



North East Community Planning Partnership

Participative Innovations Workshop

21st October 2014

Celtic Park

Evaluation Report



CONTENTS

Background	Pg 3
Introduction	Pg 4
Attendance	Pg 5
Summary of Sliding Scales Session/s	Pg 6
Summary of First Reactions Session	Pg 7-10
Summary of Deliberation Session	Pg 10-12
Participants Evaluation	Pg 13-15

BACKGROUND

In 2013 a group of community planning stakeholders carried out a review of community engagement in Glasgow. They identified a gap in how the Community Planning Partnership jointly organise and carry out community engagement. The stakeholders recommended:

- Glasgow Community Planning Partnership should explore a number of different participatory practices in different neighbourhoods across the City and identify opportunities for training on different participatory practices for all CPP partners to support this.

In 2014, a recent audit of community planning also recommended the Glasgow CPP better coordinate partners' community engagement work to ensure the effective use of resources and inform its future plans.

A fundamental part of the revised approach to community engagement is to ensure community planning partners can develop and sustain approaches that support meaningful engagement.

The new Single Outcome Agreement (SOA) guidance on community engagement and community capacity building advised the new SOAs should demonstrate that:

- Activity on community engagement, and on building the capacity of communities to engage and deliver for themselves SOAs, is properly planned, resourced, integrated and measured;
- Key staff have the skills and knowledge required to engage effectively with communities.

To address the identified gaps; recommendations and guidance, funding for a capacity building programme was secured from Education Scotland to support continuing professional development within the Community Learning and Development (CLD) workforce administered through Glasgow's Learning Partnership.

The capacity building programme offers a half day introductory session to all members of the 21 Area Partnerships and the Thriving Places groups and a follow-up one day skills training for 60 partners across the city.

Approximately 150 members of the North East Sector community planning structures were invited to an introductory workshop.

The core aim of the workshop was to introduce the principles and practices of participative and deliberative citizen engagement. It provided case studies of mechanisms (e.g. community budgeting and mini-publics) that have proved to be transformative in developing community empowerment, and involve citizens in making decisions on complex issues and in tackling social inequalities. The workshop also provided an opportunity to reflect on how these methods of citizens' engagement could potentially assist partners to engage wider communities in the work of the Area Partnerships and the Thriving Places group.

A one day skills training course will be available for 20 of those workshop participants who want to develop the skills needed to adapt these participative innovations to their context. The course will focus on how to design, organise and facilitate these types of processes.

