

Fit for the Future (FFTF) Public Consultation January 2021 Citizens' Jury Jurors' Report

A report produced with the 18 members of the citizens' jury
assessing the 2020 FFTF public consultation process and
information, and making recommendations about the most
important outcomes of the consultation

February 1, 2021

Commissioned by:



Designed and delivered by:



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1. Preface

About this report

This is a report from the 18 members of the citizens' jury who met online over eight afternoons between 19 and 28 January 2021 to hear evidence from a wide variety of witnesses, to deliberate together, and to make recommendations about the 2020 public consultation on Fit for the Future (FFTf). FFTf is a programme from Gloucestershire NHS organisations ("One Gloucestershire") which proposes changes to how certain specialist hospital services are organised across the two main sites: Gloucestershire Royal and Cheltenham General Hospitals. The report was constructed using the words of the 18 jury members, from statements they prepared together. A draft version was reviewed and agreed by jury members as part of the jury process on 28 January before being reformatted, published online and distributed to members of the jury.

A citizens' jury report with additional information (e.g. on jury recruitment) will be produced by Citizens Juries c.i.c. and published online during February 2021.

1. Statement to NHS Governing Bodies and Public

At the conclusion of the jury, participants chose to share the following about their experience and collective work assessing the Fit For the Future consultation process, information, and results:

Everyone's opinions were taken into consideration and time was given to discuss individually and together to enable us to make the decisions in the report fairly.
It is important to know that the jury has worked as a cohesive unit to give truthful feedback to processes etc regarding FFTF in order to improve the process (where needed) going forward.
Without much knowledge initially about what a Citizens' Jury does, I feel there should be one in every decision making process now! Not only does it add transparency to a process but it hopefully provides either valuable insight or analysis as well.
I think that the effectiveness of the Jury over the past 2 weeks is in some degrees reflected by the whole consultation process and information that has been shared with all of the jury and how important a role that the jury plays its part and that because of the way the Jury process was delivered it has made a substantial contribution to the whole FFTF Consultation Process.
This gave me the opportunity to engage with jury members drawn from a broad spectrum of the community. I was pleasantly surprised how quickly the members gelled and interacted positively and courteously with each other and achieved outstanding outcomes. This experience has been very exhilarating and totally rewarding. Thank you to the organisers and professionals who helped us understand and achieve an outstanding finale and result.
It is important for the NHS Governing Bodies to know that I am pleased I was able to take part and have an input in this FFTF consultation. The public should be aware that there is a lot of unseen processes and in-depth research that take place in order to come to a final decision on proposed changes.
I would like to say that I would've preferred to have taken part in the actual process and been able to have my opinion on the changes heard but feel taking part in the jury means that maybe next time a process like this happens it will be more broadly advertised so that myself and the rest of the public get to put their opinions forward. I also hope that our opinions on the process make a difference as we did spend a lot of time deliberating. I found the facilitators extremely helpful and the witness speakers knowledgeable and passionate.
It is important to know that the work we've done together as a jury has been done in a fair way, giving a diverse group of individuals the chance to share their opinions, listen to others, and work together. The information we were given and the presentations we heard were useful, professional and comprehensive. The process was also excellently handled. Not only has the jury itself been excellently designed, facilitated and made to be interesting and enjoyable, but it demonstrates how robust an approach the NHS takes to their public consultations. It has given me more confidence in the NHS and their commitment to engage the public in various ways.
A jury containing a cross section of Gloucestershire public were given enough information to form a view on the actual consultation process used by FFTF giving everyone an equal platform to discuss their own views and listen to others to form an educated opinion for our conclusion, all very well led by a system laid out and well communicated by our organisers, in lead up and during this process.
We received informative briefs and information to assist with our decisions. The jury had a fair chance to discuss together but answer independently.
We have listened to and questioned expert witnesses, both internal to the NHS and external to the NHS. This included the FFTF consultation team, staff representatives, voluntary groups and experts in the consultation process. We have had lots of information to help us deliberate on the FFTF process and information and come to our conclusions. The Citizens' Jury has been professionally organised and

facilitated to make it an enjoyable and stimulating experience.

We've been able to read a lot of information, listen to a lot of witnesses and deliberate effectively on the process and I hope the governing body will appreciate this. As a juror I now feel very informed and encouraged that our voices will hopefully be listened to as part of the decision-making process. The organisers have been very efficient, welcoming and friendly and have kept us all motivated throughout. I would definitely recommend them to any organisation looking to go through a similar process.

It was a systematic process which gave you a framework to think through the questions and information presented by FFTF. The group work was a great place to test your own personal conclusions, questions and clarify information. The facilitators were very neutral in their approach and encouraged full group participation. They always gave room for questions and were very respectful. I felt that by the end of the time, when we were asked to draw conclusions on the process FFTF followed, I had been well equipped to answer the questions posed. It would have been helpful to have a greater understanding of the influence of the jury on the final decisions or following processes. In some areas more time would have made the jury a more comfortable experience although I am not sure if that would have impacted my personal conclusions. It was hard work but very worthwhile and enjoyable.

