Dumfries and Galloway
Integration Joint Board

6th February 2020

This Report relates to
Item 6 on the Agenda

Consultation and Engagement Update

Paper presented by Rod Edgar

For Approval

Author:	Rod Edgar, Communication and Engagement Manager, Health and Social Care rod.edgar@nhs.net
List of Background Papers:	Not Required
Appendices:	**Appendix 1 –** Framework for Planning and Delivering Effective Formal Public Consultation **Appendix 2 –** National Standards for Community Engagement

Direction Required to Council, Health Board or Both	**Direction to:**	
	1. No Direction Required	X
	2. Dumfries and Galloway Council	
	3. NHS Dumfries and Galloway	
	4. Dumfries and Galloway Council and NHS Dumfries and Galloway	

1. Introduction

1.1 This Paper updates on how the Consultation Framework, which was agreed on an initial 12 month basis at the Integration Joint Board in January 2019, has been implemented and on the activity of the Consultation and Engagement Working Group.

2. Recommendations

2.1 **The Integration Joint Board is asked to:**

- **Approve the continued use of the Consultation Framework for the Effective Planning and Delivery of Formal Public Consultation and the use of the Consultation Working Group on an indefinite basis, with this work led by the Communication and Engagement Manager**

3. Background and Main Report

3.1 A Framework for undertaking formal public consultation was developed in recognition that the Partnership did not have its own framework to support the development of consultation in line with national standards, as set out in **Appendix 2.** The Framework for Planning and Delivering Effective Formal Public Consultation was approved by the Health and Social Care Senior Management Team on 12th December 2018 and by the Integration Joint Board on the 30th January 2019 with the intention of reviewing its effectiveness towards the end of a 12 month trial period. A consultation working group was formed to help implement the Framework and oversee work carried out within the Framework.

3.2 National Standards for Community Engagement have been set out by Scottish Government and have been formally adopted by organisations including Dumfries and Galloway Council. Ten standards are set out, with a higher level of expectation when carrying out public consultation that these standards will be achieved.

3.3 The cases of Regina v Brent London Borough Council, ex parte Gunning (1985) and Moseley v Haringey London Borough Council (2014) saw legal challenges made around approaches to consultation. These cases have resulted in legally established principles around consultation.

3.4 Challenge can be made by any individual over the manner in which a consultation has been carried out and can be legally challenged.

3.5 There are examples of public consultation work undertaken in Dumfries and Galloway which have experienced challenges.

3.6 Defending a challenge can have significant implication for time and resources.

3.7 A successful challenge against consultation work could mean that outcomes are deemed invalid, that the organisation undertaking the consultation suffers reputational damage, and that resources have been employed to no effect and that other consultation work may be negatively impacted.

3.8 Work has been undertaken within Dumfries and Galloway Health and Social Care Partnership to improve approaches to consultation, including commissioning training from the Consultation Institute and the creation of a Consultation Framework and Consultation Working Group.

3.9 The Consultation Working Group successfully reflects the structure of the partnership, with membership from the NHS, Council, Third Sector and Independent Sector.

3.10 At this time, one formal public consultation is currently being undertaken through the Framework, the first since it has been established. However, the Officer leading the consultation has paid credit to the role of the Framework and the Consultation Working Group in ensuring it was undertaken correctly and in line with national standards and legal principles.

3.11 The approach to this formal public consultation was reshaped significantly as a result of the input from the working group and the application of the Framework. Assistance was provided in managing the unusual situation of what was a joint consultation being undertaken by NHS Dumfries and Galloway, on behalf of the Health and Social Care Partnership, regarding the creation of a new Pharmacy, with a private service provider.

3.12 In addition to this consultation, the working group was also approached to provide opinion and guidance on what had been developed as another potential formal public consultation. Through input from the working group the officer seeking advice eventually concluded that this was not a matter which required formal public consultation at this time but was provided with an insight and guide as to what would be required should it be judged appropriate at a later stage.

3.13 Initial advice from members of the working group also led to another officer within the Partnership to conclude that the work they were proposing to undertake was engagement rather than formal publication.

3.14 Although a low level of activity has been seen around formal public consultation over the last 12 months, there is no evidence that activity around consultation has been limited because of the new structure. Instead, the effect of the Framework and working group may have been to ensure that work which should be identified as public engagement is now being carried out as such and not incorrectly identified as being consultation.

3.15 Members of the working group have expressed the view that its work has helped contribute to a more structured approach to consultation, providing useful guidance and support to those proposing to undertake this work on behalf of the Partnership.

3.16 A section of the Dumfries and Galloway Health and Social Care Partnership website, https://dghscp.co.uk/consultation/ now hosts information on all current, previous and proposed pieces of formal public consultation carried out on behalf of the Partnership – accessible by the public and by those within the Partnership seeking an insight into what work has already taken place or which may be scheduled.

4. Conclusions

4.1 The Consultation Framework and the Consultation Working Group has proved

effective in helping to oversee and guide formal public consultation undertaken on behalf of the Partnership ensuring it complies with national standards and established legal principles. The Working Group has also proved useful in providing a forum in which those seeking initial guidance around this work can discuss their approaches before submitting an application to undertake a formal public consultation. With an effective role to play and with limited resource implications it is recommended that approval is given for both the Consultation Framework and the Consultation Working Group to continue beyond the initial 12 month trial period on an indefinite basis.

5. Resource Implications

5.1 There are no financial implications from continuing the Consultation Framework and the Working Group.

5.2 There are limited implications for the time demands on members of the Consultation Working Group. The group convenes infrequently, depending on the level of business; however, in the past year this has been limited and has been less than was first envisaged.

6. Impact on Health and Social Care Partnership Outcomes, Priorities and Policy

6.1 The objectives of the Framework support and complement work around the nine National Health and Wellbeing Outcomes particularly in regard to Outcome 9 – *Resources are used effectively and efficiently in the provision of health and social care services.*

7. Legal and Risk Implications

7.1 There are no identifiable legal or risk implications arising from the implementation of the Framework.

7.2 The Framework is intended to reduce any existing risks.

8. Consultation

8.1 Discussions have taken place within the Consultation Working Group and with those who have sought guidance and support around potential pieces of formal public consultation.

9. Equality and Human Rights Impact Assessment

9.1 An Equalities Impact Assessment has not been judged necessary at this time as the Framework and Working Group are ensuring best practice in public consultation is being followed in line with national standards.

