Medicines & Healthcare products Regulatory Agency

Better consultations, better evidence

External report

Researching and developing methods of improving the quality of evidence submitted through government consultations.

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Contents

Executive Summary

This research was commissioned to better understand the obstacles to effective consultation responses, and to ultimately develop guidance for people responding to MHRA’s public consultations.

22 qualitative structured interviews were conducted. Eleven interviews were conducted with civil servants, of which seven were policy officials, one a communications specialist and three economists. A twelfth interview was with an external contractor used by a government department to handle a particularly large body of consultation responses to proposed EU legislation on tobacco products. The remaining ten were external stakeholders with experience of responding to consultations, of which five were from companies of varying sizes, three from trade associations representing different industries, and two were patient advocates.

The ‘what’ and the ‘why’ of consultations

The research showed that there is a subtle but important distinction between civil servants’ understanding of the purpose of a consultation, and that of external stakeholders.

Stakeholders often perceive consultations as a democratic exercise, giving those affected a chance to voice a view. Consultations are sometimes approached as a campaign or petition, and there is a perception that who says something matters more than what is said.

Civil servants focus on using consultation responses to strengthen the evidence base informing a policy decision. Policy decisions are informed by public opinion but must be driven by the evidence. A good response provides a clear opinion on the proposal, sets out the expected impact, and explains why this conclusion has been reached. That may be in the form of analysis, calculations, models, research studies, or academic papers.

To be usable, evidence must be accompanied by methodologies, calculations, sources and, where appropriate, raw data. Analysis that cannot be verified cannot be used. One response providing new evidence may have a greater impact than a hundred responses which object to a proposal without providing evidence. Civil servants want to know what stakeholders think, but they also need to know why.

The limited scope of a consultation is not always clear to external stakeholders, who may wish to address a broader question or related policy. While it is useful to be aware of these views, they may be outside the scope of the consultation and therefore have limited impact.

Presentation is key

Stakeholders are very aware of the importance of preparing a comprehensive report and reaching a coherent position, but are less aware of the importance of presentation. Most civil service policy leads will work from a summary of consultation responses, rather than reading all the responses themselves. This will often take the form of a written document, supported by a grid logging all responses with a brief summary.

This summary will pick out key messages and valuable evidence. Whoever is preparing this summary will more accurately identify the key messages in a response if these are easy to find. Providing a two to three line summary of the take-home message and using bullet points and formatting will mean that the response’s message will be more accurately identified in the summary.

The whole response should be as concise as possible, with supplementary information put in an annex. Key messages and important information needs to be immediately visible, and presented in an appropriate format, such as using tables to present data rather than a written paragraph.

Responses need to be in a format civil servants can access and search, such as a Word or Excel file. PDFs of scanned printed documents limit the potential use of the information.

Internal learnings

Clear answers are only possible following clear questions, and the research interviews identified a number of areas where the civil service could strengthen its approach to public consultations. Many of these are already identified in the cross-government Consultation Principles published by the Cabinet Office in January 2016 (Annex II).

A series of recommendations have been made following this research, for MHRA, Government and external consultation respondents.

We would like to thank all the interviewees who have taken the time to contribute to this project.

Introduction

The Medicines and Healthcare products Regulatory Agency (MHRA) conducts several consultations a year, on issues such as guidance for new technological areas, proposed fees for regulatory services, and policy decisions at national and international level.

Civil servants reported that they were receiving large volumes of responses that were difficult to use, either because of the type of information provided or the format used.

This research was commissioned by the MHRA's Head of Economics, Rose Geeson, to better understand the obstacles to effective consultation responses, and to ultimately develop guidance for people responding to MHRA's public consultations.

To do this, a series of structured interviews were conducted with civil servants and external stakeholders with experience of public consultations to understand what factors affect how much impact a response has on policy making.

There were a total of 22 interviews using the structured questionnaires provided at the end of this report (Annex III). Through the interviews, a number of clear and consistent messages emerged which have informed the development of guidance suitable for most consultations. This guidance is provided in Annex I.

In this research "policy lead" refers to the civil servant leading a particular policy. "Respondent" refers to a member of the public, be it from a trade body, business, or individual, who replies to a consultation.

