

External Communications and Consultation



Consultation and Engagement Strategy 2021-2024

DRAFT V2.2

2 July 2021

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Executive Summary

At Bristol City Council, we want everyone to share in the city’s success and we are committed to involving Bristol’s citizens and other stakeholders to help shape our work. We want to collaborate with and hear from people living and working in all our city’s communities, so we can take into account the needs and diverse perspectives of people in different social, economic and cultural circumstances when deciding the best way to develop the city and council services. We know this can help us plan and deliver better services and help build trust between the council and the people we serve.

The council has made great strides in recent years to listen to people’s views earlier as we design services; to engage more with people in communities we have historically heard from least; and to engage with more citizens overall. There has been good progress; the average number of people who respond to our city-wide surveys has doubled since 2017 and we hear much more from people living in the most deprived parts of Bristol. In early 2021 we ran the city’s first [citizens’ assembly](#) and we are exploring how we can further embrace the principles of deliberative democracy within our work.

But we want to achieve more. We want to encourage conversations with young people, to hear more from Black, Asian and minority ethnic communities and people of faith, and we want to continue to increase participation by people in areas of deprivation. All these groups tend to be under-represented in responses to consultations and engagements.

In addition, we want to hear from the communities and stakeholders that are likely to be affected most by proposals - because of where they live or work or how they use an area, or because they are users or providers of a specific service affected by the proposals.

This strategy provides a framework for how we will engage and consult citizens and other stakeholders to achieve these ambitions over the three years to 2024. We had planned to launch the strategy in spring 2020, but this was delayed as we responded to the COVID-19 pandemic. The strategy now builds on new ways we have worked with communities during lockdown and the rich learnings from the [citizens’ assembly](#).

The strategy has four aims:

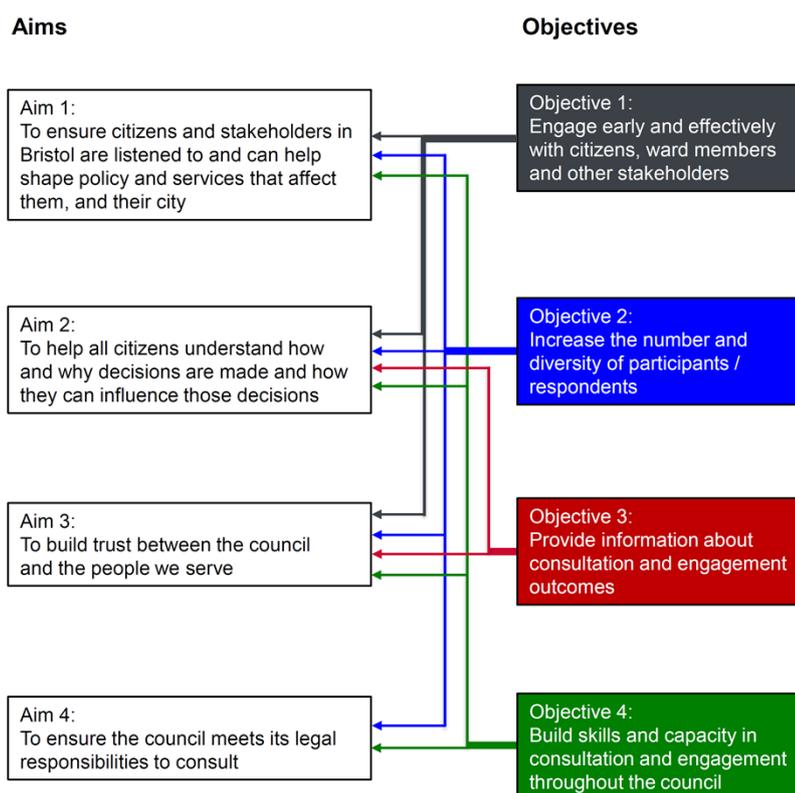
- make sure citizens/stakeholders can influence council actions
- improving understanding of how decisions are made and can be influenced
- building trust
- meeting legal responsibilities

We have set four objectives that will help to achieve those aims, focussing on:

- early, effective engagement
- number and diversity of people engaged
- Sharing information about outcomes
- Building skills and capacity

Each objective is underpinned by an action plan and performance indicators which will be reviewed annually over the strategy period

Figure ES1: Summary of strategy aims and objectives



1 Introduction

It is important that we engage with citizens and other stakeholders¹ particularly at a time when public services are undergoing fundamental change and resources continue to be under pressure. There are many risks if we transform everyday services that people rely on without giving them a genuine opportunity to be part of that process.

Alongside this, Bristol is on a journey to build a fair, healthy and sustainable city, one of hope and aspiration, in which people are empowered to improve their communities themselves. To achieve this, the way the city is run and how services are delivered will have to change.

We want everyone to share in the city's success and we are committed to involving Bristol's citizens and other stakeholders to help shape the council's work. We want to collaborate with and hear from people living and working in all communities so we can take into account the needs and diverse perspectives of people in different social, economic and cultural circumstances in deciding the best way to develop the city and council services.

As a council, we currently provide essential services for a diverse and growing population of more than 463,000 citizens. These wide-ranging services include adult social care, children's services, public housing, education services, waste and recycling, public health, the city's parks and public spaces, libraries and museums. Our planning, transport and regeneration work helps to create an environment in which Bristol's communities and more than 22,000 businesses can thrive and which will continue to attract new investment.

We continually review how the council delivers services in the light of new legislation, the changing needs of Bristol's citizens and businesses and the varying budget available. Each year, we engage or consult on 60 to 70 proposed changes to council policies, services and new construction projects through the central Consultation and Engagement Team. In addition, teams across the council regularly hold conversations, engagement events and activities with communities and user groups to inform changes, build knowledge and increase active participation in decision making at a local and citywide level.

This Consultation and Engagement Strategy sets out the aims and objectives of the council's public consultation and engagement for the next three years to 2024. Detailed activities which will deliver the objectives are described in the action plan; these will be reviewed annually. The Consultation and Engagement Strategy contributes to the council's overarching Communications Strategy and encompasses initiatives to further develop community involvement methods, such as Deliberative Democracy and '[Growing the Power of Communities](#)'.

The strategy is supported by a Consultation and Engagement Toolkit; a 'How To' best practice guide available to colleagues across the council to plan and deliver consultations and engagement. The existing toolkit will be updated during 2021.

¹ In this strategy, we use stakeholders to refer to ward councillors, businesses, community organisations and other groups or individuals who have an interest in, or may be affected by, the work of Bristol City Council.

2 What do we mean by consultation and engagement?

Throughout this strategy we use consultation, engagement and information to refer to three separate processes which are used at different stages in a typical project:

- **Consultation** is a formal process, over a defined period (typically six to 12 weeks), to seek and take into consideration people’s views on specific proposals, in advance of a formal decision by the Mayor and Cabinet or Full Council. Citizens and stakeholders can inform decisions, but do not have the final say. In some situations, there is a legal requirement to consult.
- **Engagement** is an optional and more participatory approach to help citizens and other stakeholders shape the council’s activities. Engagement may be initiated and organised by communities themselves or by the council. It lends itself to small local service changes (such as park improvements) as well as to large projects (such as large-scale regeneration projects). It can take place at different stages of the design process.
 - At project inception, engagement can provide insight about citizens’ concerns, ideas and priorities.
 - Ongoing engagement can help to define and shortlist opportunities and options through feedback, co-production or co-design, leading to one or more specific proposals which may then be subject to a formal consultation.
 - After a project or service change has been implemented, engagement can be valuable to review user satisfaction and identify if any further changes are needed.

By involving citizens in shaping council services, engagement can help to build community ownership, engender public understanding and support for changes. Involving stakeholders early enables their views to influence a design from the outset.

- **Information:** in cases where there is no scope for citizens to influence a decision (for example once a Cabinet decision has been made or where there is a legal requirement to make changes) information campaigns can be valuable to enable people to understand and adapt to a new or changed service.

Table 1 summarises the nature of the relationship and example activities for consultation, engagement and information.

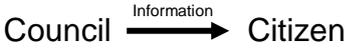
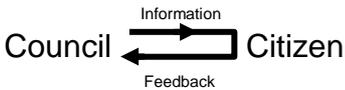
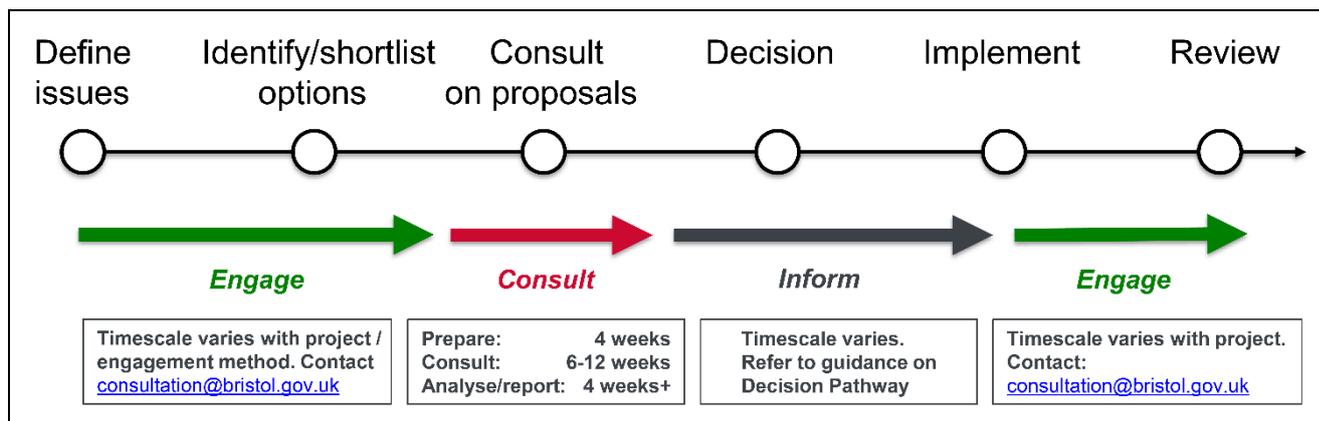
	Information	Consultation	Engagement
Nature of relationship	 <p>Council $\xrightarrow{\text{Information}}$ Citizen</p> <p>We let you know about decisions and service changes but are not asking for feedback</p>	 <p>Council $\xrightarrow{\text{Information}}$ Citizen Citizen $\xrightarrow{\text{Feedback}}$ Council</p> <p>We tell you about specific proposals for policies, services or other projects and ask for your feedback before the council makes a formal decision</p>	 <p>Council $\rightleftarrows^{\text{Dialogue}}$ Citizen</p> <p>You can play an active role in the design of services and projects through two-way dialogue and negotiation</p>
Example activities	<p>www.bristol.gov.uk, press releases, social media, direct mailing, leaflets, posters, and notifications via partner organisations</p>	<ul style="list-style-type: none"> • Surveys (online/paper) • May include public events, focus groups or workshops which seek feedback on the specific proposals. • Communications to publicise consultation to target audience(s) 	<ul style="list-style-type: none"> • Events, focus groups, workshops, walkabouts, community mapping, internet forums, surveys, citizens’ assemblies • Enables exchange of information and ideas • Communications to publicise to audience(s)

Figure 1 illustrates how consultation, engagement and information are appropriate at different stages in a typical project.