10. Glossary

10.1 All acronyms must be set out in full the first time they appear in a paper with the acronym following in brackets.

DGHSCP	**Dumfries and Galloway Health and Social Care Partnership**

Dumfries and Galloway Integration Joint Board

DIRECTION

(ISSUED UNDER SECTIONS 26-28 OF THE PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014)

1.	Title of Direction and Reference Number	
2.	Date Direction Issued by Integration Joint Board	
3.	Date from which Direction takes effect	
4.	Direction to	
5.	Does this direction supersede, amend or cancel a previous Direction? If yes, include the reference number(s)	
6.	Functions covered by Direction	
7.	Full text of Direction	
8.	Budget allocated by Integration Joint Board to carry out Direction	
9.	Desired Outcomes	
10.	Performance Monitoring Arrangements	
11.	Date Direction will be Reviewed	

APPENDIX 1

DUMFRIES AND GALLOWAY
Health and Social Care Partnership

Framework for Planning and Delivering Effective Formal Public Consultation

As at 08/01/2020

Consultation is 'the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views and, with the objective of influencing decisions, policies or programmes of action'

Consultation Institute

Contents

1. Introduction

2. Definitions

3. Risk, national standards and legal considerations
- 3.1 National Standards for Community Engagement
- 3.2 Legal principles for consultation

4. When to undertake consultation?
- 4.1 Statutory requirements
- 4.2 Legitimate expectation (Common Law)
- 4.3 Final questions to ask

5. Consultation process

6. Planning stage
- 6.1 Context
- 6.2 Planning team
- 6.3 Role of the consultation mandate
- 6.4 Timescales
- 6.5 Resources
- 6.6 Consultation plan
- 6.7 Stakeholders
- 6.8 Methodology
- 6.9 Evaluation plan

7. Pre-consultation stage
- 7.1 Test the questions
- 7.2 Agree the plans with stakeholders
- 7.3 Brief facilitators

8. Consultation stage
- 8.1 Advance information
- 8.2 Implement the plan and respond to stakeholders

9 Post-consultation stage
- 9.1 Analysis
- 9.2 Follow up work
- 9.3 Feedback
- 9.4 Process evaluation
- 9.5 Evaluation publication

10. Appendix 1 - Consultation and authorisation Mandate
    Appendix 2 – Consultation Evaluation Outline

1. Introduction

Dumfries and Galloway Health and Social Care Partnership (DGHSCP) is committed to helping people achieve and maintain their best possible level of wellbeing, and to working in partnership to create, deliver and sustain new models of health and social care.

As part of that partnership working, DGHSCP is committed to embracing principles of inclusion, working to engage with partners and the public to co-produce models of health and social care, consulting, and ensuring good communication around the work which is being undertaken. In addition, it will look to continually evaluate, document and report on its performance in this area.

A Framework for Planning and Delivering Effective Consultation with Communities (referred to as 'the Framework') has been developed to support these objectives, and in response to a growing awareness that good quality community engagement plays a key role in improving services and delivering successful projects.

The Framework has been developed as a step-by-step process in order to consult with stakeholders and communities effectively. Its design has been influenced through close working with Community Planning Partners, and the training and guidance provided by the Consultation Institute (a best practice organisation promoting high quality public and stakeholder consultation in the public, private and voluntary sectors). Details of those involved and their contributions are provided in Appendix 1.

The process set out within this Framework will ensure that those undertaking consultation achieve the statutory requirements of the Scottish Government Health Directive CEL 4, and also the National Standards for Community Engagement.

These national standards have been developed by the Scottish Government to improve participation processes of public bodies, and have already been formally adopted by partner organisation Dumfries and Galloway Council. These national standards are embedded throughout this document and are highlighted for ease in blue text[1].

This framework will also help to ensure that work is undertaken in line with legally established principles of consultation – as established by the cases of Regina v Brent London Borough Council, ex parte Gunning (1985) and Moseley v Haringey London Borough Council (2014).

A key element of the Framework is the role of the Consultation Working Group. This small group is formed from health and social care staff who have undertaken recognised learning and development around consultation, and will convene every two months or more frequently in response to demand or quantity of work being undertaken. The group will receive submissions of proposed work in the area of consultation, will advise on the correct course of action, and will then provide guidance and support as they oversee the work to a successful conclusion, assessment, evaluation and reporting.

All formal public consultation undertaken on behalf of the Partnership will be documented from launch on the website www.dghscp.co.uk, along with materials including feedback and

opinions from participants which will inform the evaluation of its success. This material will remain on the site, serving as a library of consultation work.

This feedback and opinion will also be incorporated into the Partnership's annual Public Report, publicly documenting stakeholder opinions on the quality of work being undertaken within this area.

The Framework set out here reflects very closely that already adopted in 2018 by partner organisation Dumfries and Galloway Council, and which mandates that all council staff undertaking consultation work do so with a very similar approach and to the same standards set out within this Framework.

To access further resources on community engagement, please visit the websites of the Scottish Government and Scottish Community Development Centre.

For further information, please contact:
Communication and Engagement Manager
Dumfries and Galloway Royal Infirmary
Tel: 01387 241061 (int 33061)
Email: rod.edgar@nhs.net

[1] As a result, the word 'engagement' frequently appears. However, each point within the National Standards for Community Engagement is valid within a consultation and should be applied in this work.

2. Context

Effective consultation with people who use services, their Carers and partner organisations is an important area of the Partnership's business - ensuring that it is responsive to the needs of communities. The Partnership consults with residents and other stakeholders to seek their views on proposed changes to services, plans, policies, strategies and other important issues to help inform decisions that are made.

This Framework supports:

- meeting statutory obligations when consulting
- adhering to consultation principles
- increasing the confidence of those being consulted in the consultation process
- having the necessary information and knowledge to undertake consultation effectively and efficiently
- improving the quality of consultation
- having a consistent, co-ordinated and joined up approach to consultation

Understanding Consultation

Engagement involves an ongoing dialogue with a wide range of people within our communities to help us plan and deliver services. Within the National Standards for Community Engagement it is defined as *'a purposeful process which develops a working relationship between communities, community organisations and public bodies to help them to identify and act on community needs and ambitions. It involves a respectful dialogue between everyone involved, aimed at improving understanding between them and taking joint action to achieve positive change.'*

We engage using a variety of approaches as listed below:

Information sharing - we engage through information. This can include telling people about a decision that has been or is going to be made. This can involve different methods of communication, including social media.

Compliance - we engage in relation to statutory or regulatory requirements we must act upon, for example major service change.

Consultation –we engage through formal and informal consultations to influence decisions.

Structures - we engage through formal and informal structures, e.g. the CAPE network.

Co-Production – we engage to co-define the issues, co-design the best responses and co-deliver through the best use of all the available resources

Principles for effective Consultation

Consultation is defined by the Consultation Institute as *'the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views and, with the objective of influencing decisions, policies or programmes of action'.*

The Consultation Institute has identified the following seven principles, which act as a reference for all those involved in leading consultations.

1. Integrity	The consultation must have an honest intention. Consultors must be willing to listen and be prepared to be influenced.
2. Visibility	All who have a right to participate should be made reasonably aware of the consultation.
3. Accessibility	Consultees must have reasonable access, using methods appropriate for the intended audience and with effective means to cater for all.
4. Transparency	Consultation submissions will be publicised unless specific exemptions apply.
5. Disclosure	Consultors must disclose all material information. Consultees must disclose significant minority views when representing many parties.
6. Fair Interpretation	Objective assessment, with disclosure of weightings if used.
7. Publication	Participants have a right to receive feedback of the consultation output and of the eventual outcome of the process.

Stakeholders is a term often used in consultation. Stakeholders are an individual, group or party that either affects or is affected by the consultation. Measures should be taken to include all stakeholders affected and to ensure that a balanced selection is involved.

