



Cabinet

Date:	Monday, 19 June 2017
Time:	10.00 am
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer: Andrew Mossop
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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 (Pages 1 - 10)

Key Decisions – taken under delegated powers. Period 17 March, 2017 to date.

- Leader of the Council
Sustainable Transport Enhancement Package Years 3-6 (STEP)
(Executive Member Decision Form attached)

Call-in expired on 28 March, 2017

- Cabinet Member – Public Health
Recommission the Healthchecks Programme and Commission a

Service to provide Third Sector Infrastructure Support
(Executive Member Decision Form attached)

Call-in expired on 10 May, 2017

- Leader of the Council
Request for Financial Assistance – Business Growth Grant
Funding
(Executive Member Decision Form attached)

Call-in expired on 18 May, 2017

- Leader of the Council
Request for Financial Assistance – Business Growth Grant
Funding and Wirral Waters Enterprise Zone Investment Fund
(Executive Member Decision Form attached)

Call-in to expire on 12 June, 2017

4. DELIVERING WIRRAL'S GROWTH (Pages 11 - 94)

CABINET MEMBER REPORTS

- 5. WIRRAL PLAN: A 2020 VISION - CROSS-CUTTING STRATEGIES:
WIRRAL TOGETHER STRATEGY (Pages 95 - 122)**
- 6. WIRRAL RESIDENTS LIVE HEALTHIER LIVES: TOBACCO
CONTROL AND ALCOHOL STRATEGIES (Pages 123 - 178)**
- 7. WIRRAL VISITOR ECONOMY STRATEGY (Pages 179 - 214)**
- 8. CAR PARKING CHARGES TRAFFIC REGULATION ORDER -
CONSIDERATION OF FURTHER REPRESENTATIONS (Pages 215 -
242)**
- 9. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR
(PART 1)**

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

10. 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.

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

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

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EXECUTIVE MEMBER DECISION FORM

DECISION TO BE TAKEN BY: CLLR PHIL DAVIES

KEY DECISION: YES

PORTFOLIO AREA: HIGHWAYS & INFRASTRUCTURE

PORTFOLIOS AFFECTED: HIGHWAYS & INFRASTRUCTURE

WARDS AFFECTED: ALL WARDS

**SUBJECT: SUSTAINABLE TRANSPORT ENHANCEMENT PACKAGE
YEARS 3-6 (STEP)**

1. RECOMMENDATIONS:

The Leader of Council is requested to:

- (1) Approve the acceptance of £3,025,000 of Sustainable Transport Enhancements Programme (STEP) funding allocated to Wirral Council by the Liverpool City Region Combined Authority.
- (2) Approve the proposed programme as set out in Appendix 1.
- (3) Delegate authority to the Strategic Commissioner – Environment, in conjunction with the Assistant Director, Law and Governance to enter into a formal funding agreement with the Combined Authority to accept the funding and commit the Authority to the delivery of the programme.
- (4) Delegate authority to the Strategic Commissioner – Environment, in conjunction with the Cabinet Member for Transport and Infrastructure to liaise with the Combined Authority to make adjustments to the programme should the need arise, due to financial or other factors.

2. REASON/S FOR RECOMMENDATIONS:

To ensure the Sustainable Transport Enhancements Programme reflects the Wirral Plan and the Transport Plan for Growth priorities.

To ensure the Wirral element of the Liverpool City Region Sustainable Transport Enhancements Programme delivers against the aims and

objectives identified in the STEP Major Scheme Business Case, in recognition of transport as an enabler of economic growth in the City Region.

3. STATEMENT OF COMPLIANCE

The recommendations are made further to legal advice from the Deputy Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been completed. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

4. DECLARATION OF INTEREST

There are no conflicts of interest.

Signed: 	Signed: 
Executive Member: Cllr Phil Davies	Chief Officer: Mark Smith
Date: 21/3/17.	Date: 21/3/17.
Also present:	
Date of Senior Policy Team Meeting(s):	

A list of background papers on this issue is held with:

Contact Officer: Julie Barnes
Date: 13 March 2017

Date of Publication:

Date of Expiry of Call-In Period:

Form Reference: Executive Member Decision Form May 2012 v 1.0

EXECUTIVE MEMBER DECISION FORM

DECISION TO BE TAKEN BY: Executive Member for Public Health

KEY DECISION YES

PORTFOLIO AREA: Public Health

PORTFOLIOS AFFECTED: Public Health

WARDS AFFECTED: All Wards

SUBJECT:

**Proposal to recommission The Healthchecks Programme:
Proposal to commission a service to provide Third Sector
Infrastructure Support.**

1. RECOMMENDATION:

The executive member for Public Health is requested to:

- a) Authorise the commencement of a procurement process, for the provision and delivery of the National NHS Healthchecks programme, for a 5 year contract (2018-23).
- b) Authorise the commencement of a procurement process, for the provision of Third Sector Infrastructure Support, for an initial 3 year contract (2017-2020) with the option of two one-year extensions.
- c) Authorise the Director of Public Health to secure these services within the Council's Contract Procedure Rules, and to take appropriate action in respect of ensuring their effective implementation.

2. REASONS FOR THE DECISION

- a) In April 2013, the NHS Health Check became a statutory public health service in England. Wirral Council are responsible for making provision to offer an NHS Health Check. to eligible individuals aged 40-74 years once every five years
- The NHS Health Check is made up of three key components: risk assessment, risk awareness and risk management. The outcome of the assessment is then used to raise awareness of cardiovascular risk factors, as well as to inform a discussion on, and agreement of, the lifestyle and medical approaches best suited to managing the individual's health risk.

- The programme aims to prevent heart disease, stroke, type 2 diabetes, kidney disease, and raise awareness of dementia both across the population and within high risk and vulnerable groups.

The services are currently commissioned with 55 Independent GP practices.

It is necessary to re-commission the services highlighted in order to comply with the Public Contract Regulations and Wirral Council Contract Procedure rules, as a result of the full term conclusion of applicable contracts.

- b) Work is currently progressing to identify future need in relation to third sector infrastructure support to enable the Wirral 2020 Plan.
- It is proposed to commission a third sector lead organisation able to inform and influence the work of the Wirral Partnership, enable the growth of the third sector marketplace, encourage economic growth in Wirral and develop volunteering for both individuals and organisations. This process aims to provide outcomes that support the delivery of the Wirral 2020 pledges
 - It is intended that this will integrate provision across the council and engage a broader partnership group. This will deliver a more coordinated approach and provide additional benefits as a result of the engagement of an enhanced partnership.

Community Action Wirral is currently commissioned to deliver this provision.

It is necessary to re-commission the services highlighted in order to comply with the Public Contract Regulations and Wirral Council Contract Procedure rules, as a result of the full term conclusion of applicable contracts.

3. STATEMENT OF COMPLIANCE

The recommendations are made further to legal advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been completed. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

4. DECLARATION OF INTEREST

<p>Signed: </p> <p>Executive Member: <i>Janette</i> WILLIAMSON</p> <p>Date: 26.4.17</p> <p>Also present:</p>	<p>Signed: </p> <p>Chief Officer: <i>Fiona</i> Johnstone</p> <p>Date: 26.4.17</p>
Page 4	

Date of Senior Policy Team Meeting(s):

A list of background papers on this issue is held with:

Contact Officer: Ian Shaw

Date: 31.3.2017

Date of Publication:

Date of Expiry of Call-In Period:

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EXECUTIVE MEMBER DECISION FORM

DECISION TO BE TAKEN BY: Leader of the Council

KEY DECISION: Yes

PORTFOLIO AREA: Strategic Economic Development, Finance and Devolution

PORTFOLIOS AFFECTED: STRATEGIC ECONOMIC DEVELOPMENT, FINANCE AND DEVOLUTION

WARDS AFFECTED: All

SUBJECT: REQUEST FOR FINANCIAL ASSISTANCE THROUGH BUSINESS GROWTH GRANT FUNDING

1. RECOMMENDATION:

- 1.1 It is recommended that a grant, paid from the date of the signing of the legal agreement, be approved towards the 'business project' being undertaken by the company named within this report.
- 1.2 The Assistant Director: Law and Governance be authorised to draw up and sign a legal agreement between the Council and the business based upon the content of this report and subject to the detailed contracting process.

2. REASONS FOR THE DECISION

- 2.1. To enable the company *[named in this report]* to expand its current capacity in line with the objectives of the Wirral Business Growth Grant criteria.

3. STATEMENT OF COMPLIANCE

- 3.1 The recommendations are made further to legal advice from the Deputy Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been completed. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

4. DECLARATION OF INTEREST

<p>Signed: <u>Phil James</u></p> <p>Executive Member: <u>MR. PHIL JAMES</u></p> <p>Date: <u>10/5/17.</u></p>	<p>Signed: <u>Alan Evans</u></p> <p>Chief Officer: <u>ALAN EVANS</u> <u>STRATEGIC COMMISSIONER</u> <u>FOR GROWTH</u></p> <p>Date: <u>10/5/17.</u></p>
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A list of background papers on this issue is held with:

Contact Officer: Sally Shah

Date: 10/05/2017

Date of Publication:

Date of Expiry of Call-In Period:

EXECUTIVE MEMBER DECISION FORM

DECISION TO BE TAKEN BY: Leader of the Council

KEY DECISION: Yes

PORTFOLIO AREA: Economic development & Energy

PORTFOLIOS AFFECTED: Economic development & Energy

WARDS AFFECTED: All

**SUBJECT: REQUEST FOR FINANCIAL ASSISTANCE THROUGH
BUSINESS GROWTH GRANT FUNDING AND WIRRAL WATERS
ENTERPRISE ZONE INVESTMENT FUND**

1. RECOMMENDATION:

- 1.1 It is recommended that a grant, paid from the date of the signing of the legal agreement, be approved towards the business growth project being undertaken by the company named within this report.
- 1.2 The Assistant Director: Law and Governance be authorised to draw up and sign a loan agreement between the Council and the business based upon the content of this report and subject to the detailed contracting process.

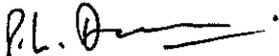
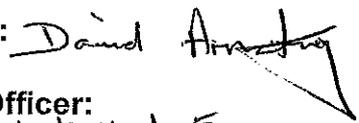
2. REASONS FOR THE DECISION

- 2.1. To enable the company *[named in this report]* to enable businesses to grown and create jobs, in line with the objectives of the Council's Business Growth Grant, Wirral Waters Investment Fund and Wirral Growth Plan

3. STATEMENT OF COMPLIANCE

- 3.1 The recommendations are made further to legal advice from the Deputy Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been completed. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

4. DECLARATION OF INTEREST

<p>Signed: </p> <p>Executive Member: <i>CLL. PHIL JAMES</i></p> <p>Date: <i>2/6/17.</i></p>	<p>Signed: </p> <p>Chief Officer: <i>Assistant Chief Exec</i></p> <p>Date: <i>5/6/17</i></p>
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A list of background papers on this issue is held with:

Contact Officer: Hayley Owen
Date: 06/06/2017

Date of Publication:

Date of Expiry of Call-In Period:



COUNCILLOR PHIL DAVIES

CABINET
19 JUNE 2017

DELIVERING WIRRAL'S GROWTH

Councillor Phil Davies, Leader of Wirral Council, said:

“Driving economic growth is a key priority for my administration. Only by building a strong economy can we attract well paid jobs, offer skills training and apprenticeships, and provide support for businesses based in or relocating to Wirral.

“This report marks an important step in delivering that ambition. If we are to transform our economy, build better homes and continue to make quality of life improvements for all our residents, we have to make significant changes in how we are organised and better use of the assets and resources available to the authority to deliver sustainable, long-lasting benefits.

“The creation of a joint venture property company – Wirral Growth Company – will bring new expertise, new ideas and new investment to Wirral.

“It will allow the Council to share in the risks but reap the rewards of the regeneration of key sites across the whole borough. It will bring benefits to our coastal communities in north and west Wirral, add to the warmth and character of towns and villages across the peninsula, and reposition Birkenhead, its waterfront and town centre as one of the most attractive investment opportunities in Britain today.

“It will also provide the Council with a series of new revenue streams which can be re-invested in the services residents rely on, especially important as the Government has announced it will cease to provide funds from 2020/21.

“Meeting our 2020 Pledges to increase inward investment, create new job opportunities and continue to support our thriving small business community, the joint venture property company will also encourage other investors and entrepreneurs in Wirral to realise their business goals and give them the confidence that once again, Wirral is a borough on the move.”

REPORT SUMMARY

On 27th February 2017, Cabinet considered and approved an Outline Business Case (OBC) that set out a proposal to create a Property Company. Primarily the purpose of the company was to enable the council to use its assets to secure local economic growth, community and environmental benefits and to provide long term sustainable income streams for the Council. Cabinet instructed Officers to develop a Full Business Case (FBC) for a joint venture property company to take forward the delivery of growth and regeneration in Wirral.

This report presents a business case to create a Limited Liability Partnership (LLP) between the council and a private sector investor/developer as a joint venture (JV). Whilst a range of company models exist, the business case concludes that the LLP model is best able to meet the council's strategic objectives and in particular offers a governance structure that will allow the council to exert joint influence over the company with the private sector partner and benefit from more favourable taxation arrangements.

The business case shows a potential financial return based upon around 50 indicative sites, including three prospective acquisitions. Whilst a significant proportion of these sites could form part of a development programme, only at the end of the procurement phase will it be clear exactly which will be included within the JV development programme. At present due diligence on the title to the sites and other potential development constraints are being considered. It is important to note it is only at the stage of preparing a JV Business Plan for the creation of the JV partnership that the more accurate financial returns will be known.

RECOMMENDATION/S

Cabinet is requested to:

1. Approve the FBC, noting the indicative list of sites within the FBC (including those that are likely to form phase 1) and recognising that the figures within the FBC are likely to change and are predicated on three strategic acquisitions being made.
2. Authorise the Director of Transformation to commence and conduct an OJEU works concession competitive dialogue process to identify a private sector partner with which to form a joint venture vehicle to develop sites and areas within Wirral to meet the Council's strategic objectives approved by Cabinet on 27 February 2017 and set out in the FBC. The procurement will include the full range of services required to promote and deliver development, including development management, contracting, asset management services and potentially facilities management services. That the Director of Transformation be authorised to select a shortlist and the bidders to be invited to participate in competitive dialogue and then continue dialogue through to preferred bidder stage.
3. Approve the proposed form of the joint-venture as a 50:50 long term (10 year plus potential 5 year extension) Limited Liability Partnership (LLP) with a board of two Council representatives and two from the private sector partner starting from the principle of equal sharing of risks and rewards.

4. To approve the structure and principles of the joint-venture documentation as set out in the FBC, including the way in which sites will be brought forward for development, following the preparation of site development plans and valuation to ensure the Council receives best consideration.
5. Agree that, where appropriate, the Council will consider using compulsory purchase powers (providing the joint-venture LLP indemnifies the Council for costs in the usual way).
6. That the Strategic Commissioner for Growth be authorised to apply for planning permission and City Region funding in relation to any of the proposed sites within the programme as considered appropriate.
7. That the Director of Transformation report back on the proposed outcome of the procurement process, if possible with the recommendation to appoint a preferred bidder, before the end of 2017, recognising that this will require significant resource commitment in order to be achieved.
8. To note that further authority will be sought from Cabinet to appoint the partner for the creation of the joint venture vehicle, the appointment of representatives to protect the Council's interests on the LLP, for the terms of transfer of sites to be included in phase 1, to approve the three year business plan for the joint-venture and to enter into legal documentation in due course.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

A joint venture LLP offers an additional opportunity for the council to drive economic growth in the Wirral by playing a leading role in the redevelopment of a number of sites across the area. The recommendations will allow officers to proceed with an OJEU process to secure a long-term JV partner and finalise the exact financial arrangements and anticipated returns to the council.

2.0 OTHER OPTIONS CONSIDERED

Other options were considered as part of the OBC and Strategic Options Report considered by Cabinet on 27 February 2017. This paper explores the different JV structures that could be used and reports that no preference for either a company or LLP was received from prospective partners through the soft market testing undertaken.

3.0 BACKGROUND INFORMATION

The proposals contained in this report provide a direct contribution to a number of the Pledges within the Wirral Plan, including:

- Increase inward investment
- Greater job opportunities in Wirral
- Thriving small businesses
- Assets and buildings are fit for purpose

The initial work undertaken on the concept of a joint venture Property Company was focussed on making a step change in the delivery of regeneration in the borough. Although work had already been undertaken via the Growth Plan to determine where opportunities existed, the mechanism for how this would be achieved needed to be identified. Specifically, the Property Company was intended to;

- Accelerate growth in jobs and housing
- Secure additional private and government investment
- Create profitable and transparent relationships with developers and investors which deliver financial and regeneration benefits
- Maximise developments and minimise risk to the council by providing dedicated delivery arrangements and property and commercial expertise.

Following Cabinet agreement to the OBC in February 2017, two key phases of work have been progressed in parallel; the Full Business Case and a Soft Market Testing Programme to determine appetite amongst investor/developers.

Business Case

The attached Business Case has been developed around 50 indicative council assets within the Wirral, from which a number of sites would be prioritised. These assets were identified on the basis that officers were confident that there was an opportunity to re-develop them within a 24 month timescale. Many of the assets already sat within defined regeneration target areas. Some of these sites are currently used for operational purposes and some are leased. But in all cases, there appear to be opportunities to relocate staff or tenants.

The business case illustrates the likely returns that could be made if all assets were redeveloped through a JV LLP. In order to calculate the financial return, a range of commercially standard assumptions have been made and can be found in the supporting annexes. These assumptions range from all aspects of construction through to the likely rental incomes from developments. The case also applies stamp duty, agent fees and legal fees based on 2017 costs. Site appraisals that were undertaken to determine what could be built on specific sites are in line with the Planning Framework.

Subject to securing a JV partner, it is likely that the majority of sites listed in the business case will be redeveloped. However it should not be assumed that all of them will or that other sites will not be offered to the company. Title and other due diligence processes are ongoing and may have an effect on sites within the programme. The case and opportunity for regeneration and development in Birkenhead, New Brighton, Moreton, Seacombe and Bebington is strong along with the former MoD site at Bromborough. These areas will form the focus of discussions with prospective partners. Additionally the council has commenced work on land assembly and is part of collaboration arrangements that mean further sites will come into scope.

It may be necessary to use CPO powers (or the threat of CPO) in some areas in order to secure comprehensive land assembly for redevelopment and members should therefore be open to consideration of CPOs where appropriate and on the usual basis that the Council would expect to be indemnified by the JV for costs associated with use of such powers.

The business case should be seen as framework to illustrate what is possible. The final selection of sites, to be approved by Cabinet later in the year, will define more accurately the financial returns that the council should anticipate.

Cabinet should note that the business case reflects a number of principles that were agreed in earlier papers. In particular, the council will not be selling land unless there is a good reason to do so. Land and property will be offered to the property company on a freehold or leasehold basis (depending upon the type of development and market requirements e.g. freehold for residential development) and any subsequent redevelopment may be offered to investors on a long leasehold basis. Leases may run for a number of years but the freehold will be protected. It should be remembered that any asset being offered to the property company will require Cabinet approval and has to be paid for at best consideration on the basis of an independent valuation. No asset will be 'given' to the company. The business case also reflects the opportunity for the Merseyside Pension Fund to partner with the Council and/or the property company as an investor on specific developments where this is in the interests of the council and pension fund.

Cabinet should also note that the proposed company will be commercial in its approach. Prospective sites will need to be financially viable (unless there are opportunities to cross-subsidise in areas to ensure comprehensive re-development or in exceptional cases the Council is willing to consider subsidy, perhaps from profits attributable to the Council).

Additionally Cabinet have made clear their wish to see a positive social impact from the activities of the company in addition to the development of commercial, industrial, houses or work places. The procurement approach has set out the need for the company to work with local communities, provide skills qualifications and apprenticeships and ensure that local developers and suppliers are considered in accordance with the Council's social value duty.

In conclusion the business case identifies the potential to secure good, sustainable financial returns whilst providing a positive social impact for the residents of Wirral

Soft Market Test

In parallel with development of the business case, work has been undertaken to test the appetite amongst Investor/Developers to partner the council in a JV company. At MIPIM in March, the council announced its ambition to create a JV, which it named Wirral Growth Company. Since the request for expressions of interest, in excess of 100 companies have had conversations with the council. These conversations have confirmed that the initiative appeals to the market and potential partners are excited about the opportunity to work with Wirral Council and its residents.

Both the council and potential investor/developers are aware of the viability issues that relate to development in some parts of the borough but imaginative ways to overcome this have been presented. Additionally the council needs to begin to consider making applications for outline planning permission and the potential to develop a strong set of bids for the next round of City Region Single Investment Fund (SIF) bids.

In summary we are confident that an LLP JV on a 50/50 basis will be attractive to the investor/developer market

OJEU Process

The next stage of the process to secure a partner would be to formally start an OJEU procurement process. This would be managed through a competitive dialogue process. The outcome of this work would be to find the best partner for the council and create a detailed development plan and financial summary that could form part of a binding contractual agreement.

Cabinet will have opportunity to approve the selected partner as well as the creation of the joint venture vehicle, the appointment of representatives to represent the Council's interests on the LLP, for the terms of transfer of sites to be included in phase 1, to approve the three year business plan for the JV and to enter into legal documentation in due course ahead of any contract award or offer of assets to Wirral Growth Company.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The financial figures detailed in the Business Case are indicative. They are based on a forecast model which takes into account the site assessments received from GVA, sales value and rental assumptions, industry based cost assumptions, and the possible financing and profit share arrangements for the proposed JV. The

model assumes that the development will continue over a 49 month period commencing in March 2018.

4.2 The model is indicative and by its nature has to include a series of assumptions which would be subject to change. Once a partner has been procured, further and more accurate revisions will be made which may impact on the sites selected, timings, revenues, costs and profits. As part of the procurement process prospective partners will be asked to evaluate a smaller number of sites and the results will be compared to the model calculations for those sites.

4.3 The model is based on the following main assumptions:

	Area	Assumption
1	Site Usage	Number of units to be developed
2	House Sales Values	Range based on location and size
3	Apartment Sales Values	Range based on location and size
4	Commercial Rental Values	Based on type of business/ quality
5	Hotel Revenue	Per bedroom basis
6	Affordable Housing	Specified by Council
7	Construction Costs	Based on Building Cost Information Service (BCIS) from the Royal Institute of Chartered Surveyors
8	Gross Development Value	Gross Development Value (GDV) is the total of House/Apartment Sales Values, Commercial Rental Values, and Hotel Revenue
9	Developer Profit Margin	Assumed profit based on type of site
10	Land Values	It is assumed that sites will be purchased at their Residual Land Value (RLV), which is calculated from the Gross Development Value, less all Construction costs, associated Professional costs, and Developer Profit margins. It is assumed that less attractive sites (with negative RLV) will be packaged with more attractive sites.
11	Construction Timing	Construction is assumed to start between month 7 and month 13.
12	Investment Interest	Assumed to be 7% for the investment provided by the Council and the Partner.
13	Borrowing Interest	Assumed to be 4% for the external borrowing requirement. The borrowing requirement is calculated based on the aggregate requirements for all sites.
14	JV Profit	This is calculated from the revenue and cost assumptions described above, and split equally between the Council and the Partner.

4.4 Capital receipts for land transferred to the company will be deferred until the joint venture is generating a positive cash flow from the revenue generated from sales and rental. An initial payment may be received earlier than this depending on the

commercial agreement with the partner and the commercial viability of the sites selected in the final scope. The Council will also receive interest, for the land invested, at the point of positive cash flow.

- 4.5 Any sites transferred to the company will require “Best Consideration” to be evidenced before any transfer takes place. The Business Case provides advice as to how this assessment should be undertaken.
- 4.6 Some of the sites included in scope currently generate income to the Council. The final selection of sites, to be approved by Cabinet later in the year, will define exactly the financial returns that the Council can anticipate.
- 4.7 The Business Case does not include any benefits of additional Income for any increased Council Tax and Business Rates from the Property company developments which will be received.
- 4.8 Set up costs for the Company are not included in the modelling. The business case does not take account of any costs required to establish the JV nor for monitoring of progress once established. Cabinet will have the opportunity to approve any set up costs ahead of contract award.

5.0 LEGAL IMPLICATIONS

The legal and governance implications are detailed in the Full Business Case. Additionally legal documents are being prepared for the Procurement phase should Cabinet approve the Full Business Case.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

The implications for these proposals will be considered as part of the OJEU process, however, due to the speed of the proposed procurement process significant officer resources will need to be devoted to supporting the process if the anticipated timescale is to be delivered.

7.0 RELEVANT RISKS

All risks associated with this programme will be identified and managed as part of the Transformation Programme.

Below is a summary of some of the key risks identified and how they will be managed.

Key Risk	Mitigation Strategy
<p>7.1 Consequences of Brexit may have a negative financial impact on Wirral Growth Company (e.g: increased costs of labour and / or materials.)</p>	<p>A sensitivity analysis will be carried out on the sustainability of the company, looking specifically at costs of material and labour.</p>

<p>7.2 The WGC will require a defined development pipeline to maximise success and investment opportunities.</p>	<p>At the outset of the procurement process the Council will identify the development opportunities for the property JV in the short, medium and long term. The partnership business plan (approved by the property JV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximise success and investment opportunities, balanced against the objectives of the Council and property JV.</p>
<p>7.3 Higher rewards need to be balanced against sharing in re-development costs.</p>	<p>It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement process.</p>
<p>7.4 Lack of demand for commercial, residential, multi-use developments on the Wirral.</p>	<p>Through the Wirral Strategic Regeneration Framework, the Council will make a robust case to attract businesses and individuals to the Wirral.</p>
<p>7.5 The business case may be weakened if Gross Development Values are lower than anticipated, or Construction Costs are higher than anticipated.</p>	<p>Cabinet will have the opportunity to review the revised financial summary, and the sites it is based upon, ahead of any contract award or offer of assets to the Wirral Growth Company.</p>

8.0 ENGAGEMENT/CONSULTATION

Where consultation is required, it will be delivered following agreement of the Business Case.

Further information can be found on <http://wirralwellmade.com/>

9.0 EQUALITY IMPLICATIONS

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

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments>

REPORT AUTHOR:

Alan Evans, Strategic Commissioner - Growth

Telephone: 0151 691 8423

Email: alanevans@wirral.gov.uk

APPENDICES

Wirral Property Company – Full Business Case

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet: Delivering Wirral's Growth	8 th December 2016
Cabinet: Delivering Wirral's Growth – Options Appraisal	27 th February 2017

An **APLEONA** company

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Wirral Growth Company

Full Business Case

6th June 2017

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Draft Date: 6th June 2017

For and on behalf of GVA Financial Consulting Limited and Bevan Brittan LLP

1. Executive Summary

The Strategic Options Report in relation to establishing a property delivery company was presented to Cabinet on 27th February 2017. Cabinet confirmed the recommended option in the Strategic Options Report of establishing a property company and authorised the preparation of a full business case (FBC) to be developed around the preferred option.

The option endorsed by Cabinet at its February meeting supports the development of a Joint venture vehicle (either a company or more likely a limited liability partnership). The expression "company" will be used throughout this business case to cover reference to the property joint venture, whether it is formed as a company or LLP. This report will consider the implications for the Council of either a Limited liability Partnership (LLP) or a Limited Company (Ltd.) structure. In order to protect the proposed name "Wirral growth company" (WGC) a limited company has been formed with this name, which would be dissolved if an LLP was the preferred vehicle (or the company's name could be changed and potentially used in the group structure).

The purpose of this report is to provide an update of the positive progress made and for Cabinet to provide authority to the project team to start the formal procurement process, as detailed in this report.

The joint venture company once established will give the Council a conduit for its agreed assets to be passed to in pursuit of its strategic objectives. The strategic objectives of the Council that the Joint Venture will seek to address are as follows:

- Secure local economic growth.
- Better utilise the Council's assets to drive socio economic change to secure a sustainable future for the benefit of the community.
- Maximise the Council's financial return from the leasing of its land and property assets, with a preference to generate secure revenue income streams.
- To ensure and encourage additional private sector investment, capacity and capability is enabled to support the broad regeneration objectives of the Council.
- Make a positive contribution towards delivery of the Asset Transformation Programme.
- Contribute to ensuring that businesses encouraged to invest in the Wirral have access to property that meets their needs and delivers business rate growth.
- Positively contribute towards the Councils Medium/Long Term Financial Strategy (LTFS).
- Improve the environment.
- Ensure the Council is not exposed to undue financial risk.

- Comply with its obligation to obtain best consideration reasonably obtainable from the use of its land.

Following Cabinet's approval of the Strategic Options Report the project team have been undertaking a period of soft market testing with potential bidders. The purpose of soft market testing is to help inform the Council's route to the market. The feedback so far has been positive and the form of the JV as a company/LLP has been seen as attractive to the market, however the exact detail of the transactions and legal framework continue to be developed.

Some headline responses from the soft market testing are as follows:

- Effective Governance and decision making processes are essential;
- There is an expectation that, as part of the procurement process, bidders will be given a 'sample' of sites in order to demonstrate skills and approach;
- This is clearly a Developer lead proposition – not Investor led;
- Clarity on WBC vision is required.

So far as the last point is concerned the Council is in the process of finalising a Strategic Regeneration Framework for Wirral that should provide more clarity over the Council's vision for regeneration.

Structure and Documentation

The expectation is that the JV will be a corporate vehicle owned 50:50 by the Council and a Private Sector Partner (PSP). Both parties will share risks and rewards and will be able to invest in the JV. It may also have subsidiary structures, depending upon the nature and type of development and where the asset will ultimately be held.

Now that procurement rules require the publication of all proposed joint venture documentation at the time the OJEU notice is issued to commence the procurement, members are asked to approve the approach taken following the soft market testing and consideration by officers as this will be the basis of the procurement pack.

A summary of the proposed documentation is as follows:

Procurement documentation

- Draft OJEU Notice
- Guidance for the procurement process – Memorandum of Information
- Supplier Questionnaire (SQ)
- Selection criteria
- Invitation to Participate in Dialogue (ITPD)
- Evaluation criteria for outline solutions and award criteria
- The stage 2 invitation to continue dialogue (ITCD) and the Invitation to submit final tender (ISFT) may be provided later
- Procurement Resourcing Schedule including Wirral Council officer input to the process alongside advisors

Corporate documentation

Constitution of Wirral Growth Company Limited (WGC) – company limited by shares established to protect the name (but considered most likely that the joint venture entity will be an LLP).

Joint Venture Partnership Agreement – between the Council, the Private Sector Partner (PSP) and the LLP (WGC), setting out the constitution of the LLP and regulating the conduct and affairs of each party in relation to WGC (and any subsidiaries of WGC) (Development Subsidiaries). This includes the Procurement Strategy for WGC, the Delegation Policy and the Projects Policy (including in relation to the draw-down of sites and Site Development Plans (SDPs)) and how decisions will be made.

Parent Company Guarantee – between the PSP Guarantor, WGC and the Council, under which the PSP guarantor will guarantee the obligations of the PSP.

Loan Note Instruments – including the Initial & Interim Council Loan Note Instruments; the Council Loan Note Instrument; the Initial & Interim PSP Loan Note Instruments; and the PSP Loan Note Instrument–with WGC as issuer to the Council and/or PSP (as appropriate). There will also be the Development Subsidiary Loan Note Instrument with any Development Subsidiary as issuer to WGC.

Security Agreements - relating to the Council, PSP and Development Subsidiary(ies). So long as the various Loan Notes (relating to the Loan Note Instruments detailed above) remain outstanding, they shall be secured by WGC in favour of the Council / PSP by charging the property, rights and assets of WGC (/any Development Subsidiary which will charge in favour of WGC). Any security granted to the Council and the PSP may, in time, be subject to any security granted with priority in favour of a third party (senior) funder. Inter-creditor Deed (between the lenders)/ Deed of Subordination (in the event that there is senior lending by a third party).

Property Documentation

- Option Agreement (in relation to each Site transferring into WGC) – the Council (as the current holder of the relevant Site(s)) and WGC. WGC would be required to satisfy some pre-conditions before being able to exercise an Option e.g. best consideration and financial returns, planning etc.
- Transfer / Lease – if an Option is exercised the Option Agreement should allow for transfer of the Site by way of lease to the WGC. In relation to the sites which are residential sites it is proposed that the freehold will transfer either to the developer or the residential occupier. For civic accommodation there may be a lease and lease back.
- Development Management Agreement – WGC and Development Manager.
- Pre-Construction Agreement, Development Agreement and/or Building Lease/Licence – this could be an alternative to a lease being granted, whereby WGC is granted a licence to build on the Council's land and negotiate all sales, with the Council then transferring the

completed building/residential units to the end buyer by long lease or freehold transfer with appropriate collateral warranties and assignment of IP rights.

- Building/Construction Contract with appropriate collateral warranties and assignment of IP rights.

Financial case

For the phase 1 sites which are intended to form the basis of the initial period of development activity undertaken by WGC, we have developed a market facing financial model that illustrates the potential value to the Council of its participation in the company. From the initial financial modelling undertaken of the phase 1 assets it is anticipated that the Council will yield a positive financial return following the development of the assets.

Overall this can be accounted for by three main characteristics:

- Return of land injected into the JV of £26,324,373
- Interest paid to the Council on its loan notes of £2,692,987
- Potential profit share from the Joint Venture of £25,537,369

This position excludes any other wider financial benefits such as business rates and Council tax growth, potential increases in land values (over time and as areas are developed in due course) and community benefits that may not otherwise be available.

It is important to note a number of key assumptions have been made in relation to the modelling work as follows:

- In offering some of the phase 1 assets to WGC the Council will forego annual revenue income in the region of £200,000; this revenue loss will need to be mitigated by forecast profit share income generated by the company. Additionally the Council will benefit from no longer paying for the maintenance costs of assets that have transferred.
- The Council is likely to support the development of Birkenhead town centre through its new civic presence, if this was not the case it will reduce the overall financial benefits associated with the scheme.
- From the land receipts the Council will be required to pay the HCA £2m in relation to the Bromborough former MOD site.
- The individual site proposals which have been developed are based on known capacity constraints and assumed end uses, and valued using current market data. The partner selected may elect to bring forward the sites in a different way, which will potentially change the overall financial proposition; however the approach adopted so far is reasonable.

- During the procurement process the financial model will be updated to reflect the revised proposals and the outcome. This updated model will be used to make the decision to finalise the contractual relationship with the partner selected and establish the joint venture LLP.

Through the procurement process the bidders will be asked to provide a baseline analysis of 14 sites (representative sample) for them to demonstrate their approach to the sites. The Council will assess each of the bidder's submissions and compare the financial outputs to the baseline model which supports this report.

It is envisaged that the initial identified phase 1 sites to support the procurement excise will cover the five areas of Birkenhead, New Brighton, Bebington, Wallasey and Bromborough.

Subject to approval of this report it is anticipated that the next steps will be as follows and identified in the table below:-

DRAFT TIMETABLE – PROPERTY JV PROCUREMENT	
Indicative Timeframe /Date	Stage
March 2017	PIN Notice and soft market testing. MIPIM. Bidder days with opportunities and visits to development opportunity sites
March/April/May 2017	Development of procurement documents including Selection Questionnaire (SQ) evaluation methodology (financial and quality), SQ evaluation questions, draft contracts, Competitive Dialogue (CD) evaluation methodology (financial and quality), CD evaluation questions. This is because Regulation 53 requires that all procurement documents should be available at the time of the OJEU contract notice publication (though with a works concession contract it is possible to defer tender stage documents release to the commencement of the invitation to tender stage (i.e. after SQ shortlisting))
19 June 2017	Cabinet approval of procurement, with 5 clear days for call in or special urgency consideration
19 June 2017	Dispatch of the Works Concession CD OJEU Notice by the Council. Procurement Documents made available to Candidates.
19 July 2017	Deadline for SQ to be returned by Candidates to the Council and review and evaluation by the Council of the SQ. Cabinet approval to selection for the next stage early to mid-July.
Early August 2017	Invitation to Participate to Dialogue ("ITPD") issued by Council to up to 5

	<p>shortlisted Bidders (6 in the event that the next bidder is close – within 1%).</p> <p>Allow at least four weeks for the first dialogue stage before ITPD submissions are due back.</p>
Early September 2017	<p>Deadline for submission of ITPD responses/outline solution tenders to be returned from shortlisted Tenderers to Council. Evaluation by the Council of the ITPD response/outline solution tenders and further shortlisting to 2 bidders (3 in the event that the next bidder is close – within 1%)</p> <p>Given this is over the summer period we have allowed a month for this.</p> <p>This assumes that the Council will evaluate the outline solutions in September.</p>
Mid - End September 2017	<p>Tenderers will be issued with an Invitation to Continue Dialogue (“ITCD”)</p> <p>Allowing eight weeks for the second stage of dialogue ideally, we would seek to have 8 weeks for this stage given the complexity of the project but a compressed timetable with high frequency of bidder dialogue attendance could be used during these two months.</p>
Late November 2017	Close of Dialogue and issue of Invitation to Submit Final Tenders (“ISFT”)
Mid-End November 2017	Deadline for submission of Final Tenders to be returned from shortlisted Candidates.
End November 2017	<p>Evaluation of Final Tenders and recommendation to the Cabinet of the Tenderer to be appointed as Preferred Bidder.</p> <p>This allows a relatively short intensive period of two weeks to assess the final tenders.</p>
Early December 2017	<p>Confirming Commitments with Preferred Bidder to finalise contractual documentation.</p> <p>[Proactive scrutiny prior to Cabinet?]</p>
December 2017	<p>Cabinet approval of Final Award Decision</p> <p>[Council to confirm actual scheduled meeting date]</p>
December 2017	Notification by Council of the final award decision and commencement of the 10-calendar day standstill period.
January 2018	Expiry of standstill period.
January/February 2018	<p>Appointment and entering into contract with the successful Tenderer.</p> <p>Formal launch of JVC</p>

February/March 2018	On site with first development
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Following conclusion of the procurement process a report will be presented back to Cabinet that will seek to progress the following points:

- Approval of the appointment of a partner to progress the establishment of the joint venture vehicle and the terms of that appointment.
- Agree who the appointed Directors will be on the Board
- Agree the terms for the transfer of the first tranche of sites
- Finalise the exact financial arrangements, including value of assets injected, cash injected and financial returns anticipated.
- Agree the outline joint-venture business plan
- Enable the Council to enter into the legal agreements set out.