Civil service interviews

Eleven structured interviews were conducted with civil servants, of which seven were policy officials, one a communications specialist and three economists. A twelfth interview was with an external contractor used by a government department to handle a particularly large body of consultation responses to proposed EU legislation on tobacco products.

How a body of responses is processed

Responses are handled in similar ways with limited variations between teams and departments.

Within the policy team one or several individuals read all the consultation responses and log them in a table, writing a brief two to three line summary of each response. Sometimes this process is outsourced to a contractor when the body of responses is too large to be handled internally.

This summary and individual responses identified as containing relevant evidence are discussed and evaluated to determine whether a policy or impact assessment should be amended.

The summary of responses is also used to inform policy submissions to Ministers and a public government consultation response.

What makes an effective response

A number of people pointed out specific examples where an element of a policy had been altered as a direct result of evidence provided in a consultation response. The most impactful responses are often from trade associations, who in general tend to present the most evidence in a usable format.

An impactful response:

- **Focuses on the questions that are asked.** Many responses veer away from the question asked, using the consultation as an opportunity to raise other concerns. They may address issues that are outside remit of the team conducting the consultation.

- **Contains a clear position statement** indicating whether the respondent supports or opposes the proposal, or indicating which of the available options is preferred.

- **Demonstrates the impact of the proposal** on the respondent as an individual, professional, company or organisation.

- **Provides the reasoning behind the opinion given**, offering specific examples. Good responses provide evidence to support their view, whether from their own data or analysis done by others. Good evidence includes the provision of sources, methodology, calculations and raw data when appropriate. Without this, civil servants cannot validate and use the data provided.

- **Provides ideas for how the proposal could be improved**, or how negative impacts could be mitigated. If respondents oppose the policy, provide alternative suggestions that would help government achieve its objective.

- **Clearly identifies who the response is from**, and in what capacity they are responding. For example, are they a patient, a member of the public, a health professional or are they responding on behalf of an interest group or company? It is helpful if respondents provide a named person’s contact details for follow-up questions, and indicate what position they hold if responding on behalf of an organisation.

- **Is concise and clear, with the important information at the top.** It is useful to have a two to three line summary. Bullet points and formatting such as highlighting help to flag key pieces of information. Data in a tabular form rather than text is easier to interpret. It is also useful to receive responses in electronic, searchable formats (e.g. Word, Excel) rather than scanned pdfs or written letters.

The challenges of handling a body of consultation responses

Campaigns

Sometimes a consultation becomes the target of a ‘campaign’ approach, when civil servants receive multiple identical or near-identical responses from members of the public who are approached and asked to submit a pre-prepared standard response.

As each response is considered primarily for the strength of the evidence provided, rather than the number of times an opinion is voiced, this does not strengthen the case made or advance the conversation. While the numbers received are counted and will inform the handling of follow-up publications by the communications team, they will not impact on the development of the policy.

In some cases, these are set aside and handled as a ‘campaign’, so that the standard response is read and considered only once. While the numbers of responses are counted, the influence is limited.

In other cases there is no pre-determined approach to these ‘campaign’ responses. Each response must then be read individually to ensure that civil servants do not miss any variations in a response that looks identical at first glance but may have been edited. This is very time-consuming. The effect is to absorb resources, reducing the capacity available for teams to consider or respond to the points made.

Freedom of Information / Redacting sensitive information

If policy leads publish all responses received, it is necessary to go through them and redact sensitive information where requested. This is resource intensive. One example involved a team of several people working full time for two weeks removing sensitive information.

In some cases following a Freedom of Information request, civil servants are not able to prevent publication of information even when asked to do so. This is a challenge as civil servants are seeking evidence that may be sensitive to stakeholders

Volume of responses and limited time

Civil servants have a set time period for reviewing, using and reporting on the responses received from a public consultation. Processing the responses is time-consuming. Logging responses is inefficient in many teams, as someone must individually copy and paste responses from email responses to a table or summary document, or in the case of responses submitted by post, must scan the answer to each question. Responses also tend to come all at the same time at the end of the consultation response, which is challenging for teams with limited resources.