It is possible for a jury to examine and decide on substantial matters if it is set up and run properly like the one we have just completed.

That we have listened to and seen the presentations from witnesses and experts, we have raised issues and questions for clarification directly with them at the time and that we have duly considered the issues that were directly involved in relation to the process and collectively with the assistance from experts and facilitators delivered a report that we believe to be fair and unbiased with points and recommendations for your consideration.

Considering we are going through a pandemic the efforts and lengths that were made to get the information out about the consultation was still made despite the pandemic. I do feel that the public was made aware of their best ability and we as jurors were led through the process. Considering I've never done this before in this way, it has definitely taught me something new meeting and grouping with like minded people of all ages and backgrounds and helped to get through this new way of working and communicating.

It was thorough and professionally conducted. Everything was open and transparent. Expert presentations covered every aspect of the jury deliberations. The organisers have been exemplary in every aspect. I have every confidence this experience will enhance my learning adventure.

We've discussed and analysed all of the consultation material, and come up with other ways of looking at the consultation information from a variety of perspectives.

The jury members were from all ages, locations, backgrounds and sexes who came together as individuals to make the best informed decisions as a group that they could make on the evidence available to them over a two week period. The written information was supported by verbal presentations with the opportunity to question and clarify information supplied. This enabled focused conclusions to be reached on the factual information supplied. The facilitators were most efficient in keeping the timetable on track and clarifying uncertainties. It was an interesting, stimulating experience.

2. The jury questions and recommendations

The questions for the citizens' jury, and our answers/recommendations are set out below. The jury questions are *in italics*. Our answers explain, in our own words, what we thought about the FFTF public consultation process and information, and what we think are the most important things that emerge from the consultation responses from the public. We voted to prioritise what we considered to be most important of our ideas, and the numbers of votes are shown throughout section 2 (often votes exceed 18 in total because we were given more than one vote each).

The process we went through to reach our conclusions is described in section 3.

Q1. How good was the FFTF consultation process?

We heard evidence from an expert witness on what a good public consultation process and good consultation information should look like (see section 3). We used this information and deliberated together to answer Q1a and Q2a. With further oral expert evidence and access to the public consultation documentation, we were able to work together to answer Q1b and Q2b about how confident we are in the public consultation process and information.

Q1a. What are the characteristics of a good consultation process?

The table below sets out what we agreed are the most important characteristics of a good consultation process based on the evidence that we heard and our deliberations.

Quality / Characteristic of a Strong or Good Consultation Process	Why It Matters (how this quality or characteristic helps us gauge consultation quality or results, etc.)
Consultation seeks to incorporate guidance from relevant bodies, involves a wide variety of the public in its decisions, engages with all sections of society, including groups that are harder to hear, and is inclusive regarding location, access, and geography. - 16 votes	<ul style="list-style-type: none"> - It is important to ensure all members of the public have the chance to have their say because everyone should be able to have the information available to be able to make an informed decision. - Shows that the consultation attempts to reach as many of the public as possible and aims to make sure changes made are in the best interest of as many people as possible.
Process uses clear, concise and targeted information and materials. - 11 votes	- This explains why proposed changes are necessary, informs the public with reasonings behind the decisions, and enables the public to evaluate the proposals and make informed decisions.
Consultation is conducted in accordance with the Gunning Principles and process lasts a proportionate amount of time during formative stages of proposal development. - 5 votes	- Demonstrates that the process has taken into account the relevant information over a timescale that does it justice and is based on previous experience and best practices.
Process allows scrutiny from relevant media, local government, public representatives and	- This shows broad oversight of the consultation process.

the public. - 3 votes	
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The table below sets out important characteristics of a weak or poor consultation process based on the evidence that we heard and our deliberations.