Figure 1: Stages of consultation, engagement and information in a typical project



- **Define issues:** Citizens, organisations and/or the council identify things they want to change, who might be affected, and if there is agreement on how important it is to do something. This may be initiated through meetings, letters, emails, social media, online web forms, surveys, issues raised by elected members, or by a citizens' assembly. Achieving consensus usually involves face-to-face conversations (online or in person).
- **Identify/shortlist options/opportunities:** The community and the council come up with ways to solve problems and start to test which options are possible, affordable and have public support. This process can reduce a long list of suggested solutions to one or more specific proposals which can be further developed and then taken to formal consultation, or it may lead to a conclusion that no further action is needed or possible.
- **Consult on proposals:** The formal consultation process which seeks feedback from citizens/stakeholders on specific proposals. Proposals may include one or more options.
- **Decision:** The [Mayor and Cabinet](#) or [Full Council](#) or a [director](#) formally decides what action the council will take. The decision maker must take into consideration the outcome of consultation. The decision could be to implement or amend or abandon the changes. If substantial amendments are proposed, further consultation on the amended proposals may be needed before a final decision is made.
- **Implement:** This is where the changes are made; it could include making changes to how a service is delivered, closure of a facility, or building a new transport facility.
- **Review:** The council, citizens and organisations can share their experiences of how the new service or facility is working, whether further changes are needed or if there are lessons for the future. There are both formal and informal ways to do this which could include user satisfaction surveys, focus/discussion groups or walkabouts.

3 Consultation and engagement aims

The Consultation and Engagement Strategy has the following aims:

- Aim 1: To ensure Bristol citizens and stakeholders are listened to and can help shape policy and services that affect them and their city
- Aim 2: To help all citizens understand how and why decisions are made and how they can influence those decisions
- Aim 3: To build trust between the council and the people we serve
- Aim 4: To ensure the council meets its legal responsibilities to consult

4 Objectives

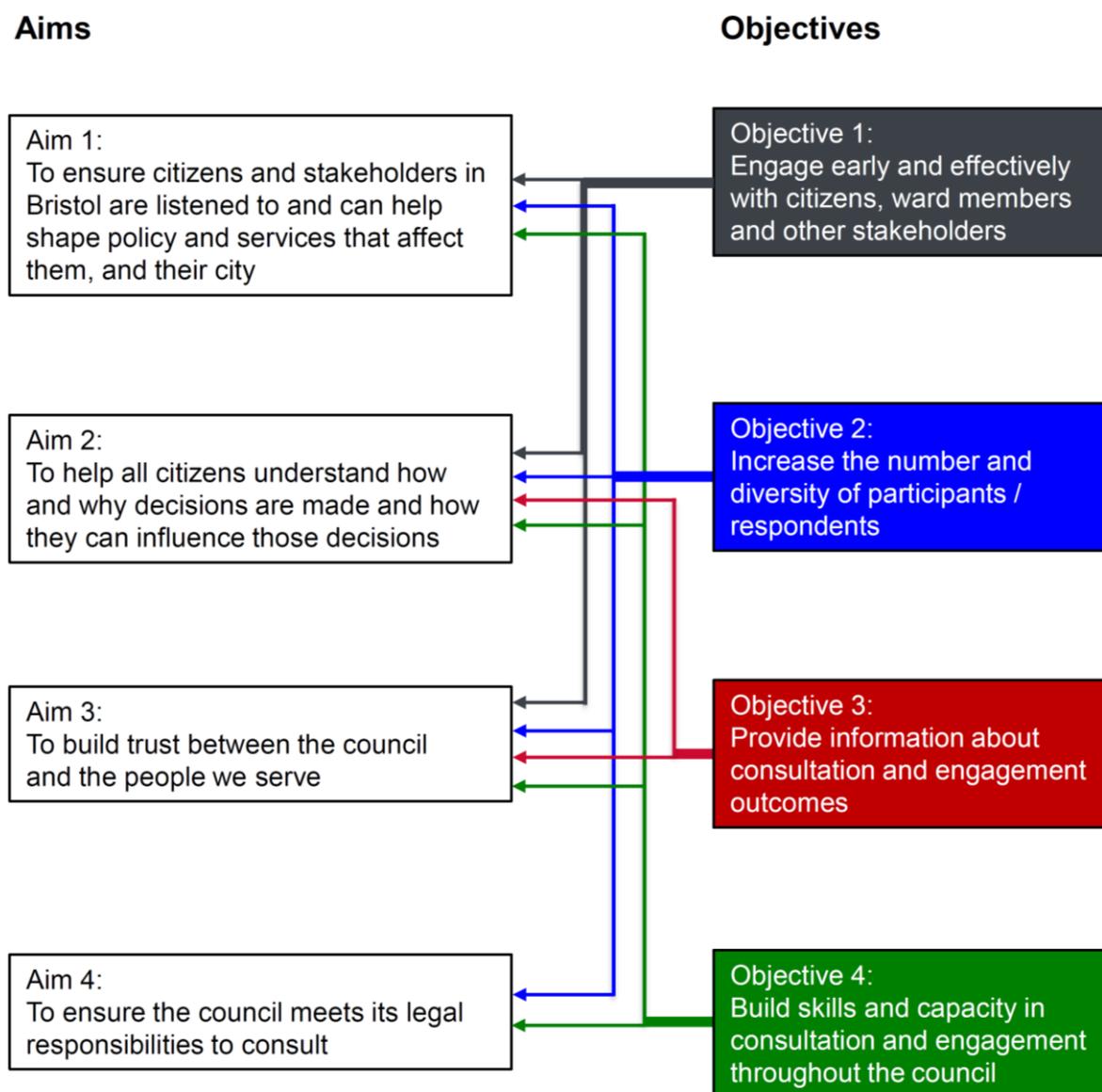
4.1 Overview

Four objectives will deliver the strategy aims:

- **Objective 1:** Engage early and effectively with citizens, ward members and other stakeholders to help shape council policies and services
- **Objective 2:** Increase the number and diversity of participants/respondents
- **Objective 3:** Provide information about consultation and engagement outcomes
- **Objective 4:** Build skills and capacity in consultation and engagement throughout the council

The objectives and how we will measure progress for each objective are described on the following pages. Figure 4 summarises how each objective supports the strategy aims.

Figure 2: Summary of strategy aims and objectives



4.2 Objective 1: Engage early and effectively with citizens and other stakeholders to help shape council policies and services

The council's Communications Strategy 2019-2023 recognises that our ability to deliver better outcomes for the city and its citizens relies, in part, on making sure that citizens and partners are listened to, kept informed, and are engaged in the decision-making process.

In its '[New Conversations guide to engagement](#)'², the Local Government Association (LGA) highlights the benefits of engagement, namely that it enables stakeholders to see the productive impact they've had and builds the community's confidence in the council, as well as offering insight for the council into the community.

The council conducts 60 to 70 consultations and engagements each year through the central Consultation and Engagement Team. Other teams across the council also carry out a range of engagement and consultation activities. Some 60% of these activities are formal consultations, seeking feedback on specific proposals before a decision is made by the Mayor and Cabinet or Full Council. Citizens and other stakeholders tell us that they want more opportunities to influence the council's proposals earlier – through engagement before proposals come to formal consultation.

The council also wants more early engagement and community participation to shape services. A more participatory approach has significant long-term benefits for the council, citizens and stakeholders; it means communities will have more say in what happens and feel genuinely part of decision making, and our services will better meet peoples' needs. It can help to reduce delays and other risks to delivering successful outcomes. Early engagement is already happening in many service areas. To realise these benefits more widely, other services across the council will need to take up this approach; it will require more time, resources and advance planning in the early stages of a project and, in some cases, it will require increased resources overall. But early investment can reap many longer-term benefits.

We will:

Engage earlier, more often and in more depth, to enable citizens and stakeholders to shape council activities at an early stage before specific proposals progress to formal consultation. As part of this we will liaise with ward councillors in the planning stage of consultations and engagements, where appropriate.

The engagement approach will vary depending on the specific situation and may involve one or more of the following:

- Encouraging citizen-led initiatives to develop local projects and services using early engagement methods and community development approaches. We are piloting new ways that communities can be better involved in shaping the areas where they live and work, taking an [Asset Based Community Development](#) (ABCD) approach. Building on work in Lockleaze, St Annes and St Judes, the Community Development Team is working with communities in Hartcliffe and St Pauls, Lower Easton, and Bedminster to learn and test new approaches to engagement, empowerment and enablement through the 'Growing the Power of Communities' Project.
- [Deliberative Democracy](#) approaches to help find consensus on issues which are complex or divisive. This involves a representative selection of citizens who are presented with expert evidence and then engage in facilitated discussions with other participants to understand each other's viewpoints and ultimately to agree a set of recommendations. The council ran its first [citizens' assembly](#) in early 2021 and is evaluating how citizens' assemblies could form part of its future engagement approach.

² Local Government Association, *New Conversations 2.0, LGA guide to engagement*. LGA; 2019. Available from: <https://www.local.gov.uk/new-conversations-20-lga-guide-engagement>.

- Online reporting tools such as the ‘Street Improvements’ web form for citizens to report issues and/or potential solutions;
- Ongoing dialogue with service users, providers, partner organisations, neighbourhood citizens’ groups, businesses and campaign groups to understand their needs and aspirations and any issues with current services;
- Pre-consultation engagement on a project to help explore aims, concerns, constraints and potential solutions with stakeholders. This could include early engagement at the inception of a project, co-production or co-creation. Pre-consultation engagement can also be used to explain and informally ‘test’ pre-defined proposals with stakeholders, allowing refinements to be made before a consultation starts;
- User experience surveys after a project has been implemented, to check that it is working well and to identify if further changes may be beneficial;
- A range of regular online and face-to-face opportunities for people to speak directly with the Mayor, and other officials about any aspect of city life.

We recognise that responding to consultations and engagements requires time and effort by partner organisations and citizens. With many consultations and engagement activities taking place each year, there is a need for services to coordinate their engagement methods and timing and narratives to ensure communities and stakeholders have a wider picture and context of what is happening in their area and across the city, and to avoid overloading or confusing people. The External Communications and Consultation service will maintain a register and overview of proposed consultation and engagement activities using information provided by the services.

How will Objective 1 help achieve the strategy aims?

Early and effective engagement will:

- help to ensure changes the council makes to our city and the services we provide meet the needs and aspirations of people who live or work in Bristol. Getting things right by incorporating citizen and stakeholder views and ideas from the outset will reduce the risk of delays and costs that could result from having to change direction later on (Aim 1);
- inform citizens and other stakeholders about why changes are proposed, when and how decisions will be made and how their involvement/feedback can and does influence decisions (Aim 2);
- help to build trust with our citizens that we are working with and for them; not imposing changes on them. Understanding stakeholders’ views and ideas from the outset will reduce reputational risks (Aim 3).

How we will measure success in delivering Objective 1

We will measure the success of enhanced engagement using two performance indicators (KPIs) from the annual Quality of Life (QoL) survey³:

- KPI 1: % [of citizens] who agree they can influence decisions that affect their local area;
- KPI 2: % [of citizens] who agree they can influence decisions that affect the public services they use.

³ **Quality of Life (QoL) survey** is the council's main tool for providing neighbourhood level statistics and public perception information about local public services and the experience of living in Bristol. It has been used since 2005 and reveals changes in respondents’ experiences of Bristol over time and differences across the city. The statistics are analysed to ward level and are used by the council, health service and other public sector partners to help plan local services, track change and improve the quality of life in Bristol. The QoL survey differs from other engagement approaches in its breadth (in 2020 there were 167 indicators) and continuity over time.

