



## Council Excellence Overview and Scrutiny Committee

<b>Special Meeting</b>	
<b>Date:</b>	<b>Thursday, 28 October 2010</b>
<b>Time:</b>	<b>6.00 pm</b>
<b>Venue:</b>	<b>Committee Room 1 - Wallasey Town Hall</b>

**Contact Officer:** Mark Delap  
**Tel:** 0151 691 8500  
**e-mail:** [markdelap@wirral.gov.uk](mailto:markdelap@wirral.gov.uk)  
**Website:** <http://www.wirral.gov.uk>

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## AGENDA

### 1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST/PARTY WHIP

Members are asked to consider whether they have personal or prejudicial interests in connection with any item(s) on this agenda and, if so, to declare them and state what they are.

Members are reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they are subject to a party whip in connection with any item(s) to be considered and, if so, to declare it and state the nature of the whipping arrangement.

### 2. STRATEGIC CHANGE PROGRAMME (Pages 1 - 16)

Update to be provided by the Director of Technical Services.

At the request of the Chair, Cabinet minutes and reports related to the Strategic Change Programme, from meetings held on 14 January and 22 July 2010, are attached for Members' consideration.

**3. CONSULTATION TASK FORCES (Pages 17 - 20)**

At the meeting of the Committee held on 21 September 2010 (extract of minute 58 attached), the Committee agreed (6:4) that matters identified in a paper submitted by Councillor Davies (attached), in relation to the Consultation Task Forces, should be considered at this special meeting.

Officers have been requested to provide such information as they are able to, both in relation to the process followed in the selection and appointment of Task Force members, and the budgetary implications of the questions contained within the public questionnaire.

**4. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR**

CABINET  
14 JANUARY 2010

## **277. CHANGE PROGRAMME**

The Director of Finance advised that Cabinet had received regular reports on the Strategic Change Programme (SCP), initially agreed on 10 December 2008. The programme had been reviewed to maximise the delivery of efficiencies within the context of the Medium Term Financial Strategy.

The Leader of the Council commented that he looked forward to an improved explanation of those projects which were marked as 'red' in their progress status.

**Resolved – That,**

- (1) the revised Strategic Change Programme be agreed; and**
- (2) the progress of the programme be reported quarterly to the Cabinet.**

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# **WIRRAL COUNCIL**

## **CABINET**

**14 JANUARY 2010**

### **REPORT OF THE DIRECTOR OF FINANCE**

#### **CHANGE PROGRAMME**

##### **1. EXECUTIVE SUMMARY**

- 1.1 Cabinet has received regular reports on the Strategic Change Programme (SCP) which was initially agreed on 10 December 2008.
- 1.2 The programme has been reviewed to maximise the delivery of efficiencies within the context of the Medium Term Financial Strategy.

##### **2. BACKGROUND**

- 2.1 The previous report to Cabinet on 15 October 2009, highlighted the status of the individual projects. Cabinet resolved that an enhanced Strategic Change Programme detailing timescales and potential savings be reported to a future Cabinet.
- 2.2 Accordingly, Chief Officers have reviewed the contents of the programme and how it is managed.
- 2.3 The operational status of the programme has been reported as red in the quarterly performance and financial monitoring report to Members.

##### **3. REVISED PROGRAMME**

- 3.1 Following the last Cabinet update, Chief Officers have reviewed the membership of the Strategic Change Programme Board (SCPB). At its meeting on 8 December, 2009 the revised Board called for a review of the current status of each project, and requested that a number of additional projects be added to the programme. There has been insufficient time for a detailed assurance evaluation of the programme since that Board meeting.
- 3.2 The table, shown as Appendix 1, identifies the current and proposed programme, and the targeted financial savings agreed by the SCPB, where possible identified by financial year.

3.3. The SCPB is examining a number of issues related to an expanded Strategic Change Programme, given the projected financial position over the period. These issues include:

- human resources
- communications
- customer access
- additional management reviews
- co-ordination of a response to Total Place.

3.4. A report elsewhere on this agenda indicates a projected efficiency requirement of £67m over the period 2011-2014. The SCPB envisages that the change programme will be a key element and corporate driver in delivering the improvements and cost reductions which the Council will need to make.

