



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESIANT **GOGLEDD CYMRU**
NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

North Wales Regional Partnership Board Engagement and Communication Strategy 2021 to 2025

Mae'r ddogfen hon ar gael yn Gymraeg. This document is available in Welsh.



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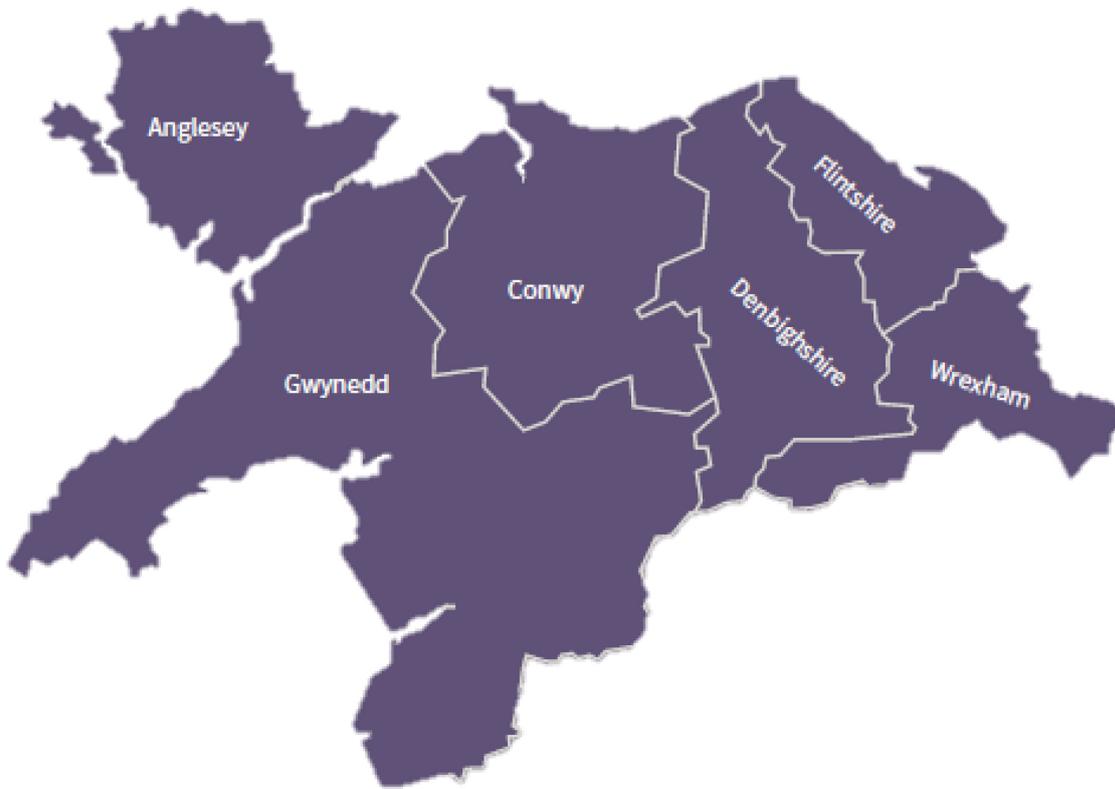
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Together improving the health and well-being of people and communities



Introduction

All public bodies in Wales have an obligation to ensure they engage effectively. This is both a statutory and a moral obligation to establish transparency and trust, to promote accountability and to deliver effective services.

In this document, the NWRPB sets out how it will strengthen its engagement and communication through working with partners, stakeholders and people to help provide the best services possible. Our approach will be continually evolving on a model that is about **“effective” engagement** rather than **“doing” engagement**. Through listening to our partners, stakeholders and people, our engagement plan will develop and grow to reflect the changing needs and ways all wish to engage with us.

Our approach is in line with the national best practice: The National Principles for Public Engagement in Wales set out by Participation Cymru together with National Standards of Public Engagement in Wales. (Appendix 1)

It outlines our aim to engage with people in a way we have not consistently done before.

Through vigorous and organised engagement, we can:

- Increase awareness and understanding the vital role of the NWRPB and allow a stronger voice for all in shaping future services;
- Build trust and confidence by encouraging proactive interaction between the NWRPB, partners, stakeholders and people;
- Keep all parties informed on information which is both relevant and important;
- Ensure that all members of society, for example, protected characteristic groups are provided with an opportunity to engage through the mediums of their choice and that all receive an accessible and responsive service;
- Improve our understanding of our partners, stakeholders and people so that we can respond appropriately to how specific groups want to engage.

Our methods of engagement are discussed in more detail within the section entitled “How will we get there”. There will be a number of individual plans that outline our approach to specific channels such as “traditional” methods, social media, network groups and so on.

Local Authority Communications & Engagement staff, BCUHB Engagement Team, and third sector organisations inputted into the creation of this document.

Throughout the process, Communication and Engagement Teams and others were made aware of the evolving strategy.

The purpose of this strategy is to outline how we intend to develop our engagement plan through working with our partners, stakeholders and people, building on what we have learnt, and continue to learn, as well as how we use the engagement and communication channels available to us.

This is why effective engagement is vital to everything we do. It's just not enough to do the right thing, it's far more important doing it for the right reasons.

About the strategy

Following on from the North Wales Engagement Report (December 2018) which demonstrated “How the voices of individuals and carers are heard in North Wales” this strategy sets out how the NWRPB will continue to hear the voices of individuals and carers as well as how it will communicate both internally and externally about the work of the Board.

A list of policies and legislation that has influenced the development of this strategy is found in **Appendix 2**

Within its Plan for the Delivery of A Healthier Wales, the Board stated that it strives to be a partnership that drives transformation based on listening and learning. It promotes the need to listen to its population to enable the shaping of service and indeed has, and continues, to work with groups such as the LD Participation Group as well as many other local groups to inform its developments. This strategy will set out clearly how the Board will engage and communicate with individuals, carers, partners and stakeholders. This strategy also provides a toolkit to support NWRPB members when undertaking any engagement and communication on behalf of the Board.

What is ‘communication’ and ‘engagement’?

Communication

Effective communication is integral to successful partnership working.

Communications can help build relationships with our partners and key stakeholders; it helps engagement with individuals that directly access the services by providing timely and accurate information and helps promote the brand and all that it stands for.

It’s vitally important we can show the difference the RPB programmes and projects under the transformation programme, ICF and the Research, Innovation and Improvement Co-ordination Hub (RIIC) are making to effective service delivery and people’s lives.

A key part of our strategy will be setting up robust communication methods and channels so board members, partners, stakeholders and people are aware of our work and understand how to engage with us.

Effective communication is everyone's business.

Engagement

Defining engagement is not easy; it can mean different things to different audiences and cover a wide spectrum of activities. However, at its core is the enabling of public involvement in decision-making processes.

Wales Centre for Public Policy: Public Engagement and "A Healthier Wales"

As we take steps, consistent with our commitment to the Wellbeing of Future Generations Act and its 'five ways of working' we are determined to listen to all voices, build mutual understanding and trust not only with people, but also with those who work in our health and care services, to develop a shared sense of ownership and responsibility. To help achieve this we will adopt an engagement approach which is continuous and integrated.

The people who we want to design and deliver services for must always be the focus, but it's important to garner as many insights and ideas as possible to inform how we move forward in a complex and ever changing environment.

