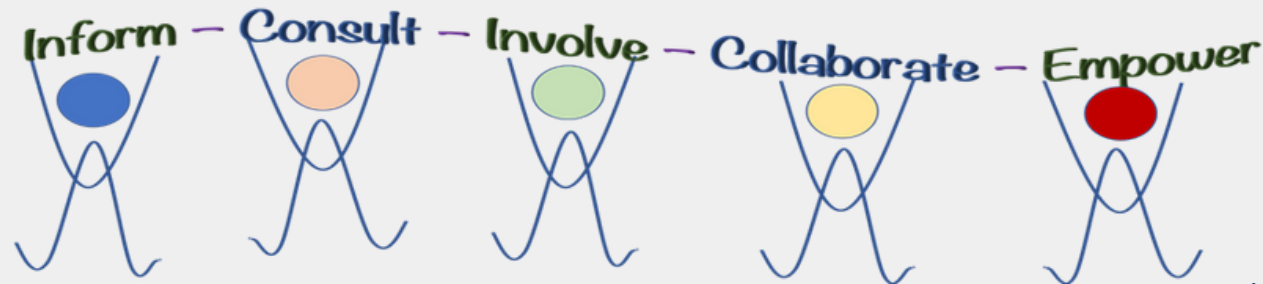


Engagement Framework

Setting out how Argyll and Bute HSCP will engage with people to deliver better health and social care services



September 2023
review 2025

Argyll & Bute Health and Social Care Partnership (HSCP) is committed to working with the people of Argyll and Bute to ensure services are responsive and appropriate to the needs of our communities.

An Engagement Framework was implemented in March 2019 to provide clear and consistent approaches to engagement. This has been reviewed and now outlines approaches to be followed in line with national guidance for Scotland [Part 1 – Planning with People - Health and social care - Planning with People: community engagement and participation guidance - gov.scot \(www.gov.scot\)](#).

This HSCP wide approach provides consistency of engagement methods; clearly sets out what activities will take place; states the aims of these activities; and details who will be involved.

The Engagement Framework sets out the intentions of the HSCP to continue to work with people in Argyll & Bute who have an interest in health and social care and provides a comprehensive overview of how engagement will be conducted. It describes a number of complimentary documents and processes that support the delivery and monitoring of engagement activity that can be used by HSCP staff, partners, communities and wider stakeholders:



An HSCP Engagement Framework providing a comprehensive overview and strategic direction for engagement work.



An Annual Engagement Plan to proactively plan and record engagement activity.



A Strategic Engagement Advisory Group with key partners to advise the Integrated Joint Board on engagement policy, strategy and best practice.



Promotion of engagement methodology eg Healthcare Improvement Scotland.



An engagement pathway and tools to support managers responsible for local services to engage with people in a clear and consistent way.

The HSCP recognises effective engagement is essential to the delivery of health and social care services and fundamental in supporting the HSCP to achieve its vision, ambitions and deliver on key strategic objectives. This commitment is articulated in the Strategic Plan 2022 – 2025 [argyll-and-bute-joint-strategic-plan-15-06-2022.pdf](https://www.scot.nhs.uk/argyll-and-bute-joint-strategic-plan-15-06-2022.pdf) ([scot.nhs.uk](https://www.scot.nhs.uk))

“ We want to ensure that everyone has the opportunity to input into the future shape of health & social care services. ”

Effective engagement ensures decisions are informed by community needs and aspirations whilst balanced against available resources. This provides the opportunity for all interested parties to have their voices heard, their views considered and acknowledged, as well as strengthening relationships and building capacity in our communities.

