

## **Appendix B**

# **Business Planning 2015/16-2019/20**

# **Interim Consultation Headline Findings**

**February 2015  
Consultation**

## 1. INTRODUCTION

This report sets out the interim headline findings from the council's consultation on the Business Plan 2015/16 - 2019/20. A full report will be presented to Full Council on the 3rd March 2015

The consultation aimed to;

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the council will use its resources to achieve its Commissioning Plans.

### 1.1 Preliminary consultation (July 2013- September 2014)

The council has already undertaken a range of consultation to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning Plans, along with indicative savings proposals to inform the MTFs, setting the scene for upcoming consultation.

The preliminary consultation was designed to;

- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the council
- b. Understand residents' views of Council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the next five years.

The table below outlines the phases of the preliminary engagement;

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation.
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	Engagement through Citizens' Panel area based workshops, focus groups with service users and protected characteristics which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review. An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Engagement through Committees	Focus on developing Commissioning Plans and MTFs proposals for each of the six Committees. Engagement through Committee meetings.

Consultation through this period has included staff briefings with 1,400 staff engaged through over 20 briefings during September 2014.

## 1.2 Formal consultation (17th December- 11 February 2015)

The preliminary engagement has informed the development of the council's budget proposals and its strategic plan to 2020 for consultation in this current phase.

This current phase of consultation was split into three strands:

- General budget consultation on the 2015/16 budget
- Service specific 2015/16 proposals: SEN home to school transport.
- Strategic Plan to 2020: Corporate Plan Priorities, Theme Committee Commissioning Plans, and the overall MTFs from 2015 - 2020.

To allow for a nine week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015.

## 1.3 Consultation overview of approach

All three strands were published on <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget 15/16 and the council commissioning priorities to 2020 (promoted as the Strategic Plan to 2020). Collection of respondents' views were fed back via open online self-completion questionnaires and paper copies were made available on request. The consultations were widely promoted via the council's residents' magazine, Barnet First, a press release, social media, Community Barnet, Communities Together Network, the Youth Board and various service user group newsletters and partnership boards.

Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.

In terms of the SEN home to school transport consultation, letters were also sent out to all parents or carers of children who use SEN home to school transport, explaining the proposals and inviting them to take part in the consultation

The Strategic Plan consultation also ran a series of themed workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with super users<sup>1</sup> of council services.

The results will be used to inform the development the final decisions on the council's budget 2015/16 and Strategic Plan to 2020.

## 1.4 Summary of response to date

At the time of writing, in total 282 people have taken part in the various strands – 52 to the online General Budget 15/16 Consultation, 19 to the Strategic Plan Online

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<sup>1</sup> One super user workshop was for a cross section of super users who use the non-universal services from across the council. The second workshop was for adults with learning disabilities.

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Consultation, 64 to the SEN Transport online consultation and 147 through the consultative workshops.

Further details of how many have participated to each stand are outlined below:

**Table 2: Overview of participation to date**

Method	Respondents/participants	Number
Online survey on general budget consultation on the 2015/16 budget	Residents only, no NNDR have responded (Businesses)	52
Online survey on Strategic Plan	Residents only, no NNDR have responded (Businesses)	19
Service specific consultation on 2015/16 proposals: SEN Schools Transport	Predominantly parents who use SEN Transport	64
Themed Workshop: Children's, Education, Libraries and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	18
Environment, Housing and Assets, Regeneration and Growth Committees	A cross section of residents selected from the Citizens' Panel	22
Adults and safeguarding committee	A cross section of residents selected from the Citizens' Panel	19
All Committees	A cross section of residents selected from the Citizens' Panel and Youth Board	44
All Committees	A cross section of service users	44
All Committees	Residents with learning difficulties	Still to do

## 2. SUMMARY OF KEY FINDINGS

This section provides a summary of interim key findings. A full analysis of the findings will be provided after the consultation closes on the 11<sup>th</sup> February (full report available the 16<sup>th</sup> February).