Consultation and engagement can be important in influencing the extent to which citizens feel involved and able to influence the council's decisions. Both the above KPIs showed only small variation in QoL surveys between 2014 and 2017 and the average value of each KPI over this period provides a useful baseline against which to measure progress.

We recognise that these indicators could also be influenced by a range of other factors - including grant funding and legislation which are outside the control of the council. The value of both indicators fell sharply in 2018 (as did similar measures in other English authorities) and remained low in 2019 before starting to improve in 2020. The targets we have set for these measures (see Appendix A) will be challenging.

4.3 Objective 2: Increase the number and diversity of respondents

4.3.1 Increase response rates to consultation and engagement surveys

There are more than 463,000 citizens in Bristol (378,000 aged 16 years and over⁴) and many other people use services provided by the council when they travel into Bristol to work or for leisure. We want to hear from as many people as possible who may be affected by changes we make. Currently, in consultations/engagements with the highest numbers of responses, we hear from approximately 1% to 1.5% of Bristol's citizens.

In line with our [Equality and Inclusion Policy and Strategy 2018-2023](#), we set out below how we will seek the views of all citizens⁵ about the council's services.

We will:

- **Work with partner organisations, colleagues and councillors** to expand the reach of the council's publicity around consultations and engagement. We will:
 - Work with equalities communities and partner organisations to reach more citizens and stakeholders through their networks;
 - Develop resources to help councillors promote consultations and engagements in their wards and seek councillors' views on solutions to address low response rates from communities they represent;
 - Encourage colleagues in other services to help publicise relevant consultations and engagements through their contacts;
 - Maintain and publicise a consultation and engagement forward plan to help partner organisations, councillors and colleagues plan their resource to respond to and promote council consultations and engagements;
 - Maintain details of stakeholder organisations and provide advice on stakeholder mapping in the council's Consultation and Engagement Toolkit.
- **Innovate and target consultation and engagement resources** where this will have most impact. We will:
 - Target resources at publicity methods which are most effective at increasing response rates from relevant audiences. This will draw on innovations in recent consultation/engagement surveys and QoL survey methods;
 - Evolve new ways of encouraging people to participate in consultations and engagements, using a test and learn method, and drawing on best practice in other local authorities and our experiences of using new and different ways to engage remotely during the COVID-19 pandemic;
 - Increase subscribers to [Ask Bristol e-newsletter](#)⁶ by cross-promoting with [Citizens' Panel](#)⁷, [Quality of Life](#), [Our City / #WeAreBristol](#) newsletter and in all consultation and engagement surveys.

⁴ Mid-2019 population estimates for Bristol Unitary Authority area (Source: Population Estimates Unit, ONS)

⁵ Some consultations/engagements have a smaller target audience - for example, users of specific services or people in a particular part of Bristol – and will have lower numbers of responses. Our approach will encourage participation by as many people as possible who may be affected by or have an interest in the changes we propose.

⁶ **Ask Bristol** fortnightly e-newsletter reaches all subscribers who have asked to be kept informed about BCC consultations, including equalities and community groups which subscribe and all ward members.

⁷ **Bristol Citizens' Panel** is made up of over 1,000 people from across Bristol who have said they are willing to share their views and ideas on a wide range of issues to inform service development and make the city a

4.3.2 Reach diverse communities

People who respond to consultations and engagements are not evenly distributed across demographic groups or the city's geography. From our equalities monitoring, we know that we tend to hear more from people who are White, aged 35 or older and from more affluent wards. We tend to hear from fewer people living in deprived neighbourhoods, people aged 24 or younger, people of faith and citizens from Black, Asian and Minority Ethnic (BAME) backgrounds.

As a signatory of the [Bristol Equality Charter](#), the council commits to: "listen to and understand the diverse needs of all people to make our information, services and products more accessible and inclusive."

When we consult and engage, we want to hear from people from all backgrounds, with diverse perspectives and different experiences of living in Bristol to gain their insights about what is important so that everyone can share in the city's success and to make sure our proposals do not inadvertently disadvantage some people.

We will:

- **Design publicity and consultation/engagement methods to reach citizens in wards and from demographic groups which are under-represented in responses.** We will:
 - Regularly review recent consultations/engagements to identify which publicity and engagement methods are most effective for each of Bristol's geographies and demographics;
 - Monitor live consultations and use specific targeted methods during the remainder of the consultation/engagement to increase participation in wards or demographic groups with low response rates;
 - 'Test and learn' new methods of publicity and engagement, including how we can make surveys – which often need to include specific and detailed information – more digestible and engaging;
 - Work with the council's Community Development team, equalities communities and other partners to build on their established relationships with citizens in under-represented communities;
 - Attend events to strengthen trusted relationships with neighbourhood groups;
 - Go to where people are (such as attending existing events and activities) rather than expecting people to come to us.
- **Monitor deprivation and the protected characteristics of respondents** to city-wide consultations compared to the proportions of each group living in Bristol, so we can target efforts to increase participation by under-represented groups.
- **Continually review our approach to equalities monitoring** used in surveys to reflect best practice and feedback from local equalities groups. (Equalities monitoring questions were last updated April 2019).
- **Review the role of the council's Citizen's Panel** in the light of recent advances in reaching more citizens via online methods, direct mailing and face-to-face engagement. We will look what is required to keep Citizens' Panel more representative of Bristol's population, and how Citizens' Panel can be used to attract more responses from under-represented groups or as a 'control' sample to compare to other responses.

better place to live. We aim to keep the Panel representative of the city's population in age, gender, ethnicity and location. Members of the Citizens Panel are asked to complete online surveys each year. Panel members are also asked to come to group discussions or workshops on issues they're interested in.

4.3.3 Ensure those who are most impacted by proposals are fully engaged

As well as working to increase response rates overall, we will focus efforts on communities and stakeholders that are likely to be affected most by proposals. This may be because of where they live or work or how they use an area, or because they are users or providers of a specific service affected by the proposals

We will:

- Adapt our approach to local needs. Where a consultation/engagement is relevant to a particular city area, we will adapt methods of engagement and promotion to ensure they are relevant to people living and working in that area and to ensure local voices are heard.
- Ensure there are early conversations with those most impacted by proposals.

4.3.4 Provide clear and accessible information

We want to make it as easy as possible for people to take part in consultations and engagements. As part of this, we need to ensure that our information and surveys are clear and easy to understand.

Increasingly respondents are completing surveys online, and we will make online materials accessible through use of alt text and captions for videos. Paper copies and accessible alternative formats (including easy read, large print, braille, audio format, British Sign Language interpretations and language translations) also have a vital role for some citizens.

We are contributing learnings from our surveys to the council's Accessible Communications Policy (in preparation), which will formalise the council's approach when it is published.

We will:

- **Ensure all consultations are accessible:**
 - Consultation/engagement surveys and supporting information will be provided in plain English with a clear structure and, where possible, will be tailored to the needs of the target audience, in terms of complexity and length; language and tone; design look and feel communication channels;
 - Undertake user testing of surveys and supporting information before the start of a consultation/engagement. This may include review by relevant equalities groups;
 - Information and surveys will be made available, on request, in alternative formats by the service leading the consultation/engagement. Consultation and engagement materials will include details of how to request alternative formats. We will identify at the planning stage if proposals are likely to affect people with specific access needs and if alternative formats or other approaches are needed from the outset;
 - Officers planning consultation and engagement events will identify what reasonable adjustments are required to enable citizens with access needs to participate. This may include adjustments for hidden disability⁸.

⁸ Examples of a hidden disability include neurological differences such as Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome. These may require adjustments such as making sure communication is clear, concise and unambiguous; setting out timescales to give sufficient advance notice; or managing any known issues around anxiety or sensory sensitivities for face-to-face meetings.

- **Monitor user feedback on how clear and accessible respondents find our surveys.**
We will include a user satisfaction question in all consultation and engagement surveys which will ask respondents to rate the following aspects of the survey:
 - There is enough information about the proposals for me to answer the questions;
 - The questions make it easy for me to give my views;
 - The survey meets my accessibility needs.

How will objective 2 help achieve the strategy aims?

Engaging people in ways which increase the number and diversity of respondents will:

- Help to ensure people of all backgrounds who live or work in Bristol are listened to and have the opportunity to shape policy and services that affect them and the city. (Aim 1);
- Enable citizens from all parts of the city to get involved in and understand how and why decisions are made and how they can influence those decisions (Aim 2);
- Contribute to improving public trust of the council and its work (Aim 3)
- Help the council comply with the [Public Sector Equality Duty \(PSED\)](#) which requires public bodies, including Bristol City Council, to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities (Aim 4).

How we will measure success in delivering Objective 2

To measure progress in increasing response rates and reaching diverse communities, we will monitor the following details of responses to consultations and engagements. KPIs and targets based on these parameters are described in Appendix A.

- Number of responses for city-wide consultations (see KPI 3).
- Proportion of respondents to city-wide consultations/engagements from the most deprived and least deprived parts of the city⁹ (KPI 4).
- Proportion of respondents to city-wide consultations/engagements with each protected equalities characteristic¹⁰; for example the proportions of respondents of different ages (KPIs 5, 6, 7, 8, 9).
- Proportion of respondents to the user satisfaction question who state that the survey does **not** meet their accessibility needs (KPI 10).

⁹ People living in deprived parts of the city tend to be under-represented in responses to consultations. This measure will show if we are closing the gap between response rates from the least and most deprived areas.

¹⁰ Protected equalities characteristics are age, sex, ethnicity, religion, disability, gender reassignment, sexual orientation, and pregnancy and maternity. For age, sex, ethnicity religion, and disability, for which there are known proportions of people with each protected characteristic living in Bristol, this measure will help us to monitor if response rates to consultations are representative of the city's population. For sexual orientation, gender reassignment, and pregnancy and maternity, for which there are currently no Census data for the Bristol population, we can monitor trends in response rates over time.

4.4 Objective 3: Provide information about consultation and engagement outcomes

We recognise that citizens and other stakeholders devote considerable effort to responding to consultations and engagements and want to know how their feedback and ideas influence decisions. Publication of consultation/engagement feedback and subsequent outcomes is one of the Consultation Institute's key aspects of good consultation/engagement¹¹.

Where a formal decision is made by Cabinet (with any associated scrutiny), Full Council or a director, a report summarising the consultation feedback is included in the information considered by the decision makers. This information is published at democracy.bristol.gov.uk in advance of the decision, and the outcomes of the decision are also published at democracy.bristol.gov.uk.

Where engagement is used to help develop the next stage of a design, there may not be a formal decision in public. Nevertheless, it is important that citizens, ward councillors and stakeholders are kept informed about how their feedback is being used and what the next steps are.

