

Overview guide - *Care services - Planning with People.*

This document summarises the key elements and steps of NHS board and Integration Joint Board engagement processes and should be used with the full Scottish Government and COSLA Planning with People [guidance](#).

Identifying the issue (need for change), stakeholders and planning engagement

Planning:

- Contact Healthcare Improvement Scotland – Community Engagement for preliminary discussion on approach.
- Develop a background paper detailing the rationale for change, any known timescales, the reasons for engagement and shared understanding of objectives.
- Develop an [Equality Impact Assessment \(EQIA\)](#) of the engagement to ensure the process is rigorous and wide-ranging.
- Identify stakeholders and establish an engagement planning team. Involve community representatives at the earliest stage, to oversee process for service change.
- Evaluation of engagement activity should be continuous and arrangements for this should be part of the initial engagement plan.
- Work collaboratively with partner organisations to draw on existing collective knowledge, experience and infrastructures to support community engagement.
- Consider having an initial discussion with Scottish Government, if appropriate, to discuss the potential scope of the proposals.

Information:

- Share information with stakeholders who may potentially be affected by any change proposal
- Ensure access to accurate information in order to engage effectively. To promote equity all information should be available in a variety of formats and languages.
- Be clear if there are areas that cannot be influenced for example; safety, working practices or budgetary restraints, and explain and provide evidence of this.
- Provide regular updates and feedback to participants as part of the engagement activity. All information should be co-produced, presented clearly and made widely available.

Engage with those potentially affected (engagement) and evaluation

Planning:

- Identify the best approaches to reach the people whose views need to be shared and heard. Involving community representatives from the outset of planning, and encouraging their ideas, results in better engagement and robust and sustainable outcomes.
- Be open to hearing new ideas and understand all the issues for communities. Create opportunities to identify sustainable solutions to service challenges.

Engage with those potentially affected:

- Involve local people in considering a wide range of options to decide what care services to provide for the local population and how best to deliver them. Involving people in Option appraisal [guidance note](#)
- Routinely assess the impact of engagement activity to ensure the right people are being involved, and their experience is monitored.

- Local people should be involved in developing options to be taken forward that are robust, evidence-based and person-centred.
- Undertake Equality Impact Assessment (EQIA) of policy or service redesign proposals to consider the impact on different communities taking into consideration equality, human rights, sustainability and the environment.
- Be ready to revisit assumptions or decisions following discussions with the community, or the emergence of new evidence.

Identifying major service change:

- NHS boards can categorise proposals as major service change themselves, as informed by Healthcare Improvement Scotland – Community Engagement guidance. [Identifying Major Service Change](#)
- Healthcare Improvement Scotland – Community Engagement can offer a view on the categorisation of proposals. If a final decision is required, the NHS Board should seek this from the Scottish Government.
- A proportionate approach may include a form of consultation for proposals not considered to be major.

If considered major service change:

- NHS boards should not move to consultation until confirmation has been received from Healthcare Improvement Scotland - Community Engagement that the engagement up to that point has been in accordance with guidance.
- Healthcare Improvement Scotland - Community Engagement is required to quality assure the process and can provide advice on the nature and extent of the process being considered. The final decision on the way forward, following a consultation, needs Ministerial approval.

Engage with those potentially affected (consultation) and evaluation

Specific considerations for public consultations:

- No final decision must have been reached.
- The information provided must relate to the consultation and must be available, accessible, and easy to interpret to enable affected people to provide an informed response.
- There must be sufficient opportunity for affected people to participate.
- Decision-makers must be able to provide evidence that they took consultation responses into account.

Specific considerations for major service change:

- Proposals for major service change must be subject to at least three months of public consultation and, ultimately, Ministerial approval.

Integration Joint Boards - significant decisions out with the Strategic Commissioning Plan:

- Integration Joint Boards must involve and consult their Strategic Planning Group, along with users or potential users of the service.
- For changes to health services delegated by the NHS board to the Integrated Joint Board, Healthcare Improvement Scotland – Community Engagement can assess the engagement process in line with guidance and good practice.

Decision making and feedback

Feedback:

- Keeping participants informed about the progress of engagement is an important part of the process and should take place throughout.

- When engagement activity concludes it is NHS boards, Integration Joint Boards and Local Authorities that must approve or reject recommendations. The quality of the engagement process will be taken into account.
- When decisions are reached, information should quickly be provided explaining the impact of community engagement on the outcome.
- Views should be sought from communities on the effectiveness of any engagement to encourage two-way feedback and learning.

Decision making

NHS boards:

- Following the public consultation, a full meeting of the NHS board will consider the proposals and make a decision. A range of information, including responses to the consultation and a report from Healthcare Improvement Scotland – Community Engagement, will help inform the Board's decision.
- Following the Board's decision, the major service change proposal must be submitted to Scottish Government Ministers for final approval. Ministers will take all the available information and representations into account, including the report from Healthcare Improvement Scotland – Community Engagement.
- The proposals may ultimately be approved or rejected by Scottish Government Ministers. Where appropriate, they may also instruct the relevant NHS board to carry out further engagement activity.

Integration Joint Boards:

- Decisions about service change, service redesign, and investment and disinvestment may be made at regular meetings. These should be open to the public who may attend but not participate, with papers and minutes available online.

Learning:

- NHS boards and Integration Authorities should consider undertaking an After Action Review with Healthcare Improvement Scotland - Community Engagement to identify learning and good practice.

Throughout the process contact should be maintained with Healthcare Improvement Scotland – Community Engagement for advice on good practice, tools and resources.

For more information, visit: <https://www.hisengage.scot/service-change/resources/>