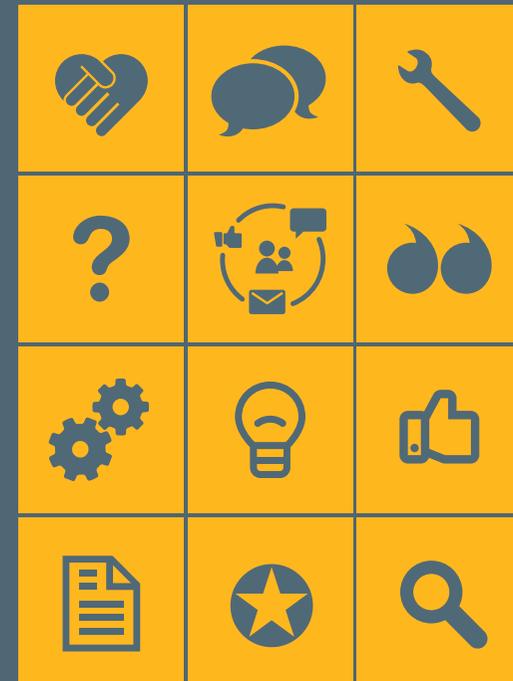


ENGAGEMENT AND INVOLVEMENT TOOLKIT

A PRACTICAL GUIDE TO ENGAGING AND INVOLVING STAFF, PATIENTS AND COMMUNITIES.



YOUR GUIDE TO ENGAGEMENT

1. RECOGNISE
THE NEED TO
ENGAGE



2. BE CLEAR
ABOUT WHAT
YOU WANT TO ACHIEVE



3. IDENTIFY YOUR
STAKEHOLDERS
YOU NEED TO ENGAGE



6. WHAT METHODS
WILL YOU USE TO
ENGAGE?



5. DEVELOP YOUR
MESSAGES AND
COMMUNICATIONS



4. PUT YOURSELF IN
THE SHOES OF YOUR
AUDIENCE



7. ENGAGE,
MONITOR AND
ASSESS THE OUTCOME



8. REVIEW YOUR
PROGRESS AND
DECIDE NEXT STEPS





INTRODUCTION

ENGAGEMENT - WHAT AND WHY?

WHY ENGAGE?

Stockport CCG work in partnership with our staff, patients, families, local communities, other health and care organisations and a range of local and national stakeholders.

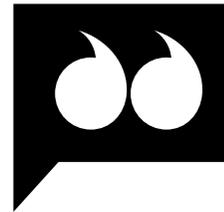
We impact on peoples lives everyday and engagement is a way of bringing together the views, interests and any concerns of all those who are involved in or affected by the care we commission in our communities.

WHY DO IT?

Open, honest and meaningful involvement contributes directly to a better patient experience, improved services, an empowered workforce and better shared decision-making.

We recognise the significant contribution staff, patients and our partners make to improving and developing local services for the future. Listening and learning from each other informs the way we work and ultimately leads to improved services and better patient care.

Our communities are changing, with an ageing population, requiring more complex long-term care. We need to listen and understand their future needs to ensure we continue to adapt the care we deliver to reflect the needs of the communities we care for.



CONSIDER FIRST THE END...

Leonardo da Vinci

Before starting any engagement it is critical that you are clear about what you want to achieve.

Once your are clear on what you want to achieve, this will help you decide who you need to engage with, and how you'll go about it.

Consider your objectives

- Do you simply want to keep people informed of new plans?
- Do you need to gain support or address concerns?
- Do you need to gain views and ideas?
- Do you want shared decision-making?

Your objectives will help determine the type of activity you will need to under take.

WHEN TO ENGAGE?

Engagement and involvement should be continuous and does not need to be complex. It can be both formal and informal.

There will be times when large scale, in-depth engagement and consultation is required. However, often simply asking, listening and reflecting on stakeholder views on an issue is what is needed.

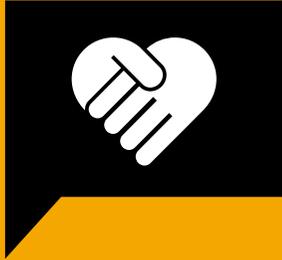


WHEN?