There is no one-size fits all approach when it comes to community engagement. A range of activities is necessary to reach partners, stakeholders and people, the people most significant to the project - motivate those people to participate, as well as those who are not so vital to participate.

This strategy provides best practices for considered community engagement.

For more information about how to get involved in engagement activities across North Wales please visit the regional website www.northwalescollaborative.wales

Email: northwalescollaborative@denbighshire.gov.uk or phone 01824 712432

How we wrote the strategy

The North Wales Engagement Report (2018) was pivotal to informing the content of this strategy. Since 2018 there have been some changes to the engagement structure within the region and this will be addressed later on in this strategy.

To further inform this strategy engagement has taken place with the Communication and Engagement officers of the 6 Local Authorities and the Health Board Engagement teams together with the 6 Voluntary Services Council and a range of National organisations such as WCVA; All Wales Forum. Consultations have taken place with the Welsh Ambulance Service NHS; North Wales Fire and Rescue Service; housing associations as well as both carer and citizen representatives on the NWRPB.

The impact of COVID-19

This Strategy will also set out how communication and engagement activities will be undertaken while adhering to COVID-19 requirements.

Mapping of current engagement within the region

Regional Partnership Board

There are two seats for individual representatives and two for carers' representatives to sit on the Regional Partnership Board. The representatives provide a service user or carer perspective to the business of the NWRPB. They contribute to discussions that take place during meetings, based on their own experience as a service user or carer and provide a link between the RPB and other individuals/carers as required.

North Wales Learning Disability Participation Group

Learning disability participation is coordinated across the six councils and each county has its own local participation network/forum supported by advocacy. The group includes Services Managers from Health & Social Care from each group/local authority area. Local groups vote for their representatives based on their own rules and representatives must feedback to their local groups.

The aims and objectives of the group are:

- To give people with a learning disability in North Wales a bigger voice and make sure they are heard.
- To have a place to talk about important local issues and support each other.
- To make sure people with learning disabilities know their rights and are treated with respect and as equals.
- To tell the councils, health board and other organisations what people with a learning disability want.
- To work in partnership with other organisations and people across North Wales.
- To talk about issues like transport, independent living, benefits changes and feeling safe and campaign to make them better.

The group holds an annual conference in North Wales to promote its aims and objectives.

Project-specific engagement

In addition to the formal engagement structures that feed into the Regional Partnership Board there is a lot of engagement activity that takes place as part of specific projects, initiatives or work-streams. The following are examples:

- Engaging with Autistic individuals, their families and carers to develop the Integrated Autism Service.
- The work the North Wales Safeguarding Children and Adult's Boards have carried out around Child Sexual Exploitation and self-neglect.
- Co-producing quality characteristics in domiciliary care & support
- Co-producing the North Wales Mental Health Strategy
- Co-producing the North Wales Learning Disabilities strategy
- Co-producing the North Wales Carer's Strategy
- Co-producing the North Wales Dementia Strategy.

Engaging with people with protected characteristics

We carry out an equalities impact assessment on all the projects developed by the NWRPB which includes consultation and engagement with people with protected characteristics. There is a North Wales Public Sector Equality Network that provides advice, guidance and templates to improve consistency across the region.

Engaging with Housing Associations

We will continue to develop and open further channels of engagement and communication with housing associations as the sector has excellent working relationships across north Wales – hearing, listening and responding to the voice of tenants and communities. This will enable the NWRPB to reach the communities where health inequalities and gaps are greatest, to help develop solutions to improve health and well-being and help target information and initiatives to prevent ill-health and take responsibility for their own health and well-being.

All the north Wales housing associations have their own Communications teams, websites and tenant participation teams providing further means of engagement opportunities.

Local council and health board engagement

In addition to the regional structures, each local council and health board has a variety of ways for individuals and carers to have their say about care and support services. This engagement leads to changes in the way services are delivered locally but it also influences decisions made by the NWRPB. The work of the NWRPB has utilised engagement carried out at a local level via already established groups such as:

- Looked After Children's (LAC) Forums
- Youth councils and school councils
- Young carers groups
- Older people's forums (*at time of producing strategy, Forum suspended due to Covid: however, engagement continues via Newsletters; telephone calls and on-line*)
- Equalities groups
- Disability focus groups
- Learning disability self-advocacy groups
- Caniad engagement with people with mental health needs
- Local engagement sessions with people with care and support needs and carers
- Local Public Service Boards

How the Regional Partnership Board currently communicates:

The NWRPB has a public, bi-lingual, website www.northwalescollaborative.wales that features all key areas of work. The website is an excellent resource for signposting to relevant materials as well as being the biggest tool in communication and engagement. A provider portal is available as a central point to further share information and provide links with providers, together with the ability to supply information particularly relevant to the services delivered and interested in. Additionally, it's also a medium to inform people about the work of the NWRPB and raise awareness of the impact it's having throughout North Wales together with ad-hoc relevant updates from partners and stakeholders. All information provided on the website is in line with "ability to access" for all.

"Easy Read" documentations are produced by the NWRPB through the use of Photosymbols – an information format for people with learning disability, using pictures alongside simple text to make things easier to understand.

Social media platforms will allow the NWRPB to build brand awareness and connect with a vast community of users through the medium of virtual "networks and communities" - currently disseminate information via Research, Innovation and Improvement Hub Twitter account – investigating advantages of NWRPB standalone Twitter account, Facebook private page / What'sApp groups etc for specific pieces of work.

Ensuring that communication is appropriate for those to whom it is communicating with is a priority for the NWRPB such as arranging for interpreters to be present at engagement events if this is required, for example, BSL interpreter.

We are also committed to strengthening Welsh language services and providing provision through the **Mwy na geiriau/More than just words** principles, ensuring that people's Welsh language needs are met. The strategy puts a duty on statutory care providers to ensure they have staff with the appropriate language skills to care for Welsh speaking individuals and is a shared ambition for the independent providers. This will ensure better care services for everyone eg; removing the risk of isolating individuals by failing to provide services in their preferred language; by communicating with individuals in their preferred language. NWRPB members who are not Welsh speakers have also committed to undertake a 10-hour Welsh on-line learning to attain level one,

To date the NWRPB's communication activity has been co-ordinated through Denbighshire County Council's Communication and Marketing Department. This has enabled specific communication to be prepared on behalf of the Board. The team also led on distributing the communication across the statutory sector partners across North Wales and ensuring this was uploaded onto relevant websites, shared with the media when required and on social media platforms.

SWOT Analysis on engagement and communication:

As previously mentioned, there is a strong consensus for strengthening engagement and communication unification by working with the local health board, local authorities and third sector in the delivery of this new approach. The SWOT analysis is linked to feedback from stakeholders:

Strengths

- Recognition there is good work coming out of RPB and that it has an important function and role;
- Recognition it ensures public money is spent well and plays a positive role in coordination and collaboration (which may be difficult otherwise);
- Recognition that it encourages decision makers and key influencers to work together and look at how they can improve services;
- Recognition there is sound governance and leadership arrangements.

Opportunities

- Existing communication channels, networks, relationships (starting from a good place)
- Passionate people eager to get involved
- There's lots of good work happening, so easy to get started on 'good news stories'.

Weaknesses

- A mechanism for information to flow 'up and down' is lacking;
- There is a lack of understanding around what the RPB does, and what the outcomes are;
- Citizen engagement needs to be at the centre and profiled highly;
- There isn't enough 'praising' the work taking place;

- Might not be seen as community driver but should be;
- Confusion around different boards and roles.