Seldom heard is a term used to describe those communities who may not usually be involved in consultation processes. They are often seen as being hard to reach and, as a result, could be less likely to have their voices heard and have influence. However, it is important to note that many of these communities are not hard to reach at all, and do not consider themselves as such. It is perhaps the case that the approaches and methods we have used in the past have not always been successful in gaining their views.

The National Standards for Community Engagement recommend that measures are taken to involve groups with protected characteristics. This refers to the Equality Act 2010, which protects the rights of people on the basis of nine characteristics. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex/gender and sexual orientation. The local community planning partnership equality monitoring form should be used to evaluate the level of engagement with those from a range of protected characteristics. The Equality Act also involves a duty to make reasonable adjustments for people during engagement and consultation.

3. Risk, national standards and legal considerations

Dumfries and Galloway Health and Social Care Partnership may undertake a consultation voluntarily or because it has a statutory duty to do so. In either case, it is required to undertake the consultation in line with national standards and the legal standards established through case law.

National Standards for Community Engagement applies to all engagement, including consultation, but when consultation is being carried out there is a greater expectation that this work will be carried out to those standards.

If a piece of consultation comes under challenge and is found not to have been carried out to these standards, there is a possibility that any resulting decisions or actions may be deemed invalid, there is a risk of reputational damage to the partnership, and there is the potential for this outcome to impact on other pieces of consultation work.

3.1 National Standards for Community Engagement

The seven National Standards for Community Engagement as set out by The Scottish Executive are as follows:

1. INCLUSION: we will identify and involve the people and organisations who are affected by the focus of the engagement

2. SUPPORT: we will identify and overcome any barriers to involvement

3. PLANNING: there is a clear plan for the engagement, which is based on a shared understanding of community needs and ambitions

4. WORKING TOGETHER: We will work effectively together to achieve the aims of the engagement

5. METHODS: we will use methods of engagement that are fit for purpose

6. COMMUNICATION: We will communicate clearly and regularly with the people, organisations and communities affected by the engagement

7. IMPACT: We will assess the impact of the engagement and use what has been learned to improve our future engagement

3.2 Legal principles for consultation

Legal principles for consultation have been established through case law, with the cases of Regina v Brent London Borough Council, ex parte Gunning (1985) and Moseley v Haringey London Borough Council (2014).

A legal challenge can be mounted against a piece of consultation work, and the complaint is likely to be upheld if it is found not to have been carried out in line with these legally established principles.

The case of Regina v Brent London Borough Council, ex parte Gunning (1985) has given rise to what are known as the four 'Gunning Principles' which should be followed.
These are:

1. Consultation must take place when the proposal is still at a formative stage; *consultation cannot begin if a decision has already been taken on the outcome*.

2. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response; *we must provide the right information in the right format and use the right methods to enable participants to participate and make an informed view.*

3. Adequate time must be given for consideration and response; those being consulted must have enough time to participate and those consulting must have enough time to consider the responses as part of the decision-making process.

4. The product of consultation must be conscientiously taken into account. *Decision makers must demonstrate that they have taken stakeholders views into account.*

Moseley v Haringey London Borough Council (2014) established a further two principles. These are:

1. The degree of specificity regarding the consultation should be influenced by those who are being consulted

2. The demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.

4. When to undertake consultation?

When considering whether consultation should be carried out, there are two areas of focus for consideration:

- Statutory requirements
- Legitimate Expectation (Common Law)

4.1 Statutory requirements

In respect to health services, under the National Health Service Reform (Scotland) Act 2004 there is the requirement:

> ***Duty to encourage public involvement***
>
> (1)It is the duty of every body to which this section applies to take action with a view to securing, as respects health services for which it is responsible, that persons to whom those services are being or may be provided are involved in, and consulted on—
>
> (a)the planning and development, and

(b)decisions to be made by the body significantly affecting the operation, of those services.

4.2 Legitimate expectation (Common Law)

Courts now recognise consultees' rights to expect a fair process, and this applies:

- when there has been a clear promise made of consultation
- where official guidance or policies imply a promise to act in a particular way
- where there is a withdrawal of a benefit with significant impacts to be considered
- where the nature of the relationship would create unfairness if there were to be inadequate consultation

There are grounds for a judicial review if a consultation does not take place despite a legitimate expectation that it will. Even if there is no legal requirement for a consultation, if one is launched then it must be carried out properly so as to ensure that it is fair.

More guidance can be found in the UK Government's Cabinet Office Consultation Principles.

These state:

> The governing principle is proportionality of the type and scale of consultation to the potential impacts of the proposal decision being taken, and thought should be given to achieving real engagement rather than following bureaucratic process.

Both the Cabinet Office Principles and recent case law have emphasised that consultation requirements will vary from one context to another and that they should be assessed on an individual basis. As a result, the responsibility now rests on public authorities to decide how, when, with whom and how widely to consult. Difficult judgments may need to be made on just what level of consultation is 'proportionate' to the purpose and objectives of a consultation. Organisational consistency is important, in order to demonstrate a consistent and coherent approach which gives confidence in the consultation process – particularly if subject to external challenge or scrutiny.

The Cabinet Office Principles cite as examples of circumstances in which consultation may not be appropriate. They give these as:

> "for minor or technical amendments to regulation or existing policy frameworks… or where adequate consultation has taken place at an earlier stage."

Conversely, the more serious or significant the impact, the more likely it is that the views and concerns of those affected should be consulted upon before a decision is taken.