Introduction

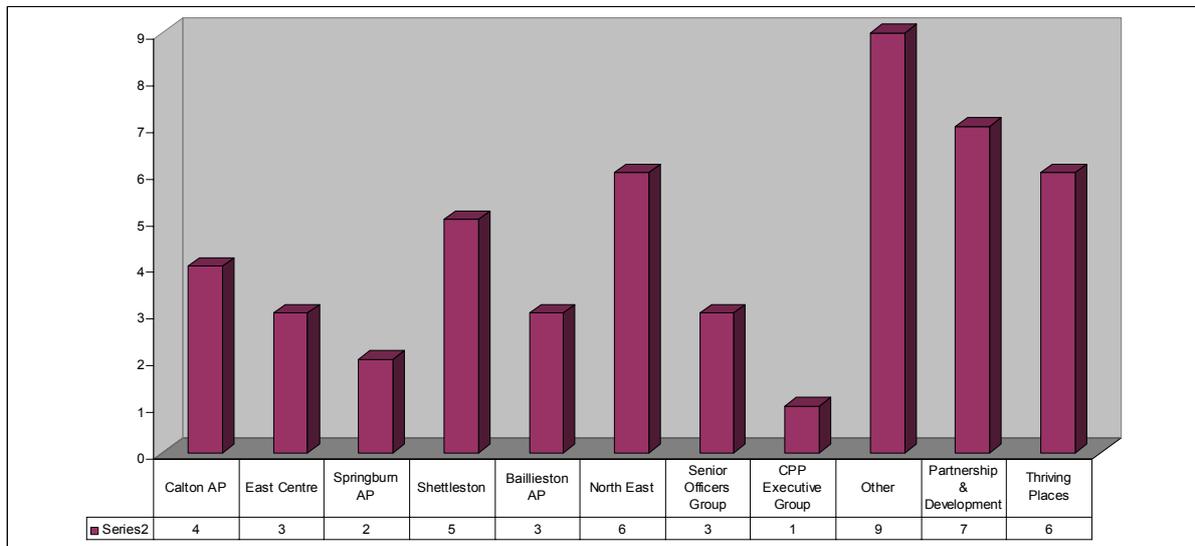
1. Glasgow City Council's strategic plan for 2012 – 2017 states – “As part of our approach to community planning and devolving responsibility for how services are developed locally, we will roll out community budgeting in local areas for 2013 to 2014 so that local people have greater influence over, and input into, how services are developed and delivered.”
2. The Glasgow Labour Party manifesto 2012 pledged “Labour will introduce community budgeting, giving local people the power and resources to shape services in their area.”
3. The Glasgow Community Planning Partnership Executive Group appointed a working group to develop proposal and bring forward recommendations for the development and implementation of community budgeting. This group consists of the City Treasurer, the Executive Member for Communities, Elected Members and Officers.
4. A number of community budgeting pilots are underway in Glasgow to prove the concept and begin to implement community budgeting. Glasgow Life has implemented two pilots as part of their Libraries budget allocation including £32,000 of their Libraries budget allocated to ensure more young people have a direct voice and input into collections across both public and school library networks.
5. The Integrated Grant Fund (IGF) review report to Glasgow City Council's Executive Committee of 12th June 2014 stated “the IGF review will develop a framework that includes an element of community budgeting.”
6. To assist Community Planning Partners to develop a better understanding of community budgeting, capacity building programme is being offered to all Sector Community Planning Partnerships, Area Partnerships, Thriving Places Groups and Senior Officers Groups. The Capacity Building Programme consists of a half day introductory workshop offered to approximately 450 Community Planning Partners and a follow-up one day skills training for 60 of those workshop participants.
7. The Scottish Government, in conjunction with the Participatory Budgeting Unit, are delivering 6 Participatory (Community) Budgeting learning events throughout the country to Local Authorities to help them develop an understanding of this process. Glasgow will be hosting one of these learning events in November 2014.

Attendance

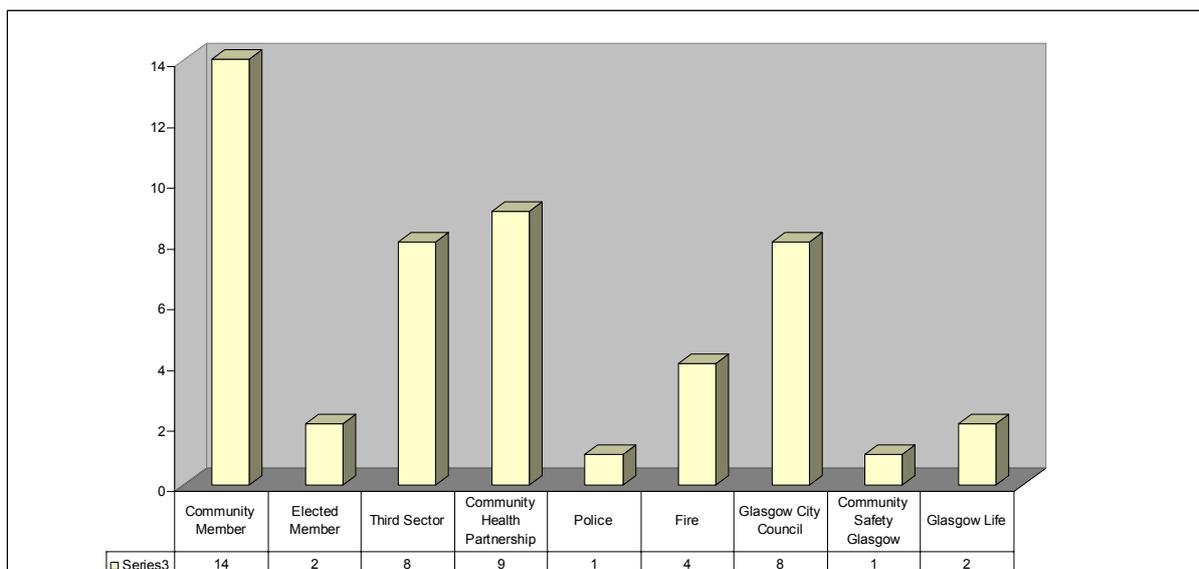
Approximately 150 Community Planning Partners were invited to attend the half day introduction and awareness raising session from the Area Partnerships, the Thriving Places Group and the Senior Officers Group from the North East Community Planning Sector.

