

Adult Social Care

2008 -2011

Participation and Involvement Strategy



Adult Social Care
Gofal Cymdeithasol Oedolion



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1. Introduction:

The Department of Social Care (the Department) provides a wide range of services for the people of Wrexham. It is important that the public, people who use our services, their families and carers, have a clear means to share their views and opinions about what we do and participate in shaping the services they receive. In order to ensure their voices are heard we have commissioned a 2008-2011 Participation and Involvement Strategy.

This strategy has been written for:

Service Users:

People who currently use, potential users, or those who care for people who use services provided by the Department.

Service Providers

People who plan and deliver social care services within the statutory, independent and voluntary sector.

The strategy reflects the Department's commitment to involve those who use social care services and sets out the underlying principles and processes for ensuring this commitment is fulfilled.

2. Vision:

By 2011 the Social Care Department will have invested in a supportive infrastructure that enables individuals, communities and groups to participate fully in all aspects of service planning, design and delivery.

3. Corporate Equality Schemes:

This strategy is one of a number of key documents that underpin delivery of the Council's equality schemes which sets out how the Council will address the race, disability and gender equality duties placed upon public bodies through the introduction of the Race Relations Amendment Act 2000, Disability Discrimination Act 2005 and the Equality Act 2006.

We are committed to equality of opportunity for all and through this strategy aim to ensure that service users and their carers are treated fairly and respectfully.

4. Local Context:

Wrexham is home to approximately 130,000 people. A third of the population live in and around the town centre and two thirds live in the surrounding area.

According to the 2001 Census more than 20% of the population have a disability , over 1% belong to Black or minority ethnic groups and 68% declared that they were Christian. The census also confirmed that there were slightly more females than males and that the people are living longer. By the year 2020 it is anticipated that there will be more people over the age of 80 than ever before.

According to Stonewall approximately one in ten of the local population is lesbian, gay or bisexual or transgender. The population of Wrexham is growing steadily and more recently has seen a rapid growth in the numbers of migrant workers from European states who are living and working in the area.

The Census and other sources of statics can provide an indication of the profile of the population only rather than an accurate statistical picture of all groups against which we can measure the various strands of equality. It is impossible to fully measure the population and patterns of movement, transience or migration.

What we do know is that Wrexham is more diverse than ever before and that as a public body we must respond to the changing needs of our population.

The Council is committed to equality for all and has in place Gender, Disability and Race Equality Schemes that set out how it will meet the respective equality duties and address the diverse needs of the local population. We use impact assessments to assess what we are doing or planning to do could affect the local population and use equality monitoring to help us measure our progress and understand if our policies and plans are working as intended. Effective equality training and awareness raising underpins all of our schemes and plans.

5. Strategic Context:

This strategy is compatible with the Welsh Assembly Government's vision for Citizen Centred public services as set out in the Beecham review of public services, "Making the Connections", and the key strategies, "Fulfilled Lives Supportive Communities" and "Designed for Life":

Making the Connections

The review outlines four main principles:

- Citizens at the Centre: services to be more responsive to service users; people and communities to be involved in designing the way services are delivered.
- Equality and Social Justice: every person to have the opportunity to contribute.
- Working together as the Welsh Public Service: more co-ordination between providers to deliver sustainable, quality and responsive services.
- Value for Money: making the most of our resources.

Fulfilled Lives Supportive Communities

The strategy sets out the key themes and direction for social services between 2008 and 2018. It is intended to make sure there are consistent standards for social care across all services. The key aims are:

- Developing the capacity to affect change and strengthen the workforce.
- Making the voice of the service user and carer really count.
- Strengthening performance management and sharpening scrutiny.
- Promoting stronger partnerships that work across organisational boundaries.

Designed for Life

This document contains a 10-year vision for creating world-class health and social care in Wales in the 21st century. It is underpinned by three aims: lifelong health; fast, safe and effective services; and world-class care. These aims are being implemented through three 3-year strategic frameworks:

- Redesigning Care 2005-08 – Public engagement – 3 yr objectives – prevention-access-services
- Higher Standards 2008-11 – Refocus on well being and health inequalities – Workforce development – Clinically relevant targets
- Ensuring Full Engagement 2011-14 – Engagement of individuals and communities – Re-shaping services – Seamless provision – Evidence based practice – Improving performance

This strategy seeks to reflect the core commitments for participation and involvement as set out within these documents and those within the bibliography.