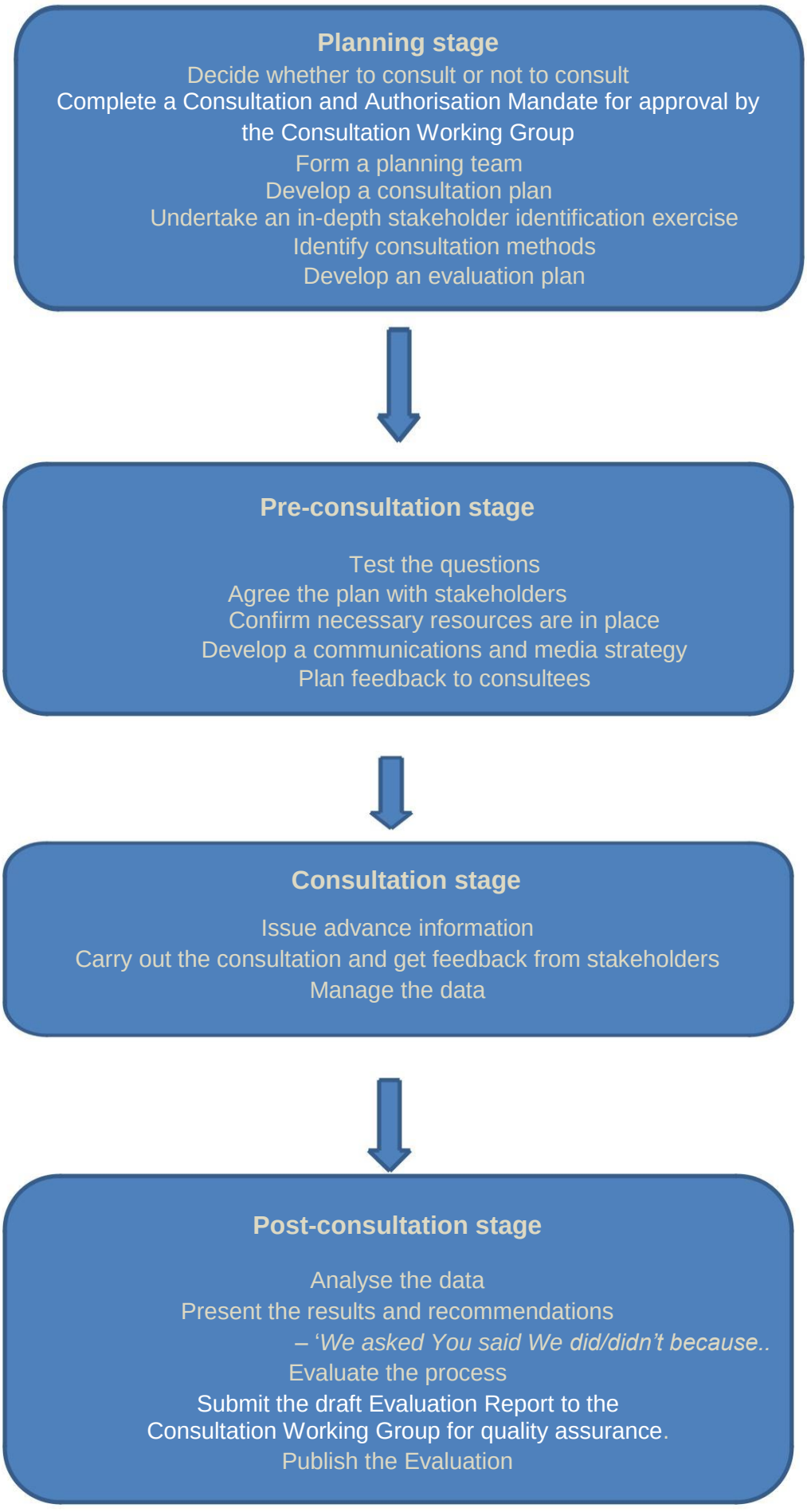
4.3 Final questions to ask

In deciding whether a public consultation should be undertaken, it is important to consider the following:

- The scope to influence the decision, policy or programme of actions
- Are we simply seeking or giving information
- If there a legal requirement to ‘consult’?
- If this is solely an operational matter (and this can be justified)?
- If there is a legitimate expectation to be consulted?
- The impact of not consulting on the reputation of your organisation

5. Consultation process

A consultation involves four stages, which are outlined below.



6. Planning stage

6.1 Context

Consider the context for your consultation, including:

Availability of existing research
The scope of the consultation Limitations
Opportunities

Take account of relevant legislative requirements when considering reasons for the consultation. Also, check that the consultation does not replicate recent or current work and ascertain that the information required cannot be obtained through another planned consultation.

6.2 Planning team

Partners should be involved at the start of the process in identifying and defining the focus. Involve partners by creating a planning team. This could include organisations and/or community representatives who are impartial to the consultation subject. Collectively, the team should possess the necessary knowledge, skills and experience to plan a successful consultation.

The team ought to agree what the outcomes of the process should be, what indicators will be used to measure success, and what evidence will be gathered. They should also decide what records shall be kept of the consultation and begin to record their work. A consultation report template is provided in Appendix 2, which includes a checklist for staff. All information relating to the consultation should be stored in an agreed location.

Make sure all available information which can affect the process is shared and used to develop the plan. Indeed, within the planning team and when communicating with anyone affected by the outcome of the consultation it's important that, without breaking confidentiality, participants have access to all information that is relevant to the engagement.

6.3 Role of the consultation mandate

A consultation mandate is critical in order to ensure you have clarity and understanding on the key elements of the consultation process.
The mandate helps you to clarify and agree:

- Who is consulting?
- Who do you want to consult?
- What are you specifically consulting about?

- Who will consider the consultation findings and what is the process they will undertake towards a decision?
- What is the timetable involved?
- What do you hope the consultation will help you achieve?

Ensure you have appropriate approval for the consultation and clarity of purpose by completing the Consultation and Authorisation Mandate at Appendix 2. You cannot proceed to the next stage until this has been signed off by the Consultation Working Group.

6.4 Timescales

Ensure that the timescales for the process are realistic. As participants in the process often commit to continued two-way communication with the people they work with or represent, timescales should allow stakeholders to consult with their own networks - for example Third Sector.

Timescales may be pre-determined in consultations for which there is a statutory duty. Timescales for non-statutory will vary according to their scale and complexity but should always provide the greatest opportunity for participants to contribute. The minimum recommended duration of consultation is 12 weeks. It is recommended that school holiday periods are avoided or at the very least taken into account when setting dates, and that more time for consultation should be considered within these periods.

6.5 Resources

Consider the resources allocated to your consultation. Identify the costs, including providing advance information and steps to address barriers to participation. This could include:

Accommodation
Information (e.g. printing costs, adverts, postage)
Refreshments
Staff time (e.g. to run an event or focus group)
Publicity

Ensure there are sufficient resources to support an effective process. The source of a budget to support an effective consultation should be clearly identified. At this point, consideration should be given as to whether the identified budget is sufficient to support the consultation. If changes are required to the consultation which have implications for the budget, then it is recommended that these changes, the reasons for them and the associated affect on the budget are recorded. Consideration should also be given as to whether there is a requirement to complete a Risk Register.

6.6 Consultation plan

A comprehensive project plan should be developed providing details of the consultation process including the consultation mandate, rationale and details of stakeholder identification and chosen methodologies, data gathering and analysis processes, calendar of events and activities with identified lead persons, quality assurance arrangements, feedback and publication processes, communications and media strategy, consultation process evaluation arrangements. This should include timescales and milestones for the pre-consultation, consultation dialogue and post consultation stages.

6.7 Stakeholders

Undertake an in-depth stakeholder identification exercise. This helps identify the different kinds of stakeholders who may be 'consultees'. The stakeholder identification exercise can also help identify the most appropriate methods to use for different groups.

When carrying out the mapping, it may help to consider:

Who is directly impacted by this decision
Who is indirectly impacted
Who is potentially impacted
Whose help is needed to make the decision work
Who knows about the subject
Who will have an interest in the subject

Ensure a balanced selection, in order that a wide range of opinions, including minority and opposing views, are valued in the process. Steps should be taken to involve groups with Protected Characteristics, those seldom heard, particularly those experiencing inequality including poverty.

6.8 Methodology

Once the stakeholders have been identified; select the most appropriate methods to provide the best opportunity for them to take part. There are many methods of consultation. For example:

Focus groups
Presentations to existing groups
Meetings
Surveys – written, telephone, online
Using art and culture

Choose the method based on: 'What is the best method to give the consultee the best opportunity to give their best response?' It is not good practice to adopt a single method to consult, and increasingly there are concerns and legal challenges based on an over-reliance on online methods. Adopt a range of methods to enable qualitative and quantitative data to be gathered.