42 participants attended the workshop plus 7 members of staff from Glasgow City Council, Corporate Services Partnership & Development section. The charts below provide a breakdown of the attendance by Partnership and Community Planning Partner.

Attendees by Partnership



Role of Attendee

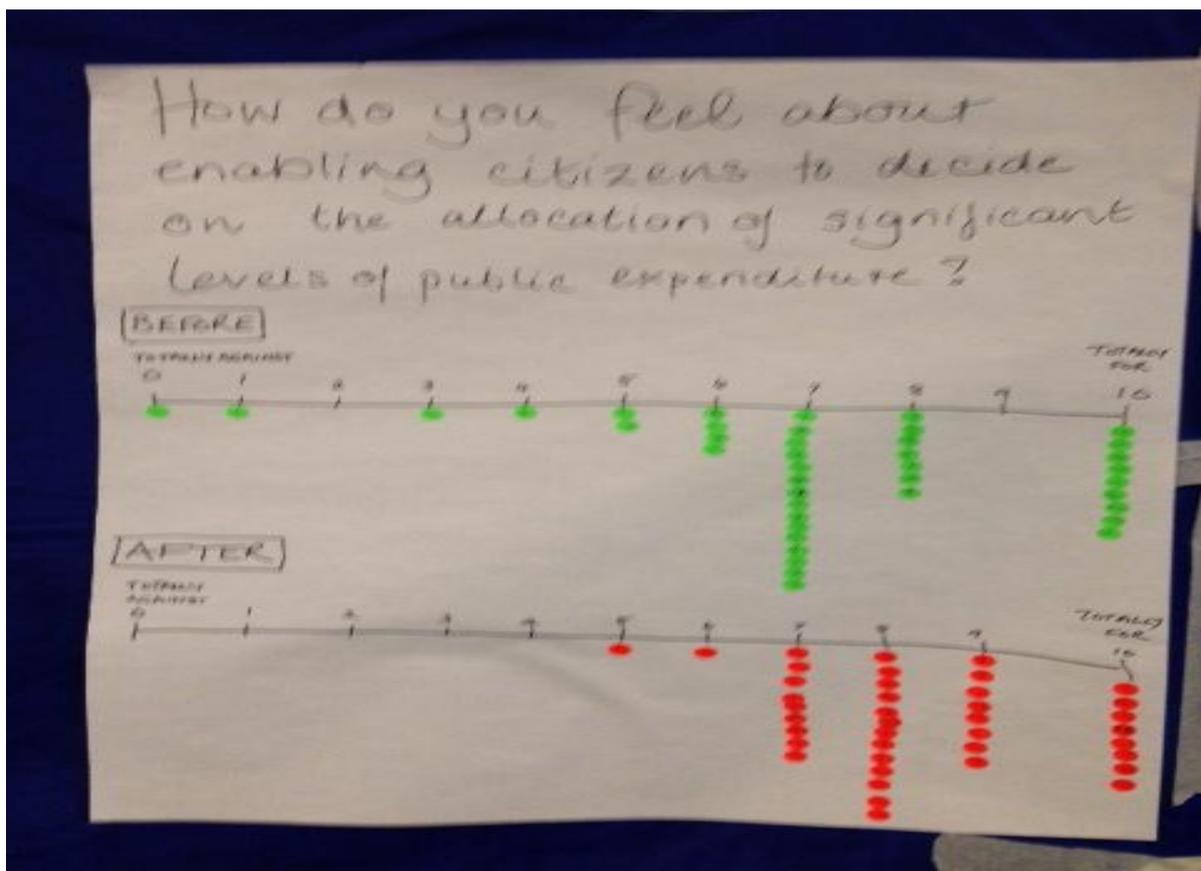


Sliding Scales

Participants were asked to indicate anonymously where they sat on the two scales anonymously by placing a dot on the number that reflects their views, and using a different coloured sticker for each question **before** and **after** hearing evidence on community budgeting and mini-publics at the work shop. Participants' opinions before hearing the evidence were noted by placing a sticky dot above the line and their opinion after hearing evidence was noted by placing a sticky dot below the line.