The people the HSCP would like to work with and engage with includes:

- People who use health and social care services;
- Health and social care staff;
- Unpaid carers
- Partners, for example third sector and independent sector; and
- The general public of Argyll and Bute

3. STANDARDS FOR ENGAGEMENT

The HSCP's engagement approach will be informed by the National Standards for Community Engagement published by the Scottish Development Centre for Community Development:

The National Standards for Community Engagement are good-practice principles, designed to support and inform the process of community engagement, and improve what happens as a result

There are 7 Standards

- Inclusion**
- Support**
- Working together**
- Communication**
- Methods**
- Planning**
- Impact**



[National Standards for Community Engagement | SCDC - We believe communities matter](#)

4. PURPOSE OF ENGAGEMENT FRAMEWORK

This Engagement Framework describes the HSCP's engagement intentions and aims to:

- Ensure a wide range of views are understood and considered when developing health and social care policy and services in Argyll and Bute;
- Strengthen the relationship between the HSCP and communities by ensuring people are informed about, get involved with, and have their say on matters which are important to them;
- Ensure the 'feedback loop' is closed by strengthening communication from the HSCP so that stakeholders know when and how their contribution has been considered and has informed decisions. We call this "You said; we will do."



5.1 Engagement Principles








The HSCP's approach to effective stakeholder engagement will meet the following principles:

Meaningful	Purpose of engagement is clear, people are informed about how their involvement will influence the decision-making process and genuine opportunities are created for people to participate.
Structured	Engagement is built into the planning stages, preferably during the scoping and identification of issues to maximise the level of influence they can have.
Fair and Equitable	Different methods of engagement are utilised to ensure feedback is representative, especially from “seldom heard voices”.
User Friendly	Information about the issue will be easily available to enable people to be fully informed when participating. Plain English will be used and jargon avoided.
Accessible	Ensure everyone can access engagement activities, for example, accommodating sensory or physical requirements.
Responsive	Feedback provided at all key stages.

5. ENGAGEMENT APPROACHES

5.2 Engagement Approach

The HSCP’s approach to engagement has been informed by the International Association for Public Participation’s IAP2 Spectrum for Public Participation. It has also been informed by Healthcare Improvement Scotland’s Participation Toolkit - [Participation Toolkit | HIS Engage](#) Both approaches outline different levels of engagement:

	Engagement Goal	Suggested Methods
 	To involve stakeholders in shared decision making about strategic priorities and service delivery.	Community representatives on committees and formal decision making groups of the HSCP
 	To work in partnership with stakeholders, seeking their perspectives and encouraging their ideas and solutions to inform priorities and planning.	Reference group enabling stakeholders with particular areas of interest and expertise to be involved throughout an engagement process Locality Planning Groups (LPGs)
 	To involve stakeholders throughout the process, ensuring their specific concerns and aspirations are understood and considered.	“Pop ups” at existing events, World Cafe/Open Space workshops, focus groups etc.
 	To obtain stakeholder feedback, listening to and acknowledging concerns and aspirations.	On line/paper consultation using questionnaires to gather qualitative and quantitative data
 	To provide stakeholders with information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	Press releases, newsletters, social media posts and key messages.

The guidance on engagement overlaps with the HSCP's responsibilities on Equality and Diversity. Whilst planning all engagement activities, it is important to consider how everyone's voice is heard, especially those that are seldom heard. See here for more information on how the HSCP carries out Equality Impact Assessments - [Equality Impact Assessments | NHS Highland \(scot.nhs.uk\)](https://www.scot.nhs.uk/equality-impact-assessments/).

The HSCP recognises the need to make adjustments to standard approaches to ensure as wide a range of people as possible can take part in engagement activities. This might include:

- Going to where people are rather than expect them to come to us
- Provide translations and/or large text
- Provide interpreters, induction loops etc.
- Work with community champions and representatives to plan engagement activities
- Build trust with local communities, for example, by telling them how views and feedback have been used to make a difference
- Ensure accessible buildings are used for community events



6.1 Strategic Engagement Advisory Group

The HSCP established a Strategic Engagement Advisory Group consisting of individuals from the HSCP, partners with engagement expertise and community representatives. This group is a sub-group of the Strategic Planning Group and advises the Integration Joint Board on the following:

- Governance arrangements for effective engagement
- Quality assurance of engagement activity
- Engagement plans and activity

This Group has been integral to the revision of structures, approaches and processes outlined in this Framework.



6.2 Quality Assurance

This Framework is supported by an Engagement Quality Assurance process that provides a means of benchmarking and evidencing effective approaches to engagement.