3.5. Evidence from successful strategic change programmes suggests the need for dedicated resources to support such a programme. Such a unit would have a number of objectives including:

- programme management and co-ordination
- leadership of some cross-departmental projects
- prioritised capacity building
- ensuring appropriate assurance is undertaken
- supporting and advising the SCPB

#### **4. FINANCIAL AND STAFFING IMPLICATIONS**

4.1 The identified financial implications of the programme are noted in the table in the Appendix.

4.2 £1.5m per annum for 2009-2014 has been included in the Capital Programme for the ICT implications of the Strategic Asset Review.

4.3 The staffing implications will be identified as the programme develops.

#### **5. EQUAL OPPORTUNITIES IMPLICATIONS**

5.1. There are none arising directly from this report.

#### **6. COMMUNITY SAFETY IMPLICATIONS**

6.1. There are none arising directly from this report.

#### **7. HUMAN RIGHTS IMPLICATIONS**

7.1. There are none arising directly from this report.

**8. LOCAL AGENDA 21 IMPLICATIONS**

8.1. There are none arising directly from this report.

**9. PLANNING IMPLICATIONS**

9.1. There are none arising directly from this report.

**10. MEMBER SUPPORT IMPLICATIONS**

10.1. There are none arising directly from this report.

**11. BACKGROUND PAPERS**

11.1. No background papers were used in the preparation of this report.

**12. RECOMMENDATIONS**

12.1 That Cabinet agrees the revised Strategic Change Programme.

12.2 That the progress of the programme be reported quarterly to the Cabinet.

**IAN COLEMAN  
DIRECTOR OF FINANCE**

FNCE/333/09

## APPENDIX 1

Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
<b>Existing Programme</b>							
Accommodation Strategy - Review of office/administrative buildings	Ian Brand		1,000		1,000	Red	An external review should conclude by March 2010 and enable the Manager to predict potential savings.
Adult Social Services – Care Services (re-provision of in-house services)	Jenny Ricketts		3,000		3,000	Red	Currently at consultation stage with a report due to be submitted to Cabinet. Detailed plans yet to be formulated.
Adult Social Services – personal budgets.	Francesca Tomlin		500		500	Red	Phase II pilot agreed by Cabinet 9 December 2009. Detailed plans to be formulated for phase III
Building Schools for the Future.	David Armstrong				0	Green	Appears to be on track. No savings identified from project.
Customer Access - Improving efficiencies and access to Streetscene services	Malcolm Flanagan	100			100	Amber	Outline plans need detailed development to ensure delivery of savings.
Common Admin. Processes Implementation of replacement HR/Payroll System to enable self-service and automation of processes	Jacqui Roberts		600		600	Red	Implementation plan to be agreed with lowest tenderer and reported to Cabinet.



Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
Information Technology (ICT) - Government Connect - Virtualisation - Business Continuity	John Carruthers				0	Green	External review to identify appropriateness of systems, strategy and structure. The IT implications to support the Strategic Asset Review are detailed elsewhere on this agenda.
Strategic Asset Review (SAR) - transfer disposal or development of a variety of assets	Bill Norman		2,300		2,300	Red	Delays in disposing of assets in line with the agreed Cabinet timescales. The Programme Manager will report to the next SCPB and then to Cabinet..
Procurement	Ray Williams	2,000	2,000	2,000	6,000	Green	Proposals for 2010-11 agreed by Cabinet on 5 November 2009.
Highway and Engineering Services (HESPE) – Further development of contract	David Green	100			100	Green	Work ongoing.
Transport – Review of Council-wide provision	Jenny Ricketts	800	100	600	1,500	Red	Detailed plans to be formulated subject to agreement to report elsewhere on this agenda.
Savings from existing Programme		3,000	9,500	2,600	15,100		
Additional Projects							
Adult Social Services - Integration with Wirral NHS	John Webb				200		Detailed plans yet to be formulated.
Looked After Children	Julia Hassall				2,000		Detailed plans yet to be formulated.