### 2.1 STRATEGIC PLAN AND BUDGET TO 2020

#### 2.1.1 SUMMARY OF KEY FINDINGS FROM THE CONSULTATIVE WORKSHOPS

As explained in the introduction the Strategic Plan consultation comprised of an online survey and a series of consultative workshops. Below is summary of the key findings from the consultative workshops.

#### 2.1.2 Method

As part of the Strategic Plan to 2020 consultation the council arranged a set of six workshops with residents to find out more about their priorities in regard to council services to supplement the online consultation questionnaire. The key objective from the workshop was to establish whether the planned allocation of budget reductions matched residents' priorities.

For the majority of these workshops residents were selected from the Citizens' Panel to ensure they were as far as possible representative of the population as a whole. Two events specifically went beyond the panel to get the involvement of residents who were users of non-universal services. This was done to pick up concerns of service users identified in the consultation on the Priorities and Spending Review.

The council commissioned 'Research for Today' to facilitate the workshops using a quantitative trade-off approach called 'Simalto'. This meant that residents would undertake an exercise which allowed them to prioritise services in the context of the wider services offered. Residents were not presented with the council's proposals but were given a grid which included a range of hypothetical examples as a tool to establish residents' priorities.

Three of the workshops focused on the remit of particular committees in more detail (e.g. Children's, Education, Libraries and Safeguarding) whilst other workshops were larger events which focused on a selection of services from across the council.

Further details of the method and makeup of the workshops can be found in appendix 1 of this interim report.

The summary of the key findings below cover all feedback from the first two theme committee sessions; Children's, Education, Libraries and Safeguarding Committee and Environment, Housing and Assets, Regeneration and Growth Committees. It also includes summary feedback from the third theme committee workshop on Adults and Safeguarding and Community Leadership and the event covering all committees, where information has been compiled.

### 2.1.3 Key findings

It was clear from the residents who took part in the workshops that most respondents thought that services supporting vulnerable adults and children were the most important use of the council budget. In contrast, the majority of those discussing environmental services thought the council could spend less on these areas and could potentially enhance funding for services which supported adults and children in need.

A key theme through the workshops was a focus on prioritising prevention services to reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

Through taking part in the workshops residents understood the difficult decisions the council had to make. This can be summarised by the following quotation;

*"I'm glad I'm not making the decisions. This simple exercise actually shows there's only so much money and if you spend it on one thing, you can't spend it on another"*

Whilst certain services were not prioritised, this was often not because residents did not think the service was valuable, but because in context there were other services which they felt should be given priority. This was largely the case with the library service in all groups, although the service has passionate proponents.

It should be noted that the workshops were attended by a comparatively small number of residents. Although this gives a reasonable guide to residents' priorities, the small sample means that the results of the workshops should most usefully be viewed within the context of the overall consultation.

### 2.1.4 Children's, Education, Libraries and Safeguarding

The workshop which focused on the remit of this committee saw residents prioritise services that supported the most vulnerable as well as prevention services, as summed up in the quote below;

*"Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council."*

Increasing current support (with demographic growth) for children with mental health was clearly a high priority for respondents, as was protecting the caseload of child protection social workers.

Maintaining the current service for libraries, children's centres and education support were the least popular.

This resident optimum score was relatively similar to the council's current plans, although residents felt by making a small reduction to the looked after children's service, more money could be used to fund education support, transport for the disabled and mental health support.

### **2.1.5 Environment, Housing and Assets, Regeneration and Growth**

The highest priority for residents was for emergency accommodation for the homeless and street lighting followed by residential street cleaning, protecting Summer's lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services, residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly rubbish collection was good idea and would increase recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

### **2.1.6 Adults and Safeguarding and Community Leadership Committee**

Initial results show that, like with children's services, residents' prioritised prevention services such as prevention support for adults with learning disabilities, short term support for adults with mental health issues and increasing the support to carers to help people live longer in the community.

Mental health support was prioritised, whilst residential care for people with learning disabilities and homecare for the elderly was not prioritised as strongly. This does not mean that people did not feel these services were important, but that when they had to choose between priorities these services did not come first in most instances.