The time needed to draft and clear the government response to the consultation eats into the time window for processing responses. The value of the consultation, reflecting on the points raised, using the evidence to challenge and strengthen the proposal, is often squeezed.

Questions about the consultation questions and process

Questions sometimes arise during the process, and teams are not always prepared for this and for the time taken to respond to them. This is particularly the case when reaching out to stakeholders or groups who have not previously responded to consultations.

Variations

Variations between civil service professions

Economists, policy officials and communication specialists were interviewed for this research as they are all involved in the consultation process. All three professions need to understand the ‘why’. Why do stakeholders support or oppose the proposal? Why have they reached that conclusion? What is their reasoning or evidence?

However professions differ in their approaches to strong opinions. Communications teams want to know who feels strongly to help them identify key opinion-holders and influencers, to monitor vocal individuals or groups to ensure they are aware of their comments; and to inform the management of future publications on an issue. Policy officials want to understand the strength of public feeling but need objective evidence to support a change to a policy. Economists are sensitive to potential bias which may be indicated by strong views.

Variations between MHRA and the Department of Health

While MHRA and the Department of Health take the same broad approach and use responses in similar ways, the process differs slightly. From the limited sample size, the Department of Health appears to make greater use of automated online consultations while MHRA uses predominantly email-based consultations, which are more time-intensive for civil servants to process.

A number of interviewees in MHRA commented that it is not always easy to determine who a response is from. This was not an issue for any interviewees at the Department of Health, where the approach is to ask respondents to self-identify from a list of stakeholder groups. It may be valuable to explore adapting this option in the MHRA's approach to consultation.

Finally, the Department of Health has used contractors to outsource the logging and summarising of the responses, and there seems to be less awareness or experience of this option within MHRA.

Civil servants' reflections

When asked about the best and worst aspects of handling public consultation responses, the civil servants interviewed consistently commented on how rewarding it is when a consultation offers a meaningful engagement with stakeholders, an opportunity to better understand the impact of a proposal on people, to hear their views, and to strengthen the proposal.

Conversely, it is frustrating when civil servants are not able to meaningfully engage with stakeholders and use the feedback from consultations, either because the timeframe is too limited, the volume of responses too high, the content of responses unusable, or in some cases receiving no responses at all.

The answer is only as good as the question

When reflecting on what makes a good consultation response, many civil servants interviewed felt that the quality of the response was limited by the quality of the question. If a consultation is prepared without a clear focus on what civil servants want to know and what they will do with the answer, then the questions are correspondingly vague, eliciting vague answers.

Respondents need a clear steer on what to include. This steer could be included in overarching guidance for respondents or it could be referenced in questions themselves. For example, if stakeholders provide a two to three line summary of their take-home message, this helps civil servants to understand the responses, but civil servants rarely explicitly ask stakeholders to include this summary. Some interviewees suggested developing a standard template for consultations which could include this kind of question.

Consultation is an ongoing process, not a twelve-week period

Many interviewees stressed that a consultation should not be a one-off formal process. Effective consultation is enabled by more informal, targeted engagement with impacted stakeholders from the earliest stages. This will mean that the proposals put forwards for consultation are better, and policy leads build trust with stakeholders.

When consulting stakeholders, a formal written twelve-week consultation is only one option, and greater use should be made of alternatives. This could be discussing draft guidance with a group of stakeholders, or sharing a smaller number of questions with targeted stakeholders for a more informal written consultation to inform policy development.

Reaching the right people

To have good engagement with stakeholders, policy leads must ask the right people the right questions at the right time. Consultations should reach a relevant cross-section of impacted stakeholders, potentially including private, charity and public sector organisations and individuals impacted in a professional and personal capacity. The stakeholder landscape is constantly evolving, and ensuring the outreach is appropriate and comprehensive is a significant challenge.

It can be challenging to reach the most appropriate person within an organisation. As individuals move and organisations evolve, it is not always straightforward to identify the lead individual within a company.

Setting the example on transparency

Some people queried whether civil servants are transparent enough about their decision-making analysis. If civil servants are asking others to share their data and evidence, do they go far enough to share theirs? Some interviewees also raised concerns that the limited time available to develop a government response leads to bland, high-level summaries which do not record or comment on enough of the issues raised by the consultation. This also means that points raised are lost to future policy-makers, who would benefit from a more detailed record of the consultation’s content.