The Participation Compass website contains a comprehensive list of consultation methods. A variety of methods should be used throughout the process to make sure that

a wide range of voices are heard. Moreover, full use should be made of creative methods which encourage maximum participation and effective dialogue. Leapfrog contains a toolbox of creative methods.

Also consider the use of existing forums. There is a developing Dumfries and Galloway Participation and Engagement Network which is a database of members of the public and community groups, who are willing to be consulted and share their views on public services. E-mail: dg.PEN@NHS.net for further information.

It is important to ensure that the methods used are appropriate for the purpose of the engagement.

Templates for all aspects of a consultation are available on www.dghscp.co.uk including: the Consultation Plan; list of trained officers; facilitators' briefing notes; privacy statements; 'we asked/you said/we did/didn't forms; and feedback forms.

At this stage, involve whoever will be analysing the data as they can advise on question construction and design, recording of information and analysis. Care must be taken when involving third parties in delivery of the consultation process, as credibility for the process and reputation of thee organisation is in their hands.

Overcoming barriers

A 'one size fits all' approach does not support our approach to consultation and we should continue to support those communities of place and interest who are seldom heard.

Take action to remove or reduce any practical and perceived barriers that make it difficult for people to take part. Ensure that steps are taken to involve people at risk of being excluded from participating due to disadvantage relating to social or economic factors. Wherever possible, take steps to ensure that participants are supported to develop their skills and confidence during the engagement. Consider what support may need to be provided and where necessary, provide access to impartial and independent development support.

Communication

The methods of communication used during the consultation process should meet the needs of all participants.

When consulting, ensure that information that is important to the engagement process is accessible, made available in appropriate formats and shared in time for all participants to properly read and understand it. Information should be provided in advance of the consultation to help people understand why the consultation will take place and how to participate.

Please contact the DGHSCP Communication and Engagement Manager for advice and support with tasks such as:

- Creating online surveys (using Survey Monkey)
- Communicating with the media
- Posting details on the www.dghscp.co.uk website
- Using the Partnership's social media pages

6.9 Evaluation plan

It is necessary to ensure measures are in place to evaluate the effect of consultation and demonstrate what has been achieved. Ensure that partners are involved in monitoring and reviewing the quality of the process and what happened as a result.

Consider how the consultation shall be evaluated, including the extent to which:

- The outcomes the process intended to achieve are met
- Services are developed to best meet the population's needs within available resources
- Participants have improved skills, confidence and ability to take part in the future

Include an evaluation as part of the programme. Templates are provided for evaluating events and surveys. The equality monitoring form agreed by partners in Dumfries and Galloway must be used to ensure involvement from a range of people, allowing you to identify gaps that should be addressed by additional methodologies.

7. Pre-consultation stage

7.1 Test the information and questions

Test the information that will be used in advance of and during the consultation with stakeholders. Ensure that it is easy to understand and the format is appropriate. Similarly, test any questions that are to be used, for example, within a survey or focus group. Check that the answers only supply information which is necessary to achieve the consultation's purpose.

7.2 Agree the plans with stakeholders

It is important that the people and groups who are affected are involved at the earliest opportunity and that a clear and agreed plan is in place.

Discuss the plans with a sample of stakeholders and ask them to consider and agree any changes required. Ensure that the methods used are acceptable and accessible to participants and are evaluated and adapted, if necessary, in response to feedback from participants and partners. Check systems are in place to make sure the views of the wider community continuously help to shape the process.

The way people work together is a crucial factor in the success of any consultation. To work effectively together to achieve the aims make sure that:

- The roles and responsibilities of everyone are clear and understood

Decision-making processes and procedures are agreed and followed
Communication between all participants is open, honest and clear
The process is based on trust and mutual respect

7.3 Brief facilitators

Provide a briefing for staff, volunteers and partners who will help to deliver the consultation stage, e.g. facilitate focus groups. The briefing should include:

Background on the purpose of the consultation
Procedures to be followed, e.g. recording stakeholder issues
The appropriate treatment of stakeholders, e.g. ensuring that they are welcomed and thanked for their participation
Answers to questions which stakeholders may have
When and how stakeholders will receive feedback

8. Consultation stage

8.1 Advance information

Topics for consultations should be set out clearly beforehand, with the use of plain language that people can understand. Please refer to directions set out by the Plain English Campaign.

Information about the topic and process should be communicated to stakeholders in advance of the first consultation event. This can be done through:

Posts on the Partnership's webpage and social media pages
Press releases
Notices in Partnership facilities
Asking partners and local organisations to circulate details to their members or networks

You must make clear the support available to stakeholders in participating including, for example, travel and care expenses, translation and interpretation.

8.2 Implement the plan and respond to stakeholders

As the plan is implemented, continually evaluate the success of the consultation methods being used. evaluation with stakeholders will help to provide this information. It is important that the methods used are acceptable and accessible to participants. It may be necessary to adapt and/or change the methods in response to feedback from participants and partners or if participation levels are low.

Take steps to ensure that stakeholders have a positive experience of the consultation, responding to individual needs as they arise. Comments, compliments and complaints should be recorded and responded to in a timely manner. Advise stakeholders that the

comments they make may be published and remind them how they will receive feedback, for example, questions and issues may be answered in a 'question and answer' summary paper. Consider procedures for the handling of personal information; where possible direct them to the www.dghscp.co.uk page where you can provide regular feedback within published timescales.

It is important that stakeholders are thanked for their participation and the contribution they make is acknowledged. The majority of stakeholders participate in their own time and at their own expense.

Keep records of information obtained throughout the consultation in a secure agreed location, as this may be required in future. Ensure that information is stored in accordance with the Partnership's policies and guidelines, including the Data Protection Policy
Keep records of information obtained throughout the consultation in an agreed location, as this may be required in future. Ensure that information is stored in accordance with the Partnership's policies and guidelines, including the Data Protection Policy.

9. Post-consultation stage

9.1 Analysis

Analysis of information obtained during the consultation should be transparent and rigorous. To maximise accuracy, ensure that the work is cross-checked. It may be helpful to develop a coding framework where responses are recorded under recurring themes. It is essential that the analysis is non-interpretive and the themes reflect the views expressed. It may be appropriate to arrange independent analysis of the results, with consideration of the role that could be played in this regard by partners within the Community Planning Partnership.

9.2 Follow-up work

Further work may be required following the consultation and analysis of information. Additional tasks could include additional meetings with stakeholders, particularly Protected Characteristics Minority Groups who have not yet participated, and providing information updates to stakeholders while the analysis is underway.

9.3 Feedback

Feedback should be a true representation of the range of views expressed during the process and include information on:

- The process
- The options which have been considered; and
- The decisions and actions that have been agreed, and the reasons why

Individuals and communities have told us that they want to know how their views have changed things and that if we can't make the changes that people want to see, we need to

explain why this is the case. Ensure that information on the process, and what has happened as a result, is clear and easy to access and understand.

