



Cabinet

| | |
|---------------|--|
| Date: | Monday, 27 June 2016 |
| Time: | 10.00 am |
| Venue: | Committee Room 1 - Wallasey Town Hall |

Contact Officer: Patrick Sebastian
Tel: 0151 691 8424
e-mail: patricksebastian@wirral.gov.uk
Website: <http://www.wirral.gov.uk>

AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Cabinet are asked to consider whether they have any disclosable pecuniary and/or any other relevant interest, in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES

The minutes of the last meeting have been printed and published. Any matters called in will be reported at the meeting.

RECOMMENDATION: That the minutes be approved and adopted.

LEADER'S UPDATE

3. EXECUTIVE KEY DECISIONS TAKEN UNDER DELEGATED POWERS

Key Decisions – no key decisions taken under delegated powers have occurred during the period 27 May, 2016 (date of publication of last Cabinet Agenda) to date.

4. LIVERPOOL & WIRRAL STOCK EXCHANGE PILOT

(Pages 1 - 8)

WIRRAL PLAN

5. **WIRRAL PLAN: A 2020 VISION - UNDERPINNING STRATEGIES: ASSET STRATEGY**
(Pages 9 - 56)
6. **WIRRAL PLAN: A 2020 VISION - UNDERPINNING STRATEGIES: CONNECTING WIRRAL**
(Pages 57 - 104)

CABINET MEMBER REPORTS

7. **DEVELOPING OUR APPROACH TO COMMERCIALISM**
(Pages 105 - 116)
8. **2015/16 QUARTER 4 (YEAR END) CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT**
(Pages 117 - 128)
9. **DOMESTIC REFUSE COLLECTION OUTLINE BUSINESS CASE**
(Pages 129 - 146)
10. **KEEPING RESIDENTS INFORMED**
(Pages 147 - 164)
11. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

To consider any other business that the Chair accepts as being urgent.

12. **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

13. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)**

To consider any other business that the Chair accepts as being urgent.



CLLR PHIL DAVIES

CABINET

Monday, 27 June 2016

**LIVERPOOL & WIRRAL SOCIAL STOCK
EXCHANGE PILOT**

Councillor Phil Davies, Leader of the Council - Strategic Economic Development, Finance and Devolution, said:

Growing Wirral's economy, supporting local businesses, attracting new investment and creating jobs are all key priorities within the Wirral Plan. We are committed to working with organisations and people to make sure that economic growth improves the quality of life for all our residents and communities.

I believe that the development of the Liverpool & Wirral Social Stock Exchange is an exciting new opportunity and can help us achieve our ambitions; moving us closer towards making our borough and region the number one choice for investment in the Northern Powerhouse, whilst also delivering much greater levels of positive social and environmental outcomes.

REPORT SUMMARY

A Social Stock Exchange (SSE) is made up of organisations and businesses that can demonstrate positive social or environmental impact through their core activities.

Companies which want to join have to pass its strict criteria and submit an annual report prepared by an independent social impact specialist.

An Impact Business will commit to deliver social and environmental impact at its core; this can include charitable donations, volunteer staff, or commitments to reduce waste, with the proviso that these activities are at the company's core.

Wirral Council has been conducting a "Pathfinder" feasibility study in conjunction with Liverpool City Council and the Social Stock Exchange, to assess the benefits and potential of establishing a local Social Stock Exchange for Liverpool and Wirral. The

purpose of this report is to advise Cabinet on the findings of the Pathfinder and to seek approval to support the launch of a pilot local Social Stock Exchange for the next 12 months.

Creation of a local Social Stock Exchange will help us to achieve our ambitious Vision for economic growth, as well as a number of our key Pledges set out within the Wirral Plan. It will help us to deliver sustainable, accelerated economic growth based on a more connected, skilled, talented Borough where all of our residents are able to contribute to (and benefit from) sustained prosperity, and a good quality of life in a high quality environment. Achieving this requires more than a focus on economic growth – it means that we will need work together with our communities and partners to support them to grow and meet their potential.

RECOMMENDATION/S

1. The Council supports the establishment of a pilot Liverpool and Wirral Social Stock Exchange, for up to 12 months, to be launched on 29th June 2016;
2. The support takes the form of the provision of office accommodation in Liverpool Council's Cunard Building, seconded staff resources and assistance with publicity and marketing of the Social Stock Exchange in Liverpool and Wirral, with all costs shared by the two sponsoring Councils within State Aid parameters, with the details of the support package and terms to be finalised by the Strategic Director - Transformation and Resources;
3. Authority be delegated to the Chief Executive and Strategic Director - Transformation and Resources to review the potential for a longer term "invest to earn" opportunity to support the activities of the Social Stock Exchange in Wirral and the wider region, with "in-kind" pilot support treated as an advance on any equity investment or loan.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Piloting a local Social Stock Exchange will promote investment into the Borough and wider City Region, enabling business growth and creating more jobs and skills. Its' focus on positive impact will support investment into environmental projects, social housing and target businesses that support the delivery of services across welfare, skills, justice and health markets.
- 1.2 The launch of the Pilot Social Stock Exchange is planned to be part of the International Festival for Business on 29th June 2016, and therefore it is requested that the call-in process is waived for this Report.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Council could choose not to support the launch of a pilot local Social Stock Exchange. Without investment, businesses would have to continue to seek support from often limited current sources. Our research shows that currently this is mainly through high street banks and family members, these routes do not maximise impact investment in targeted activities. Investors would continue to operate out of London and the investment opportunities of the Liverpool City Region would be less visible.
- 2.2 The Council could make an equity investment in, or provide debt funding to support the Social Stock Exchange. Assessment of the pilot activity will be required in order to confirm the "invest to earn" business case for these options. The Social Stock Exchange has already established the core admissions process for assessing impact, the market operational arrangements for the listed market and complies with the necessary regulatory requirements. An alternative to supporting the local pilot of the Social Stock Exchange, could be to establish these operational functions itself but this would require a significantly longer lead team to launch and significantly higher costs to implement.

3.0 BACKGROUND INFORMATION

- 3.1 The Social Stock Exchange was launched by the Prime Minister in 2013 at the G8 Summit and was established to:
 - Transform capital markets, providing access to the world's first publicly traded market dedicated to businesses with a positive social and / or environmental impact and those investors who want their money to do good as well as earn a return;
 - Provide an alternative source of capital to SME "impact" business, given that:
 - Bank lending rejection rates have increased & total lending to SMEs has decreased
 - Growing acceptance that economic issues cannot be solved by governments and social sector alone
 - Increasing financial pressure on government and local authorities
- 3.2 Wirral, along with City Region partners continue to consider the ways to provide support capital to small and medium sized enterprises (SMEs) and entrepreneurs in the region to stimulate economic activity, generate jobs and improve quality of life in the area.

3.3 The option under consideration in this Report is to establish a pilot Liverpool and Wirral Social Stock Exchange, which would initially be a two-Council but City Region focused branch of the Social Stock Exchange. This would complement other initiatives within the City Region looking to stimulate and fund economic activity such as the Merseyside Special Investment Fund and would support a single point of contact for all business investment requirements working closely with the LEP.

3.4 Using this model with a local focus, a Liverpool and Wirral Social Stock Exchange would stimulate equity and debt funding of local impact enterprises, generating positive social and environmental outcomes whilst building local economic activity. Establishing the Liverpool and Wirral Social Stock Exchange would have the following benefits:

- As a publicly traded market the general public can participate in investing in the securities issued by the impact businesses addressing the current democratic deficit in capital markets which have become increasingly exclusive to High Net Worth Individuals, market professionals and private equity institutions;
- Most social impact occurs locally, and by having a local publicly traded exchange, local residents can invest in, see and be beneficiaries of that local impact;
- Listed securities on the exchange will be freely tradable which is important to enable ordinary people to invest as they are not tied in to unnecessarily long investment timeframes and can exit investments, converting to cash, when their personal circumstances require them to do so;
- The Social Stock Exchange has established Impact Reporting standards, which means that all members report annually on their social and environmental impact performance and investors can be confident that the positive impact outcome expectations from their investing are being met. The positive social outcome focus of the market will encourage non-conventional participants to participate in the market such as faith based organisations, trade unions and charities bringing new sources of capital;
- The existence of the exchange as a locally focused mechanism to raise capital will crystallise funding activity around it, stimulating further economic activity, creating a clear and transparent pathway for organisations requiring capital to scale and providing options for raising capital at each key business growth milestone. This will create a growth culture with local entrepreneurs and businesses seeing a pathway and access to further funding will be encouraged to start new social impact enterprises and / or accelerate growth plans.

3.5 **Pathfinder Headline Findings**

The primary objective of the pathfinder was to provide a three-month research and scoping study to determine the demand for investment from the business community and the appetite from investors to do business in the area.

3.6 **Pathfinder research methodology**

The pathfinder 'Project Advance' operated over a three-month period concluding on 10th May. Base data was sourced from three areas:

a) Liverpool City Council and Wirral; non-domestics rate payers, LCC procurement list

- b) Desk research
- c) Experian (external data source)

- 3.7 This established that the addressable market across all Liverpool and Wirral organisations (all businesses) totalled approximately 10,000. However, to build a statistically robust data sample, which would be 'representative' of the Liverpool and Wirral region as a whole, it was narrowed the addressable market to circa 3,300 and targeted an 8-10% response (265 - 330 completed surveys). To accurately assess the needs of all groups of 'interested parties' it segmented the audience into 4 clear subsets; Issuers (classified as local businesses), Investors (classified as wealth managers, Independent Financial Advisors), Charities and Social Housing, local VIPs (classified as 'Liverpool Ambassadors'). Given that the data sample of 3,300 is around one third of all Liverpool businesses (10,565 as reported in the Liverpool Echo) <http://www.liverpoolecho.co.uk/news/business/liverpool-trails-major-uk-cities-8025316> it was concluded that these figures indicate scalability when assessing demand and appetite for the initiative.
- 3.8 **Across all data sets there was overwhelming support for the initiative with an average of 92% of all respondents saying YES when asked whether a Liverpool & Wirral Social Stock Exchange would be good for the local economy.**
- 3.9 Significantly 38% of all issuers stated that they considered their businesses had or may have a 'social, ethical or environmental purpose that might be suitable for inclusion in a Liverpool & Wirral Social Stock Exchange'. In addition 50% of all businesses stated that a Liverpool & Wirral Social Stock Exchange might be of interest to their 'future plans'. 12% of all respondents stated that a Liverpool and Wirral Social Stock Exchange would be suitable for them now, had a funding requirement that would enable growth, and that growth focused on recruiting more people locally.
- 3.10 Investors was a significantly smaller sample size, and the clear message from Investors was that there was perceived lack of availability of investible businesses and that they needed a platform to discover and engage with.
- 3.11 Data from 25 charities with an annual income over £200,000 was collected. **Results found that larger charities were interested in generating additional income via charity bonds, but also have an interest in investing in local purpose-driven businesses, with their own funds, making them both potential issuers and investors.**
- 3.12 **Pathfinder Conclusions**
Overall, the data indicates that there is a demand on both the buy and sell side, however if the recommendation is approved it should be supported with an ongoing programme of awareness, education, information and engagement to ensure early adoption, and continued growth.

The Liverpool Social Stock Exchange would be a catalyst to the local economy and to give Liverpool and Wirral a unique proposition with investment in local

purpose-driven businesses, by purpose-driven investors, and can be encouraged from within and also from outside of the region.

- 3.13 A 6-12 month pilot period of operation is proposed, to enable Liverpool and Wirral Councils to assess the potential for the promising demand forecasts to translate into a viable “invest to earn” proposition for funding a permanent regional office or offshoot of the Social Stock Exchange.

Pilot support could take the form of a public launch as part of the International Festival of Business (IFB) 2016 on 29th June 2016, together with associated publicity and marketing support and secondment of staff resources towards the initial establishment of a temporary regional office in the Cunard Building, jointly supported by Liverpool and Wirral Councils.

4.0 FINANCIAL IMPLICATIONS

- 4.1 Support package to be agreed by the Strategic Director Transformation and Resources, within existing funding resources, up to equivalent of 200,000 Euros (inclusive of any in-Kind contribution) shared equally with Liverpool City Council, with provision for this to be converted to an equity investment or loan should the ‘invest to earn’ business case be agreed.

A full business case model has been developed to review 3 scenarios; the Base Case expected scenario, and a High and Low case scenario based on 50% uplift and 50% lower business uptake versus the Base Case respectively as determined from the Market Research.

On the expected case, the local Social Stock Exchange has the potential to generate support for 108 social impact enterprises in the Liverpool City Region to raise ~£75m in capital.

5.0 LEGAL

- 5.1 Any agreed funding or support package would need to be independently assessed for state aid compliance unless under the de minimis of 200,000 Euros over 3 years. The provision of operating aid to an economic entity can only be done within the de-minimis, taking account of all aid received, i.e. from Wirral, Liverpool and any other public bodies. The terms of the support will need to be finalised by the Strategic Director Transformation and Resources in conjunction with the Director of Finance and Resources at Liverpool City Council, having regard to this threshold.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 No additional resources required.

7.0 RELEVANT RISKS

- 7.1 The risks associated with piloting a Liverpool & Wirral Social Stock Exchange are limited and focus mainly around reputation. As the support would be into the Social Stock Exchange Ltd, not a special purpose vehicle limited to the Liverpool & Wirral local operation, if the local Social Stock Exchange failed, the support could still deliver a benefit on the basis that the core business remains strong and is performing according to its business plan.

To mitigate the risk of failure, the Liverpool & Wirral Social Stock Exchange will be located within the Liverpool Council’s Cunard Building. Monthly Steering

Group meeting will be established with representation from both Councils. Operational performance will be reviewed and recommendations made should performance be below projections. A marketing budget is included within the projected costs to ensure the profile is maintained. Liverpool and Wirral Councils will be granted observer roles on the main board of the Social Stock Exchange.

8.0 ENGAGEMENT / CONSULTATION

8.1 As part of the Pathfinder research, consultation with Wirral Chamber of Commerce and local businesses has taken place.

9.0 EQUALITY IMPLICATIONS

9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because of another reason which is:

This is a Pilot proposal at this stage and a full EIA will be completed during the Pilot and a decision will take place following evaluation of the Pilot.

REPORT AUTHOR:

Joe Blott

Strategic Director Transformation and Resources

telephone: (0151) 691 8001

email: joemblott@wirral.gov.uk

APPENDICES

N/A

REFERENCE MATERIAL

Pathfinder research findings can be accessed here (add link)

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|------------------------|-------------|
| N/A | |

This page is intentionally left blank



**COUNCILLOR
GEORGE DAVIES**

**CABINET
27 JUNE 2016**

WIRRAL ASSET STRATEGY

Councillor George Davies said:

“This strategy highlights the huge importance of Wirral’s public sector assets and how they support the delivery of our Wirral Plan Pledges. It provides the opportunity to become more commercial in our approach to generating income from our assets to be reinvested in the borough and ensuring best value for money for our residents. It demonstrates the bold and innovative steps we need to take to deliver our vision for Wirral’s assets and help “shape the place” of Wirral.”

REPORT SUMMARY

The Wirral Plan: A 2020 Vision sets out a shared partnership vision to improve outcomes for Wirral residents. Delivery of the priorities and outcomes described in the Plan are underpinned through the development and implementation of a set of key strategies.

This report provides Cabinet with the Wirral Asset strategy; a key strategic document which articulates ambitions related to the Wirral Plan Business Priority, enables other pledges and closely aligned to the Growth Plan:

“Wirral is a place where employers want to invest and businesses thrive”.

This matter affects all Wards within the Borough and is therefore a key decision.

RECOMMENDATION/S

Cabinet is requested to approve the Wirral Asset strategy which is appended to this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

The Wirral Asset strategy has been developed to deliver the Wirral Plan pledge to ensure that Assets and Buildings are fit for purpose for Wirral's businesses. This is a key building block to promote Wirral as a place where employers want to invest, where businesses thrive and supports the Wirral Growth Plan.

The strategy sets the ambition for the use of assets with clearly identified priorities and measurable outcomes.

The strategy will be delivered with public sector partners and stakeholders to ensure that there has been extensive engagement in the development of the strategy and the delivery of its priority areas.

2.0 OTHER OPTIONS CONSIDERED

No other options have been considered.

3.0 BACKGROUND INFORMATION

A five year Wirral Plan received unanimous approval at the meeting of full Council on the 13th July 2015 and has been adopted by all strategic partners from the public, private and third sectors.

The plan contains twenty pledges to be achieved by 2020, one of the pledges under the business theme is to ensure that Wirral's assets and buildings are fit for purpose and sets out the following commitment:

Wirral's businesses are looking for new and refurbished commercial space to grow and expand into. We must ensure the best use of our real estate assets by linking them to business and community aspirations.

Whilst this Wirral Asset strategy is not the first produced for Wirral, this strategy focuses directly on the commercial opportunities of the wider asset estate and the importance of partnership collaboration for assets within Wirral and wider City Region.

The Vision is allied to the Asset Management priorities outlined in the strategy and has **four inter-related principles**:

- **Delivering more integrated and customer focused services** – to empower, inspire and enable our customers, working in complete partnership with all agencies through the borough.

- **Creating economic growth** – releasing surplus land and property to stimulate economic growth, regeneration, new housing and employment.
- **Generating capital receipts and revenue streams** – substantial capital receipts achieved through release of land and property assets to invest in new schemes which create transformational places and services and generate ongoing revenue streams.
- **Reducing running costs** – to ensure better value for money.

The strategy will be reviewed on an annual basis with regular performance reporting taking place through appropriate governance arrangements.

4.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising directly from this report. As projects to deliver the strategy are developed the financial implications and benefits will be identified as part of the project plan. The strategy will provide opportunities to reduce running costs, generate additional revenue income and stimulate growth.

5.0 LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. As projects to deliver the strategy are developed the legal implications will be identified as part of the project plan.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

The Wirral Asset strategy will be initially co-ordinated in partnership of existing staff resource and Local Partnerships. Any additional resource requirements will be identified as a detailed delivery plan is developed.

7.0 RELEVANT RISKS

The Corporate Risk Register will be refreshed in line with the new Wirral Plan developments to ensure that any risks to delivery are understood and mitigating actions are put in place as appropriate.

8.0 ENGAGEMENT/CONSULTATION

The Wirral Asset strategy has been developed by Asset Management professionals in collaboration with Local Partnerships and will be subject to wider consultation with public sector partners and other stakeholders through the development of the strategy.

A Wirral Partnership event took place in April 2016 which supported the principles of the strategy and their commitment to a “One Wirral Public Estate” agenda.

9.0 EQUALITY IMPLICATIONS

Has the potential impact of your proposal(s) been reviewed with regard to equality?

- (a) Yes and impact review is attached

REPORT AUTHOR: Jeannette Royle
(Senior Manager – Asset Management)
telephone: (0151 606 2644)
email: jeannetteroyle@wirral.gov.uk

APPENDICES

Appendix 1 – Wirral Asset Strategy

REFERENCE MATERIAL

All reference material is contained within the strategy appended to this report.

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|------|
| Not applicable | |

Equality Impact Assessment Toolkit

(April 2014)

Section 1: Your details

EIA lead Officer: Jeannette Royle

Email address: jeannetteroyle@wirral.gov.uk

Head of Section: Jeannette Royle

Chief Officer: David Armstrong

Directorate: Transformation & Resources

Date: 26 May 2016

Section 2: What Council proposal is being assessed?

The Wirral Asset Strategy

Section 2a: Will this EIA be submitted to a Cabinet or Policy & Performance Committee?

Yes / No

If 'yes' please state which meeting and what date

Cabinet - 27 June 2016

Please select hyperlink to where your EIA is/will be published on the Council's website (please select appropriate link & delete those not relevant)

Chief Executive (Neighbourhoods & Engagement, Policy, Performance & Public Health, Universal & Infrastructure Services)

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2014-15/chief>

Section 3: Does the proposal have the potential to affect..... (please tick relevant boxes)

- ✓ **Services**
- ✓ **The workforce**
- ✓ **Communities**
- ✓ **Other** (please state e.g. Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to engage@wirral.gov.uk for publishing)

Section 4: Could the proposal have a positive or negative impact on any protected groups (race, gender, disability, gender reassignment, age, pregnancy and maternity, religion and belief, sexual orientation, marriage and civil partnership)?

You may also want to consider socio-economic status of individuals.

Please list in the table below and include actions required to mitigate any potential negative impact.

| Which group(s) of people could be affected | Potential positive or negative impact | Action required to mitigate any potential negative impact | Lead person | Timescale | Resource implications |
|---|--|--|---|--|--|
| Services | <p><u>Positive Impact</u></p> <p>Actions identified within the Wirral plan have been developed with reference to the needs of Wirral residents.</p> <p>The Wirral Asset Strategy strengthens the Wirral plan by creating an efficient, fit for purpose and sustainable estate to deliver better, integrated public services across Wirral and the wider city region, to support businesses and to use assets as an enabler for economic growth and income generation.</p> <p><u>Negative Impact</u></p> <p>None at this time. Any projects which emerge from the strategy and its priorities will be subject to equality impact assessments.</p> | <p>The Asset and Capital Group will 'challenge' all proposals in respect of assets to achieve optimum efficiency for the Wirral estate.</p> <p>Decisions at this level will be submitted to Senior Leadership Team and Members and will contribute to the One Wirral Public Estate along with appropriate partner organisations.</p> | Members, Chief Executive, Strategic Directors, Chief Officers, Heads of Service, Appropriate Partner organisations, Corporate equality team | In line with the delivery of the Corporate Plan and The Asset Strategy Action Plan | Initially staff time; further detail will be identified through the development of a detailed delivery plan and/or alternative delivery models |

| | | | | | |
|-------------|---|---|--|---|---|
| Workforce | <p><u>Positive Impact</u></p> <p>We will work closer with the Wirral Partnership to share and develop assets and services and identify efficient co-location models, with the aim of reducing office space to 10 people for 6 desks.</p> <p>Specific impact will be analysed through business case development.</p> <p><u>Negative Impact</u></p> <p>None at this time. Any projects which emerge from the strategy and its priorities will be subject to equality impact assessments.</p> | <p>The implementation of the Digital Strategy will support how and where people undertake their work across the Wirral Partnership. The right approach will support customers and employees, affording greater flexibility and performance for a modern commercial organisation operating in a digital world.</p> <p>DDA requirements will be fully assessed prior to any office changes.</p> | <p>Members, Chief Executive, Strategic Directors, Chief Officers, Heads of Service, Appropriate partner organisations, Corporate equality team</p> | <p>In line with the delivery of the Corporate Plan and The Asset Strategy Action Plan</p> | <p>Initially staff time; further detail will be identified through the development of a detailed delivery plan and/or alternative delivery models</p> |
| Communities | <p><u>Positive Impact</u></p> <p>Together with our partners we will collectively use our influence, powers and abilities to create attractive, prosperous and safe communities; places where people want to live, work and do business.</p> <p>Given the strategic nature of the Wirral Asset Strategy there is the potential to impact on all Wirral residents. Consideration will be given to the four constituency hubs to ensure we can deliver the right services in the right place, ensure robust school place planning and encourage and support community asset transfer.</p> <p><u>Negative Impact</u></p> <p>None at this time. Any projects which emerge from the strategy and its priorities will be subject to equality impact assessments.</p> | <p>Specific impact will be analysed through business case development. Proposed development will be undertaken in line with Council policy and appropriate consultation where applicable.</p> | <p>Members, Chief Executive, Strategic Directors, Chief Officers, Heads of Service, Appropriate partner organisations</p> | <p>In line with the delivery of the Corporate Plan and The Asset Strategy Action Plan</p> | <p>Initially staff time; further detail will be identified through the development of a detailed delivery plan and/or alternative delivery models</p> |

| | | | | | |
|-----------------|---|--|---|---|---|
| <p>Partners</p> | <p><u>Positive Impact</u></p> <p>Wirral has established the 'One Wirral Public Estate Group', based on the national 'One Public Estate Programme' to bring together all public sector bodies within a locality; to work together in delivering a radically new approach to managing our land and property to secure a sustainable future and a thriving base for commerce.</p> <p>Together we will play a pivotal role in modernising asset management, helping to shape the place of Wirral, generate crucial savings targets and ensure that the wide ranging Wirral Plan 2020 pledges are successfully delivered.</p> <p><u>Negative Impact</u></p> <p>None at this time. Any projects which emerge from the strategy and its priorities will be subject to equality impact assessments.</p> | <p>Specific impact will be analysed through business case development and detailed project plans.</p> <p>There will be regular monitoring of actions and outcomes delivered through the Wirral One Public Estate Group.</p> <p>An annual review of the strategy will be undertaken to ensure that the objectives meet the ambitious Transformation Agenda.</p> | <p>Members, Chief Executive, Strategic Directors, Chief Officers, Heads of Service, One Wirral Public Estate Group, Asset & Capital Group</p> | <p>In line with the delivery of the Corporate Plan and The Asset Strategy Action Plan</p> | <p>Initially staff time; further detail will be identified through the development of a detailed delivery plan and/or alternative delivery models</p> |
|-----------------|---|--|---|---|---|

Section 4a: Where and how will the above actions be monitored?

The **Corporate Equality Team** will monitor the programme of Equality Impact Assessments linked to the Wirral Asset Strategy and the Corporate Plan.

The **Capital and Asset Group** will assess all proposals and submit recommendation to **Senior Leadership Team** and **Members**.

Where applicable the **Wirral One Public Estate Group** will assess those proposals with a wider remit.

Section 4b: If you think there is no negative impact, what is your reasoning behind this?

Not Applicable

Section 5: What research / data / information have you used in support of this? process?

One Public Estate: Transforming Property and Services LGA and Cabinet Office (August 2014)
The Role and Value of Local Authority Assets in Town Centres (January 2014)
Wirral Growth Plan (February 2014)

Section 6: Are you intending to carry out any consultation with regard to this Council proposal?

