



**GIG**  
CYMRU  
**NHS**  
WALES

Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales

**Name of Meeting**  
Quality, Safety and  
Improvement Committee  
**Date of Meeting**  
15 February 2022  
**Agenda item:**  
4.1

## Our Approach to Engagement Report

**Executive lead:** Rhiannon Beaumont-Wood, Executive Director,  
Quality, Nursing and Allied Health Professionals

**Author:** Rebecca Fogarty, Engagement & Collaboration  
Manager

**Approval/Scrutiny route:** Business Executive Team – 1<sup>st</sup> February 2022

### Purpose

To provide an update on progress of year 1 and proposed refocus for Year 2 implementation plan for *Our Approach to Engagement*

### Recommendation:

|  |                                      |                                       |                                   |  |
|--|--------------------------------------|---------------------------------------|-----------------------------------|--|
| APPROVE<br><input checked="" type="checkbox"/> | CONSIDER<br><input type="checkbox"/> | RECOMMEND<br><input type="checkbox"/> | ADOPT<br><input type="checkbox"/> | ASSURANCE<br><input checked="" type="checkbox"/> |
|--|--------------------------------------|---------------------------------------|-----------------------------------|--|

The Quality, Safety & Improvement Committee is asked to:

- **Receive assurance** that plans to implement '*Our Approach to Engagement*' are progressing.
- **Approve** the proposed refocus and actions for Year 2 of implementation.
- **Note** the planned approach to improve the quality assurance of Public Information following a complaint regarding the British Sign Language (BSL).

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

|  |  |
|--|--|
| <b>Strategic Priority/Well-being Objective</b> | All Strategic Priorities/Well-being Objectives |
| <b>Strategic Priority/Well-being Objective</b> | All Strategic Priorities/Well-being Objectives |
| <b>Strategic Priority/Well-being Objective</b> | All Strategic Priorities/Well-being Objectives |

**Summary impact analysis**

|  |  |
|--|--|
| <b>Equality and Health Impact Assessment</b> | An Equality and Health Impact Assessment is not necessary, as no decision is required.   |
| <b>Risk and Assurance</b>                    | N/A  |
| <b>Health and Care Standards</b>             | This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes<br><br>Governance, Leadership and Accountability<br>Person Centred Care<br>Theme 1 - Staying Healthy |
| <b>Financial implications</b>                | N/A  |
| <b>People implications</b>                   | N/A  |

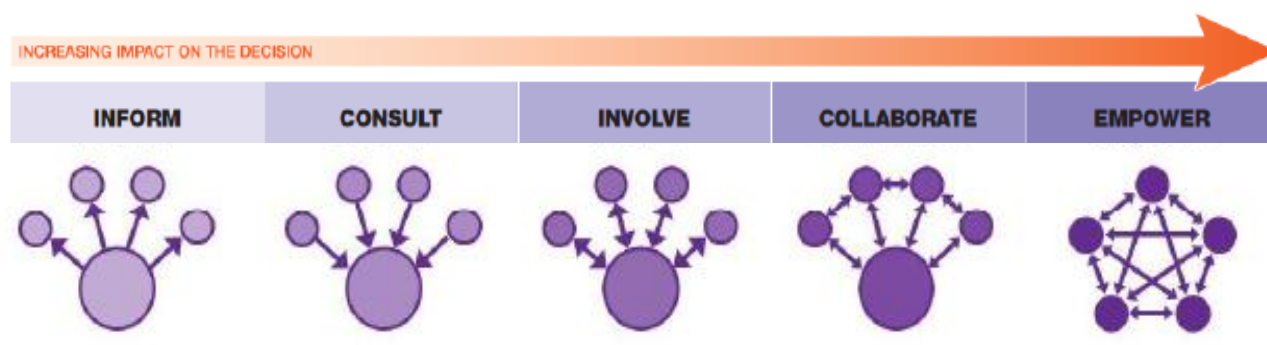
## 1. Purpose / situation

The paper provides:

- An update position on the delivery of the Year 1 implementation plan for *'Our Approach to Engagement'*
- An overview of the plans for refocus and further implementation during Year 2 of *'Our Approach to Engagement'*
- Provide an update on how the organisation intends to strengthen governance arrangements of engagement activity, particularly Public Information in light of recent complaints about information which was made available by Public Health Wales in British Sign Language and the Welsh language and was later found to be below the required quality and standards needed. This will be found at section 8 of this paper.

## 2. Background

*'Our Approach to Engagement'* has a pivotal role to play in optimising the role of Public Health Wales to protect, promote and improve the health and well-being of the population of Wales. Engagement in its most mature form should be considered a two-way process, including involvement and listening, with the goal of generating mutual benefit. The full spectrum of engagement is described in the International Association for Public Participation (IAP2) Spectrum for Stakeholder Engagement:



The *'Our Approach to Engagement'* strategy will support the organisation to develop its maturity around engagement, and move our engagement activity towards the level of 'Empower' where appropriate. This will enable us to work in meaningful partnership with consumers/service users, citizens and stakeholders in the design and delivery of our services, programmes and functions so that they meet identified needs.