Quality assurance focuses on four key standards.

Progress against the quality standards is reported to the IJB on an annual basis. The HSCP will also utilise the national quality standards framework for Planning with People:

[Quality Framework for Community Engagement and Participation | HIS Engage](#)

6.3 Annual Engagement Plan

The HSCP produces an Annual Engagement Plan to identify planned engagement activity for the coming year. This plan describes the purpose, audience, method, timescale and owner for each engagement activity. Progress against this planned activity is reported to the IJB through the HSCP Annual Performance Report.

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Argyll & Bute Health & Social Care Partnership

Argyll & Bute Health & Social Care Partnership
Annual Engagement Plan 2023 – 2024

AREA:

1. Title:	Audience	(X)	Engagement Method	Engagement Specification completed	
Purpose	Service Users			Yes	No
	Carers				
	Partners				
	HSCP Staff				
	IJB/SPG/LPG				
				Timeframe	
				SLT Lead	
				Other Leads	
				Activity completed	Yes No

2. Title:	Audience	(X)	Engagement Method	Engagement Specification completed	
Purpose	Service Users			Yes	No
	Carers/Parents				
	Partners				
	HSCP Staff				
	IJB/SPG/LPG				
				Timeframe	
				SLT Lead	
				Other Leads	
				Activity completed	Yes No

3. Title:	Audience	(X)	Engagement Method	Engagement Specification completed	
Purpose	Service Users			Yes	No
	Carers				
	Partners				
	HSCP Staff				
	IJB/SPG/LPG				
				Timeframe	
				SLT Lead	
				Other Leads	
				Activity completed	Yes No

1

This tracker may not capture all engagement activity, for example dynamic feedback that can happen in the course of how we deliver our health and social care services. This is encouraged and can generate rich information for how to improve services.

6.4 Engagement Specification

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Engagement Specification

The HSCP recognises the importance of engaging with people and communities. This Engagement Specification is for HSCP managers and teams and provides guidance on the steps to be considered when planning effective engagement with citizens, partners and staff. This approach is outlined in the HSCP Engagement Framework and provides a recommended approach to engagement which is based on recognised best practice.

Step 1 Purpose **Step 2 Audience** **Step 3 Level** **Step 4 Approach** **Step 5 Support** **Step 6 Approval** **Step 7 Prepared**

Title of Engagement Activity: _____
 Lead Officer(s): _____
 Proposed date(s) and duration: _____

Step 1. Purpose: Why do I want to engage?
 Are the aims of the engagement clearly explained?
 Prompts:
 • Improving/changing access to services
 • Understanding service experience
 • Influencing service change
 • Informing plans/strategies/policies

Step 2. Audience: Who do I want to engage with? (Stakeholders)
 Prompts:
 • The general public and people who use our services
 • People who care for others
 • Groups with special interests
 • Partner organisations
 • Elected representatives
 • Health and social care staff

Step 3. Level: What level of engagement will I use?
 Is the level of engagement appropriate and proportionate?
 Prompts:
 • Inform: Provide information to assist stakeholders to understand an issue, alternatives, opportunities and/or solutions
 • Consult: Obtain feedback to inform development and/or improvement
 • Involve: Engage stakeholders in the process, ensuring their concerns and aspirations are listened to, understood and considered
 • Collaborate: Work in partnership with stakeholders, seeking their perspectives and encouraging their ideas and solutions to inform priorities and planning
 • Empower: Involve stakeholders in shared decision making about strategic priorities and service developments, delivery and monitoring progress

Step 4. Approach: What methods will I use? (See HIS website below.)
 Are the methods/approaches appropriate for the level of engagement?
 Prompts:
 • Inform: Public meeting; website; newsletter; social media; press article; briefings; presentations; letters
 • Consult: Surveys; online/paper questionnaires
 • Involve: Conversation Café; focus groups
 • Collaborate: VOICES (Visioning Outcomes in Community Engagement tool); Option Appraisals
 • Empower: Community Representative/member on decision-making group