Question - How do you feel about enabling communities to decide on the allocation of significant levels of public expenditure? (Community Budgeting)

Opinion	Before	After
Agree	85%	98 %
Disagree	10%	0%
Neither Agree nor Disagree	5%	2%



Summary

The majority of participants were in favour of community budgeting before (85%) and after (98%) hearing evidence on the benefits and impacts of other experience of these deliberative dialogue methods. After hearing the evidence, no participants (0%) disagreed.

First Reactions

After hearing a presentation about community budgeting and mini-publics, participants were asked to record on yellow card what they find **exciting** and blue card what they found worrying about using these two methods for dialogue and deliberation with the communities.

The responses recorded by participants are detailed below:

Community Budgeting – Exciting

New innovations; positive change; potential for change and alternative outcomes; accountability of decision makers; catalyst for political change; greater power for local communities; better community ownership; funding used for community's needs; animating communities; influenced by local people/ideas come from community who know best/better; redistribution of resources to where it's truly needed; community involvement benefits; everyone involved from start to finish; a bottom up approach (equal power balance); people are included and involved; real engagement and inclusiveness and empowerment; clear and agreed priorities; direction; relevance; empowerment; equality; increased influence of budgets; if funding is substantial/resources plentiful; flexible resourcing; positive budget allocation; targeting resources according to need.

Clusters - Yellow Cards:

- Everyone involved from start to finish – decisions more relevant communities affected;
- Potential for change & alternative outcomes – Management of a new process and seeing outcomes; potential for real effective change; potentially achieving similar outcomes demonstrated in Brazil.
- **Better community ownership** – public involvement increased; increased community involvement; inclusion total; right people making decisions; allows local people to take ownership of agreed budgets; reaching beyond 'usual suspects' especially marginalised groups.
- **Funding used for community needs** – use budget where it's needed most; the fact that community budgeting is on the agenda; equal partnership devolves power in communities, training on the funding quangos.
- **A bottom up approach (equal power balance)** – equal weight given to views of all participants, so equal power to influence spending; selection of participants by lottery & quota to improve representation; changing the system; new ideas from people who would not normally be involved; a chance to bring new people to the table; different way of electing individuals; increased understanding among all involved re the priority needs of an area.
- **Accountability of decision makers** – a facilitative leader – bottom up approach; brings solid accountability.
- **Empowerment** – the potential for people to have more control in their communities; can empower people; local priorities can be addressed; increased opportunities for communities to contribute to decision making; chance for bottom up decision making.
- **Direction** – opportunity to access funds to improve local communities; social issues can be addressed.
- **Relevance** – greater relevance to very local issues; real community voice; clear agreed priorities; grassroots ideas for development come from those who know what's needed.