- At the start of the commissioning and planning cycle
- If you need to change the way a service is delivered
- If you are relocating, closing or changing a service
- If you are dealing with a significant issue or serious untoward incident (SUI)
- Any decision that directly affects staff, patients or service users
- Improvement to service

LEVEL OF ENGAGEMENT

LEVEL	ISSUE	CONSULTATION/INFORMATION	TIMEFRAME	PUBLICISING & FEEDBACK
 INFORMATION	Minor changes within an aspect of a service, for example: <ul style="list-style-type: none"> • Changes to service hours • Changes to clinic booking systems • Developing/reviewing patient information leaflets 	Service specific information, for example: <ul style="list-style-type: none"> • User group discussion • User questionnaire • Poster and/or leaflet • Equality Impact Assessment • Depending on numbers affected this may be all service users or a sample group 	Minimum of 4 weeks	<ul style="list-style-type: none"> • Leaflets • Posters • Website • Social Media • Media • Targeted letters • Reports/Plans
 INVOLVEMENT AND PARTICIPATION	Less significant change in the way a particular service is provided, for example: <ul style="list-style-type: none"> • Commissioning or launching a new service • Reviewing referral criteria 	Local consultation, for example: <ul style="list-style-type: none"> • Consultation document • Focus groups with service users • Questionnaires • Community Forum / Healthwatch • Practice based commissioning • User/advocacy groups • Equality Impact Assessment Open to all service users/stakeholders.	Minimum of 6 weeks – 3 month May require reporting to Board	<ul style="list-style-type: none"> • Leaflets • Posters • Media • Website • Targeted letters • Reports
 CONSULTATION AND CO-CREATION	Major changes in the way a particular service is provided, for example: <ul style="list-style-type: none"> • Strategic decisions that impact on what, how or where services are provided • Longer term plans or intentions • Issues of a potentially contentious nature Commissioners are often required to lead on major consultations.	Full public involvement, for example: <ul style="list-style-type: none"> • Full consultation document outlining options and constraints • Public meetings / workshops • Community Forum / Healthwatch • User/advocacy groups • Stakeholder workshops • Overview and Scrutiny Committee • MPs / Councillors • Equality Impact Assessment Open to all members of the public to respond.	Minimum of 3 months Requires approval from Overview & Scrutiny Committee	A range of methods for publicising and providing feedback on the consultation including: <ul style="list-style-type: none"> • Leaflets • Posters • Media interviews • Website • Letters • Report



ENGAGEMENT

YOUR GUIDE TO ENGAGEMENT

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THE NEED TO
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CONSIDER FIRST THE END...



BEFORE STARTING ANY ENGAGEMENT IT IS CRITICAL THAT YOU ARE CLEAR ABOUT WHAT YOU WANT TO ACHIEVE.



ONCE YOU ARE CLEAR ON WHAT YOU WANT TO ACHIEVE, THIS WILL HELP YOU DECIDE WHO YOU NEED TO ENGAGE WITH, AND HOW YOU'LL GO ABOUT IT.



CONSIDER YOUR OBJECTIVES – DO YOU SIMPLY WANT TO KEEP PEOPLE INFORMED OF NEW PLANS? DO YOU NEED TO GAIN SUPPORT OR ADDRESS CONCERNS OR MISUNDERSTANDINGS? DO YOU NEED TO GAIN VIEWS AND IDEAS? DO YOU WANT TO HELP OTHERS TO MAKE A DECISION?

YOUR OBJECTIVES WILL HELP DETERMINE THE TYPE OF ENGAGEMENT YOU WILL NEED TO TAKE.



WHAT LEVEL OF ENGAGEMENT

INFORMATION (ONE-WAY)	<ul style="list-style-type: none">• Providing information may be all that's required. Provide honest, balanced and clear information to assist in understanding the issue and what is happening. Keeping someone informed may be via the media, patient newsletter, service poster or information on digital channels.• Information needs to be accessible to those who may have additional needs, e.g. in other languages and formats.
CONSULTATION (TWO-WAY)	<ul style="list-style-type: none">• Consultation can be more formal and is used to obtain feedback to assist in identifying alternative solutions and decisions.• It is important to listen to views and respond in a way which shows you have listened and understood.
PARTICIPATION (TWO-WAY)	<ul style="list-style-type: none">• Sometimes it can be beneficial to directly and continuously work with stakeholders throughout the process to ensure that any concerns and aspirations are consistently understood and fully considered in decision making processes.
COLLABORATION (TWO-WAY DEVOLVED)	<ul style="list-style-type: none">• Collaborating with partners and other stakeholders towards a common aim can be the most powerful form of engagement and can add significant value to the process.• Collaboration involves every aspect of the decision making process, including the development of alternatives and the identification of the preferred solution.
CO-CREATION (THREE-WAY)	<ul style="list-style-type: none">• Co-creation is the most in-depth form of collaboration and partnership. It is based on the principle that those affected by a service are the best placed to help develop it. Increasingly services are being developed and delivered this way.