Programme	Manager	Targeted Efficiencies			Total £000	Current Status	Comments
		2010/11 £000	2011/12 £000	2011/13 £000			
CYPD - Management Review	Howard Cooper				1,000		Detailed plans yet to be formulated.
Commissioning and Procurement	Stephen Rowley						Detailed plans yet to be formulated.
Revenues, Benefits and Customer Services - Review of current processes	Malcolm Flanagan	800	800	800	2,400		Review of current processes by the Performance Development Team of the Department for Work and Pensions to improve efficiency and performance.
PACSPE (Parks and Countryside Service Procurement Exercise)	Alan. Stennard		400		400		Gateway Review process being undertaken. Progress to be reported to Cabinet.
Technical Services - Contract Management	Mark Smith		400		400		Detailed plans being formulated for report to Cabinet.
Technical Services - Street Lighting Management System	David Green		200		200		Pilot project underway.
Technical Services - Planned Traffic Management Activity	Mark Smith				150		Detailed plans yet to be formulated.
People with Learning Disabilities – Commissioning Services	Peter Tomlin		4,000		4,000		Report on this agenda.
Adult Social Services – Assistive Technology	Heather Rimmer	1,000	800	1,000	2,800		Targeted efficiencies net of Invest to Save expenditure. Report being prepared for Cabinet.
<b>Savings from Additional Projects</b>		<b>1,800</b>	<b>6,600</b>	<b>1,800</b>	<b>13,550</b>		
<b>Total Savings from revised Programme</b>		<b>4,800</b>	<b>16,100</b>	<b>4,400</b>	<b>28,650</b>		

**100. REVIEW OF THE STRATEGIC CHANGE PROGRAMME**

Further to minute (24/6/10) the deputy Chief Executive/Director of Corporate Services presented a report summarising the findings and recommendations of a review of the Strategic Change Programme.

**Resolved: That**

- (1) the recommendations of the review as set out in section 4 of the report be agreed;**
- (2) a Strategic Change Programme Board be established, comprising the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive, and the Lead Chief Officer for the Programme;**
- (3) the Director of Technical Services undertakes the role of Lead Chief Officer;**
- (4) the Chief Executive, in consultation with the Programme Board, be given delegated authority to take all decisions relating to the Strategic Change Programme, including those relating to staffing and resourcing (so far as such decisions are not contrary to the Council's budget); and**
- (5) a Strategic Change Programme office be established under the control of the Lead Chief Officer comprising existing staff relocated and/or seconded on a time limited basis with specialist assistance as outlined in para 4.6 funded initially from the Council's Efficiency Fund.**

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## REVIEW OF THE STRATEGIC CHANGE PROGRAMME

### 1. Executive Summary

- 1.1 At Cabinet on 24 June it was agreed that the Director of Technical Services would carry out an immediate review of the Council's Strategic Change Programme. This report contains the findings and recommendations of that review.

### 2. Background

- 2.1 Cabinet, on the 24 June 2010, resolved that: *"Given the successful governance and management of the waste and recycling and highways projects the Director of Technical Services carry out an immediate review of the Council's 'Strategic Change Programme' and recommend to the Leader and Deputy Leader of the Council the future scale, content and governance structure for the programme"*. This report sets out the conclusions of that review.

- 2.2 The review was undertaken by the Director of Technical Services by conducting a desk top review of the current process and position, meetings with the Leader and Deputy Leader of the Council, and officers, and followed the 4P's OGC Gateway Process, Gate 0 – Strategic Assessment. The themes of that assessment are:

- 1: Policy and business context ("Strategic Fit")
- 2: Business case and stakeholders
- 3: Management of intended outcomes
- 4: Risk management
- 5: Review of current outcomes
- 6: Readiness for next phase: delivery of outcomes

### 3. Outcome of the Review

- 3.1 The overall conclusion drawn from the review, was that the ***"Programme delivery confidence assessment was red"***.
- 3.2 Successful delivery of the programme appears at this stage to be unachievable. There are major issues of project/programme definition and management, schedule, budget and benefits delivery, which at this stage do not appear to be manageable or resolvable. The projects/programme needs re-base lining and the overall viability reassessed. Urgent action is needed to ensure these issues are addressed and whether resolution is feasible within the prescribed timescales. The previous identified target of £36.8m is not currently achievable. The following tables indicate the current status of the financial savings identified during the review.

3.3 Table 1: Comparison of potential Strategic Change Programme (SCP) savings versus the budget requirement without taking into account manager's revisions or budget status.

Year	2011/12 £m	2012/13 £m	2013/14 £m	Totals £m
Budget Shortfall (Cabinet 24 June 2010)	24.4	26.9	29.9	81.2
Potential SCP savings (DOF - SCPB 19 April 2010)	Not detailed	Not detailed	Not detailed	36.8
Gap				44.4

Table 2: Comparison of manager's revised SCP savings versus the budget requirement without taking into account budget status.

