



# LLCS Engagement Report 2017 Analysis & Findings

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# 1. Introduction & Approach

## 1.1 Introduction

Wirral Borough Council worked with C.Co to undertake communication and engagement activity to support the review on Leisure, Library and Cultural Services.

The council had a strong desire to understand the views of both staff and members of the public and provide a platform to influence the review. The objectives of the communication and engagement activity was therefore:

- To update key stakeholders on progress and;
- To engage key stakeholders in shaping of the business case

As this was not a formal consultation, the emphasis was on developing a good understanding of:

- opinions about the existing services including strengths, weaknesses, opportunities and threats
- values and priorities
- views on the priorities for the evaluation of future options
- ideas and innovations
- concerns

The intention was for the gathered information to be used to:

- Inform how services could be delivered in the future
- Generate ideas for innovation in specific services – this can also influence the Business Case but will be of most value once a decision has been made and services are looking at the detail of delivery for their area
- Help the council to understand what’s important to people, what works well and not so well – again this can inform the Business Case but will create added insight and intelligence about what local people and groups value.

A number of techniques were used to gather this intelligence and communicate with the public and staff members. The approach taken resulted in **the submission of over 2,200 individual comments** along with numerical data which illustrated views on assessment criteria, values and priorities.

## 1.2 Approach

Stakeholders analysis was performed at the beginning of this exercise. This was performed by communication officers in conjunction with the service managers. There were three main categories of stakeholder; Staff, Public, and Trade Unions. The *key stakeholder* from the staff and public categories were thought to be:

- the staff directly involved in delivering the services under review
- service users

Many people use the services under review but the nature of these services mean that many users are unknown. A cascade technique was therefore used to reach people. Service managers identified individuals involved in supporting or using services such as ‘friends of’ groups, volunteers, active users and those from partner services/organisations. Over 300 individuals were contacted directly about the project with an invitation to participate. These individuals were asked to share the information wider, as were staff members.

While key stakeholders were prioritised and targeted for the engagement activity, opportunities were also available to wider stakeholders and workshop and survey details was posted on the Wirral View website.

### Communication

The following methods were used to communicate information about the project with staff:

- Internal emails via managers
- Intranet updates
- FAQs

The following methods were used to communicate information about the project with external stakeholders:

- External target emails
- Internet updates - Wirral View
- FAQs

Workshops also included an element of information sharing including an introduction to the project by senior staff.

# 1. Introduction & Approach

## 1.2 Approach cont.

Briefings and information was supplied by the Project and Communications Teams to members and Trade Unions.

### Engagement & participation

As well as communications, input was sought directly from members of the public and staff. This was via:

- Internal workshops
- External workshops
- An online Survey

### Survey

An online survey was designed and published to encourage wider engagement and participation.

The survey remained open for one month and was publicised on the Wirral View website while key stakeholder were contacted directly and invited to participate. To manage demand within relatively short timescales, individuals were encouraged to complete the survey online, however, contact details were provided so individuals could complete hard copies if required.

In total, 671 surveys were completed. The majority of these (486) came from individual residents and a further 29 came from individuals who were representing a community group or society. 156 returns were from staff members.

The survey was designed with a mix of multiple choice and open questions. While some participants felt frustrated that they were being asked to select options, this was necessary to allow meaningful analysis. Space was also given at the end of the survey to allow participants to write anything that they felt they had not had the chance to say throughout the rest of the survey.

The introduction and length of the survey was also considered in the design to try to strike a balance between the amount of information given/requested in order to make it understandable and useful while ensuring that the survey was still easy and quick enough to complete.

Survey returns by source



The language used was adapted into 'plain English' although some participants still felt that they did not understand elements. We found that running the workshops in conjunction with the survey made it easier for people to understand the questions they were being asked and they were encouraged to have similar discussions with their friends, family and colleagues to encourage wider participation.

A decision was made not to publicise the survey through a press release because WBC did not want residents uninformed or unaware of the service review to be confused or unnecessarily worried about the project and what was being asked. Many workshop participants arrived under the assumption that it was an outsourcing exercise; it was possible to talk this through at a workshop but it is more difficult to make this clear, and less likely for it to be considered as genuine, through a press release.

# 1. Introduction & Approach

## 1.2 Approach cont.

### Workshops

Internal and external stakeholder Workshops were designed and run to allow individuals to discuss, debate and contribute alongside their peers. The content and activities for the workshops were designed to be consistent across all stakeholder groups with only minor variation to reflect the needs of the audience i.e. the introduction during internal workshops included a reference to HR support while the external workshops did not.

Overall, 21 sessions were scheduled however three were cancelled due to low attendee numbers so 18 were held in total; 10 external, 8 internal. During the workshops feedback was given to suggest that some people may have been unable to attend due to the relatively short timelines. Additional sessions were therefore scheduled (included in the figures above) to accommodate those who had been unable to attend previous sessions. This was helpful for the staff sessions, however, only one person attended the additional external session.

There were 158 attendees across all sessions.

There were 130 applications for the external workshop spaces; of that 83 people attended.

75 people attended internal workshops plus Trade Union representatives and HR support.

The total capacity for the scheduled internal session was 144 meaning a 52 per cent uptake. The total capacity for the scheduled external sessions was 240 meaning a 35 per cent uptake.



Every effort was made to schedule the workshops at suitable locations and times. These were spread across the four constituency areas for external workshops and in appropriate staff buildings for the internal workshops to encourage participation. Access in terms of parking etc. was also considered.

A mix of morning, afternoon and evening sessions were made available, although venue availability meant that there were fewer evening sessions than originally intended.

The majority of workshops were scheduled between 17<sup>th</sup> July and 26<sup>th</sup> July to ensure that the information gathered could feed into the business case. However, in response to feedback, follow up sessions were scheduled in August with the last session held on 31<sup>st</sup> August.

WBC decided that service specific workshops would be more appropriate but some mixed sessions were also held in response to attendee numbers and interest. If there were any individuals signed up for a session with fewer than four attendees they were called directly and offered a space on an alternative session.

# 1. Introduction & Approach

## 1.2 Approach cont.

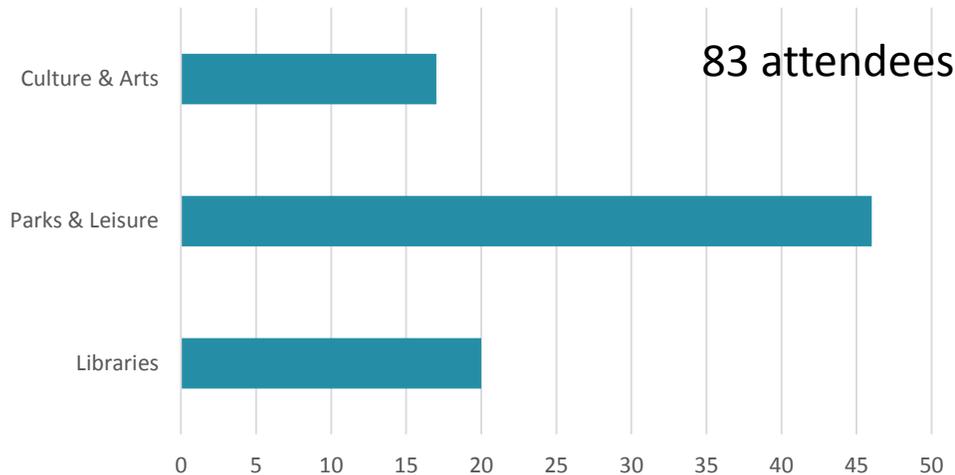
### External Workshops:

Key external stakeholders were contacted directly and invited to attend a workshop. Follow up emails were sent to encourage participation with an online booking system in place. Reminder emails were also sent to highlight capacity on scheduled sessions.

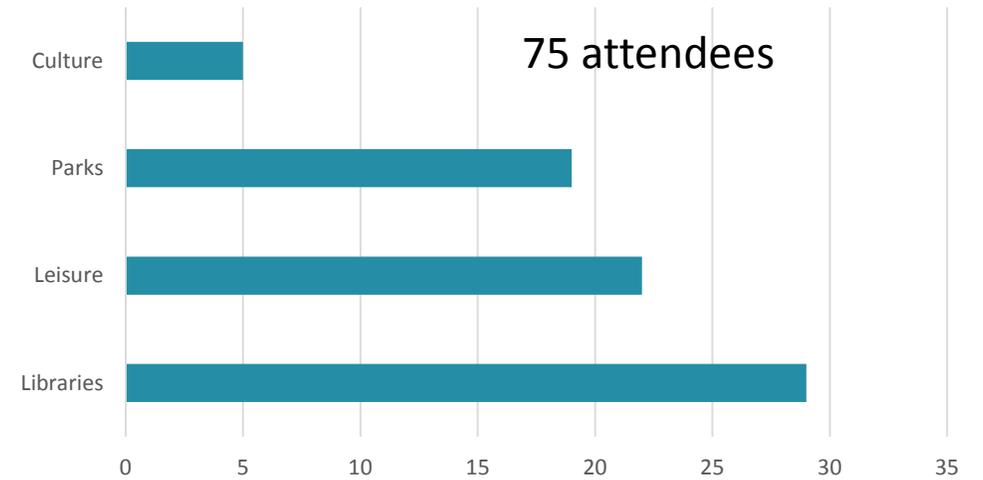
While the sessions were not actively publicised to the general public, the details were available on Wirral View so that any member of the public could attend. This was done to manage demand and ensure that the limited spaces were available to key stakeholders.

83 people attended an external workshop.

Attendance - External workshops



Attendance - Internal workshops



### Internal Workshops:

Key internal stakeholders were invited to attend the internal workshops. This was done through an email invitation via managers and an online booking system with the exception of Libraries who coordinated attendees directly.

75 people attended internal workshops. In addition, Trade Union representatives and HR officers were also in attendance to support the staff groups.