WHO DO YOU NEED TO ENGAGE?

The number and types of stakeholders you need to engage with will usually be determined by the issue. In some cases this list will be small, however in others it could be large and broad ranging.

The key is to engage those directly affected by the issue in order to manage the process effectively and avoid it becoming unmanageable. You can still ensure other interested groups remain informed about the issue and any decisions.

You need to ensure your engagement is fully representative of the community and this may require specific arrangements to reach some sections of the communities you wish to engage.

Some groups are perhaps reluctant or unable to engage through traditional methods. It may be useful to contact representative groups or networks.

You should list your key stakeholders, focusing on the key groups that will be directly or indirectly affected by the issue you wish to engage on.

THESE MAY INCLUDE:



HEALTH AND CARE
STAFF PARTNER
ORGANISATIONS



PATIENTS,
FAMILIES AND
PUBLIC
COMMUNITY
GROUPS



REGULATORS
PARTNERS



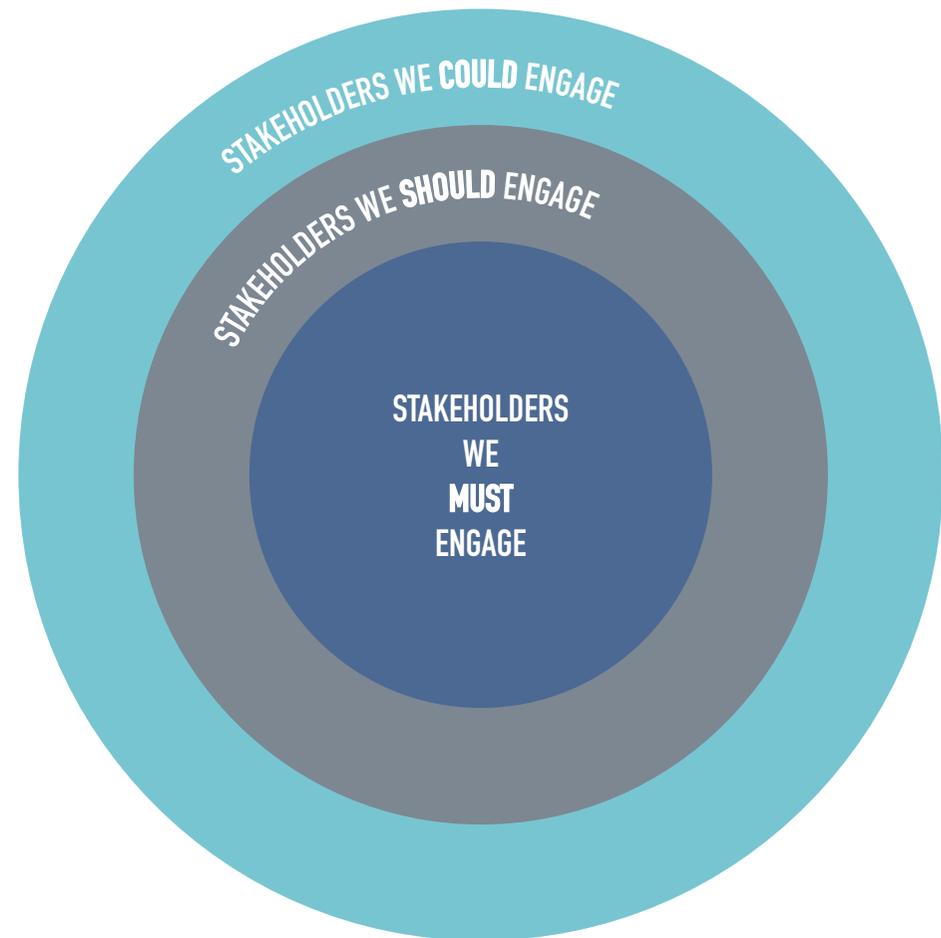
POLITICAL
(COUNCILLORS,
MEDIA, COUNCIL,
MPs)

PRIORITISE STAKEHOLDERS

You should prioritise your stakeholders.

Consider who on your list can most influence the outcome, positively or negatively.

Be aware this can be challenging as you may feel all stakeholders in the scenario are important.



WHO DO YOU NEED TO ENGAGE?

There are a range of groups, individuals and communities you may wish to engage with. Once you have identified and prioritised them, it can be helpfully to evaluate the power and influence that they have.



POWER – the matrix below can help to identify which stakeholders have the highest levels of perceived interest and power.