No

If 'yes' please continue to section 7.

If 'no' please state your reason(s) why:

(please stop here and email this form to your Chief Officer who needs to email it to engage@wirral.gov.uk for publishing)

Section 7: How will consultation take place and by when?

Before you complete your consultation, please email your preliminary EIA to engage@wirral.gov.uk via your Chief Officer in order for the Council to ensure it is meeting it's legal publishing requirements. The EIA will need to be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 4. Then email this form to your Chief Officer who needs to email it to engage@wirral.gov.uk for publishing.

Section 8: Have you remembered to:

- a) **Select appropriate directorate hyperlink to where your EIA is/will be published** (section 2a)
- b) **Include any potential positive impacts as well as negative impacts?** (section 4)
- c) **Send this EIA to engage@wirral.gov.uk via your Chief Officer?**
- d) **Review section 4 once consultation has taken place and sent your updated EIA to engage@wirral.gov.uk via your Chief Officer for re-publishing?**

This page is intentionally left blank

WIRRAL **ASSET STRATEGY**

CONTENTS

| | |
|--|-----------|
| FOREWORD | 4 |
| INTRODUCTION | 6 |
| OUR VISION | 8 |
| WHAT WE KNOW | 12 |
| DELIVERING THE STRATEGY | 16 |
| OUR PRIORITIES | 22 |
| HOW WE WILL DELIVER THIS STRATEGY | 24 |
| ACTION PLAN | 25 |
| OUTCOME FRAMEWORK | 30 |
| CONCLUSION | 31 |
| ONE WIRRAL PUBLIC ESTATE GROUP – MEMBERS AND KEY CONTACTS | 32 |
| REFERENCES | 34 |



FOREWORD

Councillor George Davies, Cabinet Member - Housing and Community Safety

Introducing the 'Wirral Asset Strategy' to Wirral residents and businesses gives me great confidence for the future of our borough.

Property and land assets are key to the future of Wirral and play a central part of the delivery of public sector services and enhancing community life. We also know that outcomes for residents can be delivered effectively in a variety of ways and there is opportunity to review and change the public sector property portfolio.

Streamlining the Wirral estate will be done with all Wirral partners working together to ensure all opportunities for positive change can be delivered. Freeing property and land for reinvestment will provide opportunities for commercial and industrial growth and also community involvement, in a strategy that ensures our public assets are 'in the right place' to deliver the best services to residents.

This strategy highlights the huge importance of Wirral's public sector assets and how they support the delivery of our Wirral Plan. It provides the opportunity to become more commercial in our approach generating income and capital receipts for reinvestment and ensuring best value for money from our assets for our residents. It clearly outlines the bold and innovative steps we need to take to move forward to deliver our vision for Wirral's assets and help 'shape the place' of Wirral.



A handwritten signature in black ink that reads "George Davies".

Councillor George Davies

“ Freeing property and land for reinvestment will provide opportunities for commercial and industrial growth and also community involvement, in a strategy that ensures our public assets are ‘in the right place’ to deliver the best services to residents ”

INTRODUCTION

The strategy sets the high level framework for managing Wirral's Public Sector land and property for the next 5 years. It has been developed to guide the collective strategic asset decisions of all partners and seeks to maximise efficiencies through a collaborative approach to the use and management of the whole asset portfolio.

This strategy represents a huge opportunity, not only for reducing running costs, generating revenue income, stimulating growth and making savings; but for communities that need investment in the built environment which will provide jobs, homes and high quality public services and for those public and private sector partners who can help communities to realise that vision.

We will explore every opportunity to reduce costs, streamline processes, improve our performance and generate income by

adopting a commercial-minded approach to running our business, within an overarching commercial strategy. We will explore different delivery options for ensuring Wirral has the capability and expert support required to deliver this strategy. Harnessing the spirit and practices of commerce to secure outcomes for customers, we will endeavour to go further, work faster and become more cost efficient than ever before.

To deliver the 2020 vision, the Wirral One Public Estate Board will work together to ensure Wirral's property footprint supports the delivery of high quality attainable services, provides a platform for growth and drives opportunities for enhanced collaboration with other public bodies. We will develop a clear understanding of the needs of our customers and the community to ensure our assets are 'in the right place.'

“ This strategy represents a huge opportunity, not only for reducing running costs, generating revenue income, stimulating growth and making savings; but for communities that need investment in the built environment which will provide jobs, homes and high quality public services ”

OUR VISION

“Our vision is to create an efficient, fit for purpose and sustainable estate to deliver better integrated public services across Wirral and the wider city region, to support businesses and to use our assets as an enabler for economic growth and income generation”.

The Wirral Plan states that “Assets and buildings are fit for purpose for Wirral’s businesses”. This Pledge is a key building block to promote Wirral as a place where employers want to invest, where businesses thrive and importantly supports a Growth Plan which benefits the region.

The vision is allied to the asset management priorities outlined in this strategy and has four inter-related principles:

- **Delivering more integrated and customer focused services** – to empower, inspire and enable our customers, working in complete partnership with all agencies through the borough.
- **Creating economic growth** – releasing surplus land and property to stimulate economic growth, regeneration, new housing and employment.
- **Generating capital receipts and revenue streams** – substantial capital receipts achieved through released of land and property assets to invest in new schemes which create transformational places and services and generate ongoing revenue streams.
- **Reducing running costs** – to ensure better value for money.

Wirral’s land and property has an invaluable role to play as a key part of this bold public sector reform, that will drive forward socio-economic change and secure a sustainable future for our communities; through the rapid disposal or rationalisation of underperforming assets, innovative development of unused or surplus land and targeted investment, to ensure that all opportunities for commercialisation are optimised.

This strategy strengthens the delivery of the Wirral Plan, acting as a key enabler to and having direct links with, other pledges including:

- Thriving small businesses.
- Vibrant tourism economy.
- Greater job opportunities in Wirral.
- Increase inward investment.
- Community services are joined up and accessible.
- Good quality housing that meets the needs of residents.
- Older people live well.
- Young people are ready for work and adulthood.
- Wirral neighbourhoods are safe.
- Attractive local environment for Wirral residents.
- Leisure and cultural opportunities for all.
- Wirral residents live healthier lives.
- Transport and technology fit for the future (the Digital Strategy).



Figure 1. The Asset Strategy Model

“ Wirral’s land and property has an invaluable role to play as a key part of this bold public sector reform, that will drive forward socio-economic change and secure a sustainable future for our communities ”



WHAT WE KNOW

What are Assets?

An asset can be defined as “an item, thing or entity that has the potential or actual value to an organisation”. Whilst asset management is about using assets to deliver value and achieve the organisations business objectives.

Wirral assets include: service delivery buildings such as cemeteries, leisure centres, libraries, municipal buildings, schools, town halls, depots and operational land such as car parks, golf courses, parks and nature reserves. Non-service delivery assets include leased land and buildings, industrial units and tenancies, many of which return an income for the Council.

What we have been told

In 2013 the Local Government Association (LGA) reported that when comparing best practice asset management, ‘councils that had delivered significant reductions in corporate estate and consequent costs, secured capital receipts and at the same time developed services for customers with partners’, were seen as high performing councils. Wirral had at this point in time, made limited progress.

A financial peer review in 2015 echoed these findings in recognising that there was an opportunity for the Council Asset Management Plan to be further developed to ensure that assets are used to make a significant contribution to savings targets and develop a multi-agency approach to one Wirral public estate. This asset strategy sets out how this will be achieved.

The Partnership Asset Portfolio

Wirral Council was formed in 1974, merging the urban district councils of Birkenhead, Wallasey, Bebington and Hoylake; consequently Wirral has an extensive and diverse property portfolio, often with duplication. Most of the

property involves direct provision of public services for which we have a statutory or discretionary responsibility, including schools (primary, secondary and special), libraries, museums, leisure centres, playing fields, administration offices, town halls, youth, children’s and family centres, depots.

In January 2016 the Council had a total of 1898 assets, including:

- Leisure related assets
- Cultural assets including art galleries, libraries, museums, historical landmarks and memorials
- Municipal and other offices
- Parks, allotments, public toilets, natural areas and cemeteries
- Social and community assets
- Car parks
- Education and other children’s establishments
- Recreation areas, outbuildings, pavilions
- Public open spaces
- Non-operational assets: industrial units, ground leases, easements, commercial assets, vacant/cleared land and buildings

Financially this means:

- total current asset value in excess of £450 million
- total annual rental income of £1.6 million
- annual spend in excess of £3.5 million to repair and maintain the estate
- annual spend £7.5m for utilities charges

Between 2009 and 2015 there were 17 successful Community Asset Transfers of building assets to the community.

In 2014 Merseyside Police published its Estate Strategy to undertake a far-reaching transformation of the police estate affecting the buildings occupied and the conduct of the police service across Merseyside. It aims to reduce maintenance and lease costs and will require the co-locating of police teams in the community. The efficiencies gained will protect front line policing. Co-location projects have commenced to deliver community police stations from Council premises and a successful Multi-Agency Safeguarding Hub operates from a former municipal office with benefits being felt across the partnership.

Wirral's Multi Agency Safeguarding Hub was established in 2014 and now has over 60 staff from a range of agencies including Council, Police, Health Service, National Probation service, working together to look after the most vulnerable in our communities.

Merseyside Fire & Rescue's 2010-15 Asset Management Plan stated that their properties were old fashioned, lacked community facilities, were unwelcoming to communities and had poor access. Overall many of the stations were not for purpose, oversized and environmentally inefficient. They are undertaking a comprehensive review of their assets across Merseyside including Wirral with strategic aims of exploring property links with partner

organisations and increasing end user involvement. Good examples of where this is already happening is the co-location of youth facilities at Wallasey Fire Station and the new facility in Birkenhead which will see "The Hive" Youth Hub occupying land adjacent to the fire station opening in 2017.

Healthy Wirral is the plan to re-shape health services and social care in Wirral. It focuses on community based health services integrating primary and acute care systems – joining up GP, hospital, community and mental health services. This project emulates the partnership asset objectives in looking at the importance of delivering key services from a range of Wirral assets and will be a significant strand of the One Wirral Public Estate Group to explore best practice in delivering the joined-up care system across the Borough.

In 2014 Wirral's first co-located Primary and Special School opened in Pensby following a £13m investment; this supported the Primary place review to rationalise 3 schools into one and built the first new special school in 44 years.

We recognise that there is a significant gap between our vision for Wirral's assets and where we currently are. We know that many assets are not fit for purpose and that the public sector can work more effectively together through a shared approach. We also know that we have not optimised the commercial value of our assets or maximised the role assets can play in delivering the Wirral Plan.

This strategy has been developed to ensure that working together as a partnership we can do things differently and bridge the gap to achieve our vision.

“ We recognise that there is a significant gap between our vision for Wirral’s assets and where we currently are. We know that many assets are not fit for purpose and that the public sector can work more effectively together through a shared approach ”



DELIVERING THE STRATEGY

Our Approach

The strategy identifies the need to understand the collective strength and added value of assets that are owned or used by the public sector in Wirral, to help inform a single asset management profile and strategy. It will be further developed in partnership with a range of public sector, voluntary and community sector organisations and led by the newly formed Wirral One Public Estate Group initially supported by Local Partnerships.

In order to deliver the strategy we will:

- Establish governance and resourcing arrangements to drive the rationalisation of the public estate in Wirral.
- Agree a vision for the overall public estate in Wirral with the Wirral Partnership Board.
- Agree a core office accommodation strategy, building on the rationalisation already achieved.
- Carry out a series of locality (looking at all the public property in an area) and thematic (looking at specific types of property such as leisure or depots) reviews to identify assets to be retained, enhanced or disposed of. These reviews will identify opportunities for co-location with partners and potential sites for housing and or economic growth.
- Consider the most effective management arrangements to deliver the strategy, including alternative delivery model options.
- Consider opportunities for strategic acquisition where there is a positive business case and the acquisition helps deliver regeneration and/or other council priorities.
- Consider opportunities for using our assets as investment to deliver long term returns to the Council.

This will be achieved by a process of:

- Mapping assets.

- Understanding performance for occupancy, cost, condition, suitability, alternative use and value.
- Reviewing assets in partnership with partners or independently.
- Proposing and agreeing for each asset – ‘retain, enhance, dispose’, after undertaking a robust “asset challenge”.
- Establishing a programme to deliver ‘retain, enhance, dispose’ of assets, which will be subject to an options appraisal for the most effective delivery method.

Scope

The scope of this strategy is far reaching due to the impact Wirral assets have on business, service delivery and the wider community interests. The main areas of influence are:

Partnership

Working closer within the Wirral Partnership to share and develop assets to deliver Wirral's 2020 pledges for business, people and the environment, these include: Wirral Chamber of Commerce, private investors, community and friends groups and other public bodies such as NHS, Police, Fire and Ambulance.

Commercial

In order to ensure the commercial value of our assets it is essential that we recognise assets as catalysts for regeneration and private sector investment negotiations. There are a number of key activities which be uppermost in outcome delivery targets, these include:

- Taking a commercial approach to estate management, taking decisions on retention and use based on asset performance.
- Actively exploring property and other commercial developments, taking a commercial approach to the value of our assets and the council's covenant.
- Undertaking regular review of rents and other charging policies and benchmarking against sector comparisons.

- Aligning the capital programme to the Medium Term Financial Plan (MTFP)
- Enabling other growth initiatives such as housing, tourism, business, economic and digital

Growth

Use the process of delivering the core estate and rationalisation to support economic and housing growth and able to actively pursue joint opportunities for commercial development of existing sites including land assembly with our partners, closely aligned with Wirral's Growth Plan. Actively explore Alternative Delivery Models to generate income and business growth.

Modernisation

Achieve a fit for purpose and efficient core estate, which provides value for money for Wirral customers, increases sustainability and meets changing business requirements, including school assets which are able deliver excellent teaching and learning. The implementation of the Digital Strategy will support how and where people undertake their work across the Wirral Partnership. The right approach will support customers and employees, affording greater flexibility and performance for a modern, commercial organisation operating in a digital world.

Rationalisation

Better management of property assets will maximise revenue savings through rationalisation of the Council's estate which in turn will generate capital receipts and create new revenue streams. Quality asset data will be used to measure performance and inform rationalisation plans.

Financial

Setting budgets for both revenue and capital requirements will capture the significant financial benefits associated with the disposal and rationalisation of property and land assets, which will yield capital receipts. Indirect revenue benefits include: new homes bonus, increased council tax income; increased business rates, increased income for assets held by the Council, carbon reduction for more efficient building and targeted capital schemes, reduced facilities management costs and other running costs. Receipts generated from the disposal of the Council's property assets will be utilised to fund planned capital spend. Failure to obtain the required level of capital receipts will mean that the Council either needs to borrow money to fund its capital programme or reduce the capital programme. The Council's Medium Term Financial Strategy (MTFS) indicates the resource issues and principles that shape the Council Budget over the next four years. As a key Council strategy it sets out the financial plans that support and enable the Council to deliver the Wirral Plan.

One Wirral Public Estate

Wirral has established the "One Wirral Public Estate Group" which is based on the national One Public Estate Programme, a pioneering and ambitious initiative funded by the Cabinet Office and delivered in partnership with The LGA. It brings together all public sector bodies within a locality, to work together in delivering a radically new approach to managing their land and property.

Activities to deliver this strategy will use these principles with a focus on collaboration between local partners. Going forward this group will also contribute to wider Liverpool City Region One Public Estate asset approach.

Local Partnerships, the organisation jointly owned by the LGA and HM Treasury on behalf of the One Wirral Public Estate Group will support the group during its early development and to particularly focus on the required outcomes of the strategy. The work of the group will also build on the development approach undertaken with NHS Wirral and its partners through “Vanguard” which will see significant changes to the NHS.

The One Wirral Public Estate Group is formed from asset professionals from: Wirral Council, Police, Fire Service, Ambulance, Integrated Transport, Clinical Commissioning Group, Probation Service, Education Skills & Employment, Housing Providers, Citizens Advice Bureau, NHS and Department for Work and Pensions. It is likely that other organisations will come forward as the group matures. It is recognised that this collaboration will be vital in the success of the Wirral Plan as public sector financial challenges increase.

Governance

In line with the Wirral Plan, the Council will provide the strategic lead for Wirral’s sustainable growth through the One Wirral Public Estate Board. This board will:

- Provide strong leadership.
- Communicate with, listen to, understand, consult and involve partners, stakeholders and businesses.
- Understand the needs of its customers and local markets to shape its places to make them work much better than we have before.
- Use public sector assets much more responsively to meet the needs of businesses and our communities.
- Ensure a positive planning environment.

- Being ambitious to help deliver an even stronger future for the Liverpool City Region by influencing growth and decision making beyond our statutory boundaries.

Successful delivery of the One Wirral Partnership Estate will result in a number of positive outcomes:

- Assets and buildings are fit for purpose for Wirral businesses.
- Delivery of more integrated and customer focused services.
- Reduced running costs.
- Increased commercial worth.
- Support for economic and housing growth.
- Generation of capital receipts and ongoing revenue streams.
- Retained assets that are fit for purpose.
- Increase the use of digital technologies to support business, customer service and an agile workforce.
- A stronger and cohesive portfolio of assets which work effectively for the benefit of the wider Wirral public service agenda.



Figure 2. Wirral and City Region Asset Groups

“ Better management of property assets will maximise revenue savings through rationalisation of the Council’s estate which in turn will generate capital receipts and create new revenue streams ”

OUR PRIORITIES

Five priority themes have been identified in order to deliver the asset strategy. Each of these themes has a number of associated key actions that will ensure that the 'vision' becomes a reality.

Priority 1 - Place Shaping

What do we mean: Place shaping is where, together with our partners, we will collectively use our influence, powers and abilities to create attractive, prosperous and safe communities; places where people want to live, work and do business. In order to accomplish this, we need to understand the required provision and how our assets can be used to drive this aspiration going forward.

This priority supports regeneration and local growth enabling business investment and town centre rejuvenation projects. It enables land assets to be released for housing and devolution projects across the Liverpool City region. There are direct links to the growth plan, housing strategy and digital strategy

Priority 2 - Asset Policy and Strategy

What do we mean: All strategic decisions must reflect the policies set out in the asset strategy. The Council's Asset and Capital Group will ensure greater understanding of each service ambition and take decisions to achieve optimum efficiency from the Council's assets. The decisions at this level will contribute to the One Wirral Public Estate along with other partner asset priorities.

Priority 3 - One Wirral Public Estate

What do we mean: This priority seeks to maximise efficiencies through a collaborative approach to managing, sharing and driving value from our property estate across the Wirral Partnership. Delivery will streamline the public sector asset base, encourage and support community asset transfer and ensure we are able to deliver the right service in the right place. Consideration will be given to the four constituency area hubs and ensuring integrated workplaces and delivery models and ensuring robust school place planning.

Priority 4 - Financial Efficiency

What do we mean: Maximise the value achieved from land and building assets, through the best combination of revenue savings and income generation. Continuing the rationalisation of assets, increasing capital receipts and minimising facilities management costs. Implementing a robust Capital programme which will support service needs, whilst driving efficiencies and delivering carbon reduction targets.

Priority 5 - Managing the Corporate portfolio

What do we mean: Overseeing day to day management to ensure effective use of the estate including existing property maintenance and repair, effective management of leases and licences and identification and streamlined disposals and transfers of surplus properties. Developing new buildings that are well designed and fully meet service needs to facilitate the optimal delivery of frontline services, support economic growth, investment and job creation.

HOW WE WILL DELIVER THIS STRATEGY

The following actions will be delivered over the lifetime of this strategy with detailed project plans to be developed. There will be regular monitoring of the actions and the outcomes delivered through the Wirral One Public Estate Group. An annual review of the strategy will take place, ensuring that the objectives meet the ambitious transformation agenda.

ACTION PLANS

1. Place Shaping

| Theme Lead: Senior Manager, Asset Management, Wirral Council | | |
|--|---------------|---|
| Action | By When | Lead Organisation |
| Complete a Business Survey – with focus on the commercial business requirements across Wirral which will set the direction and approach to remodelling available assets. | December 2016 | Wirral Chamber of Commerce via the One Wirral Public Estate Group |
| Asset Challenge 1: Conduct pilot council service asset reviews – The continued use of individual assets will be challenged and reviewed. | July 2017 | Wirral Council |
| Asset Challenge 2: Conduct pilot area asset reviews – to identify opportunities for shared use of assets and/or alternative options for management or ownership; to reduce the number of properties occupied and simplify customer access to the Public Sector. | July 2017 | Wirral Council |

2.Asset Policy and Strategy

| Theme Lead: Manager, Asset Strategy, Wirral Council | | |
|--|--------------|-------------------|
| Action | By When | Lead Organisation |
| Governance – establish a process to ensure that all asset decision making is assessed for compliance within the asset strategy. | July 2016 | Wirral Council |
| Policy Review – asset policies to be reviewed | October 2016 | Wirral Council |
| Responsibilities – ensure explicit responsibility is embedded for strategic asset management decision making (within the Council and The One Public Estate Group) to ensure rapid disposal, transfer or re-alignment of assets. | April 2017 | Wirral Council |
| Alternative Delivery Models - undertake an asset management capacity assessment review to consider whether Wirral has the capability to deliver its property plans, ensuring access to expert support, considering strategic workforce planning. To be regularly revisited. | April 2017 | Wirral Council |
| Conduct National Benchmarking – of the condition of the retained estate to measure performance against government targets, success of maintenance management policies and to prioritise allocation of resources. | April 2018 | Wirral Council |

3. One Wirral Public Estate

| Theme Lead: Senior Manager, Asset Management, Wirral Council | | |
|--|---------------|--|
| Action | By When | Lead Organisation |
| <p>Wirral Partnership – establish the forum for The One Wirral Public Estate Group to include private, voluntary, community and other organisations, together with a programme of meetings (proposed 4 times a year).</p> | July 2016 | Wirral Council Local Government Association |
| <p>Process – establish the collaborative approach for considering options for the management and ownership of Wirral's collective assets and increasing the pace of disposals and asset transfers including:</p> <ul style="list-style-type: none"> • What the partners want to achieve with property in meeting the priorities? • Why and when they want to do it? • Providing sufficient resources to achieve the outcomes. • Shaping capital programmes to deliver the desired outcomes. • Ensuring elected members and/or trustees views are considered. | February 2017 | The One Wirral Public Estate Group |
| <p>Electronic Mapping – of Wirral public service assets to provide a basis for discussions, within the terms of reference decided above.</p> | April 2017 | Wirral Council Wirral Estates Collaborative |

4. Financial Efficiency

| Theme Lead: Manager, Assets & Surveying, Wirral Council | | |
|--|------------------------------------|-------------------------------------|
| Action | By When | Lead Organisation |
| Review Council owned commercial property – identify opportunities to release Council owned assets for commercial development; generate additional income from surplus or underperforming space; optimise the use of our real estate; facilitate new build schemes via alternative delivery options. | December 2016 | Wirral Council |
| Capital Programme Performance Strategy – review capital project performance against anticipated outcomes. | December 2016 (6 month reviews) | Wirral Council |
| Establish a Sustainability Strategy and develop an Energy and Carbon Management System – to complement the Asset Management System and comply with requirements to drive improvement in energy efficiency and reduction in CO ² emissions | January 2017 | Wirral Council |
| Implement Office Rationalisation Programme – to identify efficient co-location models with the aim of reducing office space to 10 people for 6 desks. <ul style="list-style-type: none"> • Complete study September 2016. • Report recommendation of study by December 2016. • Implement programme by March 2017 | March 2017 | Wirral Council One Public Estate |
| Complete facilities management data capture programme – Capture running costs for priority assets to support and enable strategic decisions. | December 2018 | Wirral Council |

5. Maintaining the Corporate Estate

| Theme Lead: Senior Manager, Construction & FM, Wirral Council | | |
|---|----------------|-------------------|
| Action | By When | Lead Organisation |
| Implement Capital Programme - the Asset and Capital Group will direct the capital programme. | December 2016 | Wirral Council |
| Implement Repair and Maintenance Programme – implement a rolling programme of condition surveys with a funded programme of repairs, to reduce backlog maintenance; ensure assets are fit for purpose and performing efficiently; inform strategic decisions to vacate high cost properties. | December 2016 | Wirral Council |
| Embed Asset Management System – create a reporting structure giving accurate and meaningful data to inform strategic decisions. Reports to include: fully detailed property reports, suitability assessments, condition surveys, analysis of running costs and level of usage. | September 2017 | Wirral Council |

OUTCOME FRAMEWORK

Performance measurement and management is critical in ensuring the success of any strategy. The new Asset Management System, commissioned in November 2015, will support the management and performance of the estate, allowing benchmarking and sharing of data amongst partner organisations, this will be linked to the Transformation programme.

| Indicator | Current Performance | Source |
|--|---|--------------------------------|
| Increase commercial asset space available for release | To be developed and baseline established in 2016/17 | One Wirral Public Estate Group |
| Increase income generation from Wirral Council's investment properties and underperforming space | £1.6m in 2015/16 | Wirral Council |
| Capital Receipts £ generated by the disposal of Wirral Council's surplus assets | £1.28m in 2015/16 | Wirral Council |
| Reduction in Wirral Council's corporate emissions of carbon dioxide (CO2) due to energy use | 2008/09 baseline 45,481 tonnes from which we measure progress towards a 60% reduction by 2025 A reduction of 14,085 tonnes since the 2008/09 baseline Target for 2016/17 is 31,761 tonnes | Wirral Council |
| Increase the multi-use of assets through shared / alternative use | To be developed and baseline established in 2016/17 | One Wirral Public Estate Group |

CONCLUSION

Assets play an essential role in the delivery of public services and have the potential to drive the financial stability of the Wirral Partnership and economic success of Wirral.

