



The Democratic Society

Better democracy, everywhere

**#WM2041**

**Initial Engagement Report**



## Acknowledgments

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### **Better democracy, everywhere**

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**The Democratic Society (Demsoc) works for more and better democracy, where people and institutions have the desire, opportunity and confidence to participate together. We work to create opportunities for people to become involved in the decisions that affect their lives and for them to have the skills to do this effectively. We support governments, parliaments and any organisation that wants to involve citizens in decision making to be transparent, open and welcoming of participation. We actively support spaces, places and processes to make this happen.**



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# Executive Summary

The West Midlands Combined Authority (WMCA) has set a target for the West Midlands to be carbon neutral by 2041. They have published a #WM2041 green paper as part of planning how to achieve this goal. This sets out actions 'to meet the climate crisis with inclusivity, prosperity and fairness.' Achieving this goal will require working closely with everyone in the region, including empowering people to act themselves.

The Democratic Society (Demsoc) has been commissioned by the WMCA to support their preparation of a 'finalised' action plan (recognising that climate action plans are continually work in progress) and provide some insights on longer-term conversations and how they might be shaped.

Our work has involved:

1. Two workshops with local groups to hear their views on the WMCA's climate action plan and understand how they would like to be engaged on this agenda in the future. These sessions were run with a group of young people from Dudley, and with a Solihull Adult Social Services users and carers group.
2. Interviews with staff working on engagement within three WMCA councils to understand current engagement practice and planned climate change engagement.

This report shares the findings from these activities and our recommendations from this work. As a small-scale piece of engagement, it does not give a thorough assessment of engagement practice in the councils we spoke with or a wide-ranging assessment of citizen attitudes.

Instead, our engagement is with two groups who are less likely to be engaged, along with our analysis of engagement in three councils; designed to offer recommendations that can inform the preparation of an action plan and the longer-term climate conversation in the West Midlands region.

## Findings from workshops

### **Adopt education as a principle**

Young people added the need for more education about climate change, as an aspect that should be included in the action plan's principles.

### **Don't leave anyone behind**

This principle was very important to both groups we worked with. The young people talked about the importance of including potentially vulnerable groups like homeless young people. The adult social service users and carers highlighted the need to think about unanticipated impacts of

changes, such as an end to disposable plastic impacting people who rely on having pre-cut vegetables.

In a similar vein, the adult social services users and carers highlighted how important it is that information is communicated in an accessible way that people can easily understand. It was felt that this is a key part of democracy, which itself depends on an informed citizenry.

### **Relate possible changes to people's lives**

In using personas, both groups thought about how changes would affect them, and how this would shape their attitudes to involvement. One group of young people focussed on changes to the job market and wanting good information about the skills they would need.

Both groups talked about the importance of engagement where decisions directly affect them – in some cases this was about having information about how they'd be affected, in others it was about working hand in hand with local authorities to preserve their quality of life.

### **Ensure support to participate builds confidence as well as awareness**

The young people talked about a lack of confidence in their own knowledge as a barrier to their involvement, as well as not knowing enough about how policies are going to be developed. Along similar lines, the social services users and carers highlighted not knowing about engagement opportunities as a barrier to involvement.

### **Provide involvement and communication opportunities that cater for different levels of interest**

The social services users and carers talked about wanting to collaborate with local authorities on issues that directly impacted them – working together on how to improve quality of life amidst these changes rather than simply being told about them. One person said: 'we want to be the ones driving the change'. To break down barriers to involvement, the authority needs to make a clear offer of collaboration.

In contrast, among the young people, one group preferred simply to receive information about how changes would affect them rather than wanting to be more involved in shaping those changes. They felt that regular updates were key given how fast rules change, for instance, legislation on car use. Unless there were important developments, they would only want occasional updates on the plan.

### **Use a wide range of channels**

Both groups highlighted the importance of using a range of channels like social media, email, and in-person events.

Amidst the social care users and carers, there was also mention of the importance of having: 'A trustworthy advocate who is able to have the authority to pull together a group similar to us', with the suggestion that forming collectives would be preferable to being engaged as individuals. Another member of this group suggested having an independent organisation or volunteer who they could speak to about this topic rather than the government or council.

### **Create easy to use information**

Across both groups, there was interest in the climate change plan, but it was felt too long and too hard to take in. Both groups wanted a shorter, easy to read version. Specific suggestions included diagrams, a spoken version with visuals, pictures, bullet points, and colour combinations that work better for people with dyslexia.

The young people were keen that more work be done on how the plan is disseminated so that more people would know about it and be aware of how they can get involved in actions.

### **Involve citizens in testing and shaping messages**

Members of the social services users and carers group were interested in helping improve the accessibility of information in the future and reach a younger demographic. The young people's group similarly wanted to be involved in developing future communication around this topic to make sure it works for young people more broadly, for example by working with colleges.

## **Findings from council interviews**

### **Councils are at the early stages of developing a system-wide approach to climate-themed engagement**

Citizens are already involved in giving their views on this topic, though plans for public engagement on the climate change agenda are still at a relatively early stage.

Council officers identified several key challenges in making this work more effective:

- Developing a system-wide approach that can work with the considerable activity already happening in communities; enable councilors to reach out on this topic; and allow council staff from across departments to get behind this agenda.
- Linking climate-themed engagement into council-wide engagement strategies that cross different topic areas.
- Understanding the range of involvement that different people want.
- Ensuring there are systems in place for responding to what is heard.
- Ensuring there are clear deliverables that councils can be held accountable for.

### **A need for consistency in engagement**

There are examples of good practices in citizen engagement in all the councils we spoke with, though it was felt that this needs building and developing to achieve consistent standards within these organisations. Early involvement of citizens, with reliable communication about how input has been used and why decisions are made, were identified as key areas to work on.

### **Lack of evaluation and impact assessment framework**

There is a lack of set deliverables for engagement work, and an accompanying lack of evaluation and recording of impact. Where there were current examples of evaluation, these were not consistently used across individual councils. This shortcoming is a barrier to accountability and to practice improvement.

### **A need for coordination of engagement**

There were examples of some engagement being linked up across council departments and with partners outside the council, but Solihull and Wolverhampton officers were unaware of a council-wide engagement strategy. In Birmingham, a council-wide engagement strategy is being developed and was seen as a way to build consistency.

### **Leadership on engagement**

There was evidence of cross-party commitment to engagement, and thought being given to how councillors can best support engagement on climate change.

In Wolverhampton and Solihull, officers identified a need for more facilitative leadership to support system-wide change. It is hoped that bringing staff and communities closer to decision making would support and enable more embedded and impactful public engagement.

### **Improving understanding of reach**

Identifying who was missing from engagement, and how to reach them, were seen as shortcomings in each of the councils. There were promising examples, such as the Solihull Observatory and the targeted approach taken to Birmingham's climate change engagement. It was generally felt that there is a lack of knowledge about who is being missed, and what barriers these groups face.

### **A need for training**

There are well-skilled staff within councils, but standards in relation to skills and knowledge were not thought to be consistent. There are internal and external networks that are improving this area of practice. However, across the three councils, there was a lack of specific training on public engagement, and we heard concerns about whether approaches used would still be considered best practice.

## **Recommendations**

### **Planning for the finalised #WM2041 action plan**

- It is important to think about the accessibility of communications in the plan. Making 'easy-read' the default is good practice – thinking about where more complex information is needed rather than vice versa. The groups we worked with were keen to help with how the format of the plan could be revised and adapted for different channels to effectively reach people in different ways.
- Whilst direct audience testing can provide added value to the communication plan, our small test of personas illustrates a way that groups and stakeholders can help with the broader behavioural insights and design for making climate change relevant for people. Coproducing personas with target groups will provide a deeper insight into people's hopes, fears, and opportunities for change.

- Taking this one step further, there is a need to think about how to encourage residents to act themselves, rather than engagement being primarily about capturing insight. Ideally, this would be with all local authorities and wider stakeholders in the West Midlands region, connecting local people into the work.
- We believe the #WM2041 identity can create new opportunities for civic participation and sustainable environmental responsibility. It can create shared endeavours and build a collaborative environment across the region that brings residents closer to the democratic and strategic leadership and opens up the transparency of local decision making on climate action.

### **What this means for the longer-term conversation**

To achieve the aims of the #WM2041 climate action plan, collective ownership and collaborative leadership with communities and stakeholders is essential. To make this a reality requires:

#### **A vision for democratic and civic opportunities for climate action**

- A region that is confident using public participation in shaping and delivering climate action policies, and where open decision making is the default.
- The political and organisational culture of the region champions and supports transparent and informed debate.
- Cross-council commitment - Councils ensure this work is something colleagues throughout the local authorities can get behind, as well as elected members and external partners. There is much activity already happening in the community around this topic, so making the most of this will also be key.
- A means of keeping in touch with those who are interested without overwhelming them with information.
- A broader and more representative range of voices than current participation achieves, with continued efforts to broaden reach further.
- Clear consequences from people's participation that are communicated back to them and encourage further participation.

#### **Build trust in a low-trust world**

- WMCA acts in a world where trust in governments in general is low. Concerns about privacy, use of data, and accountability for action are prominent.
- Ensure that its participation work is trusted, and that people participate willingly and honestly.
- This will mean providing information in ways that people can understand and access, driving out "fake news" with accurate information.
- Demonstrate openness, responsiveness, and transparency right across its work. The combined Authority will need to develop strong feedback loops, showing the "golden thread" between the input of people and decisions that are taken.

- Dealing with the “so what” factor by including impact measurement as a key part of participation.
- To foster a culture of shared endeavours that builds a sense of responsibility to participate in a shared mission.

### Ensure inclusivity, going beyond and further still

- There is a specific challenge in reaching some key groups for example small businesses and private sector renters and connecting them with opportunities to play a role in climate action.
- Regular opportunities to engage that are tailored to different people’s ability to give time, their confidence, and their preferred method of engagement.
- More consistent use of demographic data and innovative outreach for councils to target who they reach and find the best ways to reach them. Using the type of approach employed by Birmingham City Council builds understanding of who is missing from engagement and how barriers to involvement can be overcome.
- Being clear on purpose will help define participants and methods. For example, small group open-access events can create fewer representative audiences but can harness those who are actively engaged and passionate about a topic.
- The best approach to representation is a mix of multi-channel and multi-level participation around issues – the right mix will vary from issue to issue and can be experimented during longer term conversations. Methods could include: a citizen assembly, online idea generation and commentary, participative workshops around places or ideas, and open data and community action initiatives. In Europe, some cities are exploring a standing citizen assembly such as the East Belgium model that sets its own agenda. A similar idea whereby anyone can sign up to access the information provided online, with a smaller group selected for deliberating and forming conclusions.

The challenge will be how to do this smartly - in a region that has 18 local authorities and 4 LEPS, avoiding duplication of efforts, ad hoc sharing of learning, and greater levels of bureaucracy for participatory democracy need to be coordinated in order to make a difference.

### A unique role for WMCA

WMCA is in a unique position. It has regional impact and scale and a unique role and mandate. At local level, it can have significant presence but cannot act on its own. We believe that it can combine these factors to play an essential role in climate engagement across the region. Its capacity as a hub can increase the impact of engagement across the region and reduce the overhead of council and partner initiatives. It can also undertake specific regional scale engagement work on those areas of climate change adaptation where the region is the natural level to take the lead.

We believe that three connected elements can form the core of this role and drive forward a collaborative and citizen-centred approach to #WM2041.

### **Develop a regional centre of expertise and resource:**

- Create common approaches and tools for climate-focused engagement at regional level, and work with the Network (see below) to establish collective quality standards and principles for meaningful engagement in climate action.
- Create or provide a “mobile squad” of participatory expertise on climate change that can support councils and other partners in their work.
- Provide training to boost skills and knowledge amongst council staff and within community groups. Wolverhampton Council thought training would increase staff commitment to citizen engagement as a method for providing ‘great added value in service delivery – it is not an inconvenience’.
- Invest in regional-scale initiatives, technology, and data that councils and other partners cannot or will not do on their own.
- Hold a library of engagement results and methods from around the region so partners and councils can see what has been done already and use tested methods.

### **Support people in developing confidence and skills:**

- Celebrate success, sharing what works and good practice examples. Building an understanding of more up to date best practice was highlighted as being important by Solihull Council.
- Empower people with the skills and confidence to work in collaborative ways around climate action.
- Encourage and build the confidence of residents who may not have participated before.
- Provide support and skills development through existing networks for citizens who want to develop participation further (for example building on the citizen researchers project).
- Provide support to grow citizen-to-citizen action, with greater awareness of what is already happening locally.

### **Create a WM Climate Change Participation Network:**

- Create a network comprising local councils and public service partners. This would allow for different engagement processes to be coordinated and shared, reduce duplicated effort and maintain strategic and methodological alignment.
- Refinement of the engagement analysis tool (used in this work) for councils to use for on-going self-assessment and across a wider section of the council will give a more granular view on current climate engagement practice. As a next step, WMCA can develop the tool for partners and civil society groups to use, thus broadening engagement ambition and reach even further.



- Acts as a clearing house for information coming out of citizen participation work, building up the regional story from local level.
- Support workforce development by encouraging knowledge sharing, skills development and learning across the network.
- Cross-council engagement strategies - plugging climate change engagement into organisation-wide engagement strategies would help ensure it is well linked-up with other council activities. This will help avoid this area of work being siloed.
- Working more closely with local community groups and businesses would add capacity and diversify approaches to citizen participation. There is considerable community-led engagement activity around climate change in some places - how to link with and support this is an important challenge.

### Next steps

#WM2041 will only be delivered through collaborative work with partners and citizens, and not through a single regional plan. This inherently collaborative way of working means practical activities will look different from place to place. In some places, this will involve providing a toolkit of engagement approaches. In others, it will be making engagement better through practical support from the regional centre of expertise on climate engagement. The personas exercises used in this project could be repurposed and regularly reused as part of engagement activities, reducing costs and increasing comparability. Not everyone working on climate change in the West Midlands is an engagement professional, so support could also mean helping people think through what is possible: what is easy to do and when they might need support with taking a more in-depth approach.

A region-wide perspective could allow a focus on what works for building engagement activity and where it can be best done. Multi-level democratic accountability means working with existing institutions, but new engagement options allow a rich conversation with citizens to take place at multiple levels as well.

Our conversations internally and with citizens show that community engagement in #WM2041 can move ahead most effectively if supported by expertise and networks from centre, building on the areas where the Combined Authority can add most value, and working in close partnership with councils and communities.

# 1) Background and Context

The West Midlands Combined Authority (WMCA) has set a target for the West Midlands to be carbon neutral by 2041.

They have published a #WM2041 green paper as part of planning how to achieve this goal. This sets out actions 'to meet the climate crisis with inclusivity, prosperity and fairness'. Achieving this goal will require working closely with everyone in the region, including empowering people to act themselves.

The Democratic Society (Demsoc) was commissioned by the WMCA to support their preparation of a 'finalised' action plan (recognising that climate action plans are continually a work in progress) and provide some insights on longer-term conversations and how they might be shaped. The work focused on working with a small sample of councils and residents to gain an initial understanding of local authority participation plans and practice, to build knowledge of engagement in the region and to run three engagement exercises to gain deeper insights from groups less likely to be engaged in general engagement activities.

This report shares the findings and recommendations from these activities.

## 2) Methodology

### **What we aimed to do with the engagement and why**

A starting point for this project was to engage with some specific groups on climate plans in an effective and positive way, so that they feel empowered to do things for themselves.

We set out to hold open conversations with people with honest feedback about difficult decisions that are needed and hear how they might want to be included in the journey towards 2041.

Alongside the online survey, decision makers get to hear from those they may not usually engage with, so the longer-term conversation for this work is better informed.

We also wanted to learn how councils are planning their engagement; what support they might need and how they can connect with each other as part of #WM2041.

The 3 key engagement objectives were:

1. To hear residents' thoughts on the #WM2041 plan and the actions that are in it
2. To learn from participants how they would like to be engaged in climate change work in the future

3. To explore how councils can develop, connect and co-ordinate their climate engagement alongside #WM2041 engagement planning

## 2.1 Workshop methodology for engagement with groups

We ran two participatory workshops with groups across the Combined Authority area to understand their thoughts on the plan and find out people's preference for long-term engagement on #WM2041 climate action. The aim was to target different cohorts to gain and compare insight.

The workshop session plan was co-designed with one young person from Young Combined Authority<sup>1</sup>, three officers from WMCA and two staff from Demsoc. Taking WMCA's main aims for this project, the co-design session combined our collective thinking on the best ways to get people involved using local knowledge and creativity.



Workshop co-design session, with WMCA Young Board

The workshop plan was designed to explore key principles and topics in the #WM2041 plan, and participant's attitudes towards future involvement and communication.

The session started with exercises to review and rank #WM2041 topics and the five main principles in order of importance. Through these exercises' participants explained their reasoning and added any additional ideas that they felt should be included in the #WM2041 plan.

We then asked participants to develop 'personas' with similarities to themselves, asking them to think how the personas would be affected by the changes happening in a particular topic area.

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<sup>1</sup> The Young Combined Authority (YCA) is a governance opportunity and development programme for young people who want their opinions heard and are passionate about making changes for other young people in the West Midlands.

Persona building (fictional characters defined by participants) is a useful technique for going beyond any stigma or intrusion people may experience in relation to their individual characteristics. By encouraging participants to think about the impact of climate change topics through the eyes of personas, we hoped to encourage people to broaden their thinking. These personas were then used to discuss attitudes to future involvement connected around this topic, and communication and information needs.

Finally, we asked participants for their thoughts on how the draft plan could be better communicated, and for how they themselves would like to be involved in this area of work in the future.

Workshop one was held at Dudley Archives and Local History Centre. However, the outbreak of Covid-19 required a rapid change to our plans for our remaining workshops. Our second workshop with the Solihull group was adapted from in-person to online at short notice. This change also gave us additional insight on how to use remote methodology for engagement, for instance preparing participants with information in advance, checking access to technology and structuring the session in a different way.

Our third workshop with Black, Asian and Minority Ethnic (BAME) participants in Walsall had to be cancelled as we were advised that an online workshop would not work for the group that we had planned to work with.

## 2.2 Interview methodology for engagement with council officers

Interviews with council officers were based on questions we designed as part of an 'engagement analysis tool' to measure levels of public engagement in climate change activity in councils. These were by phone and online rather than in person, due to Covid-19 social isolation requirements. This also meant that communications officers from councils in the region did not take up the offer of interviews, as they were redirected to coronavirus related activity. Consequently, there is an important data limitation on the engagement analysis tool results, and they cannot be read as the picture of engagement for the council, only the views and knowledge of the individuals who took part. That said, the data enabled us to test the tool with interviewees who were both knowledgeable about their situations and willing to speak honestly about it.

There are 4 primary headings in the analysis tool: climate engagement action, climate engagement commitment, general engagement action and general engagement commitment. Under each of the headings are four statements, representing different standards of engagement practice. The officers we spoke with were asked to say whether each of these statements accurately described the council's current practice. Their answers were used to describe each area of work on a four-point scale – with higher positioned statements indicating more developed practice. Our

interviewees also provided some rationale for the answers they gave. This rationale is shown in the council reports in Appendix 2.

The aim of the engagement tool used in West Midlands was to 'diagnose' local, current public engagement and help councils to explore how this might be developed in the next few years as part of #WM2041. The diagnostics methodology was adapted from Demsoc's climate work for use in the Healthy, Clean Cities Deep Demonstrator run by Climate KIC.<sup>2</sup> Used in 10 cities, the tool measures engagement and city level strengths and weaknesses in order to support and drive ambitious climate change goals. Its principles are:

- It creates a living document which can and will be updated as new insights become available
- It is a practical document rather than a rigorous academic exercise
- It seeks to add to knowledge rather than duplicate that which is already known
- It was carried out by Demsoc as an outside observer, drawing on council officer's local information and insights

In this early phase of engagement, we wanted to test how our adapted tool worked with local authorities, and to gather feedback on how the tool can be improved for ongoing engagement self-assessment. The tool is presented in Appendix 2 and our learnt improvements in Appendix 8.