We will:

- **Include a “What happens next” section in consultation/engagement surveys** so that citizens know how their responses can influence the outcomes, and at what other stages they will be able to review and comment;
- **Publish a summary of consultation feedback** in Cabinet agenda papers at democracy.bristol.gov.uk at least five working days in advance of the Cabinet meeting at which a decision will be made on the proposals. (If the decision is to be taken by Full Council, the papers will be published at least six working days before the meeting);
- **Publish Cabinet decision records** within two working days of the Cabinet meeting at democracy.bristol.gov.uk. (Decisions records for Full Council will be published as soon as available);
- **Publish ‘We Asked, You Said, We Did’ updates** for all consultations/engagements on the Consultation and Engagement Hub (bristol.gov.uk/consultationhub). This will include a record of the consultation/engagement (We Asked), a summary of the feedback received (You Said) and details of the decision made to implement, amend or abandon the proposals (We Did);
- **Provide regular updates to ward councillors and citizens via the Ask Bristol, One City and Community Development newsletters** about consultation and engagement feedback and decisions. Ward councillors can have a valuable role in helping to make citizens aware of consultations and engagements, how they can influence decisions, and updates on decisions that are made;
- **Share case studies with the media** of where communities have helped shape services and proposals through consultation and engagement;
- **Entering award competitions** to share good practice and innovation happening in Bristol;
- **Work with services to ensure there is feedback to service users** about engagement and consultations that affect them, and how this is being used to take changes forward;
- **Build feedback processes into large scale projects** (e.g. regeneration and master-planning projects) to regularly update people who are involved so that they can see what impact they are having on the ongoing development of plans.

¹¹ Local Government Association, *New Conversations 2.0, LGA guide to engagement*. LGA; 2019. Available from: <https://www.local.gov.uk/new-conversations-20-lga-guide-engagement>

How will objective 3 help achieve the strategy aims?

Providing updates about the outcomes of consultation and engagement is key to keeping citizens and stakeholders informed about progress and ultimately how decisions are made, and why (Aim 2).

Demonstrating how responses to consultations/engagement have helped to shape the council's activities can help to build trust between the council and citizens (Aim 3).

How we will measure success in delivering Objective 3

We will measure how well we provide information about consultation and engagement outcomes by monitoring the following. KPIs and targets based on these measures are described in Appendix A.

- Proportion of consultations and engagements for which 'We Asked, You Said, We Did' updates are published on the Consultation and Engagement Hub following a decision on next steps. This may be a formal Cabinet/Full Council/director decision (following a consultation) or an informal conclusion on how to progress a design (after engagement). (KPI 11).
- Number of consultation/engagement case studies featured each year in local online and/or offline or broadcast media (KPI 12).

4.5 **Objective 4: Build skills in consultation and engagement throughout the council**

Council staff who plan and deliver frontline services have an important role in helping to plan, publicise, deliver and interpret consultations and engagements and to ensure the feedback helps to shape the council's activities. We can deliver consultation and engagement most effectively if relevant skills and capacity are available in teams throughout the council.

Existing skills already exist in many teams, and some have specialisms in community engagement. Some colleagues regularly support engagement and consultations on projects in their service area. However, skills and practice are consistent across the council.

The field of consultation and engagement is evolving rapidly, and we need to ensure that all engagement and consultations are consistent with best practice, legal duties and the council's policy priorities.

The Consultation and Engagement Team will offer an expert service to support colleagues deliver consultations and engagements by:

- **Updating the BCC Consultation and Engagement Toolkit** to include:
 - guidance on when to consult/engage and for how long;
 - templates for surveys, data analysis, reporting and feedback to the public;
 - advice on stakeholder mapping and how to reach diverse audiences;
 - advice on publicising consultations;
 - advice on accessible alternative formats;
 - links to best practice guidance.
- **Providing training for colleagues** on consultation and engagement techniques to build skills and capacity in consultation/engagement across council services;
- **Continuing to provide bespoke advice and support** in planning, delivering, analysing, reporting and reviewing consultations and engagements;
- **Support to produce and deliver communications plans**, including targeted campaigns to specific audiences/demographics, wider narrative, risks and sensitivities, engaging with media channels;
- **Designing and facilitating** focus groups, workshops and community events;
- **Reviewing new consultation and engagement software and techniques** to maintain up-to-date and efficient processes;
- **Providing coordination and oversight** of the council's activities to limit consultation/engagement fatigue, to ensure clarity where projects and/or stakeholders overlap and manage consistency in approach;
- **Benchmarking** against the work of other authorities;
- **Measuring progress** using the KPIs/targets;
- **Delivering hands-on support** to deliver high priority consultations or provide additional resource e.g. to analyse survey results and prepare consultation reports.
- **Identifying a preferred list of consultants and partner organisations** who can provide additional consultation, engagement and/or communications capacity where this cannot be resourced in-house.

How will objective 4 help achieve the strategy aims?

Equipping teams throughout the council with information, resources and training on effective consultation and engagement, supported by expert advice and coordination, will help to ensure that:

- The council has a coordinated and consistent approach to engagement and consultation, which shares innovation and learning by different services;
- The council listens effectively to citizens and stakeholders and enables them to help shape improvements to the city and to the services the council provides (Aim 1);
- We build an effective dialogue with communities which informs them about how and why decisions are made (Aim 2) and helps to improve public trust and acceptance of the council's work (Aim 3);
- The council complies with its legal duties (Aim 4).

How we will measure success in delivering Objective 4

We will monitor whether the council's consultations and engagements meet best practice in the following ways. Related KPIs and targets are described in Appendix A.

- **Formal complaints and judicial reviews.** We will monitor progress towards targets of no formal complaints (KPI 13) and no judicial reviews (KPI 14) upheld on the basis of deficient consultation or engagement during the strategy period 2021-2024.
- **User feedback about surveys.** We will review responses to the user satisfaction questions described in Objective 2 to monitor if respondents agree that surveys provide clear information (KPI 15) and are easy to complete (KPI 16).
- **Provision of information and skills training.** We will review progress in updating the Consultation and Engagement Toolkit and providing training to colleagues.

5 Action Plan

5.1 Objective 1: Engage early and effectively with citizens and other stakeholders to help shape council policies and services

What?	When?	By whom?	Why?
Communicate the expectation that services will need to plan for more community participation, co-design and early feedback where this can improve project outcomes	Q3 2021/22	Cabinet and Mayor's Office Strategic and Service Directors Consultation and Engagement Internal Comms	To embed awareness of the benefits of engaging early with citizens and to enable services to build in time for early engagement activities
Review processes to ensure all projects routinely identify: <ul style="list-style-type: none"> • if early engagement (before formal consultation) and/or post-implementation surveys could improve outcomes (more effective/ acceptable proposals, improved user experience); • methodology, resource and enough time in project plans to accommodate a more participatory approach to engagement for the project; • Related projects with which engagement should be coordinated 	Q2 2021/22	Project leads in all services Consultation and Engagement External Comms and Consultation	To embed engagement within project delivery To provide time for genuine community participation which enables citizens and stakeholders to help shape policies and services which affect them. To develop effective and acceptable solutions from the outset, which could reduce the risk of delays and costs. To bring coherence to the range of engagement taking place
Use early engagement and community development approaches to increase involvement in local projects and citizen-led initiatives	Ongoing	Community development Consultation and Engagement Transport Engagement	Greater ownership of decisions and direction by citizens
Develop a business case and proposal for Cabinet decision for deliberative democracy approaches in Bristol, building on learning from Bristol's pilot Citizens' Assembly in 2020/21	Q2 2021/22	Consultation and Engagement	To involve citizens directly in understanding issues and agreeing resolutions to complex, contentious issues, thereby adding legitimacy to democratic decisions
Maintain a programme of direct Mayoral engagement with communities and businesses to provide a range of regular online and face-to-face opportunities for people to speak directly with the Mayor and other officials about any aspect of city life.	Ongoing	External Communications Mayor's Office	To enable people to share issues/ideas directly with decision makers in the council. To learn from people's views and experiences on issues citizens choose and not limited to the council's current proposals

5.2 Objective 2: Increase the number and diversity of participants/respondents

Increase response rates

What?	When?	By whom?	Why?
Target resources at publicity methods that are the most effective at increasing response rates from relevant audiences, using learning from recent consultations, engagements and QoL survey	Ongoing	Consultation and Engagement	To enable the council to reach target audiences effectively with finite resources
Evolve new ways to encourage participation in consultations and engagements, using a test and learn method. This will draw on lessons learned during the COVID-19 pandemic.	Ongoing	Consultation and Engagement	To enable the council to maximise response rates with finite resources
Review new engagement software, including geospatial engagement tools.	Q1 2021/22	Consultation and Engagement	To encourage the quantity and quality of participation. Geospatial tools enable citizens to provide location-based issues and ideas, as part of online surveys. This can help with place-based engagement and reduces free text analysis.
Work with equalities communities and other partner organisations to promote consultations/engagements through their networks.	Ongoing	Consultation and Engagement Partner organisations	To expand the reach of the council's publicity around consultations and engagement
Develop resources to help councillors promote consultations and engagements in their wards.	Q3 2021/22	Consultation and Engagement External Communications	Bristol's 70 ward councillors have established contacts and communication channels in their wards. This is a significant resource
Encourage colleagues in other services to help publicise relevant consultations and engagements through their contacts.	Q3, Q4 2021/22	Consultation and Engagement Community Development External Communications Other colleagues	To expand the reach of the council's publicity around consultations/engagements as part of officers' daily contacts with citizens
Maintain and publicise a consultation and engagement forward plan to help partner organisations, councillors and colleagues plan their resource to respond to and promote council consultations	Ongoing	Consultation and Engagement Service leads	To help plan resources within the council and in partner organisations

Include advice on stakeholder mapping and how to reach diverse audiences in the Consultation and Engagement Toolkit.	Q3, Q4 2021/22	Consultation and Engagement	To help colleagues to reach stakeholders who are likely to be most interested and/or affected by proposals
Increase subscribers to Ask Bristol e-newsletter by cross-promoting with Citizens' Panel, Quality of Life, Our City / #WeAreBristol newsletter and through all surveys	Ongoing	Consultation and Engagement	To increase the number of people the council reaches through existing channels

Reach diverse communities

What?	When?	By whom?	Why?
Regularly review consultations and engagements to identify which engagement and publicity methods are most effective for each of Bristol's geographies and demographics	Q3, Q4 2021/22	Consultation and Engagement	To enable the council to reach target audiences effectively with finite resources
Monitor live consultations and use specific targeted methods to increase participation in wards or demographic groups with areas of low response	Ongoing	Consultation and Engagement Community Development	To make responses more representative by increasing response rates from citizens who do not self-complete using existing methods
Test and learn new methods of publicity and engagement	Ongoing	Consultation and Engagement Community Development External Communications	To make responses more representative by targeting areas/demographics with low response rates
Work with the Community Development team, equalities communities and other partners to publicise consultations and engagement to under-represented communities	Ongoing	Consultation and Engagement	To build on these organisations' established relationships with citizens in under-represented communities
Attend meetings (in person or online) of community groups to publicise consultations/engagements and seek feedback on what we need to do differently	Q3, Q4 2021/22	Consultation and Engagement	To build relationships with citizens in diverse communities and understand how best to engage with them

What?	When?	By whom?	Why?
Go to where people are rather than expecting people to come to us, such as attending existing events and activities.	Q3, Q4 2021/22	Consultation and Engagement Officers in the services seeking ideas/feedback	To maximise opportunities for citizens to participate by making it easier to do so
Review the role of the council’s Citizen’s Panel, including its value in attracting representative responses that are reflective of Bristol’s diverse population	Q3 2021/22	Consultation and Engagement	Membership of the Citizens’ Panel needs to be refreshed regularly to keep it representative of Bristol’s population. Use of the Citizens’ Panel has reduced recently and there may be better ways to reach less-heard communities
Monitor deprivation and equalities characteristics of respondents to city-wide consultations / engagements compared to the proportions of each group living in Bristol.	Ongoing	Consultation and Engagement	To measure progress in delivering objective 2 (KPIs / targets 4 to 9)

Provide clear and accessible information

What?	When?	By whom?	Why?
Consultation/engagement surveys and information will be provided in plain English with a clear structure and will be tailored to the needs of the target audience, in terms of: <ul style="list-style-type: none"> • complexity and length • language and tone; • design look and feel • communication channels 	Ongoing. Review in Q3, Q4 2021/22	The BCC service leading the consultation or engagement Consultation and Engagement	To enable citizens to give the proposals informed consideration and to respond To encourage more responses from target audiences
Consultation and engagement information and surveys will be made available, on request, in alternative formats Surveys will state how to request alternative formats We will assess at the planning stage if proposals would affect people with specific access needs and if alternative formats or other approaches are needed from the outset	Ongoing	The BCC service leading the consultation or engagement	Paper copies and accessible alternative formats (including easy read, large print, audio, braille, British Sign Language and language translations) can have an important role for some citizens The cost of providing alternative formats should be proportionate to the need.