In order to achieve such a fast procurement the Council will need to devote meaningful officer resources to assist with the selection and evaluation of bidders and during the dialogue stage. The timetable will slip if this does not happen.

Should members agree to proceed then in due course the Cabinet (and/or Council as appropriate) will need to decide who will make decisions on behalf of the Council in relation to the JV as funder and owner, how the land will be transferred to the JV, who will represent the Council's interests on the WGC Board, and as well as agreeing the business plan and financial arrangements for WGC, amongst other things.

2. Strategic Case

Against a backdrop of continued public funding austerity linked to a clear objective by 2020 to become a self-funding Authority the Council has embarked on a business transformation programme that encompasses an asset transformation programme.

The Council is entering a period of unprecedented change and potential opportunity and the Wirral Growth Plan seeks to capitalise on this opportunity by supporting Wirral-wide growth for generations to come.

The Growth Plan will feed into the work of the Liverpool City Region Combined Authority, the delivery of the Northern Powerhouse agenda, including supporting the re-balancing of the economy, and the implementation of the Devolution Deal agreed with Government in November 2015, for which a Mayor has just been elected.

The Devolution Deal provides a significant opportunity for the Council to bring together alternative funding opportunities as well as additional powers to support growth, and with the Northern Powerhouse, an unprecedented level of investment interest in the region.

As one of its key objectives the programme is considering the potential for a new operating model for the Council to ensure it is capable of delivering its key pledges to the public as identified in the 2020 Wirral Plan.

The shared Vision for Wirral in the 2020 plan focuses on three key themes:

- Protecting the most vulnerable.
- Driving economic growth; and
- Improving the local environment.

The 2020 Plan is supported by a clear vision for the future of the organisation. This vision is articulated in the future operating model presentation and other key documents. Together they describe:

- A strong strategic hub for Wirral.
- A business management function.
- A mixed economy of delivery units.
- Some delivered with and by partners at the appropriate level (Wirral, regional, sub regional), some in-house; and
- Some functions contracted out.

Following a peer review process during 2016 the Local Government Association (LGA) assessed the Council and made a number of recommendations in relation to how the organisation may need to change and refocus if it were to achieve the scale of change it requires to succeed. The LGA made the following observation:-

“The review identified 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”.

In support of the delivery of the strategic plan the council has embarked on a challenging Asset Transformation Programme. The Strategic Outline Case (SOC) for the transformation programme was endorsed by the Council in March 2016.

One of the conclusions of the SOC was that the Councils Asset portfolio appeared to be too large, too geographically diverse and underperforming financially and suggested a two tier approach to addressing these issues, as follows.

A council wide adoption of a **Corporate Asset Strategy** to declare its priorities for its property. By way of example, this could be to minimise running costs, maximise receipts and to support the delivery of new housing where possible.

A redefinition of what it means to be an **operational property**. The operational classification should be reserved for only those properties essential to the provision of a statutory service.

All other properties should be for investment only (i.e. generating a financial surplus after costs). With a clear understanding of what constitutes an operational and an investment property, the officers can focus their attention on continually seeking to minimise the cost of the core properties and maximising the net income from the cash properties.

The broad sense of direction from the SOC was that the Council, following reclassification of the operational assets should be looking to maximise the net income from those held for investment purposes.

The SOC then went on to recommend three key reports required to enable the Council to move the Transformation agenda forward. The three key areas of focus were:-

Strategic review of the operational property (in conjunction with the wider transitional programme) to challenge the footprint of the Council and to review its options for meeting its statutory obligations including an options appraisal for establishing a property development joint venture vehicle;

Asset Management review of the Investment portfolio. This will first benchmark the performance of the Council's portfolio and then to identify asset enhancement opportunities;

A business case for the consolidation of office occupancy into a single site in Birkenhead. This report will consider the operational, financial and regenerative outcomes of such a move.

This report is primarily focused on the full business case appraisal for establishing a property development company.

The basis of this selection was set against a review of the Council's strategic objectives, and the option that demonstrated the best fit was identified as the preferred option, which in this case was option 4. The strategic objectives used were as follows:-

- Secure local economic growth.
- Make a positive contribution towards delivery of the Asset Transformation Programme.
- Contribute to ensuring that businesses encouraged to invest in the Wirral have access to property that meets their needs and delivers business rate growth.
- Better utilise the Council's assets to drive socio economic change to secure a sustainable future for the benefit of the community.
- Maximise the Council's financial return from the disposal of its land and property assets, with a preference to generate secure revenue income streams.
- Positively contribute towards the Councils Medium/Long Term Financial Strategy (LTFS).
- Improve the environment.
- Ensure the Council is not exposed to undue financial risk.
- Comply with the Council's obligation to obtain best consideration reasonably obtainable on a disposal of its land.
- To ensure and encourage additional private sector investment, capacity and capability is enabled to support the broad regeneration objectives of the Council.

Delivery options

To understand the most appropriate method of delivering the required investment for regeneration and the most suitable direction of travel that best meets the Councils key strategies, priorities and objectives, a number of interrelated questions need to be considered. They focus on three major factors:

- What are the risks to the programme?
- What role should the Council take in its delivery?
- What are the key financial and funding implications?

The approach and answers to these questions helped develop the preferred option, and its structuring addresses key issues raised.

Options considered

As background the table below sets out the options that were considered at the Strategic Options stage.

<p>Option 1 - Do Nothing (Business as Usual)</p>	<p>The Council takes no action and current delivery arrangements continue. Individual development projects will be brought forward and contractual arrangements entered into with developers on an ad-hoc basis.</p>
<p>Option 2 - Arm's length wholly owned company</p>	<p>The Council establishes wholly owned company with clear governance and structure. The company would report directly to the Council's Cabinet.</p>
<p>Option 3 - Public Public corporate body</p>	<p>The Council and other public sector partners seek to establish a Mayoral Development Corporation or a company with clear governance and structure, for example through the Combined Authority or with the Pension Fund. The MDC/company would report directly to the Council's Cabinet.</p>
<p>Option 4 - Joint venture company</p>	<p>The Council will seek to create a company not governed by public law through the procurement of an investment/development partner following an OJEU procurement route.</p>

[Note that reference to a company in this paper includes other forms of vehicle including community benefit societies and Limited Liability Partnerships.]

In assessing the above options we considered the impact on the Council of the following areas:-

- The extent to which the option meets the Council's strategic objectives and long term growth and regeneration objectives;
- Delivery of holistic solutions;
- The extent of Council control or influence;
- Risks and the extent to which these are borne by the private sector;
- How will the option maximise returns and value to the Council;
- How well structured is the delivery mechanism;

- Flexibility - The procurement and financial implications of implementation;
- How will expertise be provided to ensure the success of the option;
- Resources required to support the company from the Council; and
- On-going governance arrangements /how decisions are made/accountability to the Council.

Each of the options was considered in relation to how they best fulfil the strategic objectives of the Council as set out above. In assessing the above range of options available to the Authority in taking forward a property development company the Council agreed through the Outline Business Case (OBC) stage and Strategic Options Report the parameters by which company will be measured.

The option which provided the best strategic fit was option 4, a joint venture company.

3. Preferred Option

Following Cabinet approval of the Strategic Options Report in February 2017 a significant amount of work has been undertaken to refine the preferred option to enable this report to be presented. The Cabinet report identified Option 4 (Joint Venture Company) as the preferred option to take forward to a full business case stage. The work completed over the last two months includes the following key areas of activity:-

1. Establish the financial model to support the option, which provides an illustration of the level of financial return that the Council could reasonably expect, through its involvement in the Joint venture entity. Covered within the financial section of this report.
2. A period of soft market testing to inform the full business case, including high level feedback from the market to help inform the final approach adopted.
3. A high level selection process to determine the phase 1 asset list, which will be the initial focus of the joint venture vehicle. This list is detailed in Appendix 1.
4. Refinement of the procurement approach to be adopted through to conclusion. Covered within the delivery section of this report.
5. Drafting the full range of joint-venture documentation needed to progress the procurement and listed later and in the Executive Summary.

In establishing the joint venture the Council is looking to create a company through the procurement of an investment/development partner following an OJEU procurement route. It is likely that this would be a 50:50 joint venture company that is intended to be a body not governed by public law, a commercial body.

The detailed legal structure and its key characteristics can be found within the Delivery Case section of this report, and this information builds on the content that was contained within the Strategic Options Report previously approved.

The Council is asked to approve the structure and principles of the joint-venture documentation as set out in this FBC, including the principles as to the size of board and the way in which sites will be brought forward for development, following the preparation of site development plans (SDPs). The governance structure and approach to site development and transfer of land are set out below. These principles will be negotiated through the procurement process as prospective partners may propose alternatives through the competitive dialogue that takes place with the shortlisted bidders.

Governance arrangements

The WGC will be structured on the basis of a 50:50 joint venture special purpose vehicle, jointly owned by the Council and a private sector partner, specifically formed to deliver the strategic objectives set out in section 2 above. The form of vehicle proposed by this Business Case is for a Limited Liability Partnership (LLP) rather than a company limited by shares, due to the more favourable tax position for a local authority from LLP status.

Other features of the structure will include:

- Commitment to a long term arrangement for 10 years with the ability to extend the period up to 15 years should that be desired;
- Equal sharing of risks and rewards;
- Equal control with the same number of Board Members appointed (probably two Board Members from each of the Council and a private sector partner) and decision-making by consensus;
- Procurement through an EU process of a partner, creation of the vehicle and also the full range of services required to promote and deliver development including;
 - o Development management;
 - o Contractor services;
 - o Asset management services; and
 - o Potentially facilities management.
- The procurement will establish the fees that will be chargeable for the above services with proposals around incentivisation;
- The structure is likely to include subsidiary companies/corporate vehicles;
- Decisions will be based upon an agreed rolling [3] year business planning process with matters outside the Agreed Business Plan being treated as reserved to the Council and Private Sector Partner;
- Council willingness to use compulsory purchase if required (providing the Council is indemnified for costs in the usual way);
- The private sector partner will be required to input capital to match the value of the Council's land holdings and both partners may provide loans to the joint venture at commercial rates;
- Security will be taken over assets, but where third party funding (for example from a bank or other third party) then security over other partner's capital may be deferred;
- Completed developments may be held or sold to investors, such as the Merseyside Pension Fund;
- Exit routes and dispute resolution procedures will be agreed in advance;
- Transparency and openness between the partners over the costs of the company and any subsidiaries.

Land disposals process

The Council needs to ensure that it obtains best consideration for any land and property that it agrees to transfer to the joint venture company (and this will be tested through independent valuation). Sites will generally be transferred on a long leasehold basis, although residential accommodation may be transferred on a freehold basis. The drawdown of sites from the indicative list will be as agreed between the partners, through the preparation of site development plans (SDPs) and the business planning process. The drawdown of sites will be subject to the decision of the Council, being satisfied that it will receive best consideration (and the discretion of the Council may not be fettered in this regard), but option agreements may be entered into over sites as they come forward. Once the

site development plan process has been completed (including satisfaction that best consideration will be received) the draft option agreement allows the JV to serve an option notice and once served the JV may drawdown the sites in that notice.

Through the procurement the partners' approach to the development of sites which may not in themselves be viable will be tested and the programme should include sites that will deliver growth as well as social and community benefit as part of the overall programme.

Title may or may not pass immediately, dependant on the final destination of the asset. Subsidiary companies may also be used as part of the structure so that a completed development may be transferred, for example to a pension fund (such as Merseyside Pension Fund) or another investor, following completion or to facilitate a development on a ring-fenced basis. Similarly, the Council may not transfer title to assets where the development is undertaken on Council land and the Council will ultimately own the asset, -the details of how such developments will be structured will be considered before disposal as part of the site development process. The usual market approach to development and structuring will be considered as part of the business planning and disposal process and this will be taken into account in structuring the arrangements.

In some areas there may be a need to use compulsory purchase powers, particularly to encourage negotiation with less willing land owners. In utilising Compulsory Purchase Order (CPO) powers the Council would expect the joint venture company to underwrite the costs. CPO may be instrumental in complex developments around for example Woodside and Birkenhead town centre.

The Council will need to be mindful about the potential for conflicts of interest to arise and to ensure that the roles of Board members and Council decision-making are segregated so far as possible to minimise the likelihood of challenge from conflicts of interest, breaches of the Members' Code of Conduct or perceived bias.

Will the company be the only developer within Wirral in future?

No - The Council has around 1,900 sites across the Borough. Only a small proportion of these will be developed by WGC and existing individual land sales and Council development projects will carry on being developed in the usual way. The Council needs to focus on the growth of business across the Wirral, improving the environment and delivering jobs and improving the asset portfolio so that the Council receives better financial and non-financial returns. There are many strands to this in the Asset Transformation Programme as well as delivering through the WGC.

4. Financial Case

Background

In February 2017 Cabinet approved the further development of the preferred option for the establishment of the WGC. Following Cabinet approval a considerable amount of time has been spent developing the option, including the detailed arrangements around how the joint venture may operate. Alongside analysis of the potential governance arrangements associated with the company, detailed development of the financial model has been undertaken.

The financial model will provide a key baseline to support the negotiations with potential commercial partners and provide an important financial baseline for the Council to better understand the likely levels of financial return it could reasonably expect to achieve through its involvement in the joint venture company.

In developing the financial model the project team has worked closely with various parts of the organisation from across the Council to ensure the preferred option is capable of being implemented and is consistent with other work streams being delivered. The benefit of adopting this approach is to minimise the level of duplication of efforts and importantly to avoid any double counting of benefits.

In developing the financial model it has been necessary to identify the initial sites that would form part of the phase 1 disposals to the joint venture. A meeting was held on 27th February 2017 at Wirral MBC including officers cutting across the Asset, Planning, and Housing teams of the Council, and representatives of GVA. The site selection process that the team has undertaken is detailed in Appendix 1 of this report. For the purposes of financial modelling the model focuses on the phase 1 assets agreed to be included. Appraisal assumptions are detailed in Appendix 2.

In developing the joint venture model it has been necessary to explore two different structures, a Limited Liability Partnership (LLP) and a traditional Limited company corporate structure. To support this analysis we have developed a baseline financial model and then applied the two alternative structures to enable the Council to understand the impact of each. Ultimately the structure chosen can be driven by the Council but the preferences of the prospective joint venture partners have been considered through the soft market testing process; however it is important that the Council understands the impact of each.

Through the procurement process the Council will seek to find the best private sector partner, establish the joint venture vehicle group structure which will secure consents and assemble the land across the sites and manage all works necessary to bring forward development. It is intended that the Council will formally enter into the JV following completion of the OJEU process, probably in early 2018.

Practically speaking issues surrounding how land would transfer, whether subsidiary companies should be established in order to undertake particular developments (to take account of how sites may be disposed of in due course e.g. share transfer or title transfer) and other considerations relevant to the particular development will be determined as part of the site development plan (SDP) and disposal process, more details of which are set out in section 5 below - the Commercial Case.

Overall Financial Summary

In developing the full business case it is necessary to undertake a full financial assessment of the delivery options.

The financial assessment has been undertaken to include the following:-

- An appraisal of the Council's sites that potentially form the phase 1 disposals to WGC including a baseline assessment which will provide a minimum return position for the Council.
- Specific financial modelling to consider the financial cashflow of the Strategic Sites in a JV delivery structure.
- Overall cashflow requirement for the JV which will illustrate the financial returns to the Council through its participation in the JV, through profit share.

The financial assessment undertaken by the Council will form part of the assessment criteria of the partner procurement process, through the various stages of the process.

Based on the financial analysis undertaken as part of the development of the FBC overall it is forecast that the Council could achieve a positive Net Present Value (NPV) of £25,186,837 through its involvement in the JV associated with Phase 1 assets injected only. Future phase assets are yet to be formally identified and considered and will be subject to subsequent decision making.

Overall the positive NPV can be accounted for by three main characteristics:

- Return of land injected into the JV of £26,324,373
- Interest paid to the Council on its loan notes of £2,692,987
- Potential profit share (dividend) from the JV of £25,537,369

This position excludes any other wider financial benefits such as business rates and Council tax growth. This analysis will be developed during the procurement exercise.

The financial benefits are likely to be achieved through the following mechanisms:-

- Residual land Value of Council assets once developed
- Interest on Deferred Land Payments (through a loan note structure)

- Share of surplus/profit achieved through the JV

Although we have not provided a detailed analysis of the likely level of returns that could be achieved by the Council through further capital / cash investment in the JV, we intend to safeguard this opportunity through the procurement route. Prior to the appointment of the partner following the formal procurement approach we will provide an update on the level of return that could be reasonably anticipated through this type of financial structure.

The table below provides more detailed analysis of the level which could be achieved through the JV. The table below analyses the level of return that the Council could achieve and also the level of return that could be achieved by the Partner.

<u>Council Returns</u>	
IRR	57%
NPV	25,186,837
Land Value	26,324,373
Land Loan Note Interest	2,692,987
Profit	25,537,369

<u>Partner Returns</u>	
IRR	82%
NPV	21,850,132
Match Funding Interest	1,827,980
Additional Funding Interest	0
Residual Cash Payment Interest	135,008
Profit	25,537,369

<u>Funding/Investment Breakdown</u>	
Council Land Equity	25,067,657
PSP Match Funding	25,067,657
PSP Residual Cash Payment to Council	1,256,717
PSP Additional Funding	0
Senior Debt	75,202,970

In addition it is important that the Council understands the anticipated cash flow of benefits associated with its participation in the JV, although at a pre-procurement stage this will only be indicative.

The table below provides an analysis of the annualised payments to the Council from the JV, based on the current financial model. For modelling simplicity it is assumed that land is drawn down in March 2019. The profile of returns to the Council in practice will be dependent on the actual phasing plan that will be informed by the JV partner and agreed by the Council and as such this should only be viewed as an indicative set of returns based on the assumptions within the model. The analysis is

designed to show that there is a viable proposition to take to the market and should not be seen as the actual returns that the Council will receive.

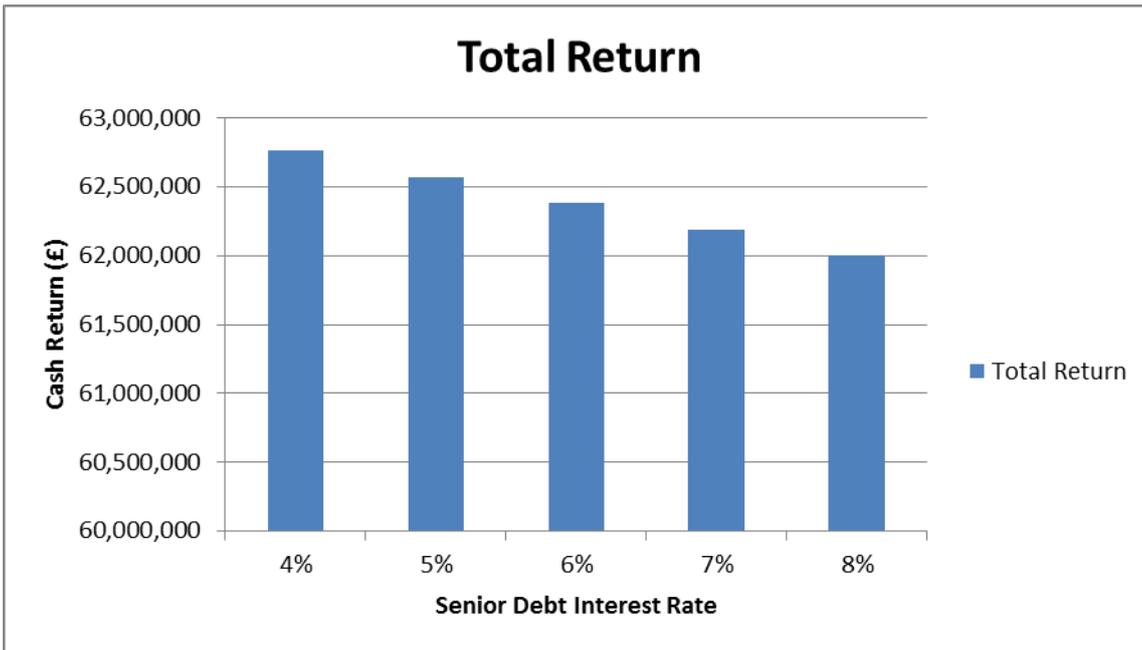
It is important to note a number of key assumptions have been made in relation to the modelling work as follows:

- In disposing of phase 1 assets to the JV the Council will forego annual revenue income in the region of £200,000, this revenue loss will need to be mitigated by forecast profit share income generated by the company.
- The Council is likely to support the development of Birkenhead town centre through its new civic presence, if this was not the case it will reduce the overall financial benefits associated with the scheme.
- From the land receipts the Council will be required to pay the HCA £2m in relation to the Bromborough former MOD site.
- The individual site proposals have been developed based on known capacity constraints and assumed end use, and based on current market trends. There has been a preliminary assessment of title issues and there may be further issues that arise from the due diligence process that is ongoing. The partner selected may elect to bring forward the sites in a different way, which will potentially change the overall financial proposition.
- During the procurement process the financial model will be updated to reflect the revised proposals and the outcome. This updated model will be used to make the decision to finalise the contractual relationship with the partner selected and establish the joint venture LLP.
- To support the overall cash viability of the JV the Council will allow the phase 1 payments for the use of sites to be paid once sites have been developed. However the Council will charge an interest rate premium on the deferred capital. The interest rate charged is proposed as 7%.

Through the procurement process the bidders will be asked to provide a baseline analysis of 14 sites (representative sample) for them to demonstrate their approach to the sites. The Council will assess each of the bidder's submissions and compare the financial outputs to the baseline model which supports this report.

The initial sites to support the procurement excise are highlighted in Appendix 1.

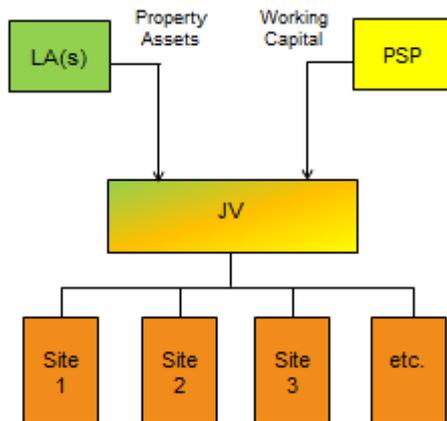
We have undertaken some additional sensitivity analysis to further understand the impact on the financial position of potential changes. The sensitivities relate to the financing cost, specifically the senior debt interest rate. The graph below shows the overall impact on the total return when changing the interest rate between 4-8%.



Summary of tax implications from structures associated with a Ltd Company /LLP

As mentioned in the Options Report (February 2017) the typical joint-venture structure is as follows:

Typical Property Joint Venture - LABV



Bevan Brittan has provided an analysis of the differences in tax structure of the two types of delivery structure considered, as follows.

Background

Both a company and an LLP are separate legal entities distinct from the Council and any other owners/partners. This means that the joint-venture vehicle may buy and hold property in its own name and borrow independently and may also charge its assets to the partners and third parties as

appropriate. It may sue and be sued in its own name and may have liabilities to others independently of its parents.

Most vehicles operate on two levels, the ownership level, often providing broad strategic control; and representation on the decision-making board or governing body which takes most of the decisions and manages the entity. In an LLP the arrangements between the partners are set out in a "members agreement" rather than the constitution of a company which is set out in the publicly available Articles. The relationships between an LLP or a company and the Council are broadly the same and regulatory and filing requirements are similar. However, the clear advantage of an LLP over a company limited by shares is the tax position. In summary, a company distributes profits after-tax whereas an LLP is "tax transparent" which means that distributions attract the tax structure of its parents.

Councils do not pay corporation tax and generally recover all of the VAT they pay. In general, a company will be subject to corporation tax on its profits before distribution and a commercial property development company would be subject to the usual rules and reliefs. In comparison an LLP is corporation tax 'transparent' which means that profits are taxed in the hands of the partner. As local authorities do not pay corporation tax there should be a benefit to the Council as a recipient of its share of untaxed profit if structured as an LLP. The likely benefit will be assessed once the full business case has been fleshed out.

There may be some VAT leakage in the establishment of separate legal entities and some Stamp Duty Land Tax to pay on transfers of land, but opportunities in structuring each development will be taken to seek to minimise the incidence of taxation.

A summary of the tax position comparing a company and an LLP is set out below.

Limited Company Structure

A limited company is treated as being opaque for tax purposes (i.e. as a separate taxable entity from that of the owners and directors).

Trading profits - a company will pay corporation tax on its trading profit. Corporation tax is charged at 19% regardless of the level of profits distributed by the company.

- Trading losses - a company can set losses of its trade generated in any given accounting period off against: other income and gains of that company generated in the same or previous accounting period (e.g. income from other trades or capital gains) (current year and carry back relief); and profits generated in the same trade in that company in future accounting periods (carry forward relief).

A company can also set off trading losses generated in the last 12 months of a trade that permanently ceases, against other income and gains of the company in the same accounting period and the three previous accounting periods (terminal loss relief).

Capital gains - a company pays corporation tax on its chargeable gains (other than gains on properties that have been subject to the annual tax on enveloped dwellings, which will be instead be subject to capital gains tax at 28%).

A company is entitled to indexation allowance when calculating its capital gains, which effectively allows for inflation over the period of ownership of the asset.

A company may also be able to take advantage of roll-over relief on disposal of an asset.

Capital allowances - a company may claim capital allowances on eligible assets which it uses in its business. The allowances are the tax equivalent to the depreciation of capital assets and, if claimed, reduce the trading profits generated by the company and therefore the amount of corporation tax payable.

VAT - VAT registration is mandatory once the value of VATable supplies made by the company in the year exceeds the registration threshold. A company may only have one VAT registration regardless of how many trades it carries on.

NICs - NICs are only payable by a company when it pays remuneration to an employee.

When a company pays an employee:

the employee is required to pay (usually by deduction from salary by the employer) primary class 1 NICs of 12% of earnings between the primary threshold and the upper earnings limit (£157 and £866 earnings per week, for the 2017/18 tax year) and 2% of earnings above that upper earnings limit; and the company, as employer, is required to pay secondary class 1 NICs of 13.8% of earnings above the secondary threshold (£157 earnings per week for the 2017/18 tax year).

From 6 April 2016, a company that pays secondary class 1 contributions is entitled to an "employment allowance" of £3,000 broadly to be set off against class 1 secondary NICs (albeit, from 6 April 2016, a company where the only employee is also a director of the company cannot qualify for this allowance).

Dividends - a company may distribute taxed profits to its shareholders by means of a dividend. Dividend income, in the hands of the recipient, will be taxed in accordance with the tax status of the recipient.

Limited Liability Partnership (LLP)

Although in general commercial terms an LLP is regarded as a body corporate and as separate and distinct from the members and officers, an LLP is treated for tax purposes as a general partnership (i.e. as being tax transparent). In some circumstances, tax transparency may not apply or be lost.

Trading profits - each member is treated as though it is carrying on a separate "notional" trade representing its share of the LLP's activity according to the LLP's profit sharing arrangements (as set out in the members' agreement and proposed as 50:50).

Trading losses - a member can broadly use trading losses generated in its notional trade in the same way as a sole trader.

Capital gains - when an LLP disposes of an asset each member is allocated the gain or loss arising in accordance with the asset surplus sharing arrangements (usually set out in the members' agreement) in force between the members at the time of the disposal (or by reference to the allocation of the gain in the accounts if there is no such agreement). Each member is assessed to capital gains tax on an individual basis.

A chargeable gain may also arise on the sale of a member's share in the LLP's assets to a third party or a change in a member's sharing ratios, depending on whether cash is received and whether the asset has previously been revalued in the LLP's accounts.

Capital allowances - where an eligible asset is owned by the LLP or is owned by one of the members and used in the LLP's business (without the member being separately paid for the use of that asset), a claim for capital allowances is the tax equivalent to the depreciation of capital assets and has the effect of reducing the profits generated by the LLP before the profits are allocated to the members, and will therefore reduce the income tax payable by the members in accordance with their profit shares.

VAT - registration is mandatory once the value of VATable supplies made by the LLP in the year exceeds the registration threshold and may be made in the name of the LLP. As part of the VAT registration the LLP is required to notify HMRC of the details of each of the members within the LLP.

A member will remain liable for the VAT obligations of an LLP arising after ceasing to be a member unless and until the change has been notified to HMRC.

NICs - NICs are only payable by an LLP when it pays remuneration to an employee, broadly in the same manner as a limited company.

Stamp Duty Land Tax (SDLT)

- There are some **SDLT** reliefs that apply to group companies and potentially some SDLT reliefs available in relation to transfers between a local authority and an LLP. Further consideration of the likely impact will need to be made in due course once the business case figures are known and dependent on how sites are brought forward through site development plans. SDLT is something that may influence how a particular development is structured from a tax perspective.

Conclusion

- In view of the significant amount of capital (and/or revenue) that may be generated by way of development profit the tax transparent nature of an LLP would be more beneficial from the Council's perspective.

Financial Modelling Assumptions

The financial model that has been developed looks at the viability of a joint venture structure. The viability is not only assessed on the basis of residual land value but from a fully funded cashflow over the development period. The modelling structure and the funding and financing structure should not be seen as a definitive way forward that a private sector partner (PSP) will need to prescribe to. The modelling and viability assessment is designed to assess whether, given a traditional funding package, the developments through a joint venture structure are viable. In reality potential partners will utilise different financing structures and will be expected to propose the most efficient financing structure to deliver the sites in phase 1 and add the greatest value for the joint venture.

The residual land value calculations that have been carried out show that a number of sites are not viable in their own right however the joint venture structure leveraging the value of other more viable sites allows for the negative value sites to be delivered as part of a wider development programme.

The model that has been developed looks to finance the sites using a traditional mix of equity and debt instruments. The Council's land value is used as the Council's equity with the private sector partner (PSP) matching the land value with a cash injection. This matching of land value will ensure that the joint venture maintains a 50/50 equity split throughout the development phases and this reflects the ultimate profit share from viable developments.

When assessing the level of equity that is necessary in the vehicle at any given point in time an assumption has been made that senior debt at 60% of funding the requirement is achievable. Where the Council's land value is higher than the 40% of equity required, an upfront cash payment is made to the Council representing the difference in the required equity and the total land value.

Should the land value been lower than the 40% equity requirement, then it is assumed in the model that the PSP will provide additional funds in the form of a mezzanine debt finance. The Council will reserve the right to provide this additional finance should it wish to do so on a case by case basis but for the purposes of the modelling we have assumed that the Council will only invest land into the joint venture.

Where the land value has been assessed as negative, this is subsidised by positive land values from other sites with no further cash injection required by the Council to plug viability gap on a site by site basis. For modelling simplicity we have assumed that the drawdown of land occurs at a single point in time, however in practice, there will be a phased drawdown of land and this will be set out in the agreed business plan that both partners will subscribe to.

It is currently assumed that the land will transfer to the JV post planning consent being granted and as such the Council benefit from 100% of the uplift in land value. This will likely be a point of negotiation through the procurement process with each bidder considering potentially bidding a percentage of land value uplift that should be shared between the JV and the Council based on the amount of value the JV has added to the planning process.

Key Model Assumptions table

Equity Split: Council/PSP	50/50
Debt/Equity Split	60/40
Senior Debt Interest Rate	4%
Council Land Value Loan Note Coupon	7%
PSP Match Funding Coupon Rate	7%
PSP Additional Funding (Mezzanine) Interest	10%
NPV Council Discount Rate	3.5%
NPV PSP Discount Rate	8%

5. Commercial Case

To progress the preferred option it has been necessary to focus on the commercial arrangements, and specifically define the initial property transactions in pursuit of the Council's strategic objectives. The principle focus of this section of the report is the process by which the Phase 1 assets have been identified. Importantly the phase 1 assets form the basis of the financial modelling exercise that has been undertaken.

In developing and to support the output of the financial model it has been necessary to identify the initial sites that would form part of the phase 1 disposals to the property joint venture. The full report produced by GVA can be found in Appendix 1; however this section provides a summary of the main points discussed.

A meeting was held on 27th February 2017 at Wirral MBC including officers cutting across the Asset, Planning, and Housing teams of the Council, and representatives of GVA. The purpose of the meeting was to review the 'long list' of the Council assets and identify prospective Phase 1 JV sites.

The long list included assets covering:

- Land and buildings – freehold and leasehold
- Operational assets
- Non-Operational assets

A total of 1,888 sites were identified on the long list site. Criteria were established to identify potential Phase 1 sites from the long list of assets including:

- Sites must generally be developable within the next 12-18 months
- Sites must not already be in the process of disposal or subject to agreement with a private sector partner / developer, principally to avoid any duplication of benefits.

It was noted in discussion that a number of the assets are subject to other initiatives and exercises underway within the Council. The main initiatives and exercises are noted below, with implications for the refinement of the shortlist:

- **Registered Housing Providers (RPs)** – a number of assets had previously been identified by the Council as being appropriate for the purposes of soft market testing with RPs. The criteria for these assets mirrored those of the proposed WGC, with the addition of being residential sites exclusively. These assets were not blanket removed for the purposes of WGC, with discussion around the potential for both processes to not be mutually exclusive (i.e. the potential for RP's to deliver as part of WGC which is as yet untested), and that the RP soft market testing was not binding in relation to any specific sites (albeit it was noted that the Council were keen to ensure there was no reputational impacts of any decisions around WGC sites with the RPs). On review however a number of sites were identified to have specific housing outputs which may not be commercially developable / deliverable

under WGC without putting specific restrictions on the ultimate partner / sites to be included. Sites identified that fit with this criteria were removed.

- **Capital Disposal Programme** – a number of assets had previously been identified by the Council for direct disposal to generate capital income to meet immediate budget deficit pressures. Initially these assets were not removed for the purposes of WGC, with discussion around the potential to identify alternative site disposals, or investment sales, should the need arise in due course depending on the testing of the viability of WGC based on the potential Phase 1 asset list. Following further discussion and re-affirmation of the need to identify sites for direct disposal to address the deficit budget, these sites were removed from consideration under WGC.
- **Reimagining Leisure** – a review is underway across the Council to consider the future provision of leisure services across Wirral. This captures assets including open space, playing fields, sports clubs (Council owned), museums (Council owned). These assets were removed from the long list, with potential to bring assets into future phases of WGC depending on the outcome of the review.
- **Library Review** – a review is underway across the Council to consider the future provision of libraries across Wirral. These assets were removed from the long list, with potential to bring assets into future phases of WGC depending on the outcome of the review.
- **Employment Land Review** – an updated Employment Land Review evidence base is currently being prepared on behalf of the Council, including consideration of a number of Council assets. It was agreed that conclusions around the potential availability of industrial estates owned by the Council would not be possible until this ELR process is completed. These assets were removed from the long list, with potential to bring assets into future phases of WGC depending on the outcome of the review.
- **Green Belt sites** – we discounted all Green Belt sites as not being able to be delivered within 12-18 months on a policy compliant basis, with the exception of sites where there is existing building footprints which could be redeveloped.
- **Operational assets** – we discounted the majority of operational assets as not being able to definitively be delivered within 12-18 months. Operational assets which are known to be underutilised, and/or are known to be in the process of being vacated were considered.
- **Car Parking Strategy** – it was noted that a number of assets on the long list are existing car parks where income (revenue) is currently received by the Council. A number of car parks were therefore discounted on this basis.

This refinement process resulted in the identification of 49 assets for consideration to potentially form Phase 1 for the WGC. These assets are listed at Appendix 1 to this report and may be supplemented by some strategic acquisitions following completion of the reviews mentioned above.

How Phase 1 assets will be transacted with the joint venture

Background

The Council is considering how it should invest land and property into WGC and wishes to have a clear process for considering the disposals to WGC on a site by site basis. We considered a range of preliminary issues that should be reviewed as part of the strategy for disposal of land and property to WGC in due course under a number of sub-headings and then considered the proposed disposal process.

PRELIMINARY ISSUES

Powers

Probably the most important element is finding the most appropriate power under which to dispose of land for development. Local authorities have very wide powers to acquire, sell, appropriate and develop land. Further details of those powers have been provided to the Council. In summary, they include the following:

- S.120-123 Local Government Act 1972 (LGA 72);
- Ss.227 and 233 Town and Country Planning Act 1990 (TCPA 90);
- Housing Act 1985;
- Local Government Act 1988; and
- Local Authorities (Land) Act 1963.

A combination of these specific powers would usually be sufficient for the Council to undertake any property related project, both within its area and potentially outside its area where the motivation is connected with the benefit or improvement of the area. For example this could include building industrial units in a neighbouring area which would benefit residents by providing jobs for them.

Additionally, where a local authority wishes to acquire property once developed by WGC pursuant to its investment powers then it may be appropriate to invest in land and property pursuant to s.12 Local Government Act 2003. This is a power for local authorities to invest both for any purpose relevant to their functions and for the prudential management of the Council's financial affairs. This could include long term and short term investment in land and property. The Council will need to have regard to the prudential code, published by CIPFA in determining how much money should be invested and the type of investments that should be pursued. Any investment would need to fit with the Council's overall adopted investment strategy under the prudential regime. This could be for capital appreciation, interest or revenue returns. Investment does not usually involve "trading" although the Council may also choose to invest in a company or body that is set up to trade.

Because there are a number of options, the Council needs to be clear as to its primary purposes for undertaking any land and property investment and development. We would normally advise that "powers follow purposes". Powers must also be exercised properly, taking into account all relevant considerations.

Best consideration

The Council has a fiduciary duty to tax payers to manage its non-operational estate effectively and to generate a commercial return. On the sale of any land and property under s.123 LGA 72, s.32 Housing Act 1985 and s.233 TCPA 90, local authorities are required to get "the best consideration that can reasonably be obtained" (otherwise the Secretary of State's consent is required for disposals longer than seven years at an undervalue). Sales at an undervalue may also constitute state aid, even where there is a well-being benefit pursuant to the Wellbeing general disposal consent in circular 06/2003.