These questions were originally envisaged as a sliding scale. In practice, some officers felt that statements higher up these scales were true, whereas lower ones were not. As a result, different approaches were tried out with each set of respondents:

1. In Solihull's case the statements were completed as a self-assessment and our respondent ticked the highest box that described current practice. This was an unproblematic approach for them as all of the statements below those ticked were also true, and none above were. The officer we spoke to from Solihull felt unable to answer the questions under Section 3 as they didn't know enough about broader engagement in their council. This is shown as a zero on the spidergram for headings under Section 3 for the Solihull spidergram.
2. Respondents from Birmingham were asked to answer these questions during the interview. They felt that some statements higher on this scale were true, while some lower down were false. In their case we followed up by email afterwards and asked them to tell us which number they felt most accurately described current practice and why. In one case this resulted in an answer that was not a whole number.

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<sup>2</sup> [www.climate-kic.org](http://www.climate-kic.org)

3. Our respondents from Wolverhampton encountered the same issue. In this case we calculated the numbers shown in the spidergrams by summing the answers that they ticked under each heading.

Experimenting with different approaches helped us learn more about the best way of using the tool once issues emerged. It's important to point out that this trial was not a rigorous assessment of current practice. This variation in approach, in addition to the small number of respondents, are reasons not to try and draw solid conclusions about current practice from these findings.

Limitations of the scoring are addressed, with recommendations from council officers on how to refine this, in Appendix 8.

## 3) Participant recruitment

### 3.1 The groups

Two workshops were held in March 2020 with 16 people in total taking part. These were

1. A group of young people from Dudley,
2. A Solihull based Adult Social Services users and carers group<sup>3</sup>

The first group included 10 young people aged 16-25, who had previously been involved in a digital project we run for Dudley Metropolitan Council. Given the timescales, we were fortunate to be able to utilise our existing relationships with this diverse group. With consent already in place, young people were onboarded using an online recruitment method. As part of the sign-up process were able to use demographic data to ensure that we had a breadth of diversity in age, gender and ethnicity in the group. We used the same venue and timing as our previous work with this group, based on our prior knowledge of their individual needs and requirements.

The second group was recruited through Solihull Metropolitan Council and included 6 parents and carers who are current users of Adult Social Services, aged between 18 and 45. Onboarding conversations were held by phone and email to understand their individual needs so that we could enable them to fully participate. This also helped build a degree of relationship and trust prior to the workshop. Our original plan was to hold the workshop at a community centre in Solihull, however, due to social distancing measures put in place to tackle the spread of Covid-19 we had to urgently

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<sup>3</sup> The group we worked with are: Experts by Experience Solihull CIC (EbE). This is a user led organisation employing only people who use services and carers.

move the workshop online. This was arranged by phone and email to assess individual needs and technology requirements. Participant data from the recruitment was used to enable us to post workshop resources to participants for online activities and discussions.

A third group was recruited via Walsall Council for a workshop with Black, Asian and Minority Ethnic (BAME) participants from the Aaina Community Hub<sup>4</sup> in Walsall. Phone calls and emails with Community, Equality and Cohesion officers at Walsall council and with the Chief Executive Officer of Aaina helped build a mutual understanding of what was possible in our engagement. This highlighted the need for a more structured English as a Second Language (ESOL) session. However, with a change in circumstances caused by Covid 19, we were advised that an online workshop would not be suitable given that some of the participants did not have access to technology or may not feel like taking part without the support of community workers from the hub. Consequently, this group did not take part in this work.

### 3.2 The council officers

Participants for this part of the project were recruited through two meetings chaired by WMCA - one with Council Climate Change officers and the other with Comms officers - on subsequent days in March 2020. We attended these and gave briefing papers to outline what was involved and to sign-up officers to take part in a telephone and online interview to talk about any works taking place on public engagement in relation to climate change. Through these interviews, we worked with councils to gain a snapshot of current engagement, but also test the engagement analysis tool with them and gaining their thoughts for developing it for wider engagement throughout the journey of #WM2041.

## 4) Who Took Part

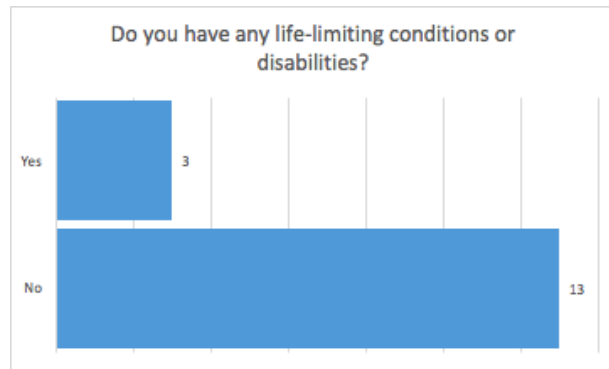
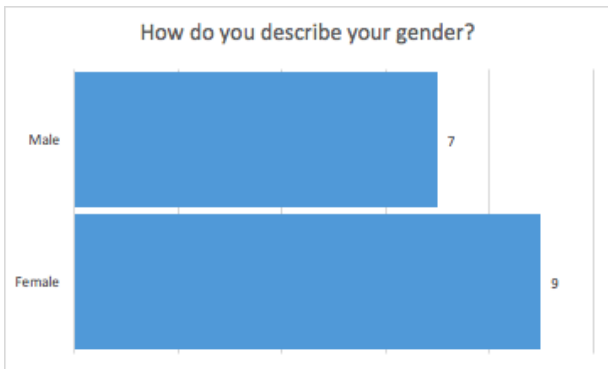
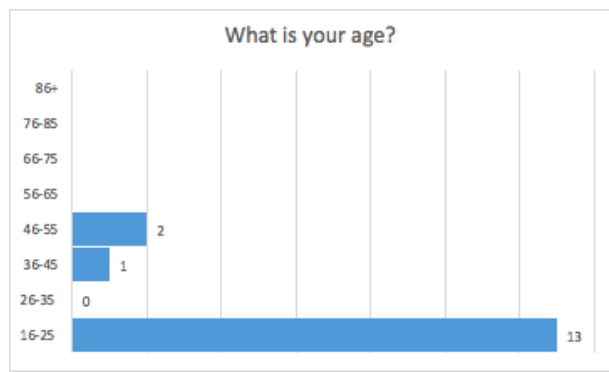
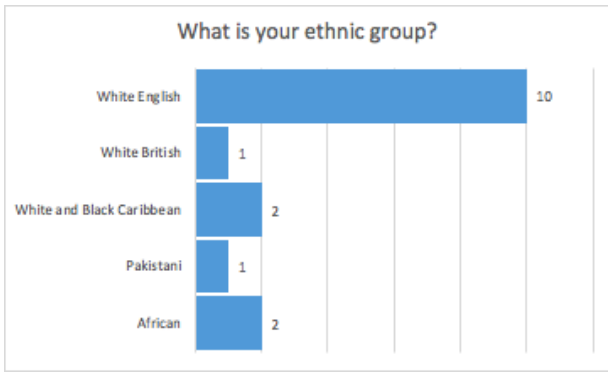
### 4.1 The groups

We worked with 16 participants across two groups: the Dudley Young Peoples' group contained 10 young people aged 16-25; the Solihull adult social service users and carers group contained 6 participants who were either users of adult social services or their parents or carers. A third workshop with BAME participants had to be cancelled due to Covid-19.

We asked participants to fill in a form so that we could monitor which parts of the local population we spoke to. The results from across our groups are summarised below.

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<sup>4</sup> Aaina provides opportunities in education and training, support services and community engagement for women and their children.



## 4.2 The Council Officers

Council officers who took part in our phone interviews were:

1. A Climate Change officer in the Places Directorate
2. A Climate Change working in Democratic Services
3. Two officers working on climate change and planning in Partnerships, Insight and Prevention

## 5) Workshop insights

### What we heard

The groups told us how they want to get involved in some of the actions covered in the plan. They made us aware of barriers to their involvement which were mostly linked with accessibility and inclusion. They shared ideas on how the plan should be in different formats and how it could be communicated to a range of audiences. Most people were keen to stay involved in the development of the plan; either through delivery of some of the topics or in how the plan is communicated and disseminated more widely.



This section presents participants' feedback from the process. Particular attention has been paid to common themes and recommendations for each group.

## 5.1 Summary findings from Dudley Young Peoples' Group

### Which action areas and principles were most important?

There was no consensus in ranking action areas and principles across the groups, although '*We will make the journey to 2041 without leaving anyone behind*' was ranked as the most important principle by 2 out of 3 groups. As an action area, *Policy* was ranked most important by 2 out of 3 groups and *Transport* by the third group.

Comments and suggestions alongside the #WM2041 actions and principles were added by the groups, to cover the following points:

1. Education relating to climate change could feature more strongly in the plan - letting people know what's in the plan, why actions are important and how this might affect them. This was seen as important in order to prevent others being negatively affected by climate change in future.
2. Linked with education, on the principle *Our future will respect our heritage*, young people added 'we will learn from our mistakes,' as well as 'being proud of where we live.' *Education and Heritage* was added by one group as an action area to focus attention on, so that passing on lessons from mistakes becomes part of formal education.
3. Learning from other countries as well as influencing change across the region was highlighted by one group, who thought the plan could be more ambitious in its reach.
4. Rewarding good behaviour, such as using public transport and recycling, was suggested, along with making people pay to drive in city centres as action areas, showing different approaches to behaviour change.

### Persona insights: attitudes to involvement, voice, communication and information

5. Relating to not leaving people behind, inclusion of vulnerable groups, specifically homeless young people, was seen as important in this exercise. Concern was expressed about how vulnerable groups would access information or be able to get actively involved in some of the actions in the plan.
6. A lack of confidence was cited as a potential barrier to involvement, including not knowing enough about what stage policies are at, what is planned, and the best way to be involved in this. Updates that could address this were deemed important.

7. Worries about having the right skills for the upcoming future workplace were expressed. Again, lack of confidence was raised, with a suggestion for more job industry support to combat this concern.
8. One group used to exercise to explore a situation in which a persona wanted information about change but did not want to get involved in decision-making relating to the actions.

### **Communicating the plan**

9. Getting regular updates and information out to residents was considered essential, especially when things change so fast – like legislation on car use. In one case it was suggested that communication about coming changes would be most important to some people, more than being involved in the decision making.
10. There was lots of feedback on the format, content, and style of the plan itself. Suggestions included shorter, easier to read versions and using diagrams and videos.
11. The young people were keen that work is done on how the plan is disseminated so that more people would know about it and know how they can get involved in actions.

### **Future involvement**

12. The group wanted to be involved in developing future communication around #WM2041 to make sure it works for young people more broadly - for example by working with schools and colleges in dissemination of the plan.

## **5.2 Summary findings from Solihull Adult Social Services users and carers group**

### **What action areas and principles were most important?**

1. This group highlighted '*We will make the journey to 2041 without leaving anyone behind*' as the most important principle in the climate change plan.
2. Connected with ranking 'not leaving anyone behind', having information that's accessible was seen as really important - and an important aspect of democracy.
3. It's important to be aware of who is left out amidst changes being made. For instance, one participant couldn't use public transport and so wanted other environmentally friendly travel options. There was also a concern that reducing disposal plastic might conflict with their need for pre-chopped vegetables.

4. Ranked least important, *Heritage* was described by one group as an 'abstract and intangible phrase' that they could not relate to in practical terms. They linked this principle with the concept of 'Britishness' - something they also felt detached from.
5. *Policy* was an action area ranked highest by 2 out of 3 groups, on the basis that this forms a foundation on which all the other actions rest. *Transport* was ranked highest by the third group, with a need to improve infrastructure towards greener options, specifically for getting to university.

### Persona insights: attitudes to involvement, voice, communication and information

6. The direct personal impact of changes was recognised as an important concern, and something that people would like to have a say on. There was a desire to collaborate with local authorities on how to improve quality of life amidst these changes, rather than just being told about them. Another person said: 'we want to be the ones driving the change'.
7. Potential barriers to involvement include not being invited to collaborate, lacking knowledge of consultations, and time constraints.
8. To get involved effectively one participant talked of the importance of having: '*A trustworthy advocate who is able to have the authority to pull together a group similar to us. Forming collectives [is preferable] rather than individuals, like this current workshop.*'
9. Friends, family and carers were also highlighted as trusted sources for giving information and accessing opportunities to get involved, or someone who's already been worked with in the local authority. Partly, trust was linked with the understandability of what people are saying.
10. There was interest in sharing views digitally as well as working together face to face – with suggested options including online surveys, social media, email or text messages. Getting involved online from home can help overcome time barriers.
11. Participants wanted occasional updates on the plan, unless there were important developments. Preferred channels of communication included social media, text, email and face to face. One person suggested having an independent organisation or volunteer who they could speak to about this topic rather than the government or council.

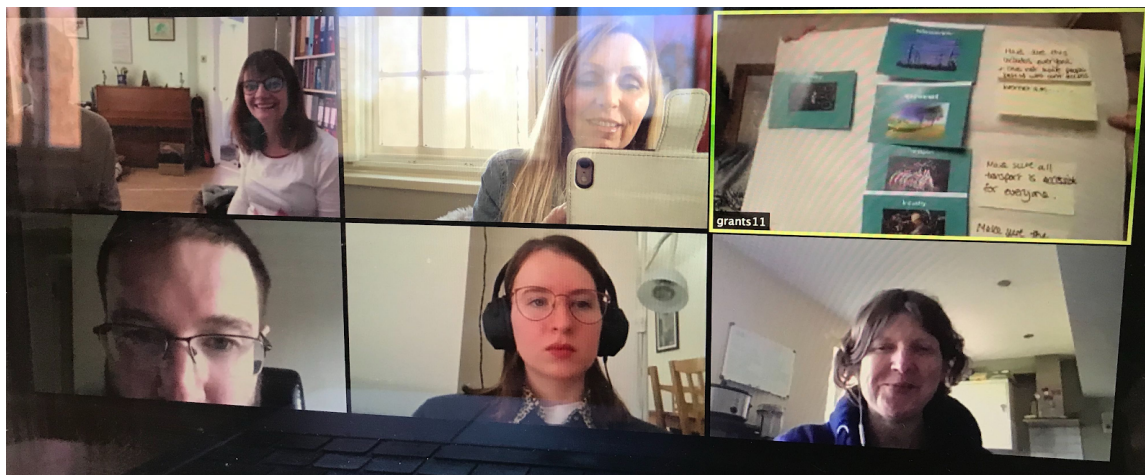
### Communicating the plan

12. While there was interest in the combined authority's climate change plan, it was felt that it is too long and too hard to take in. In particular, because there is not an easy read version.

Suggestions for making it more accessible included: a spoken version with visuals, a video of someone explaining it, using colour combinations that work better for people with dyslexia, and using pictures and bullet points.

## Future involvement

- Members of the group were interested in helping improve the accessibility of information in the future, and in helping reach a younger demographic.



Online workshop in action

## 6) Council officer insights

### 6.1 Interviews

The council officers who took part were keen to share their climate change engagement work and talk about participation and engagement in their organisations in more general terms. They shared thoughts about the need for an organisational strategy for citizen engagement, in which climate change engagement and participation sits. We heard about the potential to develop a system-wide approach for all public engagement, which includes and supports how people and communities are involved in climate change activity. They also shared their thoughts and suggestions for improvement of the engagement analysis tool that was adapted for this project.

Here, we give a summary of the four interviews with council staff. These interview questions are shown in full in Appendix 2.

### Climate change themed engagement

- Citizens are involved in giving their views on climate change plans already, but the officers we spoke with thought more rigorous, planned co-ordination is needed.
- There is also some variability in what commitment has been given to this engagement, and a general lack of set deliverables at this stage. Involvement is still at an early stage following

councils' climate emergency declarations, which could explain the current lack of deliverables.

3. For the engagement plans that do exist, they are at a relatively early stage; permanent structures for engaging with a wide group of citizens, civil society groups, businesses are not yet in place across the councils we spoke with.
4. Engagement plans are not yet linked into engagement strategies that cut across topic areas. This presents the risk of a siloed approach to citizen engagement by topic area; potentially diluting the impact of public involvement.
5. Thinking about how different parts of the system can all get behind this agenda will be key. For example, Birmingham were exploring how councillors can reach out through ward forums and looking to create a narrative that will allow officers across the council to get behind this agenda. There is considerable activity happening around this agenda in the community – thinking about how to make the most of this will be hugely important. In Birmingham's case a cross-sector task force has been set up to develop a city-wide climate change plan and an accompanying engagement strategy, and they are exploring ways to support community-driven engagement activity.
6. Key considerations being grappled with included the need to understand the range of involvement that different people want (from just looking at information to getting much more involved); and the need to involve people in a more cohesive way, with systems in place for responding to what's heard.

## Reflections on general engagement

7. In all interviews, we found examples of good practice on which councils can build their climate change public engagement, for example: citizen's assemblies, placed-based approaches, and collaboration with commissioned services.
8. Officers from Wolverhampton and Birmingham councils both spoke of a need to move from examples of great practice, to embed consistently high standards across their council.

“There are examples of token effort in the council's citizen participation. While this may fulfil statutory consultation duties, the depth of participation is not as meaningful as the more deliberative methods it uses.”

9. In Birmingham building earlier engagement and making engagement a more continuous process by showing why decisions are made, were highlighted as important parts of achieving joint decision-making with communities. Achieving greater understanding of why decisions are made was linked closely with the importance of building greater trust. Similarly, improving feedback following citizen input was seen as an important area to improve in Wolverhampton.

## Embedded participation and coordination

10. Councils spoke about a lack of clear, measurable deliverables for their citizen involvement work.
11. From here, gaps were identified in how the work is evaluated or demonstrates impact. Councils universally felt that evaluation of engagement needed developing. While some departments - for instance, the Research and Insight Team in Birmingham council - do have evaluation tools, these are not being used by departments across the organisation.
12. This lack of clear deliverables against which engagement can be evaluated is a barrier to holding councils accountable for their performance. Without this in place, councils showed varying degrees of publicly stated commitment to engagement.
13. Wolverhampton and Solihull officers were not aware of an organisational strategy connecting engagement work across different departments and teams in the council. Birmingham City Council is developing an Engagement Strategy. In Birmingham City Council we heard a concern that while there are examples of good practice there is a need to embed consistent standards across the organisation - something their engagement strategy seeks to address.
14. That said, there were good examples in each council of how some teams are linking participation across departments and with partners outside the council i.e. Solihull council's Schools Environmental Programme.
15. There was some evidence of cross-party commitment in relation to public engagement. Birmingham City Council has a cross party task force for its climate change work and is looking to develop a toolkit for councillors to use in ward forums. Wolverhampton council identified that structures are in place for councillors to commit to future citizen engagement work, with broad consensus among politicians within the parties regarding their involvement.
16. Wolverhampton and Solihull council officers identified a need for more facilitative leadership to support system-wide change. It's hoped that bringing staff and communities closer to decision making would support and enable more embedded and impactful public engagement.

## Reach

17. Identifying who was missing from engagement, and how to reach them, was seen as a shortcoming in each of the councils. There was some focus on seldom heard groups, but we didn't hear more specific detail about who was missing from engagement or whether councils were reaching those who have never engaged with the council. The Solihull Observatory was seen as giving understanding of who needs to be reached, and who is being reached, but still leaving a lack of knowledge about those not being reached; which is

coupled with a lack of methods for reaching out to a range of people. In Wolverhampton there was concern about a lack of focus on who is missing from engagement, which also results in a lack of knowledge about the barriers they face. Birmingham's climate change engagement showed good practice on these points, using profiling from mosaic data, outreach through 'task force' representatives (including community members), stakeholder mapping and focus groups. They cited improving levels of trust as a key barrier to reaching those who do not typically engage.

## Skills and knowledge

18. Some staff were thought to be well-equipped with skills and knowledge in engagement practice, but this was not thought to be universal across all levels of the councils.
19. There were examples of in house and external network improving skills though no specific training for public engagement is provided by any of the councils and we heard concern about whether approaches are old fashioned or still relevant.

## 6.2 Engagement analysis tool results

We created a simple engagement analysis tool to understand how climate-themed engagement and engagement in general, are currently working within each of the councils we spoke to. These questions are shown in full in Appendix 2.