## 2. SWOT & Comments Analysis



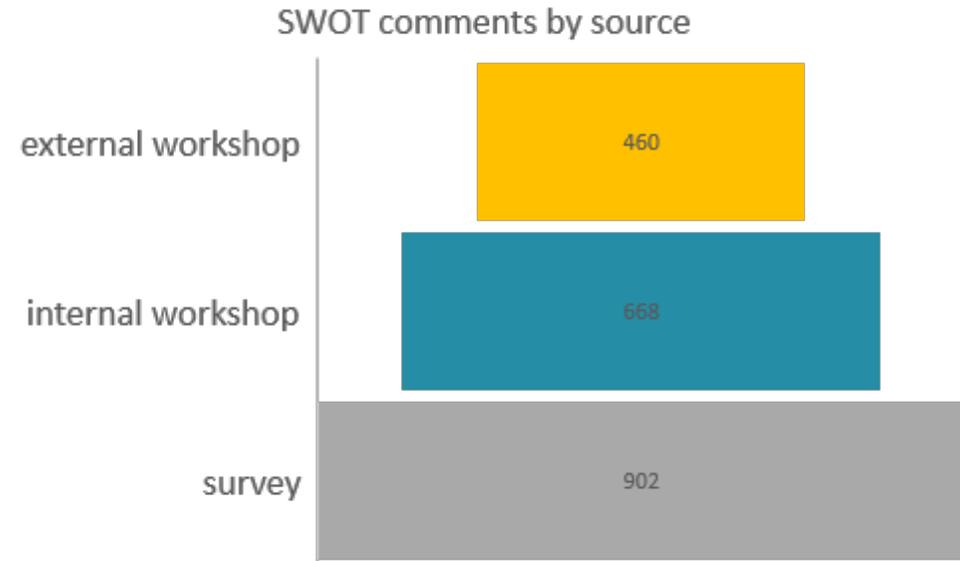
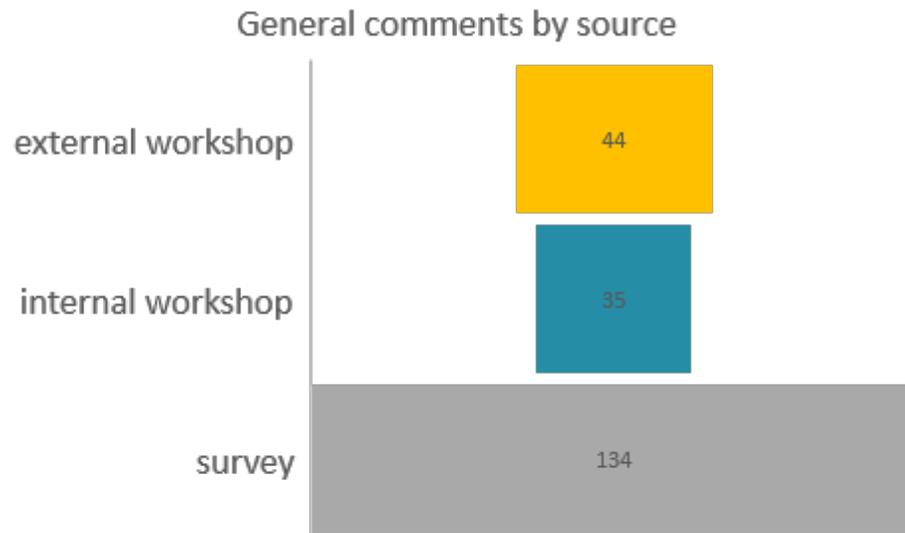
## 2. SWOT & Comments Analysis

### 2.1 Introduction

Across the workshops and the survey, participants were asked to consider and identify the strengths, weaknesses, opportunities and threats of the current service provision.

They were asked to do this with regards to the services that they have experience of rather than try to speculate about services that may be within the scope but that they may not actually use/deliver i.e. an allotment user may not use the library service. The intention of this was to get direct views rather than second hand information that may or may not be accurate.

In total, 2,030 comments were returned; 460 from external workshops, 668 from internal workshops and 902 from the survey.



Participants were also given the opportunity to submit general comments which could include ideas or suggestions. Over 200 additional comments were submitted; 44 from external workshops, 35 from internal workshops and 134 from the survey.

The SWOT comments and general comments were categorised into themes so that the information could be analysed.

## 2. SWOT & Comments Analysis

### 2.2 Themes

In total, **2,030 individual comments were received** from both staff and members of the public via the survey and workshops as part of a SWOT analysis; this asked participant to identify the strengths, weaknesses, opportunities and threat for the service/s as they are today.

Participants submitted 874 comments in relation to opportunities. They also identified more weaknesses (447) with the current service/s on offer than strengths (323), suggesting that there is a feeling that services could be improved. Further detail on these comments is outlined in the analysis later in this section of the report (p.10).

The comments across the four categories were then arranged into themes in order to allow analysis. The aim was to have as few themes as possible without losing any meaning or integrity of the data. Eleven main themes were identified. These are briefly outlined on the next page.

Each comment has been read in full and considered in terms of its intended meaning before being assigned a category. This approach is considered to be more accurate than automatic selection based on key words etc. where the intended meaning may be missed.

The nature of the comments mean that some could be categorised as more than one theme. In this instance the predominant theme has been selected and reference is also made to sub-themes, with analysis carried out accordingly.

Submissions that stated “no comment” or similar have been removed from the above total.

The general comments submitted were also categorised into the same themes.

Comments by SWOT category



## 2. SWOT & Comments Analysis

### 2.2 Themes cont.

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#### **Accessibility:**

This theme is related to how and where people access services, as well as the ability to access a wide range of services. It includes the cost and physical location. It includes diversity and access for all in the community.

Accessibility is often linked to achieving outcomes, and increased/diversified income. It includes changes to prices and operations to make it easier for people to use.

#### **Assets:**

This includes physical assets such as buildings, land, IT, and stock e.g. books. It includes specialist physical provision e.g. tennis facilities but not services e.g. tennis lessons.

#### **Collaboration/ communication:**

This theme relates to comments about partnership working, internally with council department and externally with groups and/or the community in general. It also includes comments about how the council informs people about services; whether it's a council services or those of partner organisations. Many comments in this theme related directly to marketing.

#### **Economic Impact:**

This relates to comments regarding the impact on the wider area through tourism, local employment and bringing in income to organisations outside of the council. People recognise the impact of services on the wider area, particularly through the natural assets and a strong cultural offering.

#### **Engagement Activity Specific:**

These are comments specifically relating to this engagement activity.

#### **Financial:**

The financial theme covers different elements including comments about current or past budget reductions, ideas for income generation and efficiency, and comments about the way money is distributed between services. Many comments also touch on the impact that financial pressures have on the service in terms of accessibility or quality of the provision, often due to a perceived lack of investment. Comments in this theme occasionally mention ownership/flexibility & freedoms with regards to being able to keep income within the service and/or access funds through different ownership models.

#### **Freedom & Flexibility:**

Comments relating to freedom & flexibility typically relate to "bureaucracy" and slow internal processes particularly around decision making, a lack of ownership at a local level, and the recruitment process. This theme also includes the inability to react to market trends and therefore has an impact on income and efficiencies. Comments in this theme relate closely with operational changes to allow decision making at a more 'local' level as well as changes in ownership.

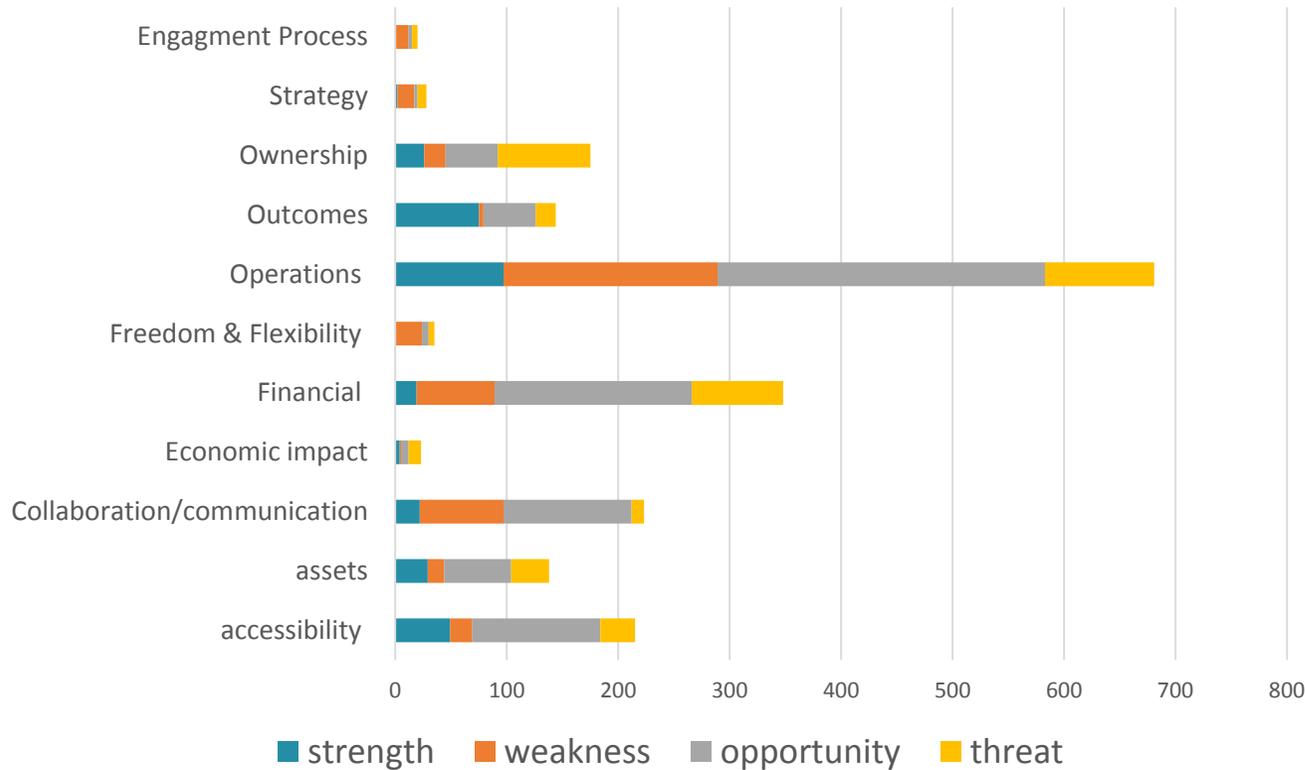
#### **Operations:**

This theme is the most varied covering several elements including staff, the use of volunteers, opening hours, service standards and comments about potential changes and improvements to the way services are run on a day-to-day basis.

# 2. SWOT & Comments Analysis

## 2.2 Themes cont.

SWOT return by Theme



### Outcomes:

While many comments in the other themes implicitly include a view on outcomes, comments in these theme explicitly consider the impact that the services have on outcome for individuals, groups and the wider community. This is often around health and wellbeing, education, social impacts and the contribution to the 'community' in Wirral. Comments often relate closely with accessibility to services e.g. job seekers using library resources, and operational improvement that would lead to better outcomes.