The Council's development plan documents are public documents and the Council may speculate (in the same way as a developer or an individual) on the future potential and development opportunities that may arise in relation to land that may not currently be apparent. This means that the WGC may take a longer term view about land use and in particular where it may wish to promote different types of development in the longer term - there may be changes to facilitate different development in due course.

The Council needs to obtain best consideration, even where it transfers land to a company in which it has an involvement, for example a joint venture asset vehicle or a wholly owned separate legal entity. Failure to dispose at best consideration could result in claims of unlawful state aid and/or there may be a breach of section 123 LGA 72 (or similar powers in the TCPA 90 or Housing Acts).

The Council should obtain professional valuation advice on whether best consideration is being achieved. Whilst such advice may be provided by in-house valuers, it may be more appropriate to obtain independent advice since the Council will be making a disposal to a connected body and this could raise questions over how the valuation was made. Where the Council considers it may be challenged as to any valuation it may therefore wish to seek external valuation advice; also in circumstances where there is any question of being unable to agree upon best consideration, then a second professional opinion may be sought (consistent with the state aid guidelines issued by the EU). The rules are now set out in the "Commission Notice on the notion of State aid as referred to in Article 107(1) TFEU" published in May 2016 and require, in the case of sales of land, "an independent expert evaluation prior to the sale negotiations to establish the market value on the basis of generally accepted market indicators and valuation standards".

Land held for different purposes under different powers may be disposed of for different values of best consideration, depending upon the purposes for which it is held and then disposed of – appropriation may assist in this. For example, should the Council wish to develop for public realm or a transport interchange or other purposes that would not be the most profitable purpose, then where the land is held or appropriated for planning purposes (and that disposal would facilitate the proper planning of the area) the consideration may be the best consideration for that particular type of development that the Council wishes to see on the land for the proper planning of the area rather than its most profitable purpose.

Best consideration should be assessed close to disposal as part of the Site Development Plan (SDP) process – it would not be possible now to give a binding valuation of all of the indicative sites that could form part of the WGC development programme for the next five years – values will fluctuate, sometimes up and down. The drawdown process will require appropriate valuation at the time (or just before) the sites are transferred to WGC. Best consideration may include overage or whatever may be usual for the nature of the site and type of development. There may be reasons why title is

not transferred on day one (for example if there is likely to be an end sale to a third party buyer of a finished unit or a pension fund and this would save stamp duty) – in which case WGC may not take title to the site immediately, but may operate on the basis of a building agreement and lease/licence. Where consideration is deferred it will be important for the Council to consider what security may be available in relation to the land (eg. a restriction on title). Whilst local authorities are unable to mortgage or charge land and property, WGC will be able to do so.

As above, the reasons for the particular approach to be adopted and how the Council will demonstrate that it will obtain best consideration should be set out in an audit trail and the decision should be reasonable in a Wednesbury sense.

Probity in planning

Any land that is being considered for disposal by the Council should be properly assessed against local and national planning policy to establish whether planning permission is likely to be granted in respect of any development that is intended for the land. If a development brief or development plan document is needed to support the planning application, the Council should consider whether it would be appropriate to prepare one (or whether this should be done by or in conjunction with WGC – although this has the potential to create conflicts of interest).

If the Council intends to seek planning permission for the development of any land, it should ensure that it prepares the relevant planning application in the same way as any other applicant, similarly for WGC. The planning applications should also be determined in the same way as any other applicant. The Council should not do anything in its land holding capacity that appears to fetter its discretion in relation to planning.

We would advise that different members, so far as possible are represented on the development control committee that considers any planning applications involving Council land, from those who are represented on the Cabinet that would make decisions about disposing and developing the land. The Council may already have a planning code that ensures probity in planning and minimises conflicts of interest arising. This should be made available to WGC.

Bias and pre-determination

There have been numerous cases that have involved Councillors taking decisions in one capacity and then taking them in another capacity which results in allegations of bias and/or pre-determination. In some cases decisions have been quashed (e.g. *Georgiou v Camden*) and in others the decision has been upheld.

It is advisable to remind members to declare any interests prior to consideration of matters (including at any parish/town council meeting) and to allow them to state their position clearly (usually that they may have been at the Parish Council meeting or said x, y or z but will listen to any material planning considerations and debate and discussion before taking a decision) when at development control committee.

Although s.25 Localism Act 2011 sought to minimise the circumstances in which there would be a finding of pre-determination, in practice the section largely restates the common law. Although a prior indication of a view on a matter does not necessarily amount to pre-determination, all the facts and circumstances of each case must be reviewed to see whether or not the conduct actually amounts to pre-determination (for example leading a campaign against a development or making

comments about a development frequently and being part of an "action group" or body that demonstrates support for or against particular types of development). S.25 can therefore be negated in the circumstances of any particular case.

In order to minimise the risks around bias and pre-determination it would be helpful to remind members in advance of any development control or cabinet meeting considering applications from the Council/WGC and/or issues around development and also asking members with any prior involvement to consult the Council's Head of Legal Services or senior democratic services officers regarding interests and/or bias/pre-determination/prior consideration of matters, in good time before the meeting so that matters may be properly assessed.

Training may also assist and some local authorities make it compulsory for members to receive training on probity in planning and other matters before considering matters through development control.

Development risks

The development of land and property gives rise to a number of risks that the Council will need to manage. Property values fluctuate frequently (some commentators expect property values to go down as a result of Brexit, especially as North West prices have risen most over the last 12 months – the General election also brings uncertainty). There is a risk that any land and property will not be worth as much as WGC has spent on the land and all the costs associated with developing the land. This may not matter where the property has been developed in order to generate a rental return that delivers a surplus in the longer term. Equally capital appreciation may occur over a longer term basis. This means that the Council should carefully consider how it gets the money for the land out and what security may be available as well as the valuation of the land put in at best consideration.

Usual construction practices should apply, including obtaining collateral warranties from any design and construction companies and the intellectual property rights and assignment of any designs developed by architects on behalf of WGC and for the benefit of any end purchaser or pre-lets.

Procurement and Standing Orders

As well as going through a procurement process to find a partner and establish WGC in accordance with the Public Contracts Regulations 2015, the Council needs to follow its contract procedure rules/standing orders.

Other/Miscellaneous Considerations

These include:

- Title issues including covenants, easements and rights of light etc.
- Appropriation of land and property;
- Crichel Down Rules
- Open space
- Reverter Acts for former schools and school playing field disposal consents
- Challenge

Leaving a reasonable amount of time between any planning or land decision and a start on site to allow for challenge – the judicial review period in relation to the issue of planning permission or for a procurement challenge is 6 weeks. Judicial review of public law decisions must be initiated

'promptly', though in exceptional cases the court will allow longer than the 3 months permitted to bring a claim.

The due diligence process on sites is ongoing.

DISPOSALS PROCESS

Prior to disposal

As part of the procurement process, as well as on a periodic basis to be set out and agreed in the joint venture arrangements with the private sector partner (or PSP), WGC will have both a Partnership Business Plan and individual Site Development Plans (SDPs)). The following paragraphs set out a common approach but this should be confirmed as the preferred approach by the Council.

Partnership Business Plan

This would be a multi-year plan (probably for three years on a rolling basis) updated annually for approval and adoption by the Council and the PSP. It would include a list of sites which WGC expects to draw down for development and the expected order of drawdown and development.

The inclusion of a site in the Partnership Business Plan would need to be justified on the basis of it furthering WGC's stated aims and objectives as more particularly set out in the JV Agreement as being the "Business" of the JV, including how WGC (and through it the PSP) would tackle more challenging sites (in terms of initial site conditions, funding availability, etc.) alongside more readily profitable sites – the Council will not wish to see WGC/the PSP "cherry-picking" the best sites whilst leaving behind those with lower (or no) potential margins. Approval and adoption of the Partnership Business Plan would be a reserved matter and therefore would need the unanimous consent of both the Council and the PSP. Where a revised version of the Partnership Business Plan has not been approved, the previous version would apply.

Where either the Council or the PSP wishes to bring forward a new site that is not listed in the then approved Partnership Business Plan, this activity would itself be a reserved matter and therefore require the unanimous consent of the Council and the PSP.

Site Development Plan (SDP)

WGC would prepare (or more likely have prepared for it by the Development Manager for WGC Board's approval) an SDP for each site identified in the Partnership Business Plan. Each SDP would be prepared by WGC (as before, most likely by the Development Manager) for approval by the Board on an iterative basis with ever-increasing levels of detail in each successive submission of a draft SDP.

It would be usual to have two or three levels of detail in the SDP process – each of which must be consistent with the use allocation for a site in the Partnership Business Plan: indicative, interim (if required) and final. There is usually a stated expectation in the JV Agreement that updated versions of SDPs will be approved by the JV Board/the JV's partners provided these updated plans are consistent with previously approved versions (as, in simple terms, they should just be more detailed versions of earlier approved plans).

The approval process provides continued control for the Council (in its capacity as the original site owner) as a change of strategy for a site could be rejected without being a deadlock/termination event as a change of strategy would usually be expressly stated to be a reserved matter.

Site drawdown

Where a member of the JV is also a landowner of sites that may be drawn down into the JV for development, it is necessary to ensure there is a separation of decision-making between the two roles to ensure that the landowner has control over when a site is released to the JV. This separation is usually achieved by the landowner controlling its release of land into the JV through a contractual agreement (often, but not exclusively, referred to as a Landowner's Agreement).

The Landowner's Agreement/Option will have a set of conditions which the JV will need to satisfy in order to be permitted to drawdown a site. Usual conditions would be: land assembly; vacant possession; third party consents; site conditions; supply chain approval; satisfactory planning permission; funding availability; and viability. Only when all of these conditions have been satisfied would the JV be able to trigger land draw down. This approach is commonplace as a landowner often wants to establish the disposal value for its land (often to form part of its equity stake in the JV) and the satisfaction of all of these conditions will be important in achieving a maximum "RICS Red Book" or other appropriate valuation.

Disposal process

Much of the following commentary on the disposal process cross-refers into the funding structure, so will need to align at the outset with the Council's preferred funding model. The structure below represents a "straw man" for discussion purposes. It will also need to be modified to account for the "disposal" of a site where title does not transfer into the joint venture structure.

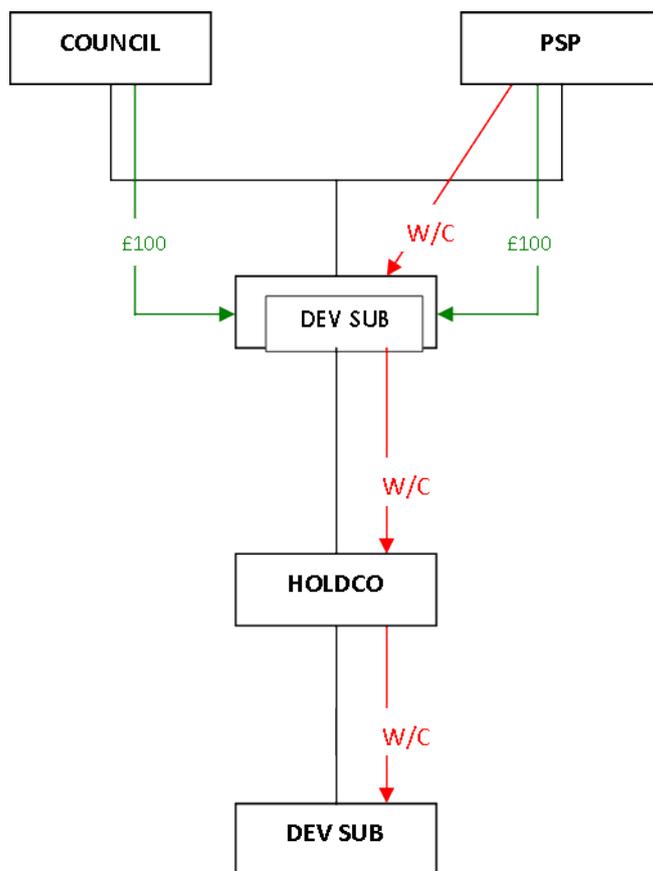
The fundamental questions for the Council to consider at this stage in relation to site disposal and valuation are:

- How well-developed the "sample" schemes will be at completion of the joint venture?
- Which party/ies provide cash-flow for WGC in advance of disposal? Are there any limits to that obligation (e.g. if planning appeals are required)?
- Whether site transfers will be undertaken by way of freehold transfer or long leasehold (probably the latter)?
- Whether the land value takes account of the cost of any units being transferred back to the Council upon completion of the development (e.g. affordable – or to an RP)?
- Whether a third party independent valuation will be required?(Generally speaking this will be the case)
- Whether there will be a minimum acceptable residual land value (e.g. between the sum of £1 and the minimum residual land value bid by the JV/successful PSP)?

- How the PSP's required rate of return will be tested in the procurement and captured in the SDP (and whether the rate is "blended" to take account of tenures and any affordable elements being built for the Council)?
- Whether the Council wishes to occupy any accommodation developed (e.g. civic offices and potentially joint accommodation with the Police) and if so on what terms and how will the property interests be structured?
- Whether the Council requires a "day one" payment for 100% of its land value or is comfortable with a "deferred" payment (either as a future obligation to pay or as a loan note) and what security is required in respect of any deferred obligations?

Whether the Council will also require WGC to pay overage at a percentage bid by the PSP based on a final development appraisal after units have been sold or in circumstances where an alternative planning permission has been obtained, or there is a disposal at an uplifted value prior to development?

Structure Prior to Disposal

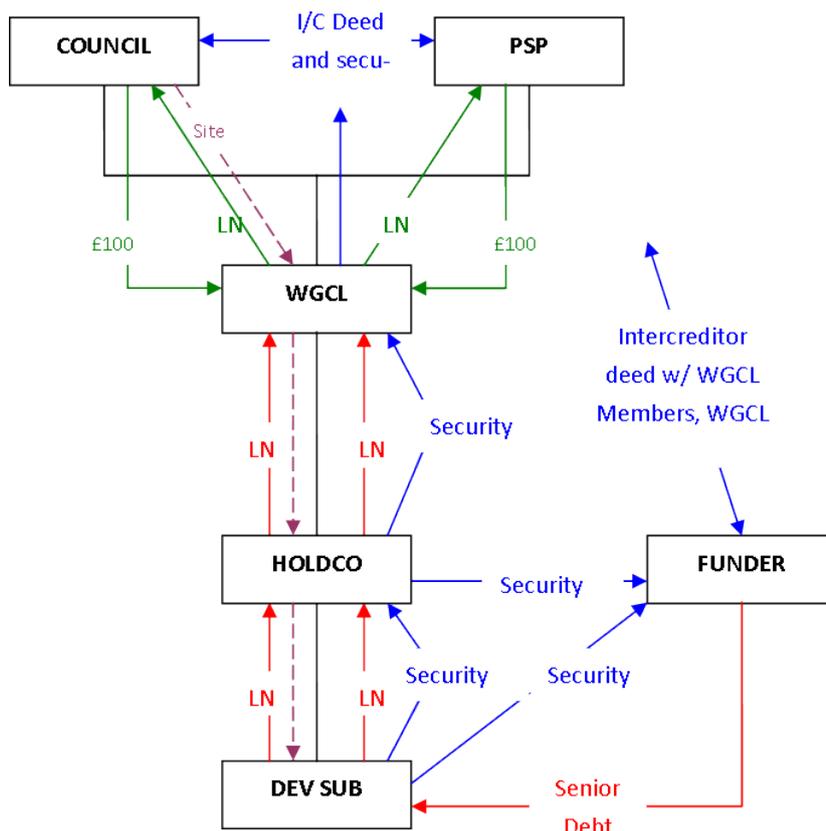


- Note – the direction of the arrows denotes the direction in which something has been given, granted or transferred.

- The Council and PSP each contribute £100 to WGC on execution of the JV Agreement as a "show of good faith" capital contribution (in the diagram above these are coloured green). These nominal capital contributions do not bear interest and are not secured.
- The subsidiary structure beneath WGC is set up with nominal equity subscriptions.
- In advance of the first site development, the working capital requirements of WGC alone for the "start-up" phase will be minimal, given that most costs will be incurred in relation to the development of a site, even if incurred in advance of the first site development.
- In relation to WGC's working capital requirements during the "start-up" phase and for every site development, the PSP puts in agreed working capital (often referred to as "Initial PSP Loan[s]" and coloured red in the diagram above).
- In some schemes, the Council may agree to put in working capital alongside the PSP and/or premises and staff, if the JV's costs can be reduced more effectively in this manner. If this approach was agreed, the premises and staff would be valued (by agreement between the JV partners or by expert determination, if necessary), so as to give a notional principal amount of the "Initial Council Loan[s]". The Council Initial Loan would then appear on the diagram above as "W/C" in an identical manner to the Initial PSP Loan. The Initial Loans bear interest until the date on which the PSP Loan Notes and Council Loan Notes are issued (see section 2 below).
- The Initial PSP Loan shall be applied to the "start-up"/development costs in relation to the development of a particular site development. To the extent Initial Loans are to be applied to costs for more than one site, then the JV partners shall agree how these costs will be apportioned between each of the site developments for the purposes of calculating the PSP Loan Notes in relation to each Site (see section 2 below). If apportionment is required, the amounts of Council Initial Loans and PSP Initial Loans provided to WGC drawn down in relation to a particular site would be limited to the amount referable to that site development (i.e. not all of the costs for subsequent sites will be provided to WGC at the outset).
- The Initial PSP Loan to WGC could be on-loaned to an intermediate holding company (HoldCo) incorporated for the purpose of ensuring a third party funder is able to take security at that level over the share capital/members' capital interests in the development subsidiary when third party funding is provided (it isn't essential from a legal perspective and funder views differ; some private sector bidders do not favour the use of a HoldCo. This would need to be discussed with bidders as part of the procurement). HoldCo will on-loan the amount of the Initial PSP Loan received from WGC to the relevant development subsidiary for use in relation to the relevant site development. These on-loans are coloured red in the diagram above (though this does not automatically denote they would be used for the same working capital purposes as the loans into WGC).

- The Initial Loans are not "equity" and are not secured (i.e. they remain at risk if a development does not proceed) - to the extent PSP Loan Notes are not issued in relation to a site development, the JV partners shall agree how to apportion working capital expenditure in relation to that site development against other site developments, if appropriate and possible from an accounting/tax perspective.

Structure on Transfer of Site



- Note – the direction of the arrows denotes the direction in which something has been given, granted or transferred.

Upon a site being transferred into WGC (shown as a purple dashed line in the diagram above):

- the Council is issued with a Council Loan Note to the value of the site;
- the Initial PSP Loan and accrued interest is crystallised into a PSP Loan Note and issued to PSP; and
- as a "default" position, PSP is obliged to match the aggregate amount of the Council Loan Note by way of Additional PSP Loan Notes, so that the amounts of Loan Notes held by each JV partner is equalised. Given the funding structures for individual site developments will be tailored to those sites, this obligation to "value match" will be subject to anything agreed by the JV partners to the contrary and set out in the relevant SDP.

The form of the Council Loan Notes and PSP Loan Notes will be the "agreed form" loan note instruments adopted at completion. The Loan Notes issued by WGC (coloured green) and are secured. The form of security will most likely be an all monies debenture secured against the assets of WGC. This debenture would be granted by WGC in favour of either a security trustee (jointly appointed by the JV partners) under a security trust deed which also regulates the respective JV partners' claims in relation to the security or to the JV partners themselves with deed of priorities to regulate their respective claims. On the diagram above, this is shown as "I/C Deed and Security". The security arrangements for the whole structure are coloured blue.

The Loan Notes issued by WGC will bear interest. Given that a particular site development may not require the PSP to contribute its entire loan note commitment at the same time as the site is transferred by the Council, WGC will be paying to the Council interest on a greater principal value (i.e. the difference between the aggregate principal value of the Council Loan Notes and the aggregate principal value of the PSP Loan Notes from time to time).

The site is transferred by WGC to HoldCo and subsequently from HoldCo to the relevant development subsidiary in consideration for Loan Notes from HoldCo and the Development Subsidiary respectively (coloured red); these Loan Notes are secured in favour of the loan note holder in each case (although that security will rank behind any third party (senior) debt security).

If additional finance is required from the JV partners on top of the Loan Notes referred to above, then they will agree this at the relevant time. The ability to contribute additional amounts or assets may well be subject to the terms of any third party (senior) debt.

The third party funder provides third party (senior) funding to the relevant development subsidiary (or HoldCo, if required by the third party funder) for the development of the site and takes as security an all monies debenture over HoldCo/the development subsidiary and its/their assets (as required). The third party funder also enters into an intercreditor deed with the JV partners, WGC and HoldCo subordinating the JV partners', WGC's and HoldCo's security to the Third Party Funder's security.

There may be other reasons for creating corporate structures, which may include the creation of a subsidiary as an investment vehicle for onward sale of the completed development in due course, for example to a pension fund (such as the Merseyside Pension Fund) or other investor, enabling a share sale (i.e. change in ownership of the corporate entity) rather than disposal of the asset per se.

Decision-making

Decisions on the acquisition, appropriation or disposal of land and property are executive functions and may therefore potentially be made by the Leader, the cabinet, a committee of cabinet, a portfolio holder or an officer.

A specific delegation to an officer (for example the Deputy Chief Executive) may be appropriate in consultation with the Leader who has the regeneration and economic development portfolio along with responsibility for financial management (unless the Leader is one of the Council's Directors of WGC) and/or the Deputy Leader who has responsibility for asset strategy and delivery as part of the Environment portfolio.

Any delegated decision will need to take into account a number of matters and will need to be based upon a written report. The report will need to encompass the usual legal, financial, technical and other relevant considerations that would normally be expected in a cabinet report (and take account of the Council's fiduciary duty, equalities and other relevant duties).

Under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012/2089 (the 2012 Regulations), the decision record needs to encompass the following:

- a record of the decision including the date it was made;
- a record of the reasons for the decision;
- details of any alternative options considered and rejected by the member or officer when making the decision;
- a record of any conflict of interest declared by any executive member who is consulted by the member or officer and which relates to the decision; and
- in respect of any declared conflict of interest, a note of dispensation granted by the relevant local authority's head of paid service.

Decisions must be published within two days under the Council's constitution and must be sent to all members of the Council. The decision may be called-in within five days of being published (Council Procedure Rule 35) unless the decision also specifies that the decision is urgent and the special urgency provisions set out below are followed.

It is anticipated that most of the disposals by the Council to WGC will amount to a 'key decision' under the Council's constitution. The Council's threshold for key decisions is £500,000 or 10% of the relevant budget head (whichever is the smaller), unless the specific expenditure or saving has previously been agreed in full Council or it is a decision taken in accordance with the Council's Treasury Management Policy, or any decision which in the view of the Leader will have a significant effect on a significant number of people. (Constitution Article 13.3).

At present the only significant powers delegated in the constitution relate to the Leader of the Council who is authorised to agree disposals of up to £2,500,000. (The amount for acquisitions i.e. to purchase or take a lease of land, buildings and other assets is only half of that - up to a value of £1,250,000 provided the funding has already been approved by Council.) Clearly if the Leader of the Council is a Board member of WGC he would be unable to take a decision to sell land to the

Company by the Council (that would breach the Members' Code of Conduct and would most likely amount to common law bias). Cabinet or another portfolio holder should exercise these powers under the Council's Executive arrangements.

Call-in

Disposals of land and property, as executive decisions, are subject to the Call-In procedure, with the exception of any decision taken under the special urgency provisions. Under Council Standing Order 35(10) a decision will be urgent if any delay likely to be caused by the Call-In process would seriously prejudice the Council's or the public's interest. The Council's Chief Executive must agree both that the decision proposed is reasonable in all of the circumstances and to it being treated as a matter of urgency. Such decisions must be reported to Council at least annually.

Notice should usually also be given of a forthcoming executive key decision (including whether the decision will be delegated to officers) 28 days before a decision is to be made (even where it is envisaged that decision will be taken in private, under the 2012 Regulations). Under the 2012 Regulations consultation is required with the relevant Scrutiny Committee chair and in their absence the Mayor or Deputy to be able to dispense with the usual notice and take the decision more quickly under the special urgency procedures.

6. Delivery Case

Delivery approach

This section of the report focuses mainly on the procurement route intended to be used to identify a private sector partner to establish the joint venture vehicle with.

This overview is not an exhaustive list of all points raised in the principal legal documentation nor is it a substitute for considering the principal legal documents themselves in full. Terms defined in the principal legal documentation have the same meanings in this overview.

Overarching Principles

WGC provides an opportunity for the JV Partners to harness private sector funding and expertise with Sites currently owned by the Council (and others) to help deliver the holistic long term physical development and regeneration of Wirral with associated benefits that contribute to the social and environmental improvement of the area and provide community benefits.

The first principles for the WGC are:

- in relation to the Sites, to contribute to the delivery of Wirral's Pledges, the Council's Asset Transformation Programme and Strategic Objectives;
- to bring forward, in a timely manner and responding to market demand, the development of the indicative Sites and potentially to undertake other site development;
- to bring forward, responding to market demand, the development of Sites which are considered more difficult to develop at a comparable rate with Sites which are considered easier to develop;
- to make strategic and opportunistic acquisitions, in particular interventions that support the implementation of the Wirral Plan or the development of an improved retail, commercial and public sector offer in Birkenhead and other Wirral town centres;
- to secure an adequate return to the JV Partners commensurate to their investment and the level of risk in respect of such investment to maximise the profits made by the WGC (this is the "Mandatory WGC Objective"); and
- to support the Council in pursuit of its wider objectives by identifying and helping deliver favourable solutions that balance financial, economic and social returns.
- WGC may develop Sites directly or enable the delivery of major development schemes in partnership with others (such as Woodside). The most appropriate approach may vary on a site by site basis, or may vary over time. The Procurement Strategy provides the framework to enable WGC to provide and/or procure works and services for each project.
- All projects to be delivered by the WGC will be assessed by reference to the Council's Strategic Objectives and WGC's Objectives, as set out in the WGC Business Plan and

Partnership Agreement. The WGC Business Plan will be approved by the Council and the Private Sector Partner on a [3] year rolling basis. Indicative Sites for development may change, depending upon title, collaboration or market conditions from time to time and as sites are drawn down for development. Both the Council and the PSP will need to approve changes to the Sites to be developed in the Approved Partnership Business Plan from time to time.

Principal Parties

The principal parties to this joint venture are:

- the Council
- the PSP – []
- WGC – structured as a Limited Liability Partnership with wholly-owned development subsidiaries underneath the main JV vehicle
- The PSP Guarantor – [Group plc]
- the Development Manager – []
- Providers of works and services during the initial 10-year exclusivity period – []

Legal Structure

The Council and the PSP will be members in a [company/limited liability partnership], for a minimum term of [fifteen] years with an option to renew for a further [five] years. The WGC will take the form of a 50/50 deadlock company/limited liability partnership in which the JV Partners will each hold an equal interest.

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
BASIC INFORMATION	
Principal legal documents and parties	<p>Partnership Agreement – between the Council, the PSP and WGC, setting out the constitution of WGC and regulating the conduct and affairs of each party. This includes the Procurement Strategy, the Delegation Policy and the Projects Policy (including draw down of sites and Site Development Plans) and how decisions will be made.</p> <p>Parent Company Guarantee – the PSP Guarantor, WGC and the Council, with the PSP guarantor guaranteeing the obligations of the PSP.</p> <p>Loan Note Instruments – including the Initial/Interim Council Loan Note Instrument; the Council Loan Note Instrument; the Initial/Interim PSP Loan Note Instrument; the PSP Loan Note Instrument – with WGC as issuer to the Council and/or PSP (as appropriate). There will also be the Development Subsidiary Loan Note Instrument with any Development Subsidiary as issuer to the WGC.</p>

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
	<p>Security Agreements - relating to the Council, PSP and Development Subsidiary. So long as the various Loan Notes (relating to the Loan Note Instruments detailed above) remain outstanding, they shall be secured by WGC in favour of the Council / PSP by charging the property, rights and assets of the WGC. This will equally apply to any Development Subsidiary which will charge in favour of WGC the property, rights and assets of the Development Subsidiary. Any security granted to the Council and the PSP will, in time, be subject to any security granted with priority in favour of a third party (senior) funder.</p> <p>Option Agreement (in relation to each Site transferring into the WGC) – the Council (as the current holder of the relevant Site(s)) and WGC. WGC would be required to satisfy some pre-conditions before being able to exercise an Option (e.g. best consideration and likely financial returns).</p> <p>Transfer / Lease – if an Option is exercised the Option Agreement allows for transfer of the Site by way of long lease to WGC [99 years plus]. In relation to the sites that are residential sites it is possible that the freehold will transfer.</p> <p>Development Management Agreement – WGC and the Development Manager</p> <p>Pre-Construction Agreement, Development Agreement and Building/Construction Contract – the Council and WGC or WGC and [] Plc, with appropriate collateral warranties and assignment of IP rights.</p>
Name of the LLP	Wirral Growth [Company] Limited Liability Partnership (WGC)
BUSINESS	
"Business" of the WGC	<p>The "Business" of WGC will be defined in the Partnership Agreement as:</p> <ul style="list-style-type: none"> • during any period for which a Partnership Business Plan has been adopted and is in force, to undertake such business(es) as is or are set out in that Partnership Business Plan; • during any period for which an Adopted Site Development Plan has been adopted and is in force, to undertake such business(es) as is or are set out in that Adopted Site Development Plan; • during any period for which an Adopted Project Plan has been adopted and is in force, to undertake such business(es) as is or are set out in that Adopted Project Plan; and <p>to undertake such other business(es) as the JV Partners may from time to time unanimously agree,</p> <p>provided in all circumstances that such business(es) promote the achievement of the Council's Strategic Objectives and Wirral Pledges and WGC's Objectives for Wirral – these objectives will be set out in the</p>

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
	<p>Partnership Business Plan and Partnership Agreement.</p> <p>Development activities may be carried out through separately incorporated SPVs which are wholly-owned by the WGC (for risk and debt security ring-fencing reasons).</p> <p>The WGC's business will be framed by a Partnership Business Plan and individual Site Development Plans.</p>
FUNDING THE WGC	
<p>How will the Site development funding needs of the WGC be met?</p>	<p>Funding requirements will be agreed and set out in the Site Development Plan and the overall annual Business Plan.</p> <p>In advance of Site transfer (where a Site is to transfer to the WGC):</p> <ul style="list-style-type: none"> • Council undertakes title and other initial site investigations/preliminary checks and may take action such as advertising open space and appropriating the land between different purposes for the creation of site development plans. • PSP provides initial working capital to develop proposals and Site Development Plan. If agreed in the Partnership Business Plan the Council may also provide initial cash or assets to the WGC if WGC's costs can be reduced more effectively. Interest will accrue on the initial funding but the initial working capital funding may/may not be secured. • Planning application/permission costs to be borne by the PSP. <p>Upon Site transfer (where a Site is to transfer to the WGC):</p> <ul style="list-style-type: none"> • Initial cash or value of assets (if any) provided by the Council and the market value of the Site crystallised into the Council Loan Note. • PSP to match the value of the Council's Loan Note through the PSP Loan Note (the initial funding provided by the PSP, including in relation to planning costs in advance of site transfer counts towards the value matching obligation). • Third party funding obtained for Site development, if required. • Additional finance may be provided by the JV Partners if unanimously agreed. • Interest will accrue on JV Partner Loans at a rate to be agreed between the partners and state aid compliant. Third Party Funding and JV Partner Loans to be secured and subject to any deeds of priority entered into between the JV Partners and/or the JV Partners and the Third Party Funder.
SITES	
<p>Approval process for a Site Development Plan</p>	<p>A template Site Development Plan governing all future Sites (including those within the sample group) will be scheduled to the Partnership</p>

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
<p>in relation to a Site</p>	<p>Agreement. Going forward, Site Development Plans are agreed via a four stage process:</p> <ul style="list-style-type: none"> • Draft Indicative SDP – the WGC prepares, and its Board considers whether Indicative SDP meets [the Mandatory WGC Objectives for the phase 1 sites] and at least two other objectives each of which will be drawn from the Council's Strategic Objectives or the WGC Objectives. • Draft Formal SDP – Upon the JV Board approving the Draft Indicative SDP, it becomes a Draft Formal SDP and the JV Board shall as soon as reasonably practicable but in any event within three Business Days, circulate the same to JV Partners for approval. Within [20] Business Days of the JV Partners receiving the Draft Formal SDP from the JV Board, a meeting of the JV Partners shall be convened for them to consider and, if thought fit, approve the Draft Formal SDP. Upon the JV Partners approving the Draft Formal SDP, the Draft Formal SDP shall be immediately deemed to have been adopted by the LLP as a Site Development Plan. <p>Any non-material variation to a Site Development Plan requires the approval of the JV Board. The JV Board shall refer any proposed variation to the JV Partners if all Representatives appointed by at least one JV Partner request that the variation be referred to the JV Partners. Any material variation to a Site Development Plan (including any variation referred to the JV Partners by the JV Board) requires the approval of both JV Partners as a reserved matter.</p>
<p>Can other Council and non-Council sites be considered for redevelopment by the WGC?</p>	<p>Yes – the approval process is broadly the same set out above (i.e. preparation and approval of a Site Development Plan).</p>
<p>Conditions to transfer of Site to the WGC</p>	<p>Common conditions – e.g. approval of Partnership Business Plan and Site Development Plan, best consideration and financial objectives.</p> <p>Specific conditions – as may be set out in the relevant Site Development Plan.</p>
<p>Timing of land transfers in to the WGC</p>	<p>At any time subject to the terms of the approved Site Development Plan and satisfaction of conditions in relation to a particular Site.</p> <p>Transfers may be made in different ways depending upon the nature of the development. For example a building agreement and lease then sale to an investor (such as the Merseyside Pension Fund) or direct transfer to a subsidiary of WGC for onward transfer of the company or sale.</p>

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
Valuation principles for Council's land transferring in to the WGC	Market valuation (under RICS Red Book Principles or otherwise as appropriate to market conditions for the development and state aid compliant) and carried out by an independent valuer at or immediately prior to the Adopted SDP being submitted to JV Partners for approval.
Procurement of works and services by the WGC	With effect from the Effective Date until the date [10/15] years after the Effective Date, subject to the value for money protections and tender processes set out in the Procurement Policy, the PSP shall have the exclusive right to provide those works/services to the WGC and its Development Subsidiaries (and to enter into those contracts with the WGC and its Development Subsidiaries) that are set out in the Procurement Strategy respectively.
Use of proceeds of Site sales / profits	<p>Save to the extent otherwise expressly agreed in writing by the JV Partners, Net Profits remaining after repayment of Third Party Funding and any retention shall first be used by the WGC to make certain repayments in accordance with the following descending priority of repayments (unless otherwise agreed by the JV Partners in writing):</p> <ul style="list-style-type: none"> • repayment to the Council and the PSP of any outstanding Initial Council Loan Notes and Initial PSP Loan Notes (plus, in each case, any interest accrued thereon); • repayment to the Council and the PSP of any outstanding Interim Council Loan Notes and Interim PSP Loan Notes (plus, in each case, any interest accrued thereon); • repayment to the Council and the PSP of any outstanding Council Loan Notes and PSP Loan Notes (plus, in each case, any interest accrued thereon). <p>Any remaining Distributable Profits after the WGC has made all repayments pursuant to the above shall be apportioned between the JV Partners in proportion to their Capital Contributions and credited to their respective Current Accounts accordingly.</p>
Community Projects	Community Projects are those projects where the Council or other public sector bodies are the ultimate client. Separate provisions within the Partnership Agreement will regulate the bringing forward and funding of and returns made in relation to Community Projects.
GOVERNANCE	
Composition of the Board	Two representatives appointed by each JV Partner. The Board should not be too big nor too small to manage to the business of the WGC. The Council's proposed representatives at this stage would be the Portfolio Holder for Economic Development and Energy, and Strategic Commissioner for Growth. Substitutes will be permitted. The right commercial people need to be appointed to the Board so that the Board

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
	<p>is a viable commercial decision-making entity.</p> <p>The Chair of the Board has no second or casting vote.</p>
Decision-making	<p>Matters reserved to the JV Partners in the Delegation Policy will be passed if approved by both JV Partners.</p> <p>At JV Board level, each representative will have one vote and a decision of the JV Board will be passed if approved by a majority of representatives. The Partnership Agreement will contain provisions relating to conflicts of interest to ensure, as far as possible, that the WGC is at an arms length to the JV Partners.</p>
Deadlock	<p>Escalation to senior persons within the PSP and Council organisations, followed by either expert determination and/or winding up (depending on nature of deadlocked matter and whether the deadlocked matter can ultimately be resolved).</p>
MISCELLANEOUS	
Restrictions on the WGC JV Partners	<ul style="list-style-type: none"> • not to bring standing of WGC / its JV Partners into disrepute nor to attract continuous material adverse publicity; • not to establish any undertaking nor otherwise compete directly with WGC's business within Wirral; • not to acquire any "competing property" unless WGC is offered opportunity to acquire the property first.
Transfers by JV Partners of interests in the WGC	<p>No transfers at any time are permitted to unsuitable persons. Subject to this, no transfer of a JV Partner's interests without consent of the other JV Partner except for certain "intra-group" permitted transfers.</p> <p>A transfer of interests in the WGC will include a transfer of the benefit and burden of any loans made to the WGC.</p>
Default	<p>Default events will include a change of control, insolvency, material or persistent breach.</p> <p>Whilst a breach remains unremedied (if it is remediable), the defaulting JV Partner and any Board Members appointed by it are excluded from decision-making and may not receive any distributions of profits referable to the period of the default subsisting.</p> <p>On a default under the Partnership Agreement, the "non-defaulting Member" has the option (but not the obligation) to buy out the other (defaulting) JV Partner's interests in the WGC at a discount to market value.</p>
Duration of joint venture	<p>Unless terminated early, the joint venture will last for 10 years with option to renew for further 5 years.</p>

ISSUE	SUMMARY OF PRINCIPAL LEGAL DOCUMENTS
Winding up	<p>Standard winding up events (i.e. both JV Partners agreeing, insolvency of the WGC, unresolved deadlock, change in law, duration of the WGC expiring).</p> <p>Winding up event will also terminate any outstanding options and regularly entitle the Council to repurchase Site(s) out of the WGC at their then market value.</p> <p>After payment of all expenses and third party creditor costs, any surplus distributed between the JV Partners will on a 50:50 basis.</p>

Risks

The specific risks for a property company or JV are highlighted below, together with proposals for how these risks can be mitigated.