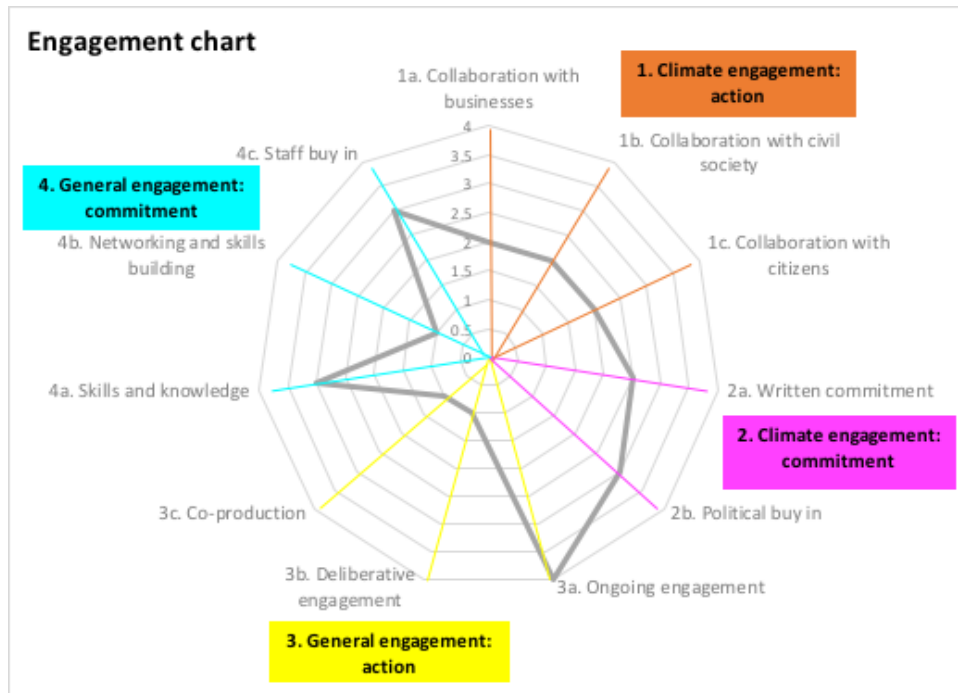
As we were unable to speak with a wider group of people from the same organisation, these findings are extremely limited. Nonetheless some observations can still be drawn from our findings to encourage reflection on current practice as well as feedback on how to improve the tool going forward.

Despite the limitations of this exercise, looking across answers for climate engagement does indicate some similarities. With two single exceptions, officers answered '2' for all the questions about current climate engagement action. This appeared to reflect the early stage of activity, with plans afoot to go beyond this. All officers answered '3' for political buy-in to climate engagement, suggesting a reasonably high commitment to this from councillors, though written commitment generally scored slightly lower.

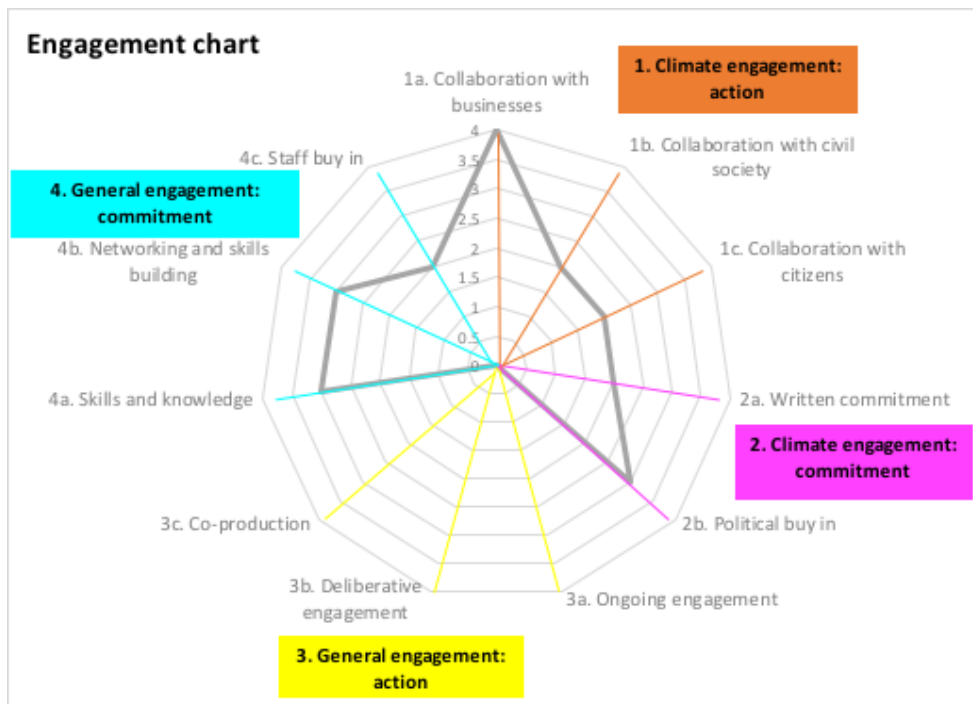
Only two council officers answered the questions about general engagement action, and their answers differed greatly regarding the degree of deliberative and co-productive engagement within their council. All participants answered questions about the levels of staff skills in engagement, though the picture was more variable.



## Birmingham Spidergram

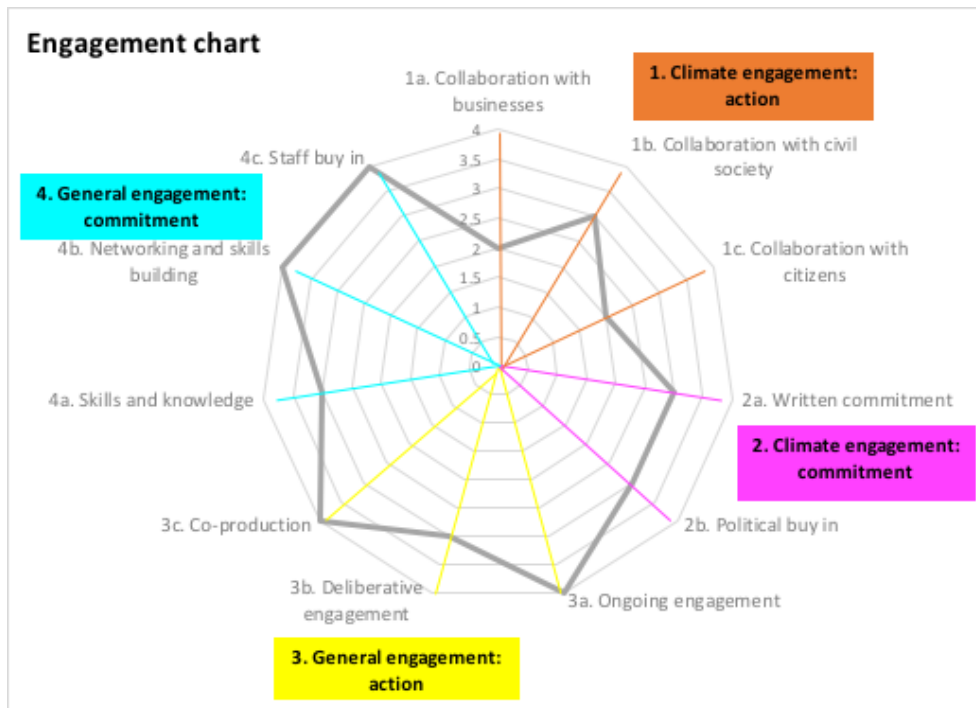


## Solihull Spidergram (Section 3 unscored)





## Wolverhampton Spidergram



## 7) Recommendations

### 7.1 Planning for the finalised #WM2041 action plan

The engagement activities carried out so far, demonstrate that people are interested in being involved and that there are valuable insights from engagement to be had on this topic.

It is important to think about the accessibility of communications on the plan. Making ‘easy-read’ the default is good practice – thinking about where more complex information is needed rather than vice versa. The groups we worked with were keen to help with how the format of the plan could be revised and adapted for different channels to effectively reach people in different ways.

Whilst direct audience testing can provide added value to the communication plan, our small test of personas illustrates a way that groups and stakeholders can help with the broader behavioural insights and design for making climate change relevant for people. Coproducing personas with target groups, will provide a deeper understanding into people’s hopes, fears, and opportunities for change.

Taking this one step further, there is a need to think about how to encourage residents to do something, rather than engagement being primarily about capturing insight. Ideally, this would be with all local authorities and wider stakeholders in the West Midlands region, connecting local people into the work.

We believe the #WM2041 identity, can create new opportunities for civic participation and sustainable environmental responsibility. It can create shared endeavours and build a collaborative environment across the region that brings residents closer to the democratic and strategic leadership and open up the transparency of local decision making on climate action.

## 7.2 What this means for the longer-term conversation

To really create the step change in behaviour and policy that lies at the heart of #WM2041, collective ownership and collaborative leadership with communities and stakeholders is essential. By creating the #WM2041 story with citizens and working in alignment with councils and partners, WMCA can build a collaborative approach to the action plan across the region. By working with people, WMCA can discover their priorities and exactly how they will feel empowered to do things for themselves.

Importantly, trust is built between the citizens and the organisations when participants understand, and see, what action is taken as a result of their participation. To make this a reality, the foundations of vision, trust and inclusivity need to be strong. By that we mean:

### A vision for democratic and civic opportunities for climate action

- A region that is confident using public participation in shaping and delivering climate action policies, and where open decision making is the default.
- The political and organizational culture of the region champions and supports transparent and informed debate.
- Cross-council commitment - Councils ensure this work is something colleagues throughout the local authorities can get behind, as well as elected members and external partners. There is much activity already happening in the community around this topic, so making the most of this will also be key.
- A means of keeping in touch with those who are interested without overwhelming them with information.
- A broader and more representative range of voices than current participation achieves, with continued efforts to broaden reach further.
- Clear consequences from people's participation that are communicated back to them and encourage further participation.

## Build trust in a low-trust world

- WMCA acts in a world where trust in governments in general is low. Concerns about privacy, use of data and accountability for action are prominent.
- Ensure that its participation work is trusted, and that people participate willingly and honestly.
- This will mean providing information in ways that people can understand and access, driving out “fake news” with accurate information.
- Demonstrate openness, responsiveness, and transparency right across its work. It will need to develop strong feedback loops, showing the “golden thread” between the input of people and decisions that are taken.
- Dealing with the ‘so what’ factor by including impact measurement as a key part of participation.
- To foster a culture of shared endeavours that builds a sense of responsibility to participate in a shared mission.

## Ensure inclusivity, going beyond and further still

- There is a specific challenge in reaching some key groups for example small businesses and private sector renters and connecting them with opportunities to play a role in climate action.
- Regular opportunities to engage that are tailored to different people’s ability to give time, their confidence, and their preferred method of engagement.
- More consistent use of demographic data and innovative outreach is needed for councils to target who they reach and find the best ways to reach them. Using the type of approach employed by Birmingham City Council builds understanding of who is missing from engagement and how barriers to involvement can be overcome.
- Being clear on purpose will help define participants and methods. For example, small-groups open-access events can create fewer representative audiences but can harness those who are actively engaged and passionate about a topic.
- The best approach to representation is a mix of multi-channel and multi-level participation around issues – the right mix will vary from issue to issue and can be experimented during longer term conversations. Methods could include: a citizen assembly, online idea generation and commentary, participative workshops around places or ideas, and open data and community action initiatives. In Europe, some cities are exploring a standing citizen panel such as the East Belgium model that sets its own agenda. A similar idea whereby anyone can sign up to access the information provided online, with a smaller group selected for deliberating and forming conclusions.

The challenge will be how to do this smartly - in a region that has 18 local authorities and 4 LEPS, avoiding duplication of efforts, ad hoc sharing of learning and greater levels of bureaucracy for participatory democracy to make a difference need to be coordinated.

### 7.3 A specific role for WMCA?

WMCA is in a unique position. It has regional impact and scale, without having the full range of powers. It can have significant presence but cannot act on its own at local level. With this in mind, we believe there is a key role that WMCA can provide for climate engagement across the region. This will involve increasing the impact and reducing the overhead of council and partner initiatives, as well as undertaking specific regional scale engagement work on those areas of climate change adaptation where the region is in the lead. We feel that developing a centre of expertise and resources, supporting skills and confidence and facilitating a climate change participation network will assist with the system change required to work collectively with residents and stakeholders to meet the target of zero carbon by 2041.

#### **Develop a Centre of expertise and resource:**

- Creating common approaches and tools for climate focused engagement at regional level.
- Providing a “flying squad” of participatory expertise on climate change that can support councils and other partners in their work.
- Providing training to boost skills and knowledge, in council staff and also with community groups. Wolverhampton council thought training would increase staff commitment to citizen engagement, as a method for providing ‘great added value in service delivery – it is not an inconvenience’.
- Investing in regional-scale initiatives, technology and data that councils and other partners cannot or will not do as their own.

#### **Support people to develop confidence and skills.**

- Celebrating success, sharing what works and good practice examples. Building an understanding of more up to date best practice was highlighted as important by Solihull council.
- Empowering people with the skills and confidence to work in collaborative ways around climate action.
- Encouraging and building the confidence of residents who may not have participated before.
- Providing support and skills development for citizens who want to develop participation further (for example building on the citizen researchers project).
- Providing support for citizen-to-citizen action.

## Facilitate a WM Climate Change Participation Network:

- Allows for different engagement processes to be coordinated and shared, reduces duplicated effort and maintains strategic alignment.
- Holds collective quality standards and principles for meaningful engagement in climate action.
- Refinement of the engagement analysis tool (used in this work) for councils to use for on-going self-assessment and across a wider section of the council will give a more valid view on current climate engagement practice. Even better, would be to develop the tool for partners and civil society groups to use thus broadening engagement ambition and reach even further.
- Acts as a clearing house for information coming out of citizen participation work, building up the regional story from local level.
- Supports workforce development by encouraging knowledge sharing, skills development and learning across the network.
- Cross-council engagement strategies - plugging climate change engagement into organisation-wide engagement strategies will help ensure it is well linked-up with other council activities. This will help avoid this area of work being siloed.
- Working more closely with local community groups and businesses would add capacity and diversify approaches to citizen participation. There is considerable community-led engagement activity around climate change in some places - how to link with and support this is an important challenge.

## 7.4 Next steps

The Combined Authority will have to think about what their role should be as there is a challenge in how to build big systems and how to influence engagement to be effective.

A West Midlands wide strategy wouldn't be appropriate, but support could look like providing a toolkit of engagement approaches or establishing a regional centre of expertise on climate engagement. For example, support could be given on using personas exercises similar to those used in this project as part of engagement activities. Not everyone working on this topic is an engagement professional, so support could also be about helping people think through what is possible: what is easy to do and when they might need support with taking a more in-depth approach.

A region wide perspective could allow a focus on what places work for building engagement activity rather than organisations. Though there's a need to think about democratic accountability, which may require working via existing institutions. Understanding what might be supported by leadership within each council will be an important next step.

## 8) Appendices

### Appendix 1) Delivery methodology – workshop session plan

Participants were brought together in workshops to consider two main objectives:

1. Residents' thoughts on the #WM2041 plan and the actions that are in it
2. How people and communities would like to be engaged in our work on climate change going forward

Our challenge was to design participatory ways to explore these objectives, in a way that we could find out and record how people want to:

- be involved in the plan
- be communicated with about the plan
- get information about the plan
- understand barriers to all of the above, and any gaps to fill

To achieve this, our design methodology was based on small groups using fast paced interactive, creative exercises. It was important to get people talking, comfortable, valued and safe in our sessions, which we addressed through getting information out to participants in advance, so they knew what to expect, combined with icebreakers and regular check ins throughout each session.

The first exercise was for participants to look at the full #WM2041 document in twos and threes, sharing what they liked/disliked about it. This was followed by an introduction to the full plan and one-page version by WMCA officers.

The second exercise was a ranking task, in which each group were asked to order #WM2041 five key principles in order of least to most important. These principles were printed as a set of cards. Groups were invited to add to blank cards any principles or ideas they thought were missing and present their decisions back to the whole group.

From here, the third exercise was to rank key #WM2041 topic action areas, also printed on cards, from least to most important. Gaps or new ideas were addressed and added on blank cards.

The fourth exercise was to pick a topic and think about why it matters. Ideas were discussed in small groups and collated onto post-its to inform the sixth exercise.

Prior to this, the fifth exercise asked each small group to create a persona on a large poster; someone similar to them who lives in the same geographic area. This enabled individuals to use their own experience without risk of stigma and think creatively by designing collectively as a group.

## Persona design:

1. Who are they? Name, age, characteristics
2. What do they do?
3. Where do they go?

Linking into the sixth exercise, groups returned to the topic they picked in exercise four and thought about it in relation to their persona. They were challenged to think about a day in the life of their persona and how they would be affected in relation to this topic:

- What do they experience?
- What do they feel, see, hear, think?

Exercise seven was orientated on making changes easier for everyone. Participants were invited to consider how their persona might:

- Want a voice and wants to be involved in the topic?
- Face barriers in relation to the topic
- Overcome these barriers

Exercise eight followed a similar pattern, as participants thought about what information their persona would like about the topic and how they would like to be communicated with about this topic. Ideas were written collectively which covered:

- What information they want to know
- What sort of information do they want now? In 2 years? In 5 years? 10 years?
- How they want to be communicated with
- Who they trust to communicate with them?
- How often do they want to be communicated with? In 2 years? In 5 years? 10 years?

After sharing poster contents as a whole group, the session was drawn to a close by returning to the #WM2041 plan. The whole group was invited to give ideas on the look and feel of the plan, on any aspect that struck them, or an element they would like to change.

The final activity was evaluation of the session using a printed dartboard evaluation method.

## Appendix 2) Diagnostic interview questions and self-assessment questionnaire

### Section 1 - Qualitative conversation on general public engagement in your council

1. What is your assessment of the council's work when it comes to participation? What is the council good at? What is it not so good at?
2. How embedded is participation as a way of working in the council works? Is it practiced? Is it assessed and evaluated? Are there documents or policies that set out the commitment? Is there a genuine willingness to listen from politicians and other decision makers?
3. Do staff in the council have skills and knowledge skills needed for participation? What else is needed?
4. Does the council take action and follow through on commitments when it comes to participation? Is participation evaluated and do participants receive feedback?
5. Do the different parts of the council work together in joined up way in their efforts to engage citizens and others.
6. Is the council working with the people it needs to work with? Does the council know who participates in its processes? Who is missing from the conversations? What happens with citizens who have never engaged with the council?
7. How does the council remove any barriers to engagement, particularly for those who rarely or never engage with the council?
8. Do you have any high-profile examples of citizen participation in the council?
9. Are there things you'd like to change when it comes to citizen participation and how it is carried out?
10. What do you think your council needs for more cohesive citizen engagement in relation to climate change plans?

### Section 2 - Quantitative analysis of general and climate-themed public engagement in your council

These questions relate to current areas of engagement or engagement practice in relation to climate change plans, in your council. We will use these to create a chart of your engagement.

Talking through, each section sub-question, tick to agree where you think the council is. Thinking about these statements, which do you agree with for your council? (One point per question). Add rationale/narrative for your scores in each section.

#### 1. Climate-themed engagement: action

##### a) Collaboration with businesses

- Ad hoc engagement with business around climate work
- Structured engagement with small group of businesses around climate work



- Permanent structures for engaging with wide range of businesses around climate work
- Council facilitates businesses to engage with others around climate theme.

#### **b) Collaboration with civil society**

- Ad hoc engagement with civil society groups around climate work
- Structured engagement with a small group of civil society/charity sector groups around climate work
- Permanent structures for engaging with wide range of civil society groups around climate work
- Council facilitates civil society groups to engage with others around climate theme.