*Feedback from this committee is based on initial results only.*

### **2.1.7 Commissioning model**

At the end of the workshops residents were asked their views on the council Commissioning Model;

*The council has no rigid view on who delivers services as long as they are of high quality and value for money, services could be delivered by the council, a private or voluntary sector organisation, with each service judged on an individual basis.*

The majority of residents felt that the principle of the statement was hard to refute. However there was scepticism about the involvement of private companies in the delivery of some services, especially care services. The following comments sum up the debate;

*"It's all right by me as long as it's done properly with proper controls and transparency"*

*“It’s easy to say but not so easy to deliver”*

*“I think that’s completely unrealistic. In principle, in theory, if it’s done to the same quality, yes ....but that’s not what happens.”*

The majority of issues raised focused on ensuring the contractor kept to their contractual commitment and the council had sufficient power to monitor and enforce the contract quality. It is clear the council has much to do to demonstrate how it ensures quality and transparency in contract management.

### 2.1.8 Council tax

At the end of each of the workshops, once residents had a good understanding of the decisions the council had to make in regard to spending, residents were asked whether they would prefer to cut, freeze or increase Council Tax.

As part of the first three theme committee workshops, an average of 57 per cent preferred a Council Tax rise, 31 per cent preferred Council Tax to be frozen and 13 per cent a Council Tax cut (55 residents). In the fourth<sup>f</sup> cross council event the response was very similar, with 58 per cent preferring a Council Tax increase, 36 per cent Council Tax frozen and 7 per cent a Council Tax cut (45 residents).

The key reason for choosing an increase in council tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce council tax felt that Barnet council tax was higher than some neighbouring boroughs and/or was high enough already.

There was particular scepticism amongst a small group as to whether residents could be expected to pay more when some services were being reduced.

### 2.1.9 STRATEGIC PLAN TO 2020 SUMMARY OF KEY FINDINGS – ONLINE SURVEY

As mentioned in the introduction the Strategic Plan to 2020 consultation also included an online consultation.

This comprised of a consultation document on the council’s proposed Strategic Plan to 2020 which explained the council’s overarching Corporate Plan priorities, the commissioning approach, plus the commissioning priorities and the savings that have been identified within each committee to the rest of decade. Residents were invited to submit their views via an online questionnaire. Paper copies of the consultation document and questionnaire were also made available on request.

### 2.1.10 Response to the survey

In total 19 questionnaires have been submitted to date (17 online and two paper copies).

68 per cent of the sample (13 out of 19 respondents) chose not to answer the question that identified whether they were responding as a resident, business, or a



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public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

**Table 2: Overall sample profile**

Type	Number	%
Resident	31%	6
Business	0%	0
Resident and business based in Barnet	0%	0
Public sector organisation	0%	0
Voluntary/community organisation	0%	0
Other	2%	1
Not answered	68%	13
<b>Total</b>	<b>100%</b>	<b>19</b>

**Due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on these particular questions at this stage.**

### 2.1.11 Calculating and reporting on results

The results are based on “valid responses” only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non-response.

### 2.1.12 Corporate plan overarching priorities

Respondents were asked how much they agree or disagree with the council’s proposed overarching priorities for the council’s Corporate Plan to 2020.

- The table below shows that majority of respondents (eight out of ten) agree with all the priorities. The most popular being ‘of opportunity, where people can further their quality of life’. The least popular was ‘where people are helped to help themselves, recognising that prevention is better than cure’.

**Table 2: Corporate Plan priorities to 2020**

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Total
of opportunity, where people can further their quality of life	6	2	1	0	1	0	10
where services are delivered efficiently and achieve value for money for the taxpayer	4	5	0	0	1	0	10
where responsibility is shared, fairly	5	2	1	1	1	0	10
where people are helped to help themselves, recognising that prevention is better than cure	4	3	0	2	1	0	10

**2.1.13 Have any priorities been missed?**

Respondents were asked if they felt any priorities had been missed. Five out of 19 respondents indicated they felt priorities had been missed, of whom three left comments:

- *To consider what Barnet residents want*
- *Setting targets and actions in protecting the environment and preventing loss of life and health caused by unhealthy lifestyle and climate change.*
- *Not just opportunity but equality of opportunity*

**2.1.14 The council’s commissioning approach**

Respondents were asked how much they supported the council’s s commissioning approach, which focuses on service quality and value for money rather than a pre-determined view of how services should be delivered.