Risk	Mitigation
EU procurement implications	Bevan Brittan LLP will advise on EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated. It is not possible to guarantee that there will not be any challenge to the process, appointment of a partner or related decisions.
Setting up WGC will require dedicated resource throughout the procurement and over the life of the JV.	Throughout the procurement process the Council will have the opportunity to consider the level of resources required. This may need to be supplemented externally
Not securing the agreement of Council to proceed and high start-up costs that will be abortive if the Council decides not to proceed at any stage.	The Council will have the opportunity to consider at each stage of the procurement whether to proceed with the property JV or not.
If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.	Listening to and acting upon the market soundings
Identifying sites for development at the commencement of the property JV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the developments before the business case, timing and details of the development project have been created.	The Council will adopt a transparent approach to the inclusion of sites and projects in the property JV. A robust information strategy will be used to provide full information on the time taken to establish the property JV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.
Potential for conflict between the Council as a partner in WGC, the statutory objectives of the local planning authority, and any future changes in political priority.	<p>Sites selected for initial development by the property JV will need to be informed by planning policies and guidelines. Site development briefs should be prepared to ensure clarity for any company/JV/partner. Whilst this situation does not presume planning permission, neither should the projects suggest development that would be unrealistic.</p> <p>Segregation of roles and responsibilities of Board members, planning decisions and Cabinet decisions as owner and funder between</p>

	<p>members will reduce risks.</p> <p>Maintaining political priority will be assisted by a transparent process and following the establishment of WGC ensuring the delivery of key commercial and community projects.</p>
Short term increase in the cost of the Capital Programme due to the delay associated with creating WGC.	<p>Planning significant regeneration projects for short, medium and long term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within WGC.</p>
Potential market saturation with demand outstripping supply of suitable joint venture partners.	<p>Soft market testing to be undertaken in preparation for the procurement process. Listening to and acting upon the market soundings will be important. Interest has been high at MIPIM and through the soft market testing</p>
Not being able to secure the right joint venture partner following procurement.	<p>For a JV it is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the property JV.</p>
Joint venture partner "cherry picking" commercial sites for development rather than less viable or community sites.	<p>This will be tested fully during the procurement process. The JV company business plan will define the objectives of the Council/ property JV and the priorities for development. The business plan (that will be updated over the life of the property JV) will require approval by the property JV Board, of which Council will be a 50% partner and the Council. Whilst a commercial approach would need to be taken, the Council will be able to influence the programme.</p>
Duplication of work / counter-productive work between Council staff and WGC staff.	<p>The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain access to high level skills for supporting it in its decision making process as a 50% partner in the property JV, including the approval of Site Development briefs. Proposals will be developed and informed by the procurement process.</p>
Council capacity to match the capacity of the joint venture partner to serve on the property JV	<p>The Council will need to carefully consider the skills and availability of Members and/or Officers</p>

<p>Board and make day to day operational decisions.</p>	<p>to represent the Council on the WGC Board.</p> <p>Bevan Brittan will provide training for representatives on the WGC Board in corporate governance matters including how to deal with potential conflicts of interest.</p> <p>Certain strategic decisions will be reserved to the Council (not the WGC Board), as a 50% partner in the WGC (e.g. approval of all business plans and material contracts that either govern or affect the WGC, expenditure over certain thresholds and appointment of key personnel to the WGC).</p>
<p>Requires defined development pipeline to maximise success and investment opportunities.</p>	<p>At the outset of the procurement the Council will identify the development opportunities for the WGC in the short, medium and long term. The partnership business plan (approved by the WGC Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and WGC.</p>
<p>May not achieve best value due to the property market and funding market.</p>	<p>The long term nature of the arrangement and opportunity for the private sector to phase developments including "batching" will seek to mitigate against this risk.</p>
<p>Higher rewards need to be balanced against sharing in re-development costs.</p>	<p>It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.</p>
<p>Significant deadlock and breakdown of the WGC.</p>	<p>It is expected that the parties will act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met, to avoid unnecessary deadlock.</p> <p>If deadlock arises at the WGC Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the property JV partners. If the WGC cannot resolve the deadlocked matter, then a project would not proceed.</p> <p>Where there is deadlock that would prevent the WGC continuing, the legal arrangements will contain the power for one WGC partner to either buy out the other WGC partner at a valuation to</p>

	be agreed or to call for the winding up of the WGC.
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Procurement Strategy

PROCUREMENT PROCEDURE SELECTION

Background

The Council asked Bevan Brittan for advice on the most suitable procurement procedure in order to be able deliver the WGC and be in a position to recommend the appointment of a partner to Cabinet for approval early in 2018. It is taken as read that the Council will need to procure a development partner with which to form a Joint Venture (JV) corporate body, because it will be looking for skills and investment to join (on a pari passu basis) to exploit the opportunities that the Council's land holdings and the rest of the Wirral has to offer.

Pure land transactions fall outside of the EU procurement regime, but where the Council has control over development or join with others to exploit opportunities, that will not be the case.

The Public Contracts Regulations 2015 (as amended) (the Regulations) apply to "contracting authorities". Companies which are held to be contracting authorities are subject to the application of EU procurement rules when they award contracts for goods, services and works where the estimated value of the relevant contract is above certain EU thresholds or if the opportunity has a realistic prospect of cross border interest.

The current EU procurement thresholds impacting on local authorities are as follows:

- Supplies and services - local authorities - £164,176
- Works and concessions - all contracting authorities including local authorities - £4,104,394
- Light touch regime for services - all bodies including local authorities - £589,148

The Council will need to consider procurement law when it needs to engage with external organisations for works, supplies or services to further the delivery of the scheme. It may be that the Council is able to progress certain strategic and site assessment work from its internal resources and will need further external expertise at some point (be it advisory consultancy services, design services or the implementation of construction works to develop the sites).

The Concession Contracts Regulations 2016 ("CCR") applies to works concession contracts which have an estimated value of £4,104,394 or above. The estimated value is calculated not only in terms of the payments from the Council but also but also all the revenue received from third parties. A works concession contract is one where the Council entrusts a provider with the execution of works for which the remuneration consists either solely in the right to exploit the works that are subject to the contract or in that right together with payment. A key characteristic of a works concession contract is that involves the transfer of operating risk in exploiting the works to the concessionaire where under normal operating conditions, it is not guaranteed to recoup the investment made or the costs

incurred in operating the works. The risk transfer to the concessionaire would involve real exposure to market risk such as any potential estimated loss which could be incurred is not nominal or negligible

The joint venture is likely to fall within this classification given the level of investment which is anticipated from the provider in financing the JV arrangements and the demand risk that it incurs in its participation in the JV in being able to secure purchasers and tenants for the developed assets in order to realise a return for its investment.

Works concession contracts exceeding this threshold need to be advertised by the issue of a Concession Notice in the OJEU. The Council has greater flexibility in structuring the procurement competition procedure under the CCR so long as it remains compatible with the "procedural guarantees" set out in Regulation 26 to 41 of the CCR. However, it is common for contracting authorities to replicate the competitive dialogue procedure described in the Regulations given the market is familiar with this form of competition and it also provides a suitable multi-stage competition with allows negotiation on the contractual terms as well as on the technical solution proposals.

The commentary below compares the merits of the competitive dialogue approach with other traditional procurement procedures described in the Regulations. Under the CCR, there remains the 30 days minimum time-limit for OJEU advertisement and SQ return.

Competition Approaches

A common form of competition is to use the restricted procedure which involves a 30 day OJEU advertising period, followed by a shortlisting of bidders to participate in a tender stage. The shortlisted bidders would then normally have at least 30 days to prepare a tender. Once an award decision has been reached then the unsuccessful bidders are debriefed and a 10 day standstill period needs to be observed before the contract is entered into. So typically, it would in theory be possible to conduct a procurement exercise from OJEU to award in a 3 – 4 month period using this procedure. However, the Council would also have to budget time in preparation of the procurement documents (including the contract and evaluation methodologies) which normally would have to be available when the OJEU notice is published.

However, the restricted procedure prohibits negotiations on the fundamental aspects of the contract and therefore is a rather inflexible procedure when a complex contract needs to be awarded. In those circumstances a competitive dialogue or competitive procedure with negotiation is often used which allows for the gradual reduction of the number of bidders/solutions during the process and negotiations to be conducted on the contract and technical solution during those stages prior to the submission of a final tender. This is a practical approach so that usually only the final two bidders incur bid costs to produce comprehensive tenders. Similarly, this involves a 30 day OJEU advertising period, but the duration of the other competitive dialogue stages are not regulated so the process can be adapted as to the complexity of the requirement and available time, although the time required will be significantly longer due to the need to engage in dialogue meetings with the bidders and evaluate bidder's solutions in order to achieve a reduction of bidders during the process.

Where the Council wishes to involve private sector participation to invest in and deliver the scheme through forming a JV company then that is likely to need to be procured as some form of works contract opportunity or works concession contract.

On the basis that negotiation will be required during the procurement procedure (given the complexity of the commercial issues) the two procedures to consider are: ¹

The competitive dialogue procedure ("CD") (Regulation 30 of the Public Contracts Regulations 2015 (as amended) ("PCR 2015")); or

The competitive procedure with negotiation ("CPN") (Regulation 29 of the PCR 2015).

It would be possible to conduct either procedure in the available time although they would have different dynamics for the bidders and the Council.

This paper compares and contrasts the features of the two procedures to assist the Council in deciding which procedure to commit to.

Stage One OJEU & SQ Selection Shortlisting

There is no difference in the statutory timetable at this stage. Both procedures require 30 days to elapse between the dispatch of the OJEU Notice and the deadline for the request to participate.

Both procedures require a minimum number of three candidates to commence the tender stage, however more may be invited – and no more than 5 as this may become unmanageable.

OJEU AND SHORTLISTING		
	CD	CPN
Minimum time-limit for SQ applications	30 days deadline for request to participate in dialogue	30 day deadline for request to participate
Minimum number of candidates to be invited to participate in tender stage	3	3

Reduction of Number of Tenderers and Solutions

Both procedures permit the reduction of the number of tenders to be negotiated (in the case of CPN) or the number of solutions to be discussed (in the case of CD) by having elimination stages. The reduction must be by way of applying objective award criteria which are disclosed in advance and set out in the procurement documents.

In both procedures the recourse to having an elimination stage is optional so that it would be possible to: in the case of CD, to start with 3 bidders and invite all 3 bidders to submit final tenders; or

in the case of CPN, to invite 3 bidders to submit initial tenders, and if an award is not reached on the basis of the initial tender, to invite all 3 bidders to engage in the negotiation phase and submit final tenders.

The main advantages of incorporating mid-tender elimination stages are:

¹ For the purposes of this advice, we assume that the conditions in Regulation 26 (Choice of Procedure) of the PCR 2015 are satisfied to be able to use CD or CPN.

Competitive Dialogue

It is attractive in terms of keeping bid cost risks manageable for bidders in that outline bid solutions are assessed in order to reduce the number of bidders and only the two bidder finalists go on to negotiate and submit complete final tenders. At that point they are submitting final tenders as one of two bidders which is a more attractive bid cost investment than all bidders being invited to submit complete final tenders.

Also, if the detailed negotiations (particularly on contractual terms) occur in the second stage of competitive dialogue, this can be resource intensive for remaining bidders and the Council alike and so it is preferable to keep the number of bidders engaged at this stage to a minimum.

CPN

In CPN, a similar efficiency can be achieved in that only the two most competitive initial tenders are invited to the negotiation phase in order to keep bid cost risk down for the bidders and negotiation costs down for the Council as to the number of parties engaged.

However, if the Council wishes to make an award on the basis of initial tenders, whilst providing an early award outcome, it does imply that all tenderers commencing the initial tender stage would have to submit complete and fully developed tender offers. This may not be an attractive basis of competition from a bid cost risk point of view when the bidder is one of at least three bidders and initial tenders are lengthy and resource intensive to complete and price.

The main disadvantage of a phased elimination is the additional time in the procurement cycle in order to review and evaluate tenders and then debrief unsuccessful bidders at that stage. However, in a complex procurement, phased elimination through the CD procedure in reducing numbers provides a means of managing bid costs for bidders and the authority alike.

Ability To Make An Award At First Stage

This is the unique advantage of CPN in being able to make an award on the basis of the initial tender without having to invoke the second negotiation stage.

In contrast, CD requires the award to be made on the basis of the final tenders and therefore, if a two stage procedure is set out, then the stages must run their course.

Ability To Negotiate At The First Stage

CD permits negotiations in all dialogue stages and is superior in that regard in allowing that engagement flexibility to improve the suitability of the offers.

Whilst the drafting is not entirely clear, CPN seems to only permit negotiation after the assessment of initial tenders and so is reserved only for the second stage.

Timetable Constraints At Various Stages

Whilst the dialogue phases are not regulated in duration, CPN requires that the initial tender phase allow 30 days for the preparation of initial tenders, although in practice this will have little bearing on the procurement planning.

First, the Council in CPN is able to have a shorter period by mutual agreement with bidders (and in the absence of agreement this can be as short as 10 days). So both procedures permit for a very short first stage if the procurement were to be structured that way.

However, if the Council was conducting a CPN utilising the ability to make an award on the basis of the initial tender, the bidders would be required to deliver complete proposals and pricing for (or applicable to) all selected sites in their submissions and this is likely to require a substantial tender return time.

Preferred Bidder Stage

An advantage of the CD procedure over CPN is that the CD has a preferred bidder stage where a limited amount of negotiation is permitted to finalise contractual details and confirm financial commitments with the bidder with the most economically advantageous tender.

This flexibility is useful for complex commercial projects where it would otherwise extend the negotiation phase with remaining bidders in requiring all issues to be resolved prior to final tenders being submitted.

OTHER COMPARISONS		
	CD	CPN
Multi-stage procurement reducing bids / solutions option	Yes	Yes
Ability to make an award on the basis of initial tender submission	No, if there is a multi-stage competition then the award evaluation is made on the basis of the final tenders requested at the end of the final stage	Yes, it is possible to make an award on the basis of the initial tenders without invoking the second negotiation stage of the competition.
Gradual development of tenders through phases to reduce bid cost risk	Yes, first stage tenders can be a basic version of the requirements of the final tender.	No, if the Council wishes to be able to make award on the basis of initial tenders, those tenders will not be complete and capable of acceptance at that point. ²
Negotiation permitted in first phase	Yes, the Council can decide to negotiate at any of the tender stages during the dialogue procedure prior to the call for final tenders.	No, negotiation reserved for period after initial tenders and prior to the call for final tenders. The initial tenders may not be as attuned to the

² If the Council does not intend to make award at initial tender, then this stage could operate in the same way as CD as an elimination phase based on a basic version of the final tender requirements. However, this would be dispensing with the main feature and advantage of CPN.

		Council's preferences because of this.
Minimum Timetable requirements for first stage	No prescribed timetable so long as reasonable time provide given the complexity of submission requirements	30 days ³ from invitation to submit initial tenders (25 days where tenders submitted electronically) However, local authorities have the ability set time by mutual agreement with the bidders (or a minimum of 10 days if not agreed).
Minimum Timetable requirements for second stage (prior to request for final tender)	No prescribed timetable so long as reasonable time provide given the complexity of submission requirements	No prescribed timetable so long as reasonable time provide given the complexity of submission requirements
Preferred Bidder Stage Negotiations	Yes, ability to confirm financial commitments or other terms to finalise the agreement	No, final tenders cannot be refined through further negotiation with the preferred bidder.

Conclusions and Decision Making

Taking all these factors in the round, our view is that either CD or CPN procedure would be viable to deliver the project but the dynamics and benefits are different.

Why should the Council choose Competitive Dialogue?

Overall the procedure may be more attractive to bidders given the phased development of the solutions with unsuccessful bidders having only expended costs on delivering outline solutions.

The ability to negotiate during both stages of dialogue in a multi-stage procurement is more likely to result in the development of suitable and focused tenders.

Having a preferred bidder stage provides flexibility to resolve final contractual details with the preferred bidder alone.

The trade-off is that there is no early award to the procedure to achieve timetable gains. However, it should be noted that the duration of the dialogue stages are not regulated and the Council has flexibility to set the duration of each stage to suit its requirements. A compact procurement could be achieved with CD using all the benefits described above by prescribing many specification and contractual arrangements to reduce the scope of negotiations and tender requirements.

Why should the Council choose Competitive Procedure with Negotiation?

³ This can be reduced to 10 days when a PIN notice procedure is followed under Regulation 29 and 47 of PCR 2015.

The main advantage is the ability to make an award on the basis of the initial tenders, which provides an opportunity to make an award without completing the full procurement cycle on a multi-phase procurement. It has the benefit of the flexibility of engaging a negotiation phase if the Council wishes to engage with some of all of the bidders to improve their tender offerings.

However, to achieve an award on the basis of initial tenders, this would entail some compromises as to:

- A lack of opportunity to engage and negotiate with bidders on their initial tenders before they are submitted;
- The requirement for all shortlisted bidders to submit completed tenders to make to make an award on the basis of initial tenders possible; and
- Factoring a longer initial tender stage of sufficient duration for fully scoped and complete tenders to be prepared.

However, this "front-loading" of tender submission would facilitate a shorter second negotiation stage as the Council would be negotiating from fully formed initial tenders positions.

Which procedure will complete quicker?

In theory CPN has the opportunity to reach an early award in the basis of the initial tenders. In practice the gains may be marginal if the negotiation phase is engaged in CPN (and it is likely to be desirable to engage the negotiation phase for an opportunity to refine and optimise the offerings).

CPN would have a longer initial tender phase, but would facilitate a shorter negotiation phase before the submission of final tenders. There is a high bid cost investment for all participants so it will be important to have manageable tender submission requirements to make the project attractive and for bidders to place the initial tender. This suits a procurement process where the Council's specification and contract terms are largely prescribed so that it requires modest investment to complete the tender requirements.

CD has a different dynamic. It facilitates a shorter initial tender phase anticipating a longer negotiation phase with the bidder finalists (before calling for final tenders). Bid cost investment is borne by the bidder finalists and suits a more ongoing engagement and development approach to shaping the tenders. Furthermore, there is a confirming commitment stage where only the preferred bidder is being required to negotiate to complete final details.

Which procedure would we recommend?

In this case we would recommend the CD procedure. The main advantage with CPN is the ability to award on the basis of initial tenders. If this is not utilised, in our view CPN is inferior to CD given the inability to negotiate on the initial tenders and a lack of a preferred bidder stage.

We consider that given the complexity of the requirement, it would not be practical to expect bidders to produce tenders capable of acceptance at initial tenders in CPN without negotiations.

Timetable

For a draft Timetable on the basis of using the CD procedure – see below.

NB: the Council must be able to resource the preparation, evaluation and decision-making required to meet the timetable below which is ambitious.

DRAFT TIMETABLE – WGC PROCUREMENT	
Indicative Timeframe /Date	Stage
March 2017	PIN Notice and soft market testing. MIPIM. Bidder days with opportunities and visits to development opportunity sites
March/April/ May 2017	Development of procurement documents including Selection Questionnaire (SQ) evaluation methodology (financial and quality), SQ evaluation questions, draft contracts, Competitive Dialogue (CD) evaluation methodology (financial and quality), CD evaluation questions. This is because Regulation 53 requires that all procurement documents should be available at the time of the OJEU contract notice publication (though with a works concession contract it is possible to defer tender stage documents release to the commencement of the invitation to tender stage (i.e. after SQ shortlisting))
19 June 2017	Cabinet approval of procurement, with 5 clear days for call in or special urgency consideration
19 June 2017	Dispatch of the Works Concession CD OJEU Notice by the Council. Procurement Documents made available to Candidates.
19 July 2017	Deadline for SQ to be returned by Candidates to the Council and review and evaluation by the Council of the SQ. Cabinet approval to selection for the next stage early to mid-July.
Early August 2017	Invitation to Participate to Dialogue ("ITPD") issued by Council to up to 5 shortlisted Bidders (6 in the event that the next bidder is close – within 1%). Allow at least four weeks for the first dialogue stage before ITPD submissions are due back.
Early September 2017	Deadline for submission of ITPD responses/outline solution tenders to be returned from shortlisted Tenderers to Council. Evaluation by the Council of the ITPD response/outline solution tenders and further shortlisting to 2bidders (3 in the event that the next bidder is close – within 1%) Given this is over the summer period we have allowed a month for this. This assumes that the Council will evaluate the outline solutions in September.
Mid - End September 2017	Tenderers will be issued with an Invitation to Continue Dialogue ("ITCD") Allowing eight weeks for the second stage of dialogue ideally, we would seek to have 8 weeks for this stage given the complexity of the project but a compressed timetable with high frequency of bidder dialogue attendance

	could be used during these two months.
Late November 2017	Close of Dialogue and issue of Invitation to Submit Final Tenders ("ISFT")
Mid-End November	Deadline for submission of Final Tenders to be returned from shortlisted Candidates.
End November 2017	Evaluation of Final Tenders and recommendation to the Cabinet of the Tenderer to be appointed as Preferred Bidder. This allows a relatively short intensive period of two weeks to assess the final tenders.
Early December 2017	Confirming Commitments with Preferred Bidder to finalise contractual documentation. [Proactive scrutiny prior to Cabinet?]
December 2017	Cabinet approval of Final Award Decision [Council to confirm actual scheduled meeting date]
December 2017	Notification by Council of the final award decision and commencement of the 10-calendar day standstill period.
January 2018	Expiry of standstill period.
January/February 2018	Appointment and entering into contract with the successful Tenderer. Formal launch of JVC
February/March 2018	On site with first development

James Dair, Judith Barnes 6 June 2017

APPENDIX 1: Wirral PropCo

Potential Phase 1 Asset Assessment Summary Note

1. Background to Note

- 1.1 This note has been prepared by GVA to inform discussions within Wirral MBC regarding the inclusion of assets for Phase 1 Property Company.
- 1.2 It summarises the process followed in identifying prospective sites for inclusion within Phase 1 PropCo including initial testing of the financial case for PropCo. The sites identified and initial analysis of their viability and potential development outputs (including estimated Gross Development Value) is required to underpin the Business Case being developed to support strategic decision making within the Council. It has had regard to those sites identified by the Council within the Capital Disposals Programme and exercise of soft market testing with Registered Providers.

2. Identification of Potential Phase 1 Sites

- 2.1 A meeting was held on 27th February 2017 at Wirral MBC including officers cutting across the Asset, Finance, Planning, and Housing teams of the Council, and representatives of GVA. The purpose of the meeting was to review the 'long list' of the Council assets and identify prospective Phase 1 PropCo sites.
- 2.2 The long list included assets covering:
- Land and buildings
 - Operational assets
 - Non-Operational assets
 - Freehold and leasehold assets
- 2.3 A total of 1,888 sites were identified on the long list site.
- 2.4 A criteria was established to identify potential Phase 1 sites from the long list of assets including:
- Sites must be developable within the next 12-18 months

- Sites must not already be in the process of disposal or subject to agreement with a private sector partner / developer

2.5 It was noted in discussion that a number of the assets are subject to other initiatives and exercises underway within the Council. The main initiatives and exercises are noted below, with implications for the refinement of the shortlist:

- Registered Housing Providers – a number of assets had previously been identified by the Council as being appropriate for the purposes of soft market testing with RPs. The criteria for these assets mirrored those of PropCo, with the addition of being residential sites exclusively. These assets were not blanket removed for the purposes of PropCo, with discussion around the potential for both processes to not be mutually exclusive (i.e. the potential for RP's to deliver as part of PropCo which is as yet untested), and that the RP soft market testing was not binding in relation to any specific sites (albeit it was noted that the Council were keen to ensure there was no reputational impacts of any decisions around PropCo sites with the RPs). On review however a number of sites were identified to have specific housing outputs which may not be commercially developable / deliverable under PropCo without putting specific restrictions on the ultimate partner / sites to be included. Sites identified that fit with this criteria were removed.
- Capital Disposal Programme – a number of assets had previously been identified by the Council for direct disposal to generate capital income to meet immediate budget deficit pressures. Initially these assets were not removed for the purposes of PropCo, with discussion around the potential to identify alternative site disposals, or investment sales, should the need arise in due course depending on the testing of the viability of PropCo based on the potential Phase 1 asset list. Following further discussion and re-affirmation of the need to identify sites for direct disposal to address the deficit budget, these sites were removed from consideration under PropCo.
- Reimagining Leisure – a review is underway across the Council to consider the future provision of leisure services across Wirral. This captures assets including open space, playing fields, sports clubs (Council owned), museums (Council owned). These assets were removed from the long list, with potential to bring assets into future phases of PropCo depending on the outcome of the review.
- Library Review – a review is underway across the Council to consider the future provision of libraries across Wirral.) These assets were removed from the long list, with potential to bring assets into future phases of PropCo depending on the outcome of the review.
- Employment Land Review – an updated Employment Land Review evidence base is currently being prepared on behalf of the Council, including consideration of a number of Council assets. It was agreed that conclusions around the potential availability of industrial estates owned by the Council would not be possible until this ELR process is completed. These assets were removed from the long list, with potential to bring assets into future phases of PropCo depending on the outcome of the review.
- Green Belt sites – we discounted all Green Belt sites as not being able to be delivered within 12-18 months on a policy compliant basis, with the exception of sites where there is existing building footprints which could be redeveloped.
- Operational assets – we discounted the majority of operational assets as not being able to definitively be delivered within 12-18 months. Operational assets which are known to be underutilised, and/or are known to be in the process of being vacated were considered.
- Car Parking Strategy – it was noted that a number of assets on the long list are existing car parks where income (revenue) is currently received by the Council. A number of car parks were therefore discounted on this basis.

- 2.6 This refinement process resulted in the identification of 49 assets for consideration to potentially form PropCo Phase 1. These assets are listed in **Section 6 of this note.**
- 2.7 Through the procurement process the bidders will be asked to provide a baseline analysis of 14 sites (representative sample) for them to demonstrate their skills and approach. The sites identified to support the procurement exercise are listed in **Section 6 of this note.**

3. Assumed Development Outputs

- 3.1 In order to understand the potential financial contribution of each asset identified as a potential Phase 1 asset it was necessary to run a Residual Land Value (RLV) development appraisal for each.
- 3.2 To underpin these appraisals we undertook an exercise to identify the potential development outputs across each.
- 3.3 In each case linked to the need to identify sites that are deliverable in 12-18 months we assumed a policy compliant development output – i.e. for sites currently allocated or in use as employment, we assumed employment development, for sites allocated for housing, we assumed housing development. In addition we identified design considerations stated in policy relating to density (site specific), requirements in relation to affordable housing provision (site specific), and housing need in relation to property sizes (bedroom) (authority wide).
- 3.4 For each asset the Council provided a 'Development Brief' establishing these policy requirements and acceptable uses. As the final layer of this analysis, we provided commercial input to the prospective development outputs – giving a sense check to the figures, but remaining within a policy compliant position.
- 3.5 It should further be noted that in reality any assets ultimately included in PropCo will be considered on an individual basis to maximise their development potential – and therefore the outputs considered in this exercise are estimates alone.

4. Appraisal Assumptions Applied

- 4.1 A series of standardised assumptions have been applied to the appraisals to enable a consistent approach to assessing their viability and GDV potential. These are summarised in the table at **Appendix 2.**

- 4.2 It should be noted that assets ultimately included within PropCo will be considered on an individual basis to maximise outputs and commerciality within the market. It can be assumed therefore that greater value will be driven through PropCo than identified in this high level exercise.
- 4.3 The assumptions applied are based on industry norms (e.g. build costs from BCIS) and advice from agents within GVA.
- 4.4 In addition, a site specific approach to affordable housing was applied, in line with policy requirements. This included identifying sites with 11 or residential unit yields, and policy requirement of either 10% or 20% imposed depending on need (identified within policy guidance and confirmed by the Council at the Development Brief stage).

5. Site Specific Assumptions Applied

- 5.1 For a number of assets a site specific approach was taken where it was considered to be appropriate based on knowledge of the site or local area warranted it. These site specific assumptions are noted below:

Birkenhead Town Hall (42160858) and Conway Centre (42159758) – buildings assumed to be retained not demolished based on listed status
Former MOD Site Bromborough (42083953) – commercial values assumed to be £7.50psf based on market strength within local area and prominence / strategic nature of site

- 5.2 The identified development outputs and assumptions were applied to each asset as identified, and a RLV and GDV identified for each.
- 5.3 A significant number of the assets were identified on this basis to be unviable. These were predominantly residential development sites, a significant proportion were assumed to be apartment schemes, and a number had affordable housing outputs included. Two further actions were taken on this basis:
1. Three bedroom apartments were replaced with two bedroom apartments – based on the lack of viability of three beds (high construction cost vs limited values and/or untested market in Wirral)
 2. Where the application of Step 1 still resulted in negative land value, the affordable housing assumption was removed.

6. Phase One Property Company Assets

Below is a list of the 49 assets identified to form Phase one. In addition, a number of potential strategic acquisitions have been identified to support phase one PropCo development.

The 14 initial assets identified to support the procurement process are highlighted {*} in the final column of the table below.

No	Asset Ref	Asset Name	Asset Address	Initial Asset
1	42025091	Bebington town hall	Civic Way, Bebington, Wirral, CH63 7PT	*
2	42025084	Bebington Town Hall Annexe	Civic Way, Bebington, Wirral, CH63 7PN	*
3	42159758	Conway Centre	Conway Street, Birkenhead, Wirral, CH41 6JD	
4	42027657	Conway Street Amenity Open Space Site 2	Conway Street, Birkenhead, Wirral	
5	42027651	Hamilton Building and Car Park	Conway Street, Birkenhead, Wirral, CH41 4FD	
6	42160858	Birkenhead Town Hall	Hamilton Square, Birkenhead, Wirral, CH41 5BR	*
7	42167426	Elgin Way Car Park	Sidney Street, Birkenhead, Wirral	
8	42034902	Duncan Street Car Park	Duncan Street, Birkenhead, Wirral	
9	42025866	Treasury Building	Cleveland Street, Birkenhead, Wirral, CH41 6BU	*
10	42167383	Sandford Street 5	5 Sandford Street, Birkenhead, Wirral, CH41 1BN	
11	42167844	Europa Boulevard Site 1	Europa Boulevard, Birkenhead, Wirral	*
12	42167846	Europa Boulevard Site 2	Europa Boulevard, Birkenhead, Wirral	*
13	42167847	Europa Boulevard Site 3 (Price Street Car Park)	Europa Boulevard, Birkenhead, Wirral	*
14	42083953	Former MOD site, Bromborough	Old Hall Road, Bromborough, Wirral	*
15	42164462	Tower Grounds	Tower Promenade, New Brighton, Wirral	
16	42071219	Marine Park	Marine Promenade, New Brighton, Wirral	
17	42033871	Former Foxfield School site	Douglas Drive, Moreton, Wirral, CH46 6BT	*
18	42088125	Moreton Youth Club	Pasture Road, Moreton, Wirral, CH46 8SA	

19	42064157	Moreton Municipal Building	Knutsford Road, Moreton, Wirral, CH46 8TN	
20	42088107	Pasture Road Car Park	Pasture Road, Moreton, Wirral	
21	42064154	Pasture Road Sub Station Site No.1	Pasture Road, Moreton, Wirral	
22	42088119	Moreton Family Centre	Pasture Road, Moreton, Wirral, CH46 8SA	
23	42166988	Knutsford Road Recreational Open Space	Knutsford Road, Moreton, Wirral	
24	42032079	Demesne Street Recreation Ground	Demesne Street, Seacombe, Wirral	
25	42035371	Demesne Street (site of)	Demesne Street, Seacombe, Wirral	
26	42016278	Wallasey Town Hall North Annexe	Brighton Street, Wallasey, Wirral CH44 8ED	*
27	42016279	Wallasey Town Hall South Annexe	Brighton Street, Wallasey, Wirral CH44 8ED	*
28	42103913	Liscard Municipal Building	52 Seaview Road, Liscard, Wirral, CH45 4SY	
29	42166775	Liscard Play and Community Centre	52 Seaview Road, Liscard, Wirral, CH45 4SY	
30	42104192	Seaview Road Car Park	Seaview Road, Liscard, Wirral	
31	42002130	Bromborough Civic Centre	Allport Lane, Bromborough, Wirral, CH62 7HR	
32	42130703	Allport Lane Car Park	The Rake, Bromborough, Wirral	
33	42071700	Market Street Car Park, Birkenhead	Market Street, Car Park, Birkenhead	*
34	42167932	Ivy Farm	Arrowe Park Road, Woodchurch, Wirral	
35	42178503	Arrowe Hill School, Woodchurch	Woodland Road, Woodchurch, Wirral, CH49 8HL	*
36	42069201	Eastham Youth Centre	Lyndale Avenue, Eastham, Wirral, CH62 8DE	
37	42025788	Claughton Road (land at)	Claughton Road, Birkenhead, Wirral, CH41 6ES	
38	42192621	Oliver Street Car Park No.1	Oliver Street, Birkenhead, Wirral	
39	42192622	Oliver Street Car Park No.2	Oliver Street, Birkenhead, Wirral	
40	42109185	St John Street 5 (land at)	5 St John Street, Birkenhead, Wirral	
41	42157091	Wilbraham Street Car Park	Borough Road East, Birkenhead, Wirral	
42	42027658	Europa Pools Land & Car Parks	Conway Street, Birkenhead, Wirral, CH41 6RN	
43	42167862	Europa Square Car Park	Europa Square, Birkenhead, Wirral	
44	42166786	Exmouth Street Amenity Open Space	Exmouth Street, Birkenhead, Wirral	
45	42054084	Hinson Street Car Park	Hinson Street, Birkenhead, Wirral	*

46	42089876	Pilgrim Street Arts & Drama Centre	Pilgrim Street, Birkenhead, Wirral, CH41 5EH	
47	42192521	Woodside Ferry Approach Car Park	Woodside Ferry Approach, Birkenhead, Wirral	
48	42167636	Woodside Ferry Piazza Car Park	Woodside Ferry Approach, Birkenhead, Wirral	
49	42128324	Woodside Bus Terminus	Woodside Ferry Approach, Birkenhead, Wirral	
50 -56	<i>A number of potential strategic acquisitions have been identified to support PropCo phase one development.</i>			

APPENDIX 2: Appraisal Assumptions

Appraisal assumption	
Residential	
Unit sizes	<ul style="list-style-type: none"> • 2 bed house – 700 sq ft • 3 bed house – 925 sq ft • 4+ bed house – 1,025 sq ft • Affordable house – 700 sq ft • 1 bed apartment – 600 sq ft • 2 bed apartment – 750 sq ft • 3 bed apartment – 1,100 sq ft • Affordable apartment – 600 sq ft
Revenues	Birkenhead <ul style="list-style-type: none"> • 2 bed house - £110,000 • 3 bed house - £130,000 • 4+ bed house - £230,000 • Affordable house - £55,000 • 1 bed apartment - £80,000 • 2 bed apartment - £95,000 • 3 bed apartments - £105,000 • Affordable apartment - £40,000
	Wallasey <ul style="list-style-type: none"> • 2 bed house - £110,000 • 3 bed house - £155,000 • 4+ bed house - £240,000 • Affordable house - £55,000 • 1 bed apartment - £95,000 • 2 bed apartment - £105,000 • 3 bed apartments - £115,000 • Affordable apartment - £47,500
	Hoylake & West Kirby <ul style="list-style-type: none"> • 2 bed house - £175,000 • 3 bed house - £230,000 • 4+ bed house - £440,000 • Affordable house - £87,500 • 1 bed apartment - £140,000 • 2 bed apartment - £155,000 • 3 bed apartments - £170,000 • Affordable apartment - £70,000
	Heswall <ul style="list-style-type: none"> • 2 bed house - £190,000 • 3 bed house - £220,000 • 4+ bed house - £450,000 • Affordable house - £95,000 • 1 bed apartment - £165,000 • 2 bed apartment - £200,000 • 3 bed apartments - £240,000

		<ul style="list-style-type: none"> Affordable apartment - £82,500
Provision of affordable units		<ul style="list-style-type: none"> 10% – 20% as specified by the Council
Timescales		<p>Minor schemes (10 units or less)</p> <ul style="list-style-type: none"> 6 months pre-construction period 6 months + 1 month for every 3 units construction period 1 month for every 3 units sale period All units sold by P.C.
Construction costs		<ul style="list-style-type: none"> BCIS sourced Estate Housing Generally or (lower quartile) 20% addition for externals, connections, landscaping etc. Housing - £104 per sq ft Apartments - £117 per sq ft Contingency - 5% Demolition – Estimate based on known floorspace quantum and type on site
Other cost assumptions	Land & Acquisition	<ul style="list-style-type: none"> SDLT @ Post March 2016 budget graduated rate Agent fee – 1% of residual land cost Legal fee – 0.5% of residual land cost
	Professional fees	<ul style="list-style-type: none"> 8% of construction costs
	Marketing, Letting & Disposal of units	<ul style="list-style-type: none"> Sales, legal & marketing – 3% of GDV
Profit		<ul style="list-style-type: none"> 20% on GDV (25% on cost)
Commercial – B uses		
Rental values		<ul style="list-style-type: none"> B1a - £12.00 per sq ft B1c/B2 - £6 per sq ft B8 - £7.50 per sq ft
Capitalisation		<ul style="list-style-type: none"> B1a – 7% B1c/B2 – 9.5% B8 – 9.5%
Timescales		<ul style="list-style-type: none"> 6 months pre-construction period 12 months construction period Investment date at practical completion
Construction costs		<ul style="list-style-type: none"> BCIS sourced Offices generally (lower quartile) - £55 per sq ft Warehouses generally (lower quartile) - £55 per sq ft Factories generally (lower quartile) - £60 per sq ft 20% addition for externals, connections, infrastructure etc.