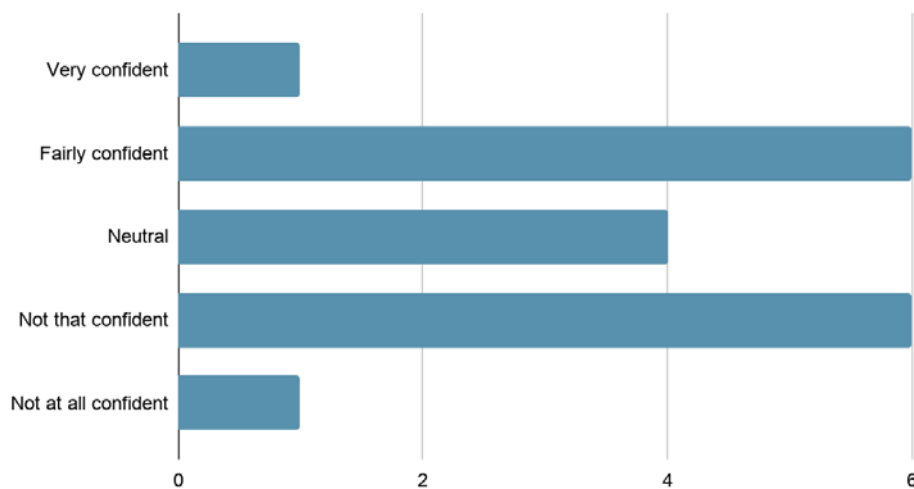
Quality / Characteristic of a Weak or Poor Consultation Process	Why It Matters (how this quality or characteristic helps us gauge consultation quality or results, etc.)
The consultation process is not inclusive or there is a failure to consult the right people and those who are affected by service changes. - 8 votes	<ul style="list-style-type: none"> - This matters because the CCG serves the whole of the county and needs to take account of differing medical needs across the whole county. - This matters because the ones who will be impacted by the decisions should be involved and different groups should be consulted appropriately. - This matters because evidence informing the proposals may be misleading and consultation results may be biased if based only on certain brackets of the public.
Responses not analysed or responded to properly. - 8 votes	- This demonstrates that the decision makers think the public's views are not important and could cause people to lose confidence in these services and the NHS.
There is not sufficient time for the consultation process. - 7 votes	- This could make it so that not enough information will be gathered to make an informed decision and people won't have a chance to participate.
Not enough information is provided to the public about the consultation process and relevant changes. - 6 votes	- This matters because it is vitally important to provide enough quality information to make an informed decision.
Information not communicated effectively, not presented clearly and contains jargon. - 3 votes	- This may lead to the public being confused or misinformed and not able to fully understand the proposed changes.
Proposals not developed transparently. - 3 votes	- This matters because it may weigh the outcome in favour of a certain group or party.

Q1b. Based on what you have learned, how confident are you that the consultation process has allowed all residents to contribute meaningfully to the decision-making process? [Very confident/Fairly confident/Neutral/ Not that confident/Not at all confident]

Our votes on this question are shown in the table below.

Answer Choices	Responses	Percentage
Very confident	1	5.56%
Fairly confident	6	33.33%
Neutral	4	22.22%
Not that confident	6	33.33%
Not at all confident	1	5.56%
TOTAL	18	100%

How confident are you? FFTF Consultation Process



- *What are the most important reasons to be confident [that the consultation process has allowed all residents to contribute meaningfully to the decision-making process]?*

We collectively identified and ranked reasons that made us confident that the consultation process has allowed residents to contribute meaningfully to the decision-making process.

Reasons to be confident that the consultation process has allowed residents to contribute meaningfully to the decision-making process.
Clear, concise language and limited jargon in materials - 11 votes
Range of platforms and options for participating and responding - 9 votes
Variety of versions of documents with varying detail was provided - 8 votes
Significant effort made to reach and involve harder to hear groups - 6 votes
Process allowed for scrutiny from multiple outside bodies - 5 votes
Number of responses statistically acceptable based on software - 4 votes
Incorporated guidance from relevant outside bodies - 3 votes

Conducted in accordance to Gunning Principles - 3 votes
Staff were given options for participating in process - 3 votes
NHS engagement staff (B. Parish) answered questions and presented confidently - 2 votes
Carried out over a timely and appropriate timescale - 0 votes
Open and inclusive process - 0 votes

- *What are the most important reasons to not be confident [that the consultation process has allowed residents to contribute meaningfully to the decision-making process]?*

We collectively identified and ranked reasons that made us not confident that the consultation process has allowed residents to contribute meaningfully to the decision-making process.

Reasons to not be confident that the consultation process has allowed residents to contribute meaningfully to the decision-making process.
Conducting consultation during Covid-19 pandemic compressed timeline, made it more difficult to participate, limited options for engagement and reduced quality - 12 votes
Marketing and advertising strategy did not raise awareness of consultation - 10 votes
Relying on Royal Mail Postal leaflet as primary outreach led to reduced awareness and participation - 9 votes
Overemphasis on targeted groups may have reduced awareness among and participation among general public - 8 votes
Input of past, current, and future users of services under consultation and patient experience not emphasised in materials - 5 votes
Use of self-selecting survey to gather responses may have decreased number of people who participated - 4 votes
Large percentage of responses were from Cheltenham and less representation from Gloucestershire overall could bias results - 2 votes
Unclear whether or not and how CCG will utilise the results of the Citizens' Jury in decision-making - 2 votes
Feedback from community groups may not have been responded to or may have disregarded - 1 vote
Alternative options for service changes not clearly communicated in materials - 1 vote
REACH organisation has given a very negative opinion - 0 votes

Q2. How good was the consultation information?

Q2a. What are the characteristics of good consultation information?

The table below sets out the most important characteristics of good or strong consultation information based on the evidence that we heard and our deliberations.

