framework 2023-2026.

Effective communications and engagement are essential to ensure that "people are at the heart of everything we do" and support us to be inclusive, co-productive and fair in providing quality, sustainable and seamless services for the people of the Borders and achieving our ambitious aspirations for improved community outcomes.

Community engagement is a purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding between them and taking joint action to achieve positive change. Effective community engagement and the active participation of people is essential to ensure that health and social care services are fit for purpose and lead to better outcomes for people.

2. RECOMMENDATIONS

2.1. **The Scottish Borders Health and Social Care Integration Joint Board (IJB) is asked to:-**

a) Approve the HSCP Communications and Engagement Framework 2023-2026

3. ALIGNMENT TO STRATEGIC OBJECTIVES AND WAYS OF WORKING

3.1. It is expected that the proposal will impact on the Health and Social Care Strategic Framework Objectives and Ways of Working below:

Alignment to our strategic objectives					
Rising to the workforce challenge	Improving access	Focusing on early intervention and prevention	Supporting unpaid carers	Improving our effectiveness and thinking differently to meet need with less	Reducing poverty and inequalities

X	X	X	X	X	X

Alignment to our ways of working					
People at the heart of everything we do	Good agile teamwork and ways of working – Team Borders approach	Delivering quality, sustainable, seamless services	Dignity and respect	Care and compassion	Inclusive co-productive and fair with openness, honesty and responsibility
X	X	X	X	X	X

4. INTEGRATION JOINT BOARD DIRECTION

4.1. A Direction is not required

5. BACKGROUND

5.1. The HSCP Communications and Engagement Framework is a companion document to the HSCP Strategic Framework. It has been informed by the 'We Have Listened' reports and will inform the development of individual communications and engagement plans for specific programmes of work / projects contained with the Joint Annual Delivery Plan.

5.2. The Engagement element is referred to as the 'Involving People Framework' and is informed by Scottish Government's Planning with People which is the national community engagement and participation guidance for NHS Boards, Integration Joint Boards and Local Authorities that are planning and commissioning care services in Scotland.

5.3. The 'Involving People Framework' was approved by NHS Borders Board at their meeting on 29 June 2023 as the engagement strategy for health.

6. IMPACTS

Community Health and Wellbeing Outcomes

6.1. It is expected that the proposal will impact on the National Health and Wellbeing Outcomes below:

N	Outcome description	Increase / Decrease / No impact
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Increase
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	No impact
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Increase
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Increase
5	Health and social care services contribute to reducing health inequalities.	Increase

6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	No impact
7	People who use health and social care services are safe from harm.	No impact
8	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.	Increase
9	Resources are used effectively and efficiently in the provision of health and social care services.	Increase

7. Financial impacts

7.1. There are no costs attached to any of the recommendations contained in this report.

8. Equality, Human Rights and Fairer Scotland Duty

The Communications and Engagement Framework is a tool to influence and inform future Communications and Engagement activity. The includes the undertaking of Equality and Human Rights Impact Assessments to inform community involvement, and is considered evidence of a mainstreaming action in relation to Equality Outcome 3: "Community engagement and empowerment across the Scottish Borders is inclusive, co-productive and fair"; 3.1 "Increased participation, influence and voice from people with protected characteristics, with lived experiences, in the Scottish Borders Locality Working Groups" and 3.2 "Adhere to the Planning with People Guidance when engaging with communities of interest".

Legislative considerations

8.1. NHS (Scotland) Act 1978 as amended by the NHS Reform (Scotland) Act 2004
Equality Act 2010
Public Services Reform (Scotland) Act 2010
Patient Rights (Scotland) Act 2011
The Local Government (Scotland) Act 2003 gave a statutory basis to partnership working between all agencies responsible for delivering public services in an area, including health boards. This act established the role of Councils in facilitating the Community Planning process, at the heart of which is 'making sure people and communities are genuinely engaged in decisions made on public services which will affect them'.
The Community Empowerment (Scotland) Act 2015 gave new rights to community bodies and new duties to public sector authorities to help empower communities by strengthening their voices in decisions about public services.
The Public Bodies (Joint Working) (Scotland) Act 2014 put in place a requirement for NHS Boards and Local Authorities to work together to deliver integrated health and social care services through Health and Social Care Partnerships

Climate Change and Sustainability

8.2. N/A

Risk and Mitigations

8.3. Integration Joint Boards have a statutory duty to involve people in the planning and development of services, therefore the risk of not doing so could result in legal action.