6. Aim & Objectives

The aim of this Strategy is to give direction to the Department, its staff and partners in coordinating the participation and involvement of those who access Social Care Services.

The services we provide are as individual as the people who access them. Consequently each section of the Department will need to respond in the most appropriate way to involve its service users in shaping their services. As a Department our strategic objectives are to:

- Ensure that the values of participation and involvement are demonstrated by the social care work force in all of its activities
- Develop a coordinated and accessible infrastructure for service users and carers to be involved and participate in developing social care services.
- Ensure that the views service users and carers share with us influences the Department's work and service developments.

This Strategy seeks to establish a joined up infrastructure that supports the public, service users and carers to participate in evaluating, designing and shaping the services that they receive (please see visual representation of the infrastructure on page 10).

Barriers can be very individual and it is important to understand that a number of factors may create a barrier that is not immediately apparent to others. Barriers may be physical, cultural, practical, attitudinal, perceptual or be rooted in fear, anxiety or lack of confidence or lack of understanding. The aim of this strategy is to give local people and local communities more influence and power to improve their lives by breaking down barriers to participation.

7. Values:

The Department recognises that involving people is not an end in itself but the beginning of a process in developing and maintaining service improvements. Therefore as a Department we are committed to:

1. The right of all people to be involved in the decisions that effect their lives.
2. Developing a relationship that is built on openness and honesty, that respects the life experiences, expectations, knowledge and expertise that service users and carers have.
3. Changing the way we work with and relate to people who use our services and their carers, based on what they say about their services.
4. Learn from what we do together in order to become more responsive in developing meaningful and appropriate involvement of the people we serve.
5. Inform service users and carers how their involvement has helped shape what the Department does.
6. Respect the diversity of our service users and do all we can to promote equality and fairness in all of our policies, procedures and interactions with the public.

We must recognize that not everyone will want to be involved or participate in shaping services. It is important that we understand the difference between “opting out” and exclusion, however unintentional. We must take specific steps to promote inclusive practices. Equality of opportunity needs to be a reality for everyone regardless of their race, gender, disability, age, religion or belief, and that we do not create, sustain or ignore barriers that may exist.

We will ensure that staff are well trained in equality and diversity and that the needs of different groups are understood and addressed.

8. Involvement Standards:

The Wrexham 2007 Listening and Responding Seminar consulted service users, statutory and 3rd Sector representatives concerning participation and involvement within Wrexham. The following Involvement Standards have been developed from the Listening and Responding Seminar feedback.

In implementing this Strategy the Department and each service within it will follow the Standards for involvement and participation. These Standards are the benchmark by which the Department will assess its participation and involvement performance.

1. Each service within the Department will ensure service users and carers have the opportunity to express their views.
2. There needs to be an equality of opportunity ensuring that there are no barriers to hinder participation. This can include physical, practical, perceptual or cultural barriers. In practical terms this means carefully selecting venues, times of meetings, how information is presented, and how relevant and accessible it is.
3. Sufficient time must be given to those involved in participation and involvement activities to be informed and to feedback any views and also to evaluate the participation processes.
4. People will be supported to understand the level of their involvement, what their views will be used for and to what degree they can affect change at the beginning of, and throughout, any involvement process.
5. At the beginning of any commissioning and contracting process the appropriate sections of the, "The Social Care Project Management Toolkit" will be used to clarify how service users and carers will be involved in the process.
6. Service users and carers involved in the review, planning and shaping of services will be given opportunity to identify what their needs are to participate fully and any information or training required will be provided to support them.
7. When involving service users and carers we will aim to ensure that it is coordinated within the Department, with other relevant groups and with partner organisations.
8. Service users and carers will be involved in the recruitment and training of social care staff in ways that are the most appropriate.
9. Full and timely feedback will be given on the outcomes to those who take part in any participation processes.
10. Those who take part in participation and involvement activities will be supported to claim reimbursement of expenses, within agreed policy limits.