### Ownership:

Comments relating to the theme of ownership cover both internal and external options. This theme is often related to the perceived pros and cons of different models including freedoms & flexibility, outcomes and the operating model. This theme includes comments on risk, accountability and political involvement.

### Strategy:

This theme covers comments directly related to strategic issues such as policy and strategy development for an individual service area, the wider organisation and/or elements outside the council. It also includes comments about councillor involvement as the strategic function of the council.

## 2. SWOT & Comments Analysis

### 2.3 General comments

In both the workshops and survey, people were given the opportunity to add any additional comments in free text. Over 200 additional comments were submitted which included ideas, questions and opinions.

Over fifty ideas submitted were in relation to income generation and twenty were in relation to efficiency. These have been included in the financial section.

Just under thirty were in relation to this specific engagement process rather than the services under review, and many people used the comments section as an opportunity to share their thoughts and concerns.

The comments were themed consistently with the SWOT comments and have been included in analysis.

***“My primary concern is that the library remains as community-focussed enterprise - a place where ANYBODY can feel welcomed, recognised and able to participate in the services on offer. CONTINUITY of staff is SO important. “ public response***

***“Maintaining and championing the QUALITY of parks and countryside areas. Much work has been done, and must not be lost, but more needs doing. Parks do not bring in much revenue but are a facility for everyone. They belong to the PEOPLE of Wirral not the 'Council’” public response***

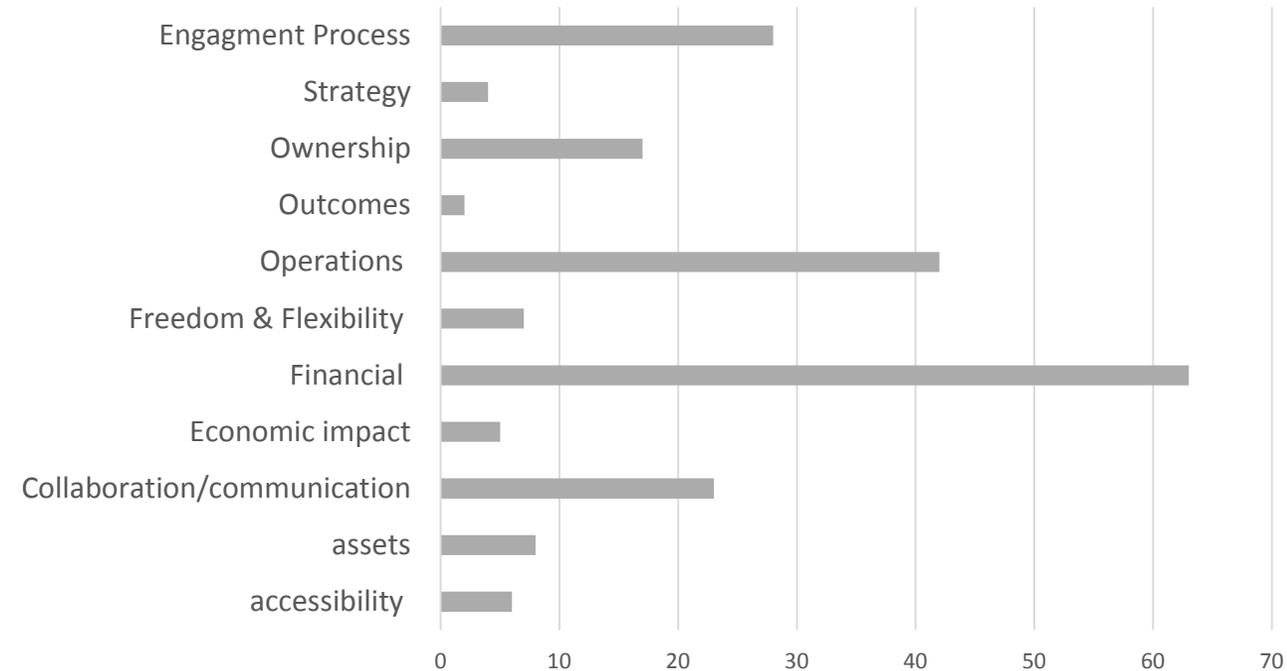
***“Free services could start asking for donations and doing fundraisers, the people no longer trust the council or the managers, there is too much corruption, make Wirral council something we can be proud of and trust again” public response***

***“too many directors and consultants, not enough gardeners” public response***

***“improve communication and more openness” public response***

***“keep the conversation alive” public response***

General comments by theme



## 2. SWOT & Comments Analysis

### 2.4 A focus on operations

A large proportion of the comments received were in relation to operational activities. These comments could be broadly aligned to sub-themes including;

- Service provision i.e. what is/could be on offer
- Staff
- Volunteers
- Accessibility
- Income & efficiencies
- Freedom & flexibilities
- Assets
- Collaboration/communication
- Strategy

Of these themes, **staffing** was the biggest concern with over one hundred comments relating to low morale, understaffing, rota issues, and concerns about current future terms and conditions for staff. People were very concerned that the expertise from services should not be lost or eroded. The “consistency” of staff was frequently mentioned in the context of staff moving around different locations or being substituted by temporary staff. A small number of people, however, thought that this approach was positive to ensure efficiency.

Comments on staffing pressures were received from both members of staff and the public.

While many members of the public were concerned about staff, some were more critical of the management and leadership capability and the willingness of staff to embrace change and modernisation of services. There were also concerns that ‘friends groups’ are being “micro-managed” and that there are some tensions between staff and volunteers.

Much of the pressure on staff was perceived to be as a result of past budget reductions while some felt there was a deliberate attempt to erode the workforce.

*“Staff are too stressed to manage effectively.” public response*

*“Non-accountability of staff, i.e.: ensuring staff fulfil reasonable duties and tasks - Some staff not performing, maybe due to morale or sickness levels - Not being accountable for actions and imparting on morale for teams as a whole.” staff response*

*“You are cutting staff - this is not the answer. You are here to provide a service which we all pay for via council tax which has increased by 4 % this year. Less managers and more ‘indians’!!” public response*

*“Lack of local knowledge of staff [as a current weakness]” public response*

*“more use of locally based management so users have an interface with the provider” public response*

*“Concerned about reduction of hours of opening and loss of local jobs” public response*

*“I feel staff are needlessly moved from site to site in Libraries. This means that the community element is lost as the public like to see the same faces in their local library. I understand that there are staffing issues but sometimes it seems that staff are just swapping sites for the sake of it. This is not good for staff morale, the service provided as it is more difficult to take ownership of a site and ensure that tasks are carried out when you only visit occasionally and it does not provide a good experience for the public.” staff response*

*“Staff: adverse to change” staff response*

*“Low morale amongst staff due to shifting & changes” public response*

*“Demoralisation of staff and community” public response*

*“continuity of relationship with service users [is a strength]” public response*

## 2. SWOT & Comments Analysis

### 2.4 A focus on operations cont.

Relating to staffing, the use of **volunteers** also featured heavily in the feedback.

While the use of volunteers and the positive contribution of individuals was widely acknowledged there were many concerns raised from both staff and members of the public about the potential over reliance on volunteers which could be at the detriment to expertise. This was particularly in relation to the demographic of volunteers which currently tends to be older people with more free time. Concerns were therefore raised about future availability of volunteers.

Concerns were raised about a lack of structure and/or consistent approach to the way volunteers are managed and a lack of support for volunteers. Concerns were also raised about groups having too much “power” including decisions on how fundraised money is spent. A tension between staff and volunteers was evident throughout the feedback.

While there were concerns with over reliance on volunteers there were also suggestions that the public could become more involved with services either as volunteers or for an ongoing dialog about how services should be run and calls for more control, and even ownership, to be given to groups.

**“Give friends groups better control over the way parks are run and work with them to develop a plan for each park. Give the parks more of a say o providing events for the community.”**

**“Groups working positively with Council [as a strength]” public response**

**“Volunteers: lack of knowledge and reliability; threat to staff.” staff response**

**“I worry that services won't run properly if given over to volunteers/community groups” staff response**

**“Greater use of community resources and volunteers” public response**

**“Encourage “Friends Groups” and others involved in these services to play a greater role” public response**

**“Friends groups and volunteers are limited and this is people and resources” public response**

**“Volunteers become disillusioned,” “no action means volunteers walk away” public responses**

**“staff to accept that volunteers are needed and work with them. Volunteers want to help the area and are not trying to take staff jobs” public response**

**“Pushing the community involvement aspect is almost “coping out” rather than managing. Many community groups/volunteers/individuals are happy to be involved in their community but this should be under the guidance/support of a council individual or team showing the authority still has overall responsibility and duty of care.” public response**

**“Volunteer - - Need a policy - clear structure; clear guidelines; enhance service not replace staff; training of volunteers/across all services, targeted volunteers” staff response**

**“We have been very successful in encouraging Friends groups - they want to keep money to spend on their pet projects, not on regular maintenance” staff response**

**“Power of friends groups [are a threat].” staff response**

**“Some services can be delivered by volunteers, but professional qualified guidance is essential” public response**

**“Dependant on 'volunteers' to raise a lot of income, do the work - older generation - what happens in future when retirement age goes up to 70+ who does it all then?” public response**

**“Assumption that friends groups are 'on tap' to fil gaps - don't take us for granted!” public response**

**“The current staffing seems to want to control Friends Groups too much - they should agree Management Plans then allow the Friends Groups to get on with their agreed tasks - less micro management.” public response**

## 2. SWOT & Comments Analysis

### 2.4 A focus on operations cont.

**Accessibility** was also a common sub-theme, being mentioned over 80 times.

In terms of current issues, many people commented on opening times, inconsistencies and cancellations. People felt that services should be open longer, particularly in the evenings, at weekends and on bank holidays when people want to access services. While these comments were predominantly from members of the public, staff also recognised the demand for change in this area.

People were concerned about any future changes to pricing which could prevent people accessing services. But while many people were concerned about costs being prohibitive, some felt that there was an opportunity to charge more for services or charge for additional services; this is included in the accessibility and income sections.