#### **c) Collaboration with citizens**

- Ad hoc engagement with citizens around climate work
- Structured engagement with small group of citizens around climate work
- Permanent structures for engaging with wide range of citizens around climate work
- Council facilitates citizens to engage with others around climate theme

## **2. Climate-themed engagement: commitment**

#### **a) Written commitment**

- Parts of the council have written commitment to citizen engagement around climate theme
- There is a strategy for climate change citizen engagement
- There are clear and measurable deliverables and responsibilities for the council's citizen engagement work in relation to climate
- The council's commitments in its climate change citizen engagement strategy are followed up and evaluated

#### **b) Political buy in**

- Ad hoc members of the council are aware of the council's climate theme citizen engagement work
- Structures for council members to be aware of and commit to current climate theme citizen engagement work
- Members across parties have committed to citizen engagement work in relation to climate
- There is broad consensus among politicians within the parties about citizen engagement work informing and driving climate theme change in the council

## **3. General engagement: action**

#### **a) Engagement action**

- Ad hoc, limited structures for ongoing engagement with representatives for groups
- There is ongoing engagement with small groups for the duration of projects
- There is structured and ongoing engagement with larger groups
- There is ongoing engagement effort, aiming to reach groups who may not usually engage with the council

**b) Deliberative engagement**

- Ad hoc efforts to provide participants with information during citizen engagement to allow informed conversations
- Some effort to provide enough time in citizen engagement to discuss an issue in depth
- Frequent effort to use random selection for citizen selection in public engagement
- Systematic efforts to allow citizens to make recommendations to decision makers as part of citizen engagement

**c) Co-production**

- Ad hoc effort to bring citizens into decision making process at an early stage
- Some effort to allow citizens to set agenda during citizen engagement
- Frequent effort to facilitate joint decision making between citizens and decision makers
- Systematic efforts to facilitate joint learning and decision making, between council staff/decision makers and citizens.

## 4. General engagement: commitment

**a) Skills and knowledge**

- There are pockets of engagement skills and knowledge within the organisation
- Engagement skills and knowledge are widely spread across in the organisation
- There are local centres of excellence in engagement work within the council
- There are widespread efforts to raise awareness and build skills related to citizen engagement across the council's staff

**b) Networking and skills building**

- Ad hoc council staff are part of relevant external networks which support engagement practice
- There are some in-house, specific networks relating to citizen engagement
- There are cross-departmental networks relating to citizen engagement
- The council aims to build skills and knowledge around citizen engagement inside and outside the organisation

**c) Staff buy in**

- Ad hoc concept of citizen engagement is widely known in parts of the organisation
- Citizen engagement is delivered by parts of the organisation

- ❑ Citizen engagement as theory and practice is widely known across the organisation
- ❑ The council's work around citizen engagement is owned and supported widely across the organisation

## Appendix 3) Workshop outputs from Dudley Young People’s Group

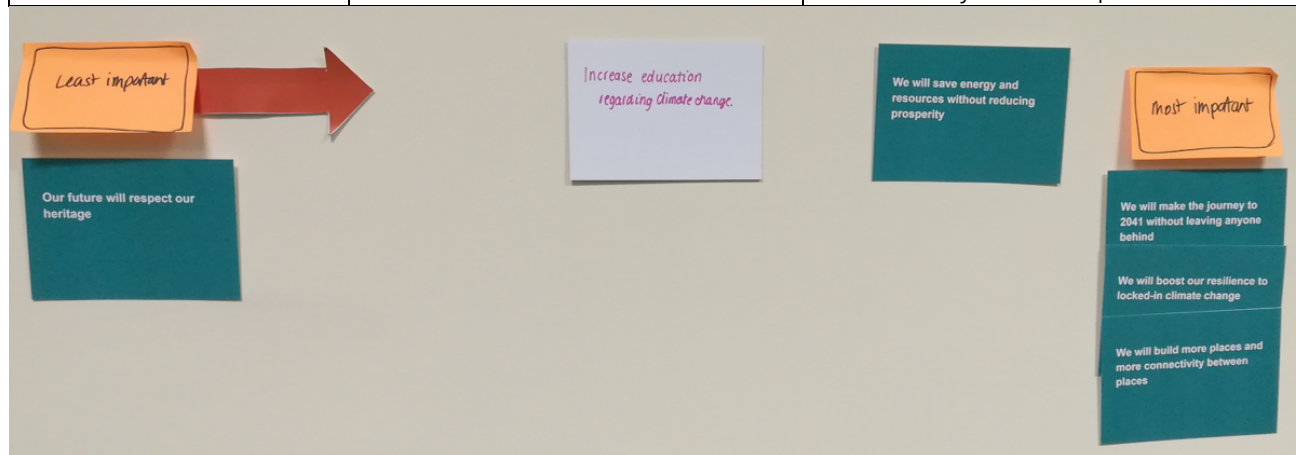
This appendix contains the workshop outputs from Dudley Young People’s Group. These were 10 young people aged 16-25. For this exercise participants were split into three smaller groups. Each group was given cards with each of the principles on and asked to put these in order. They were also given post-it notes to add comments about why they’d chosen this order. Some groups also added in, and ranked, their own principles (these are shown highlighted in yellow). In some cases, groups gave a few of the ideas the same ranking, as shown in the tables below.

### Which principles are most important?

The table below shows how each group ranked the five principles from the West Midlands Climate Change plan, in order of what they thought was least to most important.

#### Group 1 ranking

Least important		➔	Most important	
Our future will respect our heritage	We will save energy and resources without reducing prosperity		We will make the journey to 2041 without leaving anyone behind	
			We will boost our resilience to locked-in climate change	
			We will build more places and more connectivity between places	

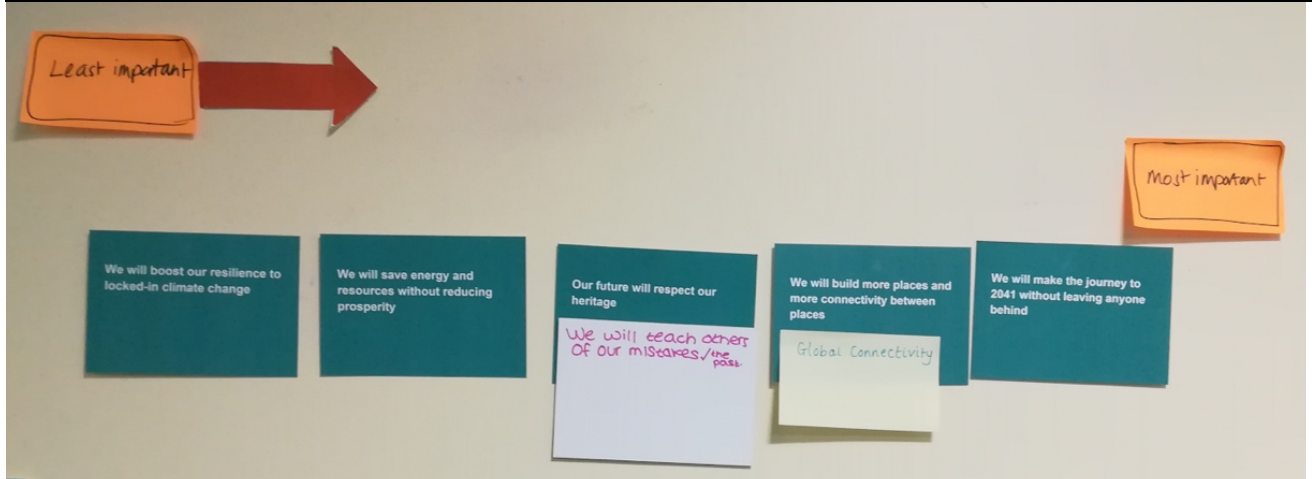


Group comments and added priorities:

- “Increase education regarding climate change” - *Added priority*

#### Group 2 ranking

Least important			Most important	
We will boost our resilience to locked-in climate change	We will save energy and resources without reducing prosperity	Our future will respect our heritage	We will build more places and more connectivity between places	We will make the journey to 2041 without leaving anyone behind

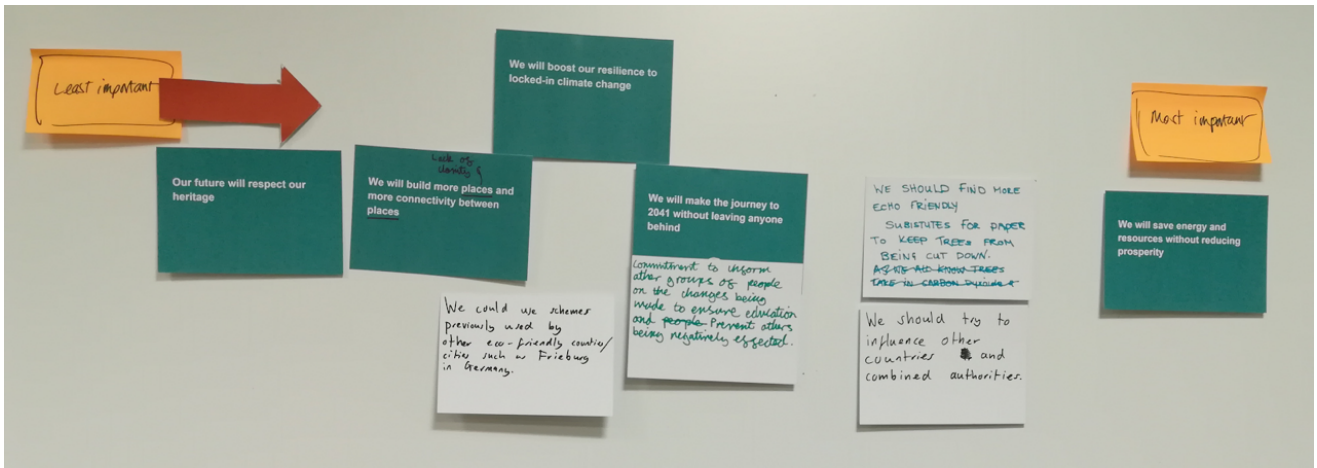


Group comments and added priorities:

- **“We will teach others of our mistakes/the past”** – *Comment in relation to priority: ‘Our future will respect our heritage’*
- **“Global Connectivity”** – *Edit to the priority: ‘We will build more places and more connectivity between places’*

### Group 3 ranking

Least important			Most important	
Our future will respect our heritage	We will build more places and more connectivity between places	We will boost our resilience to locked-in climate change	We will make the journey to 2041 without leaving anyone behind	We will boost our resilience to locked-in climate change



**Group comments and added priorities:**

- “Lack of clarity about what’s meant by ‘places” – *Comment on priority: We will build more places and more connectivity between places’*
- “Commitment to inform other groups of people on the changes being made to ensure education and prevent others being negatively affected” – *Comment on priority: ‘We will make the journey to 2041 without leaving anyone behind’.*
- “We should find more eco-friendly substitutes for paper to keep trees from being cut down” – *Added priority*
- “We should try to influence other countries and combined authorities” – *Added priority*
- “We could use schemes previously used by other eco-friendly countries/ cities such as such as Freiburg in Germany” – *Added priority*

**Which action areas are most important?**

The #WM2041 action plan includes five different action areas: Environment; Industry; Infrastructure; Policy; and Transport. In three groups our participants were given cards representing each of these action areas and asked to put these in order based on which they felt was most important.

The table below shows how each group ranked which action areas they felt were most important. Some groups also added in, and ranked, their own action areas (these are shown in italics). We also asked them for further comments - general comments are recorded underneath; others are shown in the table.


**Group 1 ranking**

Least important		➔			Most important	
<b>Industry</b>	<b>Environment</b>	<b>Transport</b>	<b>Infrastructure</b>	<b>Policy</b>		

**Group comments and added action areas:**

- “Make people pay to drive around city centres – an incentive to part and ride” – *Added suggestion*


### Group 2 ranking

Least important  Most important			
	<b>Industry</b>	<b>Environment</b>	<b>Policy</b>
	<b>Infrastructure</b>		
	<b>Transport</b>		

Group comments and added action areas:

- **Education/Heritage** (*Added suggestion and comments*)
  - Raising awareness of our mistakes/ teaching next generation
  - Presenting heritage and keeping it alive
  - Be proud of where we are from!!!

### Group 3 ranking

Least important  Most important				
<b>Industry</b>	<b>Infrastructure</b>	<b>Policy</b>	<b>Environment</b>	<b>Transport</b>

Group comments and added action areas:

- “Reward citizens for good eco-friendly acts” – *Added suggestion*

### Understanding attitudes to involvement, voice, communication and information

We asked participants to create personas similar to them and to answer questions about their experiences and about having a voice on climate change, getting involved, and information and communication needs.

#### Persona 1 – Sarah

## Topic - Infrastructure

Sarah is 21 years old, she lives in Birmingham, is homeless and has a dog

<b>What does she see?</b> <ul style="list-style-type: none"><li>• More electric charging</li><li>• More metro lines and buses</li><li>• Train station developments</li><li>• She wouldn't see all the changes that are yet to be implemented</li></ul>	<b>What does she hear?</b> <ul style="list-style-type: none"><li>• A lot of word of mouth info</li><li>• A lot of promises of more housing</li><li>• Inclusivity but not actually seeing/benefiting from it.</li></ul>
<b>What does she feel?</b> <ul style="list-style-type: none"><li>• Hope's she may eventually have a home</li><li>• Confused and excluded</li></ul>	<b>What does she do?</b> <ul style="list-style-type: none"><li>• Looks into her ability to get housing</li></ul>
<b>What does she think?</b> <ul style="list-style-type: none"><li>• Hard to form a proper opinion (if you can't reap the benefits, it's harder to form positive opinions – but they know the changes are good).</li><li>• It's a lot different than before</li></ul>	
<b>How does she want to have a voice about this topic?</b> <ul style="list-style-type: none"><li>• They want to be considered as part of it</li><li>• Want to be part of society + want their voice to be heard</li></ul> <b>Barriers to voice:</b> <ul style="list-style-type: none"><li>• Lack of external info about involvement</li></ul>	<b>How would she like to be involved in this topic?</b> <ul style="list-style-type: none"><li>• Want to be given a house so they can be part of it</li><li>• They want the opportunity to be listened to so they can be involved.</li></ul> <b>Barriers to involvement:</b> <ul style="list-style-type: none"><li>• Not being given an opportunity and not having access to information about it</li></ul>
<b>What needs to happen?</b> <ul style="list-style-type: none"><li>• She needs to be asked about it/ be actively involved.</li><li>• She needs to be given all of the information about it</li><li>• She needs to be made more of a priority + be considered more in order for them to be not left behind</li><li>• She is a representative for homeless people in the West Midlands</li></ul>	
<b>How does she want to be communicated with?</b> <ul style="list-style-type: none"><li>• Face to face communication</li><li>• Leaflets</li></ul>	<b>What does she want to know?</b> <ul style="list-style-type: none"><li>• How will it affect her and what she can do to help herself + her situation?</li></ul>



<ul style="list-style-type: none"> <li>Information events like #WM2041</li> </ul>	
<p><b>Who does she trust to communicate with her?</b></p> <ul style="list-style-type: none"> <li>She'll have to trust the council eventually</li> </ul>	<p><b>What sort of information does she want now? In 2 years? In 5 years? 10 years?</b></p> <ul style="list-style-type: none"> <li>They want information about immediate benefits</li> <li>2 yrs - getting a house (or before this point).</li> </ul>
<p><b>How often do she want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>Whenever important legislation regarding housing happens.</li> </ul>	

## Persona 2 – Louise

<b>Topic - Infrastructure</b> Louise has finished studying and is looking for work in engineering	
<p><b>What does she see?</b></p> <ul style="list-style-type: none"> <li>Load of new Job Industry based line engineering</li> <li>Construction sites</li> </ul>	<p><b>What does she hear?</b></p> <ul style="list-style-type: none"> <li>New ways of working</li> <li>New businesses/supplies</li> <li>New things happening around the area</li> <li>Sound of building work</li> </ul>
<p><b>What does she feel?</b></p> <ul style="list-style-type: none"> <li>Worried</li> <li>Mixed emotions because of the new green way of working</li> <li>Hopeful for the future</li> <li>Excited because of new job opportunities will open up</li> </ul>	<p><b>What does she do?</b></p> <ul style="list-style-type: none"> <li>Currently looking for work as recently left university</li> <li>Employment opportunities were limited as most jobs have gone.</li> </ul>
<p><b>What does she think?</b></p> <ul style="list-style-type: none"> <li>New places of employment</li> <li>Job prospects</li> </ul>	

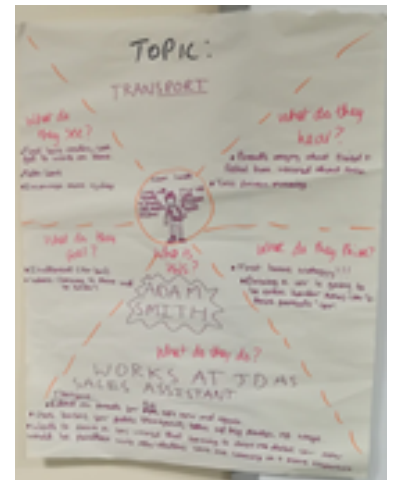
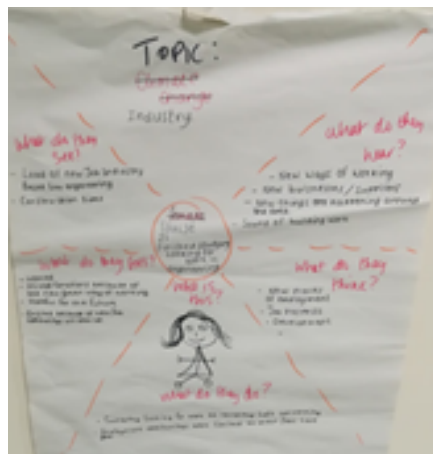
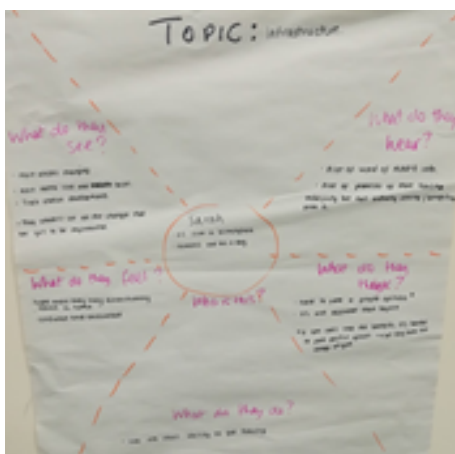
<ul style="list-style-type: none"> <li>• Development</li> </ul>	
<p><b>How does she want to have a voice about this topic?</b></p> <ul style="list-style-type: none"> <li>• She wants to know about new opportunities which suit her</li> <li>• She doesn't want to go through a long process</li> </ul> <p><b>Barriers to voice:</b></p> <ul style="list-style-type: none"> <li>• Lack of knowledge to speak up with confidence</li> <li>• Doesn't know the journey and stage of the plan which has been done/ is going to be done.</li> <li>• Experience!</li> </ul>	<p><b>How would she like to be involved in this topic?</b></p> <ul style="list-style-type: none"> <li>• Regular updates/opportunities</li> <li>• Updates - social media, news, email</li> <li>• Opportunities - social media, news, email</li> </ul> <p><b>Barriers to involvement:</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul>
<p><b>What needs to happen?</b></p> <ul style="list-style-type: none"> <li>• Close communication about what stage we are on and is going ahead</li> <li>• Social media documented journey</li> <li>• Meetings about updates/opportunities and how you can get involved</li> <li>• Job industry support - workshops and guidance on how she can improve her CV and experience - Uni's job [support ] (continuous updates and conversations which help others to stay involved and join in!)</li> </ul>	
<p><b>How does she want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>• Social media</li> <li>• News</li> <li>• Emails</li> <li>• Seminars</li> </ul>	<p><b>What does she want to know?</b></p> <ul style="list-style-type: none"> <li>• New opportunities</li> <li>• The stage of the plan process</li> <li>• Guidance to improve her credibility</li> </ul>
<p><b>Who does she trust to communicate with her?</b></p> <ul style="list-style-type: none"> <li>• Industry experts</li> <li>• Uni ambassadors</li> <li>• Lectures</li> </ul>	<p><b>What sort of information does she want now? In 2 years? In 5 years? 10 years?</b></p> <ul style="list-style-type: none"> <li>• 2 years - Job opportunities and credibility</li> <li>• 5 years - stage of plan met and opportunities</li> <li>• 10 years - conclusion of what has been met and how they did it</li> </ul>
<p><b>How often do she want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>• 2 years - every fortnight</li> <li>• 5 years- every month</li> </ul>	

<ul style="list-style-type: none"> <li>• 10 years - integrated messages every other month</li> </ul>	
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### Persona 3 - Adam Smith