Threats

- Disengagement from those involved;
- Communication gaps;
- Perception the NWRPB is inaccessible mean key groups do not engage.

How we will engage and communicate

Engagement

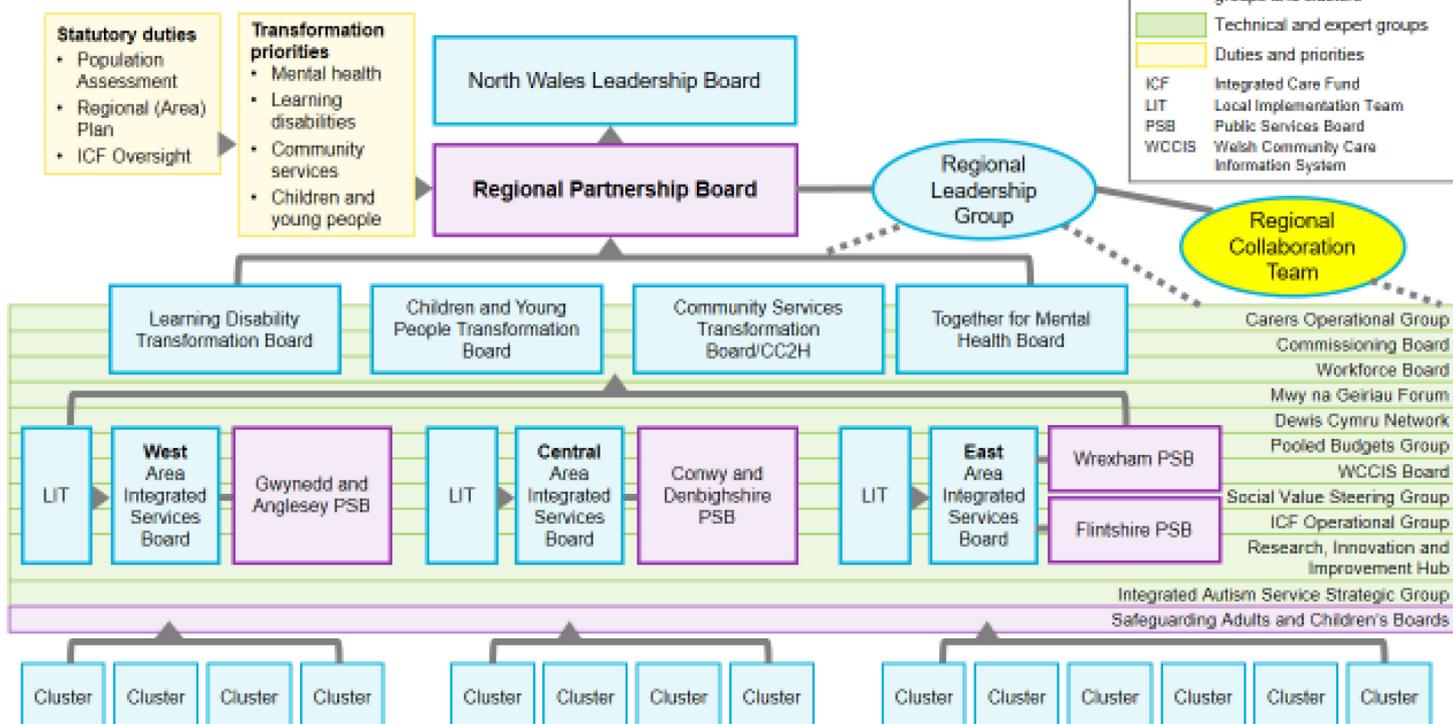
The two diagrams below show the current regional engagement structures.

The **Delivering Transformation Regional Structure** shows the overall regional partnership structures.

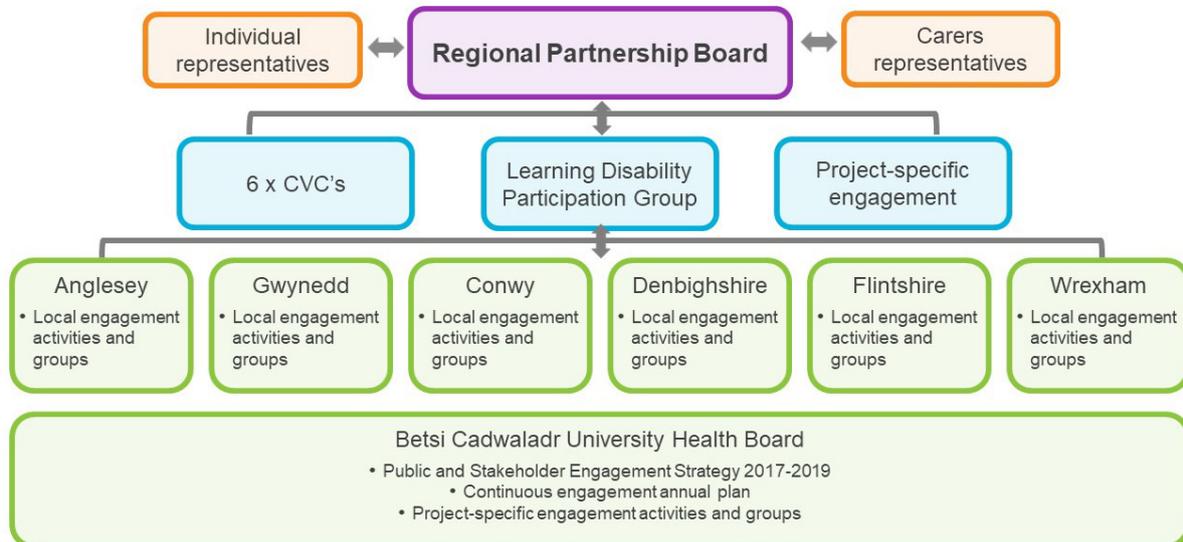
**North Wales Regional Partnership Board (NWRPB):
Delivering Transformation Regional Structure**



| | |
|---|--|
| | Statutory boards |
| | Non-statutory boards, teams, groups and clusters |
| | Technical and expert groups |
| | Duties and priorities |
| ICF | Integrated Care Fund |
| LIT | Local Implementation Team |
| PSB | Public Services Board |
| WCCIS | Welsh Community Care Information System |



North Wales Engagement Structure (below) looks specifically at the two-way fluid flow of information, consistently carrying feedback from the bottom up to the top to bring the voices of individuals and carers into regional decision making and thereafter information from the top to the bottom



Engagement structure process:

- Identifying existing information that can inform the strategy ie, consultation reports and feedback from people who use services and staff.
- Recognise who needs to be involved in the project (key stakeholders) and develop an engagement plan which can include:
- Regular newsletters / blog posts about the progress of the project and an opportunity to sign up to a mailing list.
- Holding consultation events and attending existing groups in comfortable surroundings.
- Sharing an online survey on the website (in Welsh and English) with paper versions, easy read and large print versions available for those who need them; together with mobile app facilities.
- Carrying out interviews face to face, over the phone or using video conferencing.
- Publicise the engagement through regional networks and partner's engagement structures as well as to any additional key stakeholders identified for the project. Previous promotion plans are available in the consultation reports published alongside regional strategies and can be used as a template.
- Write up the findings from the engagement exercise, share with participants and publish as an appendix to the strategy.