- **Targeting resources according to need** – improvements to the way money is spent in Glasgow – needs led; rich areas & poor areas having shared understanding and goals – no them & us; funding reaching to most needy and different social groups working together; openness by everyone in the process.
- **Increased influencing on budgets** – excited communities have a say on how budgets are spent; communities expressing priorities as theirs is different to governments; ability to have much more inclusion – not who shouts loudest; deliberation
- **People are included and involved** – not before time, wonderful for people for the future. Note before time, working people know about budgeting through experience of life. Should be listened to; like idea of citizens panels; opportunity for people to be heard; excellent explanation, opportunities to expand on community budgets; engaging with the community; to be involved and decision making; making the right decision; more people if possible; try for the youth of today to do more, maybe going to Secondary schools.
- **Flexible resourcing** – opportunity to move resources; learning for what works; processes shift resources.
- **Benefits of community involvement** – real community engagement happens; CB is vital to ensure public spending is relevant to the people...it may be hard to roll out but it is very important & would contribute to increasing local community skills, knowledge and confidence; communities being part of a lot/obligation to take part – encouraged/obligatory citizenship.
- **Positive budget allocation** – shift in budgets to where the money is needed; people applying for budgets would show the public what they have applied for; community budgeting would be more transparent and organisations would be able to assess what grants could be applied for, not closed shop; if communities knew that joining a community forum etc. that they could apply for grants for their organisation, they may join or attend meetings.
- **Equality** – options for a learning process & silenced voices to take part; communities in equal dialogue/deliberation with authorities; recruitment needs to be transparent, local people need involved in recruitment as well as the decision making process; express to people that they do not require any specific skills; a demographic shift would be fantastic in increasing community involvement.
- **Positive change** – lasting change within an area; ownership of service provision, understanding why.
- **Catalyst for political change** – possibility of revolution if real people can take power in this way – where will it lead? Very exciting; through participation in this democratic process people may be better represented generally in our systems of governance – a huge change for the ruling elite.
- **Real engagement and inclusiveness & empowerment** – empowering the meek; better and more inclusive community involvement with local budgetary decisions; the potential to make links and engage with different groups of people/areas/services.
- **Greater power for local communities** – being able to take decisions ourselves.
- **Redistribution of resources to where it's truly needed** – I'm finding it very exciting that money could be given from well-off communities to less well-off communities; possibility if real redistribution of wealth from our richer communities to our poorest.
- **New innovation** – realignment of budgets to fund new initiatives (not more the same).
- **Animating communities** – increasing range of people participating & having their say; influenced by local people/ideas come from community who know best/better.

Community Budgeting - Worrying

Resistance to change; people holding onto power; total commitment of all parties (egos/power left aside); conflict resolution; inclusion; representative in theory but not in practice; buy-in; community involvement in challenges; obstacles to participation; empowerment; people feel “it’s not for me”; misidentifying priorities; dilute effective decision making; training & support required; not enough time/resources; sustainability; current situation = reduced budgets; robust process; budget impact; financial mismanagement; trust in motives for introducing the approach at this time; tokenistic and short term.

Clusters – blue cards:

- **Obstacles to participation** – difficulties to enable all to participate – time of meetings.
- **Resistance to change** – is this more rhetoric? Or is there real, sustained commitment to a new approach?; total commitment required by all parties;
- **Inclusion** – How do we get all stakeholders on board? Can we break down stereotypes between different people/groups/staff? loudest voice wins.
- **Empowerment** – not meeting expectations; devolving of funds?
- **Conflict resolution** – in fighting, people reluctant to consider others; how are differences resolved if agreement can’t be reached?
- **Representative in theory but not in practice** – only two elected reps here makes it look like the council doesn’t want this; that it will be led by the Councillors and not bottom ups; selected people only taking part; concern that women/ethnic minorities are being included to ‘tick the diversity box’ are they really included? Do they want to be? Harnessing diverse views; why are the Councillors not here? That worries me; community divisions; concern that this approach being on the agenda is a tokenistic way of appearing to share decision making but might only share blame;.
- **Training & support required** – lack of understanding language and process; lack of guidelines – what does it look like? Why do we want it? People involved will need training; too many buzz words, takes away meaning (need clear guidelines for change implementation).
- **Trust in motives for introducing the approach at this time** – I’m concerned that after years of cutting community development workers who facilitate change this is on the agenda at a time of budget cuts; decisions on where the money goes, area of deprivation disadvantaged; too easy for misuse; need to provide effective reporting of decisions; current financial situation = reduced budgets.
- **Budget impact** – budget constraints can have impact; **Sustainability** – can the process be sustained over the long-term?; we might give up too soon; this is something that needs a long time to work, but long-term stuff isn’t usually on the political agenda.
- **Robust process** – transparency of processes; the process of inclusion of the public to gather a representative voice; how do we ensure the decisions made are not overturned by higher up staff/groups; the ground rules in the group to listen to each other; possibility of corruption within communities; that we may not reach the right people; how do we support the most hard to reach/vulnerable groups to engage/give their views/make decisions?
- **Buy in** – decisions made don’t meet the ‘real’ local need; that we may pay lip service to method of pick bits that are easiest rather than just going for it; current lack of engagement in community.
- **People holding onto power**- people with power and money will generally do anything to keep it; egos/power left aside.
- **Tokenistic & short term** – will appropriate budgets be devolved (those that can make a difference); will they listen to us? Will it ever work? Total commitment of all parties.
- **Time/resources** – may take time to ‘negotiate’ and make the shift from dialogue to deliberation; concern about how they will get people involved; How will they keep people interested?; dedicated time for this – everyone wants action instantly.