Step 5. Support: Have I utilised the expertise/support of others?
 Is there expertise and support available to prepare and deliver engagement?
 Prompts:
 • Public Health Team
 • Healthcare Improvement Scotland Engagement Team
 • Critical friend/sense checking advice

Step 6. Approval: Who has given the go ahead for this work?
 Are the governance arrangements clear?
 Prompts:
 • Senior level sign-off
 • Links to agreed Committee of Head of Service
 • How will the findings be agreed and used

Step 7. Prepared: Am I ready to engage?
 Are all the requirements in place described in an engagement plan? (Engagement Plan templates are available)
 Prompts:
 • Timeline
 • Agreed method
 • Resources/funding/support
 • Road testing/pilot approach
 • Communication plan
 • Approvals and use of the findings

Step 8. Feedback: What will I do next?
 How will I share the findings?
 Prompts:
 • With the people who gave their views – YOU SAID, WE DID
 • Business papers and reports
 • Record how the engagement results informed way forward

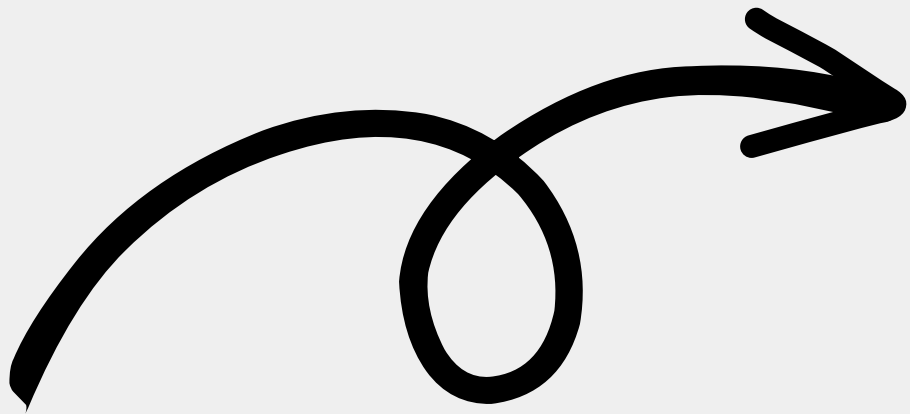
WHAT	TIMELINE		WHO
	WHEN		

This template should be used to document how engagement activities will be planned and delivered. Professional guidance and advice on engagement methods can be provided by the HSCP Public Health Team. Further information on engagement approaches and methods is available in the Healthcare Improvement Scotland's engagement toolkit here - [Participation Toolkit | HIS Engage](#)