We are facing unprecedented challenges which call for profound change and adaptation. Delivering this strategy will take huge strides in developing long term relationships with all organisations and businesses in Wirral to secure a sustainable future and a thriving base for commerce.

This is a new approach to delivering services and how we manage the asset portfolio in order to maximise growth and financial stability. We will work together to create an open and fast moving partnership, seeking all opportunities to collaborate, in ways that will achieve rapid results.

Together we will play a pivotal role in modernising asset management in Wirral, helping to shape the place of Wirral, generating crucial savings targets and ensuring that the wide ranging 2020 pledges are successfully delivered.

9.0 ONE WIRRAL PUBLIC ESTATE GROUP – MEMBERS AND KEY CONTACTS

The new Asset Management System, commissioned in November 2015, will support the management and performance of the estate, allowing benchmarking and sharing of data amongst partner organisations, this will be linked to the Transformation programme.

| Organisation | Lead Officer | Supporting Officer(s) |
|-------------------------------------|---|--|
| Local Partnerships | Jenny Coombs, Director | Pauline Davis, Project Manager |
| Wirral Council | Jeannette Royle, Senior Manager – Asset Management | Tony Simpson, Manager – Assets & Surveying Steve McMorran, Manager – Assets & Surveying Mandy Chesters, Manager – Asset Strategy |
| NHS | John Loughlin, Associate Director of Infrastructure | Mark Greatrex, Director of Finance Val McGee, Director of Integration & Partnerships Dawn Williams, Head of Estates Mark Blakeman, Director of Informatics Mark Bakewell, Chief Financial Officer CWP, NHS |
| Wirral CCG | Jon Develing, Chief Officer | Iain Stewart, Head of Direct Commissioning |
| Wirral University Teaching Hospital | Gary Lewis, Associate Director of Estates | One Wirral Public Estate Group |
| Cheshire & Wirral Partnership | Sheena Cumiskey, Chief Executive | Justin Pidcock, Associate Director Estates & Facilities (Acting) Tom Parry, Transformation Projects Manager |

| | | |
|--|---|---|
| Wirral Chamber of Commerce | Paula Basnett, Chief Executive Officer | |
| Clatterbridge Cancer Centre NHS Foundation Trust | Fiona Jones, Project Director | |
| Merseyside Fire and Rescue | Stewart Woods, Head of Estates | |
| Merseyside Police | Mary Donnellan, Head of Estates and Facilities Management | |
| Wirral Met College | Sue Higginson, Principal and Chief Executive Officer | |
| DWP | Gillian Thomas, Business Job Centre Plus Merseyside | |
| Magenta Living | | Joanne Francom, Assistant Director |
| North West Ambulance Service | Chris Baker, Estates Manager | Neil Maher, Assistant Director Estates |
| HCA | Jacqui Walsh, Area Manager Carl Moore | |
| Land Registry | Pam White, Business Development Team Leader | |

| Other asset groups | |
|---------------------------------|--|
| One Public Estate – City Region | Simon McEneny (Liverpool CC) Aneesha Ray (Liverpool CC) |
| Wirral Estates Collaborative | Karen Howell, Chief Executive, Wirral Community NHS Trust |

REFERENCES

- (i) One Public Estate: Transforming Property and Services LGA and Cabinet Office (August 2014)
- (ii) The Role and Value of Local Authority Assets in Town Centres (Published by APSE January 2014)
- (iii) Wirral Growth Plan (Approved by Cabinet 4 February 2016)

**INSIDE BACK COVER
BLANK**

To find out more:



search: Wirral 2020



@wirral2020



COUNCILLOR
STUART WHITTINGHAM

CABINET
MONDAY, 27 JUNE 2016

WIRRAL PLAN: A 2020 VISION -
UNDERPINNING STRATEGIES:
CONNECTING WIRRAL

Councillor Stuart Whittingham said:

“Transport is essential for every resident, business and visitor to Wirral: it connects people to services, employment, education and healthcare and is a fundamental part of our daily lives. Having access to safe and accessible transport is a right for all our residents and crucial to all that we aspire to in the delivery of our Wirral Plan. We need to ensure that transport protects the vulnerable members of our community, supports economic growth and helps to improve the local environment. One of our key pledges is to ensure that Wirral has safe, affordable, well maintained and efficient transport networks for resident to access community services, enjoy our leisure facilities and commute to work”.

REPORT SUMMARY

The Wirral Plan: A 2020 Vision sets out a shared partnership vision to improve outcomes for Wirral residents. Delivery of the priorities and outcomes described in the plan are underpinned through the development and implementation of a set of key strategies and a delivery plan.

This report provides Cabinet with the Connecting Wirral strategy, a key strategic transport document which articulates how Wirral’s transport network and transport services are fundamental to supporting the delivery of every priority of the Wirral plan;

People

‘Wirral is a place where the vulnerable are safe and protected, every child gets a good start in life and older residents are respected and valued’.

Business

‘Wirral is a place where employers want to invest and businesses thrive’.

Environment

‘Wirral has an attractive and sustainable environment, where good health and an excellent quality of life is enjoyed by everyone who lives here’.

This matter affects all wards within the Borough and is therefore a key decision.

RECOMMENDATION

Cabinet is recommended to approve the Connecting Wirral strategy which is appended to this report.

SUPPORTING INFORMATION

1.0 REASON FOR RECOMMENDATION

1.1 The Connecting Wirral strategy has been developed to deliver the Wirral Plan pledge to *'ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community services, enjoy our leisure facilities and commute to work.'*

2.0 OTHER OPTIONS CONSIDERED

2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

A five year Wirral Plan received unanimous approval at the meeting of the full Council on 13th July 2015 and has been adopted by all strategic partners from the public, private and third sectors.

The plan contains twenty pledges to be achieved by 2020 and one of the pledges under the Business theme sets out to *'ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community services, enjoy our leisure facilities and commute to work.'* It is important to note that due to the cross-cutting nature of transport the pledge also cuts across the Business and People themes.

The strategy will deliver this through the following;

- Residents, business and visitors will be engaged through consultations, forums and user groups and we will work in partnership;
- We will use engineering to improve our road networks, to build new cycle routes, improve pedestrian facilities and take advantage of new technology to make it easier to travel efficiently, safely and sustainably;
- People will feel confident to change their travel habits and try healthy, environmentally friendly ways of getting around;
- Residents, businesses and visitors will know how to get around and where to find information;
- Enforcement will be required where people do not comply with driving laws, or do not consider other road users in their driving or parking habits.

The Connecting Wirral strategy is the first of its kind for Wirral and its purpose is to bring partners together, to focus our plans and our funding, to continue improving our network and services, and achieving even better outcomes for Wirral.

The delivery of the Connecting Wirral strategy will be overseen by a steering group which will have representation from all relevant partners, and will have clear linkages to the

Constituency Committees and voluntary groups to ensure locally addressed priorities are addressed.

The strategy will be reviewed on an annual basis with regular performance reporting taking place through appropriate governance arrangements.

4.0 FINANCIAL IMPLICATIONS

The key themes of the Connecting Wirral strategy will be delivered through a range of initiatives and schemes; these will be funded through existing resources and additional grant funding, which will be sought as appropriate.

Due to the cross thematic nature of the Connecting Wirral strategy consideration will be given to reviewing internal funding available for transport to ensure we maximise outcomes with our resources.

5.0 LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. As the strategy's key priorities are developed the legal implications will be identified as part of the project plan.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

The Connecting Wirral strategy will be co-ordinated by existing staff resource, mainly from Highways and Transport, and Integrated Transport, but due to the cross cutting nature of transport support will also be needed from other staff across the Council. Partners such as Merseytravel and Police will also play a key role in the delivery of the strategy, as well as transport operators. Other partner resources will be sought where possible to support specific aspects of the strategy.

7.0 RELEVANT RISKS

The Corporate Risk Register will be refreshed in line with the new Wirral Plan to ensure that any risks to delivery are understood and mitigating actions are put in place as appropriate.

8.0 ENGAGEMENT/CONSULTATION

The report is consistent with the principles of the Wirral Plan: A 2020 Vision which was developed following full consultation with partner organisations and residents. The Connecting Wirral strategy has also been informed by the results of the Wirral Residents Survey of 2015, the Wirral Residents element of the National Highways and Transport Network Survey of 2015, and following consultation which was undertaken as part of the development of the Wirral element of the Liverpool City Region Transport Investment Pipeline work which was undertaken by Mott MacDonald.

9.0 EQUALITY IMPLICATIONS

The potential impact has been reviewed with regard to equality and the impact review can be found at:

<http://wbcnet.admin.ad.wirral.gov.uk/governance-equality/equality-impact-assessment>

REPORT AUTHOR: *Rob Clifford*
Senior Manager – Highways and Transport
telephone: (0151) 606 2479
email: robertclifford@wirral.gov.uk

APPENDICES

Appendix 1 – Connecting Wirral Strategy

REFERENCE MATERIAL

All reference material contained within the strategy appended to this report

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|------|
| Not applicable | |

This page is intentionally left blank

WIRRAL TRANSPORT STRATEGY

CONNECTING WIRRAL

THE WIRRAL PARTNERSHIP

CONTENTS

| | |
|---|-----------|
| FOREWORD | 4 |
| INTRODUCTION | 6 |
| WHAT WE KNOW | 10 |
| OUR VISION | 24 |
| OUR PRIORITIES | 26 |
| Priority One - Encourage healthy active travel | 27 |
| Priority Two – Reliable and affordable public transport | 27 |
| Priority Three - Keep traffic moving safely and efficiently | 28 |
| Priority Four - Inclusive transport that supports our residents needs | 28 |
| HOW WE WILL DELIVER THIS STRATEGY | 29 |
| Action Plan | 30 |
| How will we know if we are getting it right? | 34 |
| CONCLUSION | 36 |
| CASE STUDIES | 38 |



FOREWORD

Councillor Stuart Whittingham

Cabinet Member for Highways and Infrastructure

Our Pledge for Transport

“Ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community services, enjoy our leisure facilities and commute to work”.

Transport is essential for every resident, business and visitor to Wirral. Transport connects people to services, to employment, education and healthcare, and is a fundamental part of our daily lives. Travelling to the airport to go on holiday, popping to the corner shop for a pint of milk, taking the children to school or taking the dog for a walk – we need transport to do all of these activities. Manufacturers need to transport the goods they have produced, and shops need deliveries to stock their shelves.

Transport is much more than just getting from A to B. Safe and accessible transport is a right for all our residents, and crucial to all that we aspire to achieve in the delivery of our Wirral Plan. We need to ensure that transport protects the vulnerable members of our community, supports economic growth and helps to improve the local environment.

We are fortunate – we have a good transport network in Wirral, but we need to work hard to continue to improve and develop this so that it continues to meet residents’ needs, supports inward investment, regeneration and housing growth, and has a positive impact on our environment and communities.

By 2020 we want a transport network that is supporting growth, enabling the development and regeneration of areas such as Wirral Waters, Hoylake Golf Resort, Birkenhead town centre and other major employment and housing sites. We want it to be safe, easy and pleasurable for people to walk, cycle and use

public transport to get from their home to where they want to go, to employment, education, healthcare and to local and district centres.

We need to ensure that transport supports our visitor economy so that people can enjoy Wirral’s wonderful coastline, parks and gardens and heritage, as well as managing the travel needs of major events such as the Open Golf. We will work with our partners to improve links in and out of the borough to enable access to opportunities in the wider area such as Chester and North Wales as well as in the wider City Region.

We will listen to our residents, and we will make it easier for people to plan their journeys, for residents to report any issues with the network and we will make information on road works and incidents on the network more accessible by taking advantage of new technology. We are committed to carrying out annual highways and transport surveys and measuring our progress to check that we are delivering against our pledge.



A handwritten signature in white ink, appearing to read 'Stuart Whittingham'.

**Councillor
Stuart Whittingham**

“ We will strive to improve the transport offer for all residents, businesses and visitors; creating a joined up and efficient transport system. We will make it easier to ‘Connect Wirral’ ”

INTRODUCTION

Wirral Plan Pledge:
Transport and Technology Infrastructure Fit for the Future.

This pledge is supported by two underpinning strategies.

- Connecting Wirral (Transport)
- Digital Strategy (Technology)

This document is our 'Connecting Wirral' strategy and sets out how we will:

“ Ensure that Wirral has safe, affordable, well maintained and efficient transport networks for residents to access community services, enjoy our leisure facilities and commute to work ”



**PUBLIC
TRANSPORT**



WALKING



CYCLING



TRAFFIC

Ensuring that our communities are well connected is essential for the quality of life of our residents and for the economy of Wirral. Transport must be reliable, accessible and affordable to allow people to access jobs, education, training and every day facilities. Good transport links and improved use of technology will make Wirral a better place to live, work and visit, and make Wirral attractive for employers to invest and for businesses to thrive.

The Wirral Council Plan: A 2020 Vision¹, published in June 2015, sets out a series of 20 pledges which we, along with our partners will work to achieve by 2020. The plan is based around three key themes:

- protecting the most vulnerable
- driving economic growth
- improving the local environment

The Wirral Growth Plan², published in January 2016, is one of the underpinning strategies to the Wirral Council Plan, and it acknowledges that the provision of efficient, well maintained and accessible transport networks is a critical factor in encouraging inward investment, facilitating economic growth, attracting more visitors and to transforming Wirral's economy. The Growth Plan recognises the importance of access to housing and employment sites, as well as ensuring that residents are able to access work opportunities both within and outside the Borough.

There are a number of areas in Wirral where there are significant opportunities for growth; major regeneration projects such as Wirral Waters, Birkenhead town centre, proposed new developments such as Hoylake Golf Resort, as well as new investment in Wirral's maritime and manufacturing activities. We need to ensure that our transport activities support and maximise the efficient movement of people and goods to and from these areas.

Transport impacts on every aspect of our lives. It is important for every Wirral resident, and for every business and visitor. We know that everyone's transport needs are not the same, and that across Wirral there are differing levels of existing transport provision.

Transport connects people to key services, to employment, to education and to healthcare and other support services. Good transport connections and high quality infrastructure are essential to regeneration, to grow existing businesses, to enable new developments and new housing.

We need to manage the impact of transport on our local environment. Congestion, poor air quality and traffic noise all have negative impacts on our quality of life and well-being. Active travel modes such as walking and cycling can improve our health and our environment. Transport must play a key role in enabling Wirral to be a green and sustainable borough.

Transport is part of our daily lives. Transport opens up economic and social opportunities, and supports all our residents, businesses and visitors.



'PEOPLE' PLEDGE

Older people can access key services to help them live independently in their homes and prevent social isolation.

Children can travel to school in a way that is safe and promotes their health.

All **young people** can access education, training and employment opportunities.

Families in poverty have affordable transport modes to access education, training and employment opportunities.

Disabled people can access education, employment, training and volunteering opportunities.



'BUSINESS' PLEDGE

Local businesses are easily accessible, enabling them to thrive and increase the number and range of jobs in Wirral.

High quality transport infrastructure links Wirral to national and regional networks, making Wirral an attractive place for **businesses to thrive and invest**.

Residents can access education, training and employment opportunities to develop workforce skills and gain employment.

Businesses on local high streets and in district centres can be easily accessed by customers.

Tourism destinations are easily accessible from inside and outside the borough ensuring a vibrant **tourism economy**.



'ENVIRONMENT' PLEDGE

Residents have an improved quality of life by easy access to leisure and cultural opportunities, and important local facilities.

Residents lead healthier lives through a transport network that is safe and well maintained and promotes healthy travel modes such as walking and cycling.

Residents can use alternative travel modes to the private car to reduce carbon emissions and maintain standards of air quality.

“ Wirral’s transport network and transport services are fundamental to supporting the delivery of every theme of the Wirral Plan ”

WHAT WE KNOW

SNAPSHOT OF TRANSPORT IN WIRRAL



90,000

VEHICLES PER DAY
USING TUNNELS



1,135 KM

ROADS IN WIRRAL

4 OUT OF 5



PUBLIC TRANSPORT TRIPS
ARE BY BUS



136 MILLION

BUS JOURNEYS PER YEAR



28%

OF HOUSEHOLDS IN WIRRAL
DO NOT HAVE A CAR



40 MILLION

PASSENGERS USE
MERSEYRAIL EVERY YEAR



21%

WALKING ACCOUNTS FOR
OF ALL JOURNEYS



INCREASED BY **30%**

ON WIRRAL BETWEEN
2010 AND 2015

Transport Delivery

There is already a wide range of examples of Transport policy and strategy developed through the Liverpool City Region Combined Authority, which was established on 1st April 2014. The membership of the Combined Authority includes the five local authority leaders of Halton, Knowsley, Sefton, St Helens and Wirral Councils, the Elected Mayor of Liverpool City Council, and the Chair of the Local Enterprise Partnership. The Combined Authority's purpose is to bring about closer partnership working on transport, housing, economic development and skills. It will build on strong links with businesses, and will also enable access to funding opportunities to support growth across the Liverpool City Region. As part of the Devolution Agreement, the Combined Authority received devolved powers and responsibilities which were previously held by Central Government, including responsibility for allocation of transport funding.

The transport priorities of the Combined Authority are set out in the **Liverpool City Region Transport Plan for Growth³**.

- **Growth** – supporting economic growth through increasing employment, levels of productivity and investment;
- **Low Carbon** – using a range of sustainable energy sources, having the option to use vehicles powered by alternatives to fossil fuels, and having increased levels of walking and cycling;
- **Access to opportunity** – improving access to employment, training and education and wider opportunities such as healthcare, leisure and recreation.

Working with our partners in the Combined Authority, Merseytravel, Rail and Bus Operators, the Police, Fire Service and Highways England, the delivery of the Connecting Wirral strategy will support the Transport Plan for Growth.

We will work with our partners to deliver a co-ordinated and efficient transport network.



The Wirral Transport Network

Wirral has a comprehensive transport network.

Road

The M53 motorway running through Wirral from Birkenhead to Chester, links Wirral to the wider motorway network via the M56 to Warrington and beyond, as well as to the A55 to North Wales. The two Mersey road tunnels connect Wirral to the rest of the Liverpool City Region, from Birkenhead via the Queensway Tunnel (A41) and from Wallasey via the Kingsway Tunnel (M53/A59). Up to 90,000 vehicles per day cross under the River Mersey via these tunnels between Wirral and Liverpool⁴.

The A41 is a busy main road corridor on the east of the Borough linking Birkenhead to Chester, and the A540 is a less busy main road on the west side linking Hoylake to Chester. East-west links across the borough are provided by several other main roads such as the A552 and the A553.

As part of the Liverpool City Region (LCR) Devolution Deal⁵ we have agreed a Key Route Network (KRN) of main roads which are the backbone to the City Region. These roads will all be managed and maintained by the Combined Authority on behalf of the LCR Mayor, from May 2017. Having a KRN in place will result in a consistent approach to delivery and highway standards across the City Region, which may include elements such as lighting standards, maintenance, winter maintenance, cleansing and road works.

Some parts of Wirral's road networks currently experience congestion at peak times. Other areas are likely to experience problems in the future when considered alongside future planned development such as Wirral Waters.

We have over 1135 km⁶ roads in Wirral and maintenance of roads and footways is a big challenge. Over recent years Wirral Council has continually invested in maintenance of roads and bridges and this has proved successful as we have a smaller number of roads that are classed as needing immediate maintenance than almost all other Council areas across England.

We are committed to improving road safety for all road users. We continue to work with Partners such as Merseyside Fire and Rescue,

Merseyside Police and Health Services to educate road users and implement measures to reduce the number of people killed and seriously injured on our roads.

Bus

8 out of 10 public transport journeys in Merseyside are by bus and this equates to 136.7 million journeys a year. 100,000 people use the bus every day to get to work and a further 60,000 young people travel to education and training on a bus⁷.

Wirral is served by a network of 27 bus routes. The majority of bus routes are operated by private bus companies (e.g. Arriva, Stagecoach and Avon) on a commercial basis which means that the bus operators set the routes and the fares. Routes 1 and 2, and 471 and 472 are part of the Quality Bus Network which means that bus tickets issued by either operator will be accepted on all services on that route. This is a huge benefit to passengers as it increases frequencies and offers greater convenience to passengers. Some bus routes are commissioned and subsidised by Merseytravel, who provide these services where there is a gap in the network or a particular social need e.g. to access a hospital.

Recent investment by operators has improved the quality of bus services on some routes by providing leather seats, extra legroom, free Wi-Fi, USB charging points, and low emission engines for a cleaner environment.

Travel concessions are available on public transport for people over 60 and disabled people, as well as young people aged up to 18 including term time only tickets, and 'My Ticket', a one day City Region wide all day travel bus ticket.

The 2015 Wirral Residents Survey⁸ shows that a high number of residents use public transport, with only 13% saying that they had not used public transport in the last 12 months.

Rail

The majority of Wirral is also well connected by rail with Merseyrail operating frequent services (between 4 - 6 trains per hour) to Ellesmere Port and Chester, and to Liverpool via the Mersey Railway Tunnel. The Borderlands rail line operates hourly services from Wrexham to Bidston where it connects with the Merseyrail

services, providing connectivity to Deeside in Flintshire. In total there are 25 rail stations in Wirral, 23 on the Merseyrail Wirral Line, and 2 on the Borderlands line.

There are some stations in Wirral which are not fully accessible, or are in need of improvements. Increased number of park and ride spaces, or new park and ride facilities would benefit some passengers. Services from Heswall and Upton, on the Borderlands (Wrexham-Bidston Line) are limited, and at weekends are only every few hours meaning that rail travel is often not considered to be an option from this part of the borough.

Ferry

Wirral is also served by a direct commuter shuttle ferry service from Seacombe to Pier Head in Liverpool, and a tourist 'daily explorer' ferry service that also calls at Woodside, Birkenhead. Each year there are 450,000 to 500,000 passengers using the daily explorer ferry, which outnumbers the equivalent commuter service boardings by approximately three to one.⁹ The running of the Ferry Service and the terminals at Seacombe and Woodside are heavily subsidised by Merseytravel.

Walking and Cycling

Wirral benefits from a number of local on and off road cycle routes and paths, as well as National Cycle Network Route 56 which runs from Seacombe along the coast to New Brighton and Leasowe, and then south through Wirral via Brimstage to Neston, and the Wirral Circular Trail (Regional Route 89) which runs predominantly along Wirral's coastline. Over recent years significant investment has been made in improving infrastructure for cyclists as a result of funding secured from the Department for Transport. As a result main roads such as the A41 have new facilities for cyclists and pedestrians enabling easier and safer journeys to be undertaken by bike and on foot.

Wirral is also fortunate to have a high number of quality green spaces such as Wirral Country Park and the North Wirral Coastal Park. There are also numerous public rights of way throughout the borough, including promenades on the coast and routes through woodlands. Town centre and urban area provision for pedestrians is varied, however in some areas, such as New Brighton, public space improvements have greatly improved the facilities for pedestrians.

Integrated Transport Service

Transport is provided for home to school travel for children and for young people to travel to school and college, and for vulnerable adults to travel to places such as day centres, placements and education.

We have a home to school transport policy which covers ages 5-16 years.¹⁰ We also have a Post 16 Transport Policy¹¹ for students aged 16-19 years, or for students aged 19-24 years old if they have learning difficulties and/or disabilities.

These policies are agreed every year prior to the start of the September school term and are how we make decisions regarding whether children are eligible for travel assistance. The policies are in line with other authorities.

The transport policies meet the Council's statutory duty to provide free transport to school for children and young people aged 2 to 16 who are assessed as eligible. Free transport may be provided by a public transport travel pass or by providing a place on a vehicle.

Transport on a specialist vehicle may be provided following an assessment of the needs of the individual children. Where a place on a vehicle is provided, the majority of the vehicles and the drivers are provided by external companies, with vehicle escorts being supplied by the Council. There are currently 891 children and young people who have been issued with a public transport pass and 1066 children and young people who are on specialist transport¹¹.

We also offer free independent Travel Training to provide young people with special educational needs with the necessary skills and confidence to travel independently using public transport. We also offer personalised journey planning, travel training, support and advice to any resident over the age of 14 to help them to become more confident in using public transport.

Transport is also provided for vulnerable adults to travel to places such as day centres, placements and education. Eligibility for transport assistance is assessed against the transport policy.

We are committed to removing transport as a barrier to education, employment and opportunity.

“ Along with our key partners, we are committed to ‘Connecting Wirral’ so that our residents can access opportunities, our businesses and tourist destinations thrive and the quality of our environment improves ”

Travel Trends

The 2015 Wirral Residents Survey⁸ told us that the majority (58%) of Wirral residents in employment work within the Borough. One in five (19%) travels into Liverpool to work, 6% travel to Chester and a further 17% work elsewhere.

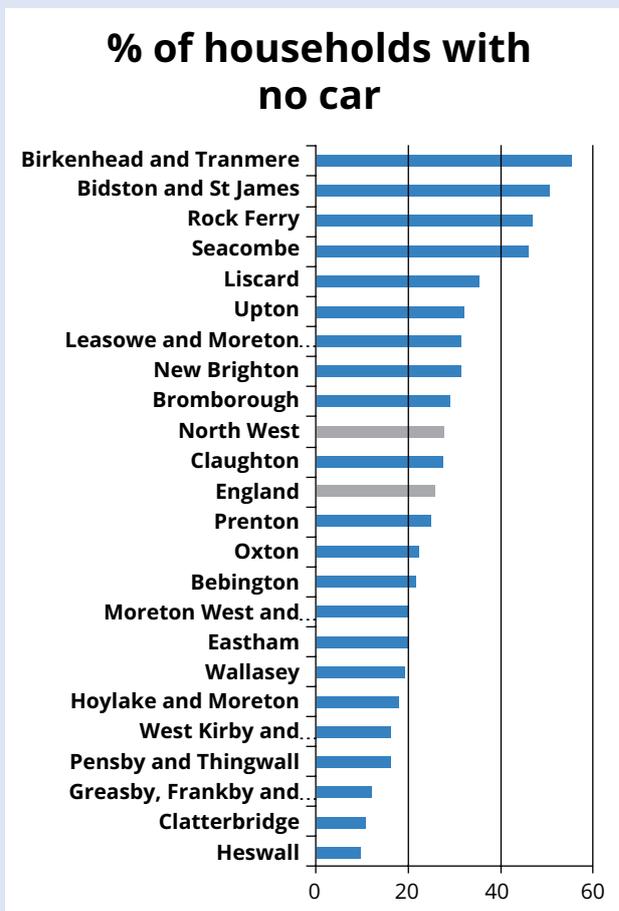
According to the Travel in Merseyside Survey 2014¹², the car is the most popular form of transport for most people, and this is true in Wirral where commuters are highly dependent on their car as a method of travel to work, with the exception of those that travel to Liverpool where public transport use is relatively high due to the good quality rail and bus connections.