9. Adult Social Care Context:

The 2006 Social Services Inspectorate for Wales (SSIW) Performance Evaluation acknowledged that the Department had made a number of improvements in the participation of service users since the 2004 Joint Review. However it recommended that more work needed to be undertaken to involve service users in the planning and review of services. Furthermore that the involvement and participation processes need to be monitored and evaluated effectively.

In preparation for this strategy aspects of the Department's work were audited to consider how we support the participation and involvement of service users and carers.

The audit demonstrated that the Department has examples of capturing evidence and feedback from individual service users and carers through assessments; person centred reviews, questionnaires, public meetings, surveys and the annual surveys, etc. Furthermore there are examples of forums, reference groups, programme groups, service user and carer's groups who provide feedback that help to shape and influence their related service areas.

However, the Departmental audit highlighted that there is no formal coordination of participation and involvement within the Department. As a result the service user and carer involvement networks that exist lack a systematic approach. Consequently the processes for demonstrating improvements and the lessons learnt are not being collated and shared across the Department within a formal feedback structure.

The lack of a formal structure has an impact upon the gathering of feedback about services and unmet needs. The Departmental audit indicated limited examples of training being provided to staff and service users and carers to develop their participation and involvement skills. As a Department we need to communicate to our staff the importance of their role in gathering feedback about services and unmet needs and involving service users and carers in shaping the services they provide.

10. Developing Participation and Involvement:

As a Department we want to ensure our participation and involvement structures and methods promotes an ongoing dialogue with individual service users, carers, groups and their representatives. The aim is to understand each other's perspectives and to work together to identify priorities within the resources that are available to us.

The Welsh Assembly Government commissioned "Beyond Barriers" in June 2007 to identify what conditions need to exist to embed effective involvement in public services. The research indicated there needs to be a commitment to involvement within organisations, an effective structure to ensure involvement is developed and its benefits utilised. Furthermore staff should have the skills to engage in participation activities and know how to utilise the feedback structure.

Sherry Arnstein's "Ladder of Participation" has proven to be useful in illustrating the different levels of involvement. The Ladder helps us to consider at what level involvement can take place and reflect on how meaningful that involvement is. It is vital at the beginning of each stage that the level of involvement is made clear.

Level 4 Support others' Actions

At this level service users and carers take a leading role and control key decisions about how services will be planned and delivered.

Level 3 – Working Together

At this level you are asking service users and carers to work with you in all aspects of planning and decision-making.

Level 2 – Consulting

At this level you are asking service users and carers for their views and opinions so they can inform any decisions made.

Level 1 - Informing

At this level you are telling people about services and the decisions that you have already made. They cannot influence the decisions at this level.

Adaptation of Arnstein "Ladder of Participation"
in the CSSIW "Performance Management Workbook")

Each level employs different ways of involving service users and carers. The methods used will determine the number and range of people they involve, the information gathered and resources required. It is important to select the level of involvement and the methods of engagement that are appropriate to the people you are involving or hope to involve.

Level 1 – Informing

Information is an important first step in communicating with people who use our services. We empower people by helping them understand how our services affect them as individuals. Giving people information about services and the way a service is going to change allows them to make choices in how they use our services and what they want to say about them.

Information needs to be given in a way that people understand what is being talked about and how it will affect them. There are many ways to inform people about services: sending a letter, leaflets, posters, public meetings to inform people about the decisions the Department have made. An example of good practice used at this level is:

Information in Accessible Formats:

The Commissioning and Planning Team can provide information in accessible formats including: Large print, Braille, British Sign Language DVD, audio cassette and audio compact discs, or CD to support communication needs.

In addition the team can also provide information in English, Welsh and other languages and can arrange a British Sign Language or other interpreter for people who's first language is not English or Welsh.

Level 2 – Consulting

As a Department we need people's views on many issues relating to their services to help us to evaluate, develop and plan services for the future. Consultation is receiving and discussing the views and opinions of a range of people about our services.

Consultation should be open and clear so that people understand what they are being asked to give their opinions about. Feedback is an important element of this level. It shows people how their views and opinions have made a difference. It also tells people what will happen next. If people are not given feedback they often feel that their opinions have not been listened too. We recognise that the outcome of consultation is dependent upon who is asked in the first place. Equality monitoring is central to helping us understand if consultation is representative and inclusive.