9. CONSULTATION

Communities consulted

9.1. The HSCP Communications and Engagement Framework has been developed as part of the Strategic Framework 2023-2026 and has been informed by the extensive community engagement exercise commissioned by the HSCP and undertaken by the National Development team for Inclusion (NDTi).

Integration Joint Board Officers consulted

9.2. The IJB Chief Financial Officer, the IJB Chief Officer and Third Sector members of the IJB including Borders Care Voice and Borders Community Action, and Corporate Communications team members have been consulted, and all comments received have been incorporated into the final report.

9.3. The IJB Equalities, Human Rights and Diversity Lead has been consulted.

9.4. In addition, consultation has occurred with our statutory partners at
- NHS Borders Board
- IJB Future Strategy Group
- IJB Strategic Planning Group

Approved by:

Chris Myers, Chief Officer

Author(s)

Clare Oliver, Head of Communications and Engagement, NHS Borders

For more information on this report contact clare.oliver@nhs.net

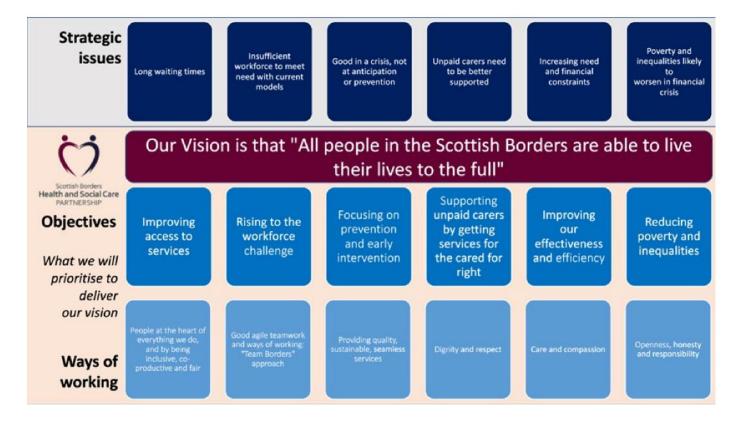# COMMUNICATIONS AND ENGAGEMENT FRAMEWORK

2023-2026

Table of Contents

Introduction and Purpose

Scottish Borders Health and Social Care Partnership's Communications and Engagement Framework sets out the approach for planning and delivering effective communications and engagement activity to support the delivery of the Strategic Framework 2023-2026.

Community engagement was an integral part of the development of the Strategic Framework, and what our communities told us has been captured in the We Have Listened reports which cover two separate phases of engagement.

Effective communications and engagement activity underpins our vision, mission and the ways of working across our Health and Social Care Partnership which are set out below.

The Strategic Framework lets people know:
- What we want to achieve through the priorities identified in the 'Needs of our Communities' and 'We Have Listened' reports
- The way we plan to tackle these priorities
- What we will do, including what we will do differently to achieve our aims
- How we will use our budget and resources to do this
- How we will measure how well we are doing

To do this in the context of the challenges we face we will need:
- Everyone to play their part to take care of their health and wellbeing
- To take proactive action to manage the strategic issues
- To have a relentless focus on our objectives and ways of working
- To make difficult decisions in partnership with our communities
- To ensure continued alignment across the Health and Social Care Partnership and with our Community Planning Partners

Effective communications and engagement are essential to ensure that "people are at the heart of everything we do" and support us to be inclusive, co-productive and fair in providing quality, sustainable and seamless services for the people of the Borders.

When we engaged with them, the people of the Borders were clear about the importance of *"effective communication, between services (and them), knowing what's happening, when and how and between different parts of the heath and social care system."* People wanted to see an improvement in communication, with clear and up to date information about waiting times and how and where they could access services when they needed them.