Year	2011/12 £m	2012/13 £m	2013/14 £m	Totals £m
Budget Shortfall (Cabinet 24 June 2010)	24.4	26.9	29.9	81.2
Managers SCP savings (SCPB 18 May 2010)	5.8	5.2	2.5	13.5
Gap	18.6	21.7	27.4	67.7

Table 3: Comparison of SCP savings with a green assurance status versus the budget requirement.

Year	2011/12 £m	2012/13 £m	2013/14 £m	Totals £m
Budget Shortfall (Cabinet 24 June 2010)	24.4	26.9	29.9	81.2
SCP savings with Green Status (SCPB 16 June 2010)	0.5	No Green statuses	No Green statuses	0.5
Gap	23.9	26.9	29.9	80.7

Table 4: Comparison of SCP savings with an amber assurance status versus the budget requirement.

Year	2011/12 £m	2012/13 £m	2013/14 £m	Totals £m
Budget Shortfall (Cabinet 24 June 2010)	24.4	26.9	29.9	81.2
SCP savings with Amber Status (SCPB 16 June 2010)	2.5	1.9	1.2	5.6
Gap	21.9	25.0	28.7	75.6

#### 4. Summary of Review Recommendations

4.1 Following on from the Review a number of recommendations are proposed as detailed below.

Ref No	Recommendation
1	Strategic fit and importance be recognised. Corporate resources, i.e. Policy, Change, Improvement be directed to delivery of enhanced and enlarged projects/programme
2	Training needs assessment be undertaken to improve understanding of key skills and behaviours needed for successful delivery of projects and programme
3	Approve governance arrangements to align roles and responsibilities and allocate specific named individuals key roles (for which they are held to account)
4	Establish Programme Office adequately resourced to provide the following functions: <ul style="list-style-type: none"> <li>• Advice, support and corporate guidance</li> <li>• Portfolio optimisation (e.g. CAP, CAS)</li> <li>• Capacity Planning/knowledge Management/Best Practice Reviews</li> <li>• Project start-up advice/Benefits Planning</li> <li>• Training and Coaching</li> <li>• Resource Management</li> </ul> Servicing of the Programme/Governance Board <ul style="list-style-type: none"> <li>• Assurance framework</li> <li>• Intelligent Board Dashboard</li> </ul>

5	Review all existing projects (simplified template?) against “strategic fit” for inclusion in revised programme
6	Enhance “restated” programme with the immediate injection of new, “stretched” or currently unaccounted for projects (subject to “sign off” procedure)
7	Systematically collect, analyse “emerging ideas” for possible “project initiation” <ul style="list-style-type: none"> <li>• Staff</li> <li>• Members</li> <li>• Stakeholders</li> </ul> (Link to engagement/consultation exercise)  And develop mechanism for greater stakeholder engagement
8	Implement improvised standard Programme Controls to identify in short term <ul style="list-style-type: none"> <li>• Critical Path</li> <li>• Key decisions</li> <li>• Benefits Planning</li> <li>• Stakeholder Communication Plan</li> <li>• Resource Plans</li> </ul> In advance of developing more comprehensive programme management systems (37 to 100+)
9	Review of “Enabling” Strategies and plans be undertaken to support improved benefits realisation
10	Develop and Implement Coordinated Change Management Plan to support and enhance the Change Programme and to deliver “The Vision”
11	Address the issue of Change Management and cultural development by the introduction of a bespoke training/development programme
12	Consider “all options” to “buy time”, recognising revised arrangements will take time to develop and deliver. Momentum will undoubtedly build as we progress!

4.2 Successful delivery of the Programme is absolutely dependent upon all of the recommendations being accepted and urgently implemented.

## 5. The Way Forward

5.1 The Strategic Change Programme needs to be urgently re-assessed, enhanced and recognised programme delivery mechanisms put in place and Cabinet endorses these recommendations to enable work to be undertaken immediately.