The choice of transport used to travel to school varies with the age of the child. Nationally, for primary school children (aged 5 to 10), car and walking are the two most common modes of travel to school with a similar share of 46% of all trips. Walking remains the most common choice of travel to school for secondary children (aged 11 to 16 years), but is followed by local and private bus (together 29% of all trips), whereas the car accounts for a smaller share (23%). For the younger children, the main reason given for accompanying their children cited by parents is traffic danger. (National Travel Survey 2014¹³).

Road Trends

Traffic on Wirral's roads had grown fairly substantially between 1994 and 2005, however over the last ten years traffic flows overall have steadily declined. However, the number of cars owned by Wirral residents is increasing year on year, in 1991 107,883 cars were licensed to Wirral residents; by 2013 this figure had risen to over 142,000¹⁴.

2011 Census data indicates that 28% of households in Wirral have no access to a car or van. This is identical to the rate across the North West. However across Wirral the rates of access to a car or van vary significantly, for example in Heswall only 10% of households have no access to a car or van, whereas in Birkenhead that rate is 56%, which is well above the North West and England average¹⁵.



(Ref: Data from ONS 2011 Census website)

There has been an overall reduction in the number of people injured on Wirral's Roads, from 735 in 2014 to 674 in 2015, an 8% reduction. However within this, there was an increase of 2% in the number of people killed and seriously injured, which has risen from 140 in 2014 to 143 in 2015¹⁶.

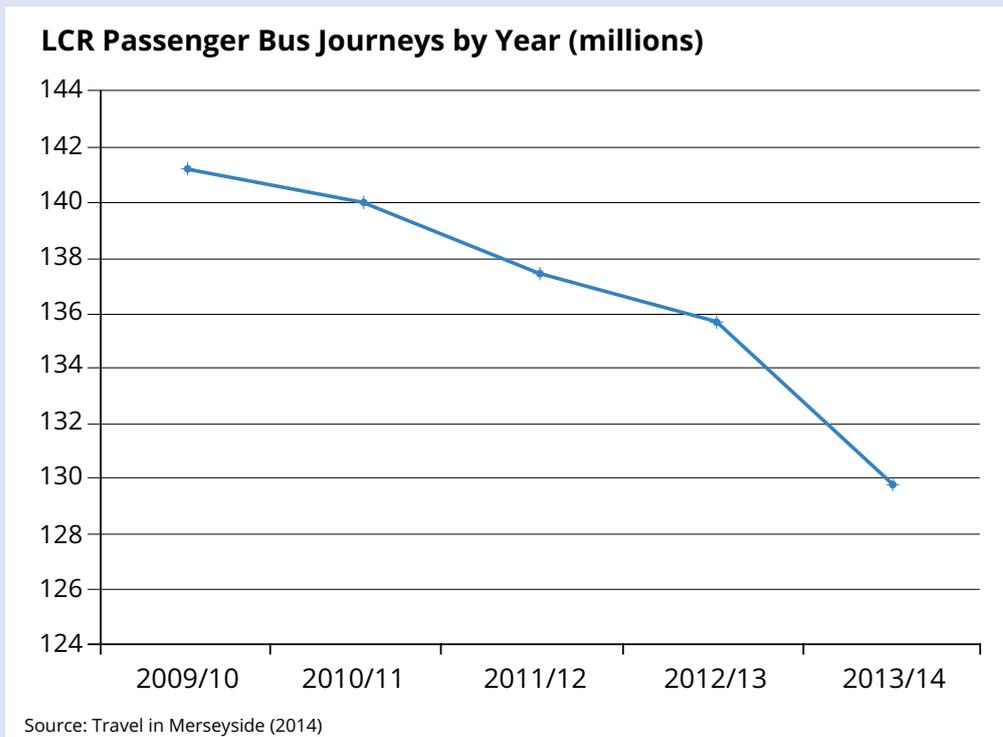
There has been a 21% reduction in the overall number of child casualties, including a 55% reduction in the number of child casualties sustaining fatal or serious injuries, from 20 in 2014 to 9 in 2015. The number of child pedestrians killed and seriously injured fell from 15 to 4 in 2015, a reduction of 73%. The overall pedestrian casualties for all ages have also reduced in 2015 by 13% from 91 casualties in 2014 to 79 in 2015¹⁶.

There was an increase in the number of adult pedal cyclists killed and seriously injured from 12 in 2014 to 19 in 2015 (58%), although the total number of adult pedal cycle injuries reduced by 10%. The number of riders of two wheeled motor vehicles killed or seriously injured increased by 38% from 29 to 40¹⁶.

Bus Trends

Use of bus has fallen across the Liverpool City Region over the last 20 years. Since 2009/10 bus patronage has fallen by approximately 9% from over 140 million journeys per year in 2009/10 to less than 130 million in 2013/14¹⁴.

Whilst bus use has fallen, bus fares have increased significantly. The average peak fare has increased from £1.45 in 2006/7 to £2.30 in 2013/14. This is part of a long term trend where bus fares have outstripped rises in rail fares and motoring costs¹⁴.



Travel Trends

Train Trends

The 2011 Census indicates that over 18,000 people commute from Wirral to Liverpool every day, with 27% (4860 people) usually travelling by train.¹⁴

In 2012/13 the Merseyrail network carried over 40 million passengers. There has been strong year on year growth in usage since 2002/3¹³, and in 2012/13 Birkenhead Hamilton Square was the 6th busiest station on the Merseyrail network.¹⁷ Usage of the rail network is forecast to grow year on year.

Cycling and Walking Trends

Cycling in Merseyside has grown year on year. Between 2006/07 and 2013/14 cycling levels across Merseyside have increased by 65%. Within Wirral, comparisons between 2010/11 and 2014/15 data show that cycling levels have increased by approximately 7% during that time. 12% of people indicate that they cycle at least once a month which may mean that large numbers are cycling for leisure, at weekends, or when the weather is good. Almost 3% cycle at least five times a week, this is likely to be for commuting purposes.¹⁴

Although primarily for small trips, walking accounts for 21% of all trips across Merseyside. Walking is usually a key part of most other journeys when for example people have to walk to the station, or from the car park. Rates of walking in Wirral have fallen over the past 20 years.¹⁴

Special School Transport Trends

An independent review undertaken in 2013/14 found that in Wirral 21 per 1000 pupils attend a special school. 10% of all schools in Wirral are specialist schools, which is considerably higher than in the wider North West and England.¹⁸

Most children with special education needs who receive support, travel to school by mini-bus or coach with an escort (82%), with the highest number of all journeys (36%) taking between 30 and 45 minutes. The independent review found that the number of single person journeys was low and the average cost per journey was low in comparison with other similar authorities.

The number of children and young people on specialist transport has been reducing. In the 2012-13 academic year there were 1216 young people on specialist transport, compared to 1066 in 2015-16.¹⁹

Application of transport policy and travel training is having a gradual impact on reducing the number of children and young people on specialist transport. More young people with special educational needs are now accessing public transport. This fits with the Council's pledges to assist people with disabilities to live independently, for vulnerable children to reach their full potential and that young people are ready for work and adulthood.

The remaining elements of discretionary transport for post 16 young people with special educational needs and/or disabilities may form part of a future review of the policy. There are currently 170 students in receipt of transport on a post 16 discretionary Special Educational Needs and Disability (SEND) policy and following successful appeals. This number has not changed significantly since the new Post 16 SEND policy was introduced.

A review of the special school provision in Wirral is due to commence in the near future and the outcomes of this review may also have a significant impact on the requirement for home to school transport for this group of young people which will be monitored.

Mainstream School Transport Trends

Following consultation, discretionary elements of transport for children and young people aged 5 to 16 was removed from the policy in 2014. The revised policy is being phased in for new applicants. The number of public travel passes issued has reduced from 1769 in academic year 2012-13 to 891 in 2015-16¹⁹.

We retain a statutory responsibility to provide home to school transport to certain groups of young people aged 16 and under, and the policy is being applied to assess eligibility and monitored to ensure that statutory duties are being met.

Adult Transport Trends

We have a statutory duty to assess eligibility for transport for vulnerable adults.

At present there are 401 vulnerable adults accessing specialist transport. This is a reduction from the position in 2012-13 when there were 493 adults on specialist transport on average¹⁹.

The majority of specialist transport for adults is carried out by private contractors however the Council retails a small number of in house vehicles and associated staff.

The transport policy is in the process of being revised, subject to consultation.

Understanding what residents want

The way people feel about their transport services and infrastructure is important. Transport provides opportunities; it can support local businesses and can enhance communities.

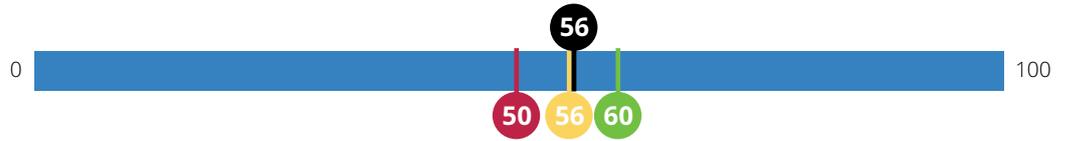
We have drawn on evidence from recent passenger and residents surveys to support the development of this strategy, but engagement with our residents is an on-going conversation. We hold quarterly Active Travel Forums for walking and cycling and Rights of Way User Group Meetings, which are open to all. Merseytravel hold regular Customer Forums and Roadshows and we consult regularly with the public on our proposals for transport schemes.

Overall

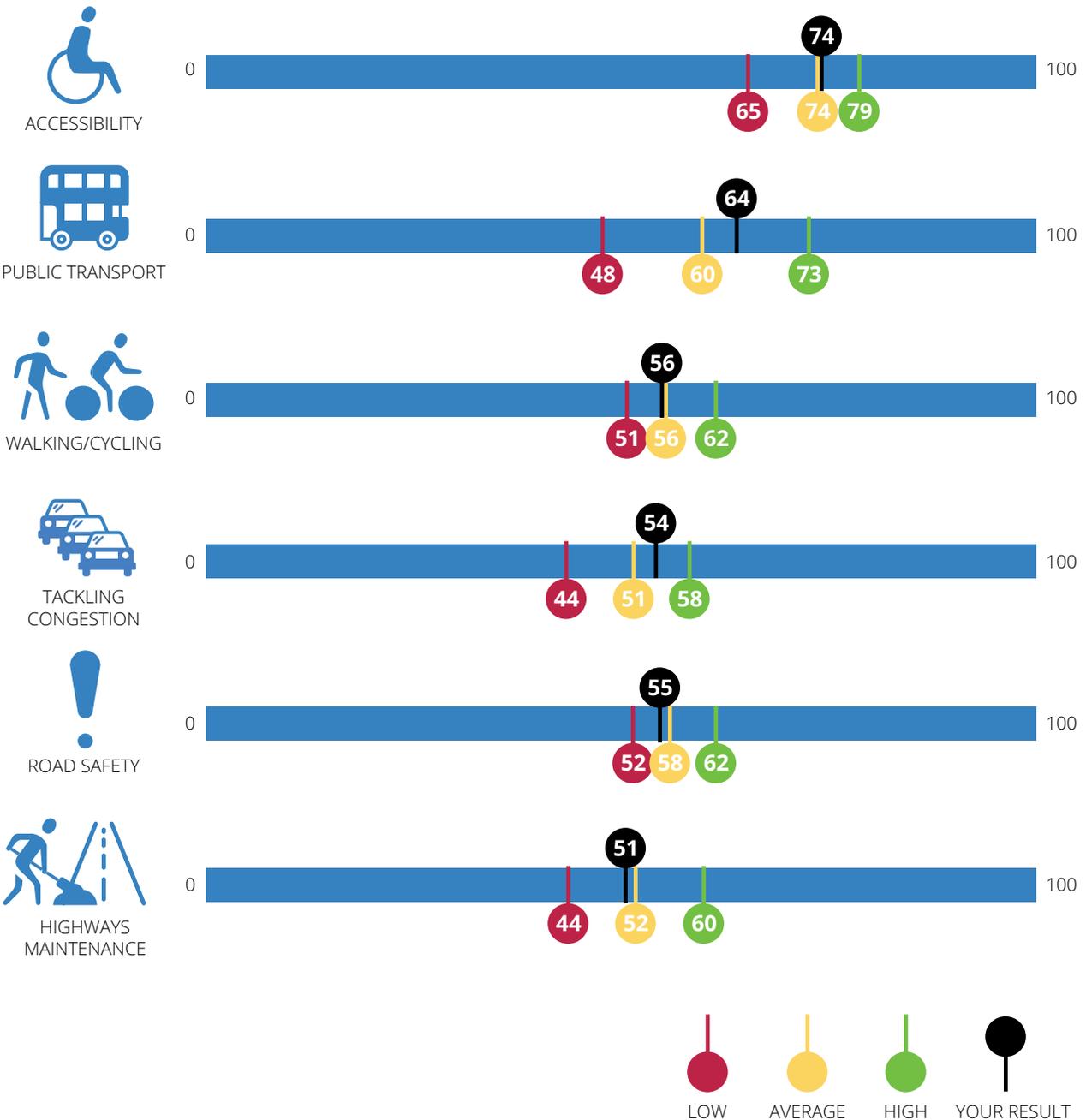
Wirral residents told us in the 2015 National Highways and Transport Survey (NHT)²⁰ that safer roads (97%), highway condition (95%) and pavements (95%) were the top three important things for them. These were closely followed by street lighting (90%), local buses (90%) and traffic pollution (87%). We have used this information to identify our priorities as set out in this strategy.

Across the majority of the themes covered in the survey, Wirral residents record similar levels of satisfaction as the national average. We will work over the next five years to increase levels of satisfaction with our services.

Satisfaction Overall



Satisfaction by Theme



Roads

The 2015 Wirral Council Residents survey⁸ identified that residents consider that road maintenance is the joint second highest priority for the Council, and 56% of residents told us that completing road maintenance and pavement repairs quickly and efficiently is the characteristic of Wirral most in need of improvement. This was the consistent message across all four constituencies with maintenance being the top priority for all except for Birkenhead where it was the joint third highest.

22% of residents told us that congestion levels need to be improved, although this is a significantly greater issue for residents in West Wirral (31%).

Bus

The Transport Focus Bus Survey (Autumn 2015)²¹ reported that 89% of passengers in the Liverpool City Region were either very satisfied (53%) or fairly satisfied (36%) with their bus journey. The most important considerations for bus passengers were journey time (34%), punctuality (26%) and value for money (14%).

The 2015 Wirral Council Residents Survey⁸ identified that 76% of people are satisfied with their Public Transport Service.

Rail

The Transport Focus Rail Survey (Autumn 2015)²² identified several factors which impact on how users determine what is important for them in their journeys. The most important considerations for passengers are that they want trains to be clean (27%), easy to get on and off (23%), and punctual and reliable (15%).

Merseyrail were awarded 93% in the latest independent National Rail Passenger Survey (Transport Focus Autumn 2015). This is the highest overall score amongst all franchised operators and is 10% above the national average. For the Wirral Line this score increases to 95% satisfaction overall, as well as 95% satisfaction for punctuality and reliability. Merseyrail have also been awarded operator of the year in the Bike & Go category and were highly commended in the Cycle Security Category for their secure cycle storage and cycle hire schemes.

Walking and Cycling

The NHT survey 2015²⁰ identified that 68% of residents think that cycle routes/lanes and facilities are important but that only 53% of people are satisfied with the current provision.

The NHT survey also asked residents what services they consider that it would not be acceptable to reduce. Management/maintenance of roads (16%), pavements (14%), and gritting (13%) were considered by residents as being unacceptable to reduce levels of service. Conversely management/maintenance of cycle paths and facilities and country paths/Rights of Way were considered to be least important in terms of reducing levels of service.

Special Transport Provision

From the 2013/14 independent research¹⁸ 93% of parents were very satisfied or satisfied with the transport services that are provided, and have a positive attitude towards their child's school and the transport service.

98% of parents feel that it is important that their child is supported to become independent as an adult. 45% said they would consider alternative approaches to transport, 23% expressed a particular interest in travel training and 22% said they would consider sharing journeys with families from the same school.

Independent Travel Training for young people with special needs was introduced in 2014 and has so far resulted in more than 60 young people being able to access public transport instead of specialist transport.²³

“ Working together with our partners we will focus on continuous improvement in order to develop a fully integrated transport system that meets the needs of Wirral’s residents, visitors and businesses ”

OUR VISION

So what do we want in Wirral?

- **More** people walking and cycling to become fitter and healthier
- **More** people using public transport to reduce air pollution and congestion
- **More** people using technology to make journeys easier e.g. journey planning, smart ticketing
- **More** people being able to access local centres by bus or by walking and cycling
- **More** public transport, cycle facilities and pedestrian facilities provided across the borough
- **Less** people using their cars, especially for short journeys
- **Less** accidents and injuries on our roads
- **Less** cars on our roads
- **Less** emissions from cars, buses and lorries.
- **Less** congestion and delay

How will this be achieved?

- Residents, businesses and visitors **will be engaged** through consultations, forums and user groups and we will work in partnership.
- We will use **engineering** to improve our road networks, to build new cycle routes, improve pedestrian facilities and take advantage of new technology to make it easier to travel efficiently, safely and sustainably.
- People will feel confident to **change their travel habits** and try healthy, environmentally friendly ways of getting around.
- Residents, business and visitors will **know how to get around** and where to find information.
- **Enforcement** will be required where people do not comply with the driving laws, or do not consider other road users in their driving or parking habits.

A photograph of a person in a wheelchair, wearing a dark jacket with blue accents and a black beanie, smiling broadly. They are holding the handlebars of the wheelchair. In the background, several other people are visible, some standing and some in wheelchairs, suggesting an outdoor community event or race. The entire image has a blue color overlay.

OUR PRIORITIES

Four priority themes have been identified in order to deliver 'The Connecting Wirral' strategy. Each of these themes has a number of associated key actions that will ensure that the 'vision' becomes a reality.

PRIORITY 1:

Keep traffic moving safely and efficiently

We know that road maintenance and safety are key issues for our residents. Residents have asked that we prioritise road and pavement repairs and address traffic congestion.

To support the delivery of the Council's Growth Plan we know that we must have an efficient, and well maintained main road network to support our economic growth aspirations, so that residents, businesses and visitors can get to where they need to go, safely and efficiently. Our main roads need to support Wirral businesses and the visitor economy by being safe, well maintained and free of congestion.

We will work with our partners to develop a consistent approach to delivery and highway standards and maintenance on the Key Route Network across the City Region.

We will monitor the condition of our roads to ensure we target our maintenance resources efficiently.

We will work with partners to undertake a review of road safety with the view of further reducing the number of people killed and injured on our roads.

We will develop programmes of transport schemes to support economic and housing growth and reduce the number of people killed and injured on our roads.

We will seek funding from a variety of sources to deliver transport improvements and we will work in partnership with developers to improve the network to support economic growth and regeneration.

We will work to eliminate delays and congestion on our roads, improve air quality, reduce journey times and improve energy efficiency.

PRIORITY 2:

Reliable and affordable public transport

We know that many residents do not have access to a car and that even those that do have access to a car, still use public transport services and consider these to be important. There are high levels of satisfaction with existing public transport services, but we know that for some residents barriers can exist to using public transport, such as cost, information, accessibility or confidence.

To support those without access to a car and to minimise congestion on our roads, we need to make sure public transport is attractive to all. Making it easier and more attractive for people to travel by bus and train instead of travelling by car will help to reduce levels of pollution from vehicles. Public transport should provide easy and affordable travel to education, training and employment in order to help residents to develop workforce skills and gain employment.

We will work with our partners to improve rail services, and attract new passengers to the rail network.

The LCR Bus Alliance aims to deliver a thriving, affordable and sustainable bus network that offers the customer value for money and a hassle free journey experience.

We will work with our partners to support existing passengers and to attract new passengers to use the bus network.

We will work with our partners to make it easier to find out information about bus services, and how to travel using the bus.

We will make it easier for people of all ages to use the bus network to access key destinations such as employment, education and retail opportunities from their home.

PRIORITY 3:

Encourage healthy active travel

Residents are concerned about the impacts of traffic congestion and pollution on our environment. We know that enabling local communities to flourish is also important to Wirral residents. Residents consider that feeling healthy makes for a good quality of life.

People need to get to the shops, and to schools and workplaces. Residents' quality of life is improved by local roads, footpaths and cycle networks that encourage healthy active travel modes and provide easy access to local facilities such as high streets, employment, education and recreation. Increasing the numbers of journeys people make by bike and on foot, as well as using public transport will mean that there are fewer cars on our roads and will help to reduce levels of pollution from vehicles.

We will develop programmes of transport schemes to support increased use of walking and cycling to key destinations such as employment sites, residential areas, local centres and retail areas.

We will work with businesses and communities to support people to travel to work, and on works business, in a safe and healthy way to increase levels of activity, reduce local congestion, improve air quality, address parking issues and reduce the number of people injured and killed on our roads.

We will seek funding from a variety of sources to deliver improvements and will work in partnership with other organisations such as Sustrans and Living Streets to deliver our joint ambitions.

We will consult with and encourage people to share their views regarding walking and cycling to increase the number of people who travel using these modes.

PRIORITY 4:

Inclusive integrated transport that supports our residents needs

We know that people value the transport services that are provided for residents however some residents would like additional support to develop skills to support increased levels of independence and be able to access education and employment.

There are clear links between transport and social exclusion. Overcoming barriers to opportunities and services is a key issue. Underpinning this strategy is the requirement that the transport system has to support all members of our community. We need a transport offer for disabled and vulnerable people that improves their quality of life and encourages independence by a thorough assessment of individual need, providing training/support and improving physical access.

We will support people to travel independently by providing one to one travel support to assist people to gain confidence and experience using public transport services.

We will set clear policies for transport support and review these annually to ensure they reflect current guidance, achieve the best outcomes and make the best use of Council resources.

We will provide additional support to parents and carers regarding transport.

We will review our transport arrangements to ensure they meet the needs of residents and respect aspirations for increasing levels of independence.

HOW WE WILL DELIVER THIS STRATEGY

This strategy will provide a clear set of priorities for transport with accompanying actions to make sure that those priorities can be delivered by the Council and its partners. Along the way, we will consult and seek feedback from residents, and take action to address the outcomes of our residents' survey results.

The actions on the following pages will be delivered over the lifetime of this strategy, and, where required, detailed project plans will be developed going forward.

An annual review of the strategy will take place assessing progress on each of the actions and reporting outcomes that have been achieved through the delivery of the strategy.

Action Plan

Priority One - Keep traffic moving safely and efficiently

| Theme Lead: Senior Manager (Highways and Transport) | | |
|---|----------------|------------------------------------|
| Action | By When | Lead Organisation |
| Implementation of a Key Route Network (KRN) to deliver a consistent approach to highway delivery, maintenance and standards across the City Region. | May 2017 | Combined Authority |
| Implement the 2016/17 Transport Programme in order to improve the condition and offer of the transport network. | March 2017 | Wirral Council |
| Develop medium and long term prioritised programmes of Liverpool City Region transport schemes covering all modes of transport in order to seek and secure funding for improvements to the transport network from a variety of local, City Region and European sources. | March 2017 | Transport Advisory Group |
| Evaluate results of annual independent National Highways Public Satisfaction Surveys in order to ensure satisfactory levels of provision with our services and review our approach to communicating this information to residents and partners. | March 2017 | Wirral Council |
| Delivery of the Docks Bridges Replacement Programme (new 'A' and 'C' bridges) to provide a new fit for purpose structures and minimise the potential of future closures due to maintenance issues. | December 2017 | Wirral Council |
| Launch of online mapping system so that road works and traffic information is accessible to all residents via the internet | June 2016 | Wirral Council |
| Roll out system to support remote payment for car parking via mobile phones to make it easier and more convenient for people to park | March 2018 | Wirral Council |
| Undertake a review of the approach to road safety on main roads to ensure we reduce the numbers of people killed and seriously injured on our roads. | March 2017 | Wirral Council / Merseyside Police |
| Undertake a review of street lighting provision with a view to ensuring value for money and improving energy efficiency. | March 2017 | Wirral Council |

Priority Two - Reliable and affordable public transport

| Theme Lead: Merseytravel | | |
|---|----------------|--------------------------|
| Action | By When | Lead Organisation |
| Commence delivery of the Long Term Rail Strategy to improve accessibility and ensure that rail supports economic growth. | March 2020 | Merseytravel |
| Undertake a full review of the Wirral Bus Network to ensure it serves the right locations and is fully integrated with rail services. | March 2017 | LCR Bus Alliance |
| Deliver marketing and communications programmes to encourage new and existing users and change the perception of bus travel, including the development of a dedicated point of contact. | March 2017 | LCR Bus Alliance |
| Deliver a simpler and easier to understand smart ticketing package to ensure value for money | March 2017 | LCR Bus Alliance |

Priority Three - Encourage healthy active travel

| Theme Lead: Senior Manager (Highways and Transport) | | |
|--|----------------|--------------------------|
| Action | By When | Lead Organisation |
| Implement the 2016/17 Transport Programmes in order to improve the transport network and demonstrate successful delivery to funding organisations. | March 2017 | Wirral Council |
| Develop medium and long term prioritised programmes of Wirral transport schemes covering all modes of transport in order to seek and secure funding for improvements to the transport network from a variety of local, City Region and European sources e.g. Sustainable Transport Enhancements Programme (STEP) funding, Local Growth Fund. | March 2017 | Wirral Council |
| Review internal funding for transport schemes to ensure we maximise outcomes with our resources. | March 2018 | Wirral Council |
| Deliver the 2016/17 'Business Travel Support/Mind your Business' Programme to support businesses to encourage employees to travel to work, and on works business, sustainably and safely. | March 2017 | Wirral Council |
| Deliver the 2016/17 'Travel Solutions' Programme to support residents to access employment and training. | March 2017 | Wirral Council |

Priority Four - Inclusive integrated transport that supports our residents needs

| Theme Lead: Senior Manager (Commissioning and Transformation) | | |
|--|----------------|-------------------------------|
| Action | By When | Lead Organisation |
| Undertake a review of the Travel Training Programme to ensure we are supporting the travel needs of our most vulnerable residents. | July 2017 | Wirral Council |
| Undertake a review of the current arrangements for specialist transport provision to ensure we are operating efficiently and making the best use of our resources. | July 2017 | Wirral Council / Merseytravel |

HOW WILL WE KNOW IF WE ARE GETTING IT RIGHT?