INFLUENCE – can be used to determine which stakeholders have high levels of influence and as a way of assessing how strong your current relationships are.

STAKEHOLDER MAPPING MODEL

<p>HIGH POWER</p>	<p>SATISFY Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly.</p>	<p>MANAGE Key stakeholders who should be fully engaged through full communication and consultation.</p>
<p>LOW POWER</p>	<p>MONITOR This group may have limited involvement if time and resources are stretched.</p>	<p>INFORM Patients often fall into this category. It may be beneficial to increase their influence by organising them into groups or taking active consultative work, especially if a change/objective directly affects them.</p>
<p>LOW IMPACT</p>		<p>HIGH IMPACT</p>

UNDERSTAND YOUR AUDIENCE

Once you have identified your audience and prioritised them, it is important when considering any engagement that you put yourself in the shoes of the people you want to engage.

You need to consider the different interests, opinions and concerns of your audience. This will make it simpler to provide the right information to ensure shared decision-making.

It is important to observe and understand what they think, what matters most to them and what motivates them. Never assume you know what an audience wants. You should base your views and actions on an informed perspective.

Consider how the engagement will make them:



HAVE EMPATHY WITH YOUR AUDIENCE

There are a range of things you can research and find out about your audience, including:

- current and past relationships between you and the stakeholder
- what information they currently have
- how they receive information, and their preferred method of communicating
- their emotional, professional or societal interests
- their current opinion or view on an issue
- insight into any contribution they can make
- how different people are influenced, and who is likely to most influence them

There are a number of resources available that can help you understand your audience better:

- knowledge within your team and colleagues
- knowledge, experience and insight from other teams that have dealt with similar issues and/or similar stakeholders
- results of research, e.g. surveys, focus groups or feedback.

DEVELOP YOUR MESSAGE

Through engagement you will take your stakeholders on a 'journey', helping to further develop their awareness and understanding of an issue.

It is important that you avoid potentially overloading them with vast amounts of information, particularly at the beginning of the process.

You should develop your messages so that they are relevant at each stage. Remember your different audiences and groups - one size does not 'fit all'. Once you have decided what you want to say, consider the audiences you want to target and if necessary adapt the language and format you communicate your message through.

The template below will help you to identify what you want each stakeholder group to **THINK, FEEL, SAY** and **DO** at the end of your engagement process. This should help you in developing targeted messages for each group.

For an extended version, please see the template on page 32.

STAKEHOLDER	THINK	FEEL	SAY	DO
A				
B				

ENGAGEMENT METHODS

People are more likely to respond positively if they are comfortable with the method of engagement and communication.

When you consider your audience you should also consider which format will make it easy for your stakeholders to participate.

There are a range of methods you can use to engage your audience:

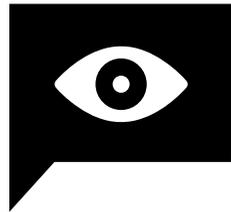
LEVEL OF ENGAGEMENT	METHOD	DESCRIPTION	ADVANTAGES	DISADVANTAGES
 PROVIDE INFORMATION	Provide information	<ul style="list-style-type: none"> • This can be a one-off activity, or part of a longer participation or engagement process • It requires a good understanding of how individuals and different groups prefer to receive information • Use Plain English in all cases, offer alternative formats and translations, and provide them as and when requested • Use a variety of methods appropriate to the audience e.g. leaflets, information section in questionnaires, topic sheets, photos, videos, posters, exhibitions, websites, social media or texts 	<ul style="list-style-type: none"> • Can reach a large number of people • Participants in an activity can make informed responses or decisions • It is relatively cheap, easy to manage and quick 	<ul style="list-style-type: none"> • Only one way and does not allow feedback
 INFORMATION	Road Show or Exhibition	<ul style="list-style-type: none"> • Display of information, with related survey, discussion, competition, or game to get people involved 	<ul style="list-style-type: none"> • Good opportunity to answer questions and have a discussion with the public on the spot • Can obtain a feel for public opinion • Record new ideas from the public 	<ul style="list-style-type: none"> • Might be on a topic not most of the public are interested in • Not representative sample