This document sets out the Communications Framework which outlines how effective communications will support the HSCP and Integration Joint Board (IJB) to achieve our ambitious aspirations for improved community outcomes.

The Involving People Framework sets out the Engagement Framework for the Health and Social Care Partnership (HSCP).

Communications Aims

Based on the feedback received from our communities there is a triple aim for all communications that are issued from the HSCP and IJB.
1. Awareness and Understanding
2. Trust and Confidence
3. Encourage involvement and meaningful two-way dialogue

Awareness and Understanding
Our communities told us how important effective communication between services and service providers is. Knowing what is happening, when and how to access services is vitally important to gain awareness and achieve understanding.

Our communications will:
> build awareness amongst staff and communities about what the Health and Social Care Partnership and IJB are, what we do and why we do it
> provide information on how and where services can be accessed
> be honest about the challenges we face and the context within which we are operating
> link back to the relevant priorities and objectives in the Strategic Framework
> provide consistent, accessible information through a range of channels taking account of different needs

Trust and Confidence
Our communities told us they felt that the delivery of health and social care had worsened over the last four years.

Framed within the context of the challenges that we face our communications will:
> celebrate success and share stories about the progress we are making towards realising our vision and mission, and achieving our objectives
> be honest about what is working well and what is proving to be more challenging
> empower people to feel confident about sharing their opinions and contributing

Encourage involvement and meaningful two-way dialogue
Our communities told us that we should improve our engagement with people with lived experience, involving them at an early stage of planning and designing services.

In conjunction with effective engagement utilising the Involving People Framework we will:
> develop two-way communication channels to build continuous and meaningful dialogue so that everyone has the opportunity to influence service planning, be involved with decisions that affect them and improve outcomes
> ensure people have easy access to the information they need in a way they would choose to access it
> Utilise patient / service user feedback and data to inform service improvements
> Work across the Partnership, and in particular with our Third Sector partners to find new and creative ways to involve people with the relevant protected characteristics, lived experience and communities experiencing inequality, and the organisations who represent them.

Communications Principles

- Information contained in communications should refer back to least one of the stated objectives of the HSCP (e.g. improving access to services, rising to the workforce challenge, reducing poverty and inequalities). The relevant objective should be clearly referenced in the communication.

- All communications issued on behalf of the HSCP and IJB should be effective and timely. Consideration should be given to the sequencing of communications issued remembering that staff are a primary audience and should always be considered at the earliest stage of the issuing process.

- All communications issued on behalf of the HSCP and IJB, including those issued in relation to a delegated function / service should carry the HSCP logo and reference the HSCP and or IJB as appropriate.

- The objective of the communication should be clear and content should be relevant and easy to understand.

- Where possible communications should be issued proactively and ahead of time, however in all events we must be responsive, transparent, accountable and fair in our communications.

- The language used in the communication should be concise and jargon-free.

- Communications must be accessible and adhere to the relevant accessibility policies and guidelines.

- Where possible evidence such as data and case studies will be used in communications to bring the story to life. Consent from people named in case studies, whether staff or members of the public, must be obtained using the relevant statutory bodies consent form.

- Spokespeople can be quoted; ordinarily for NHS Borders this will be a member of the Board Executive team, for SBC this will be an Executive Member and / or Director and for the IJB this will be the Chief Officer or a relevant nominated member for example, but not limited to Chair, Chief Finance Officer or Chief Nurse.

Branding and Identity

Scottish Borders Health and Social Care Partnership has its own logo, although it may not be recognised by staff or members of the public. Brand recognition is outwith the scope of this Communications Framework.

The logo can be used in conjunction with the logos of NHS Borders and Scottish Borders Council.

Brand guidelines for use of the Health and Social Care Partnership logo are available here.

When reproducing logos atention should be paid to ensuring that the logo is reproduced clearly, in high resolution, and not distorted in form by stretching the size and proportions of the original logo.

Specific questions in relation to logo use should be directed to the respective communications team in NHS Borders or Scottish Borders Council.