Feedback can be provided in stages, as information becomes available. Latterly, it could explain how decisions which are taken reflect the views of participants in the process. Likewise, it should be provided to the wider community on how the process has influenced decisions and what has changed as a result.

9.4 Process evaluation

Conduct the planned evaluation of the process and identify what, if anything, should have been done differently.

The draft Evaluation Report (see Appendix 2) will be subject to a quality assurance process, and signed off by the Consultation Working Group.

9.5 Evaluation publication

The approved Evaluation Report should then be published, as a minimum made available to the consultation participants and posted on the www.dghscp.co.uk website.

It should also be shared on the D&G Participation and Engagement Knowledge Hub site (currently in development) and, where appropriate, with the Community Planning Participation and Engagement Working Group so as to provide a source of learning and help inform future approaches.

10. Acknowledgements

The Partnership is grateful to partner organisations for their work within this area, and contributions in the form of information, resources and training. Particular thanks is due to Dumfries and Galloway Council, and its Community Engagement Manager, as well as the Community Planning Participation and Engagement Working Group. We would also like to acknowledge the information produced by the Consultation Institute and the National Standards for Community Engagement.

DUMFRIES AND GALLOWAY
Health and Social Care Partnership

Consultation and Authorisation Mandate

1. I am clear that I need to consult in order to:

Meet a statutory requirement	☐	Identify issues or priorities	☐
Inform a policy, plan or project	☐	Prioritise future spending	☐
Gather opinion on proposals	☐	Shape how a service is delivered	☐
Other	☐		

2. The consultation will result in members of the public/staff influencing a decision that affects them. ☐

3. I have the authority to carry out the consultation based on approval from:

Line Manager/Head of Service/Director	☐	Project Board	☐
Committee / Sub Committee decision	☐	Partnership Board / Working Group	☐
Scottish Government	☐	Other	☐

4. I can confirm that the decision that will be influenced by the outcomes of the consultation will be taken by:

Line Manager/Head of Service/Director	☐	Project Board	☐
Committee / Sub Committee decision	☐	Partnership Board / Working Group	☐
Scottish Government	☐	Other	☐

DUMFRIES AND GALLOWAY
Health and Social Care Partnership

Consultation Mandate

We [insert who needs the results of the consultation] want to understand

views of [insert the target audience]

concerning [insert the issue]

so that [insert who needs to know the results of the consultation programme] can [insert the action that needs to happen] on/by [insert the date]

so as to [insert what ultimately needs to be accomplished]

Submitted by ……..

Date ……..

Authorised by Consultation Working Group ……

Date

……..

DUMFRIES AND GALLOWAY
Health and Social Care Partnership

Evaluation Report

<< name of consultation>>

<<date published>>

Submitted by ……..

Date ……..

Authorised by Consultation ……

Working Group

Date ……

Contents

1. Background to the consultation *(include Consultation and Authorisation Mandate Form)*
2. Evaluation approach
3. What did we do well with our planning, and how could that be improved?
4. What did we do well with our methodology, and how could that be improved?
5. What did we do well with our budget planning, and how could that be improved?
6. What did we do well with our timetabling, and how could that be improved?
7. What did we do well with our feedback, and how could that be improved?
8. What did we do well with our communication, and how could that be improved?
9. What did we do well with our support, and how could that be improved?
10. What did we do well with our outcomes, and how could that be improved?
11. What did we do well with our Planning Group, and how could that be improved?
12. What did we do well with our partnership working, and how could that be improved?
13. Budget
14. Conclusions and Improvement Actions

Appendix 2

National Standards for Community Engagement

Introduction

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.

They were originally launched in 2005 and since then they have been used to support community engagement, and user involvement, in Scotland in areas such as community planning and health and social care. They have been widely accepted by a range of practitioners as key principles for effective practice.

During 2015/2016, the National Standards for Community Engagement were reviewed and updated. The aim of this review was to reflect the developing policy and legislation relating to community empowerment in Scotland, and to build on the growing range of practice. The review process was very inclusive and drew on contributions from a wide range of community organisations, third sector (voluntary) organisations and public sector bodies.

This document sets out the National Standards for Community Engagement in a new context. It describes each Standard in detail and gives examples of how the National Standards can be used. For links to a range of support materials and resources, please visit www.voicescotland.org.uk.

What are the National Standards for Community Engagement?

The National Standards for Community Engagement are clear principles that describe the main elements of effective community engagement. They provide detailed performance statements that everyone involved can use to achieve the highest quality results and the greatest impact.

The National Standards for Community Engagement are not designed to replace existing community engagement or participation frameworks. They are intended to act as a central benchmark and reference point for best practice. They are designed to reflect the developing policy relating to participation, engagement and community empowerment in Scotland.

The **Community Empowerment (Scotland) Act 2015** has a specific focus on promoting effective engagement and participation to help communities achieve greater control and influence in the decisions and circumstances that affect their lives.

The National Standards for Community Engagement are important in supporting organisations in putting the Act into practice. They can be used to shape the participation processes of public bodies as well as shape how community organisations can involve wider community interests.

Who are they for?

- **Public sector bodies and elected representatives**

  to help them plan how to involve communities in shaping local plans and services, identify who should be involved, and make sure that the community engagement process is fair and effective.

- **Third sector organisations and community groups**

  to help them involve their members or the wider community in shaping the services they deliver, and to make sure that they accurately represent members' or communities' views in other decision-making processes.

- **The private and independent sector**

  to help agencies and businesses to involve and work with the community in planning developments and designing services.

What is community engagement?

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.

Community engagement is supported by the key principles of fairness and equality, and a commitment to learning and continuous improvement. Good quality community engagement is:

- **effective** – in meeting the needs and expectations of the people involved;
- **efficient** – by being well informed and properly planned; and
- **fair** – by giving people who may face additional barriers to getting involved an equal opportunity to participate.

Community engagement is a process which provides the foundation for:

- **shared decision-making** – where communities influence options and the decisions that are taken;
- **shared action** – where communities contribute to any action taken as a result of the engagement process; and
- **support for community-led action** – where communities are best placed to deal with the issues they experience and are supported to take the lead in providing a response.

What are the benefits of good community engagement?

Good community engagement is not an outcome in itself, but is intended to lead to better democratic participation, better services and better outcomes for communities.

The outcomes of good community engagement include the following.

- The way in which public services are planned, developed and delivered is influenced by, and responds to, community need.
- People who find it difficult to get involved (for example, because of language barriers, disability, poverty or discrimination) can help to influence the decisions that affect their lives.
- The various strengths and assets in communities and across public and private sector agencies are used effectively to deal with the issues communities face.
- New relationships are developed between communities and public sector bodies which build trust and make joint action possible.
- There is more influential community participation in:
    - » community-based or community-led social and economic development activity;
    - » the way public authorities design and deliver services; and
    - » policy, strategy and planning processes.

The National Standards for Community Engagement

Each of the National Standards for Community Engagement includes a short headline statement, a set of indicators to show progress towards meeting each standard, and some examples of good practice.

The following terms are used throughout the National Standards for Community Engagement.