Additionally, further practical advice is available in the North Wales Regional Partnership Board Planning Process, including lessons learned from previous projects.

Providers of services

Currently, there is no official providers' forum in place. Consulting with a sample of providers on specific issues such as fees takes place usually through Care Forum Wales or invitation to a particular workshop. Regular forums with providers tend to occur individually in each LA with the network of local providers and the commissioning / contracting teams in their respective area.

Third sector

County Voluntary Council's (CVC) are the vehicles for dissemination of information to third sector organisations and relevant groups. They are also able to facilitate engagement and participation of people, undertake consultation events, face to face or telephone interviews, video conferencing or attend existing groups. CVC's can feedback on findings from these activities. A link has been established between the NWRPB Engagement Officer and the 6 CVC's across North Wales to update on the work of the RPB, share learning and good practice.

Learning from complaints and compliments

In order to achieve greater outcomes for all people requiring care and support, an assessment review process by the 6 individual Local Authorities & BCUHB will capture concerns, complaints and compliments, these important elements of ensuring quality services are being provided. We will learn from the themes of these and use this to shape our thinking and approaches. This approach can also be reflected in the contractual and monitoring requirements with providers of services including third and private sector providers.

How we deal with complaints directly to NWRPB

The NWRPB Business support provided by the Regional Collaboration Team and hosted in Denbighshire County Council will follow the 'host' authority's process in dealing with any complaint received about the Board. The NWRPB does not deal with any individual complaint relating to individual partner organisations.

Communication

The principal objective is to raise awareness and understanding of the NWRPB's work and the implications for those delivering and receiving care and support services.

The NWRPB provides clear, useful and up to date information on our website www.northwalescollaborative.wales – together with links to external bodies – all six Local Authorities; Health Board and Public Health Wales.

Using both digital and print media to maximize impact/reach together with attending health/social care events where possible to cross-promote.

Internal (LA's; Health Board; CVC's)

- Intranets
- Newsletter / Updates
- Emails
- Events e.g. staff roadshows/conferences

External (People who use health and social care services and their families; carers; staff delivering care and support services at all levels; community groups; independent sector organisations; general public)

Digital

- NWRPB website (to serve as a one-stop shop for all information relating to the RPB)
- Social Media platforms (i.e. bilingual Twitter and Facebook pages in some instances)
- Investigate video clips / soundbites

Face to Face

- Staff/citizen briefings
- Community engagement events/drop-ins related to specific pieces of work
- Presence at other relevant events e.g. A Healthier Wales events

Press and Media

Regular press releases - key messages that are applicable to all audiences (i.e. our main messages):

- **Purpose:** What the RPB is, why it exists, what it does, examples of the great work that stems from it;
- **Priorities:** The NWRPB has clear priorities and this demonstrates how they are being taken forward (eg Dementia Strategy, Children and Young People's Transformation);
- **People:** People and what is important to them is at the centre of the NWRPB's work and projects;
- **Positive impact:** Highlight the positive developments happening in health and social care in North Wales, together with the impact they are having;
- **Partnership working:** A commitment between all partners involved to work together for a shared goal.

Print

- Leaflets/info booklets
- Posters
- Pop-ups

Regional Engagement Officer post

The NWRPB has been awarded Welsh Government A Healthier Wales grant to support continuous engagement during 2021-22. An Engagement Officer has been appointed who sits within the Regional Collaboration Team. The purpose of this role is to:

- Work with members of the NWRPB and the Regional Collaboration team to plan engagement activities in line with the work priorities of the Board;
- Develop an engagement toolkit to support NWRPB members who undertake engagement activities in relation to the Board's work priorities;
- Prepare communication and press releases which the NWRPB wish to make, getting these agreed;
- Co-ordinate the dissemination of communication through the agreed channels noted in this strategy;

- Support the Regional Collaboration team in keeping the regional website up to date ensuring that its content meets legislative requirements e.g. accessibility; Welsh language;
- Develop materials for NWRPB members to support them when they are presenting on the work of NWRPB or its work streams;
- Work with partners to prepare materials for any NWRPB information stands at national/regional events and seek opportunities to have display stands at partner organisation events;
- Be the conduit for the receiving and sharing of information to and from the NWRPB through a virtual network of local, regional and national organisations;
- Produce and disseminate NWRPB newsletter;
- Maintain a mailing list of organisations and individuals who would wish to receive information on the work of the Board;
- Work with NWRPB work stream leads, as required, to develop and plan questionnaires for dissemination to aid consultation on the work of the Board;
- Share good practice and learning in relation to communication with other RPB's in Wales.

How we will get there

It is not our intention to duplicate the current local, regional or national engagement and communication channels that already exist and are accessible to the NWRPB.

While we have included in this strategy how we will engage and communicate with partners, carers and people. Appendix 1 – National Principles for Public Engagement in Wales shows the precise process to follow in relation to communication and/or engagement with various groups and sectors.

A useful toolkit has also been produced to support any communication and engagement activity that will be undertaken by NWRPB. Key elements of the Toolkit can be found in Appendix 2.

Measurement and evaluation

How will we know if we have been successful:

Website, social media and press:

- Google analytics to monitor website views and identify specific trends/viewing patterns (**Appendix 2**)
- “Tweetdeck” to measure Twitter activity and identify trends / patterns
- Increase in media coverage across the Region on the work of the NWRPB

Our methods of engagement will continue to evolve and be tailored specific to the engagement / communication needs by the Board at any one time.

The success of the engagement/communications activity can be evaluated as follows:

- Achievement of project goals
- Stakeholder input and support
- Number of events held and number of attendees (virtually at present / thereafter, physically post Covid)
- Social media/web metrics and press coverage
- Qualitative data – endorsements from service users

We can do all of the above by establishing a basic level of awareness of the strategy in year one and then measuring awareness against the same statements each year thereafter. **Appendix 4**

The North Wales Research, Innovation and Improvement Hub Manager will have a vital role in developing and assisting in the evaluation framework.

Citizen Voice Body

On 1 June 2020, [The Health and Social Care \(Quality and Engagement\) \(Wales\) Act](#) became law. The Welsh Government is now working to bring the Act into force in Spring 2022.

- The NWRPB can support the Citizen Voice Body(CVB) with collaboration to engaging with the general public at a Regional level by providing a solid platform for people to bring forward any concerns along with improving engagement and consultation with people.
- Having a close working relationship will also assist us further to take forward our *A Healthier Wales* objectives by bringing the health and social care sectors closer together via the dedicated Body for citizen engagement. Together with the CVB,

the RPB has the potential to provide a better pledge towards the drive for health and social care to improve the way to engage with the people.

- Forging a working relationship with a view to working side by side with CVB together will further strengthen the collaborations between BCUHB/LA's & RPB for a unified approach for people to have their voices heard. One portal for "access all areas" etc. save on duplication of processes as well as added confusion to the people.
- People should be and will be central to the "whole-system approach" with the importance of listening to ALL voices through a continual plethora of mediums of engagement via the new CVB together with strong collaboration with the NWRPB.