- 5.2 Key to the revised arrangements for programme delivery is the establishment of a Programme Board. It is suggested that this Board comprises the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive, and the lead Chief Officer for the Change Programme. It is suggested that the Director of Technical Services undertakes the role of Lead Chief Officer.
- 5.3 Delegated authority will be given to the Chief Executive, in consultation with the Programme Board, for all matters relating to the Strategic Change Programme.
- 5.4 The overall programme will be co-ordinated and supported by a newly created Programme Office under the control of the Lead Chief Officer. At this stage it is anticipated that the Programme Office will be established by re-allocating existing staff elsewhere in the organisation. Some staff will be permanently re-allocated to the Programme Office whilst others will be incorporated within the Programme Office on the basis of time limited tasks.
- 5.5 It must be clearly recognised that responsibility for the delivery of individual projects will remain with the project lead officers and sponsoring Chief Officers.
- 5.6 It is anticipated that existing resources will need to be supplemented with some specialist consultancy support to set up and run project and programme management infrastructure. This would be on a time limited basis and would also be on the basis of “knowledge transfer” to the organisation. The funding for this external support would be from existing resources within the Council’s efficiency budget.

## **6. Equal Opportunities/Equality Impact Assessment**

- 6.1 These will be assessed as part of the individual project development process.

## **7. Health implications Impact Assessment**

- 7.1 These will be assessed as part of the individual project development process.

## **8. Community Safety implications**

- 8.1 These will be assessed as part of the individual project development process.

## **9. Local Agenda 21 implications**

- 9.1 There are no implications under this heading.

## **10. Planning implications**

- 10.1 These will be assessed as part of the individual project development process.

## **11. Anti Poverty implications**

- 11.1 These will be assessed as part of the individual project development process.

## **12. Social Inclusion implications**

- 12.1 These will be assessed as part of the individual project development process.

## **13. Local Member Support implications**

- 13.1 None

## **14. Background papers**

14.1 None

## **15. Recommendations**

- i) That the recommendations of the review as set out in section 3 of the report be agreed.
- ii) That a Strategic Change Programme Board be established comprising the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive, and the Lead Chief Officer for the Programme.
- iii) That the Director of Technical Services undertakes the role of Lead Chief Officer.
- iv) That the Chief Executive, in consultation with the Programme Board, be given delegated authority to take all decisions relating to the Strategic Change Programme, including those relating to staffing and resourcing (so far as such decisions are not contrary to the Council's budget).
- v) That a Strategic Change Programme office be established under the control of the Lead Chief Officer comprising existing staff relocated and/or seconded on a time limited basis with specialist assistance as outlined in para 4.6 funded initially from the Council's Efficiency Fund.

## **J. WILKIE**

Deputy Chief Executive/Director of Corporate Services

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COUNCIL EXCELLENCE OVERVIEW AND SCRUTINY COMMITTEE  
21 SEPTEMBER 2010

**58. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)  
- CONSULTATION TASK FORCES**

The Chair confirmed that he had approved this matter being raised as an item of urgent business. Councillor P Davies referred to the various Consultation Task Forces, which had been set up to assist the Council in formulating a consultation document with a view to achieving budgetary savings. He suggested that the Council's normal structures appeared to have been bypassed through the appointment of Independent Task Forces, which then acted outside the normal range of Council meetings and procedures. He expressed particular concern that

—

- The Task Forces were presented with budgetary information on the services they were considering, without those papers being presented either to the Cabinet or to this Committee, where the information could have been questioned.
- No information had been given on the appointment of the members of the Task Forces and the way in which they were selected.
- It was unclear whether or not there was a register of interests of those individuals sitting on the Task Forces, or whether there was any procedure for a declaration of interest on any items discussed.
- The consultation procedure, including the way in which Task Forces would be used, was announced in a press release, and not through the Cabinet, where it could have been called in to this Committee for further examination.
- The questionnaire for public consultation that was drawn up following the initial Task Force meetings was not taken to Cabinet as a draft, which would have allowed it to be questioned or called in to this Committee for further examination.
- The questionnaire itself is fundamentally flawed, for example, in failing to provide any comparative costings, in failing to provide complete lists of alternatives, including the provision of services by the Council, and in failing to make it clear to the public whether questions about the provision of alternative services from the voluntary sector refers to the Council commissioning services or actually stopping services and hoping the voluntary sector will fill the gap without any extra resources.
- The way in which the subsequent public consultation would be carried out was again announced in a press release, stating the timetable of events, and was not subject to question or scrutiny either from Cabinet or this Committee, which is specifically charged with scrutinising both community engagement issues and issues around public relations.
- It has been made clear that this process, which has not been open to democratic scrutiny, will actually be used to inform Wirral's budget setting.