Stakeholder interviews

Ten stakeholders were interviewed, including representatives of big and small businesses, trade associations and lay people/patient representatives, including pharmaceuticals and medical technology. We approached non-governmental organisations but the organisations contacted were unable to participate.

Many highlighted that these comments are general, applying to all government departments, and the MHRA is very open and approachable in its consultation. MHRA has a positive reputation for engaging stakeholders effectively and early.

How organisations and individuals respond to public consultations

Whether small companies or large trade associations, organisations broadly described a similar response process. The key challenge is bringing together the different perspectives within the organisation. Depending on the proposal under consultation, there may be an impact on different products or areas, and there is a need to consult different departments, franchises or member organisations. Sometimes these people may be based in another country. The person drafting the response may need to resolve disagreements, obtain clearances, and align with regional or international views.

It is a resource-intensive process to bring these individuals together, to consider their views, and to reach an agreed position which the organisation will present. The drafting of the response itself is a small challenge in comparison. When asked to offer guidance to an imaginary colleague, most people focused on how to collect views and build a comprehensive response rather than on how to answer the questions to influence policy.

The time pressures are exacerbated by the fact that other bodies also consult. A team working on a high-profile issue may be approached by multiple bodies consulting on the same question. This is particularly the case with EU legislation, when there will be EU-level consultations as well as national-level ones across Europe.

Members of the public not affiliated to any organisation who contributed emphasised that their response is informed by conversations with peers and contacts, other patients and advocates, as well as their expertise. For example, a patient may also have relevant professional experience.

Stakeholders' concerns about responding

All stakeholders stressed the value in having an opportunity to demonstrate the impact of a proposal on them. Many felt they had something of value to offer government and were keen to contribute to the policy development.

Responding to a public consultation takes a lot of effort, and is viewed as an investment. As there may be multiple bodies consulting on the same issue, an organisation or individual will ask – is it worth my time?

Sometimes stakeholders perceive consultations as a genuine dialogue, with contributions valued and utilised. More often, stakeholders perceive consultations as a tick-box exercise.

This is particularly owing to a lack of visible impact. After consultations, proposals often appear unchanged, and government responses summarising the consultation findings are often so high-level that many contributors feel their points have been lost. Some queried whether they are received or read at all.

There is a lack of clarity about what happens to a public consultation response. They are widely seen as an opportunity to 'have a say', but there is a perception that who says it matters more than what is said, that it is about what people think rather than an evidence-gathering exercise. How will a layperson's response or a small company's response weigh against a large industry trade association?

Many commented that face-to-face engagement is more meaningful and more personal, though again here it is important to feed back on the impact of the contribution.

Clear questions help give clear answers

The questions are not always targeted to the audience. It is easier to engage if the questions are more meaningful for the stakeholders concerned. Meaningful questions are phrased to be relevant to the audience and pitched at an appropriate level of existing knowledge. Structured, specific questions help to generate clear answers. Vague, ambiguous or broad questions are hard to answer.

Sometimes there are cross-cutting issues or points that are not picked up in the questions, so it is important to have a space, such as a free-text box, to raise any other issues.

The consultation document is vital for stakeholders seeking to understand what policy leads want from them. Many said the consultation pack is used to guide the structure, depth and presentation of the answer provided.

Sometimes questions arise during the drafting of the consultation response. It is very helpful to have an opportunity to raise these. This could be done through a Q&A session midway through the consultation period, or by providing a contact email or online forum that stakeholders can use to clarify a point.

Submitting evidence is harder than it sounds

When seeking to present evidence, it is not always clear to respondents what this should look like. This can be particularly challenging for trade associations seeking to combine evidence provided by different companies. The level of detail sought is not always clear, and there is no standard methodology or government guidance on how to approach this.

Sometimes evidence has been generated at a regional or international level, for example on the anticipated impact of an EU measure, and it is hard to recalculate or break this down to UK level. International impacts are also hard to determine. A UK policy measure may impact on business decisions elsewhere in the world.