*“Gyms don't open long enough on weekends or early morning as opposed to private gyms this deters membership” public response*

*“The opening hours of libraries are too erratic, people never know when their local library is open, and there is no continuity of staff, which is a vital part of a library.” public response*

*“more night classes for adults” staff response*

*“Love the parks the more you do using Wirral parks the better - have a dawn to dusk programme of events whoever possible.” public response*

*“Taking arts and culture to where people live, 'pop up' workshops, use of empty shops etc” public response*

*“Invest money into the buildings to make more welcoming and contemporary. Open longer hours” public response*

*“More cycling classes / take classes outside and more classes for the over 50s (my cycling class was cancelled and moved to Bootle!!!)” public response*

*“Open longer.” “Open earlier.” “Longer opening times for people who work.” public responses*

Comments on **provision and service standards** also featured heavily with over 150 comments. While some of these were positive, recognising the strengths of current provision, the vast majority were in relation to weaknesses or future opportunities.

Opportunities includes investment in existing assets and services and the addition of new services. More events, modernised systems to allow easier access/self serve, and attracting performers/shows were all cited. There were also a large volume of comments requesting specific service improvements which included better call handling, improved bowling greens, reduced dog fouling, and improved cleanliness of facilities.

Swimming places were mentioned on a number of occasions suggesting that there were long waiting lists even though spaces were available.

*“Doing a great job already.” public response*

*“Recording numbers of customers turned away due to lack of provision/ places to plan future services. Taking comments of what customers want back to management, and management listening” public response*

*“Wardens should ensure cleanliness/safety of public areas & play facilities. Outdoor sports/fitness equipment should be installed in all parks to encourage better health & wellbeing.” public response*

*“Libraries are very old-fashioned and need modernising - especially the IT equipment. Bookings and payment for leisure classes are too complex.” Public response*

*“Improve the quality of grass cutting by reducing mower height” public response*

*“More events we had a fantastic dalek event at Wallasey Central a year ago” public response*

*“Maintain existing standards” staff response*

*“I think staff visits to equivalent private sector offerings would demonstrate what kind of service people expect.” public response*

## 2. SWOT & Comments Analysis

### 2.4 A focus on operations cont.

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Opportunities and current weaknesses about **communication and collaboration** were highlighted throughout both the SWOT analysis and the general comments submitted.

Communication & collaboration is also a primary theme so is explored in more detail later in this report.

***“Lack of cohesive strategy - different departments in Council don't interact effectively - act like separate entities” public response***

***“Silo mentality” staff response***

***“Isolated - silos - we do not work closely with other services” staff response***

Comments around **ownership and freedom and flexibilities** were also submitted:

***“Council must have ultimate oversight if a CIC used but essential that a quality management board with commitment to social enterprise is put in place and given the power to make flexible, effective and timely decisions” staff response***

***“Ideas - People with passion and ideas “shot down”” staff response***

***“Give control back to each centre rather than having to ring into the council and wait in a queue for a short query” staff response***

***“There is no accountability or monitoring of work productivity managers should be based in their own areas again so they are more aware of operational issues the current restructure isn't working to many po1s and not enough front line staff “ staff response***

## 2. SWOT & Comments Analysis

### 2.5 A focus on finance

Over 400 comments were received in relation to **finances**. As anticipated, many of these were direct comments about funding reductions both at a local and national level and a lack of investment in services.

Many concerns were raised about lowering standards as a result of reduced budgets both now and in the future.

Some people voiced concerned about the current pricing structures; some felt that increasing prices could be detrimental to those who want to access them, others felt that there was opportunity to revisit prices to make them consistent and accurate in terms of cost of delivery.

There were suggestions on how to raise income and how to achieve efficiencies. While some of these were specific, many were generic instruction to raise money or make savings;

***“Find more ways to generate money within the system, that can be fed back into the system” staff response.***

***“Find ways to run buildings more efficiently to save running costs” staff response***

There were also many calls to reduce the number of assets in order to provide a better service and improving contractual arrangement to save money and improve standards. This was particularly voiced in relation to libraries.

***“Continue to try and introduce parking charges, albeit at a low level” staff response***

***“Lack of investment in infrastructure & HR & innovation” public response***

***“Stop increasing the prices and lowering the standards of equipment and usability” staff response***

***“[An opportunity for] access to charitable money and sponsorship” public response***

***“The use of preferred contractors who frequently carry out poor quality work for high fees should be addressed and financial savings made in this area.” public response***

***“Concern that falls in investment will be detrimental to the quality of all services; that some services will disappear forever or that parks land will be sold for development” public response***

***“I am concerned that they will be cut because of increasing financial constraints. I believe that they are essential services and vital to promoting good citizenship, healthy lifestyle and community engagement for younger and future generations.” public response***

***“Funding where it’s supposed to be... schools to pay for author visits, public to pay, affordable (ringfenced funding)” public response***

***“Income generation/profit VAT exemption - focus on pure income revenue not profitability i.e. increasing users at a lower rate but buying extra services/goods - food etc. Not a long term plan for income generation. Applying for all VAT exemptions, look at difference model, health and wellbeing” public response***

## 2. SWOT & Comments Analysis

### 2.5 A focus on finance cont.

**Income generation** ideas varied from changes to the way the tax is raised to new products and services and was mentioned in over 130 comments. Comments were also made about income going to other services which was felt to be unjustified.

Increased events and shows/performances features highly in the suggestions, as did increases to cost and availability of room hire, and the introduction of catering and coffee shops inside venues. Sponsorship opportunities and access to external funding were mentioned along with more novel ideas such as coin operated barbeques and adopt a book schemes.

Investment in services and facilities in order to attract funding was frequently mentioned as was investing in a funding officer to attract grant monies.

People were also cautious about the reality of competing with other provider and other organisations trying to access grant funding.

***“Progressive taxation (local) should be considered as a means of supporting council services relating to health and wellbeing” public response***

***“Raise local taxes and lobby for more government funding” public response***

***“Funding Officer to bring in grants etc. - Central fund raising manager - specific person, pays for itself” staff response***

***“craft fairs - regular stall events - food markets/ street markets - outdoor theatres - fundraising events - kids activity days - publicise sports clubs and increase recruitment - e.g. underused tennis courts - offer spaces for rent at an affordable price (I approached the floral pavilion about this and prices were way more than other venues)” public response***

***“Free services could start asking for donations and doing fundraisers, the people no longer trust the council or the managers, there is too much corruption, make Wirral council something we can be proud of and trust again” public response***

***“Homereader - free: users expect to pay but statutory is free” staff response***

***“Coffee shops - franchise (like Liverpool)” staff response***

***“Generate income maintaining our own i.e. buy gravestone insurance and we could fix the headstone instead of stone masons and annual fee to maintaining plots and stoneware.” staff response***

***“Awareness of the next big thing” staff response***

***“Competitive pricing for all services” staff response***

***“I think children's clubs tots groups should be brought back to libraries with a small charge eg 50p and no more they were popular and the communities have very few affordable educational sessions for all age groups”, staff response***

***“Income going to wrong service - ice cream money!” staff response***

***“golf storage for clubs; rent buggies out; constantly asked” staff response***

***“Limited charitable funds available: increasing number of charities applying and competing against each other” staff response***

***“Europa: give 40p car park refund back (we should not be giving any money away)” staff response***

***“Adopt a book” staff response***

***“Planning and section 106 income to be increased by including with the original planning agreement” public response***

## 2. SWOT & Comments Analysis

### 2.5 A focus on finance cont.

**Efficiency savings** were mentioned in over 110 comments.

Many of these comments related to opportunities to share assets and reduce the number of assets to not only save money but also to improve services. These comments came from both members of the public and staff, particularly in relation to library services.

The use of capital receipts to invest in services was also mentioned. There were many mentions of general inefficiencies including ensuring that services are better joined up. Reductions in staff pay and costs was also suggested.

The use of contractors for both consultancy work and other services such as maintenance was raised on many occasions. Comments mentioned both the cost and standards of the work done, suggesting that they are not value for money.

***“possible merge with leisure services, running pop up libraries within these buildings or within the likes of cafes or shop establishments/supermarkets whether new or existing ones ” staff response***

***“Council should be more accountable for wasting money” public response***

***“Backroom support is too slow and lengthy - and one size fits all” staff response***

***“Multi-use centres with leisure, parks, culture etc.” staff response***

***“REDUCE STAFFING COSTS” public response [original emphasis]***

***“In addition to looking at income generation, we should also be looking at reducing waste and inefficiency and also that the public pay for all that they should be paying for etc... ” staff response***

***“Too many libraries, spread too thinly” staff response***

***“Closing some of our under-used libraries” staff response***

***“Fewer libraries but the remaining ones to open 5/6 days a week and be fully staffed by librarians and trained members of staff.” public response***

***“close them all [libraries]. uses amazon or a kindle” public response***

***“The closing of libraries is biggest concern and I think they should be encouraging multi purpose use such as show cased in Birmingham City centre & Liverpool Central Library” public response***

***“Review the existing relationship with contractors and how they are procured and monitored.. Put quality and efficiency first.” staff response***

***“The use of preferred contractors who frequently carry out poor quality work for high fees should be addressed and financial savings made in this area.” public response***

***“Sell out some of our assets. Use capital receipts to invest in services under the 'transformation' title (do we need all our libraries)” staff response***

***“10% pay cut for management in the highest pay brackets. Ending of any and all bonus schemes.” public survey***

***“With money short the council should look at what they really need. An example is the number of press officers. The council needs a press officer but only ONE. A chance to leave?” public response***

## 2. SWOT & Comments Analysis

### 2.6 A focus on ownership and freedom & flexibilities

Many of the comments relating to ownership, freedoms and flexibilities were in support of keeping the service inhouse.

This included generic statement with no clear reason as to why people felt this way. When a reason was provided it was often in relations to the assumption that if the services were “outsourced” then they were at greater risk of closure, increased fees, asset sales, redundancies and a reduction in quality; “protection” of services was often referred to in this theme.

Accountability, sometimes democratic accountability, was a concern for people. Some felt that councillors had a positive impact while others felt that a political dimension has a negative impact on the services and the decisions made.

People were also concerned about possible failure of a new delivery model. But there was a general feeling that it would be better to have more control over delivery and decision making at a very local level, i.e. per site or per service.

However, there were some direct comments in support of trying a new delivery model such as a CIC to support income and respond to budget pressures. There were also comments that indirectly support a new model asking for removal from the “Party Political System” and increased freedoms and flexibilities in the way that the services are funded and managed.