- In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with eight out of the 11 respondents being strongly opposed to this approach. Only two out of 11 respondents tended to support this commissioning model.

**Table 3: Commissioning Approach**

How much do you support or oppose the council’s commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered?		
Answer Options	Per cent	Total
Strongly support	0.0%	0
Tend to support	18.2%	2
Tend to oppose	0.0%	0
Strongly oppose	72.7%	8
Don’t know/not sure	9.1%	1
<i>answered question</i>		<b>11</b>

**2.1.15 Council Tax**

Respondents were asked to what extent they agree with the council’s proposal to freeze Council Tax in 2015/16 next year and increase it by two per cent in 2018/19 and 19/20 and by two per cent in 2019/20.

The table over the page shows that opinion was mixed on these three proposals with no clear majority agreeing or disagreeing. However, it must be noted, in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on council tax next year.

**Table 4: Council Tax**

To what extent do you agree or disagree that the council should freeze Council Tax in 2016/17, and then increase Council Tax by two per cent a year from 2017/18 to 2019/20?							
	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Number
The council should freeze Council Tax in 2016/17	4	0	1	1	4	0	10
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	2	1	2	3	1	0	10
The council should increase Council Tax by two per cent in 2019/20	3	1	2	1	2	0	10
<i>answered question</i>							10

### 2.1.16 Committee Commissioning Priorities, outcomes and savings to 2020

A series of questions were asked on each of the committees commissioning priorities, outcomes and savings they had identified in order to achieve their priorities.

All of these have had less than ten respondents complete this series of questions to date. Full analysis will be provided in the final report.

## 3. GENERAL BUDGET CONSULTATION 2015/16

### 3.1.1 Summary of key findings

The general consultation consisted of an open online survey published on the web. Paper copies were again made available on request.

### 3.1.2 Method

The Business Plan and Budget consultation was open for nine weeks, from 17th December 2014 to 11th February 2015.

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget, the challenges the council faces and a hyper link to the full P & R Committee Report on the Council Business Plan for 2015/16.
- Collection of respondents' views were fed back via an open online self-completion survey. Within the questionnaire, where questions asked for comments on the savings that have been identified and that were part of the general consultation, hyperlinks were provided to each of the detailed savings within each committee for the budget 2015/16.
- Hard copies were also available on request

The survey was widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

Also, as part of the council's statutory duty to consult with National Non Domestic Rate payers (NNDR or Business rate payers), letters were sent out to all the council's NNDR payers inviting them to take part in the survey.

### 3.1.3 Response to the survey

In total 52 questionnaires have been submitted via the online survey. No paper copies have been received.

The table over the page shows that the sample profile of those who have responded are all from residents. Despite writing to all NNDR payers no responses have been received from businesses in Barnet.

29 per cent of the sample (15 out of 52 respondents) chose not to answer this question that identified whether they were responding as a resident, business, or a public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

**Table 5: Overall sample profile**

Type	Number	%
Resident	69%	36
Business	0%	0
Resident and business based in Barnet	0%	0
Public sector organisation	0%	0
Voluntary/community organisation	0%	0
Other	2%	1
Not answered	29%	15
<b>Total</b>	<b>100%</b>	<b>52</b>

**Again due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on these particular questions at this stage.**

### 3.1.4 Calculating and reporting on results

The results are based on "valid responses" only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non-response.