LEVEL OF ENGAGEMENT	METHOD	DESCRIPTION	ADVANTAGES	DISADVANTAGES
 INFORMATION	Survey - can include: street surveys, telephone surveys, online surveys, event surveys	<ul style="list-style-type: none"> • For collection of public opinions, attitudes and preferences. • Responses can be used to inform decision-making and to measure performance, e.g. Place Survey, Baseline and Tracker Surveys • For the general population or targeted to specific groups • Ranges from a questionnaire on a single topic to a complex questionnaire containing different types of questions on a variety of topics. • Can be posted, used face to face, inserted in a magazine, put in public places etc. 	<ul style="list-style-type: none"> • Organisation is can engage large numbers of people • Useful if high level of interest in topic is anticipated • Can be used for giving information at the same time • Can target particular groups • Cheap to carry out 	<ul style="list-style-type: none"> • The audience are limited to topics and questions posed by the organisation
 INFORMATION	Compliments, comments and complaints	<ul style="list-style-type: none"> • Complaints, compliments and comments are recorded fully and kept in a central searchable database 	<ul style="list-style-type: none"> • Substantial issues can be identified • Some complaints can be tackled before they become a problem • Good service can be noted and rewarded • New ideas can be passed on and used 	<ul style="list-style-type: none"> • Might be seen as additional work
 CONSULTATION	Face to face Interview	<ul style="list-style-type: none"> • Used to get in-depth information and views • In-depth interviews can be used to effect with service users, representatives or carers 	<ul style="list-style-type: none"> • Often the most statistically reliable as the number and type of people engaged can be controlled. • Can explore reasons for responses • Good for sensitive subjects • Can be used to identify solutions to problems 	<ul style="list-style-type: none"> • Some groups may be uncomfortable with face to face

LEVEL OF ENGAGEMENT	METHOD	DESCRIPTION	ADVANTAGES	DISADVANTAGES
 CONSULTATION	Vote or referendum	<ul style="list-style-type: none"> • A form of direct decision making. Voting on an issue to effect and help make decisions • Should be on an issue which attracts wide public interest • Requires good preparation 	<ul style="list-style-type: none"> • Open decision-making • Can engage and involve a large number of people 	<ul style="list-style-type: none"> • Expensive process to carry out • Expectation for outcome to be listened to and for the decision to be carried out
 PARTICIPATION	Facilitated workshop	<ul style="list-style-type: none"> • Held at a venue or event where stakeholders or target groups are already present • Ensures issues are listened to opportunities 	<ul style="list-style-type: none"> • Open to all stakeholders • Can attract and involve people who may not normally take part in more formal consultations • Can produce information not obtained using other methods 	<ul style="list-style-type: none"> • Not everyone will want to give their views • May be costly to run several workshops
 PARTICIPATION	Public Meeting	<ul style="list-style-type: none"> • Usually about a particular topic or issue • Can be organised into small groups or workshops so that everyone gets a chance to have a say • Views need to be recorded and reported both to participants and decision-makers 	<ul style="list-style-type: none"> • A good opportunity to meet face to face, air views, improve understanding or resolve issues 	<ul style="list-style-type: none"> • Requires strong organisation • Can be perceived as alienating for some

LEVEL OF ENGAGEMENT	METHOD	DESCRIPTION	ADVANTAGES	DISADVANTAGES
 PARTICIPATION	Consultation on draft proposals	<ul style="list-style-type: none"> • Can be used to obtain views about proposed policies or service plans • Can be on-line, as an individual or a group exercise 	<ul style="list-style-type: none"> • Good check to make sure particular policies or service plans are relevant and on track 	<ul style="list-style-type: none"> • Limited to comments on ready-made draft so difficult to change if they don't agree with assumptions
 COLLABORATION	Open forum	<ul style="list-style-type: none"> • Engage with staff, patients, service-users, relative or carer involvement as a source of expertise. 	<ul style="list-style-type: none"> • Members of the group will already have in-depth experience or knowledge of issue • More empowering - as a group they will have a stronger voice 	<ul style="list-style-type: none"> • Must to listen and make changes in response • Requires careful planning and good moderation skills
 CO-CREATION	Co-creation workshop	<ul style="list-style-type: none"> • Actively involve people in writing and developing policies or plans through live workshops, on-line discussions and events 	<ul style="list-style-type: none"> • People can shape policies or plans and feel they have ownership 	<ul style="list-style-type: none"> • The organisation has to be prepared to devolve some decision-making

MONITOR & FEEDBACK



It is essential that you monitor the process in order to evaluate the impact.

You need to collect evidence of what stakeholders think, believe and know about the issue at the outset and along the way.