		<ul style="list-style-type: none"> Contingency - 5% Demolition - Estimate based on known floorspace quantum and type on site
Other cost assumptions	Land & Acquisition	<ul style="list-style-type: none"> SDLT @ Post March 2016 budget graduated rate Agent fee – 1% of residual land cost Legal fee – 0.5% of residual land cost
	Professional fees	<ul style="list-style-type: none"> 10% of construction costs
	Marketing, Letting & Disposal of units	<ul style="list-style-type: none"> Letting agent fee – 7.5% of achieved rent Letting legal fee – 0.5% of achieved rent Sales, legal & marketing – 1.75% of investment value
Profit		<ul style="list-style-type: none"> 17.5% on GDV (21.2% on cost)
Commercial – A uses		
Rental values		<ul style="list-style-type: none"> A1 - £42 per sq ft A2 - £42 per sq ft A3 - £20 per sq ft A4 - £20 per sq ft
Capitalisation		<ul style="list-style-type: none"> A1 – 6% A2 – 6% A3 – 6% A4 - 6%
Timescales		<ul style="list-style-type: none"> 6 months pre-construction period 12 months construction period 6 months' rent free applied Investment date once fully let
Construction costs		<ul style="list-style-type: none"> BCIS sourced Shops generally (lower quartile) - £72 per sq ft Restaurants (lower quartile) - £186 per sq ft Public houses, licensed premises (lower quartile) - £180 per sq ft 20% addition for externals, connections, infrastructure etc. Contingency - 5% Demolition - Estimate based on known floorspace quantum and type on site
Other cost assumptions	Land & Acquisition	<ul style="list-style-type: none"> SDLT @ Post March 2016 budget graduated rate Agent fee – 1% of residual land cost Legal fee – 0.5% of residual land cost
	Professional fees	<ul style="list-style-type: none"> 10% of construction costs

	Marketing, Letting & Disposal of units	<ul style="list-style-type: none"> Letting agent fee – 7.5% of achieved rent Letting legal fee – 0.5% of achieved rent Sales, legal & marketing – 1.75% of investment value
Profit		<ul style="list-style-type: none"> 17.5% on GDV (21.2% on cost)
Commercial – Hotel		
Revenue		<ul style="list-style-type: none"> £80,000 per bedroom
Timescales		<ul style="list-style-type: none"> 6 months pre-construction period 12 months construction period
Construction costs		<ul style="list-style-type: none"> BCIS sourced Refurbished/conversion hotel costs (median) - £137 per sq ft Contingency - 5%
Other cost assumptions	Land & Acquisition	<ul style="list-style-type: none"> SDLT @ Post March 2016 budget graduated rate Agent fee – 1% of residual land cost Legal fee – 0.5% of residual land cost
	Professional fees	<ul style="list-style-type: none"> 10% of construction costs
	Marketing, Letting & Disposal of units	<ul style="list-style-type: none"> Letting agent fee – 7.5% of achieved rent Letting legal fee – 0.5% of achieved rent Sales, legal & marketing – 1.75% of investment value
Profit		<ul style="list-style-type: none"> 17.5% on GDV (21.2% on cost)
Commercial – student accommodation		
Rental values		<ul style="list-style-type: none"> £3,500 per bed space per annum
Capitalisation		<ul style="list-style-type: none"> 4.5% (University head lease)
Timescales		<ul style="list-style-type: none"> 6 months pre-construction period 12 months construction period
Construction costs		<ul style="list-style-type: none"> BCIS sourced New build student accommodation (lower quartile) - £124 per sq ft Contingency - 5% Demolition - Estimate based on known floorspace quantum and type on site
Other cost assumptions	Land & Acquisition	<ul style="list-style-type: none"> SDLT @ Post March 2016 budget graduated rate Agent fee – 1% of residual land cost Legal fee – 0.5% of residual land cost
	Professional fees	<ul style="list-style-type: none"> 10% of construction costs

	Marketing, Letting & Disposal of units	<ul style="list-style-type: none">• Letting agent fee – 7.5% of achieved rent• Letting legal fee – 0.5% of achieved rent• Sales, legal & marketing – 1.75% of investment value
Profit		<ul style="list-style-type: none">• 17.5% on GDV (21.2% on cost)



**COUNCILLOR
MATTHEW PATRICK**

CABINET
19 JUNE 2017

WIRRAL PLAN: A 2020 VISION -
CROSS-CUTTING STRATEGIES:
WIRRAL TOGETHER STRATEGY

Councillor Matthew Patrick, Cabinet Member - Localism and Engagement, said:

“In Wirral we are extremely lucky to have thousands of residents who are engaged, who care passionately about their local communities and who think nothing of giving up their time to help others. The response to the recent incident in New Ferry is a shining example of how a community can come together and support itself.

“This Strategy is about Wirral getting better at supporting those residents who want to volunteer. It is about helping people to help themselves and others, through making it simpler, easier and more attractive to be a volunteer.”

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 delivery of a set of key strategies.

This report provides Cabinet with the Wirral Together strategy; a key strategic document which articulates ambitions related to volunteering and community involvement which will assist the delivery of all areas of the Wirral Plan.

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

RECOMMENDATION/S

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

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Wirral Together strategy has been developed to support the delivery of the Wirral Plan pledges.

The strategy has been developed with residents, partners and stakeholders to ensure that there has been extensive engagement in the development of the strategy and its priority areas.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 In July 2015, the Wirral Partnership agreed the Wirral Plan, a set of 20 pledges to be achieved by 2020, which focused on protecting the most vulnerable, driving economic growth and improving the local environment. Community involvement and volunteering were identified as key themes underpinning all the pledges and it was agreed a strategy was needed to help identify what can be done to acknowledge and support this in Wirral. The three priorities of the strategy are to inspire people to get involved in their communities, to encourage more people to volunteer in Wirral and to work together to remove barriers to volunteering.

The strategy has been developed through a partnership steering group chaired by Annette Roberts, Chief Executive of Community Action Wirral and two engagement events were held in June and October 2016 with participants from across the public, private, voluntary, faith and community sectors. An additional spotlight session was held in April 2017 with elected members.

The strategy includes a set of partnership actions to be delivered over the course of the three-year strategy. The strategy will be reviewed on an annual basis with regular performance reporting taking place through appropriate governance arrangements.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no 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.

5.0 LEGAL

- 5.1 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: STAFFING, ICT AND ASSETS

6.1 The Wirral Together Strategy will be co-ordinated in partnership by existing staff resource. Any additional resource requirements will be identified as a detailed delivery plan is developed.

7.0 RELEVANT RISKS

7.1 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

8.1 The Wirral Together strategy has been developed through a partnership steering group and has been subject to wider consultation with residents, partners and other stakeholders through the development of the strategy.

Two stakeholder events took place in June and October 2016 and the feedback from the event has been used to inform the final draft of the strategy. Councillor Patrick also held a spotlight session with elected members in April 2017 which provided the opportunity to learn more about the strategy, generate ideas and give feedback.

9.0 EQUALITY IMPLICATIONS

9.1 The potential impact has been reviewed with regard to equality and the impact assessment will be published on the Council website.

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APPENDICES

Appendix 1 – Wirral Together Strategy (to be included following final updates)

REFERENCE MATERIAL

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

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Not applicable	

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WIRRAL TOGETHER STRATEGY

2017-2020

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INTRODUCTION

Wirral is home to many vibrant, engaged communities who work together to get things done – volunteers who improve their areas and the lives of people living there.

There are many reasons why people get involved in their communities. Some are passionate about a particular cause, others see it as a way of boosting their employability or simply to make new friends and have fun. Whatever the reasons for people getting involved, research suggests that those who volunteer are happier than those who don't.²

Wirral residents, community groups and public, private and voluntary and faith organisations all play important roles to work collaboratively and make a positive difference to Wirral's communities. Only through working together, will we be able to strengthen communities and use our collective resources and creativity to provide local solutions to local problems.

It is important we continue to recognise the inspiring and innovative work of community members and volunteers, and to help remove the barriers that so often inhibit good ideas and imaginative solutions which benefit local people.

It's important to recognise the public sector cannot continue doing what it has traditionally done in these financially difficult times. Public services need to develop an entirely different relationship with residents and ensure that local people and communities are able to do more for each other and their local areas.

In July 2015, the Wirral Partnership made up of Merseyside Fire and Rescue Service, Wirral Clinical Commissioning Group, Wirral University Teaching Hospital, Merseyside Police, Department of Work and Pensions Wirral, Citizens Advice Wirral, Wirral Chamber of Commerce, Wirral Metropolitan College, Wirral

Community NHS Foundation Trust, Cheshire & Wirral Partnership NHS Foundation Trust and Wirral Council agreed the Wirral Plan, a set of 20 pledges. Community involvement and volunteering were identified as key themes underpinning all the pledges.

Services are joined up and accessible

We are already integrating public sector and community services to make sure they are fully joined up, but we will integrate more services with our partners, and work with voluntary and community groups to transfer local assets for them to manage directly, providing the services residents need.

We will enable our already thriving communities to realise their full potential, and unlock the skills and expertise within them to deliver more for themselves.

It was agreed a strategy was needed to help identify what can be done to acknowledge and support this in Wirral. This strategy is linked to all areas of the Wirral Plan and community involvement is a key part of how we achieve our joint aims.

To develop this strategy we held two events in June and October 2016 with participants from across the public, private, voluntary, faith and community sectors to establish our ambition and the actions based on our collective thoughts and solutions. From listening to and learning from participants three priorities were developed.

OUR AMBITION

The priorities underpinning this Wirral Together Strategy are:

	Priorities
1	Inspiring people to become more involved in their communities
2	Encouraging more people to volunteer in Wirral
3	Working together to remove barriers

I am proud to commend this strategy to you and am grateful to the Wirral Together Steering Group for leading its development. My thanks also to all those who have contributed from local voluntary and community organisations and the public and private sector.



**Councillor
Matthew Patrick**
Cabinet Member for
Localism and Engagement

“ As Chief Executive of Community Action Wirral and a member of Wirral’s Partnership Board, I was really pleased to be asked to lead the development of a strategy which recognises the essential role that active citizens and volunteers play in building strong communities.

There are many benefits that volunteering brings to the person offering their time and the people and organisations they support. Volunteers come from all different backgrounds and age groups. For many, volunteering is about sharing skills to support others but it’s also a great way to meet new people, learn new things, have fun and improve health and well-being in the process!

In Wirral, there are all kinds of volunteering opportunities available whether you’re an individual or a businesses or organisation who want to invest their staff’s time, skills and energy into some fantastic local causes which deliver positive outcomes across the borough.

Our ambition is to work together as partners make it easier for local people to find and apply for opportunities to volunteer or just get involved informally to support local projects.

I am grateful to all of those who have given their time to develop this strategy which supports all areas of the Wirral Plan and look forward to achieving our actions through strong partnership work and ongoing dialogue with communities.”

Annette Roberts

**Chief Executive
Community Action Wirral**

By 2020, we want our communities to be thriving and realising their full potential, with residents and businesses sharing their skills and talents to make Wirral a better place.





OUR PRIORITIES

1

Inspiring people to become more involved in their communities

The skills and talents of local residents are integral to strong and sustainable communities for the future.

Thousands of people in Wirral support their local community on a regular basis. This could be by doing the weekly shopping for an elderly neighbour, helping to keep their neighbourhood clean and tidy or even babysitting for a friend without getting paid. It is essential to recognise the value of these types of activities in creating community spirit and helping to make the lives of those around us that little bit easier.

In Wirral, there are some fantastic examples of people coming together to support their communities. It's essential that public services lead by stepping back to enable such community action to flourish.

What do we already know?

- The Residents Survey 2015 told us that 48% of residents could - if more information and support was available - be encouraged to volunteer and become more involved in their local communities³.
- Both local and national research highlights the importance of a cause to a volunteer with 31% of Wirral residents citing this as a key motivating factor¹.
- The 45 to 54 age group had the highest number of people who informally volunteered at least once a month (41%) followed by the 65 to 74 age group (36%)³.
- The 18 to 34 and 55 to 64 age groups had (significantly) the highest percentage of people who had never informally volunteered (27% and 32% respectively)³.

How will we achieve our aim?

- We will encourage residents and local groups to use their skills and energies to benefit their local area.
- We will continue to recognise and promote the work of our local community groups and create opportunities for networking between groups, organisations and public services.
- We will focus on developing approaches to working in neighbourhoods which unlock the potential of communities and residents.

What's already happening in Wirral?

Places of Welcome

Places of Welcome is a growing network of hospitality run by local community groups who want to make sure that everyone in their area has a place to go for a friendly face, a cup of tea and a conversation if and when they need it. The primary aim of the Places of Welcome network is that "Every neighbourhood has places where all people feel safe to belong, connect and contribute".

For more information about where these are happening in Wirral, contact Chris Shaw cshawcommunity@icloud.com

Wirral Communities of Practice

Asset Based Community Development (ABCD) is an approach based on the principle of identifying and mobilising individual and community assets rather than focussing on problems and need. The Wirral Community of Practice is a network of community activists motivated by different things but who come together to build links with the aim of making Wirral a better place.

Communities of Practice aims to:

- Share community experiences and stories of development
- Grow new, strong connections and trusting relationships between Wirral people from diverse backgrounds but with common purposes.
- Develop new community practices in Wirral

For more information about how to get involved, contact Chris Shaw cshawcommunity@icloud.com

2

Encouraging more people to volunteer in Wirral

People are motivated to volunteer in many different ways. For some it's about lending their skills to something they are passionate about, for others it provides an opportunity to have fun or meet new people. Volunteering has helped many people to boost their career options and can contribute positively to increased self-esteem and confidence which are important underlying factors needed to gain employment. Research also suggests that volunteers are up to 12% happier than those who do not volunteer².

In 2015, just over a quarter of Wirral residents said they volunteer at least once a month in a club or organisation and just under half of residents said they have volunteered in the last 12 months³.

Wirral is fortunate to have many exciting and flexible opportunities to volunteer, with roles to suit the skills and fit around the commitments of every person. It is therefore essential Wirral's volunteering opportunities are easy to find and to apply for and that volunteers receive the right support and resources.

A priority for this strategy is to match the aspirations, skills and talents of volunteers with the opportunities which are available.

What do we already know?

- 54% of 18 to 34 year olds in Wirral stated that they would volunteer if the hours were flexible and 46% stated they would volunteer if it didn't involve a big commitment³.
- 36% of Wirral men compared with 31% of Wirral women stated they had never formally volunteered³.
- Paid employment is the main barrier to volunteering with 50% of respondents stating they do not formally volunteer due to work commitments⁴.
- Research by the Cabinet Office (2016) states that among those who had formally volunteered at least once in the last 12 months, the most frequent reasons given for volunteering were to improve things/help people (60%) or to support a cause that is important to them (36%)⁴.

How will we achieve our aim?

- We will raise awareness of the benefits of volunteering and promote the wide range of volunteering opportunities in Wirral.
- We will recognise the contribution that volunteers make to our local communities and services.
- We will identify the areas of the Wirral Plan which would benefit from additional volunteers and promote related opportunities to all Wirral residents.
- We will work with public and private sector organisations to support their employees to volunteer and create volunteering schemes.
- We will build on existing approaches to recognise and reward volunteering in Wirral.

What's already happening in Wirral?

Side by Side

The UK's leading dementia charity, Alzheimer's Society has launched its innovative matching service Side by Side in a bid to reconnect people with dementia with their communities and favourite pastimes.

Ken who is 82, who has Alzheimer's and lives in Wirral, says meeting 45-year-old Side by Side volunteer, Steve, has changed his life. Ken and his wife found it hard to get the right help and support after Ken's diagnosis.

Steve, Ken's Side by side volunteer, adds: "Side by Side came at the right time for me too. I had some time on my hands after working abroad and saw the advert for Alzheimer's Society. My dad had Alzheimer's too so it's a condition that is close to my heart."

"I thought it sounded great being able to hang out with someone while also helping them to still do the things they enjoy. My application went through really quickly. I felt nervous at first but then I met Ken and we just clicked."

Side by Side is designed to be flexible so that anyone can sign up – a telephone service is also available so people with limited time can volunteer.

Contact Rachel Meadows, Side by Side Coordinator, Alzheimer's Society on 0151 650 5505 or email rachel.meadows@alzheimers.org.uk

Becoming a volunteer with The Reader

F is a Reader volunteer. He first joined a shared reading group in Phoenix House two years ago when he was in rehabilitation for his addiction. He then joined a Birkenhead community group and applied for and completed the Reader's Care Home Reader training, running a group in a dementia care home. F facilitates a community shared reading group in Birkenhead and has found full time paid work.

"Even down to now, my job, I think that's a big part down to my volunteering opportunity with The Reader, not just cos I can put it on my CV. I think when I was in interview and talking about it, people can just see, if you're passionate about something can't they? So...I think that was a massive part of why I was successful in getting my job, my full time job. I just can't believe that I get paid for going to work, it's so good, I thought that would go away, but this is like week five, and it's still...I'm getting paid for what I'd do.

I don't think I understood when I started volunteering that the sort of job I wanted to go for would value volunteering more than qualifications or current employment. I have a criminal record and it's just nice to lay it all on the table when I'm applying for jobs, and now I've got one and I've not had to be dishonest about anything and its liberating".

For more information about how to get involved email info@thereader.org.uk or phone 0151 729 2200.

3

Working together to remove barriers

Actions to deliver a positive volunteering experience for all volunteers and ensure Wirral can continue to benefit from volunteering and community activity will be strengthened through public, private and voluntary, community and faith sector organisations working together.

Working in partnership presents opportunities to network, share knowledge and expertise, provide effective training and ensure unnecessary barriers are broken down to make volunteering accessible for everyone. As part of developing this strategy we talked to local people to understand what the barriers are and how to remove them.

Engagement with local groups, individuals and organisations highlighted a number of barriers that prevent people getting involved in their local area. The Residents' Survey 2015 also highlighted 91% of Wirral residents could be encouraged to volunteer if they had, for example, more information about the different volunteering roles available, if they did not have to give a big time-commitment and if the hours were flexible. This presents an opportunity to promote the diverse range and flexibility of placements Wirral has to offer.

What do we already know?

- 34% of Wirral residents have never volunteered before but only 9% of all those who responded said that nothing could encourage them to volunteer³.
- Community Action Wirral provides support in terms of volunteer provision to around 1400 organisations across the Wirral⁵.
- A lack of information about voluntary opportunities at the local level acts as a significant barrier to local people volunteering¹.
- Well organised groups and organisations which promote strong, positive values, have a direct impact on whether people continue to participate or decide to stop volunteering¹.

How will we achieve our aim?

- We will make it easier for local people to volunteer and get involved in their communities.
- We will create a central approach to advertising and managing volunteering opportunities where it is beneficial.
- We will create a set of good practice principles for organisations to ensure volunteers have a positive experience.

What's already happening in Wirral?

Wirral Volunteer Centre

In June 2016, Community Action Wirral launched the new Volunteer Centre Website which carries the unique Volunteer Centre Quality Accreditation. The free online platform allows people to match their skills and interests with volunteering opportunities. Prospective volunteers are able to browse the wide range of volunteering opportunities once they are registered.

The Volunteer Centre collects and promotes the opportunities for volunteering from organisations in the third sector and helps them in developing their specification for volunteers and ensure that their requirements are realistic and achievable. The Centre also supports organisations and businesses with various volunteer policies to ensure a robust placement. It then matches them through both a physical and online matching service allowing volunteers and organisations to register their interest and consider offers of volunteering.

Community Action Wirral has partnered with Wirral Chamber of Commerce to enable businesses to make best use of staff 'volunteer days' and promote a lasting legacy of skill sharing, sponsorship and perhaps even encourage the staff to become trustees.

For more information visit:
<http://communityactionwirral.org.uk/volunteering-in-wirral/>

“ I don't think I understood when I started volunteering that the sort of job I wanted to go for would value volunteering more than qualifications or current employment. ”

HOW WILL WE DELIVER THIS STRATEGY?

The delivery of the Wirral Together strategy will be in partnership with local residents and community groups, as well as public, private and voluntary sector organisations.

We will deliver the priorities outlined within this strategy through the following action plans and other key strategies and plans linked to Wirral's 2020 pledges which focus on community involvement and volunteering.

The agreed actions will be delivered over the lifetime of this strategy supported by regular review and monitoring.

There will also be further engagement and consultation with residents, partner organisations and other stakeholders as we develop the actions.

An annual review report will be prepared which will outline progress against the actions and demonstrate the outcomes that have been achieved through the delivery of the strategy.

ACTION PLANS

1

Inspiring people to become more involved in their communities

Action	By when?	Responsible
Work with communities to deliver the Wirral Plan by developing a future model for working in neighbourhoods which promotes and supports community involvement.	October 2017	Wirral Council Rachael Musgrave Wirral Council Neighbourhoods and Engagement Team
Build community networks through working with Community Connectors, supporting existing community leaders and identifying new ones.	January 2019	Involve Northwest Justine Molyneux Communities of Practice Chris Shaw
Build local knowledge by identifying what activities are happening across Wirral.	Ongoing	Involve Northwest Justine Molyneux Communities of Practice Chris Shaw Wirral Council Rachael Musgrave
Work with local Councillors to inspire people to become more involved in their local area.	Ongoing	Wirral Council Cllr Matthew Patrick

2 Encouraging more people to volunteer in Wirral

Action	By when?	Responsible
Increase volunteering in line with the Wirral Plan by working with partners to prioritise and promote opportunities which support the 2020 pledges.	September 2017	Wirral Partnership
Raise the profile of volunteering through targeted marketing and promotion using a range of channels.	Ongoing	Wirral Partnership Kevin MacCallum
Promote employer-supported volunteering and Corporate Social Responsibility by creating a central hub which allows skills to be matched to opportunities.	September 2017	Community Action Wirral Annette Roberts Wirral Chamber of Commerce Paula Basnett
Reward and recognise the contribution of volunteers by developing schemes which build on best practice.	April 2018	Wirral Partnership

3 Working together to remove barriers

Action	By when?	Responsible
Develop a coordinated approach for the Wirral Partnership to advertise and recruit volunteers for formal volunteering opportunities.	September 2017	Wirral Partnership
Provide a positive experience for volunteers by creating a set of good practice principles for organisations.	September 2017	Community Action Wirral Annette Roberts
Provide links to available support, training and ongoing development for volunteers.	September 2017	Community Action Wirral Annette Roberts
Increase external funding coming into the borough to help small organisations to develop.	April 2018	Community Action Wirral Annette Roberts



GLOSSARY

Community Connectors

Community Connectors can help strengthen neighbourhoods. They help people find out what is going on locally and how to get involved in social activities.

Corporate Social Responsibility

A corporation's initiatives to assess and take responsibility for its impact on environmental and social wellbeing. Usually goes beyond efforts that are required by regulators or protection groups.

Formal volunteering

Formal volunteering is defined as unpaid help given as part of groups, clubs or organisations to benefit others or the environment.

Informal volunteering

Informal volunteering is giving unpaid help as an individual to someone who is not a relative.

Voluntary, Community and Faith sector

Voluntary, Community and Faith Sector- Term encompasses all not-for-profit voluntary, community and faith groups, organisations, charities, social enterprises, cooperatives and mutuals, large and small.

Wirral Partnership

The Wirral Partnership is made up of Merseyside Fire & Rescue Service, Wirral Clinical Commissioning Group, Wirral University Teaching Hospital, Merseyside Police, Department of Work and Pensions Wirral, Citizens Advice Wirral, Wirral Chamber of Commerce, Wirral Metropolitan College, Wirral Community NHS Foundation Trust, Cheshire & Wirral Partnership NHS Foundation Trust and Wirral Council.

Wirral Plan

Published in June 2015, the Wirral Plan sets out a series of 20 pledges which the council and its partners will work to achieve by 2020, focusing on three key themes: protecting the most vulnerable; driving economic growth and improving the local environment.

Wirral Residents' Survey

Wirral Residents Survey- A survey commissioned in 2015 as a key part of the Wirral Plan, conducted by Ipsos Mori in order to understand what residents want, need and aspire to.

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To find out more:



search: Wirral 2020



@wirral2020



COUNCILLOR CHRIS JONES

CABINET
19 JUNE 2017

WIRRAL RESIDENTS LIVE HEALTHIER
LIVES: TOBACCO CONTROL AND
ALCOHOL STRATEGIES

Councillor Chris Jones, Cabinet Member - Social Care and Health, said:

“To have the best chance of improving their health then residents need to know what they are facing, what their options are, and where to go for help. Smoking and alcohol misuse are the leading causes of ill-health and early death in Wirral.

“It’s vitally important we support every resident affected by these issues, and this Strategy describes how we will bring down the rates of smoking and alcohol misuse in the borough.”

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 by the development and implementation of a set of key strategies.

This report provides Cabinet with copies of the strategies developed to address tobacco and alcohol use in the borough as outlined in the Wirral Plan Healthy Lives pledge: “We want all of our residents to have a good quality of life and live healthy lifestyles in clean and safe environments”.

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

RECOMMENDATION/S

Cabinet are asked to formally approve the Tobacco Control and Alcohol Strategies.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Strategies to address tobacco use and alcohol misuse have been developed to deliver the Wirral Plan pledge to create an environment in which our residents are encouraged and supported to live a healthy life.
- 1.2 The strategies have been developed with residents, partners and stakeholders to ensure that there has been extensive engagement in their development and priority areas for action.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 The Wirral Plan contains twenty pledges to be achieved by 2020; one of the plans under the environment theme is the Healthy Lives pledge which sets out the following commitment:
- 3.2 “We remain committed to addressing health inequalities in Wirral through encouraging residents to lead healthier lives and promoting physical activity and healthy eating. We will also continue to reduce the prevalence of smoking amongst our residents and the levels of alcohol related ill-health and anti- social behaviour through restricting availability of “super-strength” alcohol. We want to see the 30% of Wirral’s off–license retailer’s sign up to the Council supported “reduce the strength campaign”.
- 3.3 The initial steps in delivering this pledge have been to develop tobacco control and alcohol strategies.
- 3.4 Smoking is the primary cause of preventable ill health and early death, accounting for 1 in 5 deaths per year in Wirral (658 deaths a year). One in five people in Wirral smoke (46,432 people). People in our most deprived areas are more than twice as likely to smoke as people in our least deprived areas. Those doing jobs which are classed as ‘routine and manual’ are much more likely than average to smoke (28.5% or 11,000 people working a routine and manual job smoke). Reducing smoking rates in these groups and areas is one of the fastest ways to increase life expectancy and reduce smoking related ill health.
- 3.5 Tackling tobacco use in Wirral therefore requires action to address individual, cultural and social influences on smoking behaviour.
- 3.6 Treating smoking related illness cost the local NHS £12.8 million in 2015. However the costs of tobacco use are much greater than just costs to the NHS, with the overall economic burden of tobacco use to the Wirral estimated at £77.7 million a year. These costs comprise not only treatment of smoking related illness but also the loss in productivity from smoking breaks and increased absenteeism, the cost of cleaning up cigarette butts, the cost of smoking related house fires

and the loss in economic output for people who die from disease related to smoking or exposure to second-hand smoke.

- 3.7 Our vision for taking action to tackle tobacco use is to make smoking history for the children of Wirral.
- 3.8 Alcohol plays an important role in our social, economic and cultural life. In recent years alcohol consumption has increased dramatically and it is now estimated that 85% of adults drink alcohol. Although many people drink sensibly, it is judged that probably 1 in 5 people drink too much. According to the World Health Organisation (WHO), harmful consumption of alcohol results in 2.5 million deaths around the world annually. Alcohol misuse is now the third biggest risk factor to health behind tobacco and high blood pressure. Long term drinking has been linked directly to seven forms of cancer and there are also acute harms caused by binge drinking.
- 3.9 Our Vision is for Wirral to be a place that promotes a responsible attitude towards alcohol and minimises the risks, harms and costs of alcohol misuse to allow individuals, families and communities to lead healthier and safer lives.
- 3.10 Our ambition is to support Wirral to have a healthier relationship with alcohol by intervening as early as possible - we want to:
- Reduce alcohol-related health harms
 - Reduce alcohol-related crime, anti-social behaviour and domestic abuse
 - Establish diverse, vibrant and safe day time high streets and night time economy
- 3.11 It is expected that implementation of these strategies will complement the work of a range of other borough wide strategic plans. These include:
- Healthy Wirral Programme
 - Children and Young People's pledges
 - Growth Plan

4.0 FINANCIAL IMPLICATIONS

- 4.1 As projects to deliver the strategies are developed the financial implications will be identified as part of the project plans and met within existing resources.

5.0 LEGAL

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

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 Work to deliver the strategies will be co-ordinated in partnership by existing staff resources. Any additional resource requirements will be identified as detailed delivery plans are developed.

7.0 RELEVANT RISKS

- 7.1 Departmental and corporate risk registers will be refreshed as action plans are developed to ensure that any risks to delivery are understood and mitigating actions are put into place as appropriate.

8.0 ENGAGEMENT / CONSULTATION

- 8.1 Both strategies have been developed through wide consultation with residents, partners and other stakeholders.
- 8.2 Over the summer of 2015, research was undertaken with local people to understand their motivation for improving their health and wellbeing and the challenges they face in doing this. The research findings challenge current ways of working and suggest that change is required in the way health and wellbeing services and communications are designed, commissioned and delivered. This research has been used to develop the strategies.
- 8.3 Stakeholder events took place on the 23rd November 2016 (tobacco) and the 12th January 2017 (alcohol) to inform the developments of the strategies.
- 8.4 A local citizen's jury ran between December 2015 and February 2016 to inform the development of the alcohol strategy. Over the three month period a group of nineteen local people met to discuss with local and regional experts action to address alcohol misuse. They developed a series of recommendations which have been used to shape the actions in the alcohol strategy.
- 8.5 Both strategies were presented to the People Overview and Scrutiny Committee meeting on the 1st February 2017 for pre decision scrutiny.

9.0 EQUALITY IMPLICATIONS

- 9.1 The potential impact has been reviewed with regard to equality, the impact assessments will be published on the Council website in due course.

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APPENDICES

Smokefree Wirral: Making Smoking History for Wirral's children

Wirral Alcohol Strategy

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
People Overview and Scrutiny Committee	1 st February 2017

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WIRRAL **SMOKEFREE** **STRATEGY**

MAKING SMOKING HISTORY
FOR WIRRAL'S CHILDREN

THE WIRRAL PARTNERSHIP

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FOREWORD

Councillor Chris Jones

Cabinet Member for Social Care and Health

Smoking remains the single greatest risk factor for poor health and early death in Wirral

Smoking remains the single greatest risk factor for poor health and early death in Wirral. Smoking still kills and we cannot say that the job of tobacco control is done when one in five deaths each year in Wirral is related to smoking. Smoking is the principal cause of health inequalities and there are still young people starting to smoke every day.

Smoking is harmful not only to smokers but also to the people around them. Smoking rates have fallen considerably since the 1960s but over 46,000 adults in Wirral still smoke. The decline in smoking rates has lost momentum in recent years.

This plan builds on the achievements in tobacco control made over many decades and sets out a comprehensive package of evidence-based action that will be implemented to drive down rates of tobacco use. We also set out how we will continue our work to reshape social norms around tobacco use to promote health and wellbeing. The plan includes our ambitions to reduce smoking rates among adults and young people, and to reduce smoking during pregnancy.

Smoking rates are much higher in some social groups, including those with the lowest incomes. These groups suffer the highest burden of smoking-related illness and death. Smoking is the single biggest cause of inequalities in death rates between the richest and poorest in our communities.

Consequently, tackling tobacco use is central to realising our pledge to promote healthier lifestyles.

The insight and evidence we have suggests that it will be beneficial to focus our efforts on four key areas:

- Ensuring people understand the risks of smoking and how to quit
- Supporting those who want to quit
- Creating healthy smokefree environments
- Taking action on illegal tobacco activity

The Wirral Partnership recognises that tobacco control forms a crucial component of our efforts to promote healthier lifestyles. My ambition is for the Partnership to work in close collaboration with local people and communities to implement effective tobacco control and reduce smoking rates.

Let us make smoking history for our children.



**Councillor
Chris Jones**

A SNAPSHOT OF SMOKING FACTS IN WIRRAL

1/5

PEOPLE IN WIRRAL SMOKE
(46,432 PEOPLE)



28.5%

PEOPLE DOING JOBS CLASSSED AS 'ROUTINE AND MANUAL' ARE MUCH MORE LIKELY THAN AVERAGE TO SMOKE

PEOPLE IN THE MOST DEPRIVED AREAS ARE MORE THAN **TWICE AS LIKELY** TO SMOKE THAN PEOPLE IN THE LEAST DEPRIVED AREAS

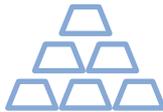


2/3

SMOKERS WANT TO QUIT

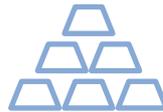
ANNUAL COSTS OF SMOKING TO WIDER SOCIETY IN WIRRAL

£7M



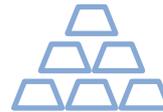
COST TO SOCIAL CARE

£12.8M



COST TO NHS

£53.8M



LOST PRODUCTIVITY (INC SMOKING BREAKS)



£77.7M
TOTAL COST

1 IN 10

PREGNANT WOMEN IN WIRRAL SMOKE AT TIME OF DELIVERY (320 PER YEAR)



SMOKING DURING PREGNANCY INCREASES THE RISK OF INFANT MORTALITY BY

40%

3,057

ADDITIONAL INCIDENTS OF CHILDHOOD DISEASES EACH YEAR IN WIRRAL DUE TO **SECONDHAND SMOKING**

79%

OF PEOPLE SUPPORT A **CRACKDOWN ON ILLEGAL TOBACCO**

1 IN 4

YOUNG SMOKERS GET OFFERED ILLEGAL TOBACCO (FAR MORE THAN ADULTS)



76%

SURVEYED IN NW BELIEVE SMOKING SHOULD BE **BANNED IN OUTDOOR CHILDREN'S PLAY AREAS**



INTRODUCTION

Tobacco use is the major cause of preventable death in Wirral and harms not just smokers but the people around them, through the damaging effects of secondhand smoke. Smoking is an addiction that takes hold largely in childhood and adolescence, with the vast majority of smokers starting to use tobacco regularly before the age of 18.

Whilst nicotine keeps tobacco users physically dependent, there are a wide range of social and behavioural factors that encourage young people to take up smoking and that makes it harder for tobacco users to quit.

Our Ambition

As part of our Healthier Lives Pledge, we aim to make smoking history for the children of Wirral.

To do this means that we will have to work collectively to address those areas where we know from global evidence that it is possible to make a difference. These include supporting smokers to quit, reducing exposure to secondhand smoke, developing an effective communications plan, reducing tobacco advertising, marketing and promotion, regulating tobacco products, and reducing the availability and supply of tobacco products.

We are seeing a reduction in the numbers of people that smoke but the rates in our poorest areas of Wirral are still at an unacceptable level. We will work with local people and combine effective enforcement with education and smoking cessation support.

Who is the strategy for?

This strategy is for Wirral residents who want to quit smoking and to be supported to do so, and for all stakeholders and partners who can create the environment to reduce the impact of tobacco on our communities.

Through this strategy we will work collaboratively with our partners and stakeholders to drive down smoking rates and prevent young people starting smoking using evidence based action such as controlling illicit trade, providing a local stop smoking service, mass media work and evaluation.

How has the strategy been developed?

This strategy has been developed through insight from residents, and support, advice and expertise from public, private, voluntary and community sector partners.

Over the summer of 2015, research was undertaken with local people to understand their motivation for improving their health and wellbeing and the challenges they face in doing this. The research findings challenge current ways of working and suggest that change is required in the way health and wellbeing services and communications are designed, commissioned and delivered. This research has been used to develop the strategy. A stakeholder event took place on the 23rd November 2016 to inform the development of the strategy.

Our priority has been to ensure that we put in place an evidence-based approach that will encourage people to quit smoking and protect others from the impact of smoking. We want to ensure that the views of local people about smoking are reflected, and that we continue to engage and involve as many people as possible in delivering our ambition. We will aim to:

- Reduce the number of people who smoke in the borough
- Reduce the number of women who continue to smoke during pregnancy
- Reduce and prevent the uptake of smoking among young people



STRATEGIC INTENTIONS

1. COMMUNICATING THE RISKS OF SMOKING

Effective communication is essential to ensure we convey the dangers of smoking and capitalise on national social marketing campaigns. There is global evidence to show that targeted marketing and mass media campaigns are effective in prompting quit attempts and reducing smoking prevalence.²

We know that getting our messages right for young people and their families is really important. If smoking is seen by young people as a normal part of everyday life, they are much more likely to become smokers themselves³. A 15 year old living with a parent who smokes is 80% more likely to smoke than one living in a household where no one smokes⁴. Latest research suggests that reducing the uptake of smoking is best achieved by influencing the adult world in which young people grow up.

What do we already know?

Smoking is harmful not only to smokers but also to the people around them. Tobacco smoke contains thousands of chemicals, many of which are carcinogenic or toxic. The World Health Organisation (WHO) has listed secondhand smoke as a human carcinogen to which there is no safe level of exposure.

Deaths from smoking are more numerous than the six most common causes of preventable death combined i.e. drug use, road accidents, other accidents and falls, preventable diabetes, suicide and alcohol abuse. 50% of fatal residential fires in Wirral are related to people smoking⁵.

Treating smoking related illness cost the local NHS £12.8 million in 2015. However the costs of tobacco use are much greater than just costs to the NHS, with the overall economic burden of tobacco use to the Wirral estimated at £77.7 million a year. These costs comprise not only

treatment of smoking related illness but also the loss in productivity from smoking breaks and increased absenteeism, the cost of cleaning up cigarette butts, the cost of smoking related house fires and the loss in economic output for people who die from disease related to smoking.

Smoking is an addiction largely taken up in childhood and adolescence, so it is crucial to reduce the number of young people taking up smoking in the first place.