- 'We' refers to the leaders or organisers of the community engagement process.
- 'Partners' are any organisation or group who is involved in planning or delivering the community engagement process.
- 'Participants' are all of the people or groups who are actively involved at any level throughout the community engagement process.
- 'Community' is a group of people united by at least one common characteristic, including geography, identity or shared interests.

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.
Planning
There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.
Working Together
We will work effectively together to achieve the aims of the engagement.
Methods
We will use methods of engagement that are fit for purpose.
Communication
We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.
Impact
We will assess the impact of the engagement and use what has been learned to improve our future community engagement.

Inclusion

We will identify and involve the people and organisations that are affected by the focus of the engagement.

How will we know we have met this Standard?

- The people and groups who are affected by the focus of the engagement are involved at the earliest opportunity.
- Measures are taken to involve groups with protected characteristics (see below) and people who are excluded from participating due to disadvantage relating to social or economic factors.
- Participants in the community engagement process commit to continued two-way communication with the people they work with or represent.
- A wide range of opinions, including minority and opposing views, are valued in the engagement process.

Protected characteristics

It is against the law to discriminate against anyone because of one of the protected characteristics, which are as follows.

Age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation

Inclusion in practice

Health and Social Care Integration consultation

Glasgow Disability Alliance (GDA) organised a series of events to raise awareness of Health and Social Care Integration draft priorities for Glasgow. To make sure that a variety of people with disabilities attended, GDA used a number of different ways to contact people, including newsletters, individual letters, email, social media and flyers and posters distributed through local partners. As a result of this marketing effort, 137 participants attended the event, representing a wide range of ages and disabilities. The discussions from this event have gone on to shape the Health and Social Care Integration priorities for Glasgow.

Diversity and Equality Alliance, Renfrewshire – Engagement in UK City of Culture Bid

Renfrewshire Council is leading a partnership bid for Paisley to be the UK City of Culture in 2021. As part of this process, Diversity and Equality Alliance Renfrewshire brought together a range of organisations representing people with protected characteristics to take part in shaping the bid and delivering the programme. Through this work, the partnership intends that people from black and ethnic-minority groups (BME) will make a strong contribution to the bid process. It is also intended that the input of BME organisations in the run-up to the UK City of Culture events will raise awareness and understanding of the BME community and build good relations between all the communities in Renfrewshire.

Support

We will identify and overcome any barriers to participation.

How will we know we have met this Standard?

- An assessment of support needs is carried out, involving all participants.
- Action is taken to remove or reduce any practical barriers which make it difficult for people to take part in engagement activities.
- Access to impartial and independent development support is provided for groups involved in the community engagement process.

Examples of support needs

- Suitable transport
- Caring for dependants (for example, childcare or care of older people)
- Personal assistance or personal care
- Suitable and accessible venues and appropriate catering
- Access to interpreters
- Communication aids
- Meetings and events organised at appropriate times
- Access to social media, video conferencing and online resources where appropriate
- Out-of-pocket expenses

Support in practice

North Needs – Fraserburgh Community Development Trust (FCDT)

Fraserburgh Community Development Trust carried out a community engagement exercise in the north of the town to identify the needs and ambitions of residents for services in their local area.

Fraserburgh North is an area of high deprivation with a large number of migrant workers, speaking many different languages. To recognise this, the Community Development Trust supported participants to contribute to the engagement process by filling in a questionnaire which was produced in five different languages (English, Bulgarian, Latvian, Russian and Lithuanian). Local multi-lingual research volunteers were directly involved in the survey work to help residents respond to the questionnaire.

The support provided meant there was a good response to the survey and this gave a much clearer idea of what the people in this part of Fraserburgh need, and what their ambitions are for the area.

Our Rights, Our Voices – Glasgow

Inclusion Scotland, Arthritis Care Scotland, Glasgow Disability Alliance and Contact a Family held an event to consider the Scottish Government's plan for the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) called 'Our Rights, Our Voices'. The event attracted around 50 young disabled people and 20 parents and carers. To support the event, young disabled people were trained to lead group discussions.

To make sure as many people as possible could take part in the event, the partner organisations selected an accessible venue, provided taxis, personal assistance, communication support and information in various formats, planned different ways for people to take part and provided BSL interpreters and note takers.

This event proved that, with the right support, young people can be involved in and contribute to political processes which affect their lives.

Planning

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

How will we know we have met this Standard?

- Partners are involved at the start of the process in identifying and defining the focus that the engagement will explore.
- A clear and agreed engagement plan is in place.
- All available information which can affect the engagement process has been shared and used to develop the community engagement plan.
- Partners agree what the outcomes of the engagement process should be, what indicators will be used to measure success, and what evidence will be gathered.
- The timescales for the engagement process are realistic.
- There are sufficient resources to support an effective engagement process.

Planning in practice

Talk Prestwick – Town Centre Charrette

South Ayrshire Council organised community engagement events in Prestwick to discuss priorities relating to local heritage, regenerating the town centre, and health and social care services. Before the events, the council set up a steering group of residents and public sector partners to work with urban design specialists. The group were clear that they wanted meaningful engagement to shape future development in the town. Their involvement in all aspects of the planning process made sure that the engagement was pitched at the right level and the voices of Prestwick residents were heard within the process of developing local plans.

Upper Eskdale Development Group – Health and Social Care

The local community development trust in the Upper Eskdale area set out to find out about the experiences and future needs of the community regarding health and social care services. With independent community development support the trust set up a planning group which included their own members and members of the wider community who had an interest in health and social care. The group decided what questions they wanted to ask the community, the methods for engagement (knocking on doors, postal surveys and public meetings), who should be involved and the timescales for the process. The results of the engagement identified a number of opportunities for improving health and social care services for the area, including both community-led and public sector responses.

Working Together

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

How will we know we have met this Standard?

- The roles and responsibilities of everyone involved are clear and understood.
- Decision-making processes and procedures are agreed and followed.
- The methods of communication used during the engagement process meet the needs of all participants.
- Information that is important to the engagement process is accessible and shared in time for all participants to properly read and understand it.
- Communication between all participants is open, honest and clear.
- The community engagement process is based on trust and mutual respect.
- Participants are supported to develop their skills and confidence during the engagement.

Working Together in practice

Participatory Budgeting in Nairn

The Highland Council started this process, which is a way for local people to have a direct say in how, and where, public funds are spent. Some key features of how people worked together on the project steering group included:

- recognising and acknowledging different views and starting points;
- representing a wide cross-section of interests in the town to make sure there was a high level of engagement with the process among the wider community; and
- steering group members taking on responsibility and being listened to within the process.

This was evaluated as a positive and successful process which met its various objectives. The people who took part reported that they enjoyed it and considered it a positive experience.

Better community engagement in Moray

As part of a joint approach to improving community engagement in Moray, a variety of local groups, organisations and agencies came together to develop a shared understanding of community engagement, and to find out how to improve their engagement with excluded and disadvantaged groups.