Engagement/Communication plan for 21/22

The NWRPB has some significant work streams during 2021-22. These include:

- Population Needs Assessment
- Public Service Boards Well Being Plans
Market Stability report
- North Wales Transformation programme
- Building a Healthier Wales

Throughout the year engagement and communication will continue also include

- Producing and dissemination of newsletters
- Raising awareness of the work of the NWRPB regionally and nationally
- Support individual workstreams on engagement and communication
- Presence at major events to highlight the work of the NWRPB
- Delivery of the Engagement and Communication Strategy
- Collate and share good practice in line with the workstreams of the NWRPB
- Establish Engagement Forum between 7 x RPB Engagement Officers
- Working with the four Public Service Boards Wellbeing Plans to establish a North Wales wide engagement approach which will create opportunities for further collaboration.

Appendix 1: National principles for public engagement in Wales

- 1. Engagement is effectively designed to make a difference**
Engagement gives a real chance to influence policy, service design and delivery from an early stage.
- 2. Encourage and enable everyone affected to be involved, if they so choose**
The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.
- 3. Engagement is planned and delivered in a timely and appropriate way**
The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale and the most suitable method/s for those involved is used.
- 4. Work with relevant partner organisations**
Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.
- 5. The information provided will be jargon free, appropriate and understandable**
People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.
- 6. Make it easier for people to take part**
People can engage easily because any barriers for different groups of people are identified and addressed.
- 7. Enable people to take part effectively**
Engagement processes should try to develop the skills, knowledge and confidence of all participants.
- 8. Engagement is given the right resources and support to be effective**
Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.
- 9. People are told the impact of their contribution**
Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result, methods and form of feedback should take account of participants' preferences.
- 10. Learn and share lessons to improve the process of engagement**
People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation, lessons should be shared and applied in future engagements.



UK Standards for Public Involvement

Better public involvement for better health and social care research

INCLUSIVE OPPORTUNITIES

Offer public involvement opportunities that are accessible and that reach people and groups according to research needs.

WORKING TOGETHER

Work together in a way that values all contributions, and that builds and sustains mutually respectful and productive relationships.

SUPPORT AND LEARNING

Offer and promote support and learning opportunities that build confidence and skills for public involvement in research.

COMMUNICATIONS

Use plain language for well-timed and relevant communications, as part of involvement plans and activities.

IMPACT

Seek improvement by identifying and sharing the difference that public involvement makes to research.

GOVERNANCE

Involve the public in research management, regulation, leadership and decision making.

Appendix 2

Mwy na geiriau/More than just words - Strategic Framework for Promoting the Welsh Language in Health, Social Services and Social Care' (2016)

"The Right Way" – A Children's Rights Approach Policy; Rights of Children and Young Persons (Wales) Measure 2011,

Social Services and Well-being (Wales) Act 2014

Well-being of Future Generations (Wales) Act 2015

A Healthier Wales 2018

Appendix 3 Website analytics

January to December 2020

www.northwalescollaborative.wales

Visitors

11,489

Page Views

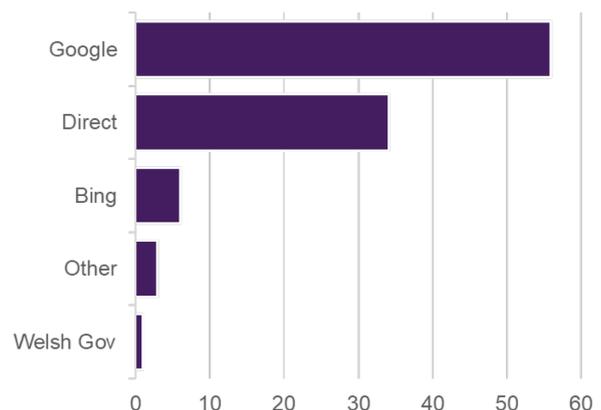
26,577

Average time spent on a page

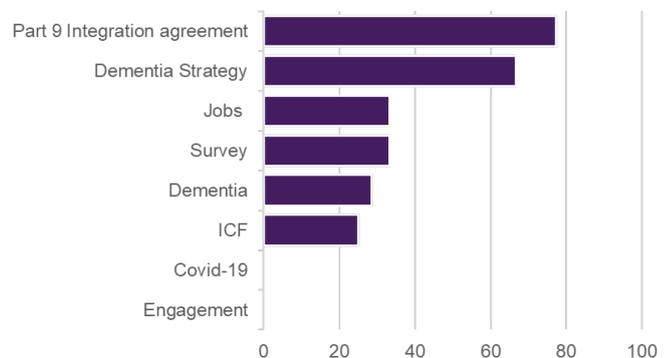
00:01:34



Referral source (%)



Search exit (%)



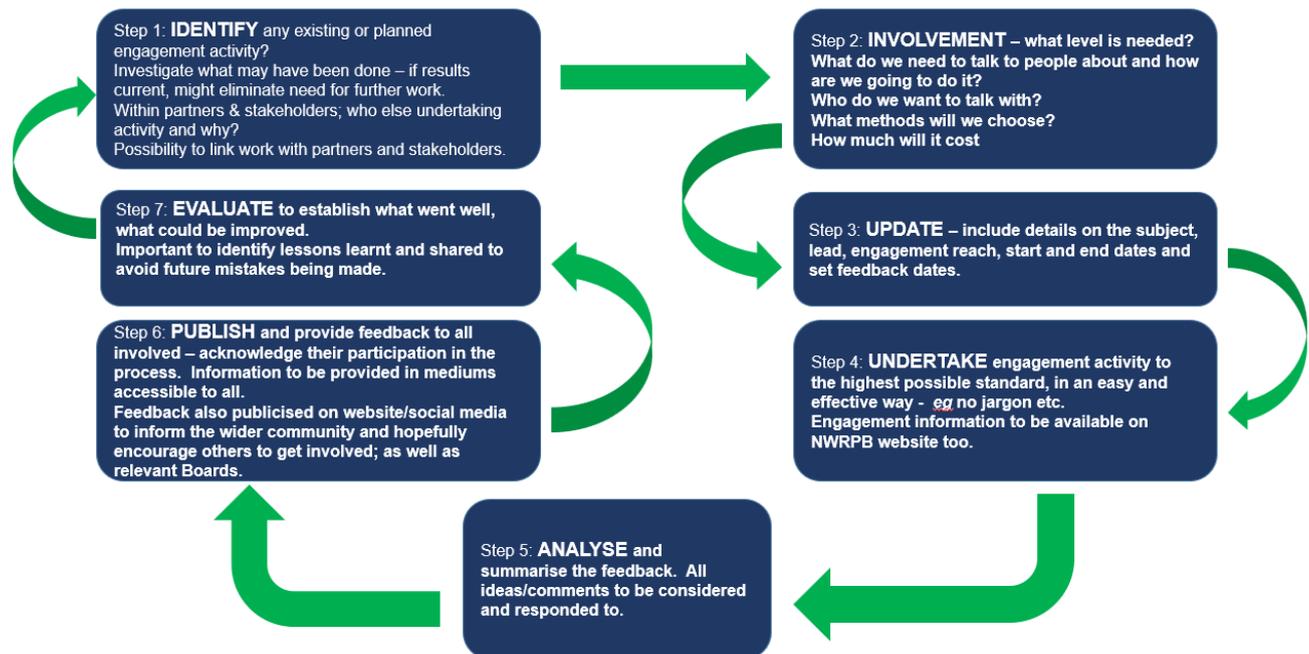
Engagement toolkit

A wide range of tools and methods are available to help us to engage with people in the best way. No one tool is better than another, what is important is that the most appropriate tool is used in each engagement activity.