A member commented that the Task Forces were open to the public and any Councillor could have attended had they wished to do so. In addition, there remained an opportunity to call in any decision of the Cabinet in relation to budgetary savings arising from public consultation. Other Members indicated that

they had not seen any public notices as to when or where the Task Forces were to have been held and expressed the view that notice of them should have been given to all Members of the Council.

It was moved by Councillor P Gilchrist and seconded by Councillor P Davies –

“That the matters identified by Councillor Davies in relation to the Task Forces be considered at the special meeting of the Committee to be held on 28 October 2010 and that the officers be requested to provide such information to that meeting as they are able to, both in relation to the process followed in the selection and appointment of Task Force members, and the budgetary implications of the questions contained within the public questionnaire.”

It was moved as an amendment by Councillor J Keeley and seconded by Councillor D McCubbin –

“That the information requested be presented to the Committee as part of a full de-brief in December/January, once the outcome of the consultation process is known.”

The amendment was put and lost (4:6)

The Motion was put and carried (6:4)

**Resolved (6:4) – That the matters identified by Councillor Davies in relation to the Task Forces be considered at the special meeting of the Committee to be held on 28 October 2010 and that the officers be requested to provide such information to that meeting as they are able to, both in relation to the process followed in the selection and appointment of Task Force members, and the budgetary implications of the questions contained within the public questionnaire.**

## **Council Excellence Overview and Scrutiny Committee, 21<sup>st</sup>** **September 2010**

This Committee notes that, under the Council's Constitution, it is charged, amongst other things, with scrutinising; the maintenance of a sustainable and stable budget; providing value for money; improving the Council's budgeting process to fully reflect its priorities; development of the Council's approach to Community engagement and the Council's Community Strategy and public relations.

It therefore expresses its deep concern that the Council's normal structures, including this committee, appear to have been totally bypassed through the appointment of Independent Task Forces which then act outside the normal range of Council Meetings and procedures.

In particular, this Committee expresses concern that:

- ◆ The Task Forces were presented with budgetary information on the services they were considering, without those papers being presented either to Cabinet or to this Committee, where the information could have been questioned.
- ◆ No information has been given on the appointment of the members of these Task Forces and the way in which they were selected.
- ◆ It is unclear whether or not there is a register of interests of those individuals sitting on the Task Forces, or whether there is any procedure for a declaration of interest on any items discussed.
- ◆ The consultation procedure, including the way in which Task Forces would be used, was announced in a press release, and not through Cabinet, where it could have been called into this Committee for further examination.
- ◆ The questionnaire for public consultation that was drawn up following the initial Task Force meetings was not taken to Cabinet as a draft, which would have allowed it to be questioned or called in to this committee for further examination.
- ◆ The questionnaire itself is fundamentally flawed, for example, in failing to provide any comparative costings, in failing to provide complete lists of alternatives, including the provision of services by the Council, and in failing to make it clear to the public whether questions about the provision of alternative services from the voluntary sector refers to the Council commissioning services or actually stopping services and hoping the voluntary sector will fill the gap without any extra resources.
- ◆ The way in which the subsequent public consultation would be carried out was again announced in a press release, stating the timetable of events, and was not subject to question or scrutiny either from Cabinet or this committee, which is specifically charged with scrutinising both community engagement issues and issues around public relations.
- ◆ It has been made clear that this process, which has not been open to democratic scrutiny, will actually be used to inform Wirral's budget setting.

This Committee therefore asks that:

1. The Chair of each Task Force be asked to make a presentation to this committee on their findings which informed the questions contained within the questionnaire.
2. There should be a standing item on this committee containing the minutes of all the Task Forces for the duration of their existence.
3. The Monitoring Officer presents a report to this committee setting out the process that was followed in the selection and appointment of Task Force members.
4. A copy of any register of interests or declaration of interests of Task Force members is presented to this committee.
5. The Director of Finance provides a report or presentation to this committee summing up the financial information and budgetary options provided to the different Task Forces and gives a detailed explanation of the exact meaning and budgetary implications of the questions within the public questionnaire, including relevant costings as appropriate.