Quality / Characteristic of Strong or Good Consultation Information	Why It Matters (how this quality or characteristic helps us gauge consultation quality or results, etc.)
Clear and consistent presentation of information using "Plain English." - 10 votes	<ul style="list-style-type: none"> - Demonstrates an understanding by the process organisers that they acknowledge what is required by the service users and that information is being shared among the public. - Matters because participants need to properly understand the proposed changes so they can make relevant contributions and understand the information they are asking to opine on. - Matters because overly complicated language/ technical jargon can be off putting/confusing to some people and be difficult for those w/disabilities and dyslexia, etc.
Information is accessible across multiple platforms and tailored to specific audiences. - 9 votes	- To ensure it reaches a wide audience, allowing as many people to be aware of it as possible and because different audiences will have differing capacities to understand and feedback on information
Data is accurate, specific, and up-to-date or responsive when appropriate. - 7 votes	- Demonstrates that the consultation is credible and reliable.
A good consultation should include other arguable alternatives and reasons they were not considered. - 5 votes	- This is the only Gunning Principle directly related to consultation information so it is important that it is adhered to in the consultation.
Any proposed changes include rationale and supporting evidence. - 4 votes	- Otherwise people won't understand why the changes are needed / what problems the changes are designed to address.

The table below sets out the most important characteristics of weak or poor consultation information based on the evidence that we heard and our discussions.

Quality / Characteristic of Weak or Poor Consultation Information	Why It Matters (how this quality or characteristic helps us gauge consultation quality or results, etc.)
Information or data in consultation materials is inaccurate, incorrect, incomplete or insufficient. - 17 votes	- This matters because it will lead to an incorrect judgement because the audience may not fully understand the issues or the potential impacts which would limit the success of the whole

	consultation process.
Consultation materials are not available in accessible formats or information is too detailed, dense, or lengthy. - 8 votes	<ul style="list-style-type: none"> - This matters because the process should be as inclusive as is practically possible and information should be accessible to everyone - including people who don't have much spare time. - People need to be able to find and access all information offered.
Information could be construed as ambiguous or misleading to the general public. - 8 votes	- This matters because it will lead to an incorrect judgement and may be counterproductive.
Information is poorly written or not presented clearly. - 2 votes	- This matters because it could lead to confusion and questions not being answered correctly, resulting in misinformed and irrelevant data.

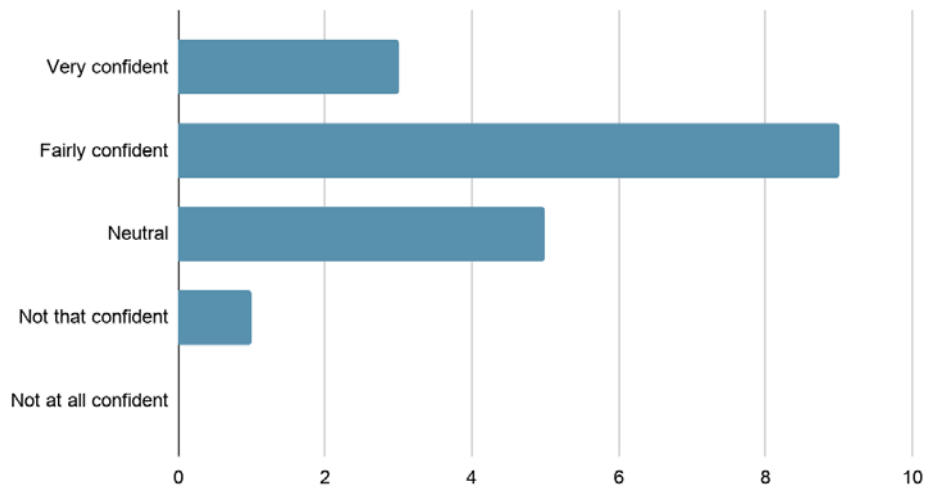
Q2b. Based on what you have learned, how confident are you that the information provided through the consultation enabled residents to be adequately informed about the proposed service changes?

[Very confident/Fairly confident/Neutral/ Not that confident/Not at all confident]

Our votes on this question are shown in the table below.

Answer Choices	Responses	Percentage
Very confident	3	16.67%
Fairly confident	9	50.00%
Neutral	5	27.78%
Not that confident	1	5.56%
Not at all confident	0	0.00%
TOTAL	18	100%

How confident are you? FFTF Information



- *What are the most important reasons to be confident?*

We ranked the reasons that made us CONFIDENT that the information provided through the consultation enabled residents to be adequately informed about the proposed service changes.

Reasons to be confident that the information provided through the consultation enabled residents to be adequately informed about the proposed service changes.
Uses "plain English" and provides supplemental glossary to explain jargon - 15 votes
Information was accessible across multiple platforms and formats - 14 votes
Included the rationale for why proposed changes were being considered and the reasons these changes would be beneficial - 10 votes
Information provided was informative, factual, accurate, and up-to-date - 5 votes
Information was shared through print, online platforms, face-to-face interactions, and by telephone - 4 votes

- *What are the most important reasons to not be confident?*

We ranked the reasons that made us not confident that the information provided through the consultation enabled residents to be adequately informed about the proposed service changes.