Commercial sensitivity is a stumbling block. Several companies indicated that even if they had clear evidence that a proposal would negatively impact them, they would not provide it if it were commercially sensitive. Industry defines commercial sensitivity more broadly than government does. Awareness of the possibility of Freedom of Information requests has led many to err on the side of caution, and only include in any response information they would be prepared to have in the public domain. Some choose to ask a trade association to provide the information in an anonymised format.

Make responding easy

Online forms are not always straightforward to complete. It is very inconvenient if it is not possible to download the questions in advance. Sometimes it is not possible to save the form and return to it later, or to move freely forwards and backwards through the questions. This can make the process so frustrating that stakeholders give up and opt not to respond.

Consultation timing is important. Around the New Year and summer school holiday periods, people are less responsive. During these periods consultations are often not picked up until sometime later, when there is a choice between trying to pull together a brief response quickly or not responding at all.

It is helpful to have advance warning of the consultation dates and a rough sense of the topic, as it allows people to begin to collect thoughts and identify key people internally.

The process is made easier if the consultation is sent to the right person in the organisation initially, and if the consultation documents provide the details of someone respondents can contact with any questions.

Conclusions

There are different understandings of what a public consultation is

Within the civil service, a formal public consultation is seen as an exercise designed to gather evidence to strengthen or challenge proposals. It is a valuable opportunity to read the public mood, but the number of responses received does not in itself strengthen an argument for or against a proposal. What is said matters more than who said it.

Outside the civil service, formal public consultations are seen more as a democratic exercise allowing those impacted to have a say. Who says something is perceived as more important than what is said.

Civil servants and stakeholders both agree

Genuine stakeholder engagement and consultation is not only a valuable exercise, it also makes the work meaningful, and builds trust and collaboration. Conversely, consultations which become process-driven rather than purpose-driven are frustrating to all concerned, with the huge time invested in drafting, responding to and processing consultations seen as a waste.

The need for guidance

Civil servants processing consultations receive responses in problematic formats which are difficult to use. This is in large part because civil servants have not been sufficiently clear about what kind of answer they are looking for and how they will use it.

There are several hidden ‘pitfalls’ for respondents, such as providing an opinion without evidence, or evidence without sources and methodologies.

More effective internal guidance would help civil servants draft more focused consultations. More effective external guidance would help stakeholders provide high quality evidence that will inform policy decisions. In combination, this would increase the value of consultations, and the quality of policy making.

Recommendations for Government

Demonstrate the impact

- Produce materials for stakeholders clearly explaining the consultation process and what happens to a response after it is submitted.
- Consider publishing case studies illustrating how a consultation can have significant impact on policymaking or legislation.