## Summary of key findings

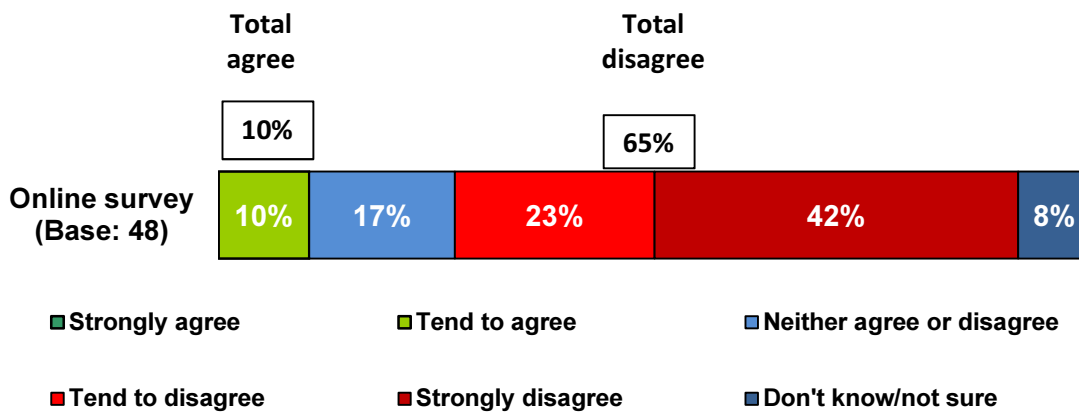
### 3.1.5 Council's overall approach to business plan and budget

Respondents were asked how much they agree or disagree with the council's proposed business plan in terms of balance between efficiency savings, income generation and cuts to services.

Chart 1 shows that two thirds of respondents (65 per cent; 31 out of 48 respondents) disagree with the council's approach in terms of balance between efficiency savings, income generation and cuts to services.

Only ten per cent (five out of 48 respondents) agree that the council had got the right balance and just over a quarter (25 per cent, 11 out of 48) said they were neutral or said they did not know.

**Chart 1: Level of agreement with the council's overall approach to budget**

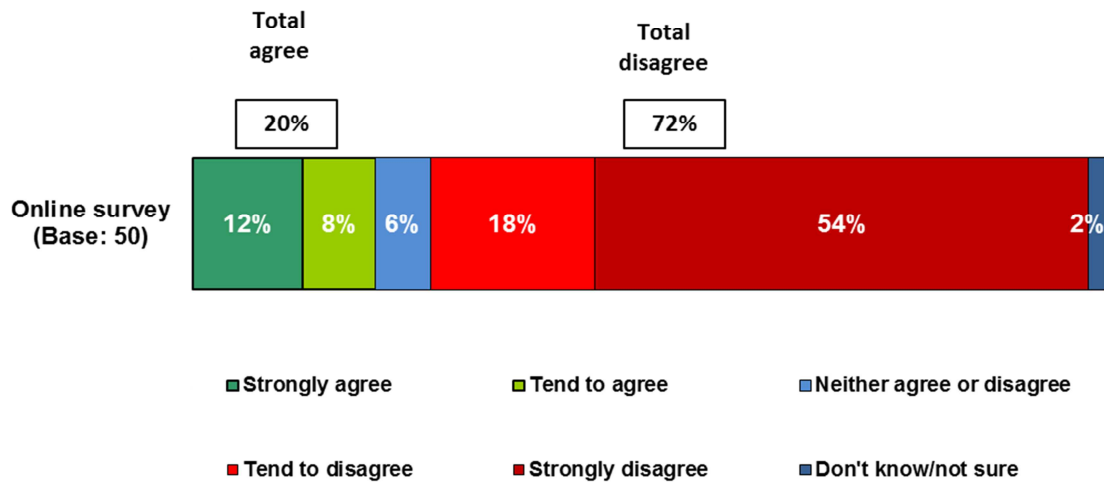


### 3.1.6 Council's proposal to freeze Council Tax next year

Respondents were asked how much they agree or disagree with the council's proposal to freeze Council Tax next year.