Reasons to not be confident that the information provided through the consultation enabled residents to be adequately informed about the proposed service changes.
Alternatives to proposals not easy to find in consultation, nor explanation of why alternative options were not chosen or available to preferred options - 16 votes
Methods used to distribute information (and solicit feedback) was inadequate - 11 votes

Continuing the consultation during COVID-19 pandemic hindered advertisement of information - 11 votes
Easy Read materials and survey were difficult to access and did not provide enough relevant information about proposed changes - 9 votes
Information was poorly written, too dense, or contained too much jargon for the average reader - 1 vote

Q3. What are the most important findings from the FFTF consultation results?

Q3a. What are the most important findings from the consultation for the NHS Governing Bodies to consider (such as impact on local community, and suggestions to reduce any negative impacts)?

- Why?

We ranked what we think are the most important findings that we identified from the responses to the consultation in the table below. The main reasons for each choice are shown in the right-hand column.

Important Findings from FFTF consultation results for NHS Governing Bodies to consider	Why It Matters
<p>It is important to know that although the number of 713 completed surveys appears to be a small countywide response, this is approximately double the number survey models recommend. The Fit For the Future consultation group were happy with the overall response, double than what was predicted with response software. However, due to the population being approx 650,000, the number of completed surveys may appear unsatisfactory to the general public. - 11 votes</p>	<ul style="list-style-type: none"> - Suggests the general public is pretty apathetic and the FFTF are happy not pushing to get the numbers higher in all age demographics. Whilst some members of the jury felt it was a low number. - This helps us to know that the response rate, and therefore results, is robust enough to base decisions. This is because it shows that most areas were represented.
<p>There was a range of respondents however this did not necessarily reflect the demographics of the county. A significant number of the survey results came from Cheltenham with relatively small proportions from elsewhere. - 10 votes</p>	<ul style="list-style-type: none"> - This demonstrates that the consultation results captured different sections of the community (including 20% from people who considered themselves to have a disability), but some groups were under-represented (few responses from under 45 year olds). - This is important because it could mean that the consultation results are inappropriately biased toward Cheltenham where evidence has suggested there is concern that the hospital in Cheltenham may be closed. The survey results may therefore be skewed and biased in favour of proposed changes and

	therefore do not reflect the views of the residents of Gloucestershire as a whole.
There are concerns from both staff and patients about bed numbers and the increase of patients to GRH which is already deemed to be overstretched (pre-Covid-19). - 8 votes	- A plan should have been provided to ensure concerns were heard and addressed as well as potential negative effects on other areas of the hospital are mitigated against.
Despite the level of participation being deemed as sufficient, we feel it is not representative. - 7 votes	- The results are not a true representation of the population of Gloucestershire because of the low response rate.
The overall level of support for the proposals was around 70% for all options from the general public and staff that responded to the survey and staff consultation. - 6 votes	- This suggests the proposals are acceptable to the general public and the NHS staff.
Service users were not properly targeted or identified. - 5 votes	- It would have been as important, if not more important, to see this information as the stats from target groups as 'lived' experience could prove invaluable.
It is important to know that deciding whether to go ahead with the consultation during a pandemic was carefully considered by the consultation team with the help from external organisations such as the Consultation Institute. - 3 votes	- This matters because benefits to completing the consultation process were identified that outweighed any pandemic effect.
Open text feedback from the consultation uses the language of the proposals such "Centres of Excellence." - 2 votes	- This demonstrates that respondents understood the narrative/proposals in the FFTF consultation informational texts and therefore the results reflect informed understanding of the options.
Proposals and public response are scrutinized both internally and externally and that all aspects and potential adverse impacts are considered. - 1 vote	- To assure the public that results are analysed and presented in accordance with law and processes and they are reassured that any concerns raised have been considered and addressed.
The data appears to show a lot of support for the movement of Planned Lower GI surgery and Gastroenterology inpatient services to Cheltenham General Hospital. - 1 vote	- This is important to note because the majority of respondents to the survey were from Cheltenham postcodes which may give false data and sway the results in favour of the planned proposals.

Q4. Any other messages for the Governing Bodies?

Q4. Is there anything else about the consultation that a majority of the jury would like the NHS Governing Bodies to consider in the decision-making process?

Why?

We worked together to identify other messages that are important for the NHS Governing Bodies to hear about the FFTF public consultation. Only those that are supported by a majority of the jury are included in the table below. Our reasoning is given in the right-hand column of the table.

Something still missing, needs to be addressed, or requires further clarification re: the FFTF consultation	Why It Matters
We are concerned regarding the number of Royal Mail mailshots actually delivered to homes and wonder if there are better ways to market the initial engagement process, to get more people to know about the consultation, and hopefully contribute to the results. <i>16 Yes votes / 2 No votes)</i>	This will get more peoples' opinions and a better representation of the people in Gloucestershire, and would help us to know the majority have had a chance to be part of the consultation.
The Covid-19 pandemic has changed our way of life considerably - it would have helped for the FFTF consultation to incorporate a response to the pandemic in their presented material. <i>(15 Yes votes / 3 No votes)</i>	This matters because the plans drawn up before the pandemic may not be relevant anymore and the pandemic directly affects the day-to-day running of the services.
We have been assured that the golden thread of patient experience is the reason for this project, but there is nothing about that in the proposals. It is important that at the same time as any reorganisation of medical services, there is a review of the way patients are treated, their dignity and the facilities offered associated with new medical proposals. There is always something about this in external audits. <i>(16 Yes votes / 2 No votes)</i>	It's about the patients!