Providing a safe, affordable, well maintained and efficient transport network is critical to the future of Wirral. We know what residents tell us is important to them and we will work hard to improve Wirral's transport networks to meet the needs of the borough.

We will monitor and report our progress on a regular basis to ensure we are delivering.

| Indicator |
|---|
| Priority One - Keep traffic moving safely and efficiently |
| Increase the level of public satisfaction with road maintenance (Wirral Residents Survey / NHT Survey) |
| Reduce the number of people killed or seriously injured in road traffic accidents (Police) |
| Maintain or improve the condition of Wirral's strategic (A&B) roads (Technical survey) |
| Priority Two - Reliable and Affordable Public Transport |
| Increase levels of public satisfaction with public transport (NHT Survey) |
| Priority Three - Encourage Healthy Active Travel |
| Increase the number of people cycling (Wirral Council/Combined Authority) |
| Increase the number of businesses provided with travel support (Wirral Council) |
| Increase levels of public satisfaction with walking/cycling facilities (NHT Survey) |
| Priority Four - Inclusive transport that supports our residents needs |
| Increase the number of successfully travel trained people (Wirral Council) |

CONCLUSION

Wirral has a good transport network and significant progress has been made over recent years.

Examples include:

**Securing external funding
e.g. Docks Bridges Challenge Fund,
Local Sustainable Transport Fund,
Potholes Fund.**

**Partnership working
e.g. Police and Fire Service**

**Cross department working
e.g. Public Health**

**Investment by bus operators in
new vehicles**

**Rail Station refurbishments
e.g. Hamilton Square**

We know how important transport is to everyone's daily lives. Transport opens up opportunities for people in employment and education and enables people to access healthcare and enjoy leisure and recreational facilities.

The development and regeneration of areas such as Wirral Waters, Hoylake Golf Resort, Birkenhead town centre and other major employment and housing sites mean that there are excellent opportunities in Wirral over the coming years. Together with our partners, we are committed to providing a transport network that is safe, affordable, well maintained and efficient in order to support the economic growth and regeneration of the borough, and the health and well-being of our residents.

This strategy brings partners together, to focus our plans and our funding, to continue improving and achieve even better outcomes for Wirral.



Case Studies

Case Study 1 – Potholes

Potholes in our roads are caused by wear, subsidence or failed repairs after utility reinstatements. Poor winters can make the problem worse.

In April 2014 Councils were invited to bid for a share of a £168 million Pothole Fund set aside by the Government to repair local roads, making them safer and smoother for motorists, cyclists and other road users.

Successful local authorities signed a ‘pothole pledge’ as a condition of the funding, setting out the number of potholes to be repaired by March 2015.

Wirral Council submitted an application and was successful in receiving over £460,000 and as a result we filled over 8000 potholes.



Case Study 2 – Business Travel Support

Wirral Business Travel Support has been working with The Contact Company since 2013. They have over 400 staff and are based in Birkenhead town centre.

Events have been held at the site to encourage staff to use public transport to get to work by giving out trial bus and rail passes, Dr Bike events (where staff can get cycling support and a free bike maintenance service) and encouraged walking by giving out pedometers.

Surveys completed by staff show that car use has decreased and there have been increases in staff using public transport and cycling. This has also increased walking to and from the nearest bus stop, approximately 1600 steps, which goes a long way to the NHS target of 10,000 steps per day and supporting the health and well-being of the staff.

Wirral Business Travel Support is continuing to work with the company and, as they have recently taken on additional office space at Tower Wharf is also working to support staff at their new site.



Case Studies

Case Study 3 – Travel Training

Claire was attending training and work experience at The Princes Trust, which she was hoping would lead to employment. This involved work experience at various local places such as Asda Liscard, The Missionary in Birkenhead, the Fire Station in Bromborough and Birkenhead Kennels. Claire lived in Bebington and was keen to learn to use public transport so she could travel independently to these places, as well as be able to travel to future employment opportunities.

Claire had one to one support from a travel trainer to become familiar with the routes and the journeys she had to make. At first Claire was nervous and didn't know where the bus routes were, she was unsure of where to get on and off the bus, how to use a travel pass, and was wary of travelling on busy buses. With the help of Wirral Travel Trainers over a number of sessions Claire was able to gradually overcome her fears and gain the knowledge and confidence to travel independently to her work experience, enabling her to rely less upon her parents and increase her independence. Following completion of the training Claire said that 'the service has increased my confidence because I now go to most places on the bus within my local area'.



REFERENCES

- 1 Wirral Council Plan : A 2020 Vision <https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Wirral%20Council%20Plan%20-%20a%202020%20Vision.pdf>
- 2 Wirral Council Growth Plan <https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Wirral%20Plan/Wirral%20Growth%20Plan.pdf>
- 3 Liverpool City Region Transport Plan for Growth <http://www.merseytravel.gov.uk/about-us/local-transport-delivery/pages/transport-plan-for-growth.aspx>
- 4 Merseytravel Facts and Figures <http://www.merseytravel.gov.uk/about-us/media-centre/Pages/Facts-and-Figures.aspx>
- 5 Liverpool City Region Devolution Agreements <https://www.gov.uk/government/publications/liverpool-devolution-deal>
- 6 Mapinfo - Highways and Transport Wirral Council
- 7 Liverpool City Region Bus Strategy – Changing the way we do Bus (March 2016) <http://councillors.knowsley.gov.uk/documents/s42390/Final%20Delivering%20an%20Improved%20Bus%20Offer%20App%20One.pdf?StyleType=standard&StyleSize=none>
- 8 Wirral Residents Survey <https://www.wirral.gov.uk/about-council/wirral-plan-2020-vision/wirral-resident-survey-2015>
- 9 Mersey Ferries Long Term Strategy 2015/16-2034/35 <http://moderngov.merseytravel.uk.net/documents/g1329/Public%20reports%20pack%2007th-Jan-2016%2014.00%20Merseytravel%20Committee.pdf?T=10>
- 10 Wirral Council Home to School Policy <https://www.wirral.gov.uk/sites/default/files/all/schools%20and%20learning/Home%20To%20School%20Transport%20Travel%20Policy.pdf>
- 11 Wirral Council Post 16 Policy <https://www.wirral.gov.uk/sites/default/files/all/schools%20and%20learning/Transport%20Policy%20Statement.pdf>
- 12 Travel in Merseyside 2014 Mott MacDonald http://www.merseytravel.gov.uk/Site%20Documents/TiM2014_FINAL.pdf
- 13 National Travel Survey 2014 <https://www.gov.uk/government/statistics/national-travel-survey-2014>
- 14 Wirral Transport Investment Pipeline Stage 1 Report Mott MacDonald
- 15 ONS Census 2011 http://www.neighbourhood.statistics.gov.uk/dissemination/LeadHome.do;_jessionid=6md2RcmZydx2VXv2z9447XLpZpY2p1ymprpYYMWnnDdXGDK9FCL!26786984611364993689340?m=0&s=1364993689340&enc=1&nsjs=true&nsck=true&nssvg=false&nswid=1268
- 16 Road Safety Data Wirral Council
- 17 Office Rail Regulator – Estimates of Station Usages 2012/13 (February 2014) http://orr.gov.uk/__data/assets/pdf_file/0004/10786/station-usage-2012-13.pdf
- 18 Independent Review for Special Schools <http://democracy.wirral.gov.uk/documents/s50017622/Report%202%20Appendix%201.pdf>
- 19 Integrated Transport Unit Wirral Council
- 20 National Highways and Transport Survey 2015 <http://nhtsurvey.econtrack.com/>
- 21 Transport Focus Bus (Autumn 2015) <http://www.transportfocus.org.uk/research-publications/research/bus-passenger-survey/>
- 22 Transport Focus Rail (Autumn 2015) <http://www.transportfocus.org.uk/research-publications/publications/national-rail-passenger-survey-nrps-autumn-2015-main-report/>
- 23 Integrated Transport Wirral Council

To find out more:



search: Wirral 2020



@wirral2020



**COUNCILLOR
ANN MCLACHLAN**

CABINET

Monday, 27 June 2016

**DEVELOPING OUR COMMERCIAL
APPROACH**

Councillor Ann McLachlan, Cabinet Member - Transformation, Leisure and Culture (and Deputy Leader of the Council), said:

We have made a commitment to Wirral residents that we will achieve all 20 of our Pledges for 2020. Despite our ongoing financial reductions, it is a commitment which we are determined to meet.

To get there requires a fundamental change in how we do business. This report to Cabinet is one element of this change. Our approach to becoming more commercial is not about simply charging more for our services, it is not about becoming purely profit driven, it is about making our organisation more business-like, more able to take advantage of commercial opportunities which will benefit our borough, and our residents.

It is about having a private sector head, with a public sector heart. It is on this principle that we will begin to change how the Council thinks and behaves, making sure that every possible opportunity to drive up income and root out inefficiency is identified and maximised.

REPORT SUMMARY

This report sets out the requirements for a new approach to enable the Council to become a more commercial organisation; it explains our strategic vision and the principles which will govern our commercial strategy.

This report outlines key actions required to create the right environment to enable commercial success.

This matter affects all wards within the Borough. It is not a key decision.

RECOMMENDATION/S

Cabinet is requested to:

- i. Acknowledge the requirement for a commercial approach to support the achievement of the Pledges committed to in the Wirral Plan.
- ii. Agree the strategic aim, vision and principles of this overarching commercial strategy as outlined in this report.
- iii. Authorise Officers to develop plans and report back to Cabinet at a future date for formal agreement.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Wirral Plan sets out a vision for Wirral, together with a set of 20 Pledges which will be achieved over the next five years to improve the lives of Wirral residents. In order to achieve these ambitions, the Council needs to modernise and work in a completely different way, and ensure it has the right culture, abilities, skills and approach to deliver the 2020 vision for Wirral. A key feature of Wirral's future is the requirement for a commercial approach to how we do business. Commercial success will generate income and maximise our assets, reducing pressure on service delivery and supporting the Wirral Plan.
- 1.2 The agreed framework for the new operating model (Outline Transformation Approach, Agenda Item 5; Cabinet 21 March 2016) details how the three main functions will support the commercial approach through strategic leadership, business transformation and delivery re-design supporting the evaluation and development of commercial opportunities. Through the Transformation Approach delivery options which will be developed for Council services will embody quality, efficiency, local employment, equality and diversity. They will drive an efficient, commercial and value-driven approach to public services.
- 1.3 Wirral Council's Commercial Strategy aims to take a commercial approach to service design, management and decisions, encouraging innovation whilst optimising assets and services to exploit opportunities to generate income surplus for reinvestment and reduce costs. An important element of the Commercial approach is finding the right balance between our public sector ethos and our commercial practices, ensuring we meet our pledges, to improve the lives of Wirral residents, as well as increasing income and opportunity.
- 1.4 Commercial activity is not new to Wirral Council. Wirral currently operates commercial services in a range of diverse sectors including leisure, theatre events, car park charging, garden waste and services to schools through a Community Interest Company (Edsential). We also have our own local Authority Trading Company (Wirral Evolutions) providing day services to vulnerable adults. This strategy will consolidate the Council's existing commercial activity and provide a structured corporate framework for commercial projects and all future commercial activity.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The development of a commercial approach is one of the Council's Financial Strategy Principles. These are contained in the Medium Term Financial Strategy 2016-21 which was agreed and adopted by Full Council on 3 March 2016. Along with the Wirral Plan, these are key policy documents and drive all other business planning processes within the Council. Consequently they are vital for the Council's future development.
- 2.2 In line with these, Wirral continues to progress a range of measures including re-commissioning, contractual negotiation and service re-design to develop its approach to the medium term budgetary pressures it faces. This is in order to maintain a financially sustainable future and meet the pledges outlined in the Wirral Plan. One of the principles is the development of a commercial approach. As such this is therefore, one of a number of options being developed to solve the financial challenges the Council faces.

3.0 BACKGROUND INFORMATION

- 3.1 The Medium Term Financial Strategy indicates the resource issues and principles that shape not only the Budget for the coming year but future budgets by identifying current issues as well as potential developments. The MTFs sets out the financial plans that support and enable the Council to deliver the Wirral Plan. Being one of the Councils key strategies it is critical to the Council achieving its pledges and reflects in financial terms the Wirral Plan. It is through this Strategy that future revenue and capital budgets are developed. The MTFs sets out the Councils financial strategy over the next four years, the responses and approaches that may be adopted to meet the challenges faced and to close the funding gap. An element of Wirral's future medium term financial approach is the requirement for a more commercial approach to all services. An overarching strategy for commercial activity is now required to provide a framework for this.
- 3.2 A commercial approach is a positive way of looking at service development not just a way of solving the financial challenges of an austere financial future. The approach will bring benefits from cash savings which sustain all Council services, to new skills for staff to operate and manage services in new ways.

Further context and strategy drivers are detailed below;

3.3 **Financial**

The Council, together with the majority of Local Government, is facing a challenging financial future. The mix of austerity, with reducing central government grant, and increasing financial demands is making the Council address questions about the long term sustainability of all the services arranged by the Council. The Medium Term Financial Strategy focuses on ensuring that resources are targeted to the 20 Pledges while operating within the reduced financial resources that will be available. The setting of next and future years' budgets will be difficult. The level of savings required to balance the Council's budget are considerable with savings of £129 million by 2020 whilst maintaining key services to residents. Significant savings are expected throughout the next 5 years as public sector expenditure is reduced.

Budget Gap Five Year Position

| 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Total |
|---------|---------|---------|---------|---------|-------|
| £28m | £26m | £21m | £21m | £33m | £129m |

The five year financial projection above highlights that there will be a gap between the Council's available resources and spending pressures. The Council has been, and will continue to work through one of the most challenging financial periods it has ever faced. To respond to this the Council must reshape to meet this new financial reality. Wirral has made savings in the period 2011-2016 and will in the future.

The approach in the MTFs is to continue to avoid direct cuts to services where possible and deliver transformational change. It is based on a series of Financial Strategy Principles that form a framework within which the Council will develop its detailed financial plans over the period to 2020/21. One of these principles is that the Council will -

Exploit and maximise commercial opportunities. This may be through the challenge and renegotiation of contracts as well as the maximisation of income opportunities to offset cuts to services.

3.4 *Wirral Plan*

In order to achieve the ambitions of the Wirral Plan we are committed to delivering a modern public service, organising ourselves to deliver our aims and recognising the need for the Council to be much more commercially focussed, harnessing the spirit and practices of commerce to secure outcomes for residents. This will mean leveraging greater value from assets and resources as well as maximising commercial opportunities and income generation through a range of service models delivered within a public sector ethos. This Strategy is important as it will provide a commercial framework, promote innovation and ensure cost effectiveness through contract and service review and support the growth plan.

3.5 The Wirral Plan highlights that Wirral must become an innovative outward looking organisation that is responsive to new technologies, to cultural and societal change, and to the evolving needs of Customers in order to achieve its objectives. Many Local Councils are leading the way, demonstrating resourcefulness and initiative to rise to the challenges that communities face.

3.6 *Peer Review*

The Corporate Peer Review report of November 2015 suggests, by way of financial strategy, that: *'There are some great opportunities to take a more commercial approach. This is currently significantly underdeveloped in Wirral. Whilst it will not be appropriate for every service area, overall a more commercial approach will help as part of the work to bridge the funding gap. Some initial ideas on commercial opportunities were summarised in the financial review report and there are a range of potential ideas within service areas'*.

This strategy recognises the Peer Review findings and provides the framework for development and delivery of commercial opportunities.

3.7 *Localism Act*

The Localism Act 2011 introduced a new General Power of Competence (GPC), which gave Councils the power to do anything that an individual can do which is not expressly prohibited by other legislation. This gives Wirral Council flexibility and opportunity to act in its own financial interest, undertaking trading and some commercial activities; but limits of the GPC sections 3 & 4 of the Act do apply.

3.8 *Our Commercial Success to Date*

Wirral currently operates commercial activities in a range of diverse sectors including, leisure, theatre events, garden waste and services to schools through a Community Interest Company (Edsential). The Council has also created Wirral Evolutions. This is an example of a local authority trading company, and is very much in line with a developing trend in local government of more Council owned trading companies. As trading bodies, they can provide their services to a much wider market than a council department. Local authority companies represent alternative service delivery vehicles and exist alongside in-house delivery, trusts, social enterprises, outsourcing and other delivery models, but with particular emphasis on the concept of trading. The

advantages of such operations are that a local authority can only enter into trading in the wider commercial market through a company. This strategy will provide a structured framework for greater commercial activity.

- 3.9 The financial context, as stated before, in which the Council operates means that the Council already undertakes a range of activities to generate income and make savings. These range from sharing services with other Councils, traded services to commercial activities such as Leisure services. Without these the Council would have had to cut services. The Council generates over £200m in income, the major sources of income being: Fees and Charges (2016/17 budget at 48m), Council Tax 2016/17 £120m and Business Rates 2016/17 £35m.
- 3.10 **Commercial Success elsewhere in the Sector**
Many councils are turning to this approach to overcome the financial constraints, demonstrating resourcefulness and initiative to rise to the challenges that communities face. Examples of commercial success in the Local Government Sector include;
- 3.11 *Nottingham Council's* Commercialism Programme is one of their key responses to reductions in funding and the challenging social and economic landscape. Commercialism, which is embedding a business-like approach across the workforce, impacts on every part of Nottingham's business and in the last financial year generated in excess of £4m in increased revenue and achieved significant cost reductions.
- 3.12 *North Lincolnshire Council* offer a portfolio of commercial services including Construction & Site management services, Arboriculture and landscaping, vehicle maintenance and MOT's, IT and Digital Services and Procurement Consultancy.
- 3.13 *Buckinghamshire County Council* has established 'Buckinghamshire Law Plus' to deliver legal services to local authorities and voluntary and wider public sectors. The company objectives are to develop a commercial legal firm, operating efficiently to deliver high quality legal services for a range of public and voluntary sector clients; develop a client facing delivery model, focusing on providing high standards of expert legal advice; and share specialist knowledge to enable professional development for staff and trainees.
- 3.14 **Proposed Vision and Principles for Wirral Council's Commercial Approach**
- 3.15 An important element of the Commercial approach is finding the right balance between our public sector ethos and our commercial practices, ensuring we meet our pledges, to improve the lives of Wirral residents, as well as increasing income. This is reflected in the vision and principles.
- 3.16 To define our Commercial approach the following vision is proposed for recommendation;
"Wirral Council will take a customer focussed, innovative, commercial and entrepreneurial approach to secure the delivery of high quality and value for money services to support the Wirral Plan."
- 3.17 To underpin this strategy the following key principles have been developed and are proposed for recommendation;

- AIM - Maximise charging, trading, assets and investment opportunities to generate income, surpluses and reduce costs.
- STRATEGY - To develop and implement a plan that will transform the operation of the Council into a business that takes a commercial approach to ensure that we are more flexible, more efficient, more effective and will ensure we deliver better and sustainable outcomes for local people.
- CUSTOMERS & MARKETS - To provide goods, services, and works to Wirral residents and other public organisations and operate within a complex model of multiple markets, rather than a single service model, within a social value ethical framework.
- CULTURE - Foster and embed an innovative and commercial approach through a commercial development programme across the Council.
- SUPPORT TO SUCCEED - Provide rigorous, flexible processes and support services that promote and develop commercialism.



3.17.1 Management of risk is central to our Commercial approach and all potential activities will be assessed with due regard to the risks being taken

3.18 ***Creating the Right Environment***

This paper details the Vision and Principles; this is considered the first phase of the development of Wirral's commercial approach, providing the foundation for further development. It is recognised that achieving a commercial approach to everything we do is a long term aim which will require a programme of work supporting key themes.

It is proposed that next phase, the development of plans to enhance the commercial approach, starts immediately.

3.19 The following key themes have been identified for the second phase;

- *Commercial Strategy Development (Phase 2)*

The development and implementation of a plan that will transform the operation of the Council into a business that takes a commercial approach. Including;

- A 3 year plan of action defining objectives and targets
- Assessment of the structure, resources and commercial support required to meet objectives
- Understanding Customers (including internal services, residents, businesses and other public sector organisations), Markets, Trading Options and Pricing
- Development of a Commercial Toolkit which will include a framework to support the development of new propositions and provide commercial support to staff
- Establishment of a model and methodology for the development and evaluation of commercial opportunities which integrates with the transformation project and finance plan
- Governance & Risk Management
- Communicating the Strategy

Culture

Work is currently being undertaken to finalise a new Operating Model for the Council. This is focussed on delivering better outcomes for residents rather than structure based upon traditional, old-fashioned blocks of services. The model is designed to enable us to be more flexible, more effective and deliver better value for money for Wirral residents.

This will reflect the fundamental change we need in how the organisation works, plans and delivers in the future. Re-organising ourselves, with the right people with the right skills in the right roles, is critical to our future. It puts us in a better position to develop new, innovative and improved models for delivering services – at less cost – and achieving the outcomes residents want.

Delivering our ambitious plans for the future will require a fundamental shift in how we do business and a change in culture. The new operating model is designed to move us towards that new culture, values and behaviours where we think commercially and design our approach based on outcomes for residents, around partnerships, insight and evidence – working to achieve a new Wirral, where all public resources and activity are invested in achieving the vision we set in the Wirral Plan.

This will require individual and organisational development around commercial thinking. We will develop the skills of our workforce and it will also influence the skills that we require in the people that we recruit in future into key roles and in the partnerships that we develop. An organisational development plan and cultural change programme will be developed to support this by September 2016.

- *Commercial Opportunities*

Understanding and prioritising the best opportunities available to Wirral is the key to the success of this Commercial Approach. This work will detail opportunities available across three key areas:

- **Fees and Charges**
Wirral Council already undertakes charging and the revenue currently received represents a substantial level of income. Work is required to understand the true cost of delivery, the return on investment and to understand how current fees and charges compare to the commercial market where appropriate. Wirral is restricted regarding the fees it can charge in some cases
- **Services and Units**
As detailed in the framework for the new operating model (Outline Transformation Approach, Agenda Item 5; Cabinet 21 March 2016), the Delivery function will lead on designing, negotiating and implementing appropriate delivery options for a range of services, in order to drive major improvements and efficiencies, promote innovation and improve customer experience. As part of this work some services will be re-organised and grouped with other services with shared outcomes. Phase 2 of the Commercial Approach will be to work with the Strategic Hub to identify, evaluate and develop commercial opportunities.
- **Investments**
The Wirral Growth Plan provides a vision for sustainable, accelerated economic growth based on a more connected and talented Borough where all residents contribute to and benefit from sustained prosperity. The preparation of the Plan has been undertaken within the context of the Wirral 2020 Vision and reflects feedback and input from a range of partners in order to capture linkages between all elements of the Plan that will deliver growth for the Borough.

Stimulating business growth and inward investment through implementation of the plan will support the Council's commercial approach by increasing business rate revenues and generating new market opportunities.

The provision of good quality housing that meets the needs of Wirral's current residents and those of the future workforce is a key enabler of growth. It is therefore critical that we work with partners to be clear about how housing investment should be quantified, prioritised and targeted. This includes working with Registered Providers, private sector partners including landlords and developers and investment companies to understand the market and the demand drivers for growth.

The plan to build 3500 new homes by 2020 will support the Council's commercial approach by increasing Council Tax revenues and generating further market opportunities.

One of the key factors in supporting Wirral businesses to grow, and in attracting new investment to the Borough, is the provision of modern, fit for purpose commercial facilities. The Council and other public sector bodies have an extensive and diverse property portfolio including municipal offices, industrial units and ground leases that can be optimised to ensure that they meet the current and future needs of businesses.

The commercial approach to estate management will maximise surplus and return on investment guiding continued improvement, risk management and a Customer focus to estate management activity.

This element will also address commercial aspects of corporate investment and the development of investment opportunities to support the growth plan and maximise return of investment.

- 3.20 It is proposed that plans to implement our commercial approach are reported back to Cabinet in line with the transformation plan for approval.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Medium Term Financial Strategy provides a strategic overview of the issues facing future authority finances in the period 2016/17-2020/21. One of the strategy's Principles is that the Council will exploit commercial opportunities where possible. The delivery of a fully developed Commercial Action Plan will assist the Council in meeting an element of the financial challenges it faces. This may be through the achievement of efficiency savings and the generation of income which will help to bridge the funding gap and potentially provide funding for reinvestment.