Officers planning consultation and engagement events will review what reasonable adjustments may be required to enable citizens with access needs to participate. This will include consideration of hidden disabilities.	Ongoing	The BCC service leading the consultation or engagement	To enable equality of access to consultation and engagement events
Guidance on providing accessible formats will be included in the Consultation and Engagement Toolkit.	Q3/Q4 2021/22	Consultation and Engagement	To ensure a consistent approach in line with best practice
User testing of surveys and supporting information will be done before the start of a consultation/engagement, where possible. This may include review by relevant equalities organisations	Q3 2021/22	Consultation and Engagement	To ensure materials are as clear and accessible as possible.
User satisfaction questions will be included in all surveys to ask respondents if the survey information and questions are sufficient, clear and accessible	Ongoing	Consultation and Engagement	To identify how to make consultation/engagement surveys clearer and more accessible

5.3 Objective 3: Provide information about consultation and engagement outcomes

What?	When?	By whom?	Why?
'We asked, You Said, We Did' updates for all surveys on the Consultation and Engagement Hub. 'We asked, You Said, We Did' template in the Consultation and Engagement Toolkit.	Ongoing. Review in Q3 2021/22	Content to be provided by the services. Consultation and Engagement to coordinate.	To provide a single online resource where citizens and stakeholders can view a summary of consultation and engagement feedback which has been considered by decision makers, together with information on the formal decisions made on the proposals.
Updates about consultation and engagement feedback and decisions provided to ward councillors and citizens via Ask Bristol, One City and Community Development newsletters	Q2 2021/22	Consultation and Engagement	To encourage participation in future consultations and engagements by providing evidence of how citizens' feedback has influenced decisions
Share case studies with the media of where communities have helped shape services and proposals through consultation and engagement	Q2/Q3 2021/22	External Comms and Consultation	To demonstrate that the council wants feedback from citizens and this can influence council policies and services

What?	When?	By whom?	Why?
Monitor media coverage of consultation and engagement	Q2/Q3 2021/22	External Comms and Consultation	To include in performance monitoring
Enter award competitions to share good practice and innovation happening in Bristol;	Q2 2021/22	Consultation and Engagement	To demonstrate that Bristol is at the forefront of innovation in engaging with its citizens and stakeholders
Work with services to ensure there is feedback to service users about engagement and consultations that affect them, and how this is being used to take changes forward	Q2/Q3 2021/22	Consultation and Engagement	To demonstrate that we are incorporating users' views in changes to services that directly affect them. This should help build trust and encourage participation
Build feedback processes into large scale projects (e.g. regeneration projects) to regularly update people who are participating	Q2/Q3 2021/22	Consultation and Engagement Project leads	To show clearly where citizens' and stakeholders' involvement is having an impact through the project journey

5.4 Objective 4: Build skills/capacity in consultation/engagement throughout the council
Better equip colleagues: information, resources and training

What?	When?	By whom?	Why?
<p>Update BCC Consultation and Engagement Toolkit to include:</p> <ul style="list-style-type: none"> • guidance on when to consult or engage and for how long • consultation/engagement approaches and timescales • templates for surveys, data analysis, reporting and feedback to the public • advice on stakeholder mapping and how to reach diverse audiences • advice on publicising consultations/engagements • advice on accessible alternative formats • best practice guidance <p>Ongoing updates to the online Toolkit will embed good practice from test-and-learn innovations</p>	<p>Q2/Q3 2021/22</p> <p>Further updates as best practice develops</p>	Consultation and Engagement	To provide self-help advice to assist colleagues across the council to plan and undertake engagement and consultations which are consistent with best practice, legal duties and the council's policy priorities

Training on consultation and engagement techniques	Q4 2021/22	Consultation and Engagement Other colleagues with engagement expertise and/or External supplier	To build skills and capacity in consultation/engagement across council departments
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Offer an expert service

What?	When?	By whom?	Why?
Consultation and Engagement team to continue to provide bespoke advice and support in planning, delivering, analysing, reporting and reviewing consultations and engagement	Ongoing Publicise offer in Q3 2021/22	Consultation and Engagement	To provide expertise and capacity to colleagues across the council. To maintain a consistent approach
Support to produce and deliver communications plans	Ongoing Publicise offer in Q3 2021/22	Consultation and Engagement	To maximise response rates from target audiences using messages which are consistent with council priorities.
Designing and facilitating focus groups, workshops and community events	Ongoing Publicise offer in Q3 2021/22	Consultation and Engagement	To provide expert help to facilitate conversations with communities
Continue to review new consultation and engagement software and techniques	Ongoing	Consultation and Engagement Mayor’s Office Community Development	To maintain up-to-date and efficient processes, which enhance user experience and free up officer time to expand the consultation and engagement offer
Provide coordination and oversight of the council’s consultation and engagement activities	Ongoing	Consultation and Engagement	To limit consultation and engagement fatigue, ensure clarity where projects and/or stakeholders overlap and manage consistency in approach.
Benchmark against the work of other authorities and measure progress against performance indicators	Ongoing	Consultation and Engagement	To introduce improvements and monitor progress
Provide hands-on expert support to deliver high priority consultations or provide additional resource	Ongoing	Consultation and Engagement Transport Engagement team	To provide expertise and capacity to colleagues across the council

Identify a preferred list of consultants and partner organisations who can provide additional consultation, engagement and/or communications capacity where this cannot be resourced in-house	Q3/Q4 2021/22	Consultation and Engagement External Communications	To help coordinate unmet demand with trusted suppliers.
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6 Reviewing the strategy and action plan

We will keep this strategy live by building in the following reviews:

- KPIs will be monitored quarterly;
- Targets will be reviewed annually;
- The action plan will be reviewed annually, taking into account feedback from partners and other stakeholders.

Appendix A Performance indicators and targets

A.1 KPIs and targets for Objective 1

We will measure the success of enhanced engagement using two performance indicators (KPIs) from the annual Quality of Life (QoL) survey.

KPI 1: % of citizens who agree they can influence decisions that affect their local area

Target 1: to increase KPI 1 by two percentage points (to 27.3%) by the end of the strategy period (2024) compared to the 2014-2017 QoL average (25.3%). (Figure A1)

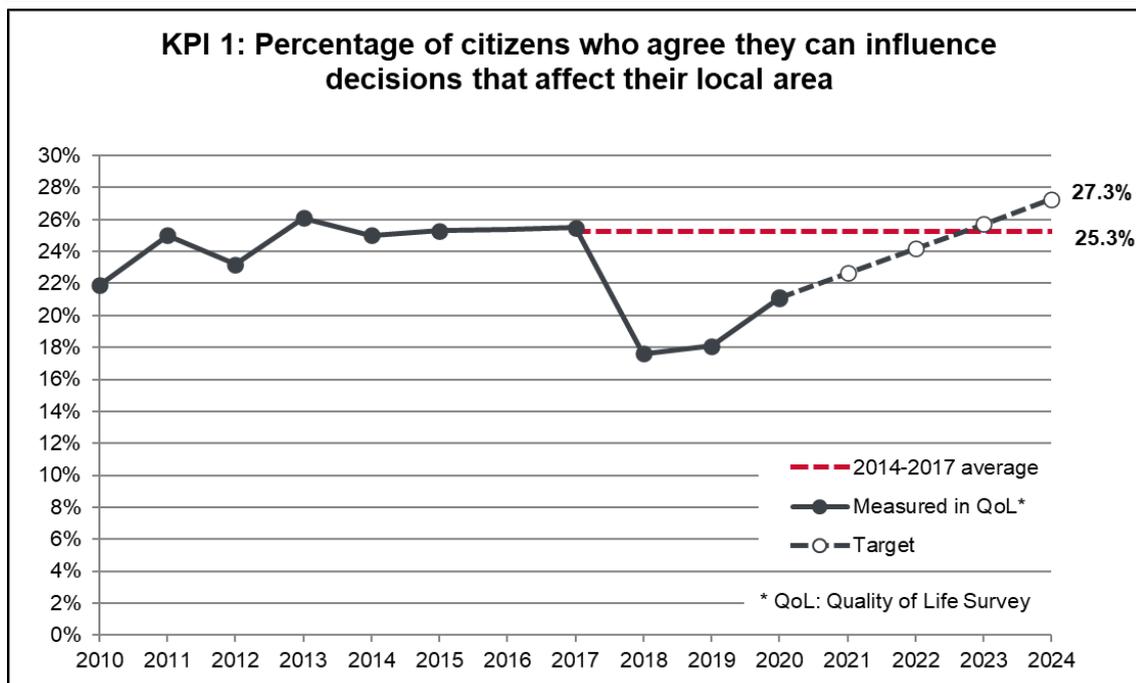


Figure A1

KPI 2: % of citizens who agree they can influence decisions that affect the public services they use.

Target 2: to increase KPI 2 by two percentage points (to 20.2%) by the end of the strategy period (2024) compared to the 2014-2017 QoL average (18.2%). (Figure A2).