Audiences

For the purpose of this overarching Communications Framework our audiences can broadly be segmented into the following categories:

Staff	Working across NHS Borders and Scottish Borders Council including Joint Executive Board members
Elected members	Elected members of Scottish Borders Council 'councillors'
Non Executives	Non-Executive members of NHS Borders Board
Third Sector Interface	Members of the IJB representing Third Sector organisations
Community Groups and Representatives	Including Community Councils, Equality Groups, Area Partnerships, Locality Working Groups
Patients and Service Users	People who use our services now or will need to in the future
Carers	Unpaid Carers and advocates of people who use our services
MSPs / MPs	Members of Scottish Parliament

Not all messages need to be communicated to all audiences at all times. Identifying and understanding the needs of audiences is essential when tailoring communication messages and channels.

Individual programmes of work and projects that take place across the Partnership space will have specific audiences and require tailored communications plans to meet the needs of those audiences. Sections 1 and 2 of the Involving People Framework will help colleagues to identify and segment audiences. Audience insight is also available in the Needs of Our Communities and We Have Listened reports.

Communications Channels

Communications channels are the tools and methods used to send information to our internal and external audiences. A range of channels are available and consideration should be given to the intended audience when selecting how information is communicated. Where possible and appropriate two way channels of communication should be used to build continuous and meaningful dialogue with our audiences.

It is important to use inclusive and accessible methods to ensure no one is disadvantaged by disability, cultural or language barriers, access to the internet or difficulties with literacy, for example. Alternative formats should be offered on all communications e.g. Easy-Read, Braille or different languages. NHS Borders and Scottish Borders Council each have their own local arrangements in place for translation of communications.

Communications channels include, but are not limited to:
> Press releases
> Broadcast interviews
> Social media posts
> Online resources including SBC and NHS Borders websites and intranet sites (staff resource) and Viva Engage (SBC)
> Videos and animations
> Presentations (face to face / virtual / hybrid)
> Briefings (face to face / virtual / hybrid)

Communications can be issued using multiple channels. Communications Teams can offer advice on appropriate methods to meet the needs of different audiences to inform tailored communications plans.

Measurement and Evaluation

Communications activity can be challenging to measure and evaluate however we will monitor performance, feedback and sentiment using the following methods;
> Social media metrics (e.g. audience reach)
> Website clicks and click throughs
> Media coverage achieved
> Two way feedback received
> Engagement with activity (e.g. numbers of people atending engagement events)
> Impact on behaviour change (for specific campaigns)

Publish date: September 2023
Review date: September 2026

INVOLVING PEOPLE FRAMEWORK
(2023-2026)

A guide to effective community engagement and participation

Contents

What is the purpose of the Involving People Framework?

"Community engagement is a purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions. It involves respectful dialogue between everyone involved, aimed at improving understanding between them and taking joint action to achieve positive change[1]."

Effective community engagement and the active participation of people is essential to ensure that health and social care services are fit for purpose and lead to better outcomes for people.

Across the Scottish Borders Health and Social Care Partnership our mission[2] is '*to help the people of the Scottish Borders live their life to the full, by delivering services that place their needs at the heart of everything we do.*'

This mission cannot be achieved by working in isolation, and we are committed to improving the ways in which people, especially those with lived experience, their families, carers and groups experiencing inequality can have their voices heard in decision making that affects them. We want current and future users of the services we provide to know that their views on what is important to them are understood and that they have influence and choice over how their health and social care needs are met.

As the resources (human and financial) we have available to us become ever tighter, it is also vital that patients, families, carers and our communities feel encouraged and supported to take an active role in their own health as well as in shaping and delivering the care we provide.

The Involving People Framework is intended to be a tool that;
- service providers can use to help plan engagement activities
- service users can refer to in order to find out what they can expect from involvement activities that take place for services provided by the
Scottish Borders Health and Social Care Partnership.