The process involved setting up action learning groups which included community representatives and staff from a variety of local agencies. Each of these groups focused on developing community engagement activities with particular communities. From the outset, the groups agreed on outcomes, ground rules and ways of working, which helped all participants to 'buy into' the process and feel a sense of ownership. As well as the practical community engagement activities which were developed, the broader learning from the approach taken helped to form recommendations for the Community Planning Partnership's future community engagement processes.

Methods

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

How will we know we have met this Standard?

- The methods used are appropriate for the purpose of the engagement.
- The methods used are acceptable and accessible to participants
- A variety of methods are used throughout the engagement to make sure that a wide range of voices is heard.
- Full use is made of creative methods which encourage maximum participation and effective dialogue.
- The methods used are evaluated and adapted, if necessary, in response to feedback from participants and partners.

Some examples of community engagement methods include:

Focus groups, public meetings, mini-publics, questionnaires, participatory budgeting, community action research, online surveys, social-media campaigns, charrettes and story dialogue.

Methods in practice

Levenmouth New School Liaison Group – naming the new school

The New School Liaison Group was formed to improve community engagement between the Levenmouth community and the new school developments.

The engagement took place in two stages and used a number of engagement methods to gain views, opinions and ideas. During the first stage of the engagement, the liaison group produced a poster and flyer with a QR code which local people could scan with their smart phone to suggest a name for the new school. After the most popular names were shortlisted, a variety of voting methods (including ballot boxes and 'bean counters') were used in local primary and secondary schools to allow young people to get involved.

Over 80% of children and young people in Levenmouth voted, and the final choice of name was Levenmouth Academy.

Isle of Rum Community Development Trust – 'World Café event'

As part of their work in taking forward the priorities for the island, the Isle of Rum Community Development Trust organised a community engagement event. As a key part of this event, they used the 'World Café' method to give all participants the best opportunity to have an equal say. As part of this event, participants were split up into four separate groups to look at the themes of housing, island development, infrastructure and involvement. Each group moved around the room and had 20 minutes to discuss each theme, highlight any problems and suggest possible solutions. Trust staff led discussion and made notes of the conversations at each table. The discussions at the event helped to inform the Community Development Trust's development plan for the island.

Communication

We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.

How will we know we have met this Standard?

- Information on the community engagement process, and what has happened as a result, is clear and easy to access and understand.
- Information is made available in appropriate formats.
- Without breaking confidentiality, participants have access to all information that is relevant to the engagement.
- Systems are in place to make sure the views of the wider community continuously help to shape the engagement process.
- Feedback is a true representation of the range of views expressed during the engagement process.
- Feedback includes information on:
    - » the engagement process;
    - » the options which have been considered; and
    - » the decisions and actions that have been agreed, and the reasons why.

Communication in practice

Portobello Community Council – communication and feedback

Portobello Community Council were involved in engaging the community about proposed changes to the catchment area for a local school. To support the quality of the engagement process, the community council improved the maps supplied by Edinburgh City Council, making it easier for residents to assess the proposed changes to the catchment area. They also produced their own document to explain the options for residents. They distributed the maps and survey using a variety of methods including local Facebook sites, their website, their mailing list and school mailing lists. Paper copies were made available in the library. As a result of this engagement process, the 'sibling guarantee' was added to Edinburgh City Council's review of the catchment area, and approved by the Council Planning Committee.

Scottish Health Council – Tayside

The Scottish Health Council in Tayside carried out an extensive engagement exercise to gain an understanding of public awareness of opportunities to provide feedback to the NHS on their services and structures. The Scottish Health Council staff engaged widely in their local communities and paid particular attention to how they provided information to, and communicated with, the people they were engaging with. After the engagement had been underway for some time, they became aware that some of the people they had spoken to were not aware of the processes for giving feedback on NHS services, or that there was support available for them to do this. As a result, Health Council staff started to provide detailed information to everyone they engaged with on who to speak to, the processes for giving feedback and the support services available locally. This helped to increase both the response rate and the quality of responses.

Impact

We will assess the impact of the engagement and use what we have learned to improve our future community engagement.

How will we know we have met this Standard?

- The outcomes the engagement process intended to achieve are met.
- Decisions which are taken reflect the views of participants in the community engagement process.
- Local outcomes, or services, are improved as result of the engagement process.
- Participants have improved skills, confidence and ability to take part in community engagement in the future.
- Partners are involved in monitoring and reviewing the quality of the engagement process and what has happened as a result.
- Feedback is provided to the wider community on how the engagement process has influenced decisions and what has changed as a result.
- Learning and evaluation helps to shape future community engagement processes.

Examples of impact

Westburn Youth Group – 'The Venchie'

During an exercise to map community assets, young people in the Westburn area of Cambuslang said that they would like to see improvements to 'the Venchie' – a local area of green space that had become derelict over a number of years. The group supported the young people to carry out an extensive community engagement exercise, including a door-to-door survey of local residents. At the end of the engagement process the young people applied to a local participatory budgeting fund to help them start on improvements.

The application was successful and the first upgrade to the area was completed, which included turning it into a proper grass football pitch with new grass and pitch lining. To build on this successful project, the youth group planned to carry out further consultation and engagement with the wider community on future improvements to the area.

Dunning – Placecheck

Dunning in Perthshire was involved in a Placecheck initiative. This is an engagement method for assessing the physical environment of an area, highlighting what improvements are needed, and helping all residents to work together to achieve them. In Dunning, the Community Action Group identified the improvements that were needed, prioritised them into short-term and long-term actions and agreed who should carry out each action. As a result of this process, the group were successful in gaining a variety of physical and environmental improvements, including a new community pavilion, new play equipment, new seating in the park, a new bus shelter, new pavements, and repairs to footpath and footbridges throughout the village. The initiative has allowed the community to work with service providers in the public sector and to identify and deal with its own priorities independently.

Putting the National Standards into practice

The National Standards for Community Engagement are available to download from www.voicescotland.org.uk. To help you to make the best use of the National Standards, we have developed a range of other materials and resources which are also available to download from the VOiCE website. These include the following.

Case Studies – a set of case studies which illustrate how the National Standards for Community Engagement can be used in practice.

Policy and strategy information – a set of links to relevant national policies, strategies and frameworks, with explanations of how the National Standards for Community Engagement can support and improve the way these are put into practice.

VOiCE – a free online system to help plan, monitor and evaluate community engagement practice.

Materials and resources:

- 'Handy Hints and Key Questions' – a useful guide to what you need to know when using the National Standards for Community Engagement;
- a fold-out summary guide to the National Standards for Community Engagement and the VOiCE tool; and
- links to a range of other materials and resources that support effective community engagement in a variety of contexts.

The National Standards for Community Engagement have been endorsed by a wide range of agencies and organisations. Please see website for details.

Design by:
ecrudesignltd
VISUAL COMMUNICATIONS
www.ecrudesign.com

Thanks for use of photos to:
Icecream Architecture, Community Links (South Lanarkshire), Glasgow Disability Alliance.

Scottish Government
Riaghaltas na h-Alba
gov.scot

scdc
scottish
community
development
centre

WHAT
WORKS
SCOTLAND

Crystal
Mark
22173
Clarity approved by
Plain English Campaign