<b>Topic - Transport</b> Adam Smith lives with his parents in Brierley Hill, has middle income and is a 22-year-old sales assistant at JD sports	
<b>What does he see?</b> <ul style="list-style-type: none"> <li>• Fast bus routes, can get to work on time</li> <li>• Metro lines</li> <li>• Encourage more cycling</li> </ul>	<b>What does he hear?</b> <ul style="list-style-type: none"> <li>• Parents angry about diesel + petrol ban. Worried about price.</li> <li>• Taxi drivers moaning</li> </ul>
<b>What does he feel?</b> <ul style="list-style-type: none"> <li>• Excitement (for bus)</li> <li>• Sadness (learning to drive will be harder)</li> </ul>	<b>What does he do?</b> <ul style="list-style-type: none"> <li>• Reliant on parents for pick-ups now and again</li> <li>• Uses buses for public transport, takes up big portion of wage</li> <li>• Wants to drive a car, worried that learning to drive diesel car now would be pointless since new electric cars are looking in + more expensive</li> </ul>
<b>What does he think?</b> <ul style="list-style-type: none"> <li>• Fast buses wahey!!!</li> <li>• Driving a car is going to be even harder now, can't drive parents' car</li> </ul>	
<b>How does he want to have a voice about this topic?</b> <ul style="list-style-type: none"> <li>• Information from council about cheapest electric car models available</li> <li>• Doesn't want a voice, just wants communication</li> </ul> <b>Barriers to voice:</b> <ul style="list-style-type: none"> <li>• Location</li> <li>• Availability</li> </ul>	<b>How would he like to be involved in this topic?</b> <ul style="list-style-type: none"> <li>• Just uses public transport</li> <li>• Easier platform to value opinions</li> </ul> <b>Barriers to involvement:</b> <ul style="list-style-type: none"> <li>• Priorities</li> <li>• Lack of education</li> <li>• Lack of involvement</li> </ul>

<b>What needs to happen?</b> <ul style="list-style-type: none"> <li>• More information</li> <li>• More incentive</li> <li>• Change becoming more visible</li> <li>• More on social media, greater marketing of council's changes</li> <li>• More incentive from JD company, store works with local council.</li> </ul>	
<b>How does he want to be communicated with?</b> <ul style="list-style-type: none"> <li>• Social media</li> <li>• Phone call</li> </ul>	<b>What does he want to know?</b> None noted
<b>Who does he trust to communicate with him?</b> <ul style="list-style-type: none"> <li>• Anyone</li> </ul>	<b>What sort of information does he want now? In 2 years? In 5 years? 10 years?</b> <ul style="list-style-type: none"> <li>• (Now) When driving lesson curriculum changes for electric cars</li> <li>• (5) cheapest electric car models available</li> <li>• (Now) when prices are going to go down</li> <li>• (10 years) wouldn't really consider 10 years' time</li> </ul>
<b>How often do he want to be communicated with?</b> <ul style="list-style-type: none"> <li>• 2 years</li> <li>• 5 years - daily</li> <li>• 10 years - not at all</li> </ul>	



The personas created by groups in Dudley

## Thoughts about the look and feel of the plan

We also asked participants for their thoughts on the look and feel of the plan. Comments made are recorded below:

- Bolder diagrams and text to highlight simple points
- Video of plan
- Teenage friendly
- Case study at the back to people don't get scared of all pages
- Add more MONUMENTS!
- Diagrams to make it easy to understand
- Some parts where it could be simplified, some parts where it could be more specific
- #WM2041 – what? [does this mean]
- Needs to be more eye-catching - bolder text brighter colours
- Focus on area plans e.g. Dudley -> separate report
- Do the future projections NEED to be shown yet?
- Advertised outside council buildings or by eco-friendly leaflets
- Contents page at end
- Print outs minimised and electronic/interactive copy used
- Straight point version! -> Biff, Kipper, Chip books

## How would you like to be involved from here?

We finished by asking how participants would like to be involved in the future. The following comments were recorded:

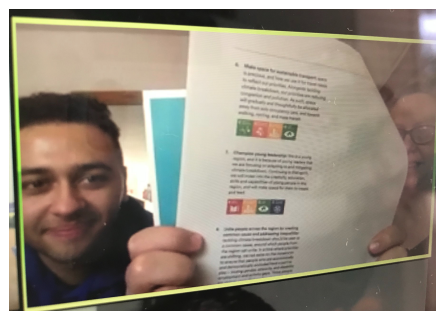
- Aim it at the current new generation
- Social media post
- More workshops for the younger/same generation (more education) :)
- Push skills workshops and highlight transferable skills
- Involve OTHERS (students) on the publication of it (creating ads/fliers/videos/posters)
- Seeing it around local area
- Contact colleges to involve more eager students. Could come into classes to give talks.
- West midlands national park -> sessions with youth
- Education session - ask us

## Appendix 4) Workshop outputs from Solihull Adult Social Services Users and Carers Group

This appendix contains the workshop outputs from the Solihull Adult Social Services Users and Carers Group. There were 6 people from a mixture of age groups. This workshop was delivered online.

*“Covid-19 is temporary and by next year everything will be normal. However, we are 10 years before irreversible climate change takes hold.”*

*Solihull workshop participant*



### Which principles are most important?

The table below shows how each group ranked the five principles from the West Midlands Climate Change plan in order of what they thought was most important. For this exercise participants were split into three smaller groups. Each group was given cards with each of the principles on and asked to put these in order. They were also given post-it notes to add comments about why they'd chosen this order. Some groups also added in, and ranked, their own principles (these are shown highlighted in yellow). Only two of the three groups ranked the principles, but all made comments during the exercise. General comments are shown underneath, others are displayed in the table.

#### Group 1 ranking

Least important		➔			Most important
Our future will respect our heritage	We will build more places and more connectivity between places	We will boost our resilience to locked-in climate change	We will save energy and resources without reducing prosperity	We will make the journey to 2041 without leaving anyone behind	

#### Group 2 ranking

Least important		➔			Most important
Our future will respect our heritage	We will save energy and resources without reducing prosperity	We will boost our resilience to locked-in climate change	We will build more places and more connectivity between places	We will make the journey to 2041 without leaving anyone behind	

Group comments and added priorities:


- **"All info in accessible format"** (*Added priority and comments*)
  - This is the most democratic way as often people with autism cannot engage due to aspects of society being inaccessible. See: 'The Capacity Contract' by Stacy Clifford Simpican"
- 'Our future will respect our heritage' comes last because as a 23-year-old, there's less meaning in the word heritage which is an 'abstract and intangible phrase' and affirmation of the imaginary idea of 'Britishness'. It doesn't mean anything in practical terms. –*Comment*
- Fossil fuels are not positive; however, fossil fuel companies do employ a lot of people so there would be a problem of unemployment if the industry was banned. We'd need a compassionate state to help in the period of transition. Although fossil fuels make people anxious, such as fracking for example, people do that work. –*Comment*
- Constantly communicate the progress of the action (in an accessible way). –*Comment*

**Which action areas are most important?**

The #WM2041 action plan includes 5 different action areas: Environment; Industry; Infrastructure; Policy; and Transport. In three groups our participants were given cards representing each of these action areas and asked to put these in order based on which they felt was most important.

The table below shows how each group ranked which action areas they felt were most important. Some groups also added in, and ranked, their own action areas (these are shown in italics). We also asked them for further comments - general comments are recorded underneath; others are shown in the table.

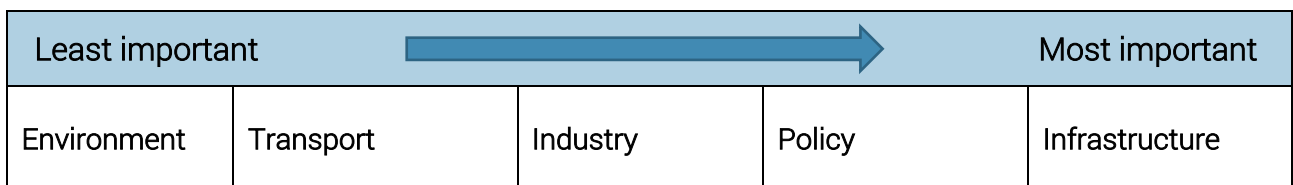
**Group 1**

Least important				Most important	
		Transport		Policy	
		Infrastructure			
		Industry			
		Environment			

**Group comments and added action areas:**

- “Policy goes first as that sets the rules and standards at the highest level and is the foundation that everything will be built on. I didn’t know where to place the other four, so everything else becomes second.” – *Comment*
- “It’s important to make sure this [process of involvement in the action plan] includes anyone who doesn’t use the internet.” – *Comment*
- “Transport is an issue as my son still can’t get on buses and trains and has to take taxis. So it’s important for transport to be both efficient and also accessible.” – *Comment on ‘Transport’ action area*
- “It’s important to make sure that the workforce is diverse.” – *Comment on ‘Industry’ action area*
- “Accessibility and inclusivity with regards to reducing plastic. For example, Sam can’t chop vegetables so needs prepared vegetables.” - *Comment*

**Group 2**

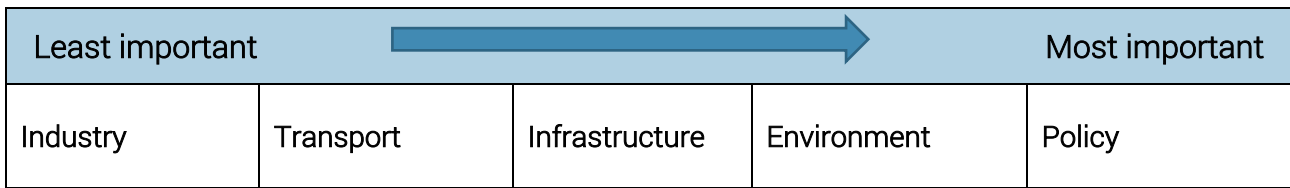


**Group comments and added action areas:**

- “Infrastructure is most important. We struggled to rank the others as almost all as important as one another.” - *Comment*
- “Transport needs improving but also encouraging people to work from home where possible helps. Do we have to have face to face meetings? Couldn’t people cycle more?” - *Comment*
- “Transport infrastructure is currently poor - it takes an hour into Solihull from our home. For people with disabilities this is also difficult and doesn’t help with the diversity of workforces.” – *Comment*
- “Need to think about accessibility and inclusivity with regards to reducing plastic. For example, my son can’t chop vegetables, so he needs prepared vegetables.” - *Comment*

**Group 3**





**Group comments and added action areas:**

- “This goes to top - all policy is important such as the DDA (disability discrimination act) to ensure diversity.” – Comment on ‘Policy’ action area
- “Tackling air pollution is important for tackling climate change. For example, the reduction of cars on the roads due to covid is helping reduce air pollution.” – Comment on ‘Environment’ action area
- “So, everything works more efficiently.” – Comment on importance of ‘Infrastructure’ action area
- “Bicycles and buses are preferable to cars.” – Comment on ‘Transport’ action area
- “Industry can follow suit from other priorities to meet future demand.” – Comment on ‘Industry’ action area.

**Why actions are important**

We also asked participants to choose an action area and explain why they think this is important. Their responses are shown below:

Transport	My son would like to travel in a greener way, but he finds it difficult to travel in a green way. He’s reliant on a taxi into university and there’s no other option currently.
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Infrastructure	The infrastructure is most important as it is the one in the middle and links to all the others. It is needed so that more efficient transport and industry could take follow. Infrastructure is the linchpin to make everything work together.
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Industry	Without changes to industry, the mass production of other products like electric cars, new buildings, economic growth would be impossible. We could also sell these to other countries.
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## Understanding attitudes to involvement, voice, communication and information

We asked participants in three groups to create personas similar to them and to think what changes these personas would see and hear as responses to climate change are enacted, and what they would think, do and feel in response. These questions were answered by thinking about one specific action area for each persona.

We then asked the group how their personas would answer a set of questions about having a voice on climate change, getting involved, and their information and communication needs.

The tables below show the personas created, what participants thought their personas would experience, and what their answers would be to this set of questions about voice, involvement, and information and communication needs.

### Persona 1 – Jamie (1)

<b>Topic - Transport</b>	
Jamie (1) is 22 years old, on the spectrum, BAME and Cis/het man	
<p>What does he hear? What does he see? What does he feel? What does he do? What does he think? (tackled as one)</p> <ul style="list-style-type: none"> <li>The changes of policy are pervasive. He hears less cars, less noise. He feels concerned about needing to afford a new car. He thinks he can use public transport for his job or to get his bike out of the shed.</li> </ul>	
<p>How does he want to have a voice about this topic?</p> <ul style="list-style-type: none"> <li>Online and in person</li> </ul> <p>Barriers to voice:</p> <ul style="list-style-type: none"> <li>Time and work constraints</li> <li>What would be a way around that? Being involved from home and involved more personally rather than in groups</li> </ul>	<p>How would he like to be involved in this topic?</p> <ul style="list-style-type: none"> <li>None noted</li> </ul> <p>Barriers to involvement:</p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
<p>What needs to happen?</p> <ul style="list-style-type: none"> <li>Social media - easier to participate- group for carers so people can go together</li> </ul>	
<p>How does he want to be communicated with?</p> <ul style="list-style-type: none"> <li>None noted</li> </ul>	<p>What does he want to know?</p> <p>None noted</p>

<p><b>Who does he trust to communicate with him?</b></p> <ul style="list-style-type: none"> <li>Trust friends and family as they easily understand what they are saying.</li> <li>Friends and family or the Green Party</li> </ul>	<p><b>What sort of information does he want now? In 2 years? In 5 years? 10 years?</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
<p><b>How often do he want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>Annually</li> </ul>	

## Persona 2 – Jamie (2)

<p><b>Topic - Infrastructure</b></p> <p>Jamie (2) is 23 years old with cerebral palsy, he requires 24hr care in sheltered housing, is a wheelchair user and has an adapted van/car</p>	
<p><b>What does he see?</b></p> <ul style="list-style-type: none"> <li>More energy efficient homes, more led street lighting, more car charging points, 5G, green bus shelters, solar panels, rise in electric and gas usage, heavier spending on services and cycle lanes.</li> </ul>	<p><b>What does he hear?</b></p> <ul style="list-style-type: none"> <li>Through the TV, radio, and social media news from the government and local authority.</li> </ul> <p><b>Are they happy to hear this?</b></p> <ul style="list-style-type: none"> <li>Mixture of anxiety and excitement. Excited that it might be easier to get around.</li> </ul>
<p><b>What does he feel?</b></p> <ul style="list-style-type: none"> <li>Excited, anxious, happy and will this meet my needs?</li> </ul>	<p><b>What does he do?</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
<p><b>What does he think?</b></p> <p>A mixture of emotions:</p> <ul style="list-style-type: none"> <li>How does that affect me, my care package and my lifestyle?</li> <li>How does that affect my money? For example, my mobile and TV package.</li> <li>Would an electric vehicle be accessible - would my care package need to be changed? What can the local authority do for me?</li> </ul> <p><b>What's going to help him be more prepared?</b></p> <ul style="list-style-type: none"> <li>Are the council going to be there to help him implement these changes? His needs and other people's needs need to be met.</li> </ul>	

<p><b>How does he want to have a voice about this topic?</b></p> <ul style="list-style-type: none"> <li>Collaborate with local authorities to help improve his life</li> </ul> <p><b>Barriers to voice:</b></p> <ul style="list-style-type: none"> <li>Being told by the local authority what will happen rather than collaborating</li> <li>No access to working groups and being told no - in general - any council worker</li> </ul> <p><b>What would be a way around that?</b></p> <ul style="list-style-type: none"> <li>Go straight to commissioners who are responsible or go to local MP</li> </ul>	<p><b>How would he like to be involved in this topic?</b></p> <ul style="list-style-type: none"> <li>Working with local authority and social workers and working with any groups with local authorities</li> </ul> <p><b>Barriers to involvement:</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
<p><b>What needs to happen?</b></p> <ul style="list-style-type: none"> <li>Text messages, emails, face to face and active participation - voice and involvement</li> </ul>	
<p><b>How does he want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>Via text, email and face to face</li> </ul>	<p><b>What does he want to know?</b></p> <ul style="list-style-type: none"> <li>How the changes affect him individually and how did he want it communicated by text email and face to face.</li> <li>When it affects him directly</li> </ul>
<p><b>Who does he trust to communicate with him?</b></p> <ul style="list-style-type: none"> <li>A carer, an advocate or a relative</li> <li>A person of trust in the local authority. For example, a commissioning officer who I've worked with before.</li> </ul>	<p><b>What sort of information does he want now? In 2 years? In 5 years? 10 years?</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>
<p><b>How often do he want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>None noted</li> </ul>	

### Persona 3 – Petunia

<p><b>Topic - Industry</b></p> <p>Petunia is 27-year-old who lives in a rural area and is a carer of someone with additional needs</p>	
<p><b>What does she see?</b></p> <ul style="list-style-type: none"> <li>Solar panels, park and ride</li> </ul>	<p><b>What does she hear?</b></p> <ul style="list-style-type: none"> <li>Less noise from public transport and the sound of wind turbines.</li> </ul>

<p><b>What does she feel?</b></p> <ul style="list-style-type: none"> <li>• More energetic from cleaner air</li> </ul>	<p><b>What does she do?</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul>
<p><b>What does she think?</b></p> <ul style="list-style-type: none"> <li>• Thankful that these changes haven't affected their ability to do their job. Need to transport a vulnerable adult and find new methods of getting to and from their job. However, as long as there are charging stations, there shouldn't be a difference, or park and ride transport.</li> </ul>	
<p><b>How does she want to have a voice about this topic?</b></p> <ul style="list-style-type: none"> <li>• Asked her opinion via group or email</li> </ul> <p><b>Barriers to voice:</b></p> <ul style="list-style-type: none"> <li>• Our knowledge of consultations</li> <li>• Knowledge could be a barrier</li> </ul> <p><b>What would be a way around this?</b></p> <ul style="list-style-type: none"> <li>• Face to face or survey monkey</li> <li>• We want to be involved electronically</li> <li>• We want to be the ones driving the change</li> </ul>	<p><b>How would she like to be involved in this topic?</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul> <p><b>Barriers to involvement:</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul>
<p><b>What needs to happen?</b></p> <ul style="list-style-type: none"> <li>• A trustworthy advocate who is able to have the authority to pull together a group similar to us. Forming collectives rather than individuals like this current workshop.</li> </ul>	
<p><b>How does she want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>• An accessible format such as social media or face to face - however is best for their needs.</li> <li>• Or through email or to have someone to talk to who knows about it who's at the end of that phone/chat line. However, this shouldn't be the gov or council - it could be volunteer if they have enough understanding or an external organisation like Demsoc.</li> </ul>	<p><b>What does she want to know?</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul>
<p><b>Who does she trust to communicate with her?</b></p> <ul style="list-style-type: none"> <li>• Not the government or council officers as they don't know who to believe and who to trust.</li> <li>• More reliable to hear what other countries are saying about this than our own news.</li> </ul>	<p><b>What sort of information does she want now? In 2 years? In 5 years? 10 years?</b></p> <ul style="list-style-type: none"> <li>• None noted</li> </ul>

<p><b>How often do she want to be communicated with?</b></p> <ul style="list-style-type: none"> <li>Communicated with quarterly unless there is a really significant event/news such as banning petrol cars.</li> </ul>	
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### How could the report be communicated better?

We also asked for how the report could be communicated better, and recorded the following comments:

- The report is too long and not easy to read.
- An alternative would be spoken word versions with visuals.
- It's comprehensive but needs other formats. For example, in the NHS we do talking heads versions (a video of someone explaining the issue or report)
- No high syllable words. Easy read - sometimes it's hard to make it simpler.
- In terms of outreach - it would be difficult to discuss in a focus group.
- Certain colours easier to read for those with sight difficulties the white on blue could be glaring.
- The pictures are too small. For example, page 14 has small boxes and the icons are too small.
- The report is interesting and thought provoking
- For people with Dyslexia, black on yellow is easier to read.

### How would you like to be involved from here?

In answer to this question, the following comments were recorded:

- Offer made to help make it more accessible. Half of the population has a low reading age. Complex sentences and complex words.
- Offer made to help reach a younger demographic. Making stop driving cars more of the norm. Getting electric cars to be more trendy and starting from a younger age and making cycling a thing.
- Reading material with pictures and clear bullet points is good. Currently the report all blurs into one - those with ADHD will struggle to read it.
- Interested to help with a more accessible format.
- Offer made to help increase accessibility. For example, the care act has an easy read version with simple bullet points.

## Appendix 5) Council Diagnostic Report: Birmingham City Council

This report gives a snapshot of public engagement in Birmingham City Council. A simple engagement tool, designed by Demsoc, was tested to help councils look at their current engagement work and think about how it might develop for #WM2041 activity.