In November 2020, the Quality, Safety & Improvement Committee approved the Year 1 Implementation Plan of '*Our Approach to Engagement*', which runs until March 2022. The focus of Year 1 was to understand the needs of our staff and the public to inform how we can best facilitate and enable effective engagement across the organisation, the need for which has become even more apparent during the context of the pandemic. In an incredibly challenging year, and with reduced resources, a number of significant deliverables have been achieved, notably:

- A refresh of approach to delivering Annual Quality Statement that included examples of quality and improvement identified through the Board and Committee structures
- Development of the Young Ambassadors programme to adapt to the COVID-19 context and maintain high levels of engagement with participants
- Successful internal engagement and demonstration sessions on the Civica Service User Feedback system
- Stakeholder engagement sessions to ascertain how the circumstances of the pandemic have affected the ways in which we can engage with the public, which, informed our approach to monitoring and evaluation of engagement activity.
- Literature search of existing evaluation measures to capture impact of engagement activity, which will inform our metrics for monitoring and evaluation of engagement across the organisation.
- Initial data has been gathered regarding engagement skills and capability through the People & Organisational Development Skills Survey. This demonstrates the breadth and diversity of staff involved in some sort of public engagement activity and appears to indicate that deployment to some roles in the pandemic response has increased staff awareness and confidence in public engagement.

A more comprehensive update on progress against the deliverables of the Year 1 Implementation Plan can be found in Appendix 1. A glossary of key terms is available at Appendix 2.

Having reviewed the Year 1 plan and the early learning about the impact of the pandemic on the organisation and our stakeholders, the proposed plans for Year 2 of implementation have been considered in a different context to those for Year 1. As planned, Year 2 will focus on strengthening the foundations for effective engagement, and there have been key developments that have informed how we will do this. While the implementation plan will include key aspects such as training for staff, a suite of tools to facilitate planning, delivery and monitoring of engagement activity, and ongoing relationship building with key stakeholders, the main focus will be on supporting the organisation to move towards a more collaborative approach that cements engagement

as central to achieving our outcomes, supporting the Welsh population to protect and improve its health and well-being, and improving consumer experience. Improved collaboration across the organisation will mitigate the risk of engagement fatigue through better coordination of our touchpoints with external stakeholders and the public.

The Quality & Improvement Strategy was approved in 2021, and '*Our Approach to Engagement*' is a key underpinning element of the foundational pillars for quality, continuous improvement and being a learning organisation. See figure 1.



**Figure 1: The foundational pillars of the Quality & Improvement Strategy**

The Health & Social Care (Quality & Engagement) Act is also an essential driver for '*Our Approach to Engagement*'. Both put service user/consumer **experience** at the centre of a quality focussed approach. In addition, through feedback of our work to date, we know that while staff are operating in uniquely challenging circumstances, there is a recognition of the role of public engagement as a core public health activity. There is appetite to develop skills and tools to maximise the potential of engagement activity to support Public Health Wales in its aim of protecting and improving health and well-being and reducing health inequalities for the people of Wales. Through high quality engagement, Public Health Wales can build on the increased public interest and health literacy catalysed by our collective experiences of the pandemic, with future potential to impact positively on health outcomes and improve service user/consumer experience. Being clearer about what we mean by good engagement in the refresh of the Long-Term Strategy will support the organisation to maximise this potential.

With these factors in mind, we have refocused '*Our Approach to Engagement*' for the second year of implementation. We need to take the opportunity to maximise the role of engagement and amplify feedback as part of all aspects of quality, including quality assurance and clinical governance:

- Amplify the voice of the person, community or population
- Collaborate and work in partnership with individuals, people and communities and stakeholders to design and implement interventions that meet identified needs

- Value, listen to and support staff, providing resources and an environment where they can develop confidence and skills in engagement, to be able to influence quality and improvement in their own work

The Year 2 Implementation Plan for '*Our Approach to Engagement*' seeks to firmly cement engagement as central to achieving outcomes aligned to our strategic priorities and organisational success, with a focus on organisational culture – how we do things as well as what we do. This applies to how we work with our customers to co-design and plan new and innovative approaches to achieving outcomes, as well as continuous quality improvement.

### **3. Quality & Engagement Act**

The Act outlines the duty to secure improvement in the quality of the services provided and to deliver improved outcomes for the people of Wales. The Act specifically lists patient experience as a core component of the new duty of quality and there is an expectation that engagement will enable organisations to accommodate 'qualitative intelligence' in reporting, such as the lived experience of our service users to inform quality assurance and improvement. This approach supports the five ways of working (Collaboration, Integration, Involvement, Long-Term and Prevention) as set out in the Well-being of Future Generations (Wales) Act 2015. The importance of involving people and acting in collaboration to meet objectives and outcomes is well referenced in the Well-being of Future Generations Act. This, and the Health & Social Care (Quality & Engagement) Act combine to reinforce the importance of engagement to understand service user/consumer experience as a determinant of a quality service.

Previously we have been required to produce an Annual Quality Statement. Under the new legislation, we will now need to undertake more effective engagement with service users/consumers and the public to provide meaningful public-facing information to show how we are working together and how we have listened and responded to feedback. We are anticipating a new Quality Assurance Framework with a refreshed Framework for Assuring Service User Experience, focussing on effective engagement to meet the objectives of the Duty of Quality.

The Act requires us to focus on strengthening our ability to capture and meaningfully interpret service user proactive and reactive feedback. The recent procurement of the Civica Feedback and Engagement System is a positive step forward as a key digital enabler to help us to be more systematic and consistent in our approach. Although this will take time

and resource to implement across the organisation, it will deliver substantial benefits.