Statements that received 50% of votes "Yes" are included in the table below.

Something still missing, needs to be addressed, or requires further clarification re: the FFTF consultation	Why It Matters
Why was Inclusion Gloucestershire told in mid 2019 that there wasn't enough time to produce more easy read information booklets? <i>(9 Yes votes / 9 No votes)</i>	This is important because it might've meant that the disabled population had a better representation and may have led to different results and views on FFTF.

Data is missing that would give information of how many leaflets were actually delivered by Royal mail. (9 Yes votes / 9 No votes)

This matters because it would give more data to know that as many households as possible had received the leaflets that were commissioned to be delivered by Royal Mail (297k).

3. The jury process: what we heard and did

This section describes what we did over the eight days of the citizens' jury: from 13.00 to 17.30 each day on 19-22 January, and then 25-28 January. We heard from a range of expert and community witnesses. We asked questions and collectively captured important information after each presentation. The brief for each presenter is given below but a full set of slides and audio of the presentations are available for download at:

<https://www.onegloucestershire.net/yoursay/fit-for-the-future-developing-specialist-hospital-services-in-gloucestershire/citizens-jury/>.

Day 1: Context setting

The event began with introductions by jury members, and to the citizens' jury process and deliberation. This was led by the process designers and facilitators Kyle Bozentko and Sarah Atwood from the Jefferson Center.

We then heard from Micky Griffith, the Programme Director of the NHS's "Fit for the Future" programme. He had been asked to set the context for the jury:

- Why has the jury been called?
- Who has commissioned it?
- What is the subject of the jury?
- What are the main steps that have led up to this jury, and when did they happen?
- Where are we now and what steps will follow the jury to lead to decisions being made?
- Why do the results of the jury matter, and how will they be used?

Day 2: What is "Fit for the Future"?

We heard from Prof. Mark Pietroni, Director for Safety and Medical Director, Gloucestershire Hospitals NHS Foundation Trust. He had been briefed to explain:

- What is "Fit for the Future," an "integrated care system," and the Centres of Excellence approach?
- Why are changes to hospital services being proposed?
- In summary, what are the main service changes being proposed?

Day 2: What does a good NHS public consultation process look like?

Frances Newell, Senior Programme Lead (community involvement), NHS England was briefed to address:

- What does the law and national guidance require from a NHS public consultation?
- What features would a good NHS public consultation process have?
- What features might a poor NHS public consultation process have?
- Any other relevant points about public consultation processes.

Day 2: What does good NHS public consultation information look like?

Frances Newell also gave the presentation on good consultation information:

- What information does the law and national guidance require to be included in a NHS public consultation?
- What would be the features of good information content in a NHS public consultation?
- What might be the signs of poor information in a NHS public consultation?
- Any other relevant points about public consultation information.

Day 3: What has the FFTF engagement and consultation process been?

This presentation was made jointly by two representatives from Gloucestershire Clinical Commissioning Group: Micky Griffiths, Programme Director, Fit for the Future & Becky Parish, Associate Director Engagement and Experience. Their brief was:

- What steps did the NHS in Gloucestershire go through up to the end of engagement?
- What steps did the NHS in Gloucestershire go through from engagement up to the end of the public consultation?
- What has the NHS in Gloucestershire done (with relevant metrics) during the public consultation to make these consultation materials accessible?
- What activities were carried out to encourage local people to respond and what mechanisms were available to people to respond?
- Following the public consultation, what steps will be taken before the governing bodies make decisions?

As a group we determined “What’s Important for our Neighbours to Know” regarding the steps NHS Gloucestershire undertook for the Fit for the Future consultation process:

What’s Important to Know re: FFTF Process
FFTF used a range of communications on a variety of different platforms for accessibility along with a diversity of approaches and targeted outreach to involve different groups and ensure inclusion of seldom heard or hard to reach groups.
External groups were contacted to provide input and be involved in planning, in proposal development, and the consultation process itself.
FFTF appears to have taken steps to ensure the process is done according to procedure and that public were able to shape the process and that the feedback would be incorporated meaningfully (eg the public were asked what mattered to them and these were incorporated into process; FFTF worked with the Consultation Institute for advice).
There were methods for internal and external scrutiny of the materials and process.
A low level of response was deemed a success from various engagement activities.
FFTF adjusted the consultation process in response to COVID-19.
Members of NHS staff have been (heavily) engaged in the process.

Day 3: What information has NHS Gloucestershire provided for the public consultation?

Becky Parish also gave this presentation addressing the following questions:

- What are the main public consultation documents, and what purpose does each of them serve?
- What purpose does each serve?
- Is there anything in particular that jurors should be aware of when reviewing the documents?