- **Community involvement challenges** - The wrong people being involved with the allocation of grants at local level, not enough people being involved; how will they contact and interest people to get involved and take the fear out of getting involved; community should be involved in final stages as opposed to letting elected members take final decisions; deliberation process tokenistic/missed; danger it becomes a tick box exercise, not real dialogue; if they join the forums, how do you make them aware of what's available; mini-public's not quite democratic if quotas are arranged, forces people to engage when they may not want to – maybe better to empower people with relevant skill to engage.
- **Financial mismanagement** – not all of us trained on budgeting – listen to people who do; lack of resources/money wasted in major projects i.e. commonwealth games against food banks or proper housing; making decisions to spend budgets before financial year; might pull money from other budgets to meet demands; hijacked.
- **Misidentifying priorities** – miss things which aren't popular; minorities are missed; co. ltd. By guarantee security trust.

Deliberation

Participants worked in their groups to discuss and deliberate two questions on community budgeting with their area partners.

Question 1. Could community budgeting help improve social conditions and inequality in Glasgow? Yes:

- ✓ Benefit local people with 'bottom-up' approach; Could help control balance of where resources are targeted & create an understanding of how these resources are targeted;
- ✓ Could encourage community involvement & active citizenship; Brings people from different backgrounds together;
- ✓ Local people make decisions on issues that affect them and have ownership of this;
- ✓ Need to understand the 'Glasgow Effect'; Effective use of funding – include evaluation and accountability;
- ✓ Avoid duplication; Appropriate targeting of resources; Ability to inform and influence partners/organisations;
- ✓ Capture the enthusiasm associated with the Referendum; Start with small budgets but need to involve larger budgets to improve social conditions; Need to ensure enough information circulated before decisions are made; Need to simplify decision making process; Greater focus on social justice across the city (UK);
- ✓ People/communities are better financially/budget educated – e.g. beginning in schools; Translate existing evidence into Glasgow to make CB meaningful;
- ✓ Need to have good communication plan – effective engagement methods; Consistent Community Planning Partners' involvement in local community projects/budgeting; Realistic budgets to area's needs – cognisance of scale e.g. geography, demography;
- ✓ Careful Planning!; Proper training – approaches e.g. workshops, social media devices;
- ✓ Officers on ground who are skilled and supportive of community budgeting process....and help to facilitate; Cascade experience and learning to know what needs to be in place; capitalise in community acumen; guidance rules/monitoring spend;
- ✓ Increased understanding e.g. financial management/procurement; everybody's input should be recognised/engaged/involved; Partners' involvement is valued in community budgeting e.g. community inputs;
- ✓ Identify and agree achievable and sustainable budgets; invoke the spirit of 'guidelines';

- ✓ If facilitative management happens and a bottom up volunteer based approach. Community must be managing the budget. More of a focus on development instead of frontline services; being prepared to move with the changes. Reflecting on new current approaches; Partnership must begin and end in community – focussing on community needs e.g. social needs, alcohol, drugs, isolation; Partnerships set up with organisations that work for and in the community e.g. colleges;
- ✓ Highlighting through local communities what needs to be tackled in Glasgow city;
- ✓ More people would learn about decision making and being part of the community;
- ✓ Yes – with significant support and training; People will feel valued, engaged and motivated, (involvement in one thing → more things);
- ✓ Community having view in council spending priorities; money spent where it is needed – need for big picture; Involvement of other people through people talking and having positive experiences; Guidance in changing power balance; enables people to learn – knowledge & skills; De-jargoning ‘community budgeting’; Buy in from different communities e.g. Indian, Pakistani, Chinese, Polish – how do we do this?
- ✓ Key points – Communication – improving is a recurrent theme. Time – needs time & cross party support to invest in this in the long term. Training & support (meaningful) for all involved in the process;
- ✓ If there was a fair and transparent community budgeting process for all in Glasgow;
- ✓ Enabled priorities to be identified and resources targeted at needs; Idea of making better decisions and involving communities; if the model is adapted properly recognising that different communities have different needs. Approach needs to be different to address these needs; other resources other than finance (people).