Based on an interview with two officers working on climate change and planning respectively, this analysis is a guide to understanding engagement work that is already happening and how this might be developed in the next few years.

As well as ongoing engagement, it is helpful to understand gaps, where councils may need help or support. This could be to improve the quality of what is happening or where there is potential to add value to engagement.

This is an opportunity to work together and learn during the #WM2041 journey, helping us connect public engagement around climate change conversations.

### Qualitative assessment of public engagement and recommendations

We have written this summary using answers given by two council officers during a phone interview. We have also added our reflections thinking about some opportunities from what we heard.

#### 1. What is your assessment of the council's work when it comes to participation? What is the council good at? What is it not so good at?

- Engagement can be quite consultation focussed; there's a need to engage people proactively at an earlier stage and involve them throughout the decision-making process. Joint decision-making with citizens is not frequently used.
- There are good examples out there of involving citizens at an earlier stage, but as a large organisation it's hard to have a universal approach.
- Similarly, parts of the council do think about how to reach those who aren't normally reached, but this approach isn't always consistent across the council.
- The council encourages considered evidence-informed engagement but hasn't taken bigger steps into deliberative engagement such as random selection of participants.
- Social media is being used more and engaging greater numbers. Ward forums could be made better use of.

#### Demsoc reflections

- There are strong examples to build from - such as work on regeneration in East Birmingham and Brum Breathes. Climate emergency work is another example which has built in engagement at an early stage - starting with a survey asking for ideas that will then be considered for developing an action plan.

- The council is in the process of developing an engagement strategy. Thinking how to involve citizens earlier, and in an ongoing way, should be a key part of this. So too should thinking about how to reach a wider range of the community.

**2. How embedded is participation as a way of working in the council? Is it practiced? Is it assessed and evaluated? Are there documents or policies that set out the commitment? Is there a genuine willingness to listen from politicians and other decision makers?**

- There are good examples out there, with citizens involved at an early stage, but this isn't embedded across the council.
- A research and insight team evaluate engagement; some evaluation is also done by project teams. The comms team uses metrics to monitor activity on channels such as social media.
- The council is in the process of writing an engagement strategy.
- There is a genuine willingness to engage - for instance, engagement on climate emergency work is being pushed by a cabinet member who supports this.

**Demsoc reflections**

- The planned engagement strategy, coupled with councillor commitment to this agenda, offers an opportunity to embed stronger engagement principles, and examples of good practice across the council.
- Once the strategy is created, learning from this could also be shared with other councils.

**3. Do staff in the council have the skills and knowledge needed for participation? What else is needed?**

- The corporate comms team is strong.
- There are staff members with strong engagement skills spread across the council, but there's a need for consistency across the council.
- There is a lack of programmes to build awareness and skills in engagement across the council. There are some ad hoc networks supporting engagement practice, but nothing more embedded than this. Some teams seek to improve engagement beyond the council, but this approach is not found across the council.
- In some parts of the council there is a need for people with more expertise in engagement rather than a focus on topic-based expertise.

**Demsoc reflections**



- It is hoped that the engagement strategy will result in a network supporting engagement across the council. Existing highly skilled staff are a resource that can be built from.
- Building networks and training programmes to support engagement across the council should be a central part of developing the council's engagement strategy.

#### **4. Does the council take action and follow through on commitments when it comes to participation? Is participation evaluated and do participants receive feedback?**

- 'You said we did' is used for online consultations - but this is not mandatory.
- Sometimes responses to citizen input can be quite inaccessible - statements of consultation in planning say how feedback has been taken on board but can be long and difficult to read; more could be done to improve these.
- The Research and Insight Team have existing tools in place for evaluating engagement.

##### **Demsoc reflections**

- Evaluation of participation is already taking place. Feedback is happening but could be used more consistently.
- Stronger expectations for feedback should be set up, including thinking about how to improve the accessibility of these replies.

#### **5. Do the different parts of the council work together in a joined-up way in their efforts to engage citizens and others?**

- There are strong examples of this - with some consultation plans coordinated across service areas.
- More could be done to know when different engagement activities could be joined-up. It's hoped the engagement strategy will help with this.

##### **Demsoc reflections**

- The work of the comms team is one avenue for connecting and joining engagement across the council.
- A way of coordinating engagement activity is needed. This should not place too much onus on one holder, but instead be something different parts of the council can easily engage with. There are several online platforms and repository tools that can assist with this.

#### **6. Is the council working with the people it needs to work with? Does the council know who participates in its processes? Who is missing from the conversations? What happens with citizens who have never engaged with the council?**

- There is a tendency to hear from the same people who are familiar with processes.
- Parts of the council are thinking about who needs to be reached, and how to achieve this. Engagement around the council's climate change plan is an example of this where different groups of stakeholders are being mapped out, and messages and approaches targeted towards them.
- There are examples of engagement targeted at seldom heard parts of the community, such as specific focus groups, though there is a need to scale this beyond these small numbers.

### **Demsoc reflections**

- There are parts of the council thinking about who they need to reach and reaching out to seldom heard communities. These examples of good practice can be built upon.
- Learning from existing good practice, all parts of the council should be consistently thinking about who they are reaching and how to extend this. Including how to scale up the involvement of seldom heard parts of Birmingham's diverse community.

## **7. How does the council remove any barriers to engagement, particularly for those who rarely or never engage with the council?**

- Mistrust is a barrier for some groups, in some cases perceptions are shaped by events that happened years ago.
- The council is thinking about the localism agenda, and learning from things like the Wigan Deal, to try and improve its engagement.
- Getting the everyday things right like good communications and delivering services reliably is seen as a way to build trust. So too is managing expectations and helping people understand why changes are happening.

### **Demsoc reflections**

- The council is actively thinking about how to improve engagement and build trust. Where it is working with seldom heard groups, there are learnings being taken from these conversations.
- Part of how the council can reach wider is about improving resident's perceptions of the council. Clear communication that explains why decisions are being made will be an important part of building this trust.

## **8. Do you have any high-profile examples of citizen participation in the council?**

- There are high-profile examples, like the Birmingham transport plan and The East Birmingham Inclusive Growth Strategy.

- The teams working on these have been ensuring they talk to different groups, in different ways, and are meeting people where they are.
- It's expected that lessons from these examples will inform other pieces of work, such as engagement on the climate change plan.

#### **Demsoc reflections**

- There are high-profile examples of good practice in citizen participation that are being learnt from.
- Lessons from these positive examples should be built from as part of embedding consistent standards across the council.

### **9. Are there things you would like to change when it comes to citizen participation and how it is carried out?**

- Participation could be seen as more of a continuous and iterative process rather than a one-off activity.
- An important aspect of this is showing why decisions are made, even where people's views can't be acted on.

#### **Demsoc reflections**

- As part of the engagement strategy there are conversations about when different approaches are appropriate, and how to set clearer expectations going into engagement exercises. Thinking about building an ongoing process of engagement could be explored as part of this.

### **10. What do you think your council needs for more cohesive citizen engagement in relation to climate change plans?**

- A cross-party, cross-sector climate emergency task force has been set up and are developing an action plan, including community engagement. As such engagement plans for this work are currently quite high level, until this action plan is developed.
- A key challenge is how to link up with engagement activity happening outside the council - there are really proactive groups working on this, so it's a challenge to keep up with this and think about how we can link up.
- A framework or tool that can help different groups link up would help - with different groups having access to this rather than the onus falling just on one owner of this.
- Supporting civil society, business and citizens to reach out further is currently a gap. There is a hope that task force members can be commissioned to lead their own engagement activities in the future.

- There is also a need for a narrative so that council staff across the organisation are encouraged to do as much as they can on this agenda. Similarly, there is work needed to think how councillors can best support this - members of the task force are currently exploring a toolkit that councillors could use at ward forums.

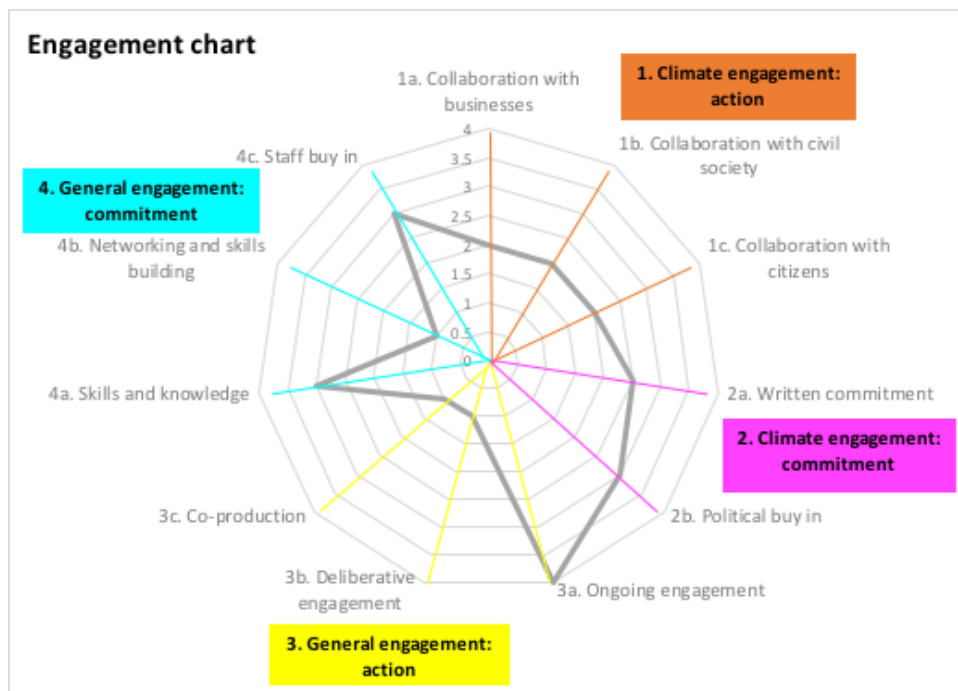
### Demsoc reflections

- A net zero action plan, including a plan for community engagement, is already being developed by a cross-party and cross-sector group. As the climate change engagement strategy is developed, it will be important to think about how the council can link up with activity happening outside the council and support these. Helping staff across the organisation and councillors to support this work will also be important.

### Analysis of general and climate-theme public engagement

For this section we asked the interviewee to tell us whether individual statements accurately described current engagement practice in their council, and to tell us why. Their verbal responses have been used to generate the numerical description shown in their spidergram chart. We have recorded respondents' answers, and a summary of their rationale, in the table underneath.

The respondent ticked all the statements that applied. This highlighted that whilst more complex engagement practice was being achieved, some of the basics were not. In these instances, we asked them to tell us which number they felt most accurately described current practice and tell us their rationale. The numerical answers they arrived at are given in the spidergram chart. In one case this resulted in a score that was not a whole number.



**Section 1 - Climate engagement: action**

<p><b>1a. Collaboration with businesses</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with business around climate work</li> <li>✓ Structured engagement with small group of businesses around climate work</li> <li>□ Permanent structures for engaging with wide range of businesses around climate work</li> <li>□ Council facilitates businesses to engage with others around climate themes.</li> </ul> <p><b>Rationale/narrative</b> The business innovation team has a programme to help businesses become more sustainable - to give one example. There are representatives from businesses on the climate task force. The procurement teams are starting to promote sustainability. The clean air zones with Brum Breathes and Business Breathes are other examples.</p>
<p><b>1b. Collaboration with civil society</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with civil society groups around climate work</li> <li>✓ Structured engagement with a small group of civil society/charity sector groups around climate work</li> <li>□ Permanent structures for engaging with wide range of civil society groups around climate work</li> <li>□ Council facilitates civil society groups to engage with others around climate theme.</li> </ul> <p><b>Rationale/narrative</b> Through the climate change task force the council is engaging with community groups and linking with them. To some extent we are facilitating their engagement with others, but we haven't quite worked out what our role will be post the action plan being developed, hence we've not ticked the last two boxes.</p> <p>We were going to have some funding for people from the task force to engage with their networks, conducting community conversations. We are working towards it but haven't done this as yet. We were nearly there before Co-vid struck.</p>
<p><b>1c. Collaboration with citizens</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with citizens around climate work</li> <li>✓ Structured engagement with small group of citizens around climate work</li> <li>□ Permanent structures for engaging with wide range of citizens around climate work</li> <li>□ Council facilitates citizens to engage with others around climate theme</li> </ul> <p><b>Rationale/narrative</b></p>

	<p>We have done the web survey and set up the task force, we've done the first round of engagement with citizens, but we don't have ongoing structures in place. We don't know how often we will communicate and engage with people. We are not at a stage where we are encouraging others to engage or where we have a message to cascade. We don't have a long-term view of what we want participation to look like yet. We are starting to think about things like community climate champions.</p>
<p><b>Section 2 - Climate engagement: commitment</b></p>	
<p><b>2a. Written commitment</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Parts of the council have written commitment to citizen engagement around climate theme</li> <li>✓ There is a strategy for climate change citizen engagement</li> <li><input type="checkbox"/> There are clear and measurable deliverables and responsibilities for the council's citizen engagement work in relation to climate</li> <li>✓ The council's commitments in its climate change citizen engagement strategy are followed up and evaluated</li> </ul> <p><b>Rationale/narrative</b>  There was a high-level strategy and plan for December - March. The next part of the plan will come out of the plan the sub-group is developing. So we do have a strategy but it's time limited and doesn't cover the whole of the process - we don't have a long term strategy.</p>
<p><b>2b. Political buy in</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc members of the council are aware of the council's climate theme citizen engagement work</li> <li><input type="checkbox"/> Structures for council members to be aware of and commit to current climate theme citizen engagement work</li> <li>✓ Members across parties have committed to citizen engagement work in relation to climate</li> <li>✓ There is broad consensus among politicians within the parties about citizen engagement work informing and driving climate theme change in the council</li> </ul> <p><b>Rationale/narrative</b>  Reports are going to the full council, so in that sense there is a structure. But there are no special structures to enable members to be aware and commit. We do take reports to the council, and the task force is cross party. We have a commitment on the importance of engagement, but we don't have a structure of how we can involve councillors - this might come through the long term strategy and plan. The subgroup is looking at a toolkit for councillors to use at ward forums. We have buy in and ambition but don't have formal structures yet.</p>

## Section 3 - General engagement: action

<p><b>3a. Ongoing engagement</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc, limited structures for ongoing engagement with representatives for groups</li> <li>✓ There is ongoing engagement with small groups for the duration of projects</li> <li>✓ There is structured and ongoing engagement with larger groups</li> <li>✓ There is ongoing engagement effort, aiming to reach groups who may not usually engage with the council</li> </ul> <p><b>Rationale/narrative</b>  There is effort to reach groups who don't usually engage - we have an approach mapped out for reaching wider within our climate change action. There are pockets of this - climate and East Birmingham Regeneration are good examples, but it's not every part of the council.</p> <p>As the third point is wider than just climate change, this is a yes.</p>
<p><b>3b. Deliberative engagement</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc efforts to provide participants with information during citizen engagement to allow informed conversations</li> <li>✓ Some effort to provide enough time in citizen engagement to discuss an issue in depth</li> <li>□ Frequent effort to use random selection for citizen selection in public engagement</li> <li>□ Systematic efforts to allow citizens to make recommendations to decision makers as part of citizen engagement</li> </ul> <p><b>Rationale/narrative</b>  I'm not sure about the third point - we rely on putting stuff online and people finding it or, within planning, we advertise events and rely on people turning up. Within other councils I've seen opportunities sent out to particular postcodes to achieve this - but not here.</p>
<p><b>3c. Co-production</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc effort to bring citizens into decision making process at an early stage</li> <li>□ Some effort to allow citizens to set agenda during citizen engagement</li> <li>□ Frequent effort to facilitate joint decision making between citizens and decision makers</li> <li>□ Systematic efforts to facilitate joint learning and decision making, between council staff/decision makers and citizens.</li> </ul> <p><b>Rationale/narrative</b>  Consultation is very much about going out with a question or documents - taking answers back to members and officers and using this to make a decision. It doesn't go as far as the points here.</p>

	<p>Bringing citizens early has happened on a project in adult social care around changes to day care services. I think it's still going after two years. It takes much longer but I'm sure the results will be much more positive from taking this approach.</p>
<p><b>Section 4 - General engagement: commitment</b></p>	
<p><b>4a. Skills and knowledge</b></p>	<ul style="list-style-type: none"> <li>✓ There are pockets of engagement skills and knowledge within the organisation</li> <li>✓ Engagement skills and knowledge are widely spread across in the organisation</li> <li>✓ There are local centres of excellence in engagement work within the council</li> <li>□ There are widespread efforts to raise awareness and build skills related to citizen engagement across the council's staff</li> </ul> <p><b>Rationale/narrative</b> We have good examples of strong engagement. I'm not aware of particular programmes to build awareness and skills for citizen engagement.</p>
<p><b>4b. Networking and skills building</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc council staff are part of relevant external networks which support engagement practice</li> <li>□ There are some in-house, specific networks relating to citizen engagement</li> <li>□ There are cross-departmental networks relating to citizen engagement</li> <li>□ The council aims to build skills and knowledge around citizen engagement inside and outside the organisation</li> </ul> <p><b>Rationale/narrative</b> The second point is something the engagement strategy is going to try and address. Hopefully it can also address the third. Regarding the fourth point, some teams do, but not the council as a whole.</p>
<p><b>4c. Staff buy in</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc concept of citizen engagement is widely known in parts of the organisation</li> <li>✓ Citizen engagement is delivered by parts of the organisation</li> <li>✓ Citizen engagement as theory and practice is widely known across the organisation</li> <li>□ The council's work around citizen engagement is owned and supported widely across the organisation</li> </ul> <p><b>Rationale/narrative</b> We have buy-in from different parts of the council for our climate change action, but we don't have a narrative to get staff to do as much as they can to tackle climate change. As this section is about citizen engagement</p>



	rather than just climate change it's easier to answer the last question negatively.
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## Appendix 6) Council Diagnostic Report: Solihull Metropolitan Borough Council

This report gives a snapshot of public engagement in Solihull Metropolitan Borough Council. A simple engagement tool, designed by Demsoc, was tested to help councils look at their current engagement work and think about how it might develop for #WM2041 activity.

Based on an interview with an officer in the Places Directorate, this analysis is a guide to understanding engagement work that is already happening and how this might be developed in the next few years.

As well as ongoing engagement, it is helpful to understand gaps, where councils may need help or support. This could be to improve the quality of what is happening or where there is potential to add value to engagement.

This is an opportunity to work together and learn during the #WM2041 journey, helping us connect public engagement around climate change conversations.

### Qualitative assessment of public engagement and recommendations

We have written this summary using answers given by two council officers during a phone interview. We have also added our reflections thinking about some opportunities from what we heard.

#### 1. What is your assessment of the council's work when it comes to participation? What is the council good at? What is it not so good at?

- A range of methods are used in the council's participation; information-giving, consultation, and involvement in activities like tree planting and service design.
- Planning for Real is a tool used for collaborative public involvement.
- Members of the public are involved in different types of participation including planning, prevention and 'public realm,' community-based activity.
- A specific team co-ordinate more formal, statutory consultation, such as regeneration initiatives.
- Schools in Solihull have a participation programme which is connected well into different parts of the council.

#### Demsoc reflections

- The council could explore a range of engagement techniques for more deliberative participation in a greater range of opportunities; agenda setting, policy setting, implementation and co-production for instance.
- Taking the model used in schools, there's an opportunity to expand how the council connects public engagement, in a more coordinated way.
- To produce an engagement strategy so that the council's work around citizen engagement is owned, connected and supported widely across the organisation.

**2. How embedded is participation as a way of working in the council works? Is it practiced? Is it assessed and evaluated? Are there documents or policies that set out the commitment? Is there a genuine willingness to listen from politicians and other decision makers?**

- General participation is embedded in some parts of the council but is not co-ordinated.
- While there's plenty of activity, much of this is siloed and not shared between different teams.
- Methods for involving a range of people are limited; social inclusion is seen as key to broadening this involvement.
- Accountability for public engagement is fragmented; assigned to particular officers or teams.
- Skills and knowledge for the evaluation of public engagement is an area for development.