The Act also provides for the establishment of a Citizen Voice Body (CVB), to replace Community Health Councils, with remit across health and social care. The aims of the new body are to:

- strengthen the citizen voice in Wales in matters related to both health and social services, ensuring that citizens have an effective mechanism for ensuring that their views are heard;
- ensure that individuals are supported with advice and assistance when making a complaint in relation to their care; and
- use the service user experience to drive forward improvement.

The new body, NHS bodies and local authorities will need to cooperate to promote awareness of the CVB and to support it to seek the views of the public in respect of health services and social services. The aims of the CVB should be viewed as an opportunity for Public Health Wales to further strengthen our mechanisms to engage and learn from stakeholders and citizens who have the 'lived' knowledge and experience so that their perspectives and contextual understanding is included in all improvements. To maximise this opportunity, contact between the CVB and Public Health Wales will be integral to, and developed through 'Our Approach to Engagement' plans.

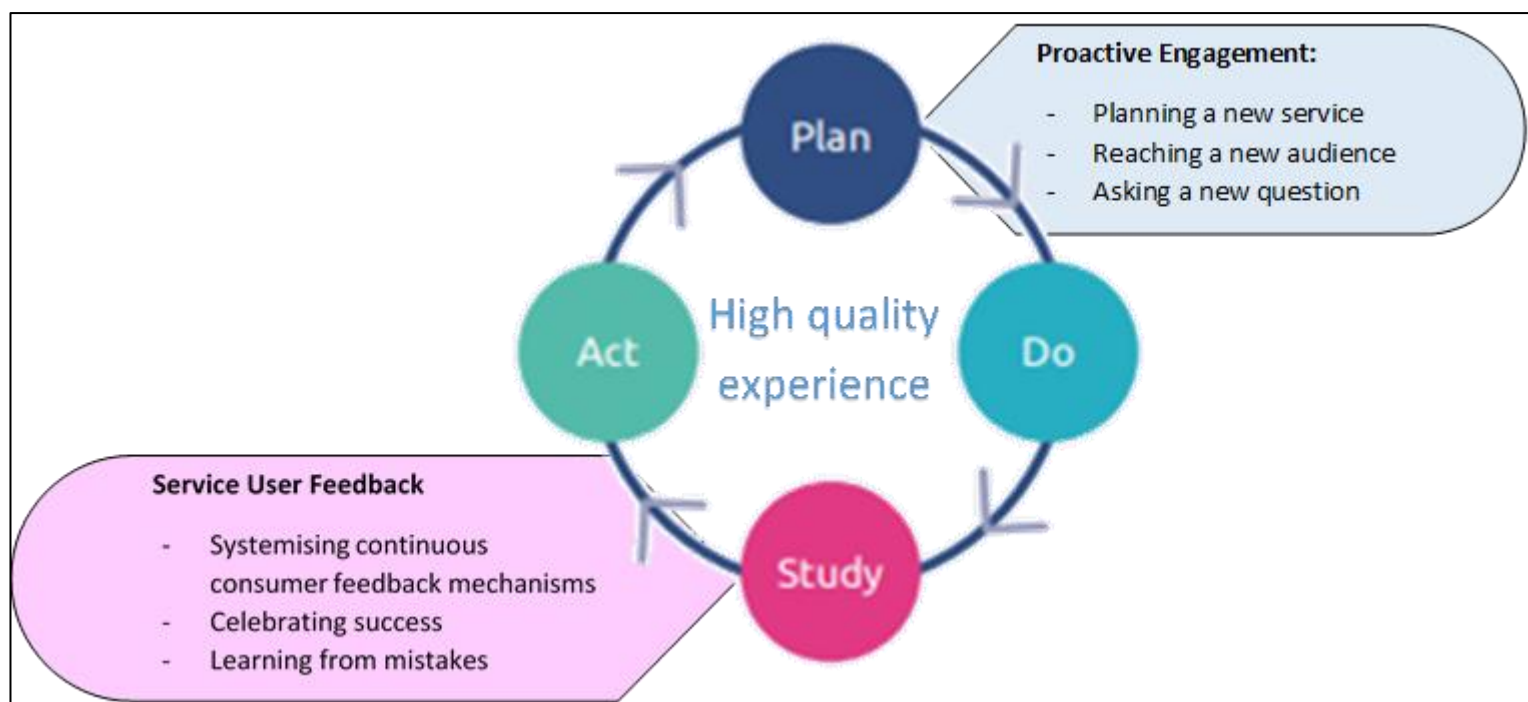
#### **4. Maximising the role of 'Our Approach to Engagement' in Improving Experience**

The original aim of 'Our Approach to Engagement' was:

*Build on good practice to improve how Public Health Wales engages with and involves the public in how we plan and deliver our services, programmes and functions to optimise our role in supporting them to improve their health and well-being.*

The Year 1 implementation plan was focused on the mechanics of engagement. Our staff are fatigued and under pressure with great demands on their resources and this approach could be perceived as a demand to 'do more', placing an additional burden on staff. In light of the legislative changes, what is really required is for effective and ongoing public engagement to become part of our organisational culture. This requires a new, clearer and more exciting narrative, based on the vision of what good looks like and what changes the organisation will see if we get this right. Therefore, it is proposed that going forward, 'Our Approach to Engagement' will be framed as supporting us to achieve high quality service user and public **experience** (see Figure 2).