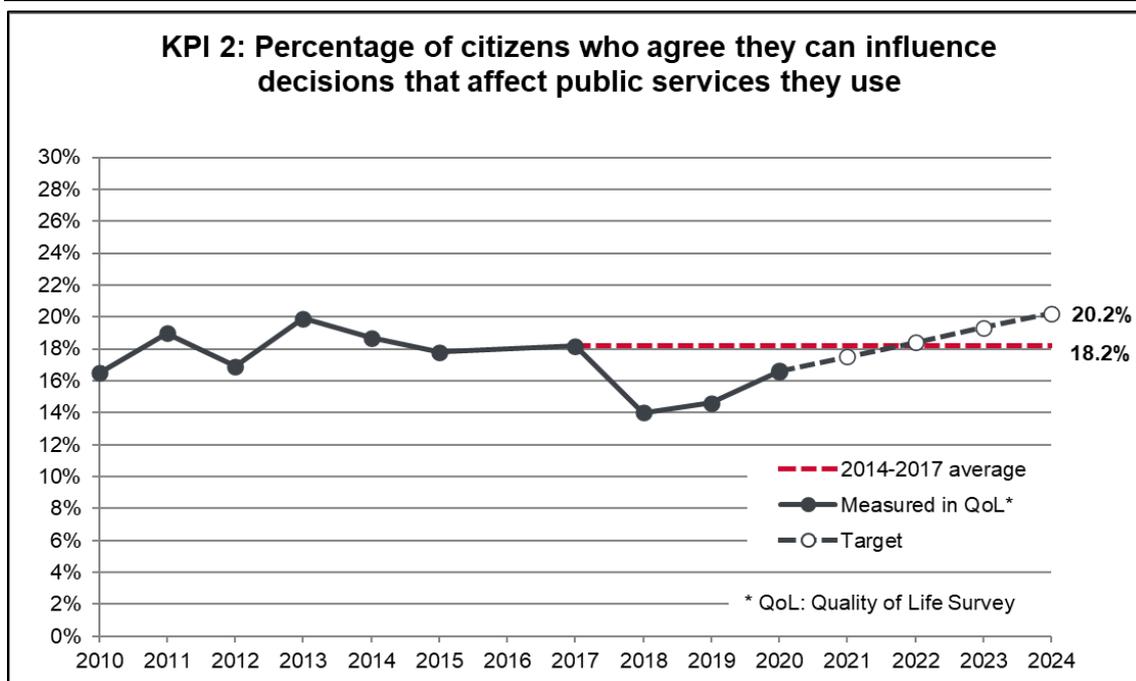


Figure A2

A.2 KPIs and targets for Objective 2

A.2.1 Overview

Seven KPIs with targets will be used to measure progress in increasing response rates and reaching diverse communities. The KPIs are based on the following details of responses to consultation and engagement surveys.

- Number of responses for city-wide consultations (see KPI 3).
- Proportion of respondents to city-wide consultations/engagements from the most deprived and least deprived parts of the city¹² (KPI 4).
- Proportion of respondents to city-wide consultations/engagements with each protected equalities characteristic¹³; (KPIs 5, 6, 7, 8, 9).
- Proportion of respondents to the user satisfaction question who state that the survey does **not** meet their accessibility needs (KPI 10).

These KPIs will focus on city-wide consultations which have 500 or more respondents¹⁴ and will be measured each quarter for consultations and engagements which finished in the year ending in that quarter. Trends in the values of each KPI since 2017/18 are also shown below.

¹² People living in deprived parts of the city tend to be under-represented in responses to consultations. This measure will show if we are closing the gap between response rates from the least and most deprived areas.

¹³ Protected equalities characteristics are age, sex, ethnicity, religion, disability, gender reassignment, sexual orientation, and pregnancy and maternity. For age, sex, ethnicity religion, and disability, for which there are known proportions of people with each protected characteristic living in Bristol, this measure will help us to monitor if response rates to consultations are representative of the city's population. For sexual orientation, gender reassignment, and pregnancy and maternity, for which there are currently no Census data for the Bristol population, we can monitor trends in response rates over time.

¹⁴ City-wide consultations/engagements offer the most scope to influence and measure the number and diversity of respondents against a known baseline; the total Bristol population and known percentages of each demographic group. For proposals which affect specific service users or a more local area, the potential 'population' may not be known and such measures may not reveal the efficacy of the consultation process.

A.2.2 Number of responses (KPI 3)

KPI 3: average number of responses for all city-wide consultations and engagements which have 500 or more respondents.

Target 3: 3,250 responses¹⁵ on average by 2021/22 Q4. (Figure A3)

This compares to a 2017/18 Q4 baseline¹⁶ of 1,484 responses.

Targets beyond 2021/22 will be reviewed annually.

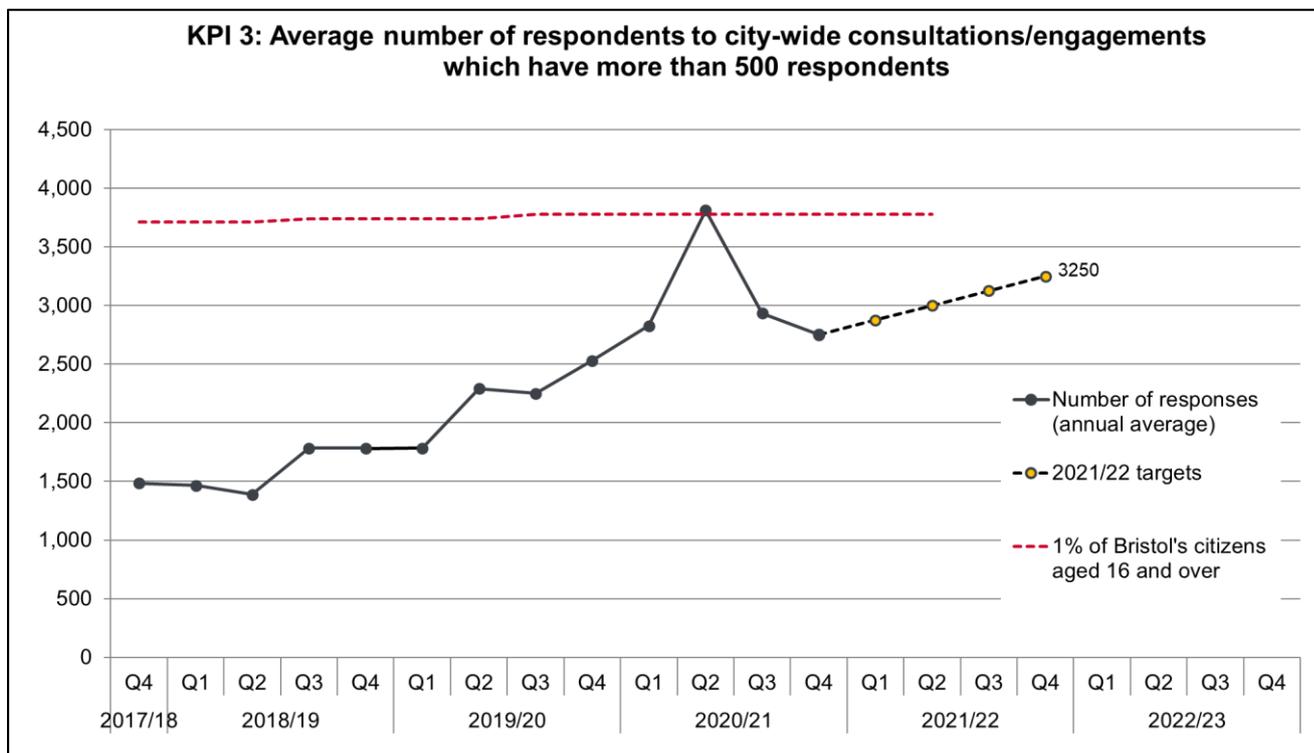


Figure A3

A.2.3 Responses and deprivation (KPI 4)

People in the most deprived parts of Bristol have lower response rates than people living in the less deprived parts of the city. We will monitor the response rates per 10,000 Bristol citizens living in each deprivation quintile¹⁷ and we will aim to achieve the same response rates from citizens in each deprivation quintile.

KPI 4: Ratio of the response rate from people living in the 20% least deprived parts of the city (quintile 5) and the response rate from the 20% most deprived areas (quintile 1).

Target 4: Ratio of 1.7 by 2021/22 Q4. (Figure A4)

This compares to a 2017/18 Q4 baseline of 3.1.

Targets beyond 2021/22 will be reviewed annually to maintain progress towards an ultimate target ratio of 1 (i.e. the same response rate from the 20% least deprived and 20% most deprived citizens)

¹⁵ 3,250 respondents is 0.86% of Bristol's population aged 16 and over. This is a target for the average number of responses. Some higher profile consultations will have higher response rates.

¹⁶ The 2017/18 Q4 baseline figure of 1,484 responses is the average number of responses (for all city-wide consultations and engagements which have 500 or more responses) in the year ending 2017/18 Q4.

¹⁷ Deprivation quintiles are five equal-sized segments of the population ranked in order from most deprived to least deprived. Quintile 1 is the most deprived 20% of the population. Quintile 5 is the 20% least deprived.

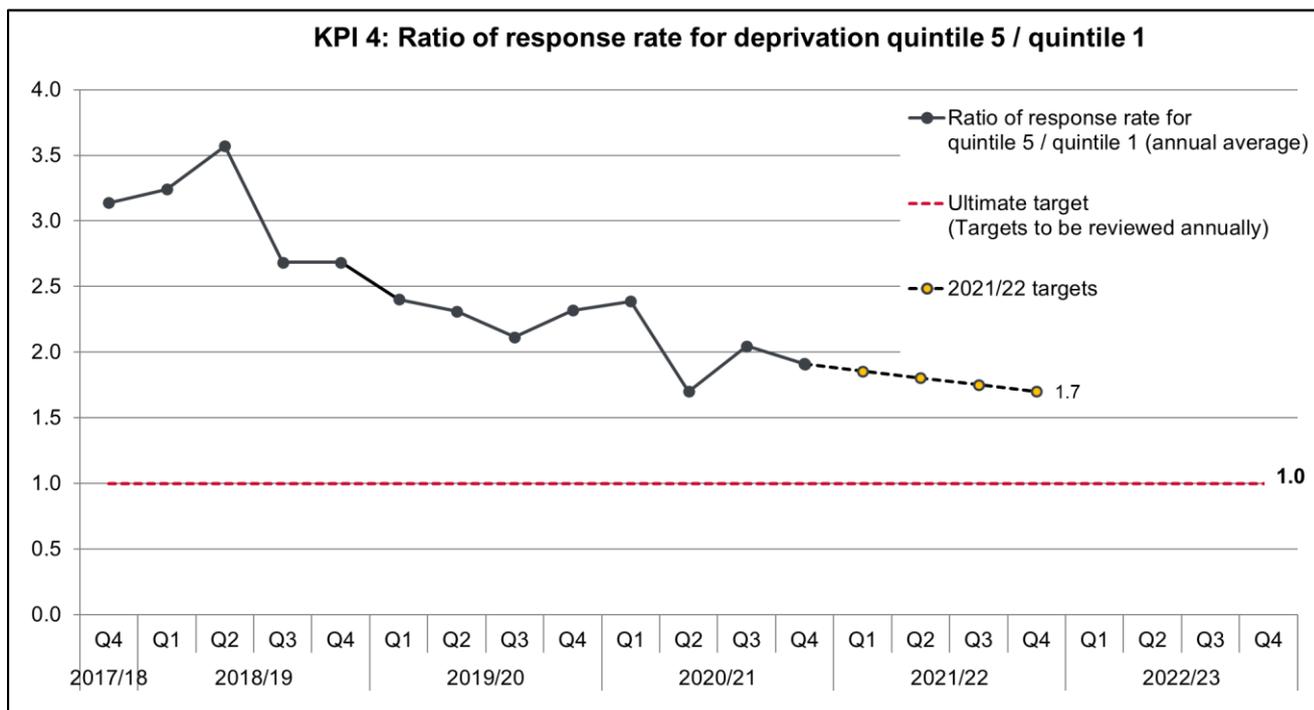


Figure A4

A.2.4 Responses and protected characteristics (KPIs 5, 6, 7, 8 and 9)

We will monitor response rates by people with each protected (equalities) characteristic using the answers to diversity monitoring questions which are included in all consultation and engagement surveys.