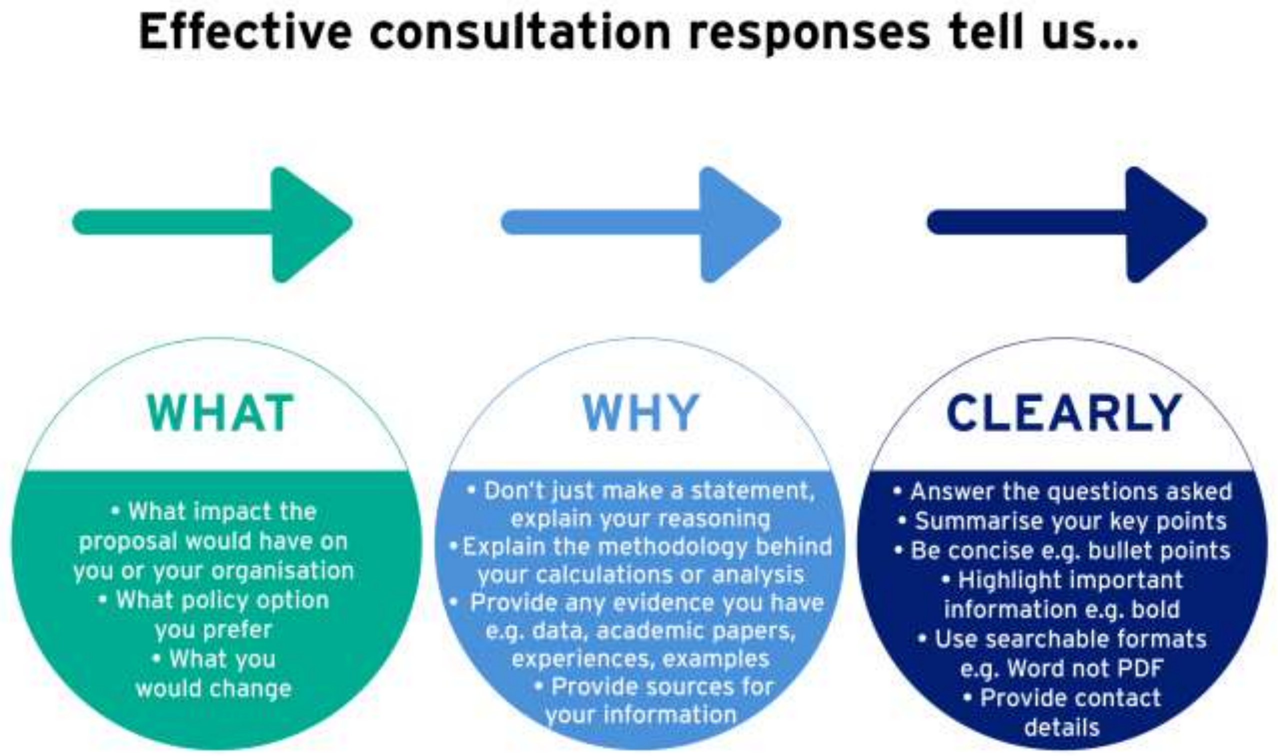
Support best practice

- Develop the existing Cabinet Office Consultation Principles into more substantive training and support materials, building on the findings of this report. This should include how to ask good questions.
- Ensure stakeholders have an opportunity to ask questions about a consultation.
- Consider developing a guide for stakeholders on preferred methodologies for calculating the impact of a proposal.

Improve the process

- Consider developing policies to improve management of the challenges identified in this report, such as handling campaign responses separately.
- Encourage the use of online platforms for responses.
- Reflect on Freedom of Information criteria and practices, and identify whether civil servants can better manage the need for transparency with the need for understanding of the impact of a policy.

Annex I: Guidance for respondents



Annex II: Cabinet Office Consultation Principles 2016

A. **Consultations should be clear and concise**
Use plain English and avoid acronyms. Be clear what questions you are asking and limit the number of questions to those that are necessary. Make them easy to understand and easy to answer. Avoid lengthy documents when possible and consider merging those on related topics.

B. **Consultations should have a purpose**
Do not consult for the sake of it. Ask departmental lawyers whether you have a legal duty to consult. Take consultation responses into account when taking policy forward. Consult about policies or implementation plans when the development of the policies or plans is at a formative stage. Do not ask questions about issues on which you already have a final view.

C. **Consultations should be informative**
Give enough information to ensure that those consulted understand the issues and can give informed responses. Include validated assessments of the costs and benefits of the options being considered when possible; this might be required where proposals have an impact on business or the voluntary sector.

D. **Consultations are only part of a process of engagement**
Consider whether informal iterative consultation is appropriate, using new digital tools and open, collaborative approaches. Consultation is not just about formal documents and responses. It is an on-going process.

E. **Consultations should last for a proportionate amount of time**
Judge the length of the consultation on the basis of legal advice and taking into account the nature and impact of the proposal. Consulting for too long will unnecessarily delay policy development. Consulting too quickly will not give enough time for consideration and will reduce the quality of responses.

F. **Consultations should be targeted**
Consider the full range of people, business and voluntary bodies affected by the policy, and whether representative groups exist. Consider targeting specific groups if appropriate. Ensure they are aware of the consultation and can access it. Consider how to tailor consultation to the needs and preferences of particular groups, such as older people,

younger people or people with disabilities that may not respond to traditional consultation methods.

G. Consultations should take account of the groups being consulted
Consult stakeholders in a way that suits them. Charities may need more time to respond than businesses, for example. When the consultation spans all or part of a holiday period, consider how this may affect consultation and take appropriate mitigating action.