- 4.2 At present there are no specific financial implications. However once the Commercial Action Plan is developed there will be a number of financial implications.

5.0 LEGAL

- 5.1 The Council has powers to charge for services and in certain circumstances to trade. This may require different delivery models, specific commercial projects will be examined to ensure that they are within the Council's powers.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 This report has implications relating to workforce development. For this commercial approach to be successful, individual and organisational development around commercial thinking must be implemented. We will develop the skills of our workforce and it will also influence the skills that we require in the people that we recruit in future into key roles and in the partnerships that we develop. An organisational development plan and cultural change programme will be developed to support this by September 2016. This report does not have any direct implications relating to ICT or Assets.

- 6.2 Once the Commercial Action Plan is developed and pieces of work are progressed, any implications relating to resources will be detailed and any requirements for engagement applied as appropriate.

7.0 RELEVANT RISKS

- 7.1 There are no risks relating to this report.
- 7.2 Once the Commercial Action Plan is developed and pieces of work are progressed, all relevant risks will be considered and reported as appropriate

8.0 ENGAGEMENT / CONSULTATION

8.1 Once the Commercial Action Plan is developed and pieces of work are progressed, any requirements for engagement/consultation will be applied where appropriate.

9.0 EQUALITY IMPLICATIONS

9.1 Once the Commercialism action plan is developed and pieces of work are progressed, the EIA process will be applied where appropriate.

REPORT AUTHOR: Joe Blott

Strategic Director Transformation & Resources
telephone: (0151) 691 8001
email: joeblott@wirral.gov.uk

APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|-----------------|------|
| | |

This page is intentionally left blank



**COUNCILLOR
ANN MCLACHLAN**

CABINET

Monday, 27 June 2016

**2015/16 QUARTER 4 (YEAR END)
CORPORATE PLAN PERFORMANCE
MANAGEMENT REPORT**

Councillor Ann McLachlan, Cabinet Member - Transformation, Leisure and Culture , said:

“When we commit to delivering actions to improve the lives of Wirral people, as we did in our Corporate Plan 2015/16 and in our Wirral Plan for 2020, it is vitally important that we track our progress towards achieving them.”

“This report is an excellent example of that robust monitoring: it helps us make sure we are in the best possible place to achieve what we have promised, identify where we need to focus our attention and to hold ourselves to account.”

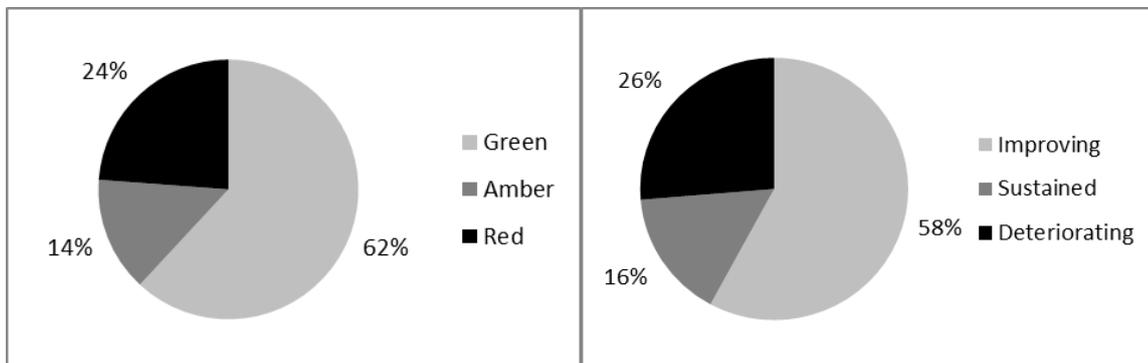
REPORT SUMMARY

This report sets out the Council’s Quarter 4 (January to March 2016) performance against the delivery of the 2015/16 Corporate Plan. The report is attached as Appendix 1 and sets out progress against a suite of agreed indicators. The indicators relate to a range of pledges under the three Wirral Plan themes of People, Business and Environment. This performance report affects all wards within the borough. It is not a key decision.

Corporate Plan performance is monitored against the targets set at the start of the year. For each measure, a Red, Amber or Green (RAG) rating is assigned depending on the performance level against the target. The report also shows the direction of travel illustrating for each indicator whether performance is improving, deteriorating or sustained.

Of the 21 indicators in the report, 13 are rated green, 3 are rated amber and 5 are rated Red. For indicators rated amber and red, the responsible officer has indicated in the commentary the reasons for under performance and the action being taken. Of the 19 indicators where it

is possible to indicate a direction of travel (DoT), 11 are improving, 5 are deteriorating and 3 are showing performance being sustained. The charts set out below show the breakdown in terms of the RAG and DoT ratings:



RAG Rating Breakdown

Direction of Travel Breakdown

For some key areas of work where performance has not met the target set at the start of the year, rigorous assessment has led to significant changes in the Councils approach to these areas of work. This includes a new approach to staff performance appraisal for 2016 including a new process and guidance, a compliance based approach for managers and aspirational new targets. The Council's approach to absence management has also been refreshed including changes to the sickness policy and triggers, management workshops and the development of an employee wellbeing plan.

The Council has a robust approach to performance management to continue to ensure that activity is monitored and reviewed and value for money is provided to Wirral residents. This approach will be further developed and strengthened with the introduction of the new Wirral Plan Performance Management Framework in 2016.

RECOMMENDATION/S

Cabinet Members are requested to note the contents of this report and highlight any areas requiring further clarification or action.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Cabinet Members have the opportunity to review the Council's performance.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 None - the report follows a standard format in line with the performance management framework for the Corporate Plan.

3.0 BACKGROUND INFORMATION

- 3.1 The Corporate Plan 2015/16 was approved in December 2014 outlining what the Council would deliver during the period April 2015 to March 2016. Quarter 4 is the final performance report related to this plan. From April 2016 performance reporting will be carried out in relation to delivery of the Wirral Plan: A 2020 Vision and a new Performance Management Framework has been developed to ensure robust monitoring arrangements will be in place. A number of the key indicators will transfer into the monitoring arrangements for the Wirral Plan.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are none arising from this report.

5.0 LEGAL

- 5.1 There are none arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are none arising from this report.

7.0 RELEVANT RISKS

- 7.1 The performance management framework is aligned to the Council's risk management strategy and both are regularly reviewed as part of Corporate and Directorate management processes.

8.0 ENGAGEMENT / CONSULTATION

- 8.1 N/A

9.0 EQUALITY IMPLICATIONS

- 9.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
No because the report is provided for information.

REPORT AUTHOR: Mike Callon

Team Leader – Performance and Scrutiny
telephone: (0151) 691 8379
email: michaelcallon@wirral.gov.uk

APPENDICES

Appendix 1 – 2015/16 Quarter 4 Corporate Plan Performance Management Report

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|------------------------|-------------------|
| Cabinet | 7 March 2016 |
| Cabinet | 17 December 2015 |
| Cabinet | 10 September 2015 |
| Cabinet | 29 June 2015 |
| Cabinet | 15 January 2015 |
| Council | 08 December 2014 |
| Cabinet | 10 October 2013 |
| Cabinet | 19 September 2013 |
| Cabinet | 11 July 2013 |

APPENDIX 1 - 2015/16 QUARTER 4 CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|---|-------------------------|------------|---------|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| Investing in our future | | | | | | | |
| RECP02 | To maintain local environmental quality (LEQ) of litter, detritus, & graffiti in main gateways and shopping areas | 93.5% | 93.2% | Apr-Mar | Green | ↔ | In 2016/17 this indicator will be re-defined to become borough-wide and will be reported through Wirral Plan reporting arrangements. |
| RECP03 | Number of new affordable homes | 250 | 298 | Apr-Mar | Green | ↑ | In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |
| RECP04 | Number of adaptations completed | 2000 | 2700 | Apr-Mar | Green | ↑ | In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |
| RECP05 | Number of interventions to improve private rented sector properties | 400 | 929 | Apr-Mar | Green | ↑ | In 2016/17 this indicator will be reviewed through service monitoring arrangements. |
| RECP06 | Increase the number of jobs created and safeguarded via Invest Wirral | 975 | 1084 | Apr-Mar | Green | ↑ | In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|--|-------------------------|------------|---------|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| RECP07 | Gross Value Added per head of population | £13,213 | £13,589 | 2014 | Green | ↑ | In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |
| RECP08 | Percentage of working age people claiming out-of-work benefits (economic inactivity) | 13.6% | 12.4% | Mar-16 | Green | ↑ | In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |
| RECP18 | Develop and deliver the Wirral Selective Licencing Scheme (WSLS) | 100% | 100% | Apr-Mar | Green | ↔ | Project delivered. The impact of delivering this project has been far-reaching for residents in the affected areas with 600 residents so far who have directly benefitted from the advice, referrals and support provided by the Council and its partner agencies. Immediate health and safer homes benefits have included energy efficiencies, identifying the need for and the provision of heating grants, safety checks and referrals for welfare rights advice. |
| Promoting Independence | | | | | | | |
| CSC003 | Rate of Children in Need (CIN) per 10,000 | 350.0 | 367.8 (P) | Mar-16 | Amber | ↑ | 2014-15 - 390.7 There continues to be improved performance in this area and a continued reduction in the number of children in need per 10,000 population. This corresponds with an increase in the number of early help assessments as a result of the step down procedures being utilised more effectively and consistently by the District teams. Performance activity in the area will continue to be monitored against set targets. In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements. |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|--|-------------------------|------------|--------|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| CSC008 | Rate of Looked After Children per 10,000 | 96.2 | 99.9 (P) | Mar-16 | Amber | ↔ | <p>2014-15 101.0</p> <p>During Quarter 4 a significant number of complex children's cases have been reviewed at Legal Advice and Action Meetings (LAAM). The concerns for some of these children has been significant and required some children to be placed away from their family and with local authority foster carers. Children who are looked after continue to be subject to robust planning and reviewing through the social work teams and the safeguarding unit and long term plans are identified at the earliest opportunity. The Access to Resources Panel (ARP) meets regularly to review all children placed in the care of the local authority to ensure that they return to their family when it is safe to do so or move to live with permanent or adoptive placements were appropriate. In 2016/17 this indicator will be reported through Wirral Plan reporting arrangements.</p> |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|--|-------------------------|------------|---------------|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| ADCP07 Page 124 | Permanent Admissions of older people (65+) to residential and nursing care homes, per 100,000 population | 696.9 | 762.4 | April - Mar | Amber | ↓ | <p>2014-15 - 810.9</p> <p>The target has been exceeded by 48 placements which in part is due to additional pressures from people who were previously self-funding their placement but have now seen their capital fall below the threshold for funding, when compared to 2014/15 this represents a 16% increase (11 people). Whilst not having achieved the target level set for 2015/16 the activity level does show a 5% reduction on 2014/15 which is equivalent to 25 people. Hospital discharges remain the most significant contributor to permanent admissions with just under 50% of all placements emanating from hospital. The increased number of IMC and Transitional beds from 1st September 2015 has helped to reduce activity in year. This is highlighted by the fact that less than 1% of people who have been placed in an IMC or Transitional bed are subsequently placed in long term residential care. In 2016/17 this indicator will continue to be reviewed through service monitoring.</p> |
| | | | | | | | |
| ADCP11 | Proportion of new requests for support resolved by advice and information | 50% | 61% | April - March | Green | N/A | This was a new indicator in 2015/16. In 2016/17 it will continue to be reviewed through service monitoring. |
| ADCP16 | Proportion of people who have received short term services to maximise independence requiring no ongoing support | 75% | 74% | April - March | Green | ↑ | <p>2014-15 - 71.2%</p> <p>Performance in 2015/16 shows an improvement on the previous year. In 2016/17 this indicator will continue to be reviewed through service monitoring.</p> |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|---|-------------------------|------------|-------------|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| PHCP01 | Rate of attendance at A&E for injury and assault where alcohol was a factor. PHOF 2.18: Alcohol-related admissions to hospital. | 820 | 668.7 | Apr - March | Green | ↑ | 2014-15 - 808.42 Performance has continued on a positive and consistent downward trajectory, one that it has generally sustained for the last two years. This is to be welcomed, and investigation has identified that this downward trend is evident across much of the Northwest, with Wirral's trajectory being a median. The Council now has access to hospital admissions data to enable monitoring of alcohol-related admission to hospital. Analysis has shown that this has also been on a downward trajectory during the period that the proxy indicator has been used in the performance monitoring. In 2016/17, this indicator will continue to be reviewed through service monitoring. |
| PHCP02 | NHS Health Check programme by those eligible – Health Check offered (PHOF 2.22i) | 20% | 26.2% | Apr - March | Green | ↑ | 2014-15 - Offered 22.7%, Uptake 44.4% As predicted, uptake performance in the final quarter of 15/16 rose significantly and resulted in 66% of those being invited for health checks attending. Had the performance been at this level for the entire year, we would have exceeded our local target of 55% and met the national target of 66%. Whilst performance steadily increased over the quarters in 15/16, the low starting performance of only 28% in Q1 means that the overall annual uptake is only 40%. Also (as has been regularly reported) the performance across individual practices varies enormously, with some practices consistently achieving extremely low uptake. Discussion is planned for the Joint Commissioning Group in July regarding the future model for this programme. In 2016/17 this indicator will continue to be reviewed through service monitoring. |
| PHCP03 | NHS Health Check programme by those eligible – Health Check take up (PHOF 2.22ii) | 55% | 39.6% | Apr - March | Red | ↓ | |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|--|-------------------------|------------|---|-----|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| PH04 | Proportion of opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months | 10% | 6.5% | Completions: Oct - Sep 15 Representations: Oct 14 - Mar 2016 | Red | ↓ | Jan 14 - Dec 14 - 7.6% The reporting period now includes the data from the first 8 months of the new contract (Feb - Sept 2015) and the mobilisation of the new service. This is the period during which there was the greatest degree of service disruption. This has resulted in a reduction in the numbers completing treatment through this period. There was also an increase in the number of representations as a consequence of the transition process. This drop in performance was anticipated and predicted. The indicator measures 12 month rolling block activity so the initial months of the contract continue to impact this year (2016) when, as the 12 month rolling block moves on they will drop out of the calculation. Data for February, March and April 2016 shows increasing numbers successfully completing treatment and a substantial reduction in the percentage re-presenting, indicating the hard work of 2015 is now having an impact. This improved performance will take some months to work its way through the monitoring process. Activity is closely monitored, and work with the provider to maximise performance is ongoing. In 2016/17 this measure will continue to be reviewed through service monitoring. |

Red

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|--|-------------------------|------------|---|-------|-----|--|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| PHCP05 | Proportion of non-opiate drug users that left drug treatment successfully who do not re-present to treatment within 6 months | 53% | 33.6% | Completions: Oct - Sep 15 Representations: Oct 14 - Mar 2016 | Red | ↓ | Jan 14 - Dec 14 - 54.9% The performance of this indicator has shown a further reduction since the previous month. Performance has been impacted by the factors outlined above and continues to be interrogated in detail at contract review meetings. Analysis of factors influencing this performance provide cause for some confidence that this will now level out and begin to move to an upward trajectory. Close continuous monitoring is underway and contingency actions have been requested to be taken as it has now dropped below the national average of 38.9%. These actions should improve performance, but this will continue to be affected by transitional factors referred to above for several more months. In 2016/17 this measure will continue to be reviewed through service monitoring. |
| | | | | | | | |
| Transforming the Council | | | | | | | |
| TRCP02 | Projected Delivery of Council budget savings | £29.273m | £28.688m | Apr 15 - Mar 16 | Green | N/A | In July 2015, Cabinet agreed to £9.6m of the original target of £38.024 being re-profiled into 2016/17. The final year end performance was £585K below the revised target of £29.273m. However, savings have been found from other sources to mitigate a number of efficiency measures not being met. |
| TRCP03 | Performance Appraisals completed by September 2015 | 80% | 51% | Apr 15 - Sep 15 | Red | ↑ | This PI has a target completion date of September, therefore the 2015/16 out turn of 51% remains, however as at 31 March 2016 performance appraisals have been completed for 78% of all staff and 91% of managers. Performance against this measure is being reviewed by the Strategic Leadership Team in advance of the 2016 appraisals cycle. In 2016/17 this indicator will continue to be reviewed through service monitoring. |

| 2015-16 Corporate Performance Indicators | | Year End Target 2015/16 | Q4 2015/16 | | | | Year End Statement |
|--|---|-------------------------|------------|-----------------------------|-----|-------------------------|---|
| PI Ref | PI Title | | Actual | Period | RAG | DoT | |
| TRCP04 | Sickness Absence: The number of working days/shifts lost due to sickness absence (cumulative) | 9.75 | 11.38 | Apr 15 - Mar 16 | Red | ↓ | The latest veirified sickness forecast for 2015/16 is 11.38 (1.63 days above the 9.75 day target) down from 11.60 last month. Management action continues to be taken to reduce the level of sickness absence across the Council. This includes changes to the Council's sickness policy and triggers from October 2015, Strategic Director-led sessions with managers to set expectations and the development of an employee wellbeing plan. On-going performance is being monitored closely on a monthly basis to ensure that these activities are having a positive impact. In 2016/17 this indicator will continue to be reviewed through service monitoring. |
| Direction of Travel (DoT) Key | | ↑ Performance Improving | | ↓ Performance Deteriorating | | ↔ Performance sustained | |



| | |
|--|---|
|  <p>COUNCILLOR BERNIE MOONEY</p> | <p>CABINET</p> <p>27 June 2016</p> <p>Domestic Refuse Collection Outline Business Case</p> |
|--|---|

Councillor Bernie Mooney, Cabinet Portfolio Holder Environment said:

“Ensuring an attractive local environment for this generation and the next is one of the most important pledges in the Wirral Plan. A fundamental part of this is making sure that Wirral meets its targets in relation to recycling.

“A lot of work has been done already to improve our performance and now we need to move onto the next stage. We want to hear the views of every resident as we investigate changes to how we collect waste to make sure the option we choose for the future is the one which puts us in the best possible position to become a greener, cleaner borough.”

REPORT SUMMARY

Cabinet approved the Council’s Waste Management Strategy 2015 – 2020 in December 2015. The Strategy is one of 2 underpinning strategies established to deliver the Council’s pledge to create an ‘attractive local environment for Wirral residents.’

Cabinet were advised of the requirement to transform waste management arrangements through the Waste Management Strategy in order to achieve targets for recycling.

In particular the transformation of the Council’s waste management arrangements is required to enable the Council to deliver the 2020 and legislative target for achieving 50% recycling of domestic waste.

The Council's current recycling performance is 37% and therefore significant changes will be required to existing arrangements in order to reach 50% by 2020. Officers have projected that over 16,000 tonnes of current residual (green bin) waste must be recycled in the future to achieve the 50% 2020 target.

Cabinet instructed officers to carry out an options appraisal exercise to consider options for future waste management arrangements that will achieve the 2020 target and to present recommendations for future waste management following the conclusion of the exercise.

The options appraisal exercise has involved a detailed assessment of a full range of options for the future. The exercise has centred on a series of workshops to identify waste management system options and to test these against critical success and deliverability factors.

Through the workshop exercise officers have identified a shortlist of 2 options; these options form the basis of the Outline Business Case.

It is intended to conduct a detailed technical assessment of the 2 remaining options in order to prepare the Full Business Case that determines the recommended option for the Council's future waste management provision.

This matter affects all Wards in the Borough and is a Key Decision.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the Outline Business Case set out in this report and instruct officers to carry out further detailed work on the two short-listed options in order to prepare a Full Business Case and recommendations for future domestic refuse collections, to be reported to a future meeting.
2. Approve the proposed approach to public consultation on the short-listed options as set out in section 9 of this report.

SUPPORTING INFORMATION

1.0 REASON FOR RECOMMENDATIONS

- 1.1 The Council's current recycling performance is below the level required to meet 2020 targets and although the existing waste management system can be improved, such improvements will not meet the required targets alone. Cabinet approved the Waste Management Strategy in December 2015, the strategy sets out the medium term requirements for waste management legislation and the scale of the task required achieving and exceeding 50% recycling by 2020.
- 1.2 The options appraisal exercise has considered various options to identify waste management systems that can achieve targets as well as contribute to the Council's medium term financial plan. The options shortlist set out in the Outline Business Case will be subjected to a detailed technical assessment as part of the Full Business Case.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Council's existing waste management arrangements and performance is improving and can be improved further. Levels of recycling have increased during 2015/16 through the delivery of a number of initiatives. Officers believe that through the continuation of such initiatives recycling performance will increase from 37% (2015/16 outturn) to 42% by 2018/19. However this will be an optimal level of performance and therefore the improvements to current waste management arrangements will not achieve the 2020 targets. Projected savings to waste disposal costs through improved recycling performance would also not be realised.

3.0 BACKGROUND INFORMATION

3.1 Wirral Council's Waste Management Performance

- 3.1.1 Over the past 10 years the Wirral has been one of the highest performing authorities on Merseyside for recycling, having invested some time ago in new infrastructure and making changes to collection arrangements that significantly increased participation in recycling. Wirral introduced alternating weekly collections (AWC) between recycling (grey bin) and residual (green bin) collections over a number of phases between 2006 and 2007. As a result of this major service change, Wirral's recycling rate increased from 12.4% in 2005/06 to 36.3% in 2008/09. A further recycling increase 4% was achieved in 2010/11, due to the introduction of street sweeping recycling, which brought Wirral's total recycling to just over 40% in 2011/12.
- 3.1.2 However since reaching this position the Council's recycling performance has levelled out and in recent years dropped. The introduction of a chargeable garden waste collection service in 2013 resulted in the quantity of garden waste tonnage collected reducing from 15% to 11%, with the garden waste previously collected being composted or in some cases put in the residual bin.

This has been the main cause of the drop in recycling performance, which has seen a 4% reduction from the peak in 2011/12 of just over 40% to 36% in 2014/15. However the Council's Garden Waste Collection service continues to grow attracting over 39,000 subscribers in 2015/16 and generating an income of over £1.2M

- 3.1.3 Wirral's recycling performance still compares well with other City Region authorities with the majority having lower performance levels, despite our performance trailing off recently.

3.2 Waste Management Options Appraisal Exercise

- 3.2.1 In order to achieve the target of 50% recycling by 2020 an additional 16,289 tonnes of current residual green bin waste will need to be recycled. The Waste Management Strategy approved in December, sets out the projections in waste collected required to achieve the 2020 target. New waste management arrangements will be needed to create the necessary shift from residual waste collections to other forms of recycling. The scale of task facing the Council is movement of over 16,000 tonnes of waste current going into green bins to be collected for recycling.

- 3.2.2 In order to carry out the options appraisal exercise a project team was established in January, along with a timeline setting out the key milestones of the exercise leading up to an anticipated commencement of new waste management arrangements in the spring of 2017.

- 3.2.3 Through the options appraisal exercise, officers have considered a range of solutions for enhancing existing waste management arrangements.

In total 11 options for future waste management arrangements have been considered, these were identified through a study of best practice and highest levels of performance across the country.

The longlist of waste management options, including a no change to current system, are set out in **Appendix 1** along with initially identified advantages and disadvantages for each option.

- 3.2.4 The critical success factors used to consider the longlist of options were as follows:

- 1) To achieve the objectives of the Wirral Plan
- 2) To support long term sustainable resource management objectives
- 3) Deliverability
- 4) Resident ownership and participation
- 5) Local environmental impact
- 6) Compliant with legislation
- 7) Flexibility and adaptability

The waste management system options were measured against the critical success factors using a 0 – 4 scoring system.

- 3.2.5 Workshops were held in January to determine an initial shortlist of 4 options using the scoring system above. During the workshops the Project Team were supported by a range of partners and colleagues including the Merseyside Recycling and Waste Authority and representatives from the Procurement, Policy and Transformation teams. The completed score sheet produced during the workshops to identify the initial shortlist is attached in **Appendix 2**.
- 3.2.6 The initial shortlist of options was further scrutinised through a third workshop in March. Officers were supported for this exercise by waste experts from the University of Central Lancashire (UCLAN) and the complementary use of the 'Wastecosmart' European Project Decision Support Tool. Through this exercise a further 2 options were eliminated to create the reduced shortlist for the Outline Business Case.
- 3.2.7 An overview of UCLAN's work and the Wastecosmart project, along with the scoring charts produced through use of the Decision Support Tool are attached in **Appendix 3**.

3.3 Options Shortlist

The options appraisal exercise has identified the following 2 options for future waste management provision. Both remaining options involve establishing weekly separate food waste collections and changing residual green bin collections, either by reducing capacity through a smaller bin (option 1) or reducing the frequency of collection (option 2).

The current fortnightly dry recycling (grey bin) and garden waste (brown bin) will continue as part of both options.

It is officer's view that both options achieve the 2020 recycling target.

| OPTION | GREEN - RESIDUAL BIN | GREY - MULTI MATERIAL BIN | NEW FOOD BIN |
|--------|-------------------------------------|------------------------------------|-------------------|
| 1 | NEW 140L EVERY 2 WEEKS | 240L EVERY 2 WEEKS | 23L EVERY WEEK |
| 2 | CURRENT 240L EVERY 3 WEEKS | 240L EVERY 2 WEEKS | 23L EVERY WEEK |

4.0 OUTLINE BUSINESS CASE

4.1 Strategic Case

The Wirral Plan pledge to create an attractive local environment for Wirral residents includes the commitment to achieve 50% recycling by 2020. The Waste Management Strategy that sets out the required level of service change was approved by Cabinet in December. Cabinet have subsequently requested to receive recommendations for a waste management arrangement that will achieve the required increase in recycling performance.