KPIs are described below for five protected characteristics - age, sex, disability, ethnicity, and faith. The KPIs compare the response rate for people with each characteristic to the proportion of citizens with that characteristic who live in Bristol. For three of these protected characteristics, the KPIs focus on specific groups who tend to be under-represented in consultation and engagement responses. These are:

- Age - people aged 18 to 24 years
- Ethnicity - BAME citizens
- Faith – people with Christian, Muslim, Hindu or Sikh faith

KPIs are not included for sexual orientation, gender reassignment or pregnancy and maternity because there are no Census data currently available for the proportion of people living in Bristol with these characteristics. However, we will monitor response rates each quarter from people with these characteristics to see if there are changes over time that may indicate under-representation.

Diversity monitoring results will be reviewed quarterly to identify if additional KPIs may need to be included; for example if a different age category falls below the representative response rate.

Age (KPI 5)

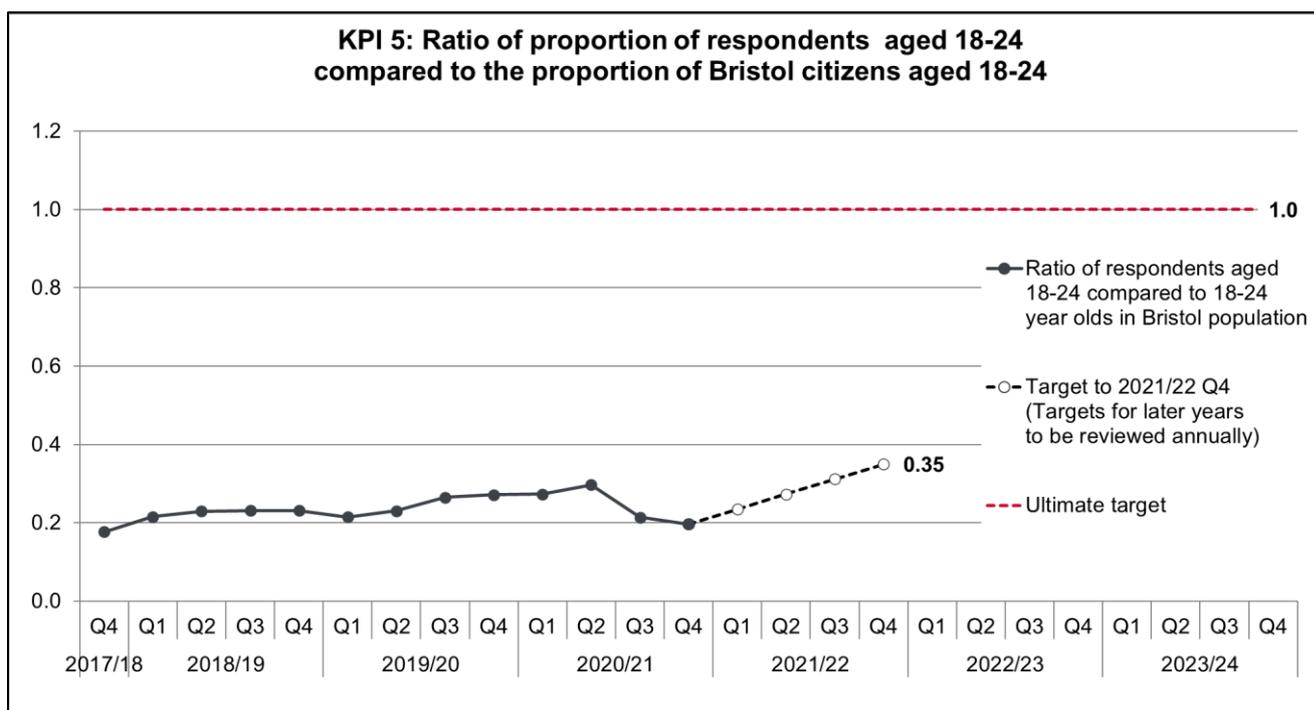
People aged 18 to 24 are under-represented in consultation and engagement survey responses. On average, the number of responses from this age group is 20% to 30% of the number expected based on the population of 18 to 24 year olds living in Bristol.

We have set an interim target for increasing response rates from this age group and will set future targets annually which will maintain progress towards a representative response rate.

KPI 5: Ratio of the proportion of respondents who are aged 18-24 compared to the proportion of Bristol citizens who are aged 18-24.

Target 5: Ratio of 0.35 by 2021/22 Q4 (This compares to a 2017/18 Q4 baseline of 0.18).

Targets beyond 2021/22 will be reviewed annually to maintain progress towards an ultimate target ratio of 1 (i.e. response rates for young people which are representative of the proportion of this age group in the Bristol population).

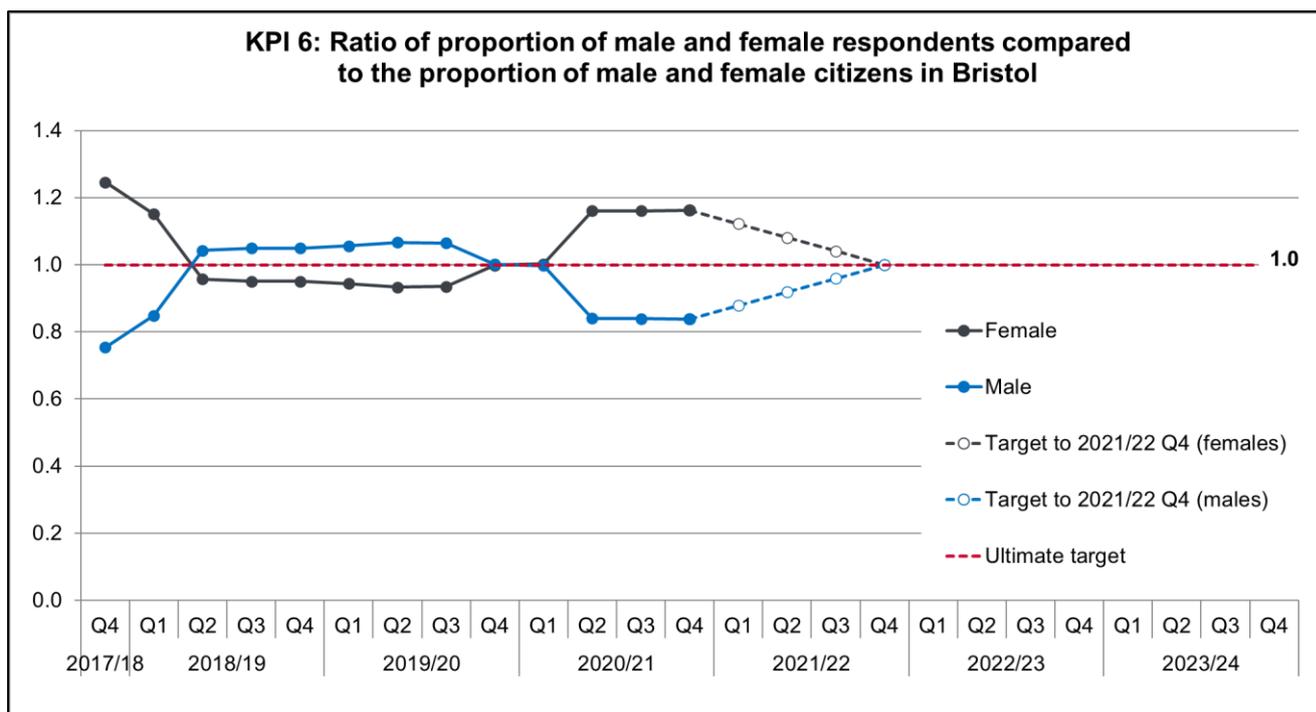


Sex (KPI 6)

Men and women tend, on average, to respond in similar numbers to consultations and engagements, though some individual survey topics attract more of one sex and this can result in more men or women responding in some months. Over time, male and female response rates are broadly representative of the equal proportion of men and women living in Bristol. We have set a target to maintain this situation.

KPI 6: Ratio of the proportion of respondents who are male and female compared to the proportion of male and female citizens living in Bristol¹⁸.

Target 6: Ratio of 1 for males (KPI 6.1) and 1 for females (KPI 6.2) by Q4 2021/22; i.e. target response rates for males and females which are representative of the proportion of both sexes in the Bristol population (based on population estimates published by ONS). (This compares to a 2017/18 Q4 baseline of 1.25 for females and 0.75 for males)



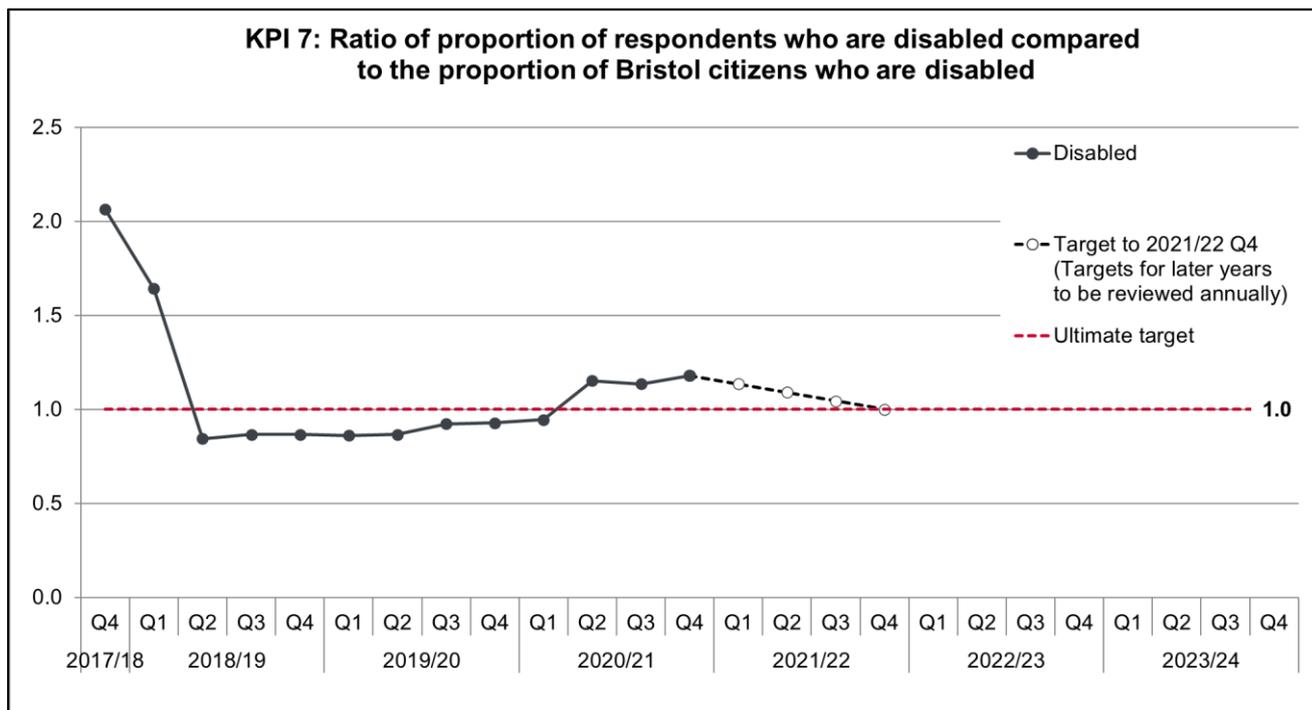
¹⁸ The revised diversity monitoring questions used from April 2019 include an additional sex category; 'other'. The KPIs for sex do not include 'other' because there are no baseline data for this characteristic from the Office for National Statistics (ONS). However, we will monitor response rates each quarter from people who identify as 'other' sex to see if there are changes over time that may indicate under-representation

Disability (KPI 7)

Disabled citizens tend to respond to consultations in numbers which are representative of or higher than the proportion of disabled people living in Bristol. We have set a target to maintain response rates which are representative of the population.