Some examples of consultation methods within the Department at this level are the: Annual Customer Satisfaction Survey, questionnaires, Unified Assessments, focus groups, face to face interviews, telephone interviews. An example of good practice used at this level is:

Customer Feedback:

The Department's Customer Feedback system records the complaints, comments, compliments and concerns made by the public. Service managers are informed of the issues or suggestions that are received and these help inform service planning.

Level 3 – Working Together

Working together is asking people to be partners and share in how decisions are made. People want to have influence over the immediate services that affect their lives, and others may want to be involved in influencing the planning and future delivery of services. By working together people should be able to influence services in a range of different ways through being on strategic partnership boards, planning meetings, panels and reference groups, visiting sites together, sitting on interview panels or providing training.

Creating opportunities for working together needs to be built into every aspect of the Department's services. We should not assume that we know best and that people are not interested in being involved. We must be sensitive to the diverse needs, cultures and values of service users and pay special attention to the different needs of different people if we are to encourage participation amongst groups that are less confident, are more isolated and minority groups. We need to look for creative ways of supporting people to exercise control over the day-to-day delivery of our services. Some examples used at this level:

Programme Groups:

The Health Social Care and Wellbeing Strategy sets out the overarching vision and direction of health and social care services within Wrexham. One of the ways in which service users and carer's views help inform the Wellbeing Strategy is through participation in its Programme Groups.

There are five Programme Groups and each one develops an action plan for their specific areas of work. The Groups' work influences the commissioning of services, service design and strategies. The memberships of the Groups are drawn from statutory agencies, the voluntary sector, service users and carer representatives.

Working Groups, Task and Finish Groups:

Working groups, also called reference groups and steering groups, are related to specific services and their development. Service user and carer representatives are responsible for gathering views about services and informing the group. Task and Finish Groups are related to one of projects, distinct pieces of work where service users and carers are involved in the decision-making processes

Level 4 – Support others' Actions

At this level service users and carers have ownership and control of the structures and networks linked to the services they receive. The Department provides funding, staff support and guidance to enable them to act. However the service users and carers retain control and ownership of the activities.

Participation and involvement seeks to empower service users to act on behalf of themselves and other people who receive services. Supporting service users to take a leading role helps services to be more responsive to people's particular needs.

At this level the Department should be sensitive to and challenge the barriers that disempower people and support service users in controlling and leading within their own service settings.

Some examples used at this level are: Direct Payments, Self Directed Support, service users leading their own assessments, service users chairing meetings and controlling the way a service is delivered. An example of good practice used at this level is:

Reach Standards Quality Checkers

The Reach Standards were published by Paradigm, one of Europe's leading human service consultancy and training organisations that provides a range of tailor made supports, helping people with learning disabilities to build an inclusive future. Its standards were intended as a quality improvement process for supported living providers.

Service Users within Learning Disabilities are being trained as Quality Checkers for the Reach Standards. The 10 standards are used by the Quality Checkers to assess the quality of the Department's supported living service.

The Quality Checkers play a vital role in shaping service design; service users are able to share their experience of services and what they want from it. The information learned through the reviews is incorporated in the service plans within Learning Disabilities.