The framework is based around the seven National Standards for Community Engagement
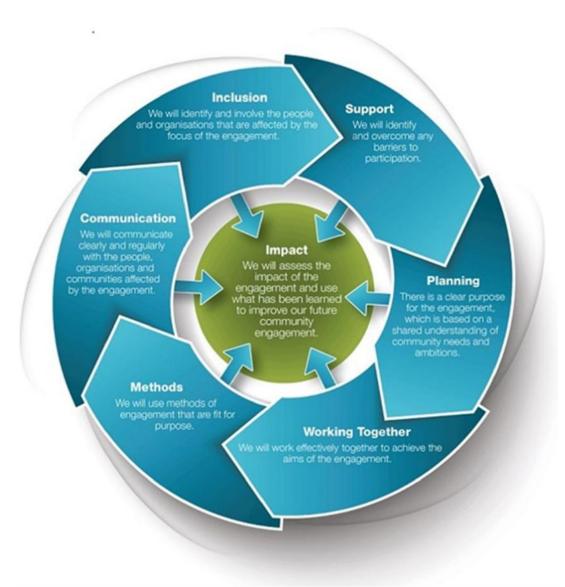- Planning
- Inclusion
- Support
- Working together
- Methods
- Communication
- Impact

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[1] The National Standards for Community Engagement, Scottish Community Development Centre
[2] Scottish Borders Health & Social Care Partnership Strategic Framework 2023-2026

Within the framework there is a section on each of the seven standards for Community Engagement, setting out the principles to be followed for Involving People in the development and delivery of the services we provide.

There is overlap across the seven standards so it is recommended that when you are using the framework to plan engagement activity, read the whole document first.

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 any barriers to participation.

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 has been learned to improve our future community engagement.

Planning
There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.

Methods
We will use methods of engagement that are fit for purpose.

Working Together
We will work effectively together to achieve the aims of the engagement.

Section 1 | Planning

There is clear focus for the engagement which is based on a shared understanding of community needs and ambitions

From the outset it is essential to have a clear focus for the engagement work that is going to take place.

Establishing that clear focus is the single most important stage of planning and ensures that everyone involved has accurate expectations about what you are doing and why.

There are many reasons why you might be considering undertaking engagement including:
- Understanding public preferences and priorities
- Exploring issues and coming up with new ideas
- Increasing awareness of an issue
- Improving transparency of decision making processes / making a decision
- Deliver better, more responsive services
- Consider changes to existing services[3]
- Prompt behaviour change

Ideally the focus or 'scope' of the engagement should be agreed in conjunction with the people or 'stakeholders' who are going to be involved in the process. At times it may be immediately obvious who needs to be involved in the engagement work; but it is good practice to do a stakeholder identification exercise.

There are various tools available to help you carry out stakeholder identification but considering the following questions is a good starting point;

1. Who is going to be most affected?
   These people are your primary stakeholders and you need to work closely with them

2. Who is going to be indirectly affected?
   These people are your secondary stakeholders and you need to keep them informed, and also monitor their interest levels

3. Who else might be interested in an overview of your work?

More help on identifying stakeholders is included in Section 2 of this framework.

Once you have identified your stakeholders you should bring them together to discuss the need for your engagement work, the resources that you will require to carry it out, and the resources that are available to you.

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[3] Further information at Service change | HIS Engage

Together you should then be able to agree the purpose, scope and timescale of the engagement and the actions to be taken. Remember to consider the potential costs associated with your engagement (e.g.venue hire for meetings, volunteer expenses), capture the benefits that you are looking for, and any potential risks associated with the activity.

Some general questions to help you at this stage are;
- Why are you engaging with people? (purpose)
- What do you need to know? (scope)
- Who should be involved? (stakeholders)
- When is the best time to engage? (timescale)

It is also really important to consider your success criteria at this stage of the process. See the Impact section of this framework to help you.

Section 2 | Inclusion
We will identify and involve the people and organisations that are affected by the focus of the engagement

Providing opportunities for people to get involved with issues that affect or are important to them is a fundamental part of our mission to help the people of the Scottish Borders live their life to the full, by delivering services that place their needs at the heart of everything we do.

To ensure that your stakeholder list is inclusive you should develop a list of individuals, groups and communities that may have an interest or be affected by the focus of your engagement activity.