What have people told us?

There is strong public support for banning smoking in children's outdoor play areas and an equally strong belief that banning smoking in public places is good for health. We know that many people do understand the risks of smoking but there is more we can do to keep awareness high in our communities. Too many people in our local community are being impacted by the effects of tobacco.

Young people told us they are more likely to smoke if their friends smoke and generally are less worried about the present health dangers of their tobacco use than adults. 200,000 new smokers start each year and two thirds are under 18, the legal age of purchase⁶.

How are we going to get there?

- We will put in place an effective communication and marketing campaign which targets people in our community who are at higher than average risk of smoking or being exposed to smoking.
- Promote and signpost to the local stop smoking service.

Your Reason, Your Way' a local social marketing campaign (2009) suggested the internet was an excellent way to engage with people who do not venture far from home. Text and phone support was seen to be more convenient than travelling to a service especially for those who do not own a car⁷.

A stop smoking social marketing project, run at Wirral University Teaching Hospital NHS Foundation Trust during 2012, recommended that all forms of hospital communication should reinforce the same key messages tailored specifically to visitors, patients and staff around identifying the benefits of not smoking. Campaign content for staff should include clear, consistent and direct messages from senior management about the smoking policy on site including a rationale, the enforcement policy and sanctions, and that a social norms approach should be considered⁸.

How will we measure if we are getting it right?

- Increased contacts made with local stop smoking service
- Evaluate the impact of local marketing campaigns

What's already happening in Wirral?

National quit campaigns

New Year Health Harms, No Smoking Day and Stoptober campaigns are promoted across the borough. Wirral Council and its stakeholder partners promote these campaigns using a number of different sources including local press releases, Twitter and Facebook, intranet and internet sites and articles in local magazines.

Healthy Child Programme for 0-19yrs

This programme delivered by Wirral Community NHS Foundation Trust provides smoking cessation and prevention interventions for young people and encourages parents, carers and family members to sign up to the smokefree home scheme.

2. SUPPORTING PEOPLE WHO WANT TO QUIT

Quitting smoking is one of the most positive actions that anyone can take to improve their health. We know that over two thirds of people who do smoke would like to quit, and we are keen to support them to do so.

What do we already know?

Stop smoking services are extremely cost-effective and form a key part of tobacco control and health inequalities policies at local and national levels⁹. A targeted high-quality stop smoking service is essential to help reduce health inequalities and improve the health of local people. For those people who are not ready, willing, or able to stop in one step, harm reduction interventions can support them in moving closer to becoming smokefree and reducing the risk to their health.

Over the last few years the number of people using Stop Smoking Services has steadily declined. Anecdotal evidence suggests this may be due to an increase in people using e-cigarettes to help them stop smoking rather than making use of these services.

For people using hospital services, there are additional advantages, including shorter hospital stays, lower drug doses, fewer complications, higher survival rates, better wound healing, decreased infections, and fewer re-admissions after surgery¹⁰. Health and social care providers have a duty of care to protect the health of and promote healthy behaviour among people who use, or work in, their services. This duty of care includes the provision of effective support to stop smoking, or to abstain from smoking while using or working in health and social care services. All health and social care services should play a key role in identifying smokers and referring them to stop smoking services.

Smoking during pregnancy can cause serious pregnancy related health problems. These include complications during labour and an increase risk of miscarriage, premature birth, still birth, low birth weight and sudden unexpected death in infancy. Smoking during pregnancy also increases the risk of infant mortality by an estimated 40%. Locally over 10% of pregnant

women are still smoking at time of delivery which equates to 320 pregnant women a year¹¹.

GPs and Primary Care are identified as the main source of support when looking for advice around quitting and thus identification of smokers^{12, 13}.

E-Cigarettes are increasingly popular among those who want to limit the risks smoking poses to their health. There is some evidence that e-cigs facilitate long-term smoking cessation and are safe to use over the short to medium term¹⁴. In the UK in 2016 around 850,000 UK smokers quit and now vape and another 700,000 smoked and vaped and now do neither¹⁵.

Work is taking place with local NHS Providers for the introduction of a scheme in 2018-19 to ensure patients using tobacco receive advice and appropriate referral to the local stop smoking service.

What have people told us?

We know there are lots of reasons why people find it difficult to quit smoking. Over two-thirds of smokers report wanting to stop smoking and just over 35% of these intend to make a quit attempt soon. The latest data from the Smoking Toolkit Study (STS) shows that the vast majority of smokers attempting to stop choose the least effective methods of doing so (going cold turkey), with less than 5% using the most effective method- their local stop smoking service¹⁶. The graph below shows the factors Wirral residents said stopped them from quitting.

We recognise it is difficult, but feel that this feedback gives us a good opportunity to work with those who do want to quit so that they can overcome these issues.

FACTORS WIRRAL RESIDENTS SAID STOPPED THEM FROM QUITTING

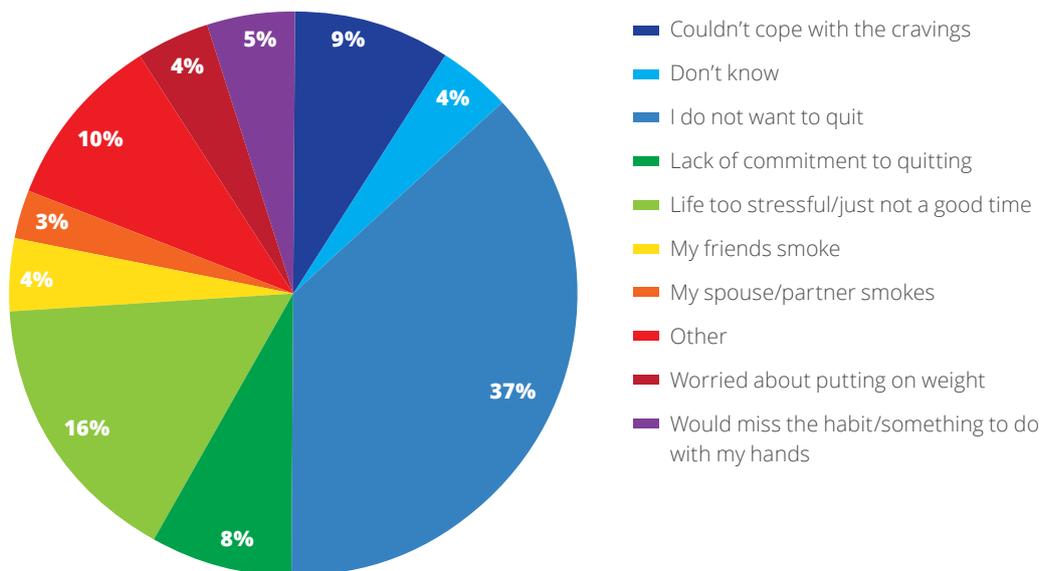


Chart displays responses of Wirral smokers who replied to the NW Mental Health Survey in 2013 (n+313)

Creating a greater awareness is an effective way to influence positive changes in smoking behaviours and culture. A programme called 'Making Every Contact Count' has been shown to help with delivering a more systematic identification of smokers at every opportunity and signposting to stop smoking services.

How are we going to get there?

- We will develop materials that employers can use to establish smokefree policies in their workplaces
- We will provide training to front-line staff to deliver advice about the benefits of stopping smoking
- We will make sure that people know how to access our stop smoking service
- We will focus on helping pregnant women to quit smoking

How will we measure we are getting it right?

- Monitor uptake of the local stop smoking service
- Increase in local workplaces adopting smoke free policies
- Increase in pregnant women quitting smoking
- Monitor referrals to appropriate services by local health care providers for people who want to stop smoking

What is already happening in Wirral?

Wirral Stop Smoking Service

Wirral Council commission a specialist nicotine and smoking cessation treatment service to provide comprehensive and consistent smoking cessation, tobacco and nicotine cessation treatment for local people who want to quit. The service offers a combination of behavioural support and licensed stop smoking medicines. The service offers bookable appointments, drop in sessions, home visits where appropriate, open and closed groups, and telephone support. Clients can either be referred by a professional or can self-refer. The service can be contacted: Tel: 0151 541 5656; Text ABL 60777 or email WICCG.ablwirral@nhs.net

Cheshire and Wirral Partnership NHS Foundation Trust

In February 2014 the Trust launched their Nicotine Management Policy. From this date, smoking was no longer permitted within the grounds or premises. This policy applies to all staff, visitors and patients. The Director of Nursing, provides strong leadership for the implementation of this policy to drive down the high rates of smoking in people with mental health illnesses. This achievement has been recognised nationally and other mental health trusts look to the Trust for peer support.

Merseyside Fire and Rescue Service (MSFR)

During 2015 MSFR enrolled fire officers on Choosing Health training. 'Choosing Health' provides information around key public health issues such as smoking, alcohol and physical activity. The objective of the training is to encourage local stakeholders to signpost to local services e.g. stop smoking service when a need is identified.

Safe and Well visits have been developed to incorporate brief advice regarding smoking and, when appropriate, signposting to the local stop smoking service.

3. CREATING HEALTHY SMOKEFREE ENVIRONMENTS

There is strong support for creating smokefree environments amongst the public. We know that reducing indoor smoking has already had a significant positive impact on health, and that we can do more to reduce exposure to secondhand smoke.

What do we already know?

Smokefree outdoor spaces are growing in popularity, especially where young children play and it is timely to review the ways in which children can be better protected from the normative influence of smoking. Increasing outdoor smokefree spaces can contribute to a reduction in tobacco related litter which in turn reduces the need for street cleaning.

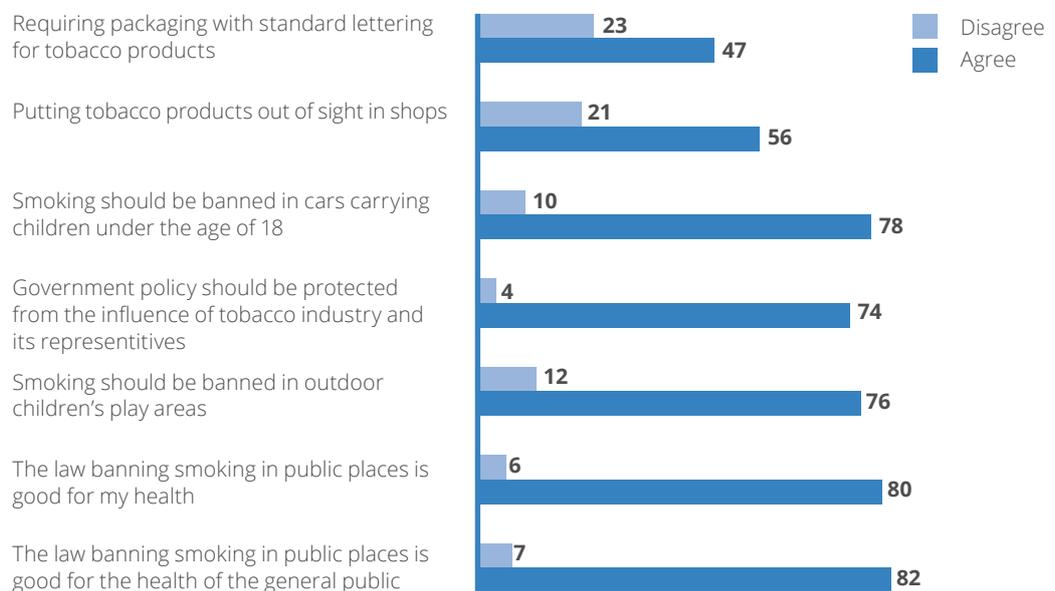
Raising awareness around the benefits of having a smokefree home and explaining the benefits of creating smokefree environments reduces the harmful effects created by secondhand smoke. It is important that complete smoking bans are introduced in households with children as this will make a significant impact on their exposure.

On the 1st October 2015 legislation came into force prohibiting smoking in cars carrying children under 18 years old.

What have people told us?

Support for recent measures (as shown in graph below) introduced by the Government to tackle the harm caused by tobacco is high in the North West region¹⁷.

STRONG PUBLIC SUPPORT FOR TOBACCO CONTROL MEASURES



www.ash.org.uk/localtoolkit

Support for a ban on smoking in outdoor children's play areas and in public places was reported as 84% in the Public Health England Tobacco Control Joint Strategic Needs Assessment Support Pack.

Feedback from a local stakeholder engagement event held in January 2015 suggested that work targeted at the prevention of uptake of smoking in young people should be increased, especially that focused on children e.g. smoke free parks; smokefree school gates.

How are we going to get there?

- We will develop a voluntary code for smokefree outdoor spaces e.g. hospital sites, in parks and outside school gates
- We will ensure people understand the risks and the importance of not exposing vulnerable people to secondhand smoke, in particular we will work with carers and foster carers
- We will continue to promote home fire safety

How will we measure if we're getting it right?

- Increased number of local events that promote themselves as smokefree
- Working with secondary care to support the implementation of Tobacco CQUINS (17/18)
- Fire Service 'Safe and Well' visits will increase referrals to local stop smoking service

What's already happening in Wirral?

Wirral University Hospital NHS Foundation Trust

To mark National No Smoking Day in 2015, Wirral University Hospital NHS Foundation Trust announced that it was #PROUD to be smokefree. This means that smoking is not permitted anywhere on hospital grounds at Arrowe Park and Clatterbridge hospitals. The aim is to protect both smokers and non-smokers from the harm of secondhand smoke, and provide appropriate support to staff and hospital users in order to manage the symptoms of nicotine dependency whilst on the hospital premises. Adherence to the smokefree approach is having increasing degrees of success across the hospital site.

Smokefree play areas

In 2012 around 75 playgrounds across the borough signed up to a voluntary 'Play Smokefree' code to prevent smoking in children's play areas.

4. TAKING ACTION ON ILLEGAL TOBACCO

The effective enforcement of tobacco control legislation is a key element of any comprehensive tobacco control strategy. Laws already exist that regulate the way that tobacco products are presented for sale and ensure that tobacco is not sold to people under the age of 18. Locally we need to continue to focus on the enforcement of tobacco legislation which will contribute to driving down the rates of tobacco use in our communities.

What do we know?

Illegal tobacco can take many different forms and there can be regional variations in the names that are given. The issue of illegal tobacco is complex, affecting partners and local communities in a number of different ways, for example:

- Illicit tobacco has health implications. The cheapness and easy availability keeps smokers smoking and enables them to consume more than they would if they were paying full price
- It presents a danger to children as the trade is not subject to the same regulations as the legal trade e.g. underage sales legislation
- It is linked to low level and organised crime and often goes hand-in-hand with illegal drug and alcohol trading, child exploitation, money laundering and, in some cases terrorism

Across the UK tobacco products at the point of sale are no longer visible. In 2012, large supermarkets were no longer allowed to display tobacco products and in April 2015 the same applied to smaller shops. With effect from 1st October 2015, it is illegal to sell e-cigarettes to under 18s, or for adults to purchase e-cigarettes on their behalf. The appearance of all tobacco packs will be standardised including the colour of the pack, in line with the EU Tobacco Products Directive¹⁸.

Nationally:

- Half of the of the tobacco bought by 14 to 15 year olds is illegal tobacco
- 1 in 4 young smokers regularly gets offered illegal tobacco, which is far more often than adults¹⁹

- 1 in 7 young smokers have gone to a private address (or fag house) to buy illegal cigarettes
- In the 2014 Smokefree Britain survey only 4% of respondents in the North West opposed measures to crack down on tobacco smuggling
- 79% of people support a crackdown on illegal tobacco²⁰
- The 2015 Health Survey for England to other people's smoke reported that e-cigarette use by 15 year olds mirrors the trend for teenagers smoking, and is generally higher in more deprived areas

Locally:

- Some young people see illicit tobacco as less of a problem and are less willing to report sales
- Illicit sales are commonly viewed as victimless
- Sellers who are often viewed as 'part of the community'²¹

How are we going to get there?

- We will work with schools and young people workforce to raise awareness of the dangers of illegal tobacco
- We will develop a responsible retailers scheme for tobacco
- We will enforce age of sale legislation relating to tobacco products and e-cigarettes
- We will ensure legislation relating to advertising is enforced
- We will ensure compliance with smokefree legislation in enclosed places

How will we measure if we're getting it right?

- Monitor point of sale legislation across all retailers
- Monitor proxy sales purchasing
- Monitor the introduction of standardised packaging of tobacco products legislation across all retailers



Quit
Smoking

13

DELIVERING THE STRATEGY

The delivery of this strategy will be in partnership with local residents and public, private and voluntary sector organisations.

We will deliver the ambitions outlined through the following action plans and other key strategies which focus on education, regeneration and promoting the health and wellbeing of local people.

The agreed actions will be delivered over the lifetime of this strategy with detailed project plans to be developed to ensure there is regular

review and monitoring of the actions. There will also be further engagement and consultation with residents, partner organisations and other stakeholders to identify who will be responsible for each action and the timescale for delivery.

We will annually review the strategy, assessing progress against the actions and reporting outcomes that have been achieved.

A child's drawing on a white surface, possibly paper or a chalkboard. At the top, there is a tray filled with various colored crayons. Below the tray, a girl with long blonde hair is drawn in pink and purple, holding a black crayon. To her right, a boy with brown hair and a purple mustache is drawn in green. The background of the drawing is filled with faint, wavy lines. The text 'ACTION PLANS' is overlaid in white on a dark blue background at the bottom of the page.

ACTION PLANS

1. COMMUNICATING THE RISKS OF SMOKING

Action	By When	Lead Organisation
Develop and implement a marketing and communication plan to amplify national and regional marketing and social marketing campaigns e.g. Stoptober, no smoking in cars with U18s and smokefree summer. Integrate into a calendar of local events	March 2017	Wirral Partnership Communications Group

2. SUPPORTING THOSE WHO WANT TO QUIT SMOKING

Action	By When	Lead Organisation
Develop an exemplar Smokefree policy based on good practice for adoption by local partners	May 2017	Wirral Council
Provide training that will enable the local workforce to deliver advice in a sensitive manner about the risks of smoking and the benefits of stopping	Ongoing	Stop Smoking Service provider
Provide Making Every Contact Count training for frontline staff	Ongoing	Wirral Council
Actively promote the local stop smoking service and raise awareness of the local offer	Ongoing	Stop Smoking Service provider
Host an annual networking event to showcase the work done around smoking cessation and tobacco control in Wirral and explore future opportunities	Autumn 2017	Wirral Partnership and Stop Smoking Service provider

3. CREATING HEALTHY SMOKE-FREE ENVIRONMENTS

Action	By When	Lead Organisation
Continue to support the adoption of the voluntary code for smokefree outdoor areas e.g. regeneration schemes; parks and gardens; hospital sites	August 2017	Wirral Partnership
Ensure the training offer to all frontline staff delivers a strong and consistent message to parents/carers on reducing secondhand smoke exposure to children	Ongoing	Stop Smoking Service provider
Increase public awareness of home fire safety particularly in relation to smoking materials	Ongoing	Merseyside Fire and Rescue Service

4. TAKING ACTION ON ILLEGAL TOBACCO		
Action	By When	Lead Organisation
Explore the development of a responsible retailers' scheme for tobacco	2020	Wirral Council
Enforce age of sale legislation relating to tobacco products and e-cigarettes	Annually	Wirral Council Trading Standards
Ensure the legislative provisions applicable to the advertising of tobacco are enforced	Ongoing	Wirral Council Trading Standards
Ensure compliance with the smokefree legislation in enclosed places and within workplaces including vehicles	Ongoing	Wirral Council
Monitor the point of sale legislation across all retailers	Ongoing	Wirral Council Trading Standards
Monitor proxy sales purchasing	Ongoing	Wirral Council Trading Standards
Monitor the introduction of standardised packaging of tobacco products legislation across all retailers	May 2017	Wirral Council Trading Standards

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smokefree

summer



thank you
for not smoking
at this event

To find out more:



search: Wirral 2020



@wirral2020

WIRRAL **ALCOHOL** **STRATEGY**

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FOREWORD

Councillor Chris Jones

Cabinet Member for Social Care and Health

The consumption of alcohol is an established part of life for many adults in the UK and drinking alcohol to relax or at social and celebratory events is often accepted as the ‘norm’.

A 2015 Health Survey for England found that 83% of adults had drunk alcohol in the last 12 months.

As well as the impact on our wider communities, it is well known that drinking excess alcohol is a habit that is all too easy to acquire and brings many challenges to both the individual and their families.

Regularly drinking above the recommended levels can increase the risk of alcohol related illnesses such as cancer, liver cirrhosis and heart disease and can also have a knock on effect in families, including relationship breakdown, domestic abuse and impoverishment.

Through this strategy we want to reduce the impact of alcohol-related health harms to individuals, reduce alcohol-related crime, domestic abuse and anti-social behaviour in our local communities and establish a diverse, vibrant and safe night time economy in Wirral.

We want to raise awareness of the health and social implications of alcohol misuse and ensure that individuals are informed and supported to get help.

This strategy outlines our ambition to work with local partners to improve the alcohol environment that surrounds us, by rebalancing the place that alcohol has in our communities and supporting people of all ages to have a healthier understanding of the role that they want alcohol to have in their lives.



**Councillor
Chris Jones**

A SNAPSHOT OF ALCOHOL FACTS IN WIRRAL



9,272

ALCOHOL-RELATED
HOSPITAL ADMISSIONS

APPROX ONE HOSPITAL WARD PER DAY
(2014-2015)

826

LICENSED PREMISES
IN WIRRAL IN 2016
(UP FROM 799 IN 2015)



193

ALCOHOL-RELATED DEATHS
IN WIRRAL IN 2015

1,619

YEARS OF LIFE LOST
DUE TO ALCOHOL-RELATED
CONDITIONS IN WIRRAL MEN
(2015)



912

YEARS OF LIFE LOST
DUE TO ALCOHOL-RELATED
CONDITIONS
IN WIRRAL WOMEN (2015)

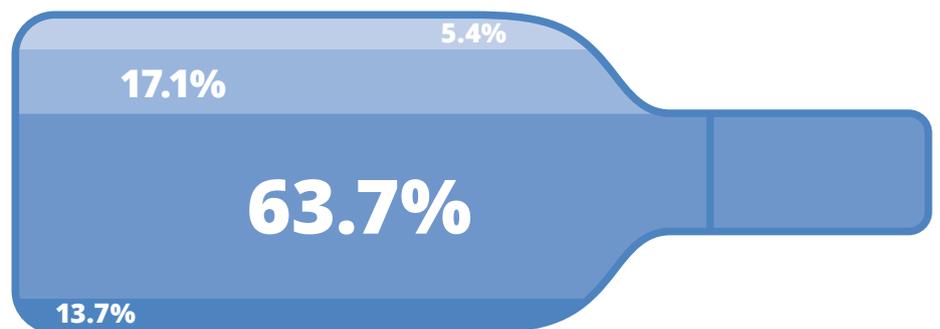


ALCOHOL COSTS
THE WIRRAL
HEALTHCARE SYSTEM

£25M
PER YEAR

**ESTIMATED PROPORTION OF
ADULT POPULATION WHO ARE:**

-  HIGH RISK
(4.5% OF WHOM ARE DEPENDENT)
-  INCREASING RISK
-  LOW RISK
-  NON-DRINKERS



ALCOHOL PROBLEMS
COST WIRRAL

£131M
PER YEAR

1 IN 9

CRIMES IN WIRRAL
ARE ALCOHOL-RELATED



40%

INCREASE IN DEATHS
WITH AN UNDERLYING
CAUSE OF LIVER DISEASE
(FROM 7,841 TO 10,948
IN ENGLAND 2001-2012)

Drink less

INTRODUCTION

In July 2015, Wirral Council, with its partners, committed to working together over the next five years and beyond to achieve real outcomes on a set of twenty pledges, one of which is for local people to live healthier lives.

Alcohol has an impact on our social, economic and cultural life, with many people enjoying a drink to relax at the end of a long day, or to celebrate and socialise. In recent years alcohol consumption has increased dramatically and it is now estimated that 85% of adults drink alcohol. Although many people drink sensibly, it is judged that probably 1 in 5 people drink too much. According to the World Health Organisation (WHO)², harmful consumption of alcohol results in 2.5 million deaths around the world annually. Alcohol misuse is now the third biggest risk factor to health behind tobacco and high blood pressure. Long term drinking has been linked directly to seven forms of cancer and there are also acute harms caused by binge drinking.

Our vision is for Wirral to be a place that promotes a responsible attitude towards alcohol and minimises the risks, harms and costs of alcohol misuse to allow individuals, families and communities to lead healthier and safer lives.

Our ambition is to support Wirral to have a healthier relationship with alcohol by intervening as early as possible - we want to:

- Reduce alcohol-related health harms
- Reduce alcohol-related crime, anti-social behaviour and domestic abuse
- Establish diverse, vibrant and safe day time high streets and night time economy

Alcohol misuse* impacts across a wide range of policy and service priorities, such as accidents, sexual health and safeguarding, and highlights the need for joint-working, as many of the targets held at an organisational level can rise or fall depending on the outcomes from effective partnership activities. We want to continue to build upon our established partnership working and achieve a co-ordinated approach to the delivery of this strategy that maximises resources and avoids unnecessary duplication of effort. In doing this we will ensure that the goals set out within this strategy are linked to other thematic areas and strategies.

It is expected for example that implementation of the strategy will complement the work of a range of other borough wide strategic plans. These include:

- Healthy Wirral Programme
- Children, Young People and Families Strategy
- Community Safety Plan
- The Growth Plan

The partnerships we develop however will also need to extend to sub-regional and regional alliances where collective approaches to address complex issues or achieve policy change are required e.g. action on minimum unit pricing, legislation on licensing, advertising and marketing standards.

We do know that when someone is supported to change their dependency on alcohol it can be life changing as illustrated in our case study below.

*Alcohol misuse means drinking excessively – more than the lower-risk limits of alcohol consumption

A DRINKER'S STORY: A LIFE AFFECTED BY ALCOHOL

John* had always enjoyed a drink but he went from drinking a couple of times a week with his friends, to an alcohol dependant street drinker, consuming alcohol every day.

When John's drinking deteriorated his behaviour became chaotic – he would often fall over and call an ambulance, he was barred from his local pub and his relationship of 20 years ended.

John started drinking on the street, meeting up with other street drinkers. His new 'friends' wrecked his home, stole his money and left him with no heat or light when they took the keys to his gas and electric. John eventually lost the home he'd had with a Registered Social Landlord for 18 years.

John had to sleep on the streets and was dependent on food from soup kitchens and drop in services. His deteriorating health from falls, assaults and alcohol withdrawal saw him go to A&E 61 times in 3 years, being admitted to hospital on 17 occasions.

While drinking excessively, John had 2 convictions of assault and served a prison sentence for common assault and ABH. He also had a number of Public Order fines for being drunk and disorderly.

A 4 month stay in a local inpatient detox facility, at a cost of £15,000 had limited effect because after John left the unit he went back to the same environment and subsequently relapsed.

John's situation started to change when after being assaulted, and not seeking treatment, he lost the sight in one eye. His visual impairment and now general poor mobility meant he kept falling down stairs, ending up in hospital again.

Support was put in place by the outreach team and the hospital discharge worker to help get John into more suitable accommodation. He was assessed by the alcohol related brain injury (ARBI) team and found to have cognitive problems around decision making. A referral was made to a local residential home. They offered him accommodation and helped him manage his money as this is something he'd struggled with.

John was advised about how to deal with the people who had previously caused him problems with his accommodation, and supported to create some separation between them and his home.

John has managed to remain alcohol free, he's not been back to hospital and there have been no further offences. He is happy in his placement, has made new friends and says he doesn't feel lonely anymore.

**John isn't his real name*

Alcohol Inquiry

In developing this Strategy we felt it was important that local people were able to have their say about the ways in which alcohol has impacted on them, and what they would like to see happening to reduce that impact. We took an innovative approach and undertook an Alcohol Inquiry.

The Alcohol Inquiry was conducted between October 2015 and March 2016 by the community engagement specialists, Shared Future (a social enterprise). The aim of the project was to bring together a diverse group of residents to deliberate and discuss, over 9 sessions, the question, "What can we all do to make it easier for people to have a healthier relationship with Alcohol?"

The Inquiry was loosely based on the model of a "Citizens' Jury" with residents representative of the diversity of the borough. 20 Citizens of Wirral were recruited from the four constituency areas and listened to presentations from various expert witnesses over a nine week period. From the wide range of experience, knowledge and perspective presented, the group, reflected then discussed and debated what the issues meant to them, their peers, and those in their respective neighbourhoods. From this they produced their own set of recommendations and actions to make it easier for people of Wirral to have a healthier relationship with alcohol. These recommendations included the following, and will now inform the action plan for the Strategy;

Inquiry Recommendations

- Limit the number of licensed premises and make it easier for the public to object to licensing applications; educate the public so they can have a say on local licensing; explore how we can make it easier for the public to have their say on local licensing.

- Community projects for young people and adults which provide alternatives to drinking alcohol; keep people together and offer new ways to make friends, and gain life, social and work skills.
- Fifth licensing objective "to protect health and reduce anti-social behaviour and domestic violence"
- Publicise the wider cost of alcohol to the people of the Wirral (A & E, Police, Fire Service, Social Services, Mental Health) and ask "what could we buy with this money otherwise?"
- Make the whole of Wirral a 'no street drinking' zone including beaches and parks.
- Create a social media campaign with local images so that the community of Wirral 'takes a step back and reflects on their own relationship with alcohol'.
- Instigate a Young People's Alcohol Inquiry.
- More help for people with both mental health and alcohol problems.
- Reduce impulse-buying of alcohol in supermarkets by having special sales areas for alcohol, separated from other goods and away from the check outs.
- Publish Alcohol Inquiry recommendations to create a public conversation across Wirral about how people can have a healthier relationship with alcohol e.g. social media, vintage radio etc.
- More interactive education for young people. Education that allows young people to discover for themselves what's involved and to then make their own decisions.

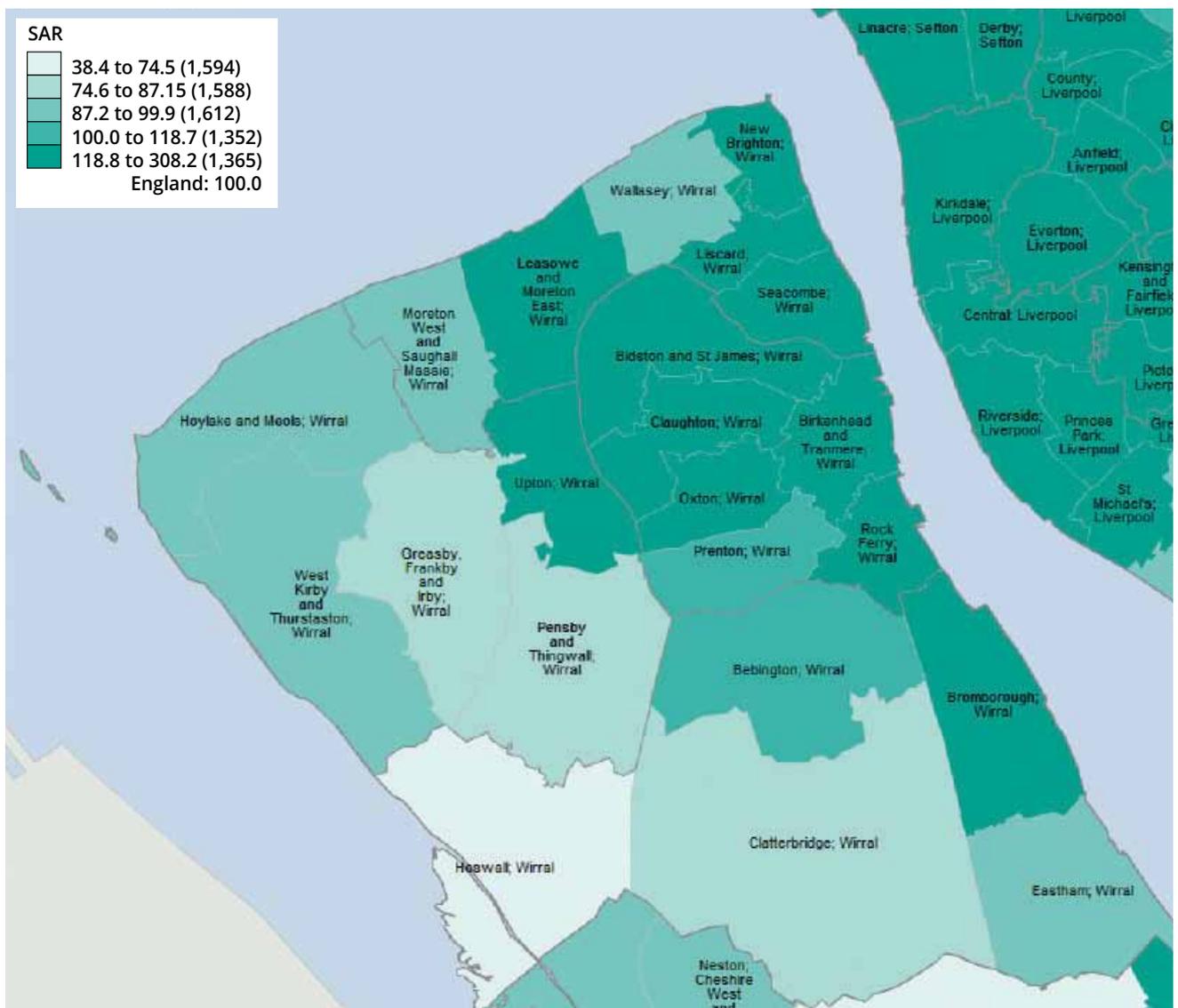
There will be a continued commitment through the lifetime of this Strategy, to sustaining this open dialogue with the community of Wirral through projects such as this one, and through other channels and regular practices that will be developed.

STRATEGIC PRIORITIES

1. ENCOURAGING A RESPONSIBLE RELATIONSHIP WITH ALCOHOL

What do we know?

Life expectancy varies by over 10 years between wards in Wirral, with alcohol misuse being a major contributor to the difference. The map below illustrates admissions to hospital for conditions attributable to alcohol misuse. It shows that higher levels of admission relate to our areas of high socio-economic deprivation.



Hospital admissions for alcohol attributable conditions 2010/11 to 2014/15

Estimates show Wirral has a higher proportion of dependent drinkers and increasing risk drinkers than the national figures but a slightly lower proportion of higher risk patients. The borough also has a lower proportion of non-drinkers than the North West and England.

Research has shown that women who regularly drink more than 28 units/week and men more than 35 units/week, for 5 years or longer, are likely to experience some changes to their mental function and intellect, even though they may not be aware of it.

How will we get there?

Information and education are necessary components of a comprehensive approach to reducing the harm from alcohol. Interventions such as media campaigns and school education programmes are important both in increasing knowledge and in changing attitudes towards alcohol. The National Institute for Health and Care Excellence (NICE) recommends that alcohol education should be an integral part of the school curriculum and should be tailored for different age groups and learning needs⁴.

However evidence suggests that information and education initiatives on their own are unlikely to deliver sustained changes in drinking behaviour. They will only help to change behaviour if they are supported by actions against all our strategic priorities.

There is strong evidence that opportunistic early identification and brief advice is effective

in reducing alcohol consumption and related problems. NICE has recommended widespread implementation of early identification and brief advice in a range of health and social care settings⁵. This strategy will aim to engage the widest partnership in adopting this approach.

How will we measure if we're getting it right?

To ensure local action is having an impact on local people we will:

- Evaluate the impact of local marketing campaigns highlighting the risks of drinking to excess on local people
- Monitor the uptake of early identification and brief advice training by frontline public sector staff
- Monitor the referral to appropriate services by local health care providers for people with alcohol problems

What is already happening on Wirral?

From April 2017 Merseyside Fire and Rescue Service will be offering Information and Brief Advice to people at risk of alcohol harm, followed by the offer of a referral to specialist services where necessary during their new "Safe and Well" home visits.

Work is taking place with local NHS Providers for the introduction of a scheme in 2018-19 to ensure patients with alcohol problems receive advice and appropriate referral to local services.

2. SUPPORTING THOSE WHO NEED HELP WITH ALCOHOL MISUSE

What do we know?

We estimate that 5.4% of the Wirral population are high risk drinkers, and of these 4.5% are dependent drinkers. This produces an estimated incidence of some level of alcohol-related brain damage affecting between 14,400 and 17,280 people. If they are not offered the most appropriate response then their ability to respond positively to the treatment and support offered will be significantly compromised. As a result of this not only will their individual prognosis be poorer but the future demands they make on the health and social care system will consequently be greater.

There has been a 40% increase in deaths with an underlying cause of liver disease (7,841 to 10,948) in England between 2001-2012.

In Wirral between 2012-2014 the average number of years of life lost in those aged under 75 from liver disease is 29 per 10,000 persons this compares to rates of 28 per 10,000 for breast cancer and 20 per 10,000 for stroke⁶.

In Wirral the rate of premature mortality from liver disease between 2013-2015 was significantly higher than the England average for females (22.7 per 100,000 population) and males (30.4 per 100,000 population). In 2014/15 there were 162 hospital admissions in Wirral (all persons) for alcoholic liver disease condition⁷.

Estimates of the alcohol dependent population for Local Authority areas, commissioned by PHE and published in April 2017, estimates that Wirral has 4,891 dependent drinkers. (Reference: Pryce et al (2017) Estimates of Alcohol Dependence in England based on APMS 2014, including Estimates of Children Living in a Household with an Adult with Alcohol Dependence: Prevalence, Trends and Amenity to Treatment. Report prepared for Public Health England.)

How will we get there?

NICE has published detailed guidance on the identification, assessment and management of harmful drinking and alcohol dependence. These guidelines recommend improved access to effective interventions delivered by specialist services. These include psychological

interventions and community based assisted withdrawal programmes⁸. Alcohol treatment has been shown to be highly cost effective; for every £1 spent in treatment the public sector saves £5⁹.

The Royal College of Physicians recommend that every acute hospital has an Alcohol Liaison Nurse Service to manage patients with alcohol problems within the hospital and liaise with community services¹⁰.