4.2 Economic Case

Through the options appraisal exercise a longlist of options has been prepared through the identification of best practice and performance and then studied against a set of critical success factors. Details of the options appraisal longlist, including advantages and disadvantages of each is attached in **Appendix 1**.

4.3 Commercial Case

4.3.1 Variations to the Council's Waste Recycling and Street Cleansing Services Contract will be required to facilitate the introduction of new waste management arrangements. The contract with Biffa Waste Services Ltd has been extended and will now run until 2027, although there is a break clause window in 2023.

4.3.2 Food waste collections can be added to the range of contractual arrangements because the collection of organic waste was included within the scope of the contract's original OJEU notice.

4.4 Financial Case

The technical assessment to be delivered as part of the Full Business Case will include analysis of the financial implications of the remaining options. Both options will require significant initial capital expenditure to invest in the necessary infrastructure to establish new services which will then lead to future efficiencies and savings from this initial outlay.

The assessment will also study the potential savings in waste disposal and operational costs through each option.

4.5 Management Case

4.5.1 The implementation of new waste management arrangements will affect every Wirral household; it will involve the biggest service change since alternating waste collections were introduced in 2006.

4.5.2 The delivery of a mobilisation plan will have a significant impact on the capacity within services and partner organisations at the time of implementation and the Full Business case will set out the implications of this.

4.6 Full Business Case

The technical assessment to be completed as part of the Full Business Case will cover all aspects of waste management provision and the case for change including:

- Domestic refuse storage and collection arrangements for terraced properties and other locations requiring specific solutions.
- Visiting and learning from other authorities with similar provision to the waste options being considered.
- Recycling medium and long term performance projections
- Modelling of the operational arrangements and systems.
- Review of the Council's waste management policies and their enforcement.
- Mobilisation plan and resource requirements for establishing new waste management arrangements.
- Future proofing vehicle fleet provision including dynamic communication channels with residents.

5.0 FINANCIAL IMPLICATIONS

5.1 Transforming recycling performance to achieve the 50% target will provide the Council with savings, both in terms of reduced disposal costs through the waste levy and potentially operating costs from changed collection arrangements.

5.2 The cost of waste disposal is expensive with the Council's waste levy apportionment for 2016/17 being £15.4M. There also remains a potential for such costs to increase further unless changes are made to the way waste is managed.

5.3 It is difficult to predict the level of levy saving as the current levy apportionment is relative performance of other member authorities. The levy apportionment formula is due to be reviewed as part of the Liverpool City Region's strategic waste review due to be undertaken in 2016/17. Should the formula be changed to incentivise levels of recycling (rather than currently being based purely on tonnage generated), transforming the Council's performance would result in significant reductions to the Council's levy costs.

5.4 An illustration of how expensive waste disposal costs can be is Greater Manchester where one authority's waste disposal costs are £36m per annum, compared to our levy apportionment of £15.4M for this year. Such expensive disposal costs and an incentivised levy formula towards recycling have pushed Greater Manchester authorities into adopting new waste management arrangements in order to transform recycling performance.

- 5.5 The Full Business Case options will articulate the financial case for change and scale of benefit to the Council for each potential waste solution. The options being considered will require significant capital investment; officers will therefore set out 'invest to save' opportunities and medium and long term benefits coming in return from such initial investment.

6.0 LEGAL IMPLICATIONS

- 6.1 The E.U. Waste Framework Directive 2008 provides the legislative framework for the collection, transport, recovery and disposal of waste. The directive requires all member states of the EU to take the necessary measures to ensure waste is recovered or disposed of without endangering human health or causing harm to the environment and includes permitting, registration and inspection requirements. The Waste (England and Wales) (Amendment) Regulations 2012 were laid before Parliament and the Welsh Assembly on 19 July 2012 and came into force on 1 October 2012.
- 6.2 For local authorities, the Directive includes targets for member states to reuse and recycle 50% of household waste by 2020 and the EU is currently proposing that these targets increase to 65% by 2030. England's recycling rate for 2013/14 was 44.5% as confirmed by DEFRA. If the targets are missed, there are provisions in the Localism Act for any fines imposed by the EU to be passed down to local authorities.

7.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 7.1 The technical assessment to prepare the Full Business Case will be delivered in-house with existing resources. The technical assessment of the 2 options will consider the full resource implications for the Council and its partners, in order to set these out in the Full Business Case.
- 7.2 The scale of the service change being proposed will require significant planning and resourcing. The Full Business Case will therefore set out details of the mobilisation plan to establish new services, along with timescales for implementation and overseeing governance arrangements.

8.0 RELEVANT RISKS

- 8.1 The development of the Outline Business Case has involved a detailed and thorough approach to the options appraisal project's management. Both the Outline Business Case and Full Business Case will be delivered in house and the project team are managing the risks associated with developing the recommendations for future waste management arrangements. However due to the importance of the decision to be taken, it has been recommended that an external third party be commissioned to validate the Full Business Case in order to provide assurance. Cabinet approved the use of external support for project validation in December 2015.

8.2 The Full Business Case will consider the risks associated with each of the remaining options. However headline risks associated with new waste management arrangements include the following:

- The new waste collection arrangements do not create the required capacity to facilitate the level of shift required from residual waste to recycling provision.

Control – thorough testing the recommended collection model prior to implementation.

- Participation levels in recycling fail to rise to the levels required to achieve the 2020 target.

Control – resident engagement through forums and door stepping exercises, detailed analysis of participation levels, ongoing follow up support to residents.

- Levels of fly tipped domestic refuse increase and increased levels of contamination within recycling provision.

Control – enforcement of waste policies and promotion of action taken.

9.0 ENGAGEMENT/CONSULTATION

9.1 It is recommended that the Council carries out a public consultation exercise regarding future waste management provision. The scale of service change being proposed to waste management arrangements means that all households will be affected.

9.2 It is therefore proposed to carry out a consultation exercise with residents on the options for future waste management and the reasons behind the need to change current arrangements.

9.3 The conclusions of the consultation exercise will be included within the Full Business Case to help shape the recommended solution for future waste management.

10.0 EQUALITY IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

No because Equality Impact Assessments will be carried out as part of the Full Business Case for the remaining future waste management options.

REPORT AUTHOR: Mike Cockburn
Senior Manager (Waste & Environment)
telephone: (0151 606 2453)
email: mikecockburn@wirral.gov.uk

APPENDICES

Appendix 1 – Waste Management Options Appraisal Longlist
Appendix 2 – Waste Management Options Appraisal Shortlisting Scoring
Appendix 3 – UCLAN Wastecosmart European Project and Decision Support Tool

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|--|------------------|
| Cabinet – Wirral Council Waste Management Strategy 2015 – 2020. | 17 December 2015 |
| Cabinet - Refuse and Environmental Streetscene Services Contract – Enhanced Contract Extension Offer Following Strategic Director Negotiations. | 14 December 2014 |

Appendix 1 - Waste Management Options Appraisal Longlist

| Option | Green Residual | Grey Dry Recycling | Brown Garden Waste | Food Recycling | Bags/Boxes | Total Weekly Capacity (General + Dry Recycling) | Pros | Cons |
|--------|------------------------|------------------------|---|----------------|--|---|---|---|
| 1 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | | | 240ltr | <ul style="list-style-type: none"> - Familiar. - Simple. - Only two or three containers. - Some capacity for improvement – increase capture rates, which are currently only 66% of available collected materials. | <ul style="list-style-type: none"> - Will not meet 50% recycling by 2020 as only avg. 32% of total waste is targeted in grey recycling bin and avg. 14% garden waste (on a free collection), which is a total of 46%. - Will not significantly reduce waste arisings. - Risk of rising disposal costs. - Risk of fines for not meeting recycling targets in 2020 and beyond. - Charge for GW is not popular. |
| 2 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (free) | | | 240ltr | <ul style="list-style-type: none"> - Familiar. - Simple. - Only two or three containers. - Some capacity for improvement – increase capture rates, which are currently only 66% of available collected materials. - Will increase recycling rate by approx. 4% (which was lost when charges were introduced). - Reduce flytipping. - Free GW would be popular. | <ul style="list-style-type: none"> - Cost to the Council – savings will therefore be required to come from elsewhere. - Might reduce home composting and charity donations. - Discourages re-use. - Increased waste collected per household. - Will not meet 50% recycling by 2020 as only avg. 32% of total waste is targeted in grey recycling bin and avg. 14% garden waste (on a free collection), which is a total of 46%. - Risk of rising disposal costs. - Risk of fines for not meeting recycling targets in 2020 and beyond. |
| 3 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | | Bags / Boxes (Increase range of materials) | 275ltrs | <ul style="list-style-type: none"> - Reduce landfill waste. - Reduce cost of collection and disposal. - Increase recycling to meet targets – all additional recyclable material, including other plastics, metals, WEEE and textiles is 13.2%, which is 45.2% dry recycling and an additional 10-14% garden waste recycling. - Easier for residents as additional recycling can be disposed of at the kerbside, rather than travel to a HWRC or other local recycling bank. | <ul style="list-style-type: none"> - Possibly increase the quantity of containers at each property. - Possible litter from boxes/bags and waste not being adequately secured. - Agreement already in place with MRWA for the range of materials we can collect for recycling - would possibly require contract variations and alterations to the MRF - COST. - Cost to supply additional containers and future replacements. - Possible additional collection costs. - Possible H&S issues e.g. manual handling of boxes. |
| 4 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly Food & Garden (free) | | | 360ltrs | <ul style="list-style-type: none"> - No additional containers required. - Less vehicles required. - Can still charge for the GW fraction of the bin. - Increase recycling through the addition of food. | <ul style="list-style-type: none"> - Must treat food waste more rigorously = more expensive treatment. - Already trialled in Wirral and was not successful. Very little food waste captured. IVC technology is unreliable. - Can lead to greater quantity of landfilled waste, if IVC treatment not successful. - Properties without a garden and no need for a 240ltr bin for food waste. |

| Option | Green Residual | Grey Dry Recycling | Brown Garden Waste | Food Recycling | Bags/Boxes | Total Weekly Capacity (General + Dry Recycling) | Pros | Cons |
|--------|------------------------|------------------------|---------------------------------------|-----------------------|------------|---|--|--|
| 5 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | 23ltr bin Weekly | | 263ltrs | <ul style="list-style-type: none"> - Increase Wirral's recycling rate to 42%, assuming a 30% capture rate. - Less biodegradable waste to landfill. - Weekly collection of food waste likely to be more popular, especially in Summer. | <ul style="list-style-type: none"> - Increase the number of containers per household. - Cost to supply food waste containers (in house and external). - Replacement containers? - Supply caddy liners? - Cost to run additional service. - Capture of food waste likely to be low (around 30% of available – 7,000 tonnes of 23,000 tonnes, but can be as low as 10%). - Increases household waste capacity to 263ltrs per week, so total waste arisings likely to increase. |
| 6 | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | 70ltr bin Fortnightly | | 275ltrs | <ul style="list-style-type: none"> - Increase Wirral's recycling rate to 42%, assuming a 30% capture rate. - Less biodegradable waste to landfill. | <ul style="list-style-type: none"> - Increase the number of containers per household. - Cost to supply special food waste containers (in house and external). - Requires a specific liner for optimum effectiveness - £12 per annum per property. - Replacement containers? - Cost to run additional service, but less than the weekly food waste collection option. - Capture of food waste likely to be low (around 30% of available – 7,000 tonnes of 23,000 tonnes, but can be as low as 10%). - Increases household waste capacity to 275ltrs per week, so total waste arisings likely to increase. - Fortnightly food waste collection using aerobic bin is untested on a large scale. - Understanding and acceptance of the aerobic bin chemistry and success. |
| 7 | 240ltr bin 3-Weekly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | 23ltr bin Weekly | | 223ltrs | <ul style="list-style-type: none"> - Encourage waste prevention and reduction, although overall capacity only 5ltrs less each week. - Reduce cost of collection and disposal. - Help encourage better use of dry recycling and the food waste collection systems. - AHP collection available for families requiring additional capacity for nappies or medical waste? - Remove the issue of "smelly waste" in bins for two (or more) weeks. | <ul style="list-style-type: none"> - Major change for residents. - Collection confusion – calendars essential. - Likely to be unpopular. - Increased risk of flytipping. - Disruption to service more difficult to manage (e.g. bad weather, industrial action). - Increased contamination in recycling bins. - Increased use of HWRC. - Cost of AHP collections – resident or Council to pay? - Another container for AHP collections – this could possibly highlight vulnerable properties. |

| Option | Green Residual | Grey Dry Recycling | Brown Garden Waste | Food Recycling | Bags/Boxes | Total Weekly Capacity (General + Dry Recycling) | Pros | Cons |
|--------|---------------------------|---------------------------|---|--------------------------|--|---|---|--|
| 9 | 240ltr bin 3-Weekly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | 70ltr bin Fortnightly | | 235ltrs | <ul style="list-style-type: none"> - Encourage waste prevention and reduction – overall 25ltrs less capacity per week. - Reduce cost of collection and disposal. - Help encourage better use of dry recycling and the food waste collection systems. - AHP collection available for families requiring additional capacity for nappies or medical waste? - Remove the issue of “smelly waste” in bins for two (or more) weeks. | <ul style="list-style-type: none"> - 5ltrs less kerbside disposal capacity per week. - Would require a larger food waste container. - Major change for residents. - Collection confusion – calendars essential. - Likely to be unpopular. - Increased risk of flytipping. - Disruption to service more difficult to manage (e.g. bad weather, industrial action). - Increased contamination in recycling bins. - Increased use of HWRC. - Cost of AHP collections – resident or Council to pay? - Another container for AHP collections – this could possibly highlight vulnerable properties. - Fortnightly food waste collections are untested on a large scale for household collections. |
| 10 | 140ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly (subscription) | 23ltr bin Weekly | | 213ltrs | <ul style="list-style-type: none"> - Encourage waste prevention and reuse through less capacity. - Reduce cost of collection and disposal. - Potentially increase recycling. - Retain a more frequent general waste collection. - Could also add in an optional AHP collection. | <ul style="list-style-type: none"> - 27ltrs per week less capacity – possibly require a larger food waste container to capture more of the org. catering. - Could be unpopular. - Increased risk of flytipping. - Cost of supplying new bins and/or containers. - Logistics of removal of old bins. - Increased contamination in recycling bins. |
| 11 | 140ltr bin Fortnightly | | 240ltr bin Fortnightly (subscription) | 23ltr bin Weekly | Bags / Boxes Source separated materials | 210ltrs | <ul style="list-style-type: none"> - Source separated recycling is compliant with Waste Framework Directive (TEEP). - Weekly collection of food and recycling. - Optional weekly / fortnightly collection of AHP. - Increased range of recycling collected at the kerbside. - Welsh collection systems – proving that this is an ideal collection to achieve recycling rates over 50%. - Encourages waste prevention and reuse. - Likely to increase quality of recyclate. | <ul style="list-style-type: none"> - Logistics of removing current 240ltr grey bins. - Removal of 240ltr green bins. - Delivery of new 140ltr bins and recycling containers. - Replacement containers. - More sorting of recycling required by residents. - Lots of containers has not been popular when introduced in other areas. |

This page is intentionally left blank

Appendix 2 - Waste Management Options Appraisal Shortlisting Scoring

| | | Option 1 (baseline) | Option 2 | Option 3 | Option 4 | Option 5 | Option 6 | Option 7 | Option 8 | Option 9 | Option 10 | Option 11 | |
|--|------------------|---------------------------------------|--|---|------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Future Sustainable Resource Management Options Appraisal | | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin 3-weekly | 240ltr bin 4-weekly | 240ltr bin 3-weekly | 140ltr bin Fortnightly | 140ltr bin Fortnightly | |
| | | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | 240ltr bin Weekly | 240ltr bin Fortnightly | 240ltr bin Fortnightly | Bags / Boxes Weekly | |
| | | 240ltr bin Fortnightly (subscription) | 240ltr bin Fortnightly (free) <small>**residents one off payment for a brown bin</small> | 240ltr bin Fortnightly (subscription) | 240ltr F&G bin* Fortnightly (free) | 23ltr bin** Weekly | 70ltr bin* Fortnightly | 23ltr bin** Weekly | 23ltr bin** Weekly | 70ltr bin* Fortnightly | 23ltr bin** Weekly | 23ltr bin** Weekly | |
| | | | | Bags / Boxes Increase range of materials incl separate WEEE, textiles & additional plastics | | 240ltr bin Fortnightly (subscription) |
| | | | | | | | | | | | | | |
| Critical Success Factors | Weighting | | | | | | | | | | | | |
| 1. To achieve the objectives of the Wirral Plan: - Will achieve the target of 50% recycling by 2020 - Will lead to optimum levels of resident's participation in recycling. - Will deliver the objectives of Wirral's Waste Management Strategy. - Will lead to a reduction in waste generated in Wirral | H | 3 | 6 | 3 | 3 | 9 | 6 | 12 | 12 | 12 | 12 | 9 | |
| 2. To support long term sustainable resource management objectives: - To meet the requirements of the waste hierarchy and waste minimisation - Will drive environmental sustainability, carbon reduction and climate change objectives. - Can be developed to address potential legislative changes | H | 0 | 0 | 0 | 0 | 6 | 3 | 12 | 12 | 12 | 12 | 9 | |
| 3. Deliverability of option: - Can be mobilised to be in place by April 2017 - The cost of the option in terms of capital outlay and ongoing operations - Offers value for money - Will provide a reliable operation - Can facilitate complimentary provision from the third and community sectors. | H | 9 | 6 | 6 | 0* | 9 | 9 | 12 | 12 | 12 | 6 | 3 | |
| 4. Resident ownership and participation - Simplicity of system to use - Implications for households - Ability to respond to resident insight - Applicability to Wirral's contrasting socio demographics - Equality impact assessment | H | 9 | 9 | 9 | 6 | 6 | 3 | 9 | 6 | 6 | 9 | 3 | |
| 5. Local environmental impact - Environment impact assessment | L | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 1 | 1 | 2 | 1 | |
| 6. Compliant with legislation (including TEEP) | M | 4 | 4 | 4 | 4 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | |
| 7. Flexibility and adaptability: - To become part of a future City Region arrangement. - Can be further developed to address new waste streams | M | 6 | 6 | 6 | 2 | 6 | 4 | 6 | 6 | 6 | 6 | 2 | |
| Total (Score x Weighting) | | 34 | 34 | 30 | 18 | 45 | 33 | 59 | 55 | 55 | 53 | 33 | |

| |
|------------------|
| Weighting |
| High = 3 |
| Medium = 2 |
| Low = 1 |

| | |
|--------------|----------------------------------|
| Score | Criteria |
| 0 | Does not meet the objective |
| 1 | Not likely to meet the objective |
| 2 | Partially meets the objective |
| 3 | Meets the objective |
| 4 | Exceeds the objective |

| | |
|------------|-------------------------|
| Key | |
| | General household waste |
| | Recycling |
| | Garden waste |
| | Food waste |
| | Bags/boxes |

* Unproven technology not suitable for IVC by 2017

** Food waste will have a kitchen caddy, biodegradable bag & outside bin

This page is intentionally left blank

Appendix 3 – Wastecosmart Project and Scoring

Merseyside Recycling and Waste Authority (MRWA), University of Central Lancashire (UCLAN) and C-Tech Innovation are involved in a three year European funded project, WASTECOSMART. The project involves partners from Merseyside, Turin, Amsterdam Stockholm, Larnaca and Budapest.

WASTECOSMART’s overall objective is to strengthen and increase the innovation capacity of regional research-driven clusters in resource efficiency, through cooperation, research and technological development within the waste sector.

UCLAN developed the Decision Support Framework tool (DSF), which helps to inform waste management policies and decision making. The consortium has already run workshops in Amsterdam and Stockholm. The WASTECOSMART team believes that stakeholder input is imperative to the success of this tool and the Waste Management Options Appraisal Team have been involved to ensure the issues important to Wirral have been addressed.

The DSF tool uses “effects” under four broad headings of:

- Resource Use
- Social Impact
- Economic Benefit
- Environmental Impact

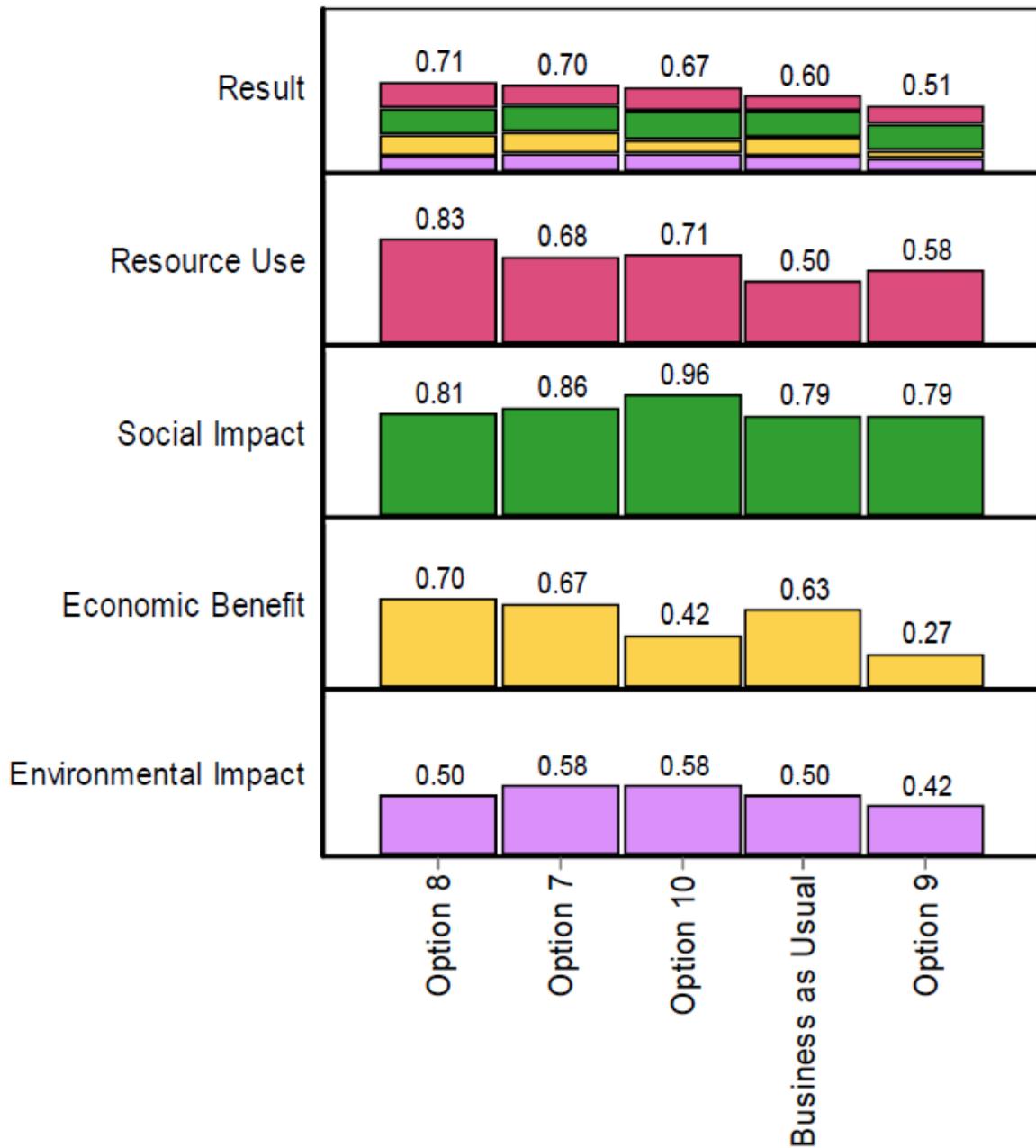
Using predicted outcomes the tool has delivered the following results:

| Option | Score |
|--|-------|
| Business as Usual | 0.60 |
| Option 7 (3-weekly residual, weekly food) | 0.70 |
| Option 8 (4-weekly residual, weekly recycling, weekly food) | 0.71 |
| Option 9 (3-weekly residual, fortnightly food) | 0.51 |
| Option 10 (140ltr residual fortnightly, weekly food) | 0.67 |

The “best” system using the tool is a 4 weekly residual collection, with a weekly dry recycling and weekly food recycling collection. However, this is currently not in use in the UK (apart from a very small scale trial in Fife of 2000 properties) and is a very big change for residents, involving much higher risks.

For this reason, we will focus on Options 7 and 10 as options for future waste management.

Chart to show heading and overall results using the DSF tool:





**COUNCILLOR MATTHEW
PATRICK**

CABINET
Monday, 27 June 2016

KEEPING RESIDENTS INFORMED

Councillor Matthew Patrick, Cabinet Member - Community Engagement and Communications, said:

“Wirral Council has a duty to keep its residents well informed about the community and the services available to them. At a time of such change in the public sector as a whole, this duty has never been more important.

“Our Residents’ Survey last year told us very clearly that people in Wirral did not feel well informed: which made it clear to us that we needed to prioritise improving communication with residents.

“This report allows us to communicate more effectively with every resident in Wirral and, importantly, helps us to do it while achieving financial savings – improving our communication, getting important information to more people, while reducing what we currently spend.”

REPORT SUMMARY

This report proposes that Wirral Council launches a monthly publication, containing community and public service information, which will be distributed to every household and every business within the borough.

This proposal is a direct response to the findings of the Wirral Residents' Survey in 2015; one of the key findings of which was that Wirral residents did not feel well informed about services and information in their area.

The publication would be funded through consolidating a proportion of the Council's current advertising spend and accepting advertising which, combined, allow the Council to significantly improve its ability to communicate with all residents while making cumulative savings on existing advertising costs.

Therefore, no 'new' expenditure would be incurred through the development of this community newsletter: it would be funded entirely through consolidating and making better use of existing, required spend.

This report affects all wards in the borough and is not a key decision.