Voluntary and Community (Third Sector) Organisations

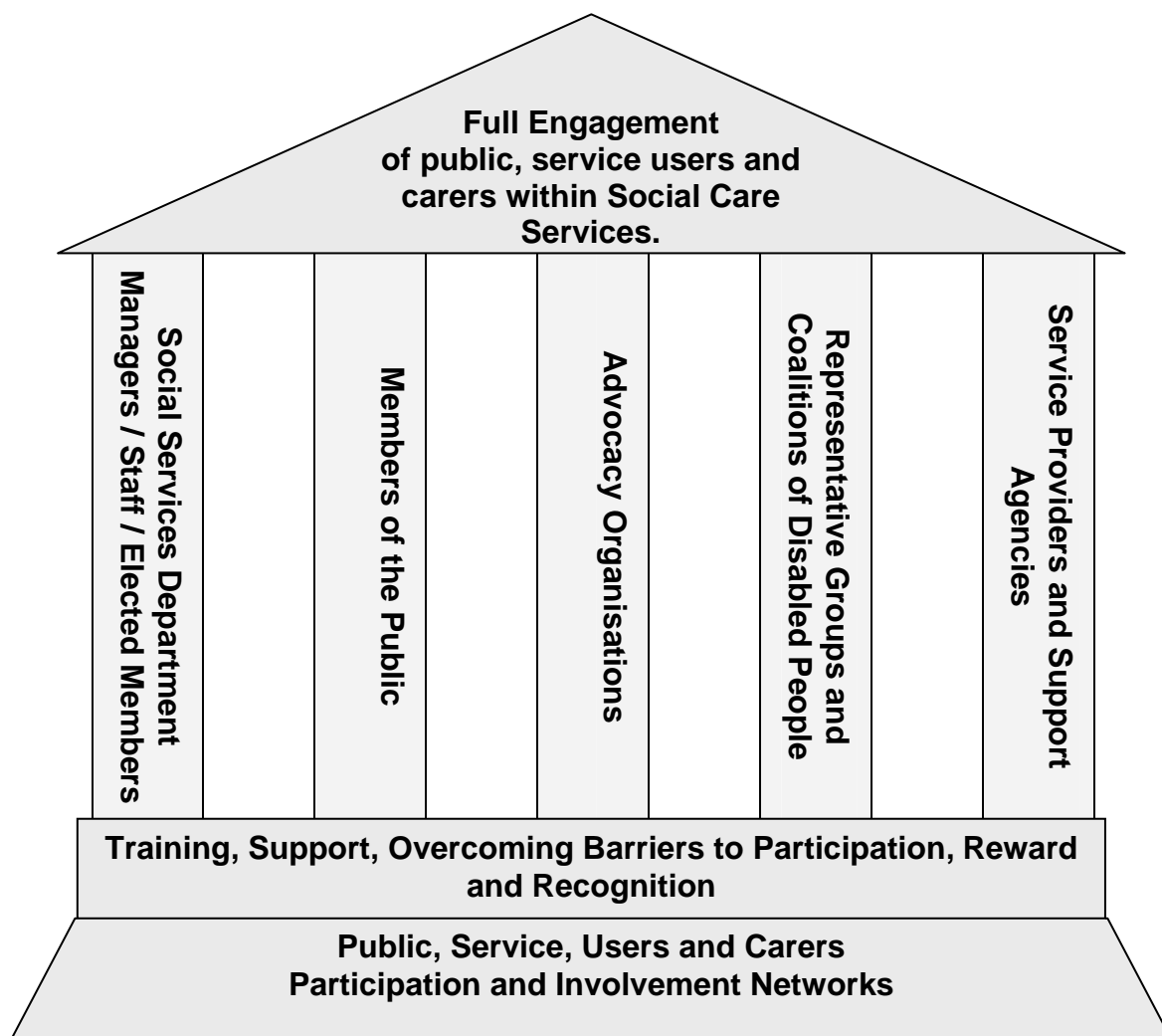
The Department contracts a number of community and voluntary organisations to provide a variety of services and support to service users and carers. As a Department we have a responsibility to ensure that service users and carers are given opportunity to be involved and participate in shaping these services.

Many of these organisations have service users and carers on their management and trustee boards and are able to tailor the services they provide. Although they are independent organisations and separate from the Department they are important partners in the planning and delivery of services.

Some Third Sector organisations providing services have their origins in campaigning for the rights of the sector they work in. A number are invited to share their views in consultations and forums. It is important that as a Department we are clear what is expected from these groups and what they expect of us. Furthermore that they are able to demonstrate their participation and involvement network to the service users and carers they have been asked to represent. Capturing, analysing and being asked to provide details of equality monitoring is a key way of evidencing how effective they are in engaging local people.

Some examples of groups operating at this level would be: Age Concern, Advocacy Services, NEWCIS and the Alzheimer Society.

11. Required Infrastructure:



The aim of the strategy is to establish a joined up infrastructure that supports the public, services users and carers to participate in evaluating, designing and shaping the services that they receive.