***“Keep council run” public response***

***“Invest and keep in house” public response***

***“Keep services in house to maintain standards and accountability” public response***

***“Do not move to a trust, see other authorities where the service has gone to trust and been moved back or bailed out by council. Streamline the number of libraries- Beechwood, Woodchurch, Higher Bebington, Leasowe, Ridgeway, Irby, Wallasey village, St James. Increase opening hrs of libraries such as Greasby and Bromborough which perform well with paid professional staff. ” public response***

***“If they are outsourced or asset transferred to community groups run by volunteers what protection is in place should this end up as unsustainable? Examples being the recent closure of academy schools that were formerly under the control of WMBC” public response***

***“I would not like to see a diminution of any services as they stand. As governments have cut council funding in recent years the only way to maintain, expand or improve current services would be to attract additional funding. They would have to set up a CIC in order to do this and as thus would be a charity I would have no problem with it. Obviously thus should only be considered to improve and expand services and not as a cost-cutting exercise on the council's part.” public response***

***“Fear that some of these essential services will cease to be run by the Council, with a negative impact on deprived areas in the Borough” public response***

***“Money raised going to other departments or council in general - Income being generated is not being put back into the service which is being used. e.g. - parking charges revenue go to other areas and not to maintain actual car park. Events being run by parks/ranger and money not being put into parks' budget” staff response***

***“Remove all important services from the Party Political System” public survey***

***“Political pawn” staff response***

***“Safe option in house - no risk” staff response***

***“Processes laborious - recruitment - cumbersome processes - HR recruitment; procurement; building controls/fixed cost; one size fits all - no it doesn't!; self-serve (leisure centres)” staff response***

***“Transferring to a private company and then increasing charges [is a threat]” public response***

## 2. SWOT & Comments Analysis

### 2.7 A focus on collaboration/communication

**Collaboration and communication** were reoccurring themes throughout the analysis both as a primary theme (over 240 related comments) and a secondary themes (150).

From a communication point of view; comments often related to a lack of information available to the public. This often referred to a lack of marketing of both council services and services and events offered within the community and by other providers. Around one hundred comments were made about marketing which demonstrates a consistency of feeling amongst both staff and members of the public. Many participants describes the role of the council as a facilitator and platform to promote activities rather than delivery. This was particularly prevalent in relation to arts and culture where people were positive about the work done by groups outside of the council who may just need a little bit of extra support and promotion.

An increase in marketing was closely linked to increased usage and therefore increased income.

The opportunities for taking advantage of activity in neighbouring boroughs by marketing events, activities and services that complement cultural offers over the border were also highlighted.

Opportunities for collaboration were noted from an internal and external point of view. Comments were made about a lack of cohesion across council services which has an impact on quality and efficiency. Opportunities for collaboration with partners such as the NHS, Police, Schools and local and national groups were also highlighted. Again, this was in the context of better outcomes for residents but also with respect to attracting income from external bodies.

***“Council website is awful, nobody is going to visit parks/leisure centres the way they are currently promoted” public response***

***“Wirral's culture is 90% provided outside the council provision.” public response***

***“I would suggest staff going into schools more rather than waiting for people to come to them.” Public response***

***“Our swimming pools feel under used and neglected. So I would try to massively increase interest, with discounted sessions and/or a new residents passport scheme. I'd also open them up to far more commercial uses, like in the evenings for example, and work more closely with local schools to boost participation.” public response***

***“Open spaces and nature value not promoted enough (not making use of the fantastic assets we have in parks, open spaces, nature and allotments)” public response***

***“For some reason I see more publicity for Liverpool central library than Wirral libraries - improved publicity” public response***

***“Marketing/advertising - Website; papers -let's go; digital; summer camps; outdoor pursuits” staff response***

***“Our swimming pools feel under used and neglected. So I would try to massively increase interest, with discounted sessions and/or a new residents passport scheme. I'd also open them up to far more commercial uses, like in the evenings for example, and work more closely with local schools to boost participation.” public response***

***“Developing partnership with NHS - Develop partnership with NHS and CCG Groups.” Staff response***

***“Working with partners to provide extra services in libraries [combat isolation & loneliness poor literacy]” public response***

***“Multiple departments within WBC, each it appears with their own budget and responsibility, not communicating with one another when responsibilities overlap” public response***

## 2. SWOT & Comments Analysis

### 2.8 A focus on accessibility

**Accessibility** to services and to a wide range of services was a common theme in the feedback. Over 220 comments had this as their primary theme.

It was identified as a strength in just under fifty of these comments. This related to free or low cost services and providing a safe environment for people. Being accessible to all was also frequently mentioned.

The physical locations of parks and building were viewed positively by some but negatively by others. Many people felt that buildings could be rationalised with more purpose built, customer focussed services put in their place.

However, in terms of weaknesses and opportunities there were many comments about parking charges, fines and general charges being too high with suggestions that reducing these could increase usage and make it easier for people to access services.

There was also a call to target specific groups including teenagers and elderly people.

As outlined in the previous section on operations, accessibility in terms of opening hours features strongly in comments within the operations theme.

***“High fines: so customers scared to bring back, so lose books and never see customers again - affects customer levels” staff response***

***“Locations [as a weakness]” staff response***

***“We need to reach out to our elderly population and teenagers, the forgotten ones. Think about transport links for these groups no more activities.” public response***

***“Cost of leisure centres - 1 adult and 2 kids to swim - over £10 a visit” public response***

***“Free parking, better bus links and accessibility. Business opportunities for events” public response***

***“Charging for parking in parks should NOT be instigated as it potentially excluded people from using green space” public response***

***“Do not impose parking charges to use the parks. This will stop people using them. Young people and children need to appreciate parks and countryside at as young an age as possible so they feel an affinity and will have ownership for the future” public response***

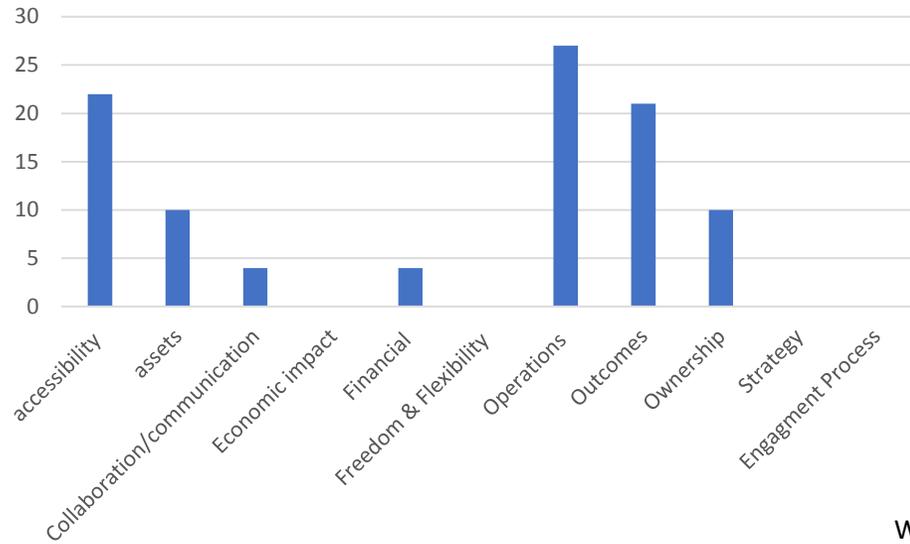
***“As a parent I worry all services will not be accessible due to financial reasons. They are so important to maintain a sense of community and get parent and children out of the home environment, meeting other parents with children. We need the facilities so as to not feel lonely as a parent and let children interact before reaching school age.” public response***

# 2. SWOT & Comments Analysis

## 2.9 Priorities

Participants were asked to identify up to three priorities in terms of what they value the most (from the list of strengths they produced), their priorities for improvement (from the opportunities identified) and their priorities in terms of what the council needs to react to (from the opportunities and threats that they had identified). These have been outlined in terms of themes with the full list of 278 comments available separately.

Value the most



Comments regarding what participant value the most:

- Operations
- Accessibility
- Outcomes

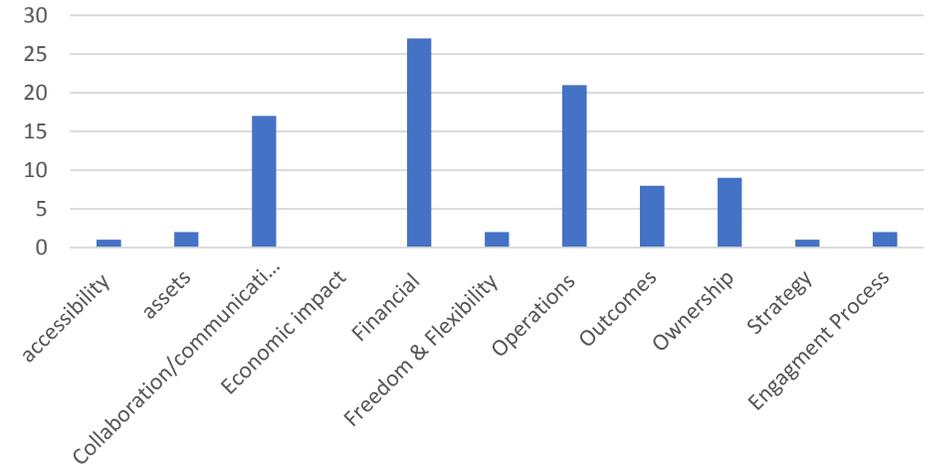
Want to see improved:

- Operations
- Collaboration/ communication
- Financial factors

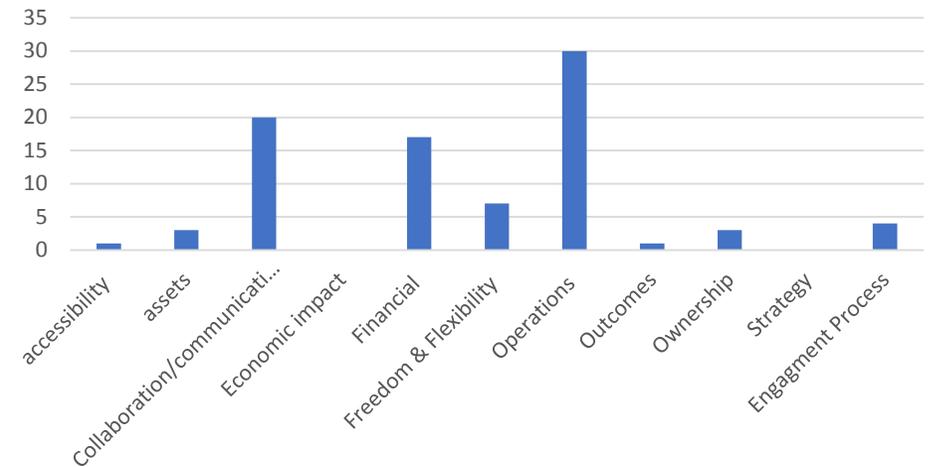
Think the council should react to:

- Financial factors
- Operations
- Collaboration/ communication

React to



Improv.