**Figure 2: Engagement throughout the PDSA cycle for quality consumer experience**



The Engagement, Equity & Quality Team in QNAHPS are currently exploring public engagement and participatory approaches with external specialists. This will further inform approaches and tools to support the organisation as we progress and develop. This will provide an opportunity to inform the development of how we articulate the vision for the role of engagement and feedback in achieving our strategic objectives and improving the quality of consumer experience.

We will also take the opportunity to look in more depth at tailored approaches and relationships to engage different segments of the population with impact. This will build on the innovation to reach different groups that we have seen in the context of Covid-19 restrictions and include, for example, exploring with the Communications Team options for use of social media as part of our 'engagement toolkit'.

We will seek to collaborate with other key leads from enabling functions and Directorates to take an integrated approach where there are clear interdependencies, such as achieving better coordination and alignment around building engagement skills and capability.

## **5. Experience & Learning Group**

The supporting guidance for 'Our Approach to Engagement' focuses on four main areas of engagement activity within Public Health Wales. These are:

1. Public Information & General Consultation
2. User Feedback
3. Coproduction
4. Community Empowerment

To further strengthen the governance around our organisational approach to engagement across all these areas, foster highly effective relationships with external stakeholders in a consistent fashion across the organisation, as well as ensure that engagement and feedback contributes to quality and improvements, we will be refreshing the cross-organisational Experience & Learning Group (formerly called Service User & Learning Panel). This will also offer the opportunity to maximise the use of the expertise and skills in different parts of the organisation to support the shared ownership and implementation of '*Our Approach to Engagement*'. This will support BET and the Leadership team in making organisational progress in how we undertake meaningful engagement and ensure there are opportunities to learn across Directorates and functions. The refresh will broaden the group's remit so that its purpose will be to:

1. Provide leadership, oversight and collaboration to maximise the potential of engagement and collaboration with representation from the public to achieve excellent service user/consumer experience through planning and design of our services, programmes and functions.
2. Provide oversight of engagement activity across our services, programmes and functions, including arrangements to ensure the quality of information for the public.
3. Provide governance and accountability for our strategic approach in '*Our Approach to Engagement*' and monitor engagement activity across our services, programmes and functions against clearly defined standards.
4. Provide assurance against the Framework for Assuring Service User Experience and its successor, including that adequate mechanisms are in place to hear and learn from citizen voice as issued by Welsh Government.
5. Facilitate inclusive, equitable engagement practice across the organisation through shared networks
6. Improve capability and consistency via cross-organisational sharing and learning, and through external recognised expert speakers
7. Amplify citizen voice and offer a clear reporting route through to Board level

The group will work with the Wales Centre for Voluntary Action, the Public Health Wales Stakeholder Reference Forum and other relevant advisory groups to identify how best to involve representation from the third sector, with the aim of putting citizen voice at the centre of our work,

covering all of the protected characteristics and underserved populations. This will align with the Strategic Equality Plan.

The group will act as a key mechanism for engaging with the requirements of the Citizens Voice Body and identifying any aspects which need to be escalated at Directorate or corporate level.

## 6. Year 2 Implementation Plan

The plan for Year 2 of implementation of 'Our Approach to Engagement' continues to progress against each of its five drivers (see driver diagram in Appendix 3). The common thread through the proposed deliverables is work around organisational culture, which will underpin successful implementation, and is therefore reflected in a number of actions against multiple drivers.

An internal stakeholder workshop is planned for early March (see Appendix 1) to facilitate a baselining exercise for the organisation. This will also allow staff to identify any further barriers to engagement that they face and work together to develop solutions, which will be fed into the Year 2 implementation plan.

### Draft Year 2 Implementation Plan

| Driver                      | Outcome   | Deliverable(s)   | Inter-dependencies                           | Target date       |
|-----------------------------|---|--|--|-------------------|
| <b>Workforce Commitment</b> | An organisational culture that values public engagement, recognises its benefits for the business, and strives for excellent experience. Driven by visible commitment and systems-level leadership at all levels of the organisation. | Develop internal communications plan, and implement to:  | <b>Communications Team/<br/>Directorates</b> | <b>March 2022</b> |
|                             |   | Support staff and teams to identify their existing (baseline) and potential contribution to the implementation of 'Our Approach to Engagement', and provide input on the tools, training and support they need |  | <b>April 2022</b> |
|                             |   | Demonstrate commitment at leadership level to a common organisational approach and the contribution of engagement to delivery of our priority areas.   |  | <b>June 2022</b>  |
|                             |   | Build a compelling narrative that reaches a range of staff through various formats, of the importance and impact of  |  | <b>Sept 2022</b>  |