RECOMMENDATION/S

Cabinet is requested to:

- 1) Agree the approach for developing a monthly publication, distributed to every household and business in the borough set out in the report.
- 2) Note the projected financial savings associated with this project, outlined for Cabinet in section four of this report.
- 3) Authorise officers to take all necessary steps including requisite procurement exercises in order to progress the proposal for a monthly publication as outlined in the report with a view to delivering the first edition in late autumn 2016.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Through the Wirral Residents' Survey 2015 the Council is aware that residents do not feel well informed about services and developments within the borough. The Survey indicated that in this area Wirral performed significantly worse than other comparable authorities and highlighted "keeping residents informed" as an area which should be prioritised.
- 1.2 This proposal is a direct response to this recommendation and the survey findings. The Council is in a position where it is able to reinvest a proportion of current advertising costs into the development of a printed publication, containing public service information and community news, which would be delivered to every resident and business in the borough. Keeping residents better informed while at the same time achieving financial savings for the authority.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Council has identified "keeping residents informed" as a major priority for the coming year, made even more important by the changing nature of public services and the potential for further change in the coming years due to ongoing financial challenges.
- 2.2 It is not appropriate for the Council to respond to this need through investing additional resources into communications activity, particularly in a time of ongoing austerity policies from Central Government. Instead, we must make better use of the resources currently invested in communicating with residents. Redirecting a proportion of those funds into the creation of a printed publication can achieve this.

3.0 BACKGROUND INFORMATION

- 3.1 This project will see the Council develop and launch a publication, designed to improve how informed residents are about community information, public services and developments. The publication will be delivered to all 147,000 Wirral households, all 7,500 Wirral businesses and see an additional 15,000 copies distributed to high-footfall locations such as supermarkets, hospitals and train/bus stations. We will additionally develop a new website to carry similar information as well as make better use of social media and other digital channels.
- 3.2 The project is designed to achieve an improvement in how well informed Wirral residents feel about services and community information, helping to connect our communities. It will also allow the Council to both decrease and make better use of funding which is currently used to communicate with residents through advertising for various services and requirements.

Keeping Residents Informed

- 3.3 The Council commissioned a robust and comprehensive programme of market research in late 2015, in order to more fully understand what is most important to

residents, and what they feel about the borough, the Council and public services in general. This research delivered some hugely valuable insight into what residents want and need from their public services, and has also provided some powerful findings with profound communications implications.

3.4 The Wirral Resident Survey findings are available on the Council website at www.wirral.gov.uk/wirralplan. Some key findings relevant to this proposal include:

- The majority of residents (58%) do not feel that the council keeps them well informed about the services it provides. This is significantly greater than any of the other comparator authorities, where the average is 43%. The Ipsos Mori findings were clear that communicating with residents is an area which should be prioritised in the future.
- Residents living in Wirral West are significantly more likely to state that they feel well informed (51%) about council services and the benefits it provides, although a similar proportion (49%) does not feel well informed. Those who are more likely to say they are not informed are female (62%), young people (18 to 34 – 71%) and private housing tenants (71%).
- Residents living in Birkenhead and Wallasey were most likely to state they did not feel informed (Birkenhead – 64%, Wallasey – 60%) about council services and the benefits they provide.

(Source: Ipsos Mori Wirral Residents' Survey 2015. Available at www.wirral.gov.uk/wirralplan)

3.5 We are aware existing publications do not reach all Wirral residents through their distribution; with information available suggesting around 1 in 3 Wirral households do not receive a local newspaper or similar publication. We are also aware that while internet usage is growing, not all residents are able or inclined to visit websites to find out about local information relating to public services, events and activities.

3.6 It is due to these reasons the Council believes a new publication which will be available to every Wirral resident, as well as increased and improved digital communications across a redeveloped website and social media platforms, is appropriate and reasonable in order to meet our primary objective of keeping all Wirral residents well informed.

3.7 The Council has held discussions and met with a range of other authorities in order to gather best practice on keeping residents better informed and has come to the conclusion that a new publication, combined with a redeveloped approach to online communications (through a new website and approach to social media), and a new programme of engagement and outreach will be the most effective approach to ensure residents are well informed

3.8 Making sure residents are well informed about services and community information is paramount, especially at a time of such fast-paced change to how services are provided. Delivering a major, sustained improvement in how well informed residents are is the primary driver behind the proposal to develop the publication.

- 3.9 It is important to the Council and the public and voluntary sectors in general that all residents have easy access to important information about the services available to them, particularly those residents in areas of increased economic deprivation.

Publication Content

- 3.10 The publication will not compete with the existing local media publications in Wirral. The publication is designed to operate within a different space to existing media publications in the borough, in that it will publish on a monthly (rather than weekly) basis and will operate with an overwhelming focus on community and public service information, and with a different approach to content and design. The new publication will not carry 'news' in the traditional sense, but it will instead carry relevant, positive and useful information relating to public services, and community events and activities.
- 3.11 The content within the publication will conform entirely to the standards laid out in the Recommended Code of Practice for Local Authority Publicity ("the Code") set out at Appendix 1 in that it will be even handed, non-political, and appropriate, have regard to equality and diversity and be issued with care during periods of heightened sensitivity. The financial projections provided in section 4 of this report also demonstrate the Council achieving best value. The Council acknowledges this publication will involve a departure from the Code in regards to frequency. In the Council's view this is appropriate and reasonable considering the issues we are looking to address. Moreover given the content of the publication will consist of public service information, events and activities, it would not be possible to keep it sufficiently informative based on a quarterly publication.
- 3.12 The publication will be clearly identified as being produced by the Council and will not present itself as an independent media source; it will focus on community and public service information which residents will find useful and relevant to their lives.
- 3.13 The publication will include an events listing for community events and activities, and community organisations, charities and residents groups will be actively encouraged to share their news, activities and information with the Council for inclusion within the publication.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Council spends in the region of £500,000 per year on various forms of advertising and promotion: primarily promoting services and events, recruiting staff and the placement of statutory notices. It is proposed that all of this spend is reviewed, with a proportion of the funding being redirected into supporting the delivery of the new publication, allowing the Council to continue the advertising it needs to publish, while ensuring a greater emphasis is placed on securing good value for money. This would result in the Council ceasing some advertising with external organisations.

- 4.2 This would ensure the publication is delivered at no extra cost to the tax payer. The publication would be funded, entirely, from redirecting existing spend into a new publication which is designed to allow the Council to achieve its primary objective for this project – keeping Wirral residents better informed. The Council would also accept advertising within this publication, to allow for the costs to be reduced on an ongoing basis. Advertising accepted within the publication will conform to legal, ethical and public health related principles.
- 4.3 The publication requires no new investment. The indicative costs of the publication are provided below. It is important to note that the ‘Full Cost’ provided is cost which the Council already incurs and will be redirected into the publication, allowing the Council to seek and achieve better value for money.
- 4.4 The income stated is in the form of advertising income targets which the Council will work to achieve. There is a high degree of confidence these income targets will be achieved, based on the success of outdoor advertising developed by the Council and based on conversations with other authorities about similar publications. Non-delivery of these advertising targets would result in potential overspends in the communications and marketing budget.

| Year | Full Cost Re-directed current advertising spend. | Income | Net Cost |
|-------------|--|---------------|-----------------|
| 2016-17* | £118,980 | £39,000 | £79,980 |
| 2017-18 | £237,960 | £85,800 | £152,160 |
| 2018-19 | £237,960 | £94,380 | £143,580 |
| 2019-20 | £237,960 | £103,818 | £134,142 |

* 6 editions are planned and budgeted for in 2016-17.

5.0 LEGAL

- 5.1 Under s 4 of the Local Government Act 1986 (“the 1986 Act”) the Secretary of State is empowered to issue codes of recommended practice as regards local authority publicity, and local authorities must “have regard” to the provisions of such a code in coming to any decision on publicity.
- 5.2 The Code at paragraph 28 in effect imposes three prohibitions:
- (i) First, the Council cannot publish anything that seeks to emulate commercial newspapers in style or content;
 - (ii) Secondly, the Council cannot publish a “newsletter, newssheet or similar communication” more frequently than quarterly;
 - (iii) Thirdly, if the Council does publish a (quarterly) newsletter, newssheet or similar communication, it must not “include material other than information for the public about the business, services and amenities of the council or other local service providers”.

- 5.3 In relation to the first and third points, the Council is clear that the proposed monthly publication would not seek to present itself as an independent newspaper or media source. The publication would seek to promote public services, provide relevant and useful information to residents about public services, and enable community organisations and group to highlight their work in supporting their communities.
- 5.4 With reference to the second point, there is no relevant legal authority (i.e. caselaw) found on the meaning of “newsletter” or “newssheet”. However, those words are essentially used in the Code, alongside the reference to “other similar communications”, to indicate that the format of the publication is not critical. What is key is whether it has a news content. There is nothing in English authority that is sufficiently relevant in defining a “newspaper”, however there are some Australian cases that offer useful guidance, namely *John Fairfax & Sons Ltd v Deputy Commissioner of Taxation* (1988) 15 NSWLR 620 and *Downland Publications Ltd v Deputy Commissioner of Taxation* (1982) 64 FLR 216 and the cases cited in those judgments. They treat it as a question of fact and degree, but say that a newspaper is a publication containing a narrative of recent events and occurrences (i.e. news). News in that sense need not be all that it contains, nor even necessarily the greatest part by column inches (one could have a newspaper most of whose pages were occupied by advertising), but it should be the dominant or principal purpose or characteristic of the publication. So it has been held, for example, that daily form guides for racing are not newspapers.
- 5.5 The requirement for news content is the essential feature of a newsletter or a newssheet, and is needed for something to be a “similar communication” as well. That interpretation is also supported by the purpose (of protecting newspapers from unfair competition) that was the stated rationale for the introduction of paragraph 28 of the Code in its present form.
- 5.6 However, there are some reasons to think that in this particular context a fairly broad approach has to be taken both to what is news, and to what is sufficient news content. That is because “similar communication” obviously is a broadening phrase, and also because the last sentence of para 28 indicates that it is possible to be a newsletter, newssheet or similar communication, and yet contain only information about the business, services and amenities of the council or other local service providers. Again, the first sentence of para 28 indicates that the publication is possible to be a newsletter (etc) without being like a commercial newspaper.
- 5.7 In broad terms, the publication will be caught as a newsletter (etc) if it has a substantial amount of content that is topical because it informs readers about, or discusses, recent or current events. By contrast, a publication that is purely or overwhelmingly dedicated to providing information about matters which have no

real topicality about them should not be caught. This is a matter of fact and degree – it is not possible to draw a sharp dividing line.

- 5.8 The proposal is to ensure that the publication adheres to the Code in relation to its content and style, and would also adhere to the Code in relation to including material only for the purpose of providing information to the public about the business, services and amenities of the council or other local service providers.
- 5.9 There is a statutory requirement to “have regard” to the Code. The Code here does have parliamentary approval under the 1986 Act, and to publish a newsheet monthly rather than quarterly is quite a significant departure, albeit only from one point in the Code. As against that, the subject-matter of the Code is not comparable with guidance concerning (for example) the detention of patients under the mental health legislation. Further, the 1986 Act does contain mechanisms (in ss 4A and 4B) for the Secretary of State to make compliance with aspects of the Code mandatory if he considers it necessary to do so, which suggests that the “have regard” obligation should not be too stringently interpreted when those mechanisms have not been employed.
- 5.10 The caselaw about what to “have regard” to the Code means has recently been reviewed in *R (Governing Body of London Oratory School) v Schools Adjudicator* [2015] EWHC 1012 (Admin). What that review indicates is that having regard to a code or guidance does not mean that it has to be followed, but if an authority is to depart from it, then it needs to recognise that that is what it is doing, and to have formulated reasons for doing so. The extent to which those reasons need merely be ones that are *Wednesbury* reasonable on the one hand, or must attain a certain standard of cogency or convincingness on the other, depends in part upon how fundamental is the departure from the guidance, and in part upon the statutory context (e.g. whether the subject-matter of the guidance deals with fundamental matters such as personal liberty, and whether its content has the approval of Parliament).
- 5.11 The reasoning behind the proposal for a monthly publication, and therefore the departure from the Code, can be summarised as follows:
- (i) There is strong evidence to suggest that local residents do not currently feel well informed about local services, at a time when the need for significant savings means that the Council regards keeping residents informed as being particularly important;
 - (ii) Although there are two free local commercial newspapers that are currently distributed within the borough, the one with the larger circulation still does not reach around one-third of households.

There is evidence that about one-third of households do not currently receive any local newspaper, and there is believed to be a correlation between non-receipt and social deprivation (common sense suggests that distribution of free newspapers is indeed likely to be concentrated, for advertising reasons, on households in areas where disposable income is likely to be higher);

- (iii) The Council believes that to make the intended content of Wirral Life as useful as it should be (i.e. sufficiently topical), monthly publication is required;
- (iv) The Council believes that net financial savings can be achieved by publishing monthly, at a cost partly offset by commercial advertising, and reducing expenditure on other forms of advertising of services and statutory notices.

5.12 The Council has received advice from counsel on this matter.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 The publication will be delivered through existing resources within the Council's communications and marketing division, and through a process of centralising costs associated with communications, advertising and promotion.

6.2 Subject to Cabinet approval the Council will seek to secure contracts with external agencies to deliver print, production and distribution to support delivery of the publication for a period of not less than 36 months.

7.0 RELEVANT RISKS

7.1 A project management group has been established which will guide the Council's work towards delivering this project. An initial risk assessment has been developed and will be further built upon subject to Cabinet giving approval to move the project onto the next stage of its development.

8.0 ENGAGEMENT / CONSULTATION

8.1 The publication will enable the Council to engage more effectively with community organisations, residents and partners; supporting people and communities to be better informed and connect with each other.

9.0 EQUALITY IMPLICATIONS

9.1 There are many positive equality implications emerging from the publication. Every resident, regardless of demographic or geographic factors, will now be able to receive current, up to date and useful information on public services and activities within their community.

9.2 It is also clear from the research conducted last year that residents living in more economically deprived areas of the borough are more likely to say they are not well informed.

REPORT AUTHOR: Kevin MacCallum

Senior Manager: Communications & Marketing
telephone: (0151) 691 8388
email: kevinmaccallum@wirral.gov.uk

APPENDICES

Appendix 1 - Recommended Code of Practice for Local Authority Publicity

REFERENCE MATERIAL

Ipsos Mori Residents' Survey (www.wirral.gov.uk/wirralplan)

SUBJECT HISTORY (last 3 years)

| Council Meeting | Date |
|------------------------|-------------|
| None | N-A |

31 March 2011

CODE OF RECOMMENDED PRACTICE ON LOCAL AUTHORITY PUBLICITY

1. I am directed by the Secretary of State for Communities and Local Government to draw the attention of your authority to the annexed code of recommended practice on local authority publicity, which has been issued under section 4 of the Local Government Act 1986. It comes into force on 31 March 2011. On the same date the codes of practice issued on 15 August 1988 (Department of the Environment circular 20/88) and 2 April 2001 (Department of the Environment, Transport and the Regions circular 06/2001) are withdrawn in relation to local authorities in England.
2. The code has been prepared following consultation with such associations of local authorities as appeared to the Secretary of State to be concerned and such local authorities with whom consultation appeared to the Secretary of State to be desirable. A draft of the code has been laid before, and approved by a resolution of, each House of Parliament.

Signed

Paul Rowsell

A senior civil servant in the Department for Communities and Local Government

The Chief Executive –
County Councils in England
District Councils in England
London Borough Councils
The Council of the Isles of Scilly
Parish Clerks of Parish Councils in
England
The Town Clerk, City of London

The Chief Officer of the –
Metropolitan Police Authority
Police authorities established under section 3 of the
Police Act 1996
The London Fire and Emergency Planning
Authority
The Broads Authority
National Parks Authorities
Joint authorities under Pt 4 of the Local
Government Act 1985
The Manchester Combined Authority

THE CODE OF RECOMMENDED PRACTICE ON LOCAL AUTHORITY PUBLICITY

Introduction

1. This code applies to all local authorities in England specified in section 6 of the Local Government Act 1986 and to other authorities in England which have that provision applied to them by other legislation. Where the term “local authorities” is used in this code it should be taken as referring to both those categories of authority. References to “the Act” are to the Local Government Act 1986.
2. Local authorities are required by section 4(1) of the Act to have regard to the contents of this code in coming to any decision on publicity. Section 6 of the Act defines publicity as “any communication in whatever form, addressed to the public at large or a section of the public”. The code therefore applies in relation to all decisions by local authorities relating to paid advertising and leaflet campaigns, publication of free newspapers and newsheets and maintenance of websites – including the hosting of material which is created by third parties.
3. Nothing in this code overrides the prohibition by section 2 of the Act on the publication by local authorities of material which in whole or in part appears to be designed to affect public support for a political party. Paragraphs 21 to 24 offer some guidance for local authorities on the management of publicity which may contain or have links to party political material.

Principles

4. Publicity by local authorities should:-
 - be lawful
 - be cost effective
 - be objective
 - be even-handed
 - be appropriate
 - have regard to equality and diversity
 - be issued with care during periods of heightened sensitivity

Lawfulness

5. Local authorities should ensure that publicity complies with all applicable statutory provisions. Paid-for advertising must comply with the Advertising Standards Authority’s Advertising Codes.

6. Part 3 of the Communications Act 2003 prohibits political advertising on television or radio. Local authorities must ensure that their publicity does not breach these restrictions.
7. Section 125 of the Political Parties, Elections and Referendums Act 2000 places a specific restriction on the publication by a local authority of material relating to a referendum under Part 7 of that Act, during the period of 28 days immediately before the referendum is held.
8. Regulation 5 of the Local Authorities (Conduct of Referendums) (England) Regulations 2007 (S.I. 2007/2089) prohibits local authorities from publishing material in the 28 days immediately before a referendum which expresses support for, or opposition to a particular answer to a referendum question relating to the constitutional arrangements of the authority.
9. Regulation 15 of the Local Authorities (Referendums, Petitions and Directions) (England) Regulations 2000 (S.I. 2000/2852) prohibits local authorities from incurring expenditure to publish material which appears designed to influence people in deciding whether or not to sign a petition relating to the constitutional arrangements of the authority, or to assist others to publish such material.

Cost effectiveness

10. In relation to all publicity, local authorities should be able to confirm that consideration has been given to the value for money that is being achieved, including taking into account any loss of potential revenue arising from the use of local authority-owned facilities to host authority publicity.
11. In some circumstances it will be difficult to quantify value for money, for example where the publicity promotes a local amenity which is free to use. In such a case authorities should be able to show that they have given thought to alternative means of promoting the amenity and satisfied themselves that the means of publicity chosen is the most appropriate.
12. If another public authority, such as central government, has issued publicity on a particular topic, local authorities should incur expenditure on issuing publicity on the same matter only if they consider that additional value is achieved by the duplication of that publicity. Additional value might be achieved if locally produced publicity gives a local context to national issues.
13. The purchase of advertising space should not be used as a method of subsidising voluntary, public or commercial organisations.
14. Local authorities should consider whether it is appropriate to seek advice from economic analysts, public relations experts or other sources of expert advice before embarking on a publicity campaign involving very large expenditure.

Objectivity

15. Local authorities should ensure that publicity relating to policies and proposals from central government is balanced and factually accurate. Such publicity may set out the local authority's views and reasons for holding those views, but should avoid anything likely to be perceived by readers as constituting a political statement, or being a commentary on contentious areas of public policy.
16. Any publicity describing the council's policies and aims should be as objective as possible, concentrating on the facts or explanation or both. Local authorities should not use public funds to mount publicity campaigns whose primary purpose is to persuade the public to hold a particular view on a question of policy. It is acceptable for local authority publicity to correct erroneous material which has been published by other parties, despite the fact that the material being corrected may have been published with the intention of influencing the public's opinions about the policies of the authority. Such publicity should seek to explain the facts in an objective manner.
17. Where paid-for advertising is used by local authorities, it should be clearly identified as being advertising. Paid-for advertising, including advertisements for the recruitment of staff, should not be used in any publication owned or controlled by a political party.
18. Advertisements for the recruitment of staff should reflect the tradition of political impartiality of local authority employees and should not (except in the case of advertisements relating to the appointment of staff pursuant to section 9 of the Local Government and Housing Act 1989 (assistants for political groups)) refer to any political activities or affiliations of candidates.

Even-handedness

19. Where local authority publicity addresses matters of political controversy it should seek to present the different positions in relation to the issue in question in a fair manner.
20. Other than in the circumstances described in paragraph 34 of this code, it is acceptable for local authorities to publicise the work done by individual members of the authority, and to present the views of those individuals on local issues. This might be appropriate, for example, when one councillor has been the "face" of a particular campaign. If views expressed by or attributed to individual councillors do not reflect the views of the local authority itself, such publicity should make this fact clear.
21. It is acceptable for local authorities to host publicity prepared by third parties – for example an authority may host a blog authored by members of the authority or a public forum on which members of the public may leave comments. Maintenance by a local authority of a website permitting the posting of material by third parties constitutes a continuing act of publication by that local authority which must accordingly have a system for moderating and removing any unacceptable material.

22. It is generally acceptable for local authorities to host publicity, such as a blog, which itself contains links to external sites over which the local authority has no control where the content of those sites would not itself comply with this code. This does not amount to giving assistance to any person for the publication of material which local authorities are not permitted to publish. However, particular care must be taken by local authorities during the period before elections and referendums to ensure that no breach of any legal restriction takes place. It may be necessary to suspend the hosting of material produced by third parties or public forums which contain links to impermissible material during such periods.
23. It is acceptable for publicity containing material prepared by third parties and hosted by local authorities to include logos of political parties or other organisations with which the third parties are associated.
24. It is acceptable for publicity produced or hosted by local authorities to include a logo associated with a particular member of the authority, such as a directly elected mayor, or leader of the authority. Publicity material produced by local authorities relating to a particular member must not seek to affect public support for that individual.
25. Where local authorities provide assistance to third parties to issue publicity they should ensure that the principles in this code are adhered to by the recipients of that assistance.

Appropriate use of publicity

26. Local authorities should not incur any expenditure in retaining the services of lobbyists for the purpose of the publication of any material designed to influence public officials, Members of Parliament, political parties or the Government to take a particular view on any issue.
27. Local authorities should not incur expenditure on providing stands or displays at conferences of political parties for the purpose of publicity designed to influence members of political parties to take a particular view on any issue.
28. Local authorities should not publish or incur expenditure in commissioning in hard copy or on any website, newsletters, newsheets or similar communications which seek to emulate commercial newspapers in style or content. Where local authorities do commission or publish newsletters, newsheets or similar communications, they should not issue them more frequently than quarterly, apart from parish councils which should not issue them more frequently than monthly. Such communications should not include material other than information for the public about the business, services and amenities of the council or other local service providers.
29. Publicity about local authorities and the services they provide should be freely available to anyone who wishes to receive such information in a format readily accessible and understandable by the person making the request or by any particular group for which services are provided.
30. All local authority publicity should clearly and unambiguously identify itself as a product of the local authority. Printed material, including any newsletters, newsheets or similar publications published by the local authority, should do this on the front page of the publication.

Equality and diversity etc

31. Publicity by local authorities may seek to influence (in accordance with the relevant law and in a way which they consider positive) the attitudes of local people or public behaviour in relation to matters of health, safety, crime prevention, race relations, equality, diversity and community issues.
32. Local authorities should consider how any publicity they issue can contribute to the promotion of any duties applicable to them in relation to the elimination of discrimination, the advancement of equality and the fostering of good relations.

Care during periods of heightened sensitivity

33. Local authorities should pay particular regard to the legislation governing publicity during the period of heightened sensitivity before elections and referendums – see paragraphs 7 to 9 of this code. It may be necessary to suspend the hosting of material produced by third parties, or to close public forums during this period to avoid breaching any legal restrictions.
34. During the period between the notice of an election and the election itself, local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that identifies them with any individual members or groups of members. Publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute. It is permissible for local authorities to publish factual information which identifies the names, wards and parties of candidates at elections.
35. In general, local authorities should not issue any publicity which seeks to influence voters. However this general principle is subject to any statutory provision which authorises expenditure being incurred on the publication of material designed to influence the public as to whether to support or oppose a question put at a referendum. It is acceptable to publish material relating to the subject matter of a referendum, for example to correct any factual inaccuracies which have appeared in publicity produced by third parties, so long as this is even-handed and objective and does not support or oppose any of the options which are the subject of the vote.

Published by TSO (The Stationery Office) and available from:

Online

www.tsoshop.co.uk

Mail, Telephone, Fax & E-mail

TSO

PO Box 29, Norwich, NR3 1GN

Telephone orders/General enquiries: 0870 600 5522

Fax orders: 0870 600 5533

E-mail: customer.services@tso.co.uk

Textphone 0870 240 3701

TSO@Blackwell and other Accredited Agents

Customers can also order publications from:

TSO Ireland

16 Arthur Street, Belfast BT1 4GD

Tel: 028 9023 8451

Fax: 028 9023 5401

© Crown copyright 2011

Copyright in the typographical arrangements rests with the Crown.

Published for the Department for Communities and Local Government, under licence from the Controller of Her Majesty's Stationery Office.

Extracts of up to 10 per cent of this publication may be photocopied for non-commercial in-house use, subject to the source being acknowledged.

Application for reproduction should be made in writing to Office of Public Sector Information, Information Policy Team, Kew, Richmond, Surrey TW9 4DU.

Printed by The Stationery Office Ltd under the authority and superintendence of the Controller of Her Majesty's Stationery Office and Queen's Printer of Acts of Parliament.

ISBN 978 0 11 7541061

£6

**TSO**
information & publishing solutions

www.tso.co.uk

Page 164

ISBN 978-0-11-754106-1



9 780117 541061 >