**Demsoc reflections**

- Alongside commitment shown by Solihull politicians to Climate Change, clearer commitment to public engagement is needed. This would cover climate change activity as well as wider topics the council is working on. By addressing this in a council participation plan, policy or strategy, the council would have 'written commitment' in terms of public engagement.
- There is an opportunity to connect themes and topics and co-ordinate public engagement across the system.
- The council could strengthen its engagement work with an internal/external Communications Plan. This would publicise what is happening, how and when with whom; fostering greater accountability in the council for its public engagement work.
- There is an opportunity to develop skills and knowledge across the workforce, by focusing on methods and evaluation tools for public engagement; specifically building on council's current social inclusion work.
- To connect and publicise public engagement in a more coordinated way.

- To introduce a suite of methods for engagement, which develop workforce skills and knowledge and help officers understand the best ways to involve a wider range of people.
- To develop evaluation tools which build stronger accountability for feeding back outcomes and impact from public engagement.

### **3. Do staff in the council have skills and knowledge skills needed for participation? What else is needed?**

- Public Health and Neighbourhood Teams have skills and knowledge in participation, but there is a potential knowledge gap in other parts of the council.
- While there is experience across the council in participation, it was felt that some of this may lack sophistication.
- Resource for understanding best practice in relation to participation is needed.

#### **Demsoc reflections**

- There are local centres of excellence in engagement work within the council. This presents an opportunity to build on good practice, using a more strategic approach. By auditing skills and knowledge in this process, the council could connect its learning needs into a staff development programme.
- There are already cross-departmental networks relating to citizen engagement, so expanding this would provide a more cohesive approach to participation.
- To assign resources for building best practice into a wider staff training programme on public engagement.

### **4. Does the council take action and follow through on commitments when it comes to participation? Is participation evaluated and do participants receive feedback?**

- The council gives feedback in some instances, particularly on events by sending out a summary afterwards.

#### **Demsoc reflections**

- A more consistent approach to planning and measuring outcomes would give the council accountability and to be able to feedback what changes as a result of public participation.

### **5. Do the different parts of the council work together in a joined-up way in their efforts to engage citizens and others.**

- The council has examples of collaboration with internal/external partners to engage with citizens.
- While the Council facilitates businesses to engage with others around climate themes, it does not have a similar arrangement with civil society partners.

### **Demsoc reflections**

- Given that the council already collaborates with partners on citizen engagement, there is an opportunity to draw on what is working well and expand its approach to civil society groups.
- With more defined examples of participatory engagement - what this means and what the expectations are - greater clarity would be achieved, for both the council and civil society groups/organisations it is working with.
- To employ a range of participatory engagement methods, including co-production principles, which value people and communities as equal partners in council decision making.

## **6. Is the council working with the people it needs to work with? Does the council know who participates in its processes? Who is missing from the conversations? What happens with citizens who have never engaged with the council?**

- The council reviews its engagement, to understand who it reaches and how they are doing this.
- They mostly know who they reach and who they need to reach, through Solihull Observatory data and intelligence.
- The council knows less about who they don't reach and who may be missing from conversations.

### **Demsoc reflections**

- Introducing permanent structures throughout the council, for engaging with a wider range of citizens (including around climate work), would be beneficial. Again, the Solihull school's participation programme is a good model to build upon.
- To make ongoing engagement effort with more rigorous use of demographic intelligence, to see who is consistently missing from their engagement activities. Thinking about who needs to be involved by using segmentation and personas can help assess whether there is a gap in reach.

## **7. How does the council remove any barriers to engagement, particularly for those who rarely or never engage with the council?**

- The council has a range of techniques to address barriers.
- Its commissioned services work closely with people to overcome barriers to involvement.
- It was not known how successful the techniques used are for public engagement.

### **Demsoc reflections**

- There is opportunity to benchmark what barriers are there and whether successful measures are in place to address these is recommended. Also knowing who is targeted for engagement and their needs would be useful, in order to understand how representative any engagement is.
- To review what barriers staff and partners encounter in engagement work, to understand whether these are being appropriately addressed and overcome.

## **8. Do you have any high-profile examples of citizen participation in the council?**

- The council has high profile examples of citizen participation, for instance Love Solihull, tree planting initiatives and regeneration master planning.

### **Demsoc reflections**

- The council can expand on these examples to embed opportunities for citizen engagement in its climate change programme and wider participation.

## **9. Are there things you'd like to change when it comes to citizen participation and how it is carried out?**

- There is a knowledge gap in the range of general citizen participation methods and activities in the council.
- Understanding the scale of involvement that people want on climate change activities, "from setting up a community wind farm to just receiving information...", was identified as an important need.

### **Demsoc reflections**

- By learning more about public participation and engagement throughout the whole organisation, the council will be able to gather valuable intelligence on how people want to be involved.
- To audit the extent of current citizen participation across the council.
- To research best practice approaches to citizen participation and invest in workforce development, to help staff understand how people want to be involved and how the council can facilitate and support their involvement.

## **10. What do you think your council needs for more cohesive citizen engagement in relation to climate change plans?**

- Further knowledge is needed on how the council can involve citizens in climate change planning in a more cohesive way.
- Additional learning is needed on how to involve citizens who may resist behaviour change as part of this engagement process.

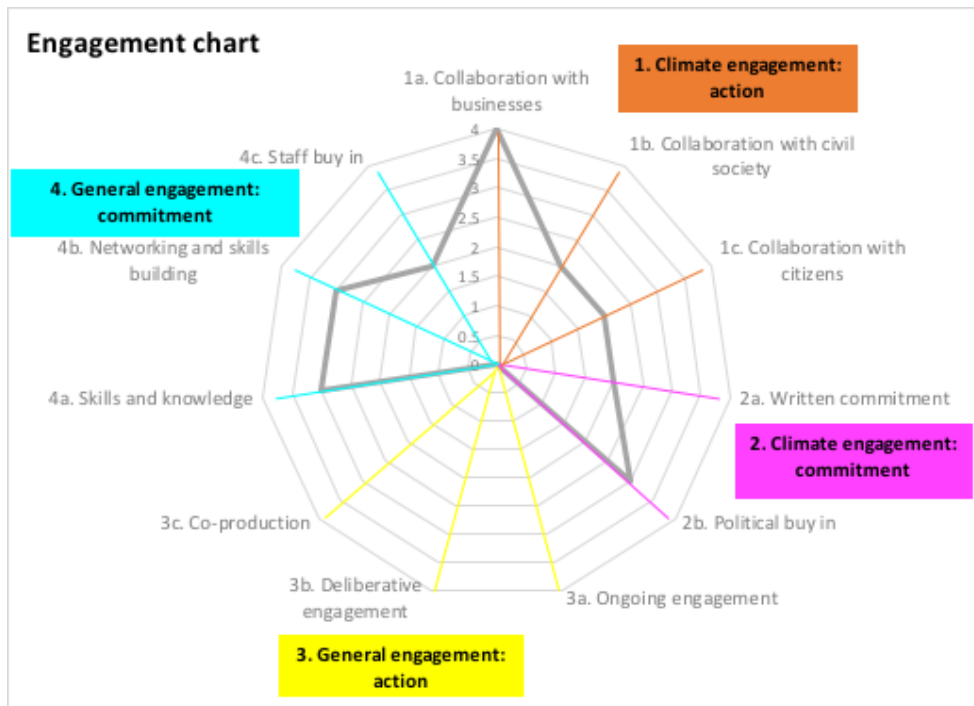
### **Demsoc reflections**

- Employing deliberative participation methods and co-production principles could be the answer to 'shifting' peoples' behaviour in relation to climate change. By involving people in the planning process and facilitating informed conversations, the council 'shifts' to better understand what will work, informed by and co-owned by citizens.
- The council has an opportunity to make a more systematic effort to allow people to make recommendations to decision makers as part of citizen engagement. This would include random selection for greater diversity in citizen selection in public engagement.
- It includes bringing citizens into the decision-making process at an early stage. They would set the agenda, as part of frequent joint decision making between citizens and decision makers.

## **Analysis of general and climate-themed public engagement**

For this section we provided the interviewee with a series of statements, describing increasingly advanced practice. We asked them to tell us which level accurately described current practice in the council, and to provide their rationale. This was filled-in in advance of our interview. They provided this information by ticking the box on this scale that described the level of practice that the council had reached under this heading. These responses have been used to generate the numerical description shown in the spidergram immediately below. We have recorded their answers, and rationale, in the table underneath.

Section 3 was left unscored as our respondent felt unable to accurately answer these questions due to their specific organisational knowledge.



## Section 1 - Climate Engagement: action

<p><b>1a. Collaboration with businesses</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ad hoc engagement with business around climate work</li> <li><input type="checkbox"/> Structured engagement with small group of businesses around climate work</li> <li><input type="checkbox"/> Permanent structures for engaging with wide range of businesses around climate work</li> <li>✓ Council facilitates businesses to engage with others around climate theme.</li> </ul> <p><b>Rationale/narrative</b> [No comment]</p>
<p><b>1b. Collaboration with civil society –</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ad hoc engagement with civil society groups around climate work</li> <li>✓ Structured engagement with a small group of civil society/charity sector groups around climate work</li> <li><input type="checkbox"/> Permanent structures for engaging with wide range of civil society groups around climate work</li> <li><input type="checkbox"/> Council facilitates civil society groups to engage with others around climate theme.</li> </ul> <p><b>Rationale/narrative</b> There may need to be agreement as to what is meant by ‘climate work’. Is it for example advice on energy efficiency/training on smart meters or simply participatory engagement?</p>

<p><b>1c. Collaboration with citizens</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ad hoc engagement with citizens around climate work</li> <li>✓ Structured engagement with small group of citizens around climate work</li> <li><input type="checkbox"/> Permanent structures for engaging with wide range of citizens around climate work</li> <li><input type="checkbox"/> Council facilitates citizens to engage with others around climate theme</li> </ul> <p><b>Rationale/narrative</b>  <a href="#">See above.</a>  <a href="#">Should there be a question around collaboration with schools?</a></p>
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**Section 2 - Climate engagement: commitment**

<p><b>2a. Written commitment</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Parts of the council have written commitment to citizen engagement around climate theme</li> <li>✓ There is a written commitment covering the whole council, (different to a strategy)</li> <li><input type="checkbox"/> There is a strategy for climate change citizen engagement</li> <li><input type="checkbox"/> There are clear and measurable deliverables and responsibilities for the council's citizen engagement work in relation to climate</li> <li><input type="checkbox"/> The council's commitments in its climate change citizen engagement strategy are followed up and evaluated</li> </ul> <p><b>Rationale/narrative</b>  <a href="#">Maybe some guidance on what constitutes a written commitment. Is our Green Prospectus a commitment?</a></p>
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<p><b>2b. Political buy in</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ad hoc members of the council are aware of the council's climate theme citizen engagement work</li> <li><input type="checkbox"/> Structures for council members to be aware of and commit to current climate theme citizen engagement work</li> <li>✓ Members across parties have committed to citizen engagement work in relation to climate</li> <li><input type="checkbox"/> There is broad consensus among politicians within the parties about citizen engagement work informing and driving climate theme change in the council</li> </ul> <p><b>Rationale/narrative</b>  <a href="#">There are different interpretations of 'commitment'. Our Green Prospectus is approved by Cabinet and includes a theme/actions around communication and engagement – is this a commitment to citizen engagement?</a></p>
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**Section 3 - Engagement action**



<b>3a. Ongoing engagement</b>	<ul style="list-style-type: none"> <li>□ Ad hoc, limited structures for ongoing engagement with representatives for groups</li> <li>□ There is ongoing engagement with small groups for the duration of projects</li> <li>□ There is structured and ongoing engagement with larger groups</li> <li>□ There is ongoing engagement effort, aiming to reach groups who may not usually engage with the council</li> </ul> <p><b>Rationale/narrative</b>  Difficult to say given the size of local authorities and the range of those undertaking engagement</p>
<b>3b. Deliberative engagement</b>	<ul style="list-style-type: none"> <li>□ Ad hoc efforts to provide participants with information during citizen engagement to allow informed conversations</li> <li>□ Some effort to provide enough time in citizen engagement to discuss an issue in depth</li> <li>□ Frequent effort to use random selection for citizen selection in public engagement</li> <li>□ Systematic efforts to allow citizens to make recommendations to decision makers as part of citizen engagement</li> </ul> <p><b>Rationale/narrative</b>  Difficult to say given the size of local authorities and the range of those undertaking engagement. Best done in a group from across authority</p>
<b>3c. Co-production</b>	<ul style="list-style-type: none"> <li>□ Ad hoc effort to bring citizens into decision making process at an early stage</li> <li>□ Some effort to allow citizens to set agenda during citizen engagement</li> <li>□ Frequent effort to facilitate joint decision making between citizens and decision makers</li> <li>□ Systematic efforts to facilitate joint learning and decision making, between council staff/decision makers and citizens.</li> </ul> <p><b>Rationale/narrative</b>  Difficult to say given the size of local authorities and the range of those undertaking engagement. Best done in a group from across authority.</p>
<b>Section 4 - Engagement confidence</b>	
<b>4a. Skills and knowledge</b>	<ul style="list-style-type: none"> <li>□ There are pockets of engagement skills and knowledge within the organisation</li> <li>□ Engagement skills and knowledge are widely spread across in the organisation</li> <li>✓ There are local centres of excellence in engagement work within the council</li> </ul>

	<ul style="list-style-type: none"> <li>□ There are widespread efforts to raise awareness and build skills related to citizen engagement across the council's staff</li> </ul> <p><b>Rationale/narrative</b> Again, it is unlikely one person would have this knowledge to answer this accurately. Best answered by a number of people to get a consensus.</p>
<p><b>4b. Networking and skills building</b></p>	<ul style="list-style-type: none"> <li>□ Ad hoc council staff are part of relevant external networks which support engagement practice</li> <li>□ There are some in-house, specific networks relating to citizen engagement</li> <li>✓ There are cross-departmental networks relating to citizen engagement</li> <li>□ The council aims to build skills and knowledge around citizen engagement inside and outside the organisation</li> </ul> <p><b>Rationale/narrative</b> [No comment]</p>
<p><b>4c. Staff buy in</b></p>	<ul style="list-style-type: none"> <li>□ Ad hoc concept of citizen engagement is widely known in parts of the organisation</li> <li>✓ Citizen engagement is delivered by parts of the organisation</li> <li>□ Citizen engagement as theory and practice is widely known across the organisation</li> <li>□ The council's work around citizen engagement is owned and supported widely across the organisation</li> </ul> <p><b>Rationale/narrative</b> It is unlikely one person would have this knowledge therefore this can only be answered fully by a number of people</p>

## Appendix 7) Council Diagnostic Report: City of Wolverhampton Council

This report gives a snapshot of public engagement in the City of Wolverhampton Council. A simple engagement tool, designed by Demsoc, was tested to help councils look at their current engagement work and think about how it might develop for #WM2041 activity.

Based on an interview with an officer working on climate change, this analysis is a guide to understanding engagement work that is already happening and how this might be developed in the next few years.

As well as ongoing engagement, it is helpful to understand gaps, where councils may need help or support. This could be to improve the quality of what is happening or where there is potential to add value to engagement.

This is an opportunity to work together and learn during the #WM2041 journey, helping us connect public engagement around climate change conversations.

### Qualitative assessment of public engagement and recommendations

We have written this summary using answers given by a council officer during a phone interview. We have also added opportunities and recommendations in response to what was heard – these also draw from the responses this officer gave as part of an analysis of current engagement shown underneath this section.

#### 1. What is your assessment of the council's work when it comes to participation? What is the council good at? What is it not so good at?

- The council's participation work includes face to face, online and deliberative methods used in citizens' assemblies.
- A new place-based pilot project focuses on developing community participation. This has supported the development of empowered and engaged communities who are more active in finding solutions together which address local social deprivation.

#### Demsoc reflections

- The council uses a range of participation methods to involve people in its work. To strengthen its approach, the council could develop an organisational strategy for this overall area. The work would be easier to evaluate, and the council would be more equipped to demonstrate impact as a result of citizen engagement.

#### 2. How embedded is participation as a way of working in the council? Is it practiced? Is it assessed and evaluated? Are there documents or policies that set out the commitment? Is there a genuine willingness to listen from politicians and other decision makers?

- General citizen participation is embedded at a consultation level, although this is not always as meaningful as it could be across the council.
- Commitment to participation is high among the council's senior decision makers.
- Evaluation and assessment of participation is not widespread as a practice. A 'lessons learned' template is used by some staff.
- Online consultation on climate change has been successful in engaging larger numbers of residents.
- Citizens assemblies have engaged up to 20 people in deeper, deliberative decision-making processes.

### **Demsoc reflections**

- Parts of the council have a written commitment to citizen engagement with a strategy in place for climate change-related citizen engagement. However, as this is at an early stage, there are no clear and measurable deliverables or responsibilities yet. An option is to build this into the Council Plan 2019-24<sup>5</sup> on engagement.
- Some members of the council are aware of the council's climate-themed citizen engagement. Structures are in place for councillors to be aware of and commit to this work and there is broad consensus among politicians within the parties about citizen engagement work informing and driving climate theme change in the council. However, there is a deficit of members across parties being active in their citizen engagement work in relation to climate.
- Public engagement activity is more likely to have impact if it links directly to the work of councillors and to decisions taken through formal mechanisms of decision-making (such as in council chambers and committee meetings).
- While the council aims to engage widely with its citizens, engagement is not yet measured, so this is a major area to focus on in order to embed participation as a way of working to achieve impact.

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<sup>5</sup> "The Council Plan 2019 - 2024 has been developed in partnership with the people of our city, including residents and local businesses. We consulted with around 3,000 people through surveys and at over 20 events across the city to shape our activity for the next five years. It was clear that people in the city are passionate about Wolverhampton and about the things that need to be done to continue the city's ambitious transformation. However, this is only the start. We want to ensure that people are informed and engaged throughout the process of making this plan live and breathe, to provide challenges and to advise us should priorities change. We will embrace feedback on how we're doing as part of an ongoing 'City Conversation'."

### **3. Do staff in the council have the skills and knowledge needed for participation? What else is needed?**

- The council has pockets of engagement skills and knowledge within its workforce, but this is not widely spread across the organisation. There are local centres of excellence in engagement work within the council and widespread effort to raise awareness and build skills related to citizen engagement across the council's staff, particularly in relation to climate change.
- Some staff in the higher levels of the council have skills and knowledge in participation, but these are lacking lower down in the organisation.
- Where staff may not have skills and knowledge, or want to develop their skills, some are proactive in researching what is needed to get the job done.
- Specific participation training is not provided within the council.

#### **Demsoc reflections**

- Citizen engagement as theory and practice is generally known across the organisation, especially in relation to the Place Based pilot. The council's work around citizen engagement could build around this participatory method as best practice, to expand participation skills and knowledge more widely across the organisation.
- Staff buy-in is mainly high, with an ad hoc concept of citizen engagement and consultation widely and routinely delivered by parts of the organisation. However, given that some staff see it more as a tick box exercise, more attention is needed to demonstrate both that the council values, and is committed to, this area of work and that it provides great added value in service delivery – it is not an inconvenience.
- To expand staff skills and knowledge on civic participation, through a workforce training and development programme.
- Celebrating and sharing best practice examples of where staff are working well in citizens engagement, would build confidence and value into this as a practice

### **4. Does the council take action and follow through on commitments when it comes to participation? Is participation evaluated and do participants receive feedback?**

- Following through on commitments is inconsistent, depending on the member of staff and also the piece of work.
- There is vulnerability attached to this commitment, as any follow-through may rest with one member of staff. If they leave, the commitment leaves with them.
- This is also the case with evaluation.

#### **Demsoc reflections**

- The council could review its current evaluation methods in order to build commitment to meaningful participation. This includes feedback to participants once they've engaged in a participation activity. By doing so, there is greater accountability to people who have given their time and ideas, plus responsibility for meaningful participation is spread across a broader workforce.
- To develop quality standards for evaluation and feedback, which are widely used across the organisation.