- Chart 2 over the page shows that the majority of respondents disagree with the proposal to freeze Council Tax next year, with three quarters disagreeing (72 per cent; 36 out of 48 respondents). One fifth of respondents agree (20 per cent; 10 out of 48 respondents), and the remainder neither agree nor disagree (six per cent) or said they did not know (two per cent).

**Chart 2: Level of agreement to freeze Council Tax next year**



### 3.1.7 Reasons for their answers

Respondents were asked to give reasons for their answer.

The most frequently cited reason was that respondents felt it was wrong to freeze Council Tax if it led to cuts in council services. This was frequently mentioned in reference to maintaining the library service, followed by protecting services for the most vulnerable.

### 3.1.8 Comment on the council efficiency savings and income generation

A series of open ended questions were also asked on each of the committees' proposed efficiency savings and income generation proposals. A full analysis of these will be provided in the final report.

## 4. SERVICE SPECIFIC CONSULTATION ON BUSINESS PLAN AND BUDGET CONSULTATION 2014/15

The only service consultation that was consulted on as part of Business Plan and Budget Consultation 2015/16 was on Special Education Needs: Home to schools transport savings:

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed information about the council budget, the challenges the council faces and a hyper link to consultation document on how the savings were going to be addressed
- Collection of respondents' views were fed back via an open online self-completion survey
- Hard copies were also available on request
- Letters were sent out to all parents or carers of children who use SEN home to school transport, explaining the proposal and inviting them to take part in the consultation

The questionnaire was also widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

#### 4.1.1 Response to the survey

In total 64 questionnaires have been submitted via the online survey. No paper copies have been received.

#### 4.1.2 Summary of key findings:

The council plans to make the £500,000 savings from its home to school transport budget through a mixture of efficiencies, placing more children locally so that transport is not required and working with parents to better plan the arrangements for their child's journeys to school.

A project has been established to find efficiencies in the way services are provided, such as how bus routes are planned, which services are run directly by the council and which are delivered by other providers. This consultation does not cover that work, as these efficiencies will not directly impact the nature of the service to users, but focuses instead on working more closely with parents to plan, resulting in, for example, an increase in the number of pupils who can travel independently and tailoring the assistance required more closely to individual needs.

Parents were informed that the council believes it can contribute to the required savings by careful application of existing policies and through a closer dialogue with parents and carers.

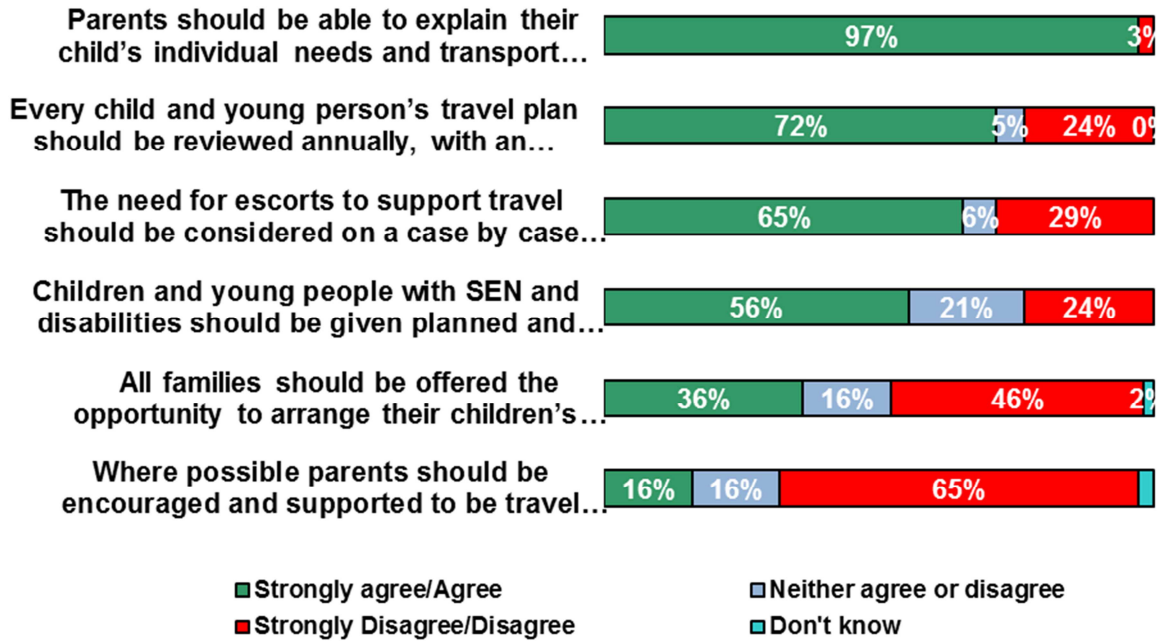
Respondent were asked how much they agree or disagree with various elements of the approach.