|                                    |   |  |   |                  |
|------------------------------------|---|--|---|------------------|
|                                    |   | engagement on the experience of those who come into contact with our services, programmes and functions, with case studies from across the organisation and externally   |   |                  |
|                                    |   | Develop organisational framework for engagement which outlines how engagement should be embedded in our key strategies and processes with impact and value e.g. IMTP and other planning processes  | <b>Strategic Planning &amp; Performance</b> | <b>Oct 2022</b>  |
| <b>Monitoring &amp; Evaluation</b> | Robust governance and reporting of engagement and experience activity across the organisation to capture and have a greater understanding of those who are impacted by what we do | Reset organisational governance arrangements for all engagement activity across the organisation, to include all four categories of engagement as defined in the Public Health Wales <i>'Our Approach to Engagement'</i> document: <b>Public Information &amp; General Consultation, User Feedback, Coproduction, and Community Empowerment.</b> The Experience & Learning Group will provide cross-organisational support to the Leadership team and BET in improving assurance and governance. | <b>Directorates</b>                         | <b>July 2022</b> |
|                                    |   | Implement recommendation from literature review of evaluation measures to develop an evaluation framework for engagement activity, with clear performance and outcome metrics measured on a regular basis that monitor the impact of our engagement activity   |   | <b>Nov 2022</b>  |

|                                |  |   |   |   |
|--------------------------------|--|---|---|---|
|                                |  | <p>Review current assurance mechanisms for Service User Experience, to ensure our systems provide for the amplification of citizen voice and capturing learning and improvements in line with the requirements of the Quality &amp; Engagement Act</p> <p>Preparation for the delivery of a high-quality public-facing report in line with the requirements of the Quality &amp; Engagement Act on steps to secure quality of services, responding to service user feedback</p> | <p><b>Welsh Government guidelines for new reporting requirement</b></p> | <p><b>Oct 2022</b></p> <p><b>Oct 2022</b></p>   |
| <b>Skills &amp; Capability</b> | Enhanced engagement skills and capacity in key teams across the organisation   | Collaboratively design and develop an organisational approach to capacity and capability building for skills in engagement and feedback analysis to inform planning and improvement   | <b>P&amp;OD / Directorates</b>  | <b>March 2023</b>                               |
| <b>Tools &amp; Resources</b>   | Systems and infrastructure in place to enhance capture of views and experiences of our service users and the public, allowing improved analysis to plan approaches to service and programme delivery | <p>Delivery of the Civica Implementation project:</p> <p>a) Set up the Civica system for Public Health Wales use, with all relevant bespoke adjustments as required by the organisation</p> <p>b) Provide training for teams in Public Health Wales to use the Civica system to capture feedback from their service users and/or stakeholders efficiently, equitably and in a consistent manner across the organisation</p>   | <b>Once for Wales Project / Civica / Directorates</b>                   | <p><b>June 2022</b></p> <p><b>June 2022</b></p> |
|                                |  | Develop tools and resources for a best practice approach to engagement and informed by internal engagement with staff to identify learning and knowledge needs  | <b>Directorates</b>   | <b>Jan 2023</b>                                 |

|                              |  |   |                     |            |
|------------------------------|--|---|---------------------|------------|
|                              |  | Promotion of 'engagement toolkit' with teams across the organisation to encourage use of tools developed to achieve consistency in engagement approaches  |                     | March 2023 |
| <b>Relationship Building</b> | Coordinated approach to stakeholder engagement across Public Health Wales to facilitate: <ul style="list-style-type: none"> <li>- High quality engagement</li> <li>- Avoiding 'engagement fatigue'</li> <li>- Excellent reputation for effective and empowering engagement that leads to improvements in service user/consumer experience</li> </ul> | Using gathered intelligence to develop corporate resource (e.g. central stakeholder database) to facilitate shared relationships with external stakeholders and to identify and fill gaps so that we reach all sectors of the Welsh population. | <b>Directorates</b> | March 2023 |

## **7. Steps being taken to improve the quality assurance arrangement for accessible & inclusive public information**

One aspect of the work of the Experience & Learning Group as outlined above is the governance of engagement activity across our services, programmes and functions. This includes, but is not limited to, the quality of Public Information.

An urgent issue has been identified with the quality assurance of Public Information following a complaint regarding the British Sign Language (BSL) version of a Screening video developed for people with a learning disability. To address this issue, an organisational procedure is being developed to provide a consistent approach to providing accessible formats, which will include BSL and Easy Read. This will be tested with key stakeholders and service users with specific communication needs e.g. BSL, to ensure our procedures achieve the aim of accessible high-quality public information for all.

It is proposed that going forward the development of Public Information will include peer review through the Experience & Learning Group. This will include quality assurance not only in terms of accessible formats, but also Welsh and additional languages, and considerations of inclusive language. This will highlight the nature of Public Information as an engagement activity that requires robust governance as part of '*Our Approach to Engagement*'.





## **8. Recommendation**

The Quality, Safety & Improvement Committee is asked to:

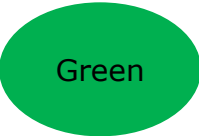
- **Receive assurance** that plans to implement '*Our Approach to Engagement*' are progressing.
- **Approve** the proposed refocus and actions for Year 2 of implementation.
- **Note** the planned approach to improve the quality assurance of Public Information following a complaint regarding the British Sign Language (BSL).