H. Consultations should be agreed before publication
Seek collective agreement before publishing a written consultation, particularly when consulting on new policy proposals. Consultations should be published on gov.uk.

I. Consultation should facilitate scrutiny
Publish any response on the same page on gov.uk as the original consultation, and ensure it is clear when the government has responded to the consultation. Explain the responses that have been received from consultees and how these have informed the policy. State how many responses have been received.

J. Government responses to consultations should be published in a timely fashion
Publish responses within 12 weeks of the consultation or provide an explanation why this is not possible. Where consultation concerns a statutory instrument publish responses before or at the same time as the instrument is laid, except in exceptional circumstances. Allow appropriate time between closing the consultation and implementing policy or legislation.

K. Consultation exercises should not generally be launched during local or national election periods.
If exceptional circumstances make a consultation absolutely essential (for example, for safeguarding public health), departments should seek advice from the Propriety and Ethics team in the Cabinet Office.

This document does not have legal force and is subject to statutory and other legal requirements.

Updated 14 January 2016. https://www.gov.uk/government/publications/consultation-principles-guidance (retrieved 21 September 2016).

Annex III: Interview questions

Internal interview outline

1. How do you approach tackling a body of consultation responses?
    - How do you pick out key pieces of information?
    - What do you do with them?
    - What software programmes do you use for this?
    - What documents or output do you need to put together using the responses?
    - Who sees the consultation responses or the output from them?

2. What is valuable to you in a consultation response?
    - What are you looking to use?
    - Are there particular kinds of information (e.g. data) which you look for?
    - Is there anything consultees do to help or hinder your use of their response?
    - What's the best response you've ever had?
    - What made it good?

3. What is the mark of a good response?
    - What works best?
    - Are there any aspects of presentation, formatting or tone which make the response easier to use?
        i. Does this apply to particular types of information?
    - What more could consultees do to make responses more user-friendly?
    - What makes a bad response?

4. How do you find consultees identify themselves?
    - Is it clear to you what type of organisation/person the response is from?
    - Would it be helpful for you if consultees could introduce or present themselves in a different way?

5. What are the best and worst aspects of dealing with a body of consultation responses?

6. What three things would you want me to take away with me?

External interview outline

1. Why do you respond to public consultations? What do you hope to get out of it?
    - How significant or valuable is participating in a consultation to you?
    - Do you feel that you know how your response is used?

2. What do you think happens to your consultation response after it has been submitted?
    - What do you think the decision maker sees?
    - What do you think catches their attention?
    - How important do you think justifying your point of view is?
    - How do you justify your point of view?

3. Please talk me through your experience of the consultation process.
    - How do you approach responding to a consultation?
    - What is your role?
    - How long is the process on average?
    - Is this consistent or does it vary depending on the consultation, and if so how/why?
    - How do you find consultation documents/packs shape or inform your response?
    - Who else is involved in preparing the response?
    - What happens next?

4. How do you decide what to include in a response?
    - Do you usually find it clear what information is sought?
    - What informs, guides or restricts the drafting of a response?
    - What guidance (if any) do you draw on?
    - What level of detail do you provide? What determines that?
    - Is there particular information you seek to include or withhold?
    - Have you ever provided data/figures? Did this include commercial or sensitive data, or did you choose not to include specific types of data, and what factors lay behind that decision?

5. How is the response drafted?
    - Do you read all the documentation provided with the consultation before drafting it? Does the length deter you from doing so?
    - Do you provide structured responses to a questionnaire or general responses e.g. a letter? What shapes that decision? Does the structure/layout deter you from doing so?

- What formats or software programmes do you use and why?
- Do you have a particular approach to presentation of your response and how do you determine that?

6. Imagine I am a junior colleague drafting a public consultation response for the first time. What advice would you give me?
   - How do I collect the information?
   - How do I decide what to include?
   - How do I structure the response?
   - How should I include data?
   - What data should I include or exclude?

7. How do you identify yourself in a response?
   - Is it usually clear to you how and where to identify yourself?

8. What are the best and worst aspects of participating in a consultation?

9. What three things would you want me to take away with me?