The chart over the page shows the most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed* (97 per cent of residents agreed with this). This was followed by *'Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part'* (72 per cent agree),

Just over half (56 per cent) agree with *'The need for escorts to support travel should be considered on a case by case basis'*. A quarter disagreed (24 per cent) and the remainder were neutral (21 per cent).

There was much less support for *'All families should be offered the opportunity to arrange their children's transport through a personal budget'* with only a third (36 per cent) agreed with this. Even fewer agree with *'where possible parents should be encouraged and supported to be travel escorts for their child'* only 16 per cent agree with this.

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Analysis of the open ended questions and diversity monitoring questions will be included in the final report.



## **Appendix 1: Strategic Plan and Budget to 2020**

### **Methodology**

The council commissioned Research for Today to use their Simalto tool, using a quantitative trade-off approach, for the consultation workshops. This approach takes residents through the options available together with their nominal costs, and finds relative priorities between them. Rather than measuring how important a resident finds a service, it measures the relative importance of the options within and between a service and other options.

This approach can summarise all the individual respondents' priorities and by using modelling calculate the optimum budget allocation within a limited total and the relative priority residents give each individual service change compared to other possible changes.

In order to prioritise, residents had to complete a 'grid' which contained a range of hypothetical examples as a tool to establish residents' priorities. These examples were a way of demonstrating what potential budget changes might mean for services. They were not based on Barnet's planned budget allocation, only examples of service changes which would impact on residents were included.

After respondents had provided their priorities within and between different services a short discussion was held to probe why respondents had made their major choice priorities, as well as questions on the council's commissioning model and their view on whether to reduce, freeze or increase council tax.

### **Selection of workshops**

The council has carried out six workshops as part of the Strategic Plan consultation process. The table over the page outlines the date, workshop focus and number of attendees.

Workshops 1 to 4 were selected from the Citizen's panel, a panel of 2,000 Barnet residents which is statistically representative of the population of Barnet. Panel members were selected to ensure a cross section of the populations was represented at each workshop. Workshop 4 also invited members of the Youth Board who were aged 16 or over.

Workshops 5 and 6 were targeted at frequent users of Barnet services to gain a better understanding of the priorities of individuals and families who use services on a regular basis.

**Table 1: Workshop date, focus and number of attendees.**

	<b>Date</b>		<b>Workshop</b>	<b>Attendees</b>
<b>1</b>	<b>21</b>	<b>January 2015</b>	<b>Children's, Education, Libraries and Safeguarding Committee</b>	<b>18 Citizens' panel residents</b>
<b>2</b>	<b>22</b>	<b>January 2015</b>	<b>Environment, Housing and Assets, Regeneration and Growth Committees</b>	<b>22 Citizens' panel residents</b>
<b>3</b>	<b>27</b>	<b>January 2015</b>	<b>Adults and Safeguarding Committee</b>	<b>19 Citizens' panel residents</b>
<b>4</b>	<b>29</b>	<b>January 2015</b>	<b>All services</b>	<b>44 Citizens' panel residents plus 5 youth board members</b>
<b>5</b>	<b>3</b>	<b>February 2015</b>	<b>All services</b>	<b>44 Regular users of services offered by the council.</b>
<b>6</b>	<b>9</b>	<b>February 2015</b>	<b>All services</b>	<b>&gt; Residents with learning disabilities</b>