Actively gather feedback at every stage of your engagement. You can:

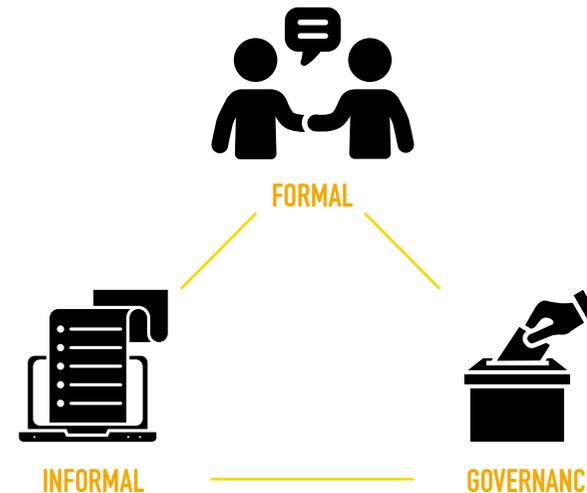
- Ask people their current views at your first contact. This will act as a measure against which to assess your progress .
- Conduct surveys and stage focus group meetings at stages of your engagement
- Encourage your team, colleagues and partners to share their feedback from stakeholders whether compliments, concerns or complaints.

By actively involving others in shared decision-making it will ensure that plans are reflective of local needs.

Your engagement activity will include elements that are formal, informal or that affect governance.



Each element is interdependent and helps provide a balanced approach to developing and evaluating and engagement activity.



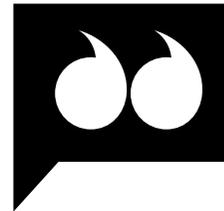
At the end of the engagement process, it is essential to review progress and assess how your plan worked.

Work with your team, colleagues and partners to review feedback including: letters, emails, survey or focus group results and any media coverage you may have attracted.

When reviewing your progress, consider:

- Did you achieve your outcome
- Has it helped in shared decision-making
- Which stakeholders have responded well
- How efficient was your approach (ie time / budget)
- Has the engagement contributed to improving patient services or patient care

Use the evaluation to review and revise your future approach. Consider what worked well, what you would do differently next time and what benefits you have achieved.



FEEDBACK TO YOUR STAKEHOLDERS, ESPECIALLY IF YOU HAVE PROMISED TO DO SO. SHARE NOT ONLY THE RESULTS BUT THE BENEFITS OF THE PROCESS AND THE VALUE OF THEIR CONTRIBUTION.

- ↘ HOW DECISIONS WERE MADE
- ↘ LESSONS LEARNT
- ↘ FUTURE PLANS



ENGAGEMENT

YOUR HOW TOOLKIT

TOOLS AND TEMPLATES



THERE ARE A NUMBER OF TOOLS AND TEMPLATES YOU CAN USE. THEY ARE VERY SIMPLE AND EASY TO USE.

PLANNING CYCLE TEMPLATE	PREPARATION LIST	IDENTIFYING STAKEHOLDERS
STAKEHOLDER IDENTIFICATION TEMPLATE	PRIORITISING STAKEHOLDERS TEMPLATE	POWER - INTEREST TEMPLATE
INFLUENCE - RELATIONSHIPS TEMPLATE	THINK, FEEL, SAY AND DO TEMPLATE	A GUIDE TO CREATING INFORMATION FOR PUBLICATIONS

For further support please contact communications via email: stockportccg.communications@nhs.net

ENGAGEMENT PLANNING CYCLE

1. RECOGNISE
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ENGAGE



2. BE CLEAR
ABOUT WHAT
YOU WANT TO ACHIEVE



3. IDENTIFY YOUR
STAKEHOLDERS
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6. WHAT METHODS
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5. DEVELOP YOUR
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4. PUT YOURSELF IN
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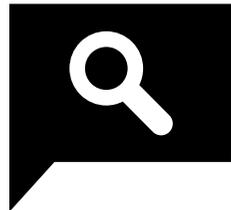
PREPARATION LIST



DEVELOP YOUR PLAN IDENTIFYING:

WHAT YOU WANT TO ACHIEVE?	THE STAKEHOLDERS YOU WILL NEED TO ENGAGE WITH IN ORDER TO GAIN A REPRESENTATIVE VIEW		THE LEVEL OF ENGAGEMENT YOU WILL USE WITH EACH STAKEHOLDER GROUP (E.G. INFORMING, CONSULTING ETC.)	YOUR STARTING POINT (WHAT DO THESE STAKEHOLDERS THINK OR KNOW NOW?)	
WHAT THEY NEED / WANT ?	YOUR RESOURCES (PEOPLE, BUDGET, TIME)	YOUR TIMELINE (WHEN YOU WILL START AND FINISH, AND ANY MILESTONES ALONG THE WAY)		THE METHODS YOU WILL USE TO SUPPORT YOUR CHOSEN LEVEL OF ENGAGEMENT	WHO IS GOING TO DO WHAT?
WHEN IS IT GOING TO BE DONE?	HOW IS IT GOING TO BE DONE?	HOW YOU WILL KNOW WHEN IT IS GOING WELL?			