## Appendix 1: Progress against Year 1 Implementation Plan of 'Our Approach to Engagement'





### OAtE Delivery Confidence Assessment (January 2022)

| Year 1 Implementation Plan Status   |   | Number of deliverables |
|---|---|------------------------|
|  | Deliverable complete  | 8                      |
|  | On target for achievement by the deadline                                   | 10                     |
|  | Problems anticipated in achieving deliverable, action to remedy is in hand  | 2                      |
|  | High risk of not achieving deliverable / suspended due to outside influence | 0                      |
| <b>Total number of deliverables</b>   |   | <b>20</b>              |

### Overall Assessment – Year 1 Implementation Plan





|   |  |
|---|--|
| <br><b>Green</b> | <p>The OAtE DCA for January 2022 is <b>green</b>. Delivery of the Year 1 Implementation Plan is on-track. Some challenges remain that require attention. On investigation, these appear resolvable and planned action will address and should not determinately impact on delivery.</p> <p>The programme team have made significant progress in difficult operating conditions. A number of deliverables require delivery over the remainder of Year 1. The effective management of delivery of these will be essential.</p> |
|---|--|

## Our Approach to Engagement Implementation Plan




| Driver                  | Purpose   | Deliverable   | Delivery Timescale | RAG   | Progress / Actions  |
|-------------------------|---|---|--------------------|---|---|
| Monitoring & Evaluation | Delivery of high-quality AQS focused on improvement with timely, high quality input from across the organisation, appropriate for its public audience and with widespread interest from the public and our stakeholders | Refresh of approach to delivering Annual Quality Statement to include examples of quality and improvement identified through Board and Committee structures throughout the year   | Dec 2020           |    | <ul style="list-style-type: none"> <li>No statutory requirement for AQS this year</li> <li>Approach is being used for the Annual Report. Supporting Performance Team with the development of the Annual Report</li> <li>Anticipating a new reporting requirement on steps to secure quality of services, to replace the AQS (part of the Quality &amp; Engagement Act)</li> </ul> |
| Relationship Building   | Provide young people across Wales with the opportunity to develop skills and knowledge to support and influence the delivery of the Public Health Wales Strategy and in the context of their local communities          | Development of the Young Ambassadors programme to adapt to the COVID-19 context and maintain high levels of engagement with participants  | June 2021          |    | <ul style="list-style-type: none"> <li>Adaptation to the COVID-19 context: Virtual monthly meetings are in progress for YA, with additional support worker sessions held every 2 weeks ahead</li> </ul>   |
| Relationship Building   | Understanding of the impact of the pandemic on engagement as a core public health activity  | Public engagement to: (a) ascertain how the circumstances of the pandemic have affected the ways in which we can engage with the public, to incorporate insight into how we deliver the implementation plan (b) inform our approach to monitoring and evaluation of engagement activity | April 2021         |  | <ul style="list-style-type: none"> <li>Outreach sessions complete</li> <li>Stakeholder engagement sessions with the Equality and Human Rights Commission, Wales Council for Voluntary Action, Wales Council for the Deaf, Men's Sheds and the Community Health Council complete</li> </ul>  |
| Monitoring & Evaluation | Enabling a 'right first time' approach to monitoring and evaluating engagement by understanding the priorities of those with whom we will aim to engage   |   | April 2021         |  | <ul style="list-style-type: none"> <li>Report with recommendations completed</li> <li>Informing year 2 and 3 implementation plan</li> </ul>   |


|                              |   |  |             |   |  |
|------------------------------|---|--|-------------|---|--|
| <b>Workforce Commitment</b>  | Raised awareness of the value of engagement activities amongst staff                                  | Series of blog posts on the intranet from at least three teams about the impact of engagement activities on their programme, service or function and 'lunch and learn' session to raise the profile of the value of engagement | 2022 - 2023 | ● | <ul style="list-style-type: none"> <li>'Lunch and Learn' session challenging in current climate of organisational 'recovery'</li> <li>Agreed that communication to be aligned to communications and engagement on the Quality and Improvement Hub. Awaiting strategic decision on approach to Quality and Improvement</li> <li>Deliverable to be re-packaged into year 2 implementation plan as part of OAtE Re-focus</li> </ul>   |
| <b>Workforce Commitment</b>  | Clear understanding of senior buy-in to this approach   | At least two clear, visible video messages from senior leaders made available on the intranet regarding the importance of engagement for quality and improvement   | 2022 - 2023 | ● | <ul style="list-style-type: none"> <li>Agreed that communication to be aligned to communications and engagement on the Quality and Improvement Hub. Awaiting strategic decision on approach to Quality and Improvement</li> <li>Deliverable to be re-packaged into year 2 implementation plan as part of OAtE Re-focus</li> </ul>  |
| <b>Relationship Building</b> | Maximise engagement opportunities with partners to avoid duplication of effort and engagement fatigue | Mapping of existing engagement opportunities coordinated by external partners e.g. fora or groups coordinated by Welsh Government, third sector organisations, local authorities etc.  | March 2022  | ● | <ul style="list-style-type: none"> <li>Deliverable will be captured by the internal stakeholder session and subsequent report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>Stakeholder workshop scheduled for March 2022. Deliverable date changed (via change process) from November 2021 to March 2022 to reflect the position</li> <li>'Known' forums have been identified</li> </ul> |