Your list should include:
- patients and people who may be directly affected by change, including family members and carers

- groups or organisations who support people who may be affected

- health and social care staff who deliver services being considered for change

- managers of services being considered for change

- members of the local community who may not be affected directly but have an interest in potential changes

- elected members and government officials

It is good practice to involve people in compiling your stakeholder list (including members of the public) to ensure the list is inclusive and considers everyone who may have an interest.

Undertaking an Equality and Human Rights Impact Assessment (E&HRIA) will also help you to identify your stakeholders. An E&HRIA considers the impact of a proposed change and makes sure that any potentially negative effects for stakeholders have been taken into account. It should be done as early as possible to help identify people and groups who should be involved, as well as highlight any potential barriers or imbalance of power that may need to be considered.

The Health and Social Care Partnership has adopted a three part process for Equality and Human Rights Impact Assessments.
Links to the templates are embedded below. Guidance notes are in development so if you need support to help you complete the templates please contact the Equalities Lead for the HSCP Wendy Henderson.

Stage 1: Proportionality and relevance
Stage 2: Empowering people
Stage 3: Analysis of findings

Once completed your E&HRIA should be published on the website. Please contact Public.Involvement@borders.scot.nhs.uk

Section 3 | Support[4]

We will identify and overcome any barriers to participation

Everyone has a right to share their opinions and experiences to help shape health and social care services. People who face the biggest barriers to realising their rights should be prioritised when it comes to participation and engagement.

When you are engaging with people, you need to consider the Equality Act 2010 and Human Rights Act 1998 and reach out to involve those who may not usually be involved or may find it difficult to speak up.

Nobody should be treated unfairly because of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any other status. These are known as *protected characteristics*. Undertaking an EQIA can help to identify potential disadvantages and offer an opportunity to take appropriate actions to remove or minimise any adverse impact.

Other impact assessments

The Health and Social Care Standards were rolled out across Scotland in April 2018. These human rights-based standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that everyone is treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

The Fairer Scotland Duty also came into force in April 2018. This Duty requires public bodies to reduce inequalities of outcome caused by socioeconomic disadvantage. To fulfil our obligations under the Duty, we must evidence how we actively consider the reduction in inequalities of outcome in any major strategic decision we make.

The significant and long-standing inequalities that exist in Scotland has resulted in disparities in health outcomes between the most and least advantaged people. These disparities are often referred to as health inequalities. Health inequalities are most commonly associated with socioeconomic inequalities but can also result from a wide range of other factors which include:

- reasons relating to a person's protected characteristics
- access to education
- access to employment
- access to adequate housing and the location in which a person lives
- individuals' circumstances and behaviours, such as their diet, alcohol consumption, drug use, smoking and exercise

Playing our part to help tackle health inequalities is key to us making care better for everyone.
Adopting a human rights-based approach is one way to help us tackle health inequalities caused by unfair and avoidable reasons.

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4 Reference material at Equality and diversity | HIS Engage

Taking a human rights-based approach is about:
- improving outcomes for patients, service users and staff by taking a person-centred approach
- making people's rights integral to our work and treating them as individuals, fairly, with respect and dignity
- advancing equality and eliminating discrimination
- engaging with people and empowering them to know and claim their rights
- giving people greater opportunities to participate in shaping the decisions that impact on them
- ensuring the standards and the principles of human rights are integrated into our work
- improving our accountability to respect, protect and fulfil people's human rights

You can view a helpful video (2 mins) about barriers to participation here

For details of local groups and organisations who you may wish to speak to as part of your involvement activity please contact
Public.Involvement@borders.scot.nhs.uk

Section 4 |Working Together
We will work effectively together to achieve the aims of the engagement

Now that you have a plan for your engagement activity which details the purpose, scope and timescale of the engagement, the actions to be taken, and the relevant stakeholders to involve, you need to consider how you will work effectively together.

To be clear on who is doing what, it is sensible to define the roles of the people who are involved, the responsibilities that they have, and to outline what their contribution will be. You can capture this information in 'Terms of Reference' for the engagement activity which can be shared with everyone who is involved.