Studies in the UK have demonstrated that there are significant levels of mental health problems amongst people with alcohol problems (both in and out of treatment). In addition between a quarter and a third of people with serious long-term mental health problems are drinking at harmful or dependent levels. Evidence shows outcomes are improved if mental health and substance misuse services offer "integrated treatment" for both alcohol and mental health problems and work jointly for the most complex cases.

How will we measure if we're getting it right?

We will see a reduction in:

- Alcohol-specific hospital admissions (Working age adults 18-64)
- Alcohol-specific hospital admissions (older adults 65+)

What is already happening in Wirral?

Wirral University Teaching Hospital NHS Foundation Trust has a team of Substance Misuse Specialist Nurses who are available 7 days a week. Since April 2015 when the team began it has seen almost 6,000 patients with alcohol as a contributor to their admission, in all wards and departments across two sites, (Arrowe Park and Clatterbridge Hospitals). This is a developing service which offers support, assessment, interventions and referral to community alcohol services.

Cheshire and Wirral Partnership NHS Foundation Trust and Wirral Ways to Recovery specialist substance misuse service, have worked together to develop a Dual Diagnosis protocol and pathway.

3. PROTECTING CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

What do we know?

Alcohol use in young people has significantly declined over the past decade¹¹. Anecdotally, this trend has also been reported in Wirral. However, Wirral experiences a higher rate of hospital admissions for young people for both alcohol-specific conditions and substance misuse (15-24 year olds) than both the regional and England average¹².

A 2016 report by the Children's Commissioner¹³ recommended that the issue of parental alcohol misuse should be addressed in local area's planning and commissioning of services, using the Joint Strategic Needs Assessment, both for children in need of support and those in need of protection.

Drinking alcohol at any stage during pregnancy can cause harm to the baby. The UK Chief Medical Officer's alcohol unit guideline advice to pregnant women is that the safest approach is to not drink alcohol at all during pregnancy. Foetal Alcohol Syndrome (FAS) affects the way a baby's brain develops. How serious the condition is depends on how much alcohol a mother drinks during pregnancy. Miscarriage, stillbirth, premature birth, small birth weight, and Foetal Alcohol Spectrum Disorder (FASD) are all associated with a mother's drinking.

National (and local) data on the prevalence of Foetal Alcohol Spectrum Disorder is unavailable, but emerging international research indicates clearly that some populations are more at risk, such as those experiencing high levels of deprivation and poverty. Incidence of Foetal Alcohol Spectrum Disorder in Western countries in general is estimated to be 9 per 1,000 live births.

There is good evidence that alcohol advertising affects children and young people and that exposure to alcohol advertising is associated with the onset of drinking amongst young people and increased consumption among those who already drink. All of the evidence suggests that children and young people should be protected as much as possible by strengthening current regulations.

An article in the Journal, Alcohol and Alcoholism (2009)¹⁴ reported – "In the UK the rise in the affordability of alcohol by 65% between 1980-2006, the extension of hours of sale for both on premise and off-premise outlets in 2003, combined with extensive advertising and the promotion of alcohol, have been linked with an increase in consumption and drinking related damage".

How will we get there?

Work is currently underway to review the offer for children and young people around substance misuse to ensure that an integrated programme is available, informed by consultation with children, young people and key stakeholders. Evidence suggests that wider programmes delivered in schools which target multiple risk behaviours, help build self-esteem and life skills are more likely to be effective in preventing substance misuse. This will be a key focus of the work going forward.

The issue of parental alcohol misuse and its impact upon children and young people locally will be explored to ensure that their needs are being met. This is particularly pertinent with regard to children who are looked after or who are in care. A significant proportion of children in the borough are subject to a child protection plan to protect them from the impact of their parents' or carers' alcohol misuse.

How will we measure if we're getting it right?

We will see a reduction in alcohol-specific admissions for young people

What is already happening in Wirral?

There is a range of support available for children and young people both in school and community settings dependent upon the level of need. These include health promotion/ education, Health Service in Schools, Response and Specialist Substance Misuse Treatment. Pathways have been developed between the various levels.

Response – deliver interventions for young people where substance misuse has been identified as a significant factor. Young people who are referred to services are screened for substance misuse concerns, and are then referred to specialist workers within the team who will deliver appropriate interventions. These workers also link up with relevant agencies to ensure that the young person is supported in accessing wider support or more specialist treatment.

4. CREATING SAFE ENVIRONMENTS

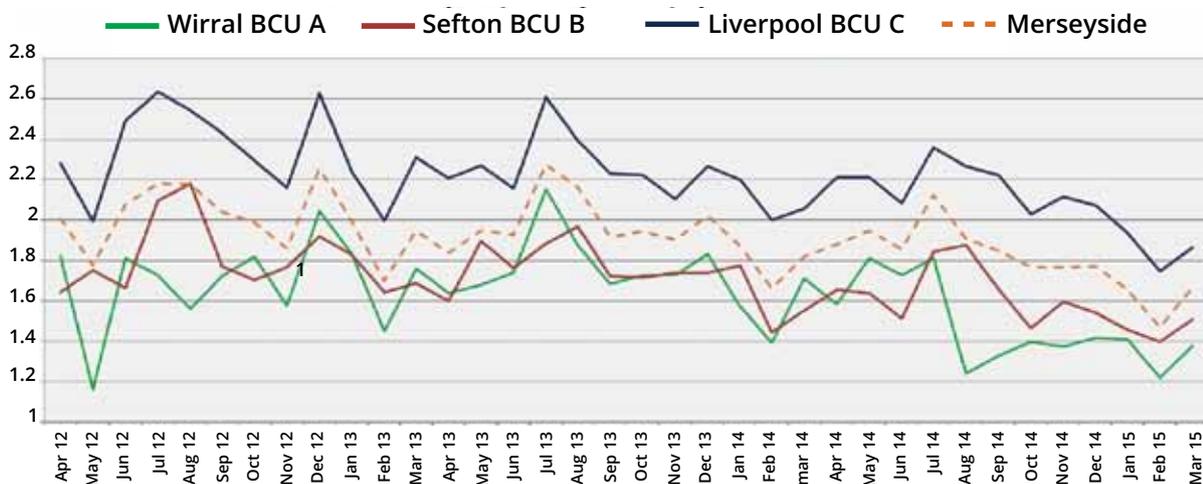
What do we know?

Work produced by Public Health England shows the estimated economic cost to the local economy arising from alcohol problems to be considerable. The estimated figure for Wirral is £131 million per year, comprising of costs to the health and social care systems, criminal justice costs and lost productivity. Alcohol is thought to cost the Wirral health care system £25 million each year (this may be a greater cost than tobacco), and 1 in 9 crimes in Wirral are alcohol-related.

In July 2016 there were 826 licensed premises in Wirral (2.50 per 1,000 population), with more licenced premises per head of population in more deprived areas.

The peaks in the number of domestic abuse incidents reported are quite strongly associated with periods of increased alcohol consumption within the general population. These include notable footballing events, summer and Christmas. While alcohol consumption does not necessarily lead to domestic abuse in most cases, the data suggests that it can be a trigger for some individuals who are already predisposed to abusive behaviours, as illustrated in the graph below:

DVA INCIDENTS PER 1,000 POPULATION, APRIL 2012 - MARCH 2015



Source: Wirral Domestic Abuse Needs Assessment

Price of alcohol

Making alcohol less affordable is the most effective way of reducing alcohol-related harm.

- There is overwhelming evidence that increasing the price of alcohol through taxation reduces alcohol intake.
- There is also clear evidence that reductions in alcohol consumption achieved through price increases translate into reductions in alcohol-related harm.
- Increases in the price of alcohol are associated with reductions in alcohol-related deaths and illness, traffic crash fatalities and drink driving, incidences of risky sexual behaviour and sexually transmitted infections, other drug use, violence and crime.
- The reverse is also true: price cuts increase harm¹⁵.

Availability of alcohol

International evidence suggests that making it less easy to buy alcohol by reducing the outlets selling it in a given area and the days and hours when it can be sold, is an effective way of reducing alcohol-related harm. Based upon this evidence expert bodies including the Northern Institute Clinical Research (NICR) have recommended that legislation on licensing should be revised to include protection of the public's health as one of its objectives¹⁶. The Organisation for Economic Co-operation and Development has drawn together research that reports on the strong link between the affordability and availability of alcohol and the incidence of harmful drinking¹⁷.

A 2011 report from Alcohol Concern found a statistically significant relationship between the density of off-licensed premises and hospital admissions in young people under 18 relating to alcohol misuse¹⁸.

An important study from the University of Sheffield has calculated that setting a minimum unit cost of 50p per unit of alcohol means that nationally each year there could be 98,000 fewer hospital admissions, 3,000 lives saved and 40,000 fewer crimes¹⁹.

How will we get there?

We know that there are a wide range of policy tools that can reduce problems associated with alcohol, crime and disorder and the night time economy²⁰. These include:

- Alcohol pricing:
- Licensing
 - Outlet density and mix
 - Monitoring and enforcement
 - Licensing hours
- Premise design and operations
 - Glassware management within premises
 - Manager and staff training
 - Accreditation and awards
 - Environment within the premise (covering capacity, layout, seating, games, food and general atmosphere)
- Public realm design
 - CCTV
 - Street lighting
 - Active frontages
 - Glassware management outside premises
 - General layout
- Policing (covering targeted policing, street policing, third party policing, transport policing, anti-social behaviour/drink banning orders and alcohol arrest referral schemes) Transport (covering buses, taxis and parking)
- Public education campaigns and community engagement

Wirral has recently been granted Local Alcohol Action Area status by the Home Office and Public Health England to improve the collection, sharing and use of data between accident and emergency departments, the council and police. A recent project to understand patient pathways for high risk and dependent drinkers through the local health and social care system highlighted significant gaps in data sharing between organisations.

Our priority is to create routine information flows between organisations to allow timely access to information for all partners and optimise patient outcomes.

This work will support the sharing of aggregate data on alcohol harm across agencies and lead to consistency of information available for licensing and planning decisions and treatment for people who misuse alcohol.

The Council's Licensing Committee plays an important role in regulating the availability of alcohol in the borough. A cumulative impact policy for Birkenhead is currently being explored as part of the Statement of Licensing Policy.

We will also look to work with local retailers to investigate local adoption of industry schemes to reduce alcohol related crime e.g. Pubwatch, Proof of Age schemes.

How will we measure if we're getting it right?

We will see a reduction in:

- Alcohol-related recorded crime
- Alcohol-related violent crime
- Alcohol-related sexual crime
- Improved public perceptions of town centres at night

What is already happening in Wirral?

Birkenhead Town Centre Group was set up in 2016 to respond to issues related to street drinking. The Group has discussed many issues relating to Birkenhead Town Centre with positive actions being taken to deter the public from giving money to beggars and to give to charity / services instead; increase in intelligence sharing and knowledge for all and practical support for street drinkers to access services.

A programme of action on licensing has been agreed by Liverpool City Region to include: training for people involved in the licensing process, people employed in alcohol retail and the residents and communities where licensed activities take place. The training will range from:

- enabling greater enforcement of the law around providing alcohol to people who are already drunk
- recruiting and training interested community champions on the effects of alcohol on their communities
- signing local retailers up to voluntary agreements
- producing guidance and training on the available evidence and its interpretation within the current licensing process

'Reducing the Strength' is an initiative designed to tackle problems associated with street drinking by removing from sale low price high-strength alcohol products through voluntary agreements with local retailers. It is a voluntary scheme which encourages local retailers to voluntarily cease sales of cheap super-strength alcohol, to limit the supply to problem drinkers.

DELIVERING THIS STRATEGY

The delivery of this Strategy will be in partnership with local residents and public, private and voluntary sector organisations.

We will deliver the ambitions outlined within this pledge through the following action plan and other key strategies and plans which focus on housing, education, regeneration and promoting the health and wellbeing of local people.

The agreed actions will be delivered over the lifetime of this pledge with detailed project plans to be developed to ensure there is regular review and monitoring of the actions. There will also be further engagement and consultation with residents, partner organisations and other stakeholders as we develop more detailed action plans.

DELIVERY PLAN

1. ENCOURAGING A RESPONSIBLE RELATIONSHIP WITH ALCOHOL

Action	By When	Lead Organisation
<p>Reduce the number of adults drinking above NHS guidance through:</p> <ul style="list-style-type: none"> • Hard hitting, locally planned and delivered marketing and communications campaigns that focus on: <ul style="list-style-type: none"> – the risks of drinking in pregnancy – the dangers of drinking and driving – the importance of having alcohol free days • Cross partnership promotion of non-alcoholic alternatives at events • An increase in the provision of information and brief advice to drinkers identified as being at greater risk 	<p>December 2017</p> <p>Ongoing</p> <p>Year on year increase</p>	<p>Wirral Council</p> <p>Wirral Partnership</p> <p>Wirral Partnership</p>
Expand the coverage of the Reducing the Strength Scheme	Ongoing	Wirral Council
Support the development of workplace policies and initiatives to reduce alcohol-related harm	Ongoing	Wirral Chamber of Commerce

2. SUPPORTING THOSE WHO NEED HELP WITH ALCOHOL MISUSE

Action	By When	Lead Organisation
Achieve effective engagement and treatment of alcohol related attendance at hospital and ensure that patients maintain necessary engagement with community treatment services after discharge.	September 2017	Wirral University Teaching Hospital NHS Foundation Trust/ Drug and alcohol treatment and recovery service
Increase the number of people who complete treatment and recover from harmful and dependent drinking.	Year on year increase	Drug and alcohol treatment and recovery service
Ensure access to effective support to get service users back into education, training and/or employment.	Year on year increase	Drug and alcohol treatment and recovery service
Ensure access to appropriate housing, and associated support, is available for local service users, particularly those who are homeless.	Year on year increase	Drug and alcohol treatment and recovery service/ Council Housing

3. PROTECTING CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES		
Action	By When	Lead Organisation
Deliver clear information to local people and services about the risks of foetal alcohol spectrum disorder.	March 2018	Wirral Council
Deliver alcohol harm prevention work e.g. through schools, that is embedded in work to build self-esteem, develop life skills and promote healthy development and well-being,	Ongoing	Wirral Council Cheshire and Wirral Partnership NHS Foundation Trust Wirral University Teaching Hospital NHS Foundation Trust
Ensure effective early identification of young people at risk of developing alcohol-related problems through: <ul style="list-style-type: none"> • Renewed guidance for schools • Continuing training for professionals working with children and young people, including health visitors, midwives, school nurses Programmes of information, guidance and support for parents, addressing the risks arising from their own drinking behaviour, and that of their children.	Ongoing	Wirral Council Cheshire and Wirral Partnership NHS Foundation Trust Wirral University Teaching Hospital NHS Foundation Trust
Provide targeted alcohol interventions to young people misusing alcohol. Ensure good communication, effective links and appropriate transition arrangements between young people's and adult's alcohol services.	Ongoing	Wirral Council Cheshire and Wirral Partnership NHS Foundation Trust Wirral University Teaching Hospital NHS Foundation Trust

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To find out more:



search: Wirral 2020



@wirral2020



CLLR PHILL BRIGHTMORE

CABINET
19 JUNE 2017

WIRRAL VISITOR ECONOMY
STRATEGY

Cllr Phill Brightmore, Cabinet Member for Environment, said:

“Wirral’s tourism industry continues to go from strength to strength. We are the fastest growing visitor destination in the Liverpool City Region; with thousands more people discovering Wirral every year.

“We cannot take this for granted, and expect this growth to simply continue year-on-year. We must make sure we do everything possible to promote our borough throughout the UK and internationally.

“This new Tourism Strategy is a big step. Produced through a collaboration of industry experts, local businesses and partners, it helps us clearly define a new approach for marketing Wirral.

“I am confident this work will help us achieve all of our ambitions for the tourism industry in Wirral, increasing the value of the economy and helping create many more jobs.”

REPORT SUMMARY

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

This report provides Cabinet with the Wirral Visitor Economy Strategy; a key strategic document which articulates ambitions related to growing the value of the Visitor Economy in Wirral and the associated creation of jobs, which will assist the delivery of various aspects of the Wirral Plan.

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

RECOMMENDATION/S

Cabinet is requested to approve the Wirral Visitor Economy Strategy which is appended to this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Wirral Visitor Economy strategy has been developed to support the delivery of the Wirral Plan pledges.

The strategy has been developed with partners and stakeholders to ensure that there has been extensive engagement in the development of the strategy and its priority areas.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 In July 2015, the Wirral Partnership agreed the Wirral Plan, a set of 20 pledges to be achieved by 2020, which focused on protecting the most vulnerable, driving economic growth and improving the local environment. Growing the value of the tourism industry in Wirral was identified as a priority through the 'Vibrant Tourism Economy' pledge, which is an integral part of the Council's Growth Plan and has strong links with both the Culture and Leisure strategies. The Council also recently undertook a Task & Finish Scrutiny Review of Tourism to look at how the Council promotes and markets its tourism offer and to identify any gaps in its offer that can be exploited. It was therefore agreed that a tourism strategy was needed to deliver the tourism pledge and determine what can be done to facilitate and support our ambition to increase our visitor economy.

The strategy has been developed through a partnership steering group chaired by Paula Basnett, CEO of Wirral Chamber of Commerce as well as representatives from Wirral Council, Culture Liverpool, Liverpool Local Enterprise Project and the Wirral Visitor Economy Network. An engagement event was held in January 2017 with industry experts representing a broad range of tourism sectors including accommodation, heritage and leisure. The steering group has also sought engagement with key stakeholders such as education and skills providers, transport providers, and other private sector organisations who were identified by the group. The final Task and Finish Scrutiny report was published in January 2017 and was also utilised to inform and support the development of the Tourism Strategy.

The strategy includes a set of partnership actions to be delivered over the course of the three-year strategy. The strategy will be reviewed on an annual basis with regular performance reporting taking place through appropriate governance arrangements.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no 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.

5.0 LEGAL

5.1 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: STAFFING, ICT AND ASSETS

6.1 The Wirral Visitor Economy strategy will be co-ordinated in partnership by existing staff resource. Any additional resource requirements will be identified as a detailed delivery plan is developed.

7.0 RELEVANT RISKS

7.1 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

8.1 The Wirral Visitor Economy strategy has been developed through a partnership steering group and has been subject to wider consultation with partners and other stakeholders through the development of the strategy.

A stakeholder event took place in January 2017 and the feedback from the event has been used to inform the final draft of the strategy.

9.0 EQUALITY IMPLICATIONS

9.1 The potential impact has been reviewed with regard to equality and the impact assessment will be published on the Council website.

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APPENDICES

Appendix 1 – Wirral Visitor Economy 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	

WIRRAL **VISITOR ECONOMY** **STRATEGY**

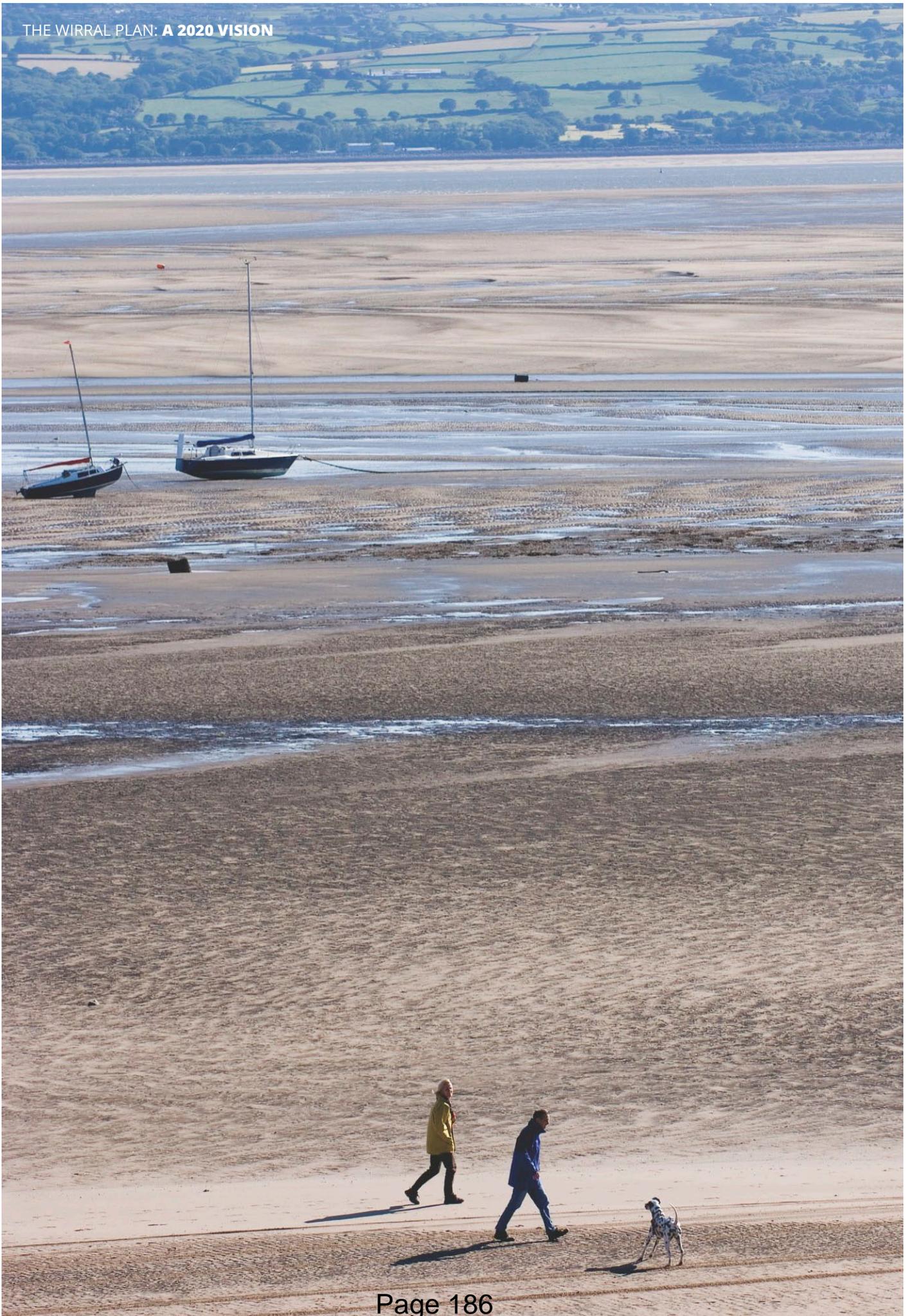
2017-2020

“ *The Wirral is an intriguing place, flanked by Liverpool on one side and Chester on the other. There are plenty of reasons to come here: bracing seaside resorts, one of Britain’s most enchanting art galleries, gentle countryside, coastal walks, and a fairytale village. Wirral is well worth taking a ferry ‘cross the Mersey for.* **”**

Stephen McClarence, The Times, 15th April 2017.

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FOREWORD

Wirral is perfectly positioned. Surrounded by thriving Liverpool and Manchester, historic Chester and the stunning coastlines of the Mersey and Dee Rivers, the Wirral Peninsula is a unique and attractive place to live, work and visit.

Offering stunning panoramic views of the Liverpool skyline and beautiful scenery of coast and countryside, Wirral's picturesque setting is unrivalled. From the tranquillity of our countryside parks and trails, to experiencing the adrenaline rush of water sports on the coast, visitors to Wirral can enjoy an abundance of attractions and activities.

Wirral is home to a number of internationally recognised attractions, such as Port Sunlight Village, the Mersey Ferries, Birkenhead Park and the Royal Liverpool Golf Club in Hoylake.

Visitors to Wirral can also enjoy quality food and drink options, with award-winning producers and breweries offering some of the most diverse and locally produced food in the UK, including the only Michelin star restaurant in the city region.

We are delighted to introduce this Wirral Visitor Economy Strategy, which will help us build on these assets and drive the continued growth in this sector, to benefit local businesses and residents.

Our aim is to build partnerships with organisations from across Wirral and further afield to ensure our most prominent and recognisable attractions and experiences are promoted to attract visitors from far and wide.

Please take the time to read this strategy and we look forward to working with you to deliver our ambition of growing Wirral's visitor economy by 2020 and beyond.



P. Brightmore

**Councillor
Phill Brightmore**
Cabinet Member for
Environment



P Basnett

Paula Basnett
Chief Executive of
Wirral Chamber of Commerce

“ Over the last 10 years we have made real progress in raising Wirral’s profile as a destination and in enhancing the visitor offer. This new strategy represents a step change in our approach, and provides us with a robust, targeted and realistic framework for further development and growth.

We are very optimistic about the future, and look forward to working in partnership with Wirral Chamber of Commerce, Wirral Council, and other partners across the Liverpool City Region to realise our ambitions for Wirral’s visitor economy. ”

Katherine Lynch, Chair, Wirral Visitor Economy Network.

“ **Our Wirral Plan pledge is:** We are proud of our home and will work to promote and grow the borough’s tourism offer; making Wirral a place even more people enjoy visiting.

We will review and make the best use of our heritage, leisure and cultural assets to drive tourism, the associated creation of jobs and increase revenue for Wirral’s visitor economy to £450 million by 2020. ”

INTRODUCTION

The Wirral Plan commits to delivering twenty pledges by 2020. One of these pledges is to grow Wirral's vibrant visitor economy, ensuring it is worth £450 million by 2020.

Delivering this pledge will be an important step towards our longer term vision to increase the value of Wirral's visitor economy to £550 million by 2025, by encouraging more visitors to come and discover a unique peninsula full of award winning experiences.

Why is Tourism important?

Tourism plays an important role in growing local economies, by supporting local attractions, theatres, museums, restaurants, events, shops and hotels. The tourism industry is diverse and inextricably linked to other sectors like transport, design and construction and wider supply chains which contribute towards the wider visitor economy and benefit business. As a result, attracting people to visit a destination to invest their disposable income in local amenities, services and experiences can be an effective way of creating jobs, growing local business and forming a positive sense of place.

Wirral's Visitor Economy

Wirral has made significant progress in developing its visitor offer over the last 10 years. Visitor satisfaction is high, with an average visitor rating of over 4 out of 5 for Wirral's tourism offer. The creation of Wirral's Visitor Economy Network has further developed partnerships across sectors to drive destination marketing and product development activity.

Over the last few years, Wirral has built its reputation on quality and distinctiveness, receiving a wide range of awards for its

unrivalled beaches, green flag parks as well as its heritage and attractions. Wirral is part of England's Golf Coast, home to 14 golf courses including Royal Liverpool, host of The Open in 2014 and 2006.

The renaissance of New Brighton has seen huge increases in day visitors, while Port Sunlight Village and Birkenhead Park continue to demonstrate the depth of international heritage the peninsula has to offer. Coupled with its perfect backdrop of Liverpool's world heritage waterfront and its close proximity to the international attractions offered by other nearby destinations, Wirral is well placed to capitalise on these unique opportunities.

Purpose of this strategy

The purpose of this strategy is to clearly establish the priorities for marketing, investment, product development and training which will be instrumental for sustainable growth of the visitor economy in Wirral.

Through this strategy we will:

- Raise the profile of the Wirral Peninsula and enhance its image and reputation, not only as a place to visit, but also as a place to live, work and invest.
- Increase Wirral's share of visitor markets and create a thriving, profitable tourism economy, which delivers high levels of economic, cultural and social benefit to the Liverpool City Region, and the North of England as a whole.

- Work with Wirral's visitor economy community and stakeholders, to champion the industry through a shared vision for growth, in order to lever investment.
- Grow the number of businesses operating in Wirral's visitor economy, to enhance the quality and diversity of our offer, and create a compelling, year-round visitor experience.

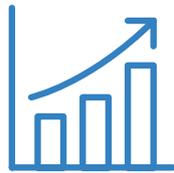
Strategic Context – An Integrated Approach

Wirral's leisure and cultural experiences are an integral part of its visitor offer. Our aim is to develop these sectors to provide compelling reasons to visit Wirral, providing fulfilling and enjoyable breaks. Our strategy will complement Wirral's existing Growth Plan, as well as the Culture and Leisure strategies, aiming to build collaborative and effective partnerships, exerting influence where it is needed and capitalising on opportunities for securing investment through funding agencies such as the Arts Council, Heritage Lottery and Visit England.

For the Liverpool City Region, Wirral has internationally renowned visitor attractions. Through the city region's Visitor Economy Investment Strategy places such as Port Sunlight and Birkenhead Park, as well as the proposed Wirral Waters development and Golf Resort and Spa in Hoylake, are experiences with the potential to grow the region's share of domestic and overseas visitors. Similarly, Wirral's strong heritage, arts and leisure offers will ensure it is well placed to benefit from the city region's proposals for cultural devolution.

At a national level, our strategy will foster better and more integrated working relationships with the key brands in the wider region and it also forms part of the national strategy for dispersing more of the 18.6 million international tourists visiting London every year into England's regions.

CURRENT MARKETS & TRENDS



£385M

IN EXPENDITURE SUPPORTING
OVER **5,000** FULL-TIME JOBS



FASTEST GROWING

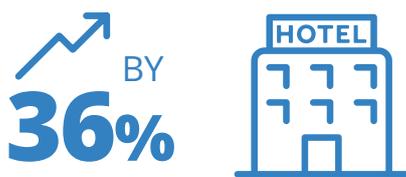
WIRRAL IS THE FASTEST GROWING
VISITOR DESTINATION WITHIN
LIVERPOOL CITY REGION



WIRRAL IS A POPULAR DESTINATION
FOR DAY VISITORS AND HAS A
STRONG DAY VISITOR MARKET



POPULAR WITH TOURISTS ON
SHORT BREAKS, ATTENDING
CELEBRATIONS, BUSINESS
MEETINGS OR EVENTS.



VISITORS STAYING OVERNIGHT
IN WIRRAL'S HOTELS HAS
INCREASED BY 36% SINCE 2010



SINCE 2010, WIRRAL HAS
EXPERIENCED SIGNIFICANT GROWTH

8.2 MILLION
ANNUAL VISITORS



BY
7.42 MILLION
DAY VISITORS, SINCE 2010



266,000
VISITORS STAYED IN
HOTELS & GUESTHOUSES



STAYING VISITORS UP TO
788,000
PER ANNUM



500,000
VISITORS STAYED WITH
FRIENDS & RELATIVES

KEY OPPORTUNITIES

Central to the delivery of the Wirral Visitor Economy Strategy is the Wirral Plan target to increase total tourism spend to £450 million per annum by 2020. To deliver this growth, the main considerations for delivering the strategy are as follows:

- **Staying visitors** are of vital importance as they spend on average four times as much as day visitors in Wirral. In order to further increase the input of this group to the visitor economy, an increase in hotel capacity will be necessary.
- We must build on the **growing younger and family markets** through expanding on our current leisure offer and capitalising on our close proximity to Liverpool.
- The focus should be on those **near visitor markets** within a 60-90 minute drive time from the Wirral Peninsula, while also strengthening links with Liverpool and Chester to boost our offer to domestic visitors, from further afield and overseas visitors.
- The **group travel** trade is a key area for growth which would benefit from coordination across Wirral in terms of itinerary planning and promotion.
- There is the opportunity to bring more day and multi-day conferences to Wirral and to capitalise on the peninsula's close proximity to Liverpool, Cheshire and North Wales to further increase **business trips**.
- We need to harness the power of **well-known brands** such as Birkenhead Park, Cammell Laird and Port Sunlight, home to Unilever, to raise awareness of Wirral's wider offer and reinforce its sense of place.
- A new **destination marketing strategy** for Wirral, which is market-focussed and develops our capability for using digital media, will further promote the peninsula on a national and international scale.
- Developing **major events** which align to Wirral's distinctive themes and partnering with Culture Liverpool will help to attract emerging visitor markets and staying visitors to Wirral Peninsula.



WHAT MAKES WIRRAL DISTINCTIVE AND SPECIAL?

The motivation to see and explore the Wirral 'peninsula' is an overwhelming feature that differentiates it in terms of the broad range of things to do and experiences visitors can access. This is further supported by the exclusive and individual nature of being a peninsula and is distinguished by Wirral's unique coast, countryside, parks, gardens and towns as well as its independent accommodation, quality restaurants and rich supply of local produce.

Our Core Proposition

- A peninsula that defines Wirral's sense of place through its coast and countryside and ability to deliver wide ranging recreational, cultural and leisure experiences.
- Untapped built, industrial, maritime and social heritage that is internationally significant and provides compelling reasons to visit.
- An independent and exclusive destination that mixes award-winning food and accommodation with quality driven attractions, amenities and experiences.
- An alternative base for exploring the internationally renowned cultural and tourism destinations of Liverpool and Chester.
- A range of unique settings and venues make for a compelling destination for celebrations and alternative settings for conferences and business meetings.
- A well connected and accessible leisure destination and a place to do business.
- A view of the Liverpool waterfront, our open spaces, international sporting occasions and array of cultural activities make Wirral a destination for major events.

CORE PROPOSITION



PRIORITIES FOR GROWING WIRRAL'S VISITOR ECONOMY

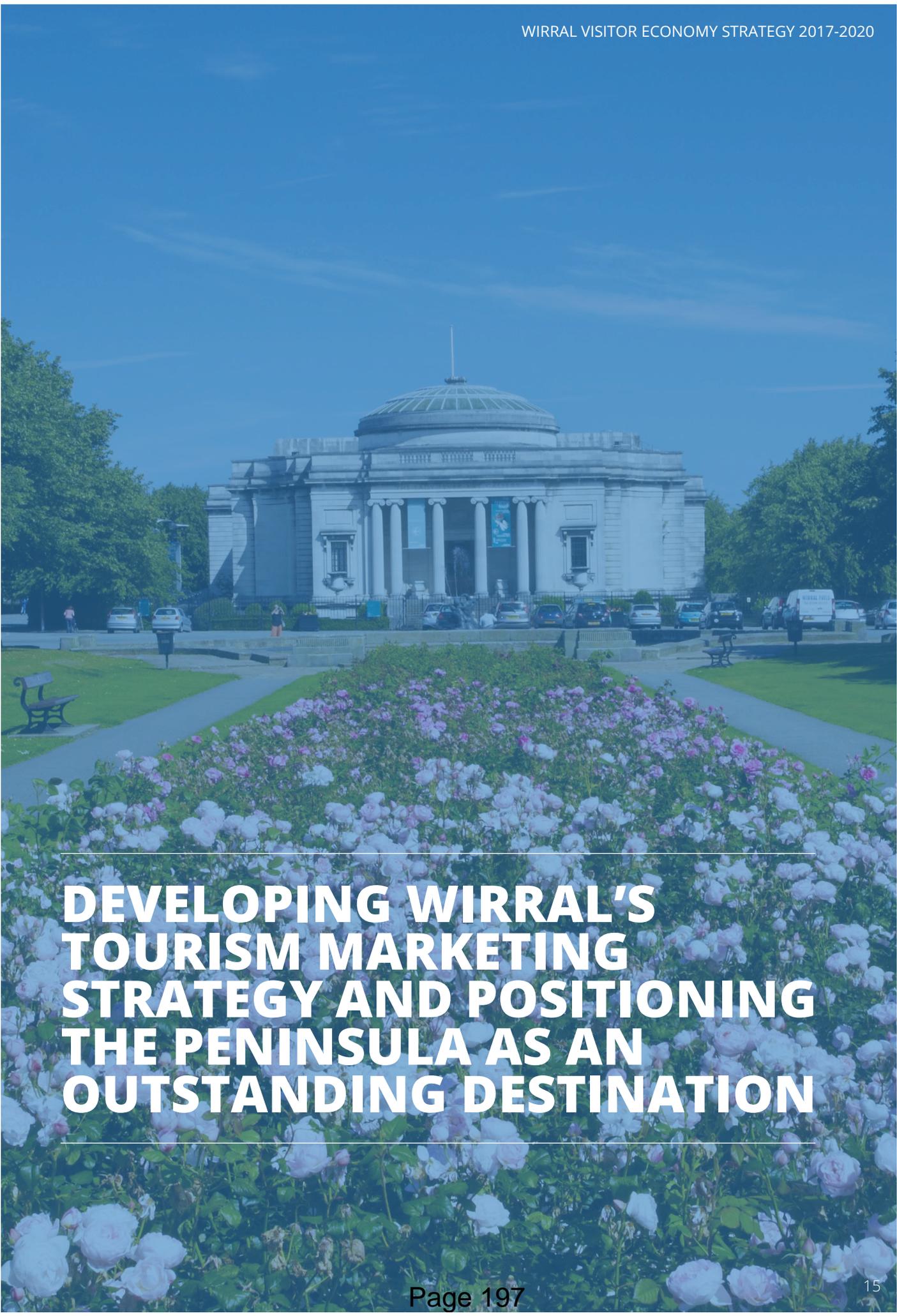
Our strategy recognises the value of the assets and experiences which make up Wirral's core proposition. As a result, we have set clear priorities to help galvanise and grow existing stakeholder partnerships, support decision-making and drive the required level of investment to ensure our growth targets can be met.

Importantly, we recognise tourism is part of a much broader picture which will deliver sustainable social, cultural, environmental and economic benefits to Wirral. This will support Wirral's overall competitiveness and its wider contribution to the success of the Liverpool City Region.

The priorities underpinning this Visitor Economy Strategy are:

	Priorities
1	Developing Wirral's tourism marketing strategy and positioning the peninsula as an outstanding destination
2	Generating greater benefit from conferences, business meetings and events
3	Developing Wirral's tourism assets and experiences to increase competitiveness and attract new visitor markets
4	Encouraging sustainable and accessible tourism in Wirral

In order to achieve these priorities we will strengthen our networks, increase support for tourism businesses and develop the skills of the visitor economy workforce. We will also continue to enhance our intelligence to ensure we take an evidence-led approach to growing Wirral's visitor economy.



**DEVELOPING WIRRAL'S
TOURISM MARKETING
STRATEGY AND POSITIONING
THE PENINSULA AS AN
OUTSTANDING DESTINATION**

1

Developing Wirral's tourism marketing strategy and positioning the peninsula as an outstanding destination

Our aim is to position the Wirral Peninsula as an outstanding leisure destination to regional day visitors and short break markets in order to attract more visitors to explore and enjoy Wirral. A new destination marketing strategy will be developed to promote our unique location and its great range of leisure, culture, arts, heritage and recreational activities and to raise awareness of Wirral's tourism offer.