|                              |   |  |            |   |  |
|------------------------------|---|--|------------|---|--|
| <b>Relationship Building</b> | Understanding of key concerns for stakeholders around equality and quality assurance of information provided to groups who share a protected characteristic and vulnerable groups | Further development of Public Health Wales' single point of contact system for external queries relating to equality and diversity   | March 2022 | ● | <ul style="list-style-type: none"> <li>Requires confirmation of a single organisational approach and investment to realise. Discussions in progress</li> <li>If an organisational approach is agreed, then development and implementation of the approach will move into the year 2 and 3 implementation plan</li> </ul>   |
| <b>Workforce Commitment</b>  | Clear understanding of real and perceived barriers for staff, to inform recommended action to address these under each of the below drivers                                       | Internal consultation/survey to understand barriers for staff to undertake engagement activities   | March 2022 | ● | <ul style="list-style-type: none"> <li>Deliverable will be captured by the internal stakeholder session and subsequently a report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>Stakeholder workshop scheduled for March 2022. Deliverable date changed (via change process) from November 2021 to March 2022 to reflect the position</li> </ul>  |
| <b>Workforce Commitment</b>  |   | Use results of staff survey and information from external stakeholders to inform resources and training that are developed. Examples include; How to work with people who are digitally excluded; How to use social media (in collaboration with communications) to engage; and, how to clearly communicate the remit of the changes that can be made as a result of the engagement activity following thorough planning | March 2022 | ● | <ul style="list-style-type: none"> <li>Some initial data has been captured via the Skills Survey about engagement skills that have been developed through the pandemic response.</li> <li>This will be complemented by feedback from the internal stakeholder session and subsequent report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>Stakeholder workshop scheduled for March 2022. Deliverable date changed (via change process) from January 2022 to March 2022 to reflect the position</li> </ul> |

|                              |  |   |           |   |   |
|------------------------------|--|---|-----------|---|---|
| <b>Relationship Building</b> | Provide young people across Wales with the opportunity to develop skills and knowledge to support and influence the delivery of the Public Health Wales Strategy and in the context of their local communities | Engage with wider young persons' organisations to make opportunities to join the Young Ambassadors programme as inclusive as possible                                   | July 2021 |    | <ul style="list-style-type: none"> <li>• Significant engagement with Local Authorities on wider YA opportunities</li> <li>• Engagement will be continuous, and is informing the YA programme development in year's 2 and 3 implementation plan</li> <li>• Actively developing Agored course materials for YA's and part of ongoing YA development</li> </ul>  |
| <b>Tools &amp; Resources</b> | Enhanced ability to collect real-time service user feedback to drive rapid and continuous improvement across services, programmes and functions  | (a) Internal engagement with all directorates to inform plan for facilitating roll-out of Citizen Feedback & Experience System (CFES) in a consistent and effective way | July 2021 |    | <ul style="list-style-type: none"> <li>• Four demonstration sessions delivered across the organisation. Directorates engaged on the system and feedback collated. Demonstration and feedback sessions suggest that organisational support for the system is strong</li> <li>• Unsuccessful in initial investment bid in January 2021.</li> <li>• Investment bid refined in light of the demonstration sessions. BET approval for investment in November 2021</li> </ul> |
|                              |  | (b) Public Health Wales procurement of Once for Wales Citizen Feedback & Experience System (CFES)   | Dec 2021  |    | <ul style="list-style-type: none"> <li>• Significant delays to obtain investment will have impact on progress.</li> <li>• Investment bid agreed in November 2021 and procurement of the system in progress</li> <li>• Collaborating with the Once for Wales Programme Board to realise procurement and start of implementation in February 2022</li> </ul>  |
| <b>Tools &amp; Resources</b> | High quality information and evidence on Public Health Wales' website to support a rights-based approach to service design, delivery and evaluation  | (a) Scoping of user needs to inform development of website resource   | Sept 2021 |  | <ul style="list-style-type: none"> <li>• Resource shortage has impacted adversely on the deliverable. Re-evaluation of delivery timeline and resource capacity in progress</li> <li>• Wire frame options shared with EEQ team</li> </ul>  |

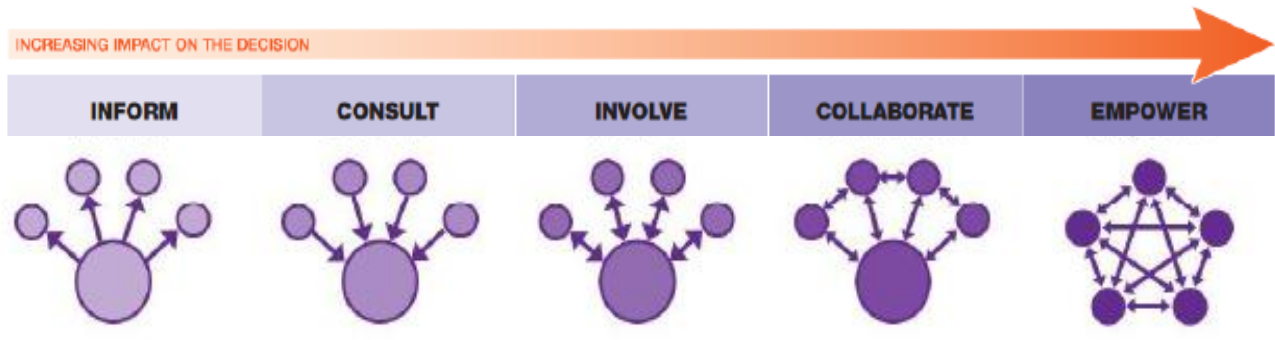
|  |  |  |            |   |
|--|--|--|------------|---|
|  |  |  |            | <ul style="list-style-type: none"> <li>• Internship resource secured for Feb – March to progress deliverable</li> <li>• External dependency impacting delivery: ELG engagement postponed pending clarity from Welsh Government on strategic direction</li> </ul>  |
|  |  | <p>(b) Refresh of existing Equality &amp; Human Rights web pages to include information and resources to support implementation of 'Our Approach to Engagement'</p> <p>Including a section on key messages from external stakeholders we worked with in early 2021. One element of this will be 'lessons learned', extracted from interviews</p> | March 2022 | <ul style="list-style-type: none"> <li>• Impact on delivery due to limited resource available</li> <li>• Internship resource secured for Feb – March 2022 to progress deliverable</li> </ul>  |
|  |  | <p>A 'guidance' document on the issues that need to be considered, including poverty, to be shared with staff as they set their indicators for public engagement</p>   | March 2022 | <ul style="list-style-type: none"> <li>• Good Practice / Prompt sheet document developed. Document will be 'tested' at the internal stakeholder event and receive feedback</li> <li>• Deliverable will be captured by the internal stakeholder session and subsequent report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>• Stakeholder workshop scheduled for March 2022. Deliverable date changed (via change process) from September 2021 to March 2022 to reflect the position</li> </ul> |