A example 'Terms of Reference' template can be found here at page 23.

Good relationships
It is very likely when undertaking engagement activity that there will be differing views amongst the various stakeholder groups involved. It is important to set the ground rules for working together from the outset.

The ground rules should be based on;

Trust – be open and honest in your thoughts and actions
Respect – value each other's input and find solutions based on collective insight, wisdom and creativity
Self awareness – take responsibility for your words and actions and don't let negative emotions impact the people around you
Inclusion – welcome the opinions of others and factor their insights and perspectives into your decision making
Open communication – open and honest communication leads to better connections

Ensure that people involved know where to go if they wish to raise an issue and try to deal with any conflict as it arises.

Across the Borders there is a network of organisations and groups who can help support involvement activity to ensure that we work effectively together. For further information please email Public.Involvement@borders.scot.nhs.uk

Borders Community Action
(Third Sector Interface (TSI)

Physical Disability Strategy
Group

Borders Older Peoples
Pathway Project

Borders Older Persons Forum

Mental Health Forum

Learning Disability Citizens
Panel

Health &
Social Care
Partnership

The Alliance
Borders Care Voice
Borders Carers Centre

Area Partnerships
Community Meetings
(Locality Working Groups)
Community Council Network
What Matters Hubs
Loca l Area Coordination
Teams

Public Involvement Members
'Hear From You' Network

Section 5 | Methods[5]
We will use methods of engagement that are fit for purpose

Different methods of engagement offer different things to the people who are participating in the engagement.

It is important to select appropriate methods of engagement to meet the purpose, scope and timescale of your activity. It is also important to be clear with participants about the method of engagement on offer and what range of opportunities there will be for them to be involved. This helps manage expectations and allows people to make an informed choice about how and when to engage. Wherever possible you should include people and groups in discussions about how they would like to be engaged.

Inform (One way flow of information)
Purpose
- to provide balanced and objective information
- to inform those with an interest in the outcome (i.e. stakeholder groups)
- information may need to be tweaked to meet differing needs of stakeholders (i.e. accessibility requirements)

Offer to participants
- we will keep you informed
- we will provide information openly and transparently
- we will not withhold relevant information

Involve / Engage
Purpose
- to work directly with participants throughout the decision making process, ensuring that their concerns and aspirations are understood and considered
- to enable participants to directly influence the decisions or options developed (active participation)

Offer to participants
- we will keep you informed
- we will work with you to ensure that your concerns and aspirations are directly reflected in the outcomes or alternatives developed
- we will provide feedback on how your input has influenced the outcome
- we will ensure that there are a variety of engagement methods available and these will be selected appropriately to meet stakeholder needs

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[5] Reference material at Participation Framework - gov.scot (www.gov.scot)

Consult (Two way process)

Purpose

- a structured process to obtain feedback on a specific issue or proposal
- to inform those developing proposals or making the decision
- the consultation process must always be applied to any potential changes that may be considered major service change

    key issues that are relevant for identifying when a proposed service change might be classed as 'major' include:

    > the impact on patients and carers
    > changes in the accessibility of services
    > emergency and unscheduled care
    > public or political concern
    > conflict with national policy or professional recommendations
    > changes in the method of service delivery
    > financial implications, and
    > consequences for other services

Offer to participants

- we will keep you informed
- we will listen to and acknowledge your concerns and aspirations
- we will give serious consideration to your contributions
- we will be open to your influence
- we will provide feedback on how your input has influenced the outcome

Once the appropriate method of engagement has been selected for your activity you will need to create a communications and engagement plan to underpin the activity.

Section 6 | Communication
We will communicate clearly and regularly with the people, organisations and communities affected by the engagement

It is a good idea to summarise all the information that you have put together in a communications plan to underpin your engagement

activity. The plan can be a very simple document which summarises:

What (you are doing)
Why (you are doing it)
Who (is involved)
When (it is happening)
Where (people find out more / get involved etc)
How (the methods of communication you will use and the frequency of those communications).

It is also important to communicate the results of your engagement activity and inform stakeholders of what happens next.