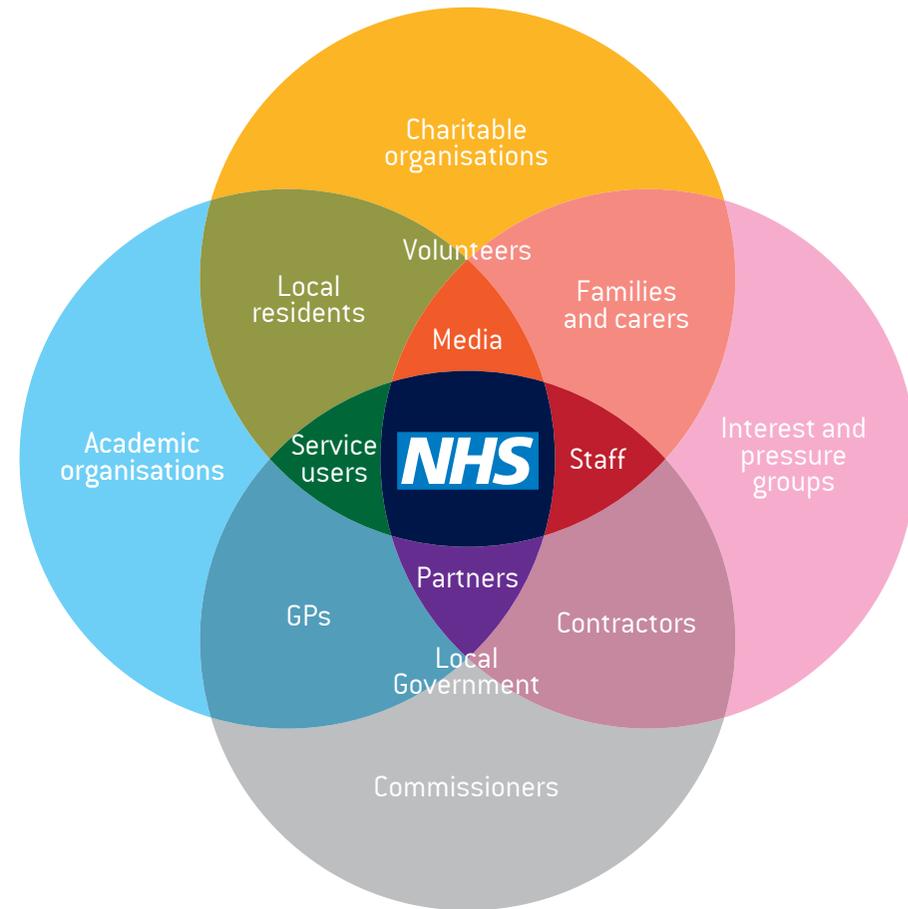
IDENTIFYING STAKEHOLDERS



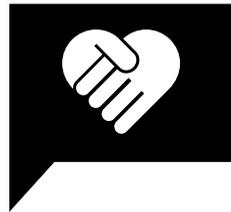
THIS LIST WILL HELP WHEN DECIDING WHO YOUR KEY STAKEHOLDERS ARE.

Remember, there will be different people and different organisations for each issue you want to engage on.

- Patients
- Families and carers
- Health and care staff
- GP Members
- Interest and pressure groups
- Local residents
- Contractors
- Volunteers
- Commissioners and regulators
- Partners (such as GPs, local authorities, NHS, other organisations)
- Academic organisations
- Charitable organisations (representing service users and their conditions)
- Media (including social media)
- Local government (including local authorities, MPs, MEPs)
- Healthwatch.