### 3. Criteria Analysis



# 3. Criteria Analysis

## 3.1 Criteria

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A set of criteria was designed by the Transformation Team and Project Board (full list on p26). The aim was to allow each delivery model to be assessed fairly and consistently in accordance with design features. As part of the engagement activity it was important to understand which, if any, of the criteria people had strong feelings or preferences for. This would make it possible to weight any of the criteria accordingly when scoring each option as part of the decision making process.

People were asked to identify the level of importance that they would assign to each of the criteria statements. This approach was considered to be useful and beneficial in a number of ways:

- It avoids the need for people to be expert in the different kinds of delivery models available and instead allows them to think about features, outcomes and values no matter what the delivery model may be.
- It attempts to get to the crux of what is really important to people and the services on offer.
- It can be done before any models are designed so that it starts a meaningful dialog at an early stage of the process when individuals can inform and shape the options put forward rather than asking for a critique of options that are already fully designed.
- It makes it possible to collect a large and consistent volume of data across a diverse group of people and services.

The criteria and approach were met with a level of scepticism from some participants. Some felt that they were being forced into a predetermined answer while others tried to second guess what their answer might mean for their preferred option i.e. if they answer X will it mean an external model, if they answer Y will it mean an in-house option. Some also felt that it was too difficult to understand or answer. However, this part of the engagement activity provided good insight into the views held and it also stimulated a good level of debate between workshop participants. This debate amongst peers helped to show that there are a diverse range of views which encouraged people to not only think about their own position but also develop a better understanding and empathy for differing views.

Participants were asked to assign a value to each of the 12 criteria statement within the themes of financial, community involvement/influence, effectiveness, and strategic objectives. They could select:

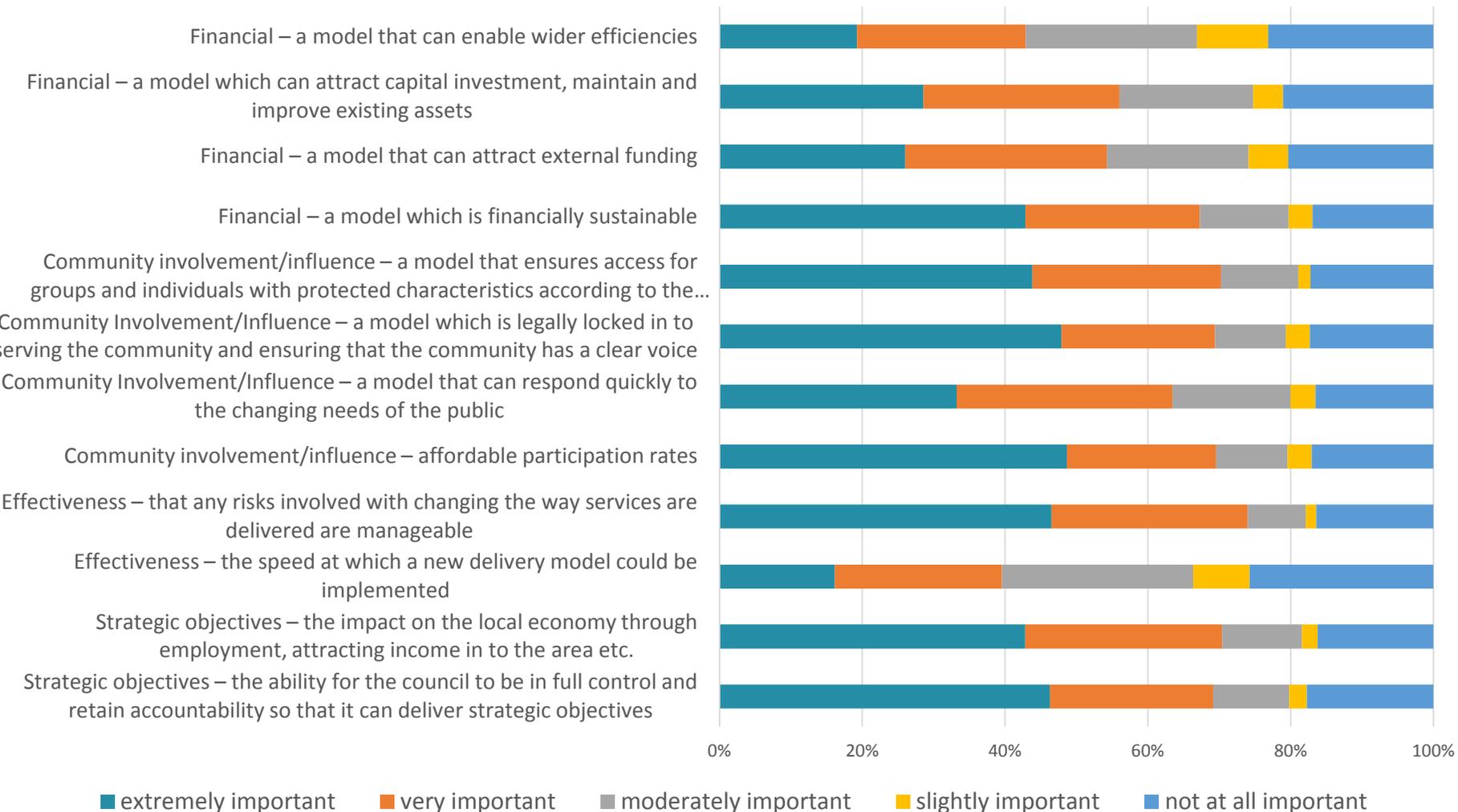
- Extremely important,
- Very important,
- Moderately important,
- Slightly important; or
- Not at all important.

A follow up question was included to ask people about their views in a slightly different way. This asked participants to rank each of the themes into priority order.

# 3. Criteria Analysis

## 3.1 Criteria cont.

The importance given to each criteria



When looking at the “very important” and “extremely important” submissions combined, the criteria assigned the most importance was:

***Effectiveness – that any risks involved with changing the way the services are delivered are managed.***

Community involvement in terms of access, affordability and being legally locked in to service the community were marked as particularly important to people. These were given around the same level of importance as the strategic objective in terms of impact on the local economy.

While people accepted that finances are important, they were deemed less important than community or strategic factors. But sustainability was considered more important than funding sources or efficiencies.

Effectiveness – speed of implementation – was identified as the least important feature.

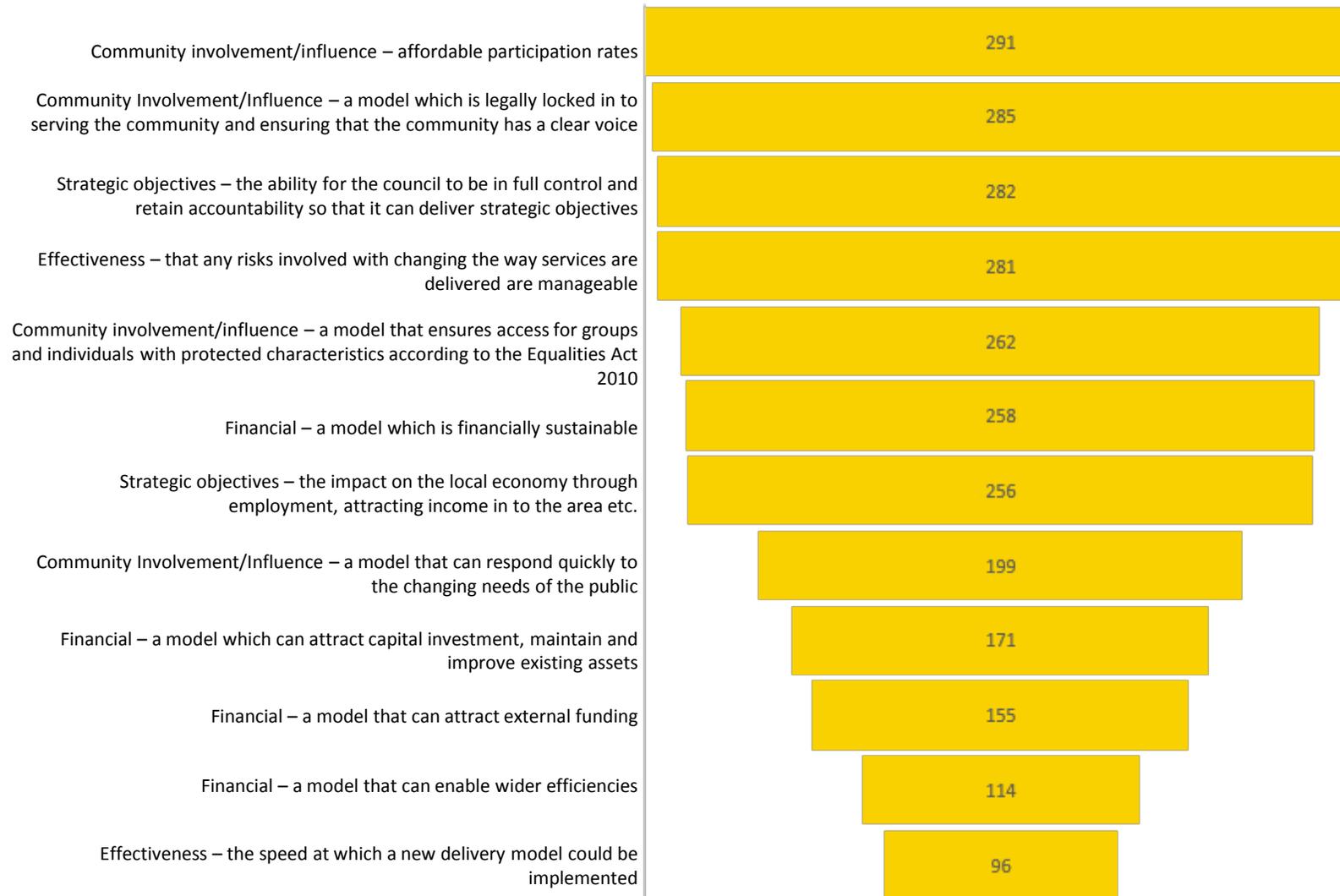
# 3. Criteria Analysis

## 3.1 Criteria cont.

When looking solely at the areas marked as the “extremely important” the rankings were as follows:

1. Community involvement/influence – affordable participation rates.
2. Community Involvement/Influence – a model which is legally locked in to serving the community and ensuring that the community has a clear voice.
3. Strategic objectives – the ability for the council to be in full control and retain accountability so that it can deliver strategic objectives.