## **5. Do the different parts of the council work together in a joined-up way in their efforts to engage citizens and others?**

- The place-based pilot project demonstrates how the council is joining up different parts of its organisation to engage with residents in a more holistic way.
- This is an example of how the council is building skills and knowledge around citizen engagement inside and outside the organisation.
- Some council staff are part of relevant external networks which support engagement practice, with some in-house, specific networks relating to citizen engagement

### **Demsoc reflections**

- Significant roll out of the best practice from the place-based approach is already planned.
- There is also good practice to build on in the council's current climate change-themed work, with cross departmental working including engagement work.
- It is a priority of the Chief Exec and Leader to co-design council policy with citizens (e.g. council plan for 2019-2024 has a number of co-design meetings in the city and several further citizens assemblies are in the pipeline).
- To co-design climate change engagement policy and programme; with citizens, council teams and partners. Include a communication plan to make this high profile and impactful activity.
- To build learning from the place-based roll out into a formal training offer, which embeds citizen participation into staff development.

## **6. Is the council working with the people it needs to work with? Does the council know who participates in its processes? Who is missing from the conversations? What happens with citizens who have never engaged with the council?**

- Engagement with citizens is not demographically informed in the examples discussed.
- There is focus on some harder to reach people, with a lack of information on which cohorts are harder to reach, or whether this covers those who have never engaged with the council.

### **Demsoc reflections**

- There is some structured engagement with citizens around climate work. More permanent, structured engagement with a known demographic would benefit this workstream, including facilitation of citizens to engage with each other around climate themes.
- To use demographic data more rigorously, in order to plan who the council targets and how they will work with people.
- To harness insight on why people may not engage with the council, to be able to address this with specific actions for more meaningful engagement.

## **7. How does the council remove any barriers to engagement, particularly for those who rarely or never engage with the council?**

- Some barriers to engagement have been considered and some have been addressed.
- Without knowing who is missing from engagement, or whether the right people are reached, barriers are unknown.

### **Demsoc reflections**

- Work is needed to understand who the council is engaging with and where and which barriers need removing. Knowing more about which parts of the public do not engage with the council could enable a targeted approach to engagement, including how to motivate and support their participation.
- To harness insight on specific barriers people face, which prevent them or make it harder to engage with the council. This understanding would, as in question 6, enable far more meaningful engagement and longer-term outcomes.

## **8. Do you have any high-profile examples of citizen participation in the council?**

- High-profile examples include the council's citizens' assemblies and the place-based community participation pilot project.

### **Demsoc reflections**

- The council is building on these examples, scaling up from pilots and expanding what has worked well.
- Drawing on specific climate change-related citizen engagement, analysis of political buy-in and member commitment to generic participation could help drive additional change in the council.
- Further developing members' understanding of the role they play in supporting citizen engagement would assist this process. This understanding is being augmented by the initiation of ward walks (started in 2019).

- To include the examples listed above in the council's participation strategy, to connect its approach to citizen involvement.
- To work more closely with local community groups and businesses. This would diversify the council's approach to citizen participation, for example creating more permanent structures to support the planned green forum.
- To formalise the role of council members in citizen engagement, for instance via member training and development.

## 9. Are there things you would like to change when it comes to citizen participation and how it is carried out?

- There are examples of token effort in the council's citizen participation. While this may fulfil statutory consultation duties, the depth of participation is not as meaningful as the more deliberative methods it uses.
- Digital approaches were identified as an area to improve, such as having more speeches available online. Expected that co-vid 19 crisis may lead to an improving of digital working culture and skills.

### Demsoc reflections

- Where the council is using deliberative methods and co-production, it is doing well and enjoying successful outcomes. A more systemic approach - for instance, highlighting the value of civic participation - could enable citizens to make more frequent recommendations to decision makers. It is important that citizens have a sense of ownership over this process and that the outcomes from high quality and inclusive deliberative processes have an impact.
- To formalise joint learning and decision-making between citizens, staff and decision makers as a strategic approach to service design and delivery.
- To introduce a greater range of digital options - for example, participatory budgeting - to enhance and diversify this participation offer.

## 10. What do you think your council needs for more cohesive citizen engagement in relation to climate change plans?

*"We need a way to sort the answers and process results in a more meaningful way."*

- Citizens are involved in climate change plans already, but this would benefit from more rigorous, planned co-ordination.



- Planning is needed to prioritise public involvement, with systems in place for processing results and actions.

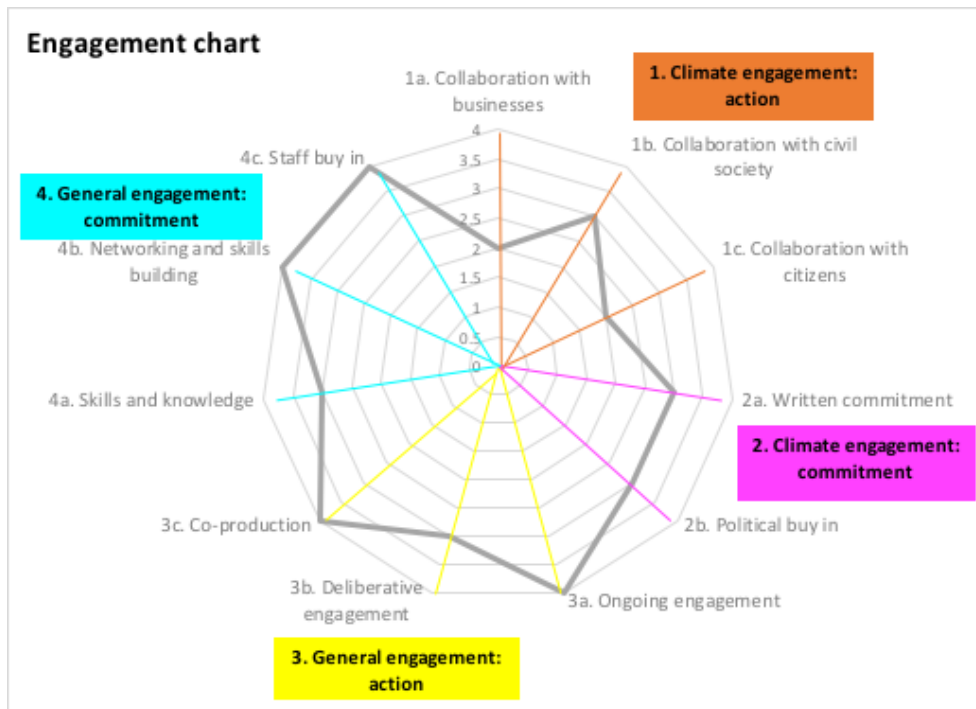
### **Demsoc reflections**

- Providing more time to plan how citizens should be engaged with is vital. Wolverhampton council has good co-production examples to build on, such as its Council Plan.
- Employing co-production principles, bringing citizens into the planning process for their involvement could be a solution to more empowered engagement. If they are setting an agenda, they will prioritise how they get involved in joint decision-making. This makes peoples' involvement more meaningful and the council's overall approach to citizen engagement more cohesive. This is dependent on the involvement having demonstrable impact on actual decisions and allocation of resources. Without this, there is a risk of increased public disillusionment and disengagement.
- To design a Theory of Change model as a methodology for planning overall participation and evaluation as part of the council's strategy for change.

## **Analysis of general and climate-themed public engagement**

For this section we asked the council officer we interviewed to tell us whether individual statements accurately described current engagement practice in their council, and to tell us why. Their verbal responses have been used to generate the numerical description shown in the spidergram immediately below. We have recorded our respondent's answers, and a summary of their rationale, in the table underneath.

In some cases, our respondent felt that current practice matched with statements further up this scale but didn't meet some of the statements lower down. In these instances, a numerical figure was arrived at by summing the statements that accurately described current practice in this section.



Section 1 - Public Engagement	
<p><b>1a. Collaboration with businesses</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with business around climate work</li> <li>✓ Structured engagement with small group of businesses around climate work</li> <li>□ Permanent structures for engaging with wide range of businesses around climate work</li> <li>□ Council facilitates businesses to engage with others around climate themes.</li> </ul> <p><b>Rationale/narrative</b> The council supports a number of SMEs across the city and runs a sustainability workshop with them. However, council collaboration with businesses does not extend beyond this at this juncture.</p>
<p><b>1b. Collaboration with civil society</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with civil society groups around climate work</li> <li>✓ Structured engagement with a small group of civil society/charity sector groups around climate work</li> <li>□ Permanent structures for engaging with wide range of civil society groups around climate work</li> <li>✓ Council facilitates civil society groups to engage with others around climate themes.</li> </ul> <p><b>Rationale/narrative</b> During consultation, there were several events run with local community groups, and a green forum is looking at being set up in the next few months. Permanent structures not yet created.</p>

<p><b>1c. Collaboration with citizens</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc engagement with citizens around climate work</li> <li>□ Structured engagement with small group of citizens around climate work</li> <li>□ Permanent structures for engaging with wide range of citizens around climate work</li> <li>✓ Council facilitates citizens to engage with others around climate theme</li> </ul> <p><b>Rationale/narrative</b>  The consultation engaged widely with citizens with over 1,000 engaging. The Citizens Assembly was another meaningful way that the council engaged with citizens. However, nothing permanent has been put in place yet.</p>
<p><b>Section 2 - Engagement commitment</b></p>	
<p><b>2a. Written commitment</b></p>	<ul style="list-style-type: none"> <li>✓ Parts of the council have written commitment to citizen engagement around climate theme</li> <li>✓ There is a strategy for climate change citizen engagement</li> <li>□ There are clear and measurable deliverables and responsibilities for the council’s citizen engagement work in relation to climate</li> <li>□ The council’s commitments in its climate change citizen engagement strategy are followed up and evaluated</li> </ul> <p><b>Rationale/narrative</b>  The council does widely aim to engage with citizens; however, this engagement is not yet measured as far as I am aware.</p>
<p><b>2b. Political buy in</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc members of the council are aware of the council’s climate theme citizen engagement work</li> <li>✓ Structures for council members to be aware of and commit to current climate theme citizen engagement work</li> <li>□ Members across parties have committed to citizen engagement work in relation to climate</li> <li>✓ There is broad consensus among politicians within the parties about citizen engagement work informing and driving climate theme change in the council</li> </ul> <p><b>Rationale/narrative</b>  Cllrs are very keen to have citizen engagement. The Leader launched the citizens assembly and a recent piece of work I undertook that the median Cllr spent 15 hours a week in the community. Cllrs have also asked for training around Climate Change so that they can inform citizens. However, this engagement has not been cross-party.</p>
<p><b>2c. Staff buy in</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc concept of citizen engagement is widely known in parts of the organisation</li> <li>✓ Citizen engagement is delivered by parts of the organisation</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Citizen engagement as theory and practice is widely known across the organisation</li> <li>✓ The council's work around citizen engagement is owned and supported widely across the organisation</li> </ul> <p><b>Rationale/narrative</b> Staff that are used to working on key projects have citizen engagement 'built into them'. The organisation routinely undertakes consultation. However, some staff see it more as a tick box exercise.</p>
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**Section 3 - Engagement confidence**

<b>3a. Skills and knowledge</b>	<ul style="list-style-type: none"> <li>✓ There are pockets of engagement skills and knowledge within the organisation</li> <li>□ Engagement skills and knowledge are widely spread across in the organisation</li> <li>✓ There are local centres of excellence in engagement work within the council</li> <li>✓ There are widespread efforts to raise awareness and build skills related to citizen engagement across the council's staff</li> </ul> <p><b>Rationale/narrative</b> This is an area that the council is working considerably on at the moment, especially in the advent of the Place Based pilot.</p>
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<b>3b. Networking and skills building</b>	<ul style="list-style-type: none"> <li>✓ Ad hoc council staff are part of relevant external networks which support engagement practice</li> <li>✓ There are some in-house, specific networks relating to citizen engagement</li> <li>✓ There are cross-departmental networks relating to citizen engagement</li> <li>✓ The council aims to build skills and knowledge around citizen engagement inside and outside the organisation</li> </ul> <p><b>Rationale/narrative</b> Around Climate Change, there has been a lot of cross departmental working including engagement work.</p>
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**Section 4 - Engagement action**

<b>4a. Ongoing engagement</b>	<ul style="list-style-type: none"> <li>✓ Ad hoc, limited structures for ongoing engagement with representatives for groups</li> <li>✓ There is ongoing engagement with small groups for the duration of projects</li> <li>✓ There is structured and ongoing engagement with larger groups</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ There is ongoing engagement effort, aiming to reach groups who may not usually engage with the council</li> </ul> <p><b>Rationale/narrative</b> The council is again showing strides in this area with the consultation demonstrating lots of positives.</p>
<p><b>4b. Deliberative engagement</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc efforts to provide participants with information during citizen engagement to allow informed conversations</li> <li>✓ Some effort to provide enough time in citizen engagement to discuss an issue in depth</li> <li>□ Frequent effort to use random selection for citizen selection in public engagement</li> <li>✓ Systematic efforts to allow citizens to make recommendations to decision makers as part of citizen engagement</li> </ul> <p><b>Rationale/narrative</b> There are wide ranging efforts in this area, however, I couldn't say they were frequent yet. The Citizens Assembly is a key example of tick box 4.</p>
<p><b>4c. Co-production</b></p>	<ul style="list-style-type: none"> <li>✓ Ad hoc effort to bring citizens into decision making process at an early stage</li> <li>✓ Some effort to allow citizens to set agenda during citizen engagement</li> <li>✓ Frequent effort to facilitate joint decision making between citizens and decision makers</li> <li>✓ Systematic efforts to facilitate joint learning and decision making, between council staff/decision makers and citizens.</li> </ul> <p><b>Rationale/narrative</b> Co-production is a key priority of the council. It has sought to do this with the Citizens Assembly and does this in other areas of the council. The Council Plan was co-produced for example.</p>

## Appendix 8) The engagement analysis tool - development ideas

The engagement analysis tool we used in this project was piloted to gain a level of understanding in the councils' approach and engagement practice across a number of dimensions.

The testing of the tool provided valuable user feedback and its use highlighted both wider opportunities for its application as well as ways that it could be improved. Recommendations from councils were to:

### Make it a self-assessment, contributing to central engagement monitoring for #WM2041

- All councils said that taking part in engagement analysis interviews made them think about their current plans - what's working well and areas to focus on and change.
- To develop this into a self-assessment tool, more rigorous instructions on how to use it are needed.

### Have it used by a wider range of officers at different levels in the council

- Only having one officer of the council complete the assessment meant that the data gathered had limitations on the insights produced. One officer recommended the tool for Heads of Services or Directors, who will have a better 'macro' understanding of what's going on in their council. Another council said the tools could be used by a collective of staff for a broader perspective. However, its use by officers was seen as a method for gauging how the work around participation and engagement filters down through the organisational chain.

### Include more definitions and examples

- More definition of what constitutes 'climate change participation' versus generic participation would be helpful. It's very useful for applying to one particular topic or theme.
- To enhance navigation and continuity, questions in Section 1 would be coded to match those in the assessment area in Section 2: Engagement Action, Engagement Commitment etc.
- Questions and flow of questions would be reviewed. Many of these questions are a way to gain information about whether the council's work aligns to a principle of practice, but the principle (and its value) is implicit. This assumption might be addressed with a description of good practice in the area to guide councils through the process with a clearer understanding of what's being asked.

### Include clearer rating instructions for Section 2

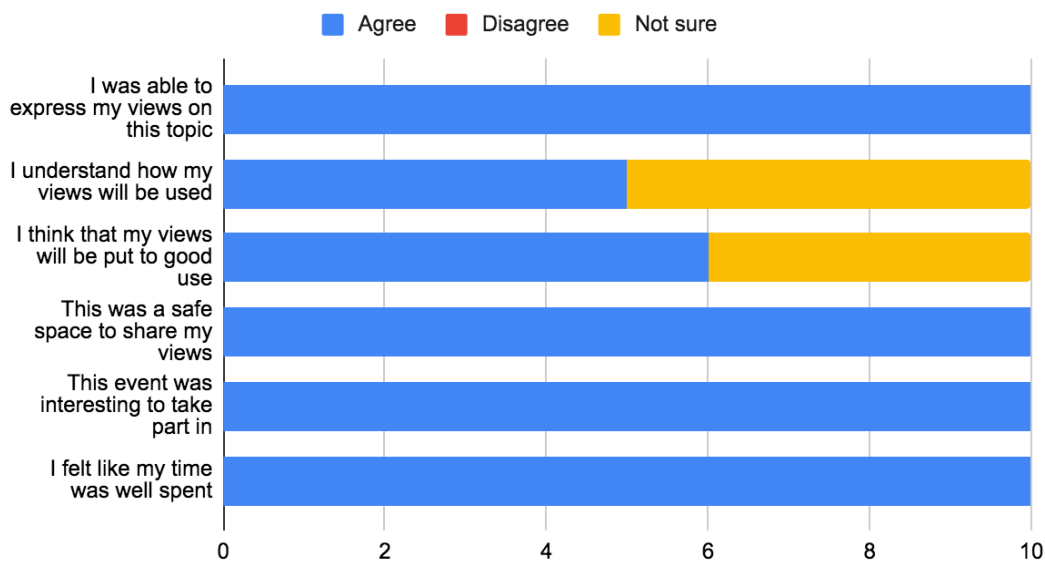
- The ratings scales in Section 2 require a more robust methodology; some councils used them as a scale and others as tick boxes. One council suggested a 'crib sheet' for Section 2, giving examples and a glossary to guide people through self-assessment.

## Appendix 9) Workshop Participant Evaluation

All workshop participants were asked to complete a simple paper evaluation form. Participants were asked to tick a box if they agreed, were not sure, or disagreed with the statements and given space to leave any comments.

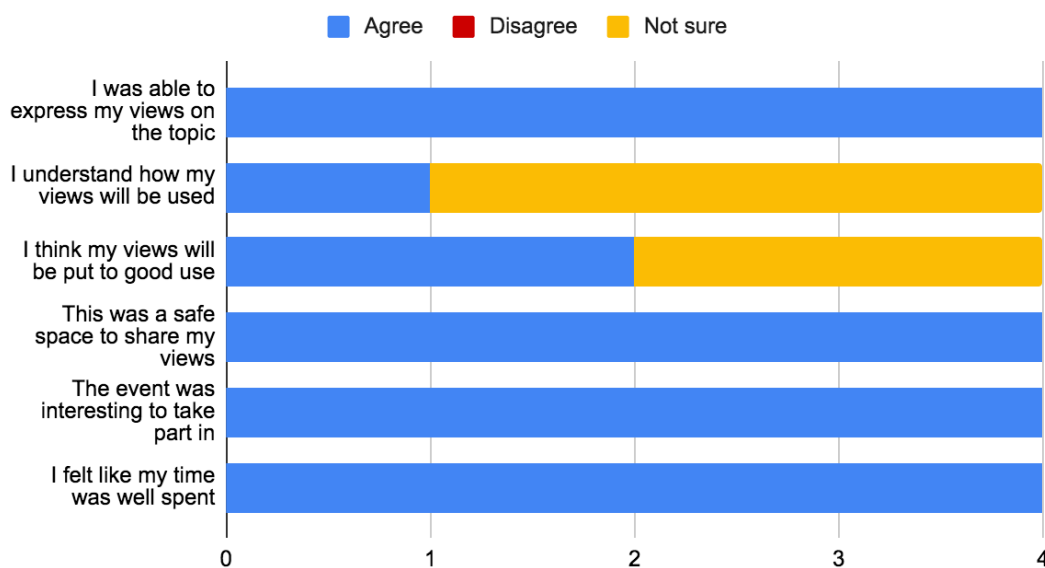
All 10 participants from the Dudley young people's group completed the form.

### Dudley young peoples' group



4 out of 6 participants from the Solihull adult social services users and carers group completed the form.

### Solihull adult social services users and carers group



## Comments from both groups

### Do you have any comments about this event? How could it be improved?

Dudley Young Peoples' Group	Solihull Adult Social Services Service Users and Carers Group
"It was very educational for those that were new to it."	"Really good event. Made me think. Doing it virtually worked well :)"
"I think it was a good group to get knowledge on how to make the planet/west midlands greener."	"Nah mate"
"It was very interesting and made me realise how my voice is important in this sector."	"Maybe give participants a call or email to explain the process of the event."
"It was educational - I learnt a lot about climate change + the plans. Would like to know how the news will be used."	
"Really enjoyed it, possibly ask for more opinions/viewpoints, not just on the activities, but on climate change in general."	
"No, the workshop was brilliant :) came here with not much clue of climate change. Pandora explained really well I have now got a clear understanding! Really pleased. Thank you."	
"The workshop was brilliant :)"	
"Very insightful and educational :)"	