Engagement and communication channels

| What? | Who? | When? | How? | | | | | | | | | | | | | | |
|--|--------------------------------------|---|---|--------------------|--------|-------------|---------------------|-------------|------------|--------|----------|-------------|----------------|------------|------------|-----------|----------|
| Key messages | Welsh Government | Hourly and daily <ul style="list-style-type: none"> Face to face Website Intranet Twitter Email (<i>Mailchimp etc.</i>) | Face to face (citizens) <ul style="list-style-type: none"> Offices Local presence / in the community – supermarkets; farmers marts / educational establishments etc. Arranged meetings Village Halls / community centres Events Surgeries Shows / Eisteddfod etc. Front line staff | | | | | | | | | | | | | | |
| Vision and Mission | Partners – Councils and Health Board | | | | | | | | | | | | | | | | |
| Objectives | Stakeholders | Weekly All methods Monthly Minutes of NWRPB Board Meetings Bi-monthly Events face to face Every 3 months Newsletter Annually Annual Report Timetable of events | Printed material <ul style="list-style-type: none"> Leaflets Posters Forms Banners/flags Newsletters Annual Report | | | | | | | | | | | | | | |
| Achievements | Citizens | | | | | | | | | | | | | | | | |
| Strategies | Third Sector | Face to face (partners and stakeholders) <ul style="list-style-type: none"> Surveys Workshops Induction /Training Team meetings Joint Committees Events / Conference re Health and Social Care | Discussions / Surveys <ul style="list-style-type: none"> Written Informal Formal One to one Planned cycle Ad-hoc | | | | | | | | | | | | | | |
| Workstreams | Community Groups | | | | | | | | | | | | | | | | |
| Financial Constraints | Press/Media | Multi Media <ul style="list-style-type: none"> Radio Newspapers TV/Radio/Press interviews Professional journals Audio/video Digital signage (<i>eg GP surgeries etc.</i>) | Web based <ul style="list-style-type: none"> External <ul style="list-style-type: none"> Website Social Media Internal <ul style="list-style-type: none"> Intranet | | | | | | | | | | | | | | |
| Aspirations | Forums/Networks | | | | | | | | | | | | | | | | |
| Essentials: <table border="1"> <tr> <td>Language of choice</td> <td>Timely</td> </tr> <tr> <td>Readability</td> <td>Manage expectations</td> </tr> <tr> <td>Jargon Free</td> <td>Accessible</td> </tr> <tr> <td>Honest</td> <td>Equality</td> </tr> <tr> <td>Transparent</td> <td>Brand identity</td> </tr> <tr> <td>Consistent</td> <td>Innovative</td> </tr> <tr> <td>Proactive</td> <td>Creative</td> </tr> </table> | | | | Language of choice | Timely | Readability | Manage expectations | Jargon Free | Accessible | Honest | Equality | Transparent | Brand identity | Consistent | Innovative | Proactive | Creative |
| Language of choice | Timely | | | | | | | | | | | | | | | | |
| Readability | Manage expectations | | | | | | | | | | | | | | | | |
| Jargon Free | Accessible | | | | | | | | | | | | | | | | |
| Honest | Equality | | | | | | | | | | | | | | | | |
| Transparent | Brand identity | | | | | | | | | | | | | | | | |
| Consistent | Innovative | | | | | | | | | | | | | | | | |
| Proactive | Creative | | | | | | | | | | | | | | | | |

Engagement process



Appendix 4: Engagement Plan and Priorities

| Action | From When | Lead | Comments |
|---|--------------------|--|---|
| Public engagement on awareness of RPB | January 2021 | Engagement Officer | Using methods in Engagement Toolkit raise awareness of the RPB and the importance of getting involved, empower the community. |
| Undertake public engagement on Public Service Boards Well Being plans to coincide with Population needs Assessment. | March 2021 | Engagement Officer | Collaboration with 4 PSB's |
| Develop the use of our monitoring template and indicators to measure engagement activities | April 2021 | Engagement Officer | Monthly monitoring of activity/analytics is routinely carried out and reviewed to capture activity and to establish meaningful performance measures. |
| Facilitate opportunities for RPB members to participate in partners, public and stakeholder engagement activities. | March 2021 onwards | Engagement Officer & Board key personnel | A key role of engagement is to mainstream and encourage staff to participate and engage with the public and stakeholders. |
| Develop and implement bespoke engagement activities to support delivery of area priorities. | Tba | Engagement Officer | We must give everyone the opportunity to participate and ensure we engage with different audiences using different approaches wherever necessary. Priorities and plans for 2021-22 developed. |
| Support Promotion of key message and campaigns through collaboration with internal and external stakeholders. | tba | Engagement Officer; NWPRB Members; Regional Collaboration Team members | This will link to all workstreams within Regional Partnership Board eg ICF; Safeguarding; Dementia etc. |

2: Corporate Engagement

| Action | From When | Lead | Comments |
|---|------------------------|---|--|
| Build on and develop promoting opportunities to get involved with NWRPB and increase the numbers of people signing up to newsletters, engagement network/groups. | March 2021 | Engagement Officer | Via social media & “traditional” methods encourage people to sign up to get involved and aim to produce quarterly newsletter on RPB on upcoming plans / activity etc. Build on the website content including updating the promotion of questionnaires and other feedback mechanisms. |
| Deliver RPB attendance at public events (<i>when allowed</i>). Focus on “how the voices of individuals and carers are heard in North Wales”. Seek views on priorities / services. | April 2021 | Engagement Officer & BCUHB Engagement Team; NWRPB Members | Presence at the Denbighshire National Urdd Eisteddfod, May 2022; Denbigh and Flint, Anglesey & Meirionydd shows, Mold, Conwy & Llangollen food festivals. In addition, attend a range of smaller events where we have the other opportunity to increase RPB visibility and reputation with the public and stakeholders as well as high footfall areas. |
| Undertake partnership, stakeholder and public surveys to measure changes in perceptions, influence and involvement. | January /February 2021 | Engagement Officer | Through use of Survey Monkey etc. monitor any changes in perceptions and reputation every 6 months. |
| Increase internal and external communications to promote our engagement activities amongst staff, stakeholders and public | March 2021 | Engagement Officer | Produce a positive internal and external quarterly communications for all. |

3. Equalities and protected characteristic groups

| Action | From When | Lead | Comments |
|--|-----------------------|---|--|
| Develop, build, strengthen and maintain relationships with protected characteristic & equality groups/networks. | December 2020 onwards | Engagement Officer | To involve and engage with harder to reach communities; working age population; establish relationships with Gypsy and Traveller community; Race Council Cymru as well as reach out to ethnic minorities and many more. |
| Develop and undertake engagement activity in rural isolated communities focusing initially on the impacts of well-being and mental health on agricultural workers. | Spring 2021 | Engagement Officer (& <i>BCUHB Engagement Team?</i>) | BCUHB undertook some engagement with agricultural workers and farmers in both Ruthin and St Asaph in 2018/19 and early 2020 which was well received. Further opportunities in pipeline to undertake once more in 2021. Excellent opportunities at county shows and farmers markets to explore health issues for rural and sometimes, isolated communities. |
| Create opportunities for RPB to involve rarely heard groups influence and inform service improvement. | tba | | It is important to encourage the team and service leads to involve and engage with seldom heard groups to ensure effective and responsive improvement. |