You should have all the information to hand to include in your plan if you have followed the steps outlined in this

framework. A basic template[6] for your communications plan can be downloaded here

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[6] Reference material at Communication and engagement planning | HIS Engage

Section 7 | Impact
We will assess the impact of the engagement and use what has been learned to improve our future community engagement

In order to find out whether you have achieved what you set out to do, you need to monitor and evaluate the engagement activity to determine whether it meets its purpose.

Evaluation can help our understanding of involving people in four main ways, helping to:
- clarify the objectives of the exercise by finding practical ways to measure success
- improve project management by building in review and reflection as the work progresses
- improve accountability by reporting what is done and what has been achieved
- improve future practice by developing evidence about what works and what impact different approaches to participation can have.

Evaluating involvement activity can feel complex but thinking about it at the beginning of your involvement activity and building it in as an integral part of the project from the outset will help. By building in clear performance criteria, goals and desired outcomes you will generate learning and results from your involvement activity and improve the way you involve people in the future.

Evaluation should focus on two aspects; the way in which involvement has been undertaken (process), and the results of the involvement activity (outcomes).

Three key questions

1. **What did we do? (process)**
   What were the objectives?
   What methods were used?
   How many people did we reach and how diverse a population were they?

2. **How well did we do it? (process)**
   Were the objectives met?
   What worked well and not so well?
   Were the methods and techniques appropriate?
   What could be improved?

3. **What impact did it have? (outcomes)**
   Did it achieve intended outcomes?
   What was the impact on people or services?

Stages of Evaluation

To help keep the evaluation of your involvement activity as simple as possible there are three stages;

1. **Developing an evaluation framework and data collection tools**
    -   do this at the beginning of your involvement activity linked to your aims and objectives
    -   decide what your goals are and agree how you will measure them
    -   think about the type of data you will collect; quantitative, qualitative or a mix of both
    -   for qualitative data think about the questions you will ask to get the information you want

2. **Collecting and analysing data**
    -   collect your data in line with the plan you made at stage one
    -   think about how you are recording and storing the data you have collected
    -   make sure that you are compliant with General Data Protection Regulation (GDPR). Information governance colleagues will be able to assist you if you have questions about data protection
    -   analyse your data – what does it tell you?

3. **Reporting, sharing and responding to results**
    - decide which results need to be communicated
    -   think about the best way to communicate them – you might use a variety of ways depending on your audience
    -   prepare the results of your activity in the appropriate way(s)
    -   share the results – again you might want to do this in a variety of ways including a summary version, written report or face to face meeting / event
    -   hold a debrief session with relevant people so that learnings from your activity can be fed into future projects

Supporting materials

Supporting materials to help you select the method of evaluation that is right for your engagement activity are available in the Evaluation Toolkit.

Reference Materials

The development of the framework took account of the following duties and guidance.

- NHS Reform (Scotland) Act, Section 7: Duty to encourage public involvement - www.legislation.gov.uk/asp/2004/7/contents
- Equality Act 2010 - www.legislation.gov.uk/ukpga/2010/15/contents
- Fairer Scotland Duty (2018) - https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/
- Community Empowerment (Scotland) Act 2015 - https://www.legislation.gov.uk/asp/2015/6/contents/enacted
- Human Rights Act 1998 – https://www.gov.scot/policies/human-rights
- Planning with People- Community engagement and participation guidance for NHS boards, Health and social care partnerships and Local Authorities that are planning and commissioning care services in Scotland, Scottish Government and COSLA (April 2023)
- CEL 4 (2010) Informing, Engaging Consulting People in Developing Health and Community Care Services, Scottish Government 2010 - www.sehd.scot.nhs.uk/mels/CEL2010 04.pdf
- The National Standards for Community Engagement (2016), Scottish Community Development Centre
- The Quality Framework for Community Engagement and Participation, Healthcare Improvement Scotland (May 2023)
- Participation Framework, Scottish Government (February 2023)
- Planning and delivering integrated health and social care: guidance. Scottish Government (December 2015) – Integration planning and delivery principles

Mental Health Co-production Charter https://borderscarevoice.org.uk/co-production-charter-2/