|                                    |  |  |                |   |  |
|------------------------------------|--|--|----------------|---|--|
| <b>Monitoring &amp; Evaluation</b> | Development of robust quality indicators across the organisation, to demonstrate public value by evaluating the impact of engagement work so that value for money is achieved in addition to no harm being caused unintentionally by work undertaken | Basic literature search of existing evaluation measures to capture impact of engagement activity | September 2021 |    | <ul style="list-style-type: none"> <li>Literature search completed and informing next stages on development in Year 2 of implementation plan</li> </ul>  |
| <b>Skills &amp; Capability</b>     | Clearly identified skills and capacity across the organisation to map any capacity gaps and training and development needs   | Deliver a training needs analysis for engagement skills across the organisation                  | March 2022     |    | <ul style="list-style-type: none"> <li>POD survey captured baseline data to inform a training needs analysis. POD survey implemented in November 2021</li> <li>Limited response rate to POD survey</li> <li>This will be complemented by feedback from the internal stakeholder session and subsequent report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>Stakeholder workshop scheduled for March 2022. Deliverable date changed (via change process) from January 2022 to March 2022 to reflect the position</li> </ul> |
| <b>Monitoring &amp; Evaluation</b> | Provide baseline against which to capture improvements in terms of PHW's engagement activity   | Establish 'snapshot' of current and planned engagement activity across the organisation          | March 2022     |  | <ul style="list-style-type: none"> <li>Deliverable will be informed by the internal stakeholder session and subsequent report with recommendations. This will inform the year's 2 and 3 implementation plan</li> <li>Stakeholder workshop scheduled for March 2022</li> </ul>  |

|                              |   |   |                   |   |   |
|------------------------------|---|---|-------------------|---|---|
| <b>Relationship Building</b> | <p>Coordinated approach to stakeholder engagement across Public Health Wales to facilitate:</p> <ul style="list-style-type: none"> <li>- High quality engagement</li> <li>- Avoiding 'engagement fatigue' from community organisations</li> <li>- Excellent reputation for effective and empowering engagement</li> </ul> | <p>Scope the best approach for collation &amp; management of a central stakeholder database for use across the organisation with all directorates</p> | <p>March 2022</p> |  | <ul style="list-style-type: none"> <li>• Requires confirmation of a single organisational approach and investment to realise. Civica experience/feedback system has the functionality as an add-on to the core system</li> <li>• Civica demonstration sessions provided with strong feedback on the applicability of the system within PHW</li> <li>• Investment in Civica approved by BET, including the purchase of the CRM function. Procurement and start of implementation in February 2022</li> </ul> |
|------------------------------|---|---|-------------------|---|---|

## Appendix 2: Glossary of key terms

**Engagement** - describes the myriad of ways in which Public Health Wales shares with and learns from the public. Engagement in its most mature form should be considered a two-way process, including involvement (see below) and listening, with the goal of generating mutual benefit. The full spectrum of engagement is described in the International Association for Public Participation (IAP2) Spectrum for Stakeholder Engagement<sup>1</sup>:



**Public** – We consider ‘the public’ or ‘citizens’ as an overarching term for all external partners, whether they be service users, customers, stakeholders or the wider citizen voice. For example ‘public engagement’ refers to engagement activity which may involve service users, consumers, stakeholders or at the population level.

**Service user/consumer** – The Welsh Government defines a service user as ‘someone who uses or has access to health services in any setting, including their families and unpaid carers’. This definition does not fully describe the range or types of service user accessing Public Health Wales’ services, programmes and functions. For example, in certain contexts across the organisation, the service user or customer may include: health and social care professionals, local authorities, academics, policy makers, as well as members of the public.

**Stakeholder** – Any individual, group or organisation that will be impacted by the outcome of PHW’s decisions. These therefore have an interest in the success of our programmes, services and functions. This may include service users/consumers and Public Health Wales staff. External organisations often represent groups of stakeholders who have shared characteristics and often it is appropriate to engage with them to reach these groups. It should be noted that stakeholder engagement in lieu of public engagement can have limitations e.g. user testing where it is essential to understand directly the impact of lived experience on access to a service.

<sup>1</sup> [https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum\\_8.5x11\\_Print.pdf](https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf) accessed 9th Oct 2020

### Appendix 3: Driver diagram for 'Our Approach to Engagement'