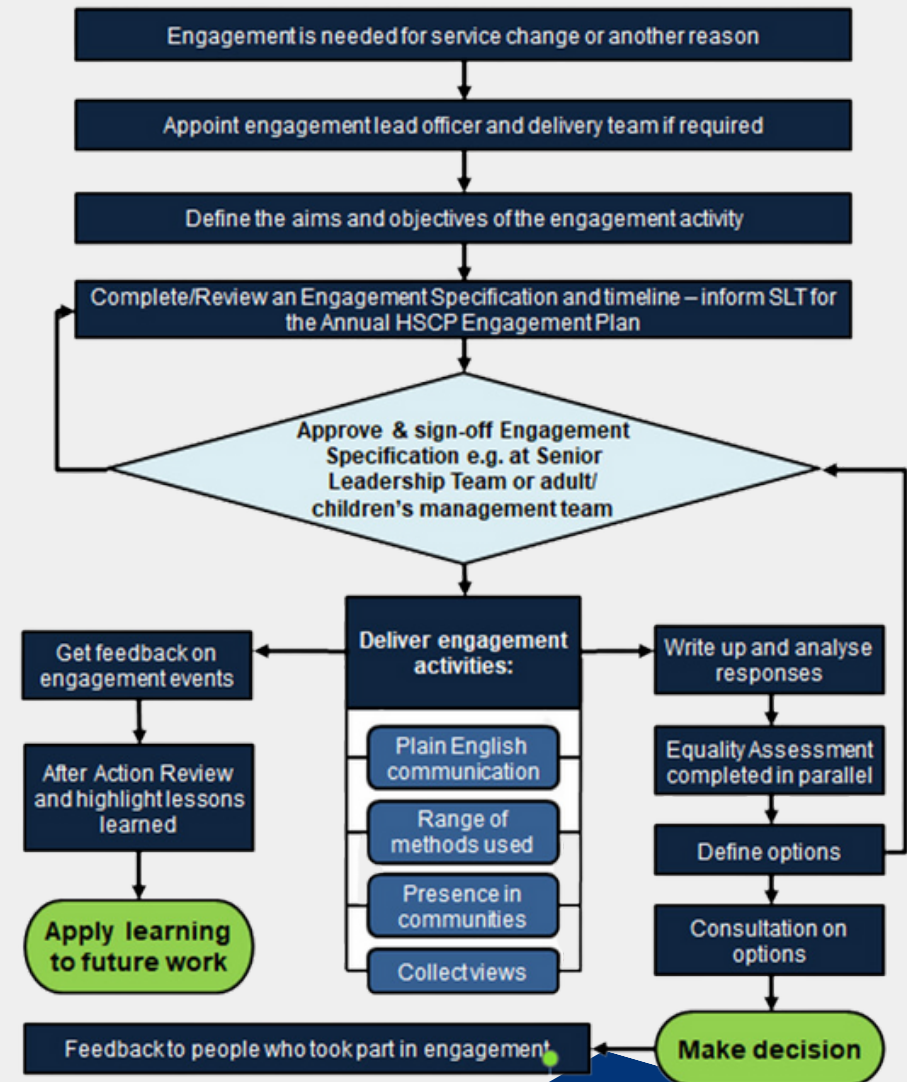
6.5 Decision Making

The HSCP recognises the importance of clear processes for how the findings from engagement activities are used to inform decision making for how health and social care services are designed and delivered. This flowchart outlines how this governance will be achieved, including:

- Engagement activity lead
- Clear plans drawn up
- Oversight and sign-off of plans in appropriate forum
- Equality Impact Assessment completed
- Feedback to people involved in engagement



Engagement Process for Argyll & Bute HSCP



7. Key Structures

Effective engagement relies on good communication across a range of structures in Argyll and Bute. The following is a list of relevant areas and their role in health and social care engagement:

STRUCTURE/SETTING	ROLE IN ENGAGEMENT
HSCP Strategic Engagement Reference Group	Oversee and ratify engagement processes and strategy in line with best practice and national guidance.
HSCP Strategic Leadership Team (SLT) and other management structures	Develop engagement approaches for Argyll and Bute HSCP in partnership and based on best practice.
Locality Planning Groups (LPGs) x4	Oversee and sign off engagement plans and activities and inform decision making processes for how engagement feedback informs these decisions.
Living Well Networks (LWNs) x4	Commissioned by the HSCP to develop networks for health and wellbeing in local communities. These can be used to cascade engagement information widely and to gather views from members on a range of issues

Argyll & Bute Community Planning Partnership (CPP)	Statutory body to develop a community plan and focus on where partners' collective efforts and resources can add the most value to their local communities.
Area Community Planning Groups (CPGs) x4	Groups to take community planning closer to local communities. These can be used to cascade engagement information widely and to gather views from members on a range of issues
HSCP Clinical and Care Governance Group	Provides an oversight role in decision making about health and social care services, for example mitigation of risk.
HSCP Staff Partnership Forum	Provides an oversight role of issues that affect staff.
Community Councils	These can be used to cascade engagement information widely.
Argyll & Bute HSCP Public Health Team	Can provide expert guidance on engagement methods.
Community Representatives	The HSCP has a role to have community representatives on various meetings and groups, for example the IJB and SPG. Community rep's are supported in their role and give the HSCP the opportunity to ensure the views of a wide range of people are considered.
Healthcare Improvement Scotland Engagement Team	A national team that provides and guidance on meeting national engagement requirements and takes the role of "critical friend".