### Assessment Criteria - Extremely Important



# 3. Criteria Analysis

## 3.1 Criteria cont.

Participants were asked to consider the criteria themes as a whole and rank them in priority order.

The combined submissions resulting in the following priority order:

1st Community involvement/influence

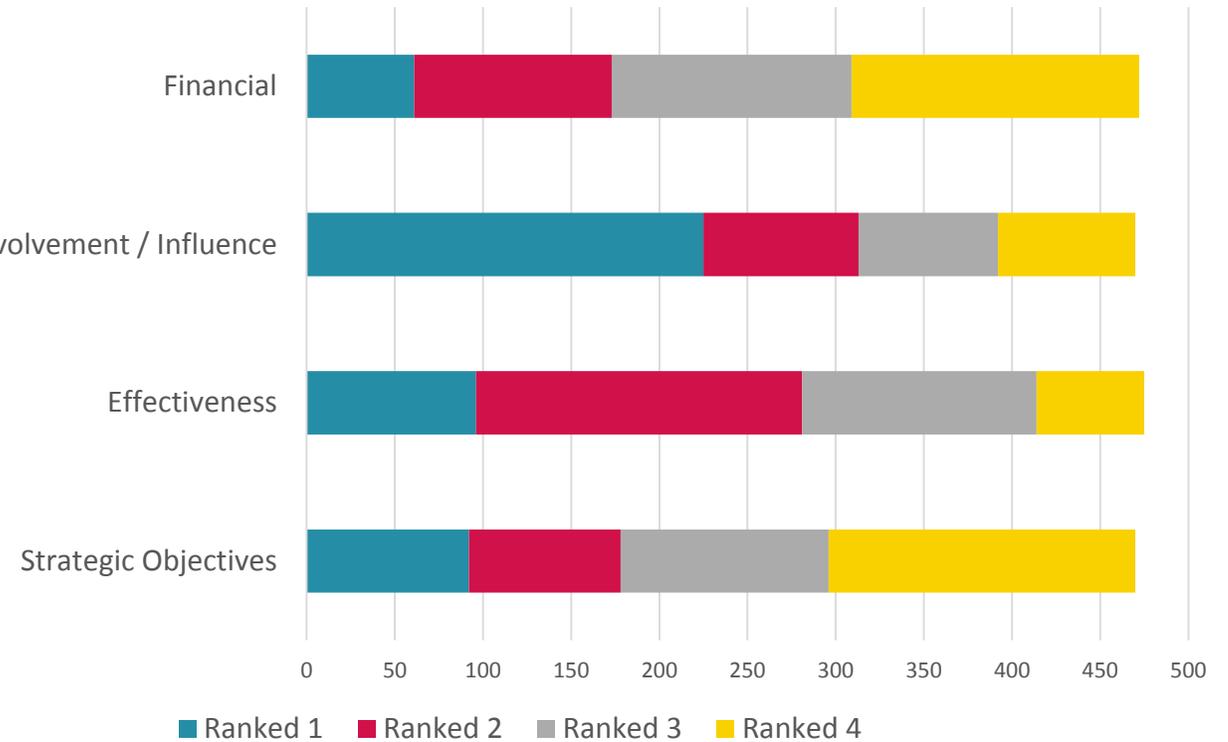
2nd Effectiveness

3rd Financial

4th Strategic

While the importance placed on community involvement/influence and effectiveness remain broadly inline with previous results, strategic objectives are marked as less important and financial factors more important than in the corresponding question on criteria importance.

Criteria theme ranking

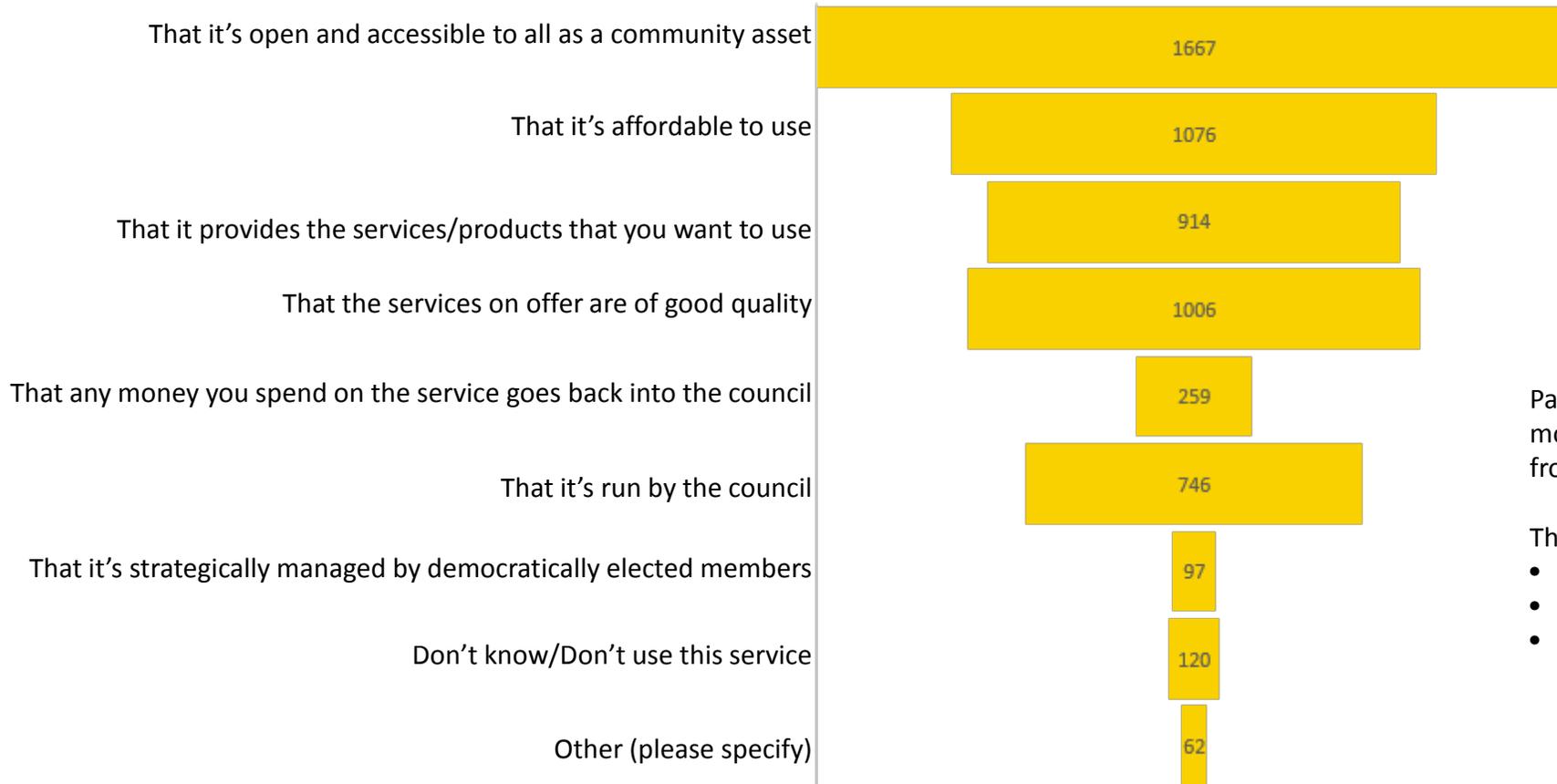




# 4. Values Analysis

## 4.1 Value Priorities

What 3 things do you value the most about existing services?



Participants were also asked about what they value the most about existing services. They were asked to select from a list of 9 options including “other”.

- The top three things valued, in priority order, are:
- That it's open and accessible to all as a community asset
  - That it's affordable to use
  - That the services on offer are of good quality

# 5. Appendix



# 5. Appendix

## 5.1 Workshop Agenda

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### Agenda

- Introductions & Purpose of the session: 10 minutes
- Task 1, SWOT: 35 minutes
- Feedback on key themes: 10 minutes (time permitting)
- Task 2, Evaluation Criteria, Priorities: 30 minutes
- Task 3, Ideas, Questions, Concerns: 30 minutes
- Next steps: 5 minutes

# 5. Appendix

## 5.2 Survey

---

### Introduction

Thank you for taking the time to complete this survey, we appreciate your input.

As you may be aware, we are considering how leisure, libraries and cultural services could be delivered in the future in Wirral. These services play a vital role in the lives of not only residents but also those visiting our borough. They are crucial for the health, wellbeing and development of residents but also contribute to our local economy.

We want sustainable services that meet the needs of users and visitors, now and in the future and remain committed to the Pledges we made as part of the Wirral Plan, most notably:

*“we will encourage more people to enjoy a wide range of leisure, cultural and sporting opportunities on offer across Wirral. We will listen to resident’ ideas and requests, and by 2020, we will have increased access to events and activities to all our residents, regardless of age and income”*

To achieve this aim, we need to think about the way that we deliver services and consider innovations that will continue to provide the right outcomes for the community whilst responding to the budget pressures that the council faces.

To be clear, we are not considering any fundamental changes to the services received by groups and individuals from our Libraries, Leisure and Culture Services. We are considering the structures and mechanisms for the delivery of these services in the future to ensure that they are sustainable; this could be by continuing to provide services directly by the council or through an alternative delivery model such as a council owned company or charitable trust.

We absolutely do not want to design the future of these services without giving people the opportunity to get involved. At this stage, no decisions have been made. We would therefore like to invite you to join the conversation and contribute to the future of these services.

Your input will contribute to the Full Business Case which will outline several options and is expected to be presented to Cabinet for decision making in October.

This survey does not require any personal or identifiable information, unless you choose to tell us otherwise, so I hope you feel able to contribute openly and honestly. There are twelve questions in total and it will take approximately 5 minutes to complete.

Thanks again for your input.

### About you

1. (MANDATORY) We appreciate that you may fall into more than one of these categories, but are you completing this survey to give your views as:

A member of the public

A staff member

An elected member (councillor)

A representative of a group, club or society – if so who (optional)?