As a group we determined “What’s Important for Our Neighbours to Know” regarding the information NHS Gloucestershire provided for the public consultation process:

What’s Important to Know re: FFTF Information
There were a variety of informational documents available and different ways for people to access the consultation information, on various platforms (including methods such as callbacks).
It is important to know the total number of or amount of requests for various types of information and the response rates for various approaches.
Many people were seemingly unaware of the consultation and did not access/receive any information (including the NHS leaflet) and did not respond to any surveys or participate in any of the engagement options.
FFTF responded to Covid-19 by adjusting how information was provided to try to ensure people had access to the information.
It is important to know how successful response rate/s are determined based on the population and targets and to know whether or not these were met.

Day 4: Community perspectives: what were the strengths and weaknesses of the public consultation?

Five representatives from the local community were invited to speak to the jury on what they perceived to be the strengths and weaknesses of the consultation. Each gave a short presentation followed by questions from the jury. The presentations were given by:

- Dr Russell Peek, Consultant Paediatrician and Medical and Dental Staff Governor, Gloucestershire Hospitals NHS Foundation Trust (speaking about consultation with staff)
- Julius Marstrand and Chris Hickey, REACH (Restore Emergency At Cheltenham General Hospital)
- Trevor Rawlinson, Church St Medical Patient Participation Group Chair
- Angela Gilbert, Community Development Team Managers, Know Your Patch
- Vicci Livingstone-Thompson, Director, Inclusion Gloucestershire.

As a group we determined some of the most important strengths of the Fit for the Future consultation process and information after hearing from community members and deliberating:

Strengths of FFTF Consultation
Efforts were made to ensure accessibility and inclusion by engaging a wide range of Gloucestershire residents as well as among seldom heard groups (eg working with community groups) so everyone could have input.
Community groups were involved in sharing, distributing or communicating consultation information to, and engaging with, target groups across the county.
Community groups were involved in planning the consultation process and developing the proposals.
NHS staff were represented or involved at all stages throughout the process.
Information was made available on multiple platforms and across various formats (online, phone, print) for residents to learn about the process and share their views.
Lots of information was available and materials had different levels of detail.
FFTF attempted to respond to Covid-19 by adjusting how people learned about or participated in the consultation.
Patient experience was included as a consideration.

As a group we determined some of the most important weaknesses of the Fit for the Future consultation process and information after hearing from community members and deliberating:

Weaknesses of FFTF Consultation
The Covid-19 pandemic interrupted the process and made it more difficult for people to participate, decreased overall participation/response rates, and limited opportunities for community groups to be engaged.
Information was unclear, was too technical and didn't properly provide rationale for changes or the potential impacts of changes on patients and staff.
It is unclear if all staff were equally involved and whether or not various relevant Unions (medical and non medical) were consulted or involved.
Some groups who were engaged to plan or contribute to the consultation may have had suggestions, feedback or changes overlooked or disregarded and consultation was less inclusive.
Information was not easily available to enough people and not heavily advertised enough for people to know about the consultation.
Low awareness of the consultation and low participation numbers and response rates among Gloucestershire residents.
Negative views from community groups (such as REACH) may not have been fully included in the consultation process and information.

Patient experience (eg treatment pathways) and users not fully included as a component of the consultation materials.
Reliance on digital and electronic communications may have excluded some from participating.
The time period of the consultation process may not have allowed enough time for residents to participate.

Day 5: Jury Study Time, Review of Fit for Future Consultation Materials, and Deliberations

Day 6: What can we learn and where should we be cautious when interpreting public consultation results?

Richard Stockley, Head Of Research, Surrey Heartlands Health & Care Partnership (NHS) & Surrey County Council presented information to help us more effectively interpret and assess consultation results, finding, and information. He was briefed to give a presentation addressing the following:

- What can we learn from the results of a public consultation?
- What are we unable to learn from a public consultation?
- Why might public consultation results not reflect the views of the local population (e.g. self-selection bias)?
- What are the important questions to ask to test how well the results reflect the views of the local population?
- Any other relevant points about interpreting consultation results.

As a group we determined some important things to consider when interpreting results:

Interpreting Consultation Results Responses
It is important to know whether responses reflect a broad cross section of society or if responses represent particular groups when interpreting results to understand if the consultation provides a full snapshot of the public.
It is important to consider how different groups and the general public are targeted, and why, in order to gather responses from those groups appropriately to ensure that consultation has been effective.
It is important to ensure that the questions being asked are not leading, loaded or weighted towards a certain response and include explanation of alternative options. This is crucial because misleading questions can produce skewed results which encourage confidence among decision makers where it shouldn't exist and not provide all relevant information.
It is useful to consider the number of survey responses received (response rates) so we can be confident that the results are giving an overall snapshot of the population.
It is important that the consultation includes existing, past, and future users of the

services to be affected because this gives perspective from members of the community that will possibly be affected by any changes.

Day 6: What were the results of the NHS Gloucestershire public consultation?