4. Co-ordination

| Action | From When | Lead | Comments |
|---|----------------------|---|---|
| Build on toolkit and guide to help support engagement activities. | September 2020 | Engagement Officer | An engagement toolkit developed. Will continue working to identifying opportunities to help consider how public engagement is taken into account as part of service improvement. |
| Establish co-ordination mechanisms to oversee the development of a 2 year plan and wider engagement issues across NWRPB | January 2021 onwards | EO; NWRPB members; Partners; Stakeholders | Engagement undertaken on ad hoc or issue specific basis. Identify a more robust system of co-ordination between strategic programmes, e.g. awareness “days / weeks”; NHS campaigns; regional campaigns ee provision of ipads in North Wales; 1 st MST Team in Wales. |
| Monitor performance and key metrics for the for the Engagement plan. | August 2021 | Engagement | Monitoring will be provided through analytics; social media activity increase – upscale per 2 additional followers per month; increase in engagement and results of surveys ie SurveyMonkey / paper format etc. |

Engagement action plan:

| What? | Who? | When? | Comments |
|---|------|-----------------------|--|
| Awareness raising and building of relationship via Board with its partners. | EO* | Commenced – on-going | Using methods in Engagement Toolkit raise awareness of the RPB and the importance of getting involved, empower the community. |
| Ensure NWRBP attendance at regular engagement network & forums regionally and Nationally. | EO | Commenced – Oct 2020 | Vital to develop networks across North Wales and beyond. Being with other EO's providing a chance to share experiences, showcase new opportunities, or network with others. Engagement professionals are usually seen as 'go to' people, with fantastic connections, who make things happen. |
| Investigate and compile list of community groups and reach out – via various communication channels | EO | Commenced Feb 2021 | To involve and engage with harder to reach communities; working age population; establish relationships with Gypsy and Traveller community; Race Council Cymru as well as reach out to ethnic minorities and many more. |
| Board to be presented and agree Strategy. | EO | March 2021 | Agreed April 2021 |
| Complete Engagement toolkit. | EO | March 2021 | Completed March 2021 |
| NWRBP Engagement to be on agenda items at Partners and Stakeholder comms/engagement meetings. | EO | April 2021 onwards | |
| Attend events / locations in conjunction with Partners / stakeholders to highlight work of the NWRPB. | EO | January 2021 onwards | |
| Awareness raising of Board with NW citizens. | EO | February 2021 onwards | |

| What? | Who? | When? | Comments |
|--|-------------|-----------------------|---|
| Compile quarterly Newsletter. | EO | February 2021 onwards | February 2021 – 1 st issue released and well received. |
| Arrange community engagement event / drop ins. | EO | June 2021 onwards | |

Engagement methods

Examples of the wide range of potential tools which can be used for deeper engagement however cost-effectively, surveys, focus groups and workshops are the most valuable (*pre-Covid*).

| Methods | Pro's | Cons |
|--|--|--|
| Postal Surveys / questionnaires | <ul style="list-style-type: none"> • Easy to administer and analyse. • If designed and administered correctly results should be statistically robust. • Results are easy to report back. Can compare the results with previous surveys. • Quick way of consulting and getting swift results. • Can be used to target groups that do not often take part in consultations. • Enables consultation with large numbers of people. | <ul style="list-style-type: none"> • Can only gather a small amount of information. • Potential low response rates. • Limited length and complexity of questions. • Easy to misinterpret questions. • Cannot control who answers the questions. • People with low literacy skills may find it difficult to respond. • Does not allow you to enter into a two-way conversation with recipients. • Is not useful in addressing issues about which respondents are not well informed. • Can be a time consuming process (including postal times, fieldwork, data inputting). • May be high cost due to printing, stationery and postage fees. |
| On-line (eg. SurveyMonkey; Smart Survey, NHS) | <ul style="list-style-type: none"> • Large numbers of people can be contacted at low cost. • Relatively easy to conduct in-house. • Response timescales are quicker. | <ul style="list-style-type: none"> • Not everyone has access to the internet • People can find on line forms daunting. • Little control over who fills out the survey. |

| Methods | Pro's | Cons |
|--|---|---|
| | <ul style="list-style-type: none"> No postal, stationery or inputting costs | <ul style="list-style-type: none"> Difficult to control if option of multiple responses The need to publicise the survey widely. |
| Telephone | <ul style="list-style-type: none"> Relatively easy and quick to conduct in-house. More complex issues can be tackled. Easy to reschedule interviews to more convenient times. Allowing entry into a two-way conversation with recipients, thus building relationship. | <ul style="list-style-type: none"> Often high refusal rates and cold calling can annoy respondents. Moderately expensive due to staff hours and cost of calls. |
| Face to face | <ul style="list-style-type: none"> More sensitive or difficult subjects can be explored. Can ensure that you interview the right person. Can use visual aids. High response rates. Better quality data. Questions can be more probing and complex. | <ul style="list-style-type: none"> Expensive due to staff hours. Time consuming, labour intensive. May require trained interviewers. Lengthy time scales for completing and analysing conversations/discussions. |
| Groups/Panels Small groups of people brought together to explore, discuss and give their views on specific topics under the guidance of a facilitator. | <ul style="list-style-type: none"> Specific interest groups can be targeted. Some people feel more confident in groups and discussion can stimulate thinking and spark ideas. Good for getting a better understanding of people's attitudes, behaviours, and experiences. | <ul style="list-style-type: none"> May need an experienced facilitator to keep the conversation flowing, to cover all issues in the time available, and to try to involve all members of the group. Analysis of the information can be complex and time consuming. More dominant and vocal members of the group may inhibit the participation of others. |
| Workshops Larger groups of people brought together to | <ul style="list-style-type: none"> More fruitful in getting feedback than some other methods. | <ul style="list-style-type: none"> Depending on the issue participants may need to be briefed in advance. |

| Methods | Pro's | Cons |
|--|--|---|
| <p>discuss issues of shared concern, discuss ideas for action. The workshop has three main stages - presentations, round table discussions and reporting back from groups.</p> | <ul style="list-style-type: none"> • Can identify issues and actions which may not have been thought of. • Mixing groups of people can help to better understand one another's points of view. | <ul style="list-style-type: none"> • Analysing the discussion feedback can be time consuming. • Workshop facilitators need to be skilled. |
| <p>Attendance at events</p> <p>People can drop in at any time, read displays and offer comments. Staff would be available to discuss issues and platform to form discussion groups.</p> | <ul style="list-style-type: none"> • Can be used well in conjunction with other discussion techniques. • Been seen in the community builds recognition, trust and understanding of being. • Information can be presented and gathered in flexible ways. • Promotes good relations and provides quick feedback. • Exhibition information stands can be set up in a variety of accessible and familiar locations for the target and wider audience. • Can "piggy back" others to promote key messages / information. | <ul style="list-style-type: none"> • People who drop in may not be particularly representative of the wider population. • If promoting a certain campaign, care needs to be taken around choice of venue, location, facilities and timing. • Can be expensive as it needs to be run by a wide plethora of staff. |
| <p>Listening days</p> <p>A service 'opens' up for the day to current and potential stakeholders. Offering an opportunity to meet and listen in an informal setting.</p> | <ul style="list-style-type: none"> • A good opportunity to open up a provision to potential users. • Can be located at a venue convenient to many – locally as well as regionally ie room in local library; GP surgery etc. | |
| <p>Public meetings</p> <p>Typically open forums where people are invited</p> | <ul style="list-style-type: none"> • Provides an opportunity for people to comment on | <ul style="list-style-type: none"> • People may find it difficult to contribute through lack of knowledge. |