Output from a staff workshop

# 5. Appendix

## 5.2 Survey cont.

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### Your views on existing services

2. (MANDATORY) When was the last time you used the following council run services: [within the last month, 3 months, 6 months, year, longer, never]

Library services

Parks and countryside

Leisure facilities e.g. leisure centre

Culture facilities e.g. Floral Pavilion, museum

3. (MANDATORY) Thinking about the current service on offer, what do you value the most from leisure services? Pick no more than 3.

That it's open and accessible to all as a community asset

That it's affordable to use

That it provides the services/products that you want to use

That the services on offer are of good quality

That any money you spend on the service goes back into the council

That it's run by the council

That it's strategically managed by democratically elected members

Don't know/Don't use this service

Other, please specify

4. (MANDATORY) Thinking about the current service on offer, what do you value the most from libraries services? Pick no more than 3.

That it's open and accessible to all as a community asset

That it's affordable to use

That it provides the services/products that you want to use

That the services on offer are of good quality

That any money you spend on the service goes back into the council

That it's run by the council

That it's strategically managed by democratically elected members

Don't know/Don't use this service

Other, please specify

# 5. Appendix

## 5.2 Survey cont.

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5. (MANDATORY) Thinking about the current service on offer, what do you value the most from culture services? Pick no more than 3.

That it's open and accessible to all as a community asset

That it's affordable to use

That it provides the services/products that you want to use

That the services on offer are of good quality

That any money you spend on the service goes back into the council

That it's run by the council

That it's strategically managed by democratically elected members

Don't know/Don't use this service

Other, please specify

6. (MANDATORY) Thinking about the current service on offer, what do you value the most from parks and countryside services? Pick no more than 3.

That it's open and accessible to all as a community asset

That it's affordable to use

That it provides the services/products that you want to use

That the services on offer are of good quality

That any money you spend on the service goes back into the council

That it's run by the council

That it's strategically managed by democratically elected members

Don't know/Don't use this service

Other, please specify

# 5. Appendix

## 5.2 Survey cont.

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### Evaluation criteria

7. (MANDATORY answer for each item) We aim to present a Full Business Case outlining several options for potential future delivery models to Cabinet for decision making in October. Evaluation criteria will be used to assess each option. Please tell us how important each of the following areas are to you. [rate each on a scale of Extremely Important, Very Important, Moderately Important, Slightly Important, Not at all Important]

Strategic objectives – the ability for the council to be in full control of these services and retain accountability so that it can deliver strategic objectives for the council as a whole

Strategic objectives – the impact on the local economy through employment, attracting income in to the area etc.

Effectiveness – the speed at which a new delivery model could be implemented

Effectiveness – that any risks involved with changing the way services are delivered are manageable

Community involvement/influence – ensuring the use of services is affordable

Community Involvement/Influence – a model that can respond quickly to the changing needs of the public

Community Involvement/Influence – a model which is legally locked in to serving the community and ensuring that the community has a clear voice

Community involvement/influence – a model that ensures access for groups and individuals with protected characteristics according to the Equalities Act 2010

Financial – a model which is financially sustainable

Financial – a model which can attract capital investment, maintain and improve existing assets

Financial – a model that can attract external funding

Financial – a model where these services will contribute to the savings needed across the council and in other service areas outside of Leisure, Libraries, Parks and Culture

8. (MANDATORY, set up so that you cannot use the same ranking more than once) Which of the evaluation criteria themes (as outlined in the last questions) are most important to you? Please rank the themes in order; 1 most important to 4 least important

Strategic objectives

Effectiveness

Community involvement/influence

Financial

# 5. Appendix

## 5.2 Survey cont.

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### Your views on strengths, areas for improvement, and innovations

(ALL OPTIONAL)

9. Do you have any suggestions for improvements in any of the following services?

Library services [open text box]

Parks and countryside [open text box]

Leisure facilities e.g. leisure centre [open text box]

Culture e.g. Floral Pavilion, museum [open text box]

10. Do you think there are any issues with the services currently on offer or the way that they are managed? If so, please tell us how this could be resolved/improved. [large open text box]

11. Do you have any additional ideas or innovations that you think should be considered for either the running or the design of the services? This could include ways to generate more income, new services or different ways to run a service. [large open text box]

12. Is there any that you are particularly concerned about regarding the future of these services and/or how they might be delivered? [large open box]

[closing page]

Thank you for taking the time to complete this survey. All of the information gathered will be used to inform the Full Business Case which is scheduled to go to Cabinet in October. While we cannot respond immediately to all suggestions and ideas, service managers will look out for any 'quick wins' and the full feedback will provide value insight when services undergo business planning activity post decision.

# 5. Appendix

## 5.3 Email invitation to external stakeholders

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### First invitation

Dear Resident,

As you are aware we are considering how leisure, libraries and cultural services could be delivered in the future in Wirral. These services play a vital role in the lives of not only residents but also those visiting our borough. They are crucial for the health, wellbeing and development of residents but also contribute to our local economy.

We want sustainable services that meet the needs of users and visitors, now and in the future and remain committed to the Pledges we made as part of the Wirral Plan, most notably:

*“we will encourage more people to enjoy a wide range of leisure, cultural and sporting opportunities on offer across Wirral. We will listen to resident’s ideas and requests, and by 2020, we will have increased access to events and activities to all our residents, regardless of age and income”*

To achieve this aim, we need to think about the way that we deliver services and consider innovations that will continue to provide the right outcomes for the community whilst responding to the budget pressures that the council faces.

We do not want to ask people for input once a decision has been made. Instead, we have the opportunity to work on ideas together, to get a better understanding of what people want and need, and to feed this into the design and decision making process.

To do this, we are inviting key stakeholders to attend workshops that will focus on each service area. Workshops will run between 17<sup>th</sup> July and 26<sup>th</sup> July. We would be delighted if you could join us. Spaces are limited so please apply for a space via our online booking system ([link to booking](#)) indicating which session you would like to attend. Spaces will be allocated on a first come first served basis.

The intention for each session is to have an introduction by either Andrew Elkington, Interim Director for Community Services, or Mark Smith, Strategic Commissioners for Environment, followed by facilitated round table discussions where we will consider:

- your opinions about the existing services
- your views on priorities for the evaluation of future options
- your ideas and innovations
- your concerns

In addition, we are asking the general public to join the conversation by participating in an online survey which you can access via [this link](#). Staff will also be invited to contribute through the same survey and their own workshops. Please feel free to contribute to the survey if you’re unable to make it to a workshop session.

All of the information gathered across these different forums will be used to:

- Inform how services could be delivered in the future – this will form part of a Full Business Case which will outline options and will go to Cabinet in October
- Generate ideas for innovation in specific services – this will also influence the Business Case but will be of most value once a decision has been made and services are looking at the detail of delivery for their area
- Help us to understand what’s important to people, what works well and not so well – again this will inform the Business Case but will create added insight and intelligence about what local people and groups value.

To be clear, we are not considering any fundamental changes to the services received across Libraries, Leisure and Culture Services. We are considering how these services could be delivered in the future and who is best placed to deliver them to ensure that they are sustainable; this could be by continuing to provide services directly by the council or through an alternative delivery model such as a council owned company or charitable trust.

I appreciate that many of you may have already contributed to a recent review of library services but we wanted to make sure that people were invited to participate across all service areas. We will do our best to avoid duplicating any of this with you during the workshop.

Kind regards

# 5. Appendix

## 5.3 Email invitation to external stakeholders

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### Follow up invitation

Dear Resident,

Many of you have already attended a stakeholder workshop where we discussed leisure, library and cultural services in Wirral. Our thanks to those who came along and contributed to the conversation. A huge amount of information has come out of those sessions and will help to inform the future of these services. In response to feedback and demand for the workshops, I'm pleased to announce that we will host one final workshop on Thursday 31<sup>st</sup> August, 6pm to 8pm, at Wallasey Town Hall. This will be a mixed session to cover all of the services involved in the ongoing review.

If you were unable to attend a workshop but would like to contribute then please book your place on our online portal, before 5pm on Monday 28<sup>th</sup> August, via this link [BOOKING LINK]. Spaces are limited and will be issued on a first come first served basis.

If you have already attended but know someone who might like to come along then please do pass on this invitation.

In accordance with the previous workshops, we will have an introduction by Mark Smith, Strategic Commissioner for Environment, followed by facilitated round table discussions where we will consider:

- your opinions about the existing services
- your views on priorities for the evaluation of future options
- your ideas and innovations
- your concerns

All of the information gathered will be used to:

- Inform how services could be delivered in the future – this will form part of a Full Business Case which will outline options and will go to Cabinet in October
- Generate ideas for innovation in specific services – this will also influence the Business Case but will be of most value once a decision has been made and services are looking at the detail of delivery for their area
- Help us to understand what's important to people, what works well and not so well – again this will inform the Business Case but will create added insight and intelligence about what local people and groups value.

Kind regards

# 5. Appendix

## 5.4 Email invitation to internal stakeholders

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Dear colleagues,

As part of building the final business case for the review of LLCS it is critical we understand staff perspectives and, as such, we ask you to share the valuable and unique knowledge and insight you have of your services.

We are looking for volunteers from your service area to participate in a 2 hour workshop to share your views on current and future service delivery. We want to use your knowledge of your services and customers to help shape the final business case which is progressing to Cabinet in October this year.

There are different workshop times and dates for you to choose from and as places are limited we ask you to request a place online via this link { LINK TO SURVEY MONKEY}. As the workshops start next week I encourage you to request a place as soon as possible, with your managers permission, so that we can confirm your attendance at your preferred workshop. We are working with Trade Union colleagues to ensure that there is representation at each workshop.

We are encouraging those of you who wish to volunteer to participate in the workshops to liaise with your colleagues so that you can represent their thoughts and ideas as well as your own.

As we appreciate not everyone will be able to attend the workshops we have also set up an online survey which we encourage everyone to complete. This survey gives the opportunity to put forward your views on current and future service delivery as well as general suggestions you may wish to share. The survey can be accessed via this link. The survey will be open until 5 pm on Monday 31 July and can be accessed from any computer, tablet or mobile phone with internet connection so you can complete it at work or at home.

If you or any of your colleagues cannot access the survey please contact [seandyer@wirral.gov.uk](mailto:seandyer@wirral.gov.uk) (0151 691 8015) and we will arrange for a hard copy to be made available.

Many thanks