Question 2. Could we adapt community budgeting in our Community Planning Partnership context? Yes:

- ✓ Needs to be less officer and politician driven; Needs better explanation and understanding of everyone’s role; Local people should set priorities & criteria;
- ✓ Difficult for community members to become & remain involved as it’s very time consuming; Change mind sets/encourage people to participate/empower people;
- ✓ Need better representation from ‘bottom up’; Have meetings in the local area (formal surroundings can be intimidating); Willingness to change; Communication; openness;
- ✓ Being realistic regarding aspirations; Sharing of information & resources;
- ✓ Need to decide what level to commit to e.g. ward of city level & associated budget;
- ✓ What happens when political administration changes – cross party support;
- ✓ Have appropriate structures in place; 10% of Glasgow City Council (GCC) funding to community budgeting (C.B.) could make a huge difference;
- ✓ Need a process to actually talk to people/communities; involve communities at start of process; Greater use of social media e.g. Dennistoun Community Council – as well as traditional means; Use mini publics to influence Area Partnership budgets – more evidence of engagement before decisions;
- ✓ Area Partnerships need to work better together across boundaries: CPPs need to feedback why budgetary decisions have been made and need to be willing to share power over resources; Venue and frequency of meetings; Removing obstacles to participation e.g. crèche facilities, comms;

- ✓ Focus on individuals through organisations. People knowing who is available to help (accountability); Training and outcome based case studies – what is working and what is not? How can we change it?
- ✓ Grassroots organisations (focus on bottom up approach), people need to be used to it/know how to do it;
- ✓ Communication between organisations like community partnership resulting in local people being 'equal partnerships' with organisations;
- ✓ Decisions need to take bigger picture into consideration; budget for local area being spent on local area;
- ✓ Communities need to know what money and help is available;
- ✓ Examining effects of and implications of decisions made;
- ✓ Public consultation of local areas on budget available;
- ✓ Knowing what effect political party through council would have e.g. if Labour GCC went SNP;
- ✓ New leaders with clear job remits who are held accountable;
- ✓ Cross-party support on issues – everyone understanding the positives regardless of political leaning;
- ✓ Pressure groups as leaders of change; Justice and inequality is an obvious issue;
- ✓ Need to know what's available in the community for funding in the foreseeable future (in the context of budget and cuts);
- ✓ Less consultation more involvement – identifying common themes;
- ✓ We could adapt the Brazilian model, however it would have to be undiluted;
- ✓ Collective responsibility for decisions that are made – remove all barriers, structural and legal;
- ✓ Less fear of failure – “permission to fail”; Better communications – avenues to secure funding from all sources; Pilot schemes similar to Thriving Places;
- ✓ Stop paying lip service to community engagement; more training and development;
- ✓ Dedicate time, commitment and resources; Buy in & agreement from senior management, elected members and all community planning partners;
- ✓ Bottom up approach; empowering people to negotiate & participate in the decision making process;
- ✓ Relinquish power & share power; Full government support.

**PARTICIPATIVE INNOVATIONS:
EVALUATION FORM – ANALYSIS**

41 people attended; 36 evaluation forms returned.

RATING Please tick a box (1 = poor, 5 = excellent)	1 	2	3	4	5 	COMMENTS
Overall design of the workshop			4	26	6	Good presentation; facilitator was great.
Evidence session			2	21	13	Would have liked more info about the CB process to have been presented.
Deliberation session			5	18	13	Enjoyed listening to all the views around the table.
Opportunities to contribute			2	19	16	Felt able to contribute at all stages. People not adhering to guidelines.
Chance to learn		1	9	14	12	No community reps at our table – should have been.
Pace of the workshop (too quick/slow?)		1	8	15	11	[Generally felt to be OK] Too much talk from Oliver, etc.
Facilitators	1		3	11	20	Table well facilitated; presenters very engaging.
Venue	7	9	6	13	3	[COLD!!!! .. affecting contributions]
Hospitality		2	10	14	7	Angie was particularly excellent.

What do you personally take away from the workshop?