| Methods | Pro's | Cons |
|--|---|--|
| <p>to hear proposals and are given the opportunity to respond and ask questions.</p> | <p>matters that directly or indirectly affect them.</p> <ul style="list-style-type: none"> • Clearly demonstrates public consultation. • • Relatively cheap and easy to organise. | <ul style="list-style-type: none"> • The responses can be unpredictable. • Can be intimidating to some people or hijacked by interest groups or vocal individuals so requires a strong chairperson to ensure all views are fairly heard. • • It can be tempting to just provide information rather than offering people time and space to have their say. |

| | | |
|---|---|--|
| <p>Creative consultation</p> <p>A range of techniques can be used such as drama, video, music, photography or storytelling and others.</p> <p>Artists are often commissioned to develop distinctive tailor made consultation and engagement processes.</p> | <ul style="list-style-type: none"> • Can engage communities and individuals who are reluctant to respond to traditional consultation techniques. • Often used with children and young people who enjoy activities that are different, colourful and making the consultation fun and on their “level”. | <ul style="list-style-type: none"> • Specific budget will need to be identified if artists are being commissioned. • Creative processes can be more time consuming. |
| <p>“Pop up Café/Tea Room”</p> <p>Set in a café/tea style room, participants are seated around small tables with paper tea cloths & tea/coffee. Pens are provided and conversation is recorded on the tablecloths to capture free flowing ideas as they emerge.</p> | <ul style="list-style-type: none"> • Offer a place for people to talk openly about issues they’re passionate about and learn from and reflect on the views of others. • Typically, an informal, relaxed atmosphere for participants • Works with small or large numbers of people. | <ul style="list-style-type: none"> • Conversation cafes do not focus on specific needs. • Requires clear and appealing questions. |
| <p>On-line discussion forums</p> <p>Open or closed forums allow people to discuss issues in line with each other from partners, stakeholders to people.</p> | <ul style="list-style-type: none"> • Secure, closed sites used in order for sensitive issues. | <ul style="list-style-type: none"> • Those without access to a computer will be unable to take part. • People may be reluctant to take part if not anonymous. • May be resource intensive and require moderating, frequent updates and responses to comments. |
| <p>Website</p> | <ul style="list-style-type: none"> • Through using current • NWRPB / LA’s / BCUHB websites “shared” area where news, information, dates and key documents can be stored. • A website or webpage is ideal as you can use it to communicate with all of your stakeholders. More | <ul style="list-style-type: none"> • Website information • unreliable if not updated on a regular basis. • The need to ensure that • changes are made when necessary and have a disclaimer with regards to the reliability of the |

| | | |
|----------------------------|---|--|
| | <p>influential stakeholders can be given access to privileged areas to complete surveys or attend online focus groups.</p> <ul style="list-style-type: none"> • Opportunities to share on Twitter, LinkedIn etc. • Also interested parties can 'pull' information from a website when they need it rather than having to 'push' it out to them. • Reach a far wider audience. • Available 24/7 even when we're not! | <p>information contained within.</p> <ul style="list-style-type: none"> • The risk of attracting bad publicity. If a stakeholder / citizen is unhappy with the service, they may feel the need to vent their frustrations online and reference the website in their review / comments. This could be potentially damaging to our reputation. • Possibility of website crashing. |
| <p>Social Media</p> | <ul style="list-style-type: none"> • Be compelling and with relevant content, it will grab the attention of potential target audiences. • The ability to respond instantly to developments. This can improve how we're perceived by the wider community. • It's far more cost effective as • it can be much cheaper than traditional activities. The costs of maintaining a social media presence are minimal. If you choose to invest in paid advertising, you can spend as much or as little as your budget allows. • Website traffic - Social media content can boost traffic to the website. | <ul style="list-style-type: none"> • The need to commit resources to managing social media presence, responding to feedback and producing new content. This can include investing in paid advertising and paying for the costs of creating video or imagery content. • Whilst it's easy to quantify the return-on-investment in terms of online activity and website traffic generated by social media – there are some less tangible benefits. It can be hard to measure and place a monetary value on the awareness and reputation that social media brings. • Social media can be used ineffectively eg, using social media to push for action without engaging with partners, |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • It's easy to measure how much website traffic received from social media. • We can deliver improved service and respond effectively to feedback. Positive feedback is public and can be persuasive to other potential customers. Negative feedback highlights areas where you can improve. • We can target the necessary audience and people can find us through the social media platforms they tend to use. We can choose to maintain a presence on particular platforms in line with our target audience. For example, if you are targeting young people you could reach them through Snapchat. If you are seeking corporate / professionals - LinkedIn may be the best channel. • Through the building of • relationships via social media, this medium can help increase loyalty and support. | <p>stakeholders or people or failure to respond to negative feedback - may damage our reputation.</p> |
| <p>Newsletter / Information sheet / Mailing / Postcard</p> | <ul style="list-style-type: none"> • Newsletters & mailings have a longer shelf life, leading to more active engagement. • Print is tactile, providing a deeper | <ul style="list-style-type: none"> • Lacks the immediacy and • accessibility of other communication channels. • Budgets and timelines may strain resources. |

| | | |
|--|---|--|
| | <p>connection to the message relayed.</p> <ul style="list-style-type: none"> • The printed word is perceived to be more substantive and therefore more credible. • Three quarters of the world's email traffic is spam! • Tangible materials leave a deeper footprint in the brain. • Not everyone has access to, or uses the Internet. | <ul style="list-style-type: none"> • Keeping mailing lists accurate is a challenge. • Adherence to GDPR guidelines. • Time consuming writing, designing, and project managing professionally printed newsletters. • Environmental impact on discarded paper. |
|--|---|--|

When engaging with individuals who have;

- **Impaired vision**
- **Motor difficulties**
- **Cognitive impairments or learning disabilities**
- **Deafness or impaired hearing**
- **Language barriers**

we WILL ensure they are respected and considered.

Engaging during Covid-19

Virtual engagement poses its own set of challenges, however, particularly for those who can't bridge the digital divide. As we've seen in the "How will we get there" section, many formats and drivers provide ways for us to engage with our partners, stakeholders and people.

The most impactful thing we can do is grow our social following. This has already begun by forging, developing and nurturing relationships with our partners and stakeholders. Actively seeking out new leads and growing lists won't just help us drive immediate engagement, it will also put our brand in front of a larger audience and give us the opportunity to build increased engagement and set ourselves up for success further down the road.

Once we've started generating leads it's important that we don't let them slip through the cracks. We'll ensure that we're sending out regular emails, having telephone calls, virtual calling as well as daily posting on social media to maintain engagement.

This isn't only important for engaging our new followers, but also nurturing existing relationships. We must remember that retention is easier than acquisition. Existing followers who know and trust us are the most likely to advocate the work of the Board, so we cannot, and must not, neglect them.

Making all feel valued will boost loyalty and drive engagement.

Encourage partners / stakeholders / people to take action; eg this could be sharing their story or information about the impact of the RPB has had on their lives.

Acknowledgements

Engagement Teams Betsi Cadwaladr University Health Board

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Isle of Anglesey CC Comms & Engagement Team

Wrexham BC Comms & Engagement Team

Welsh Ambulance Service NHS

AVOW

CVSC

DVSC

FLVC

Mantell Gwynedd

Medrwn Môn