KPI 7: Ratio of the proportion of respondents who are disabled¹⁹ compared to the proportion of disabled citizens living in Bristol²⁰.

Target 7: Ratio of 1 by 2021/22 Q4 (compared to a 2017/18 Q4 baseline of 2.06); i.e. response rates for disabled people which are representative of the proportion of disabled people in the Bristol population).



¹⁹ Survey respondents who answer ‘yes’ to the question: “Do you consider yourself to be a disabled person?”

²⁰ Based on the proportion of people living in Bristol who stated in the 2011 Census that their day-to-day activities were limited a lot.

Ethnicity (KPI 8)

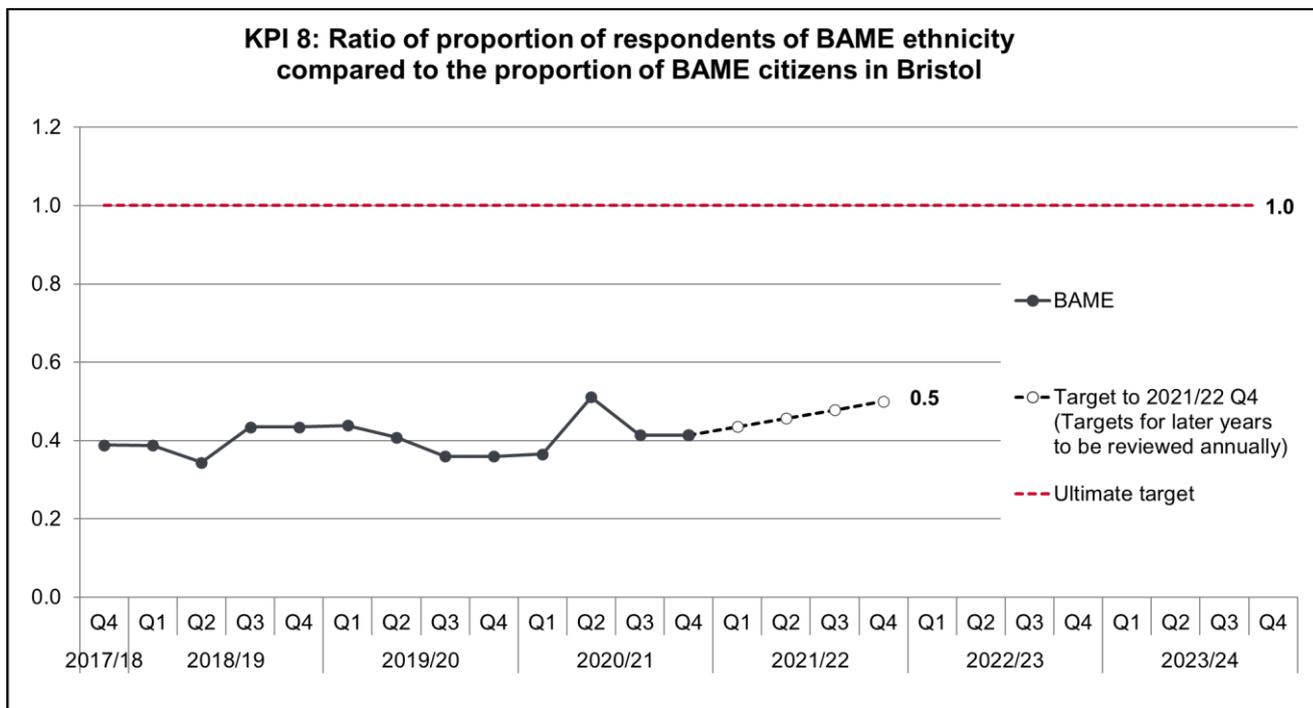
All non-white ethnic groups are under-represented in consultation and engagement survey responses. On average, the number of responses from this age group is around 40% of the number expected based on the population of Black, Asian and Minority Ethnic (BAME) citizens living in Bristol.

We have set an interim target for increasing response rates from BAME citizens and will set future targets annually which maintain progress towards a representative response rate.

KPI 8: Ratio of the proportion of respondents from Black, Asian and Minority Ethnic (BAME) groups compared to the proportion of BAME citizens living in Bristol.

Target 8: Ratio of 0.5 by 2021/22 Q4. (This compares to a 2017/18 Q4 baseline of 0.39).

Targets beyond 2019/20 will be reviewed annually to maintain progress towards an ultimate target ratio of 1 (i.e. response rates in proportion to Bristol’s BAME population).



Response rates for each ethnicity within the combined BAME category will be monitored to identify if any individual ethnicities become more or less under-represented.

Faith (KPI 9)

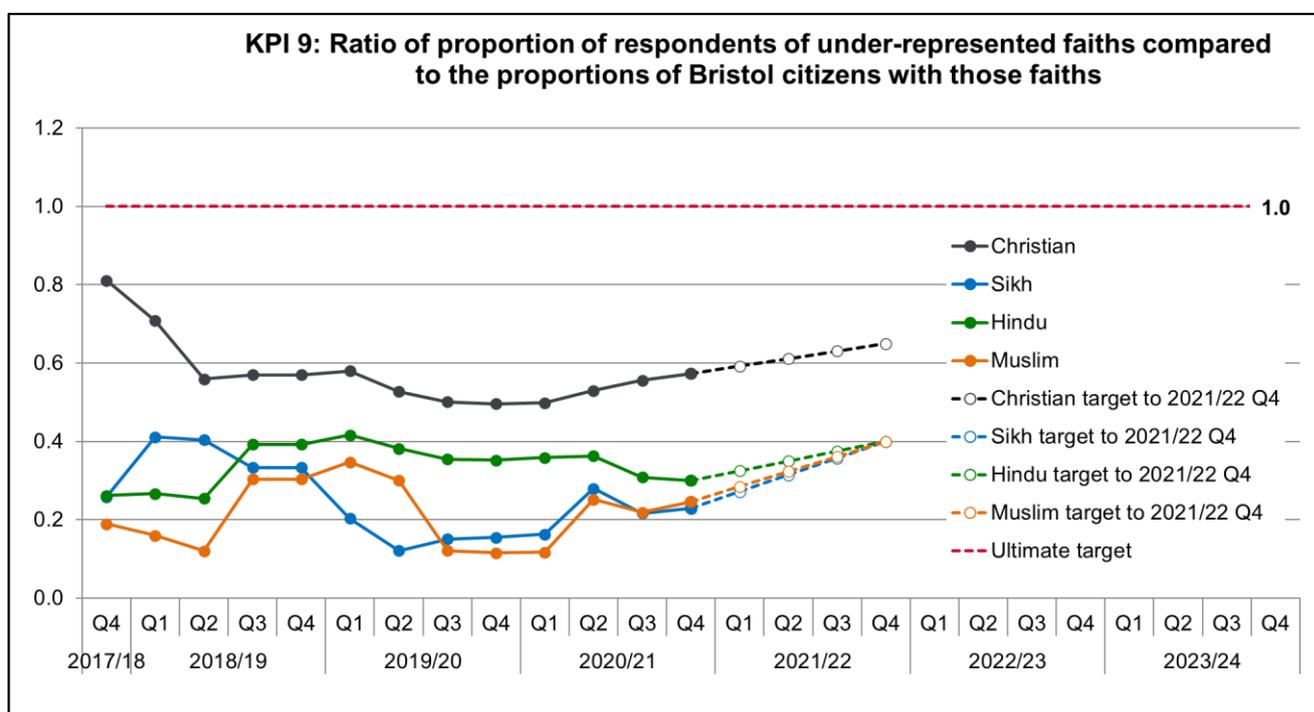
Four faith groups (Christians, Sikhs, Hindus and Muslims) are under-represented in responses to consultation and engagement surveys.

KPI 9: Ratio of the proportion of respondents who are Christian, Sikh, Hindu and Muslim compared to the proportions of citizens from each of these faith groups living in Bristol.

Target 9: Ratio of 0.65 for Christians (KPI 9.1) and a ratio of 0.4 for Sikhs (KPI 9.2), Hindus (KPI 9.3) and Muslims (KPI 9.4) by 2021/22 Q4. The higher target in 2021/22 for Christian respondents reflects a higher baseline response rate.

Targets beyond 2021/22 will be reviewed annually to maintain progress towards an ultimate target ratio of 1 for all faiths (i.e. response rates for respondents from each faith which are representative of the proportion of each faith in the Bristol population).

Other faith groups and people of no faith are over-represented compared to their proportion of the Bristol population. We will monitor response rates from all faith groups to identify if any of these faiths become under-represented.



A.2.5 Accessibility (KPI 10)

We will monitor the proportion of respondents to the user satisfaction survey question on accessibility who state that the survey does **not** meet their accessibility needs.

KPI 10: Proportion of respondents to the user satisfaction survey question who state that they disagree or strongly disagree that 'the survey meets my accessibility needs'²¹.

Target 10: Less than 5% of respondents disagree or strongly disagree.

²¹. We will focus on minimising dissatisfaction (people who disagree and strongly agree) in preference to monitoring satisfaction (agree or strongly agree) because a significant proportion of respondents do not have specific accessibility requirements and select 'Neither agree nor disagree'.

A.3 KPIs and targets for Objective 3

The following KPIs with targets will be used to measure how well we provide information about consultation and engagement outcomes.

- **KPI 11:** Proportion of consultations/engagements for which 'We Asked, You Said, We Did' updates are published on the Consultation and Engagement Hub following a decision on next steps. (This may be a formal Cabinet/Full Council decision or an informal conclusion on how to progress a design.)
- **Target 11:** 'We Asked, You Said, We Did' updates published for 90% of consultations and engagements.

- **KPI 12:** Number of consultation/engagement case studies featured in local online and/or offline or broadcast media.
- **Target 12:** Four case studies per annum with positive sentiment. This target will be reviewed annually.

A.4 KPIs and targets for Objective 4

The following KPIs and targets will be used to measure whether the council's consultations and engagements meet best practice.

A.4.1 Formal complaints and judicial reviews

We will monitor progress towards targets of no formal complaints and no judicial reviews upheld on the basis of deficient consultation or engagement during the strategy period.

KPI 13: Number of formal complaints upheld against Bristol City Council each year on the basis of deficient consultation or engagement.

Target 13: No formal complaints upheld during the strategy period (2021-2024).

KPI 14: Number of judicial reviews upheld each year on the basis of deficient consultation.

Target 14: No judicial reviews upheld during the strategy period (2021-2024).

A.4.2 User feedback about surveys

The results of the user satisfaction questions (described in Objective 2) will help us to monitor if respondents find that consultation and engagement surveys provide clear information and are easy to complete.

KPI 15: Proportion of respondents to the user satisfaction survey question who state that they agree or strongly agree that 'there is enough information about the proposals for me to answer the questions'.

Target 15: 75% or more of respondents agree or strongly agree.

KPI 16: Proportion of respondents to the user satisfaction survey question who state that they agree or strongly agree that 'the questions make it easy for me to give my views'.

Target 16: 75% or more of respondents agree or strongly agree.