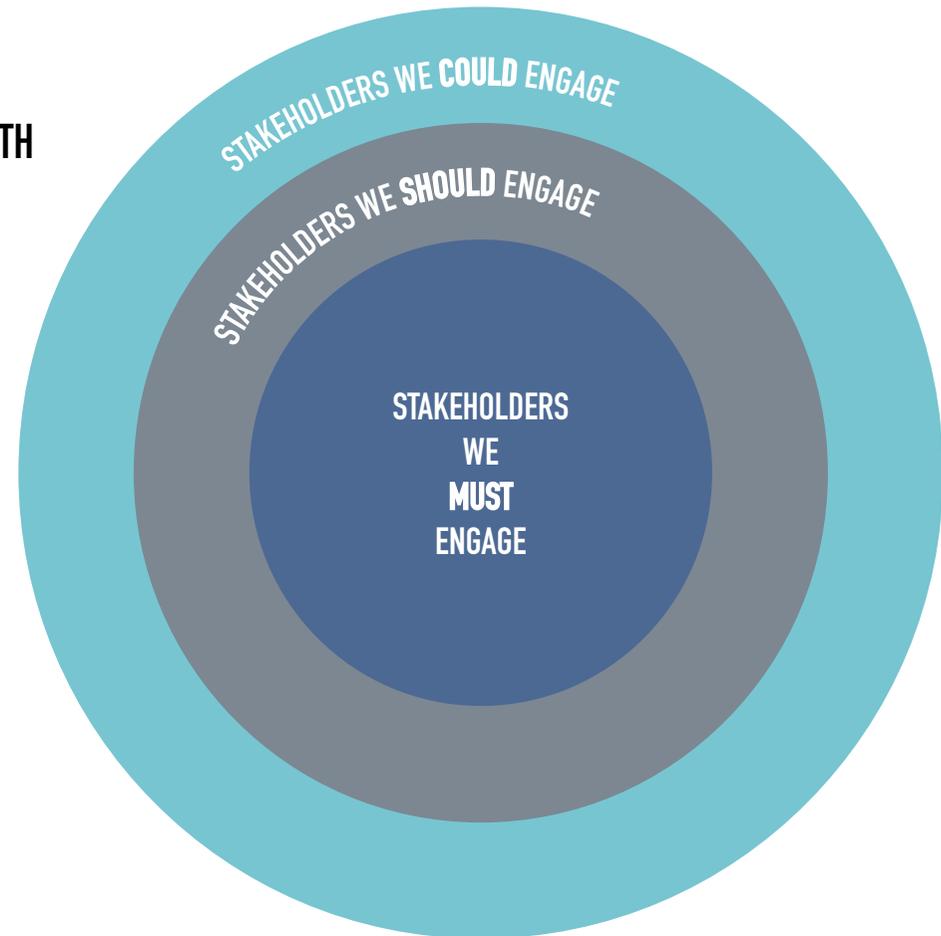


PRIORITISE STAKEHOLDERS



CENTRE OF THE CIRCLE ARE THE
STAKEHOLDERS YOU MUST ENGAGE WITH

- Inner ring of the circle are the stakeholders you **SHOULD** engage with
- Outer ring of the circle are stakeholders you **COULD** engage with



POWER AND INFLUENCE



POWER – the matrix below can help to identify which stakeholders have the highest levels of perceived interest and power.



INFLUENCE – can be used to determine which stakeholders have high levels of influence and as a way of assessing how strong your current relationships are.

HIGH POWER	SATISFY Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly.	MANAGE Key stakeholders who should be fully engaged through full communication and consultation.
	MONITOR This group may be ignored if time and resources are stretched.	INFORM Patients often fall into this category. May be beneficial to increase their influence by organising them into groups or taking active consultative work.
LOW POWER	LOW IMPACT	HIGH IMPACT

THINK, FEEL, SAY AND DO

The template will help you to identify what you want each stakeholder group to think, feel, say and do by the end of your engagement.

STAKEHOLDER	THINK	FEEL	SAY	DO

CREATING ENGAGING INFORMATION

The starting point in designing any information resource must be to ask “who is it for” and what will make them pick it up and read it?

There are many different types of resources you can use to provide information.

They include:

- Flyers
- Postcards
- Posters
- Booklets
- Newsletters
- Social media and websites

Whatever the resource follow these simple guidelines to get your message across:



NEED HELP?

If you would like help with developing engagement plans and resources contact Communications
stockportccg.communications@nhs.net

DESIGN

- Make the design eye catching but not too busy and use colour wisely
- Make it easy to read – use a type face such as Arial and if the text is lengthy be careful of using coloured backgrounds with text
- Offer your resources in other formats and languages. Also provide a text-only version to enable those people who need an audio version to access resources
- When designing a poster make sure all the information can be read from a distance
- If you are using images try to get the best quality

TEXT

- Decide who your audience will be - use language and terms that they will understand
- Keep your language simple - avoid jargon
- Decide on your message
- Don't use three words where one will do – add contact details or a web reference for more information rather than make your document lengthy
- Write it, go away, come back and read it – does it still make sense? Is there a different, simpler way to present the information?
- Ask someone else to read it – invite them to check for grammar, typing errors and ask them if they understand what you are saying

NOTES