12. Departmental Responsibilities

Chief Social Care Officer

Duty to demonstrate service user and carer participation and equalities within the Department's work.

Social Service Management Team

- To provide clear leadership and direction about the role, purpose and importance of participation and involvement of service users and carers.
- To ensure that participation and involvement activity is sustained and improved.
- To ensure that necessary resources are deployed to maximise the benefits of participation and involvement.
- To ensure service users and carer's views are shaping and influencing service delivery and planning.

Departmental Equality Group

Ensure the customer feedback within adult care meets corporate standards for equality monitoring.

Training Section

To develop participation and involvement training.

To assess the required competences and identify skills training for staff and service users and carers who are involved in participation and involvement activities.

To ensure staff have access to participation and involvement training and equality monitoring training.

Quality Assurance Monitoring Feedback Group

To monitor the "Participation and Involvement Strategy" and its implementation through service business plans.

To monitor and evaluate participation and involvement practices and performance within the Department.

To communicate good practice in relation to participation and involvement of service users and carers in the Department's work.

To collate and co-ordinate the sharing of information derived from a diverse range of sources to inform planning and commissioning and the development of the Health Social Care and Wellbeing Strategy and the work of its planning groups.

To support the development of participation and involvement training and planning.

Service Managers

To ensure participation and involvement of service users and carers within service delivery and that staff are aware of its importance.

To ensure equality monitoring is conducted on participation and involvement activities.

Identify the resources needed to undertake participation and involvement of service users and carers effectively.

Review service users and carer involvement at all levels within service delivery and identify training needs.

Develop services based on evidence of good practice.

Ensure Business Plans detail, as required, how service users and carers will be involved in the design and review of services.

To encourage continuous improvement, particularly encouraging service users and carers ability to influence and control service planning and delivery in partnership and collaboration.

13. Actions

To make the Department's vision for participation and involvement a reality we will build upon the work that is already in progress. The values, commitments and standards within this strategy will underpin all our work as a Department and those we work in partnership with.

The key areas of development for the next three years will include:

- 1. Communicating this strategy to the Department and its partners, Councillors – other staff who work directly / indirectly with the department or supporting it.**

- 2. Incorporating the values and guideline standards into the work of the Department.**

- 3. Refine the existing participation and involvement infrastructure within the Department and with partners to ensure they are coordinated and able to share information, good practice and avoid duplication of effort.**

- 4. Formulating performance measures for all Service Business Plans to identify how service users and carers are to be involved in delivery, planning and service developments.**

- 5. To evaluate and monitor the participation and involvement infrastructure for its effectiveness and the equality within its processes.**

14. Strategic Change Process

<p><u>2008/2009</u></p> <ul style="list-style-type: none"> • Communicate the strategy to: <ul style="list-style-type: none"> ○ Staff ○ Private Providers ○ Service Users ○ Carers ○ Partners ○ Councillors ○ Corporate • Develop P&I Guidance Manual and Audit Toolkit. • Develop links to DEG – review monitoring arrangements. • Service Managers Audit P&I Activities and develop plans • P&I performance indicators included in Business Plans • Review of performance indicators included in Business Plans • Review equality monitoring arrangements • Strengthen infrastructure to maximise P&I • Training Needs Analysis • Review reward and recognition arrangements 	<p><u>2009/2010</u></p> <ul style="list-style-type: none"> • P&I performance indicators included in Business Plans • Quarterly Review of performance indicators included in Business Plans • Review equality monitoring arrangements • Review Guidance Manual and P&I Audit Toolkit. • Implement a training plan for: <ul style="list-style-type: none"> ○ Staff ○ Private Providers ○ Councillors ○ Service Users ○ Carers ○ 3rd Sector • Mid point evaluation of P&I Strategy. • Refine infrastructure to maximise P&I activities. • Publicise to Department Members, Service Users and Carers P&I activities and benefits. 	<p><u>2010/2011</u></p> <ul style="list-style-type: none"> • P&I performance indicators included in Business Plans • Quarterly Review of performance indicators included in Business Plans • Review equality monitoring arrangements • Service Managers Audit P&I Activities and develop plans • Review P&I Strategy's impact upon: <ul style="list-style-type: none"> ○ Infrastructure ○ Training ○ Business Planning • Publicise to Department Members, Service Users and Carers P&I activities and benefits. • Evaluate outcomes from the 2008-2011 P&I Strategy • Develop a new strategy in partnership with other statutory organisations.
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15. Action Plan.