Knowledge about CB: A better awareness of CB./ Knowledge of potential new structures./ Better understanding of CB and the successful models from around the world./ More informed on CB./ Info on communities being able to manage CBs if approved by local govt. More info required./ Some enlightenment on CB/PPP./ Hearing evidence and learning; interesting./ Knowledge and interesting./ A better understanding of the issue./ Interesting to learn about how it worked in other countries./

Positive feelings about CB: Hope of some real significant change. / Hope that the local community will get a voice in local funding. / Less cynicism about the process; more understanding of how the process MIGHT help my community. / Commitment to real community engagement. / A commitment to making it happens! / That most participants were singing from the same hymn sheet and that all were in agreement that we can make improvements to improve social conditions. / Up for it enthusiasm. / Determination to support participatory budgeting.

Contacts/learning from others: Greater links to people in the community./ Good views and opinions from all at my table./ A range of views from other partners and participants./ Talking

to other people./ Enlightened by others input./ Good discussion with all around the table with good facilitator./ Contacts, knowledge, ideas.

Views about CB: That CB is a possibility, however current govt and public attitudes make this extremely challenging. / Potential to try a new approach that could be meaningful in bringing about lasting change. / Another way of possibly CB in out CP context. / That CB could work but it won't be easy!

A new facilitation process.

What will you do as a result of the workshop?

Report back/share the info with my Community Council – III. / Take it back to my Board meeting; use it in my role as a community ???./ Feedback to organisation./ Consider how we can become more involved in agenda with my organisation./ Share with colleagues and contribute to the process./ Contribute at area partnership; inform staff groups; use info at any community devt programmes.

Take back to community: Continue to try and engage my local community./ Try to inform others within the community./ Tell people about it and read about Brazil CB.

I would like to have more time to try to engage with others.

Try to take forward: Work in partnership to implement./ Speak to colleagues/managers about importance of this issue./ Encourage staff with the Brazil case and ensure all discussion points are explored./ Look to set up a mini public./ More consideration of funding distributions in forums that I sit on./ Use the positivity in north east planning partnerships Forum, now that I see there is a willingness and appetite to see CB working in communities./ Focus on greater consultation and community involvement./ Keep trying./ Consider the part I play in my OWN community, not just those that I work in. Look more at mediation skills in PDP {?}: how can I build on my existing skills?

Attend the training – IIIII III + Try to make room for more training./ Where possible attend training: 4th Nov is short notice./ [Hope to] be able to participate in more workshops and training.

Learn more: Will look to build on inform from today and get more info on CB./ Read case studies./ Continue to look at ways of engaging communities in the decision making process of public spending.

Wait and see what happens./ Watch to see how or what CB model will be developed for CPP./ Hope that the project will be ongoing and will be taken forward in the future.

Please tell us one thing you would change to improve the workshop before it is run again?

[Ensure heated venue! – numerous]

More info about the different models of CB might have been useful (rpt)./ More info on Glasgow plans./ Hear more from community members about barriers.

More elected members./ Better mix of participants: disappointing only to have 2 councillors in attendance; think they would have benefitted.

More time for background information. /More time for evidence session.

Less sitting – maybe getting to know people's background a bit more, and/or paired role play on a pos/neg debating process – just a short one to highlight inequalities.

Never refer to the Labour Party as 'centre-left, workers party': it is far removed from that.

Nothing. Enjoyed the day./ It was fine./Format is fine. /Couldn't think of anything.

Do you have any other comments?

Thank you – IIII – Well delivered and facilitated workshop, which allowed better understanding of what CB is about./ Well facilitated event by Wendy and Oliver./ Very good workshop./ Interesting day./ Very well run.

4th November is too short notice for follow through. / Arrange for a better time (in advance) to allow more people to attend both events.

I hope something significant gets taken forward with this – not a diluted model which benefits the status quo. I am really interested in how we can have those 'difficult conversations' in our communities. I strongly believe that any outcome is directly influenced by the process of getting to that outcome, therefore I like the 'dialogue' aspects of this methods. I am cautiously optimistic about this being taken forward, but hoping this isn't just lip service.

Helpful to be sent the slides as it avoided me having to take notes and missing out on vital discussion and information.

Good mix and guidance at the table.

Let the people have more talk time not spend so much time listening to Oliver, etc.