Becky Parish presented a summary of the responses to the public consultation. The full report was in the ring binders sent to jury members. The brief for this presentation was:

- Who / how many people responded?
- Did the mix of people responding closely match the Gloucestershire population in relation to:
 - Where people live?
 - Other key demographics such as age, gender, ethnicity etc.?
- What groups were over-represented and under-represented/missing?
- What were the main results?
- Was there a clear pattern in any of the results suggesting that particular views came from particular groups of people?
- Were there marked differences between staff and public responses?
- What were some of the main themes from free-text responses?
- Were there public responses received from other organisations?

Day 7: Jury Study Time, Review of Fit for the Future Consultation Materials and Interim Output of Consultation Report, and Deliberations

Day 8: Deliberation and report writing (this report)

Appendix 1: Messages to our neighbours

When asked about what they would want to share with their family, friends, and neighbours about their experience on the jury, participants shared the following:

<p>That it is a positive and worthwhile experience and the website address to apply!</p>
<p>It is important to know that the jury was conducted in such a way that every member was able to get their thoughts and views heard.</p>
<p>It is important for people to know that the jury was made up of people from different ages, genders, ethnic and personal backgrounds, making it a very broad opinionated group. Also the amount of detail we were supplied with to enable us to make our decisions was excellent.</p>
<p>I have found the experience to be what I expected overall but have been really impressed with how things have worked so smoothly online. I will actually be taking away some things too - particularly how much more constructive it has been to work in smaller groups, then coming together as it has allowed people who wouldn't normally speak up to feel engaged and confident.</p>
<p>How refreshing it is that 18 people with nothing obvious in common are able to come up with very similar reactions and answers to questions put to the jury i.e. how similar and sensible we all are when it comes down to it.</p>
<p>Important for them to know that it is an in-depth process where there are no constraints to sharing your views/opinions/concerns. That (hopefully) the opinions/concerns of the jury are taken on board by the various groups/committees going forward, not only for the FFTF plan but future consultations.</p>
<p>I found the whole process very interesting and enjoyable, I have learned a lot about the way the NHS tries to get the public involved. Disappointed that this was the first time I had heard of this process though as I think it is in everyone's interest to get involved in anything relating to the NHS. I also found the hosts very welcoming and incredibly nice.</p>
<p>Been a fun and interesting process, learning lots about what's happening moving forward with NHS Gloucestershire, having not known about it before the jury. Found different peoples' views interesting on matters I may not have thought about. Liked the Zoom model rather than the face-to-face, felt it put people at ease working from home, and easy to focus on the task at hand.</p>
<p>I have been very impressed with how much work has gone into the preparation and organisation of the jury. The variety of people selected has been great and from different areas and backgrounds, all really nice people. All the presentations from witnesses were interesting and informative and helped a great deal with our deliberations. The time goes very quickly!</p>
<p>I am extremely impressed by my experience with the jury. Not only has the jury itself been excellently planned, facilitated and made to be enjoyable, but it demonstrates how robust an approach the NHS takes to their public consultations. It has given me confidence in the NHS and their commitment to engage the public. I would also say that the jury has been very interesting, I feel I have gained new skills and had the chance to work with a wonderful group of people!</p>
<p>They know that I was in consultation with a group discussing matters to do with the NHS health service and the way forward. They were glad to know I had something to occupy my mind, body & soul during the past 2 weeks.</p>
<p>I have enjoyed the experience being part of the Jury service for the last 2 weeks, it has been very interesting and informative to understand from the presentations and witness statements, working with people on the Jury that until this time, for me I did not know them previously, a very good mix of people from a variety of backgrounds with different viewpoints and perspectives, this enhanced the value and experience and enabled me to evaluate my own viewpoints and perspectives to come to what I think were good evaluations and decisions.</p>

That we were all unknown to each other and we all had our own views which we were able to express and compare with each other respectfully and with due consideration. As a result we were able to put forward constructive responses both favourable and unfavourable for consideration by the Gloucester Health Trust FFTF commissioning body.

The Citizens' Jury has been a stimulating and fun experience. It has taken a lot of concentration but has been managed in a professional and encouraging way. All members of the jury are encouraged to participate during the discussions and I have found my peers to be supportive and accepting of differing opinions.

Very engaging work with a very good step by step process to get to a clear end point - by the end you could see how all the steps got us to a conclusion. It was really helpful to hear different views and perspectives on issues and tasks. It enabled a well-rounded approach and challenged any preconceived ideas. It may have been helpful to have a little more time getting to know each other. It was hard to judge how much influence this process will have on the decision or work of FFTF going forward. Although it still felt worthwhile. Timing was sometimes pushed however some of the group work could have been more efficient. It was a worthwhile experience.

To know it was a learning experience for us all, made us all think differently about what we were discussing as time went on.

It was not about the proposals but about the correct process was conducted and more than sufficient and appropriate information was delivered to the public. Moreover it allowed us to receive a variety of witness statements and the opportunity for Q and A, clarity and clearing any misunderstandings.

That the jury were able to make evidence-based decisions that the CCG should have regard to and that the Citizens' jury was not merely a rubber stamping exercise.