Objective 1. Ensure that the values of participation and involvement are demonstrated by the social care work force in all of its activities.			
Action	Measure/ target	Timescale	Responsible
The Strategy will be promoted internally and externally.	The Department's standards and values publicised in Link UP and local 3 rd Sector News Letters. The strategy will be published on the intranet and internet.	July 08	MP
	The Participation and Involvement Strategy presented to managers and partner organizations.	April May 08	MP
Ensure staff have the skills to promote and develop participation and involvement within the Department.	Produce a P&I Guidance Manual Produce a Audit Toolkit to identify P&I activities and training and resource needs.	June 08	MP
	Develop P&I training and development brief for staff.	June 08	MP
	Develop P&I training brief for Service Users and Carers.	June 08	MP/ 3 rd Party
	Provide briefing seminars for staff on the Strategy and its aims and objectives.	July-Aug 08	MP
	Training Section to review needs identified by staff using the Toolkit and incorporate into Training Programme 2009-10.	Jan 09	Dave Palmer
	Deliver staff training	April 09 onward	Dave Palmer
	Production and reviews of information about our services will involve partner organisations, service users and carers.	Number of occasions service users and carers have been involved in public information productions. A multi-agency working group will be established to develop joint systems for public information production and dissemination.	March 09
Involve service users and carers in the training of staff.	Training Section to review the involvement of service users and carers in training.	Jan 09	Dave Palmer
	Produce a plan to increase the levels and range of methods of involvement of service users and carers in training.	March 09	

Involve service users and carers in the recruitment of staff where appropriate.	HR to review current involvement of service users and carers in recruitment of staff.	Jan 09	Dave Palmer
	Produce a plan to increase the involvement of service users and carers in recruitment of staff	March 09	
	Number of service users trained in recruitment procedures.	Yearly	Direct Payments Support Services
	Number of service users and carers involved in recruitment exercises		Margaret Gregory / learning disabilities Clive Lloyd Community Mental Health Team Managers to identify where service users and carers can be involved in recruitment.
Involvement in Procurement	Number of procurement exercises that involved service users and carers. Identifying the level of engagement / involvement by different groups.	Yearly	Contracts Team

Objective 2. Develop a coordinated and accessible infrastructure for service users and carers to be involved and participate in social care services.			
Action	Measure/ target	Timescale	Responsible
Strengthen the P&I infrastructure to support the implementation of the Department's P&I Strategy.	Quarterly Report to be compiled by the Quality Assurance Monitoring Feedback Group (QAMFG) on the progress of P&I activities across the Department.	Ongoing	PMU/QAMFG
	Annual report to be compiled for DEG identifying the level of engagement / involvement by different groups? The QAMFG will coordinate the publication of P&I activities and information learned across the Department, members and media.		
	Review and revise contracts with service providers.	Dec 08	MP and Service Managers
Reward and recognition policy developed and adopted by Department.	HSC&W to develop a reward and recognition policy for service users and carers who participate in consultation and service planning.	April 08/ -	HSC&W

Objective 3. Ensure that the views service users and carers share with us influences the Department's work and service developments.			
Action	Measure/ target	Timescale	Responsible
Develop a monitoring process for evaluating improvements in participation and Involvement within the Department.	Audit P&I activities and structure and develop P&I Plan.	Sep-Oct 08	Service Managers
	P&I performance indicators included within Business Plans.	April 08/ - March 11	Senior Mangers
	Quarterly Review of performance indicators included in Business Plans.	Quarterly	PMU
	Review progress of P&I activities for end of year Business Plan.	Yearly	Senior Mangers/ PMU
	Audit P&I activities in preparation for Business Plans.	Jan 09 - Jan 11	Service and team Mangers
	Mid year performance review of P&I Business Plans Objectives	Oct 09 –Oct 10	Service and Team Mangers
Develop an equality monitoring process for Identifying the level of engagement / involvement by different groups.	Establish ethnic, gender, disability age and other equality monitoring systems to establish if participation is reaching those the Department have committed to reaching.	Oct 08	DEG
	Establish Equality Monitoring System	Oct 08	QAMFG
	Analyse data to see whether groups are communities are being excluded.	March 09	QAMFG/DEG
Service developments are based on consultation with service users and carers.	For each project and strategy, a stakeholder involvement plan will be in place.	Ongoing	Service Managers and Project Mangers
	This will be required to detail the % and extent of engagement of certain groups.		
Assess the impact of the participation and involvement strategy within the Department.	Collate self-assessments from Departmental teams as mid-point review of strategy.	April 09 – April 11	AUDIT
	Review P&I Audit and Planning toolkit and P&I Guidance Manual.	April 09 & March 11	PMU

16. Risk Assessment

The “Quality Assurance Monitoring Feedback Group” is responsible for monitoring the delivery of the “Strategy” through its “Action Plan” and evaluating its effectiveness. The evaluations will take place on a quarterly and annual basis. There are a number of issues that are a risk to the delivery of the Strategy.

Risks	High	Medium	Low	Action
As a new strategy there is a risk that staff will not take ownership of it.	X			The importance of the Participation and Involvement Strategy’s aims and objectives, values and standards will be publicised through out the Department.
Score after Actions		X		To be monitored by the Quality Assurance Monitoring Feedback Group (QAMFG).
The failure to audit service user engagement within service areas and establish an appropriate structure to facilitate meaningful engagement.	X			Service Managers will be provided with an audit and planning toolkit. Managers will be given training in P&I issues and use of the audit and planning toolkit. The P&I structures established will be reviewed by the QAMFG.
Score after Actions		X		To be monitored by the QAMFG.
Staff have no understanding of their role and lack the necessary skills to engage in P&I activities.	X			Staff will be briefed on the P&I Strategy. Training will be provided to staff who lead on P&I activities. A P&I Guidance Manual will be provided
Score after Actions		X		To be monitored by the QAMFG.
The failure to share the appropriate information across the Department.	X			Service Managers will establish reporting systems within their service areas. Service Managers will report to QAMFG who will give guidance on feedback.
Score after Actions		X		To be monitored by the QAMFG.
Maintaining appropriate staffing, resources levels to engage with services users and carers.		X		This is an ongoing risk that will be managed by senior managers within the delivery of their Business plan’s.
Score after Actions		X		To be monitored by the QAMFG.
Failure to ensure all groups are engaged due to lack of systematic approach	X			Equalities monitoring system to be set up by the QAMFG to be reviewed annually and the findings reported to the Departmental Equality Group.
Score after Actions		X		To be monitored by the QAMFG.

17. Equality and Diversity

The legal framework for equality is complex and detailed but in summary public bodies must not discriminate as employers or service providers. We must ensure that our services are provided fairly and without bias.

This strategy seeks to promote equality of opportunity by removing barriers to participation and empowering service users, their families and carers to have their say and get involved in issues that may affect them. Our aim is to ensure engagement is as inclusive as possible and that the needs of both mainstream and minority groups are fully considered.

One way that we identify what barriers may exist is to recognize the needs of different people and consider if they are being adequately addressed. One way we do this is by carrying out an impact assessment.

An Equality Impact Assessment usually begins with a new policy, plan or strategy and then continues throughout its lifetime via on-going monitoring and review so that we can understand fully how it is working in practice and how it is affecting the public.

In the case of this Participation and Involvement Strategy assessing impact has been an integrated part of the development process and a large number of people have been involved in bringing the Strategy together.

A formal assessment against the equality duties placed upon public bodies by the Race Relations Amendment Act 2000, Disability Discrimination Act 2005 and the gender duty set out within the Equality Act 2006, has been completed. A copy is available upon request.

The assessment considered this Strategy to be of “high” relevance to the equality duties and as a result effective and meaningful equality monitoring arrangements will be introduced to ensure that we can fully understand if this strategy is working as intended throughout its lifetime, and if its aims and objectives are being achieved.

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