The new marketing strategy will place greater emphasis on the use of digital channels and social media, and will propose themed and seasonal marketing campaign activity. The strategy will also seek to improve the effectiveness of traditional marketing approaches through a rationalisation of printed materials, with greater use of digital marketing to improve the effectiveness of campaigns and to encourage target audiences to visit Wirral.

Wirral's idyllic scenery, fantastic venues and easy transport links mean it is the perfect place for celebrations and events. New marketing approaches will promote the range of unique and distinctive venues for weddings or boutique experiences, to attract more visitors to Wirral.

There are considerable opportunities to grow the group travel market in Wirral through developing and attractively presenting packaged products and themed itineraries for visitors. This will require engagement with travel trade operators and greater coordination with local stakeholders to strengthen our approach to group travel.

For wider national and international markets, our aim is to enhance visibility and stimulate interest by exploiting Wirral's key brands and assets. We will build partnerships with organisations on a wider geographical basis, such as Marketing Liverpool and Marketing Chester and Cheshire to ensure our most prominent attractions and experiences, from Port Sunlight to Birkenhead Park, have visibility in domestic and international marketing and sales activity.

We will also build relationships with our ports of entry and passenger carriers to raise awareness of Wirral among inbound markets, as well as developing our major river based events to enhance our associations with Liverpool and the resulting opportunities for joint marketing. This will increase exposure to those visiting friends, relatives or family, and present additional, attractive choices to staying visitors.

What will we do over the next three years?

- We will produce a new destination marketing strategy to attract more visitors to enjoy Wirral's unique tourism offer;
- We will explore opportunities to work with Marketing Liverpool and Marketing Chester and Cheshire to attract visitors across a 90-minute drive time and beyond;
- We will develop our digital capability and use of social media marketing to enhance the reach and cost effectiveness of our marketing activity;
- We will identify a dedicated resource to develop our approach to group travel, which will build relations with the travel trade, produce itineraries at a destination level and deliver sales and marketing activity;
- We will create opportunities for event led marketing through participation in Liverpool's major waterfront events programme and by placing greater emphasis on Wirral's global cultural events.

How will we measure if we are getting it right?

- Increase in the value of visitor spend in Wirral to £450 million by 2020, an increase of 5% year on year.
- Increase in the number of visitors to Wirral to over 9 million by 2020, an increase of 4% year on year.

1 Case Study – Port Sunlight Village

The village is home to Lady Lever Art Gallery, winner of 2017 ‘Wirral Attraction of the Year’, which attracted over 225,000 visitors. It also incorporates Port Sunlight Museum, which scooped the ‘Independent Business of the Year’ at the 2017 Wirral Tourism Awards and ‘Attraction of the Year’ in 2016 & 2015, and the museum was also presented with the Historic England Heritage Angels Best Research Project award in 2016.

The model village was built in 1888 for Lord Leverhulme’s Sunlight Soap factory workers, and includes approximately 900 listed buildings, and is Britain’s finest example of a purpose built ‘workers’ village’.

The village includes a Grade I listed, granite monument, designed by Welsh sculptor Sir William Goscombe John, and unveiled by two Lever Brothers employees in 1921. It is one of only seven war memorials in the country covered by the coveted heritage accolade. The village celebrated its 125th anniversary of its founding in 2013, and now includes Leverhulme Hotel, a former cottage hospital with its own 2 AA rosette restaurant called Riviera.

www.portsunlightvillage.com

Working Wirral
Building a strong and vibrant economy



GENERATING GREATER BENEFIT FROM CONFERENCES, BUSINESS MEETINGS AND EVENTS

2

Generating greater benefit from conferences, business meetings and events

Wirral is an ideal location to host business meetings and events, and our aim is to build on the current market and establish Wirral as a regional conference destination by 2020, by developing plans to attract organisations from across the public and private sectors.

Wirral has fantastic transport connections including ferry links to Liverpool and Ireland; easy access to the rail service and airports, as well as direct links to the M6 motorway. Wirral also benefits from a range of branded and independent mid to upper grade hotels, which are situated in distinctive locations and have modern facilities for hosting conferences, events and business meetings for 50 to 800 plus delegates.

We recognise that Wirral should be generating greater returns from securing day and multi day conferences that attract staying visitors. Through offering incentives such as discounted venue hire, fixed room rates and guaranteeing room availability to conference organisers we will seek to generate more returns from this sector and attract greater visitor interest. We will also put in place plans to attract business from the public and not for profit sectors, including Governmental, Political, Health and Third sector organisations, as well as Northern Associations, smaller corporate organisations and regional exhibitions.

Whilst venues will naturally compete with each other for conferences, business meetings and events, we believe there is greater opportunity to attract regional markets by integrating our approach in areas such as business tourism marketing, forward planning and conferences/exhibitions bidding. As a result, we will work with destination partners to improve coordination between venues and accommodation providers to incentivise conference organisers through packages including discounted venue hire, fixed room rates and guaranteeing room availability.

We will also develop our commercial model, to bring in additional income from the business tourism industry as a means to resource other marketing and promotional activity, for example attendance at trade shows and exhibitions and hosting familiarisation visits in order to encourage conferences to come to Wirral.

We will also invest in developing a Wirral ambassador scheme to welcome conferences and event attendees to effectively promote the Wirral offer. This approach will help develop lasting relations with conference and event's organisers, as well as establishing partnerships with the Liverpool Convention Bureau and participation in Liverpool's conference ambassador programme.

What will we do over the next three years?

- In conjunction with our local hotels and conference venues, we will develop a business plan to attract more conference and exhibition business to Wirral;
- We will develop a commissioning-based model to support investment in conference marketing, research and sales;
- We will establish new working relationships with Marketing Liverpool/Liverpool Convention Bureau and Marketing Chester and Cheshire to position Wirral's conference offer with national and international conference organisers;
- We will enhance the visibility of Wirral's conference offer on www.visitwirral.com and develop a digital venue directory.

How will we measure if we are getting it right?

- Increase the number of day/multi day conferences.

2 Case Study - The Floral Pavilion

The Floral Pavilion is an 800 seat theatre and conference centre situated in a spectacular position on New Brighton's promenade, offering panoramic views of the Mersey Estuary, and across to Liverpool's waterfront. It is a key asset within the £70 million regeneration programme that includes a hotel; an 8 screen digital cinema; superstore; children's play centre, restaurants and bars, and was rebuilt at a cost of over £11 million.

The venue continues to host leading national artists including comedy, dance, drama & music. The Floral won the 'Volunteers of the Year' and 'Outstanding Customer Care' categories at the Wirral Tourism Awards in 2016 & 2015 respectively.

www.floralpavilion.com



**DEVELOP WIRRAL'S TOURISM
ASSETS AND EXPERIENCES TO
INCREASE COMPETITIVENESS
AND ATTRACT NEW
VISITOR MARKETS**

3

Develop Wirral's tourism assets and experiences to increase competitiveness and attract new visitor markets

Wirral's close proximity to Liverpool, Chester, North Wales and Manchester means that visitors can benefit from an array of nearby cultural, retail, leisure and recreational experiences. This unique location in conjunction with Wirral's rich and diverse tourist attractions and heritage provides visitors with a unique proposition that other destinations would struggle to match. The significance and appeal of Wirral's rich heritage and assets will be promoted to attract new visitor markets to experience Wirral's diverse tourism offer.

Research shows that many day visitors travel for retail therapy or sporting events, such as football matches, golfing tournaments and horse racing. By working in partnership with Mersey Ferries, Cheshire Oaks, Liverpool One, as well as iconic sporting clubs in the Liverpool City Region, we will design attractive packaged experiences to offer visitors a rich and diverse leisure, culture and sporting experience both within and in close proximity to Wirral. The overarching ambition is to encourage more visitors to stay in Wirral for short breaks or visit as part of their existing day trip. From large-scale regeneration projects including Wirral Waters and the new Hoylake golf resort, to improving signage and accessibility to attractions, investment in Wirral's tourism infrastructure will broaden the peninsula's appeal and ensure longer visitor stays.

Wirral's unique location overlooking the impressive Liverpool waterfront will help unlock the ambitious developments and regeneration along the east of Wirral including the range of visitor attractions. Consequently, the river will cease to be a barrier between Liverpool and Wirral, and instead become a key feature of Wirral's visitor economy. This will complement Wirral's popular seaside resorts of New Brighton and West Kirby, which provide great days out for families and visitors wishing to experience a traditional 'day at the beach'.

Increasingly visitors are seeking new accommodation experiences, with trends such as rural camping, yurts, caravanning and eco-lodges all becoming more popular. These new forms of accommodation will be explored in order to encourage more visitors to take short

breaks and experience more attractions in Wirral. We will also focus on our hotel development plans and increase the number of independent, boutique hotels to further enhance Wirral's offer.

Wirral's unique venues and open spaces will also be better utilised to deliver blockbuster events that build on the peninsula's brand and celebrate the Borough's distinctiveness. This will enable us to attract more visitors from both within the region and from across the UK as a whole.

What will we do over the next three years?

- We will work with stakeholders to develop themed itineraries that are bookable and reflect the needs of our target audiences;
- We will develop an investment plan to improve access to and interpretation of our core visitor amenities and assets;
- We will exert greater influence over land use planning and major regeneration initiatives to ensure the potential for attracting new visitor markets to Wirral are met;
- We will commission a hotel development strategy for Wirral and an associated investment plan with existing land owners and potential developers/operators;
- We will develop a major events strategy for Wirral, establishing key partnerships, opportunities for commercial development and the development of our key event sites and spaces.

How will we measure if we are getting it right?

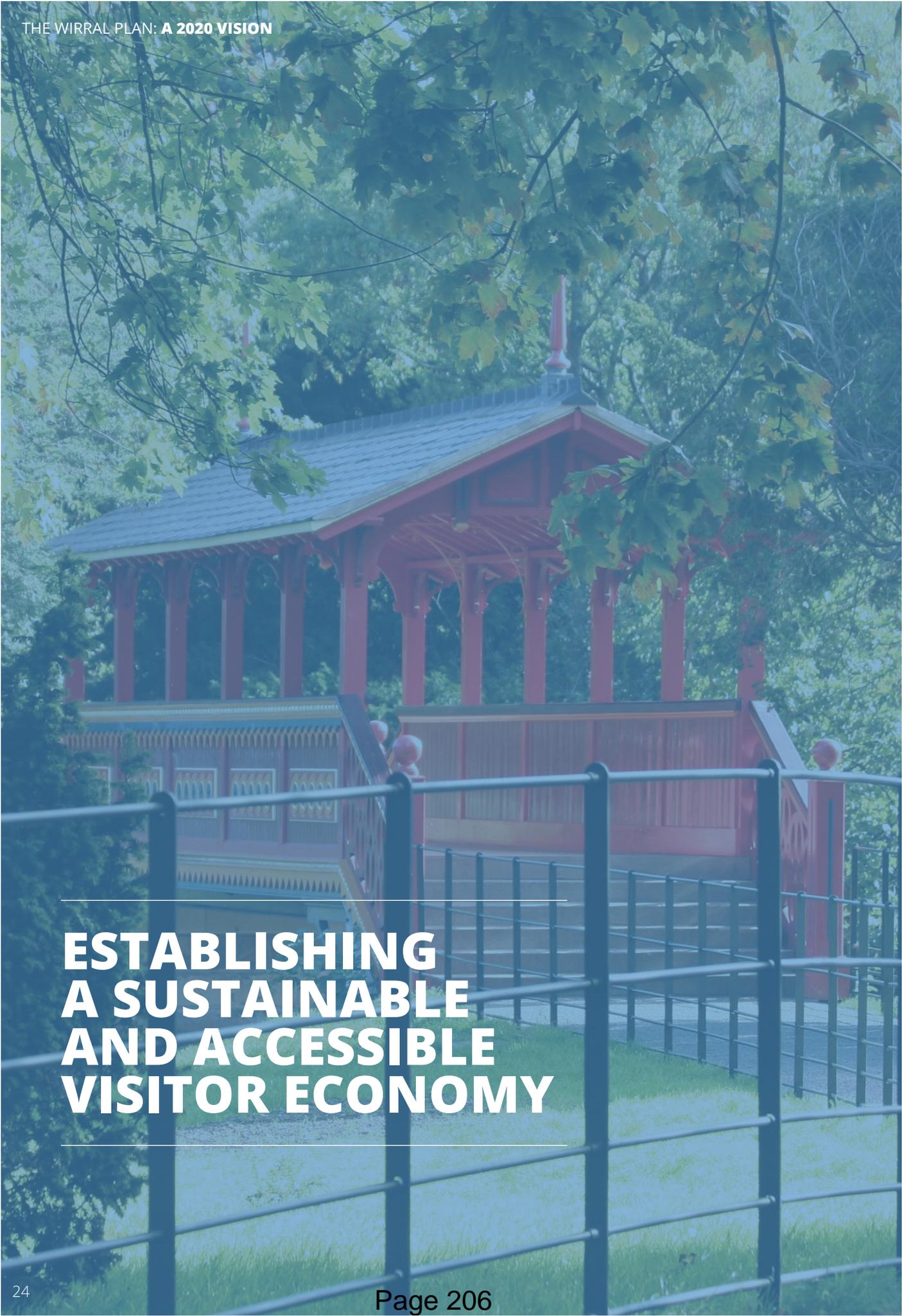
- Increase the amount grant funding received to support product development.
- Increase overnight stays and increase annual hotel occupancy by 5% from 78% in 2016 to 83% by 2020.
- Increase commercial revenue generated from major events.

3 Case Study – Royal Liverpool Golf Club, Hoylake

Royal Liverpool hosted The Open Championship in July 2014 and attracted 203,000 golf enthusiasts. It achieved a 94% overall satisfaction rating of 'very good' and had a total economic impact of £76million to the north west of England (i.e. Wirral's economic impact was £19million).

The club will host The Walker Cup in 2019 and hosted the Ricoh Women's Open Golf Championship in September 2012. Wirral has an impressive 14 golf courses including Wallasey – home of the Stableford scoring system.

www.royal-liverpool-golf.com



**ESTABLISHING
A SUSTAINABLE
AND ACCESSIBLE
VISITOR ECONOMY**

4

Establishing a Sustainable and Accessible Visitor Economy

Wirral's rich heritage and spectacular natural assets are an important part of what makes Wirral special and unique for visitors to explore. Places like Port Sunlight Village, Birkenhead Park, Hilbre Islands, the natural countryside and coastline as well as the wildlife are precious and unrivalled. As such, it is important that the demands of visitors do not jeopardise their existence and their unique features are conserved to be enjoyed by this and future generations.

The overall ambition of this strategy is to grow Wirral's visitor economy and increase visitor numbers, which in turn will create jobs and build our reputation as an outstanding destination. We will work in partnership to balance these ambitions against the need to protect our assets. In recognition of this, through this strategy and our Growth Plan we will develop sustainable approaches to new and existing tourism opportunities, especially in those areas sensitive to increases in visitor numbers or infrastructure developments.

A sustainable approach to developing tourism opportunities will be at the heart of our ambition to increase visitors to and attractions in Wirral. Planned and future tourism opportunities will aim to increase our visitor economy and create more jobs across the borough. By engaging with communities, stakeholders and interest groups about our future plans, we will ensure that Wirral's reputation as an outstanding place to visit, live, work and invest continues to grow and improve.

Wirral's existing and new attractions will be modernised with new technology so that visitors are able to better engage with attractions. Through better signage and improving physical accessibility to our visitor attractions we will aim to improve the experiences of visitors and enhance the sustainability of Wirral's unique tourism offer, to ensure that it continues to be enjoyed by residents and visitors now and in the future.

However, our approach will not be one of constraint, and through a structured approach we will maintain opportunities for visitors to enjoy and understand our heritage and natural environment. We will also promote better physical access to avoid unnecessary damage at our key visitor sites and amenities, as well as encouraging modern approaches to promoting the history and heritage of the Wirral Peninsula, through better use of technology and augmented reality-based solutions.

What will we do over the next three years?

- We will review our local planning frameworks to seek to safeguard our assets whilst maximising visitor access;
- We will work with local groups, land managers and custodians to ensure our heritage and natural visitor assets are accurately mapped and adequately protected;
- We will actively support the ambitions of Birkenhead Park and Port Sunlight Village to be recognised as UNESCO World Heritage sites;

How will we measure if we are getting it right?

- Increase the number of awards and accreditations for sustainable tourism initiatives.
- Increase the number of grant funding applications secured for improvements to visitor amenities and interpretation.

4 Case Study – Birkenhead Park

Officially opened in 1847, Birkenhead Park was designed by Sir Joseph Paxton as a 'Park for the People', and was the first publicly funded park in the world.

Named as one of the top 10 urban green spaces in the world by The Guardian in 2015, it is widely accepted that after visiting Birkenhead Park in 1850, American architect Frederick Law Olmsted incorporated many of the features in his design for New York's Central Park.

In 2004, Birkenhead Park underwent an £11.3million renovation scheme which saw the park's famous Swiss Bridge, Boat House and Grand Entrance restored, along with new bridges, paths, and railings. Much of the original planting has also been restored, reinstating the park's status as a national treasure.

Today, Birkenhead Park is a Grade I listed historic landscape and conservation area, with many Grade II and Grade II listed buildings and structures. It is recognised as a site of excellence by Green Flag and holds the prestigious Green Heritage Award.

www.wirral.gov.uk/leisure-parks-and-events/parks/birkenhead-park

HOW WILL WE DELIVER THIS STRATEGY?

Developing our partnerships and governance, investing in skills and training and ensuring decision-making that is intelligence-led will underpin our approach to delivery.

In taking this forward, we recognise the achievement of Wirral's Visitor Economy Network in bringing together public, private and voluntary organisations to increase visitor numbers; however we must use this opportunity to exert greater influence at city region and national level. We will actively engage Marketing Liverpool, the Liverpool City Region Combined Authority, Visit England and other regional and national funding agencies to ensure active engagement and securing their support for our key priorities.

These relationships will be brokered through a new Visitor Economy Board for Wirral who will take responsibility for delivering the strategy and strengthening the Network. This will include creating a new, commercially orientated membership scheme focussed on increasing revenue to reinvest back into the sector and the resources that support it. The Board will be supported by a new specialist Visitor Economy delivery team based in the Wirral Chamber of Commerce. The team will be accountable for our tourism growth priorities and will have responsibility for destination marketing, membership services, business tourism and events.

These arrangements will not only allow us to work smarter and more efficiently, they will enable us to harness Wirral Chamber's knowledge and expertise in business growth and support. This area is a fundamental element of developing the breadth, diversity and quality of our offer, particularly as over the last 10 years many of Wirral's small and medium-sized enterprises have flourished with the growth of the sector. Not only have they expanded as businesses, they have diversified in areas ranging from farm diversification, food and beverage

production and brand new visitor attractions to the provision of guided tours, new events and digital services.

This is a strong selling point for the peninsula and we will continue to prioritise business assistance and advice to sustain growth in a way that contributes to Wirral's distinctive sense of place. We will also work collectively with Wirral Metropolitan College and other education providers to ensure the skills gaps and needs of the businesses operating across Wirral's visitor economy are met.

We recognise the significant role played by volunteers across Wirral, whose support in operating visitor centres, organising events, assisting research and securing grant funding opportunities are just as essential in delivering a quality experience as they are in preserving our assets for future generations of visitors. We will explore opportunities to support and strengthen our volunteer networks in order to ensure sustainability, and make sure their views are reflected in the decision making of the Visitor Economy Board.

We will continue to build upon the findings of the 2016 Visitor Research Study and undertake further research to enhance the understanding of our priority visitor segments, particularly their key characteristics, life stage and preferences. We will also develop our destination research programme to establish the levels of satisfaction and look to capture shifts in the type and volume of visitors to Wirral. This will include benchmarking our performance against comparator destinations, and evaluating the impacts of our marketing and product development initiatives. We will also draw on secondary analysis of shared sales and marketing data secured through www.visitwirral.com and through new data sharing agreements with our stakeholder partners.

Finally, we will increase monitoring and analysis of our key digital channels including web and social media performance. We recognise the increasing importance of these platforms in the way visitors consume information, as well as being an effective tool to identify trends in behaviour, and in measuring the impact of our digital marketing. As a result, we will proactively use these insights to inform our marketing campaign planning, media selection and in optimising our promotional content across the digital channels available to us including web, social media and email.

What will we do over the next three years?

- We will develop a Visitor Economy Board for Wirral to oversee the delivery of this strategy and review existing structures and resources to ensure they are aligned with our priorities;
- We will explore opportunities to work with and support local groups and volunteers to help realise the potential of Wirral's visitor economy;
- We will work with Wirral Metropolitan College and other educational providers to deliver the region's Visitor Economy Skills for Growth Agreement;
- We will commission regular programmes of destination research to understand visitor behaviour, profiles and levels of satisfaction, as well as benchmarking our performance against other destinations.

How will we measure if we are getting it right?

- Increase the Wirral Visitor Economy Network membership from 85 members in 2016.
- Increase in number of business/SMEs operating in the Visitor Economy.
- Increases in the number of Wirral residents employed in the Visitor Economy.
- Increase in the number of volunteers engaged in the visitor economy.

ACTION PLANS

1 Developing Wirral's tourism marketing strategy and positioning the peninsula as an outstanding destination

What do we need to do?	By when?	Responsible
Develop a 3 year marketing strategy targeting leisure and business visitors	July 2017 to October 2017	Wirral Chamber of Commerce
Maximise the use of VisitWirral, digital and social media channels	October 2017	Wirral Chamber of Commerce
Deliver joint event schedule with Culture Liverpool to maximise opportunities to promote Wirral	December 2017	Wirral Council / Wirral Chamber of Council / Culture Liverpool
Develop partnerships to support product packaging and development of themed itineraries for the travel trade	March 2018	Wirral Chamber of Commerce / Marketing Liverpool / Marketing Chester & Cheshire

2 Generating greater benefit from conferences, business meetings and events

What do we need to do?	By when?	Responsible
Develop a digital destination venue directory hosted on Visit Wirral	October 2017	Wirral Chamber of Commerce
Develop a new model through the SIF business tourism bid to attract conference organisers to Wirral	October 2017	Liverpool City Region LEP / Marketing Liverpool
Develop a 3 year business plan to attract more conferences, exhibitions and events	October 2017	Wirral Chamber of Commerce
Establish destination lead for conference & corporate events and develop marketing, research and bidding opportunities	December 2017	Wirral Chamber of Council / Liverpool Conference Bureau

3 **Develop Wirral’s tourism assets and experiences to increase competitiveness and attract new visitor markets**

What do we need to do?	By when?	Responsible
Establish destination partnerships with key sector stakeholders (hoteliers, restaurants and attractions) to develop themed itineraries and packages	March 2018	Wirral Chamber of Commerce / Wirral Visitor Economy Network
Develop initiatives with Port Sunlight, Birkenhead Park and coastal resorts to strengthen Wirral’s Tourism Offer and attract external funding	March 2018	Wirral Council
Develop a hotel development strategy to attract multi-day conferences and develop key leisure markets	March 2018	Wirral Council
Develop a commercially led events model to focus on key events space in Wirral	March 2018	Wirral Chamber of Commerce / Wirral Council
Develop strategic partnerships with key stakeholders to invest in Wirral’s Tourism Offer	March 2018	Wirral Council

4 Establishing a Sustainable and Accessible Visitor Economy

What do we need to do?	By when?	Responsible
Review local policy and planning frameworks to ensure they support ambitions for World Heritage status at Port Sunlight and Birkenhead Park	September 2017	Wirral Council
Review conservation and heritage plans to ensure the appropriate measures are in place to support the visitor experience and safeguarding assets	September 2017	Wirral Council
Engaging local heritage forums and partnerships to map heritage assets	March 2018	Wirral Council
Develop a Wirral wide volunteer programme to support the Visitor Economy	March 2018	Community Action Wirral

To find out more:



search: Wirral 2020



@wirral2020



**COUNCILLOR
STUART WHITTINGHAM**

CABINET

19 JUNE 2017

**CAR PARKING CHARGES TRAFFIC
REGULATION ORDER - CONSIDERATION
OF FURTHER REPRESENTATIONS**

Councillor Stuart Whittingham said:

“These proposals have been put forward as part of the plan to help us achieve £45 million in savings without cutting back on the services which people most rely on.

A key area of concern has been the possible impact on the local residents and businesses that rely on the use of our parks on a daily basis and we are looking to introduce a household membership scheme that will equate to a cost of £1 a week in response to this.

It is important that we properly consider these further representations received and I would like to thank everyone for their comments, however I am satisfied that all important points have been taken into account and the Council should now press ahead with implementing these proposals as quickly as possible.”

REPORT SUMMARY

This report considers representations submitted against the modified Traffic Regulation Order consulted upon in respect of the following proposed car parking charges budget savings options:

- Increase car parking tariffs at all council operated car parks by 20p
- Introduce car parking charges in country parks with charges of 50p for 1 hour, £1 for 2 hours and £2 all day in Arrowe Country Park, Royden Country Park, Eastham Country Park and Thurstaston Country Park

The report recommends approval of a revised set of proposals taking into account the representations received to the modified published proposals.

The Wirral Plan 2020 pledge relevant to this report, and to the parking service area, is Pledge Thirteen: Transport and Technology Infrastructure fit for the future, and the proposal supports the Transport Strategy priority to keep traffic moving safely and efficiently.

This matter affects all wards within the Borough and is a Key Decision included on the Council's Forward Plan.

RECOMMENDATION/S

Cabinet is requested to:

- i. Note the report and the objections received to the modified charges and published Traffic Regulation Order consultation;
- ii. Approve the increase in car parking tariffs at all Council operated car parks, where charges already apply, by 20p;
- iii. Approve the introduction of car parking charges in country parks with charges of 50p for 1 hour, £1 for 2 hours and £2 all day in Arrowe Country Park, Royden Country Park, Eastham Country Park and Thurstaston Country Park;
- iv. Approve the introduction of a household membership scheme for the use of the country parks in (iii) at a cost of £50 per annum;
- v. Approve and confirm the draft Traffic Regulation Order appended to this report giving effect to (ii) to (iv) above.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 These proposals are part of the Medium Term Financial Strategy approved by the Council in March 2017 which has the key purpose of ensuring the financial sustainability of the Council and the continued funding of high quality transport related services.
- 1.2 Under the Traffic Orders Procedure Regulations there is an important requirement to give notice to persons affected of any modifications to the proposed Traffic Regulation Order that was subject to initial statutory consultation. There is also a requirement to give due consideration to any further representations received during this final stage of the process before the Order is made and implemented, hence this requires a further Executive Decision by the Council.
- 1.3 The annual membership scheme involving the issue of permits on a household basis for the use of the country park car parks will significantly reduce the cost and increase the convenience for regular users of these sites.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The initial TRO proposals which formed the basis of the assumptions in the Financial Strategy report to Cabinet in December 2016 and subsequent formal consultation in January 2017 were rejected because of their potential adverse impact on local traders and the local economy.
- 2.2 If the proposals in this report are not implemented then this will result in a deficit in the Council's approved financial plan for 2017/18 of £370,000 which would need to be covered by compensatory savings or income from other service areas.

3.0 BACKGROUND INFORMATION

- 3.1 In order to implement car parking charges the Council has undertaken consultation as part of the required Traffic Regulation Order (TRO) process.
- 3.2 With a high number of objections (30,000 plus signature petitions and over 700 individual objections) to the original proposals and the need to resolve the budget implications without delay, the consideration of the objections to the TRO was undertaken directly by the Leader of the Council.
- 3.3 After consideration of the objections, in a Strong Leader Decision Report of 20th February 2017 the Leader resolved that:
 - Car parking tariffs at all Council operated car parks, where charges already apply, be increased by 20p (reduced from the original 50p increase); and

- Car parking charges be introduced in country parks with charges of 50p for 1 hour, £1 for 2 hours and £2 all day in Arrowe County Park, Royden Park, Eastham Country Park and Thurstaston Country Park (reduced from the original flat rate fee of £4)

3.4 This decision was called-in and a special meeting of the Business Overview and Scrutiny Committee was held on Monday, 13th March 2017 [Minute 60 refers].

3.5 After considering representations from a number of witnesses and debating the matter in detail, the Committee upheld the decision taken by the Leader of the Council in respect of the car parking charges budget savings options – Traffic Regulation Orders. It is also important to note that this matter was debated at an Extraordinary Council meeting dedicated to this matter on 6th March 2017 [Minute 119 refers].

3.6 Once this decision was confirmed, officers proceeded with publishing the amended proposals via a Modification Order in accordance with the statutory process.

4.0 RESPONSE TO PUBLICATION OF MODIFIED ORDER AND OFFICER COMMENTS

4.1 Even though the proposals have been reduced from those originally consulted on back in January 2017, there is still an important requirement of the statutory process to give notice to inform persons affected of the modifications and give due consideration to any further representations received.

4.2 Notices were erected at the sites and a public notice was also formally advertised in the local press on 8th March 2017. During this formal notice period the following further representations have been received:

- i. 141 individual representations (via letter or email) to all of the modified car parking charges budget proposals.
- ii. 16 of the individual representations included specific traffic management concerns. The general concern is of the traffic impact in other areas, displaced parking in to adjacent roads, traffic congestion, blocked access, dangerous parking, road safety concerns, conflict and inconvenience with residents.

4.3 On detailed assessment, officers are satisfied that there are no fundamentally different or new points being raised that have not already been considered hence it is recommended that authority is given to implement these proposals without further delay. All representations have been made available to members of the Cabinet in advance of the meeting.

5.0 ANNUAL MEMBERSHIP SCHEME

5.1 During this process a key area of concern has been in relation to the local residents and corresponding businesses that rely on the very regular use of

our country park sites. In response it is proposed that a household based annual membership scheme is developed which will enable all persons in a household to park at any of the country park sites for a fee of £50 per annum or around £1 per week.

- 5.2 It is hoped that this initiative will largely address the concerns of the local businesses that rely on the use of our country parks and these proposals will be carefully monitored following implementation. In addition it is proposed that a cashless parking system (also known as 'Phone to Park') is introduced to enhance user convenience at country park sites.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The Capital Programme includes £80,000 to pay for the supply and installation of Pay and Display equipment including the implementation of a cashless parking system subject to approval of the scheme.
- 6.2 These proposals are predicted to bring increased income to the Council of £370,000 p.a. which has been included in the Council budget for 2017/18 approved in March 2017.

7.0 LEGAL IMPLICATIONS

- 7.1 These proposals are being implemented in accordance with the process set out in the Traffic Order Procedure Regulations 1996.
- 7.2 The management of traffic is a statutory duty for the Council.

8.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 Existing staff resources would be utilised in the progression and implementation of these proposals.

9.0 RELEVANT RISKS

- 9.1 Increasing charges at existing locations may result in customers being lost to private car parking operations and a reduction in parking visits.
- 9.2 Introducing charges at country parks may result in reduced visitor numbers to the country parks affecting the economy of the visitor centres and cafes. The proposals may impact on the numbers of people who join the parks friends and volunteer groups.
- 9.3 Not implementing these revised proposals will require alternative budget savings proposals to be identified to offset the loss of predicted income included in the Council's approved budget for 2017/18.

10.0 ENGAGEMENT/CONSULTATION

10.1 The legal requirement to give notice to inform persons affected of the modified/ reduced charges has been followed. Notices were erected at the sites and a public notice was also formally advertised in the local press on 8 March 2017. Members have been aware of the proposals and the modifications made via the initial advertisement/ consultation then the executive decision and call-in processes.

11.0 EQUALITY IMPLICATIONS

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

(a) Yes and impact review is attached – <http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-regeneration-envir>

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APPENDICES

Draft Traffic Regulation Order

REFERENCE MATERIAL

Information from the petitioners/objectors has been used in the preparation of this report, and is held by the report author.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Call-in	13 March 2017
Extraordinary Council	6 March 2017
Strong Leader Decision Report	20 February 2017
Business Overview and Scrutiny Committee	24 January 2017
Cabinet – Medium Term Financial Strategy and Council Budget 2017/2018	8 December 2016

**METROPOLITAN BOROUGH OF WIRRAL
(OFF-STREET PAY AND DISPLAY PARKING PLACES) ORDER, 2015
Amendment No. 1 2017**

The Council of the Metropolitan Borough of Wirral (hereinafter called 'the Council') in exercise of its powers under Sections 32(1)(a) & 35 of the Road Traffic Regulation Act, 1984 (as amended), (hereinafter called 'the 1984 Act') and all of the other enabling powers, and after consultation with the Chief Officer of Police in accordance with Part III of Schedule 9 of the 1984 Act, hereby makes the following Order:-

TITLE AND COMMENCEMENT

This Order may be cited as 'Metropolitan Borough of Wirral (Off-street Pay and Display Parking Places) Order, 2015, and shall come into operation on the 6th day of April 2015.

The Interpretation Act 1978 applies for the interpretation of this Order as it applies for the interpretation of an Act of Parliament.

REVOCATIONS ETC

The Orders specified in Schedule 1 to this Order are hereby revoked to the extent specified therein, but in all other respects the said Orders shall continue to have full force and effect.

DEFINITIONS

'the 1984 Act' means the Road Traffic Regulation Act 1984 as amended.

'the 2004 Act' means the Traffic Management Act 2004.

'disabled person's badge' has the same meaning as the Disabled Person's (Badges for Motor Vehicles)(England) Regulations 2000.

'disabled person's vehicle' means a vehicle lawfully displaying a disabled person's badge.

'driver' in relation to a vehicle waiting in a parking place, means the person driving the vehicle at the time it was left in the parking place.

'goods vehicle' means motor vehicle constructed or adapted solely for use for the conveyance of goods or burdens the unladen weight of which does not exceed 1525kg.

'motor car' has the same meaning as in Section 136 of the 1984 Act.

'motor cycle' has the same meaning as in Section 136 of the 1984 Act.

'notice to owner' means a notice issued to the owner of a vehicle pursuant to regulation 19 of The Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

'owner' in relation to a vehicle, means the person by whom such vehicle is kept and used and in relation to a vehicle, which is the subject of a hiring agreement or hire-purchase agreement, includes the person entitled to possession of the vehicle;

'civil enforcement officer' undertaking parking enforcement means a person authorised by or on behalf of the Council under Section 76 of the 2004 Act to supervise and enforce the restrictions imposed by this Order:

'parking bay' means any part of the parking place, delineated by lines or other means, for the leaving of a vehicle.

'parking place' means the parking place specified in Column 1 of the Schedule 2;

'electric/plugged in vehicle' means any vehicle using electric motors for propulsion which requires plugging in to charge batteries

'electric vehicle parking bay' means a Parking Bay for Electric/Plugged in Vehicles

'parking disc' means a disc issued by a local authority and capable of showing the quarter hour period during which a period of waiting begins.

'parking ticket' means a ticket issued by a ticket machine.

'penalty charge' means a penalty charge relating to a parking contravention in accordance with regulation 4 of The Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

'penalty charge notice' has the meaning given by regulation 8(1) of The Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

'permit Holder' is the owner of a vehicle who has a permit issued by the Council for the use of a parking place which is for the use of that vehicle only so identified on the duly authorised permit.

'permitted motor vehicle' means a passenger vehicle, a dual purpose vehicle, a goods vehicle not exceeding a maximum unladen weight of 1525kg, a motorcycle or a vehicle displaying a Disabled Person's Badge.

'relevant position' means:-

- (a) in the case of a disabled person's badge –
- (i) where a vehicle is fitted with a dashboard or fascia, the badge is exhibited on the dashboard or fascia , or
 - (ii) where a vehicle is not fitted with a dashboard or fascia, the badge is exhibited in a conspicuous position on the vehicle.

so that the front of the badge is clearly legible from the outside of the vehicle; and

- (b) in the case of a parking disc -
- (i) the disc is exhibited on the dashboard or fascia of the vehicle; or
 - (ii) where the vehicle does not have a dashboard or fascia, the disc is exhibited in a conspicuous position on the vehicle.

So that, when marked to show the quarter-hour period during which a period of waiting began, that period is clearly legible from the outside of the vehicle.

'scale' being the appropriate Rate of Payment shown in the Tables in Schedule 3 as specified in Column 6 of schedule 2 in relation to the parking place indicated in Column 1 of Schedule 2.

'the payment' means the appropriate payment to be paid by the driver of a vehicle using the parking place, in accordance with Article 20, and as specified in Schedule 3 and Column 6 of Schedule 2.

'ticket machine' means an apparatus of a type and design approved by the Secretary of State for Transport for the purpose of this Order being apparatus designed to issue parking tickets indicating the rate of payment and the date and time at which the charge was paid.

'Cashless Parking' means methods of payment of the purchase of parking time by the use of a credit or debit card or other means of secure authorised payment made by telephone or internet to facilitate a cashless and ticketless transaction

'third party provider' means the contractor authorised by the Council to accept payment of the parking charge made by Cashless Parking on its behalf and to keep a record of that parking charge and the vehicle, parking place and parking period in respect of which that payment has been made

PART I - PARKING PLACES (OFF STREET)

In this Section of Part I of this Order, the expressions 'Parking Place' and 'Parking Space' refer only to those areas of land authorised under Article 1 of Part I of this Order.

1. The area of land specified in the Column 1 of Schedule 2 of this order may be used, subject to the following provisions of this Order, as a parking place for such classes of vehicle and on such days and during such hours and on making such payment and conditions as are specified in relation to the area in this Order and in Schedule 2.
2. The driver of a vehicle shall, unless the vehicle is displaying a valid parking permit issued by the Council or is being used all as provided for in Articles 15 and 18, be required to make the appropriate payment to permit the vehicle to wait in a parking place during the days and times detailed in Column 3 and Column 4 of Schedule 2.
3. The driver of a vehicle using the parking place in accordance with Article 2 shall make the appropriate payment in accordance with Schedule 3 and Column 6 of Schedule 2.
4. The driver of a vehicle shall not cause or permit the vehicle to wait in the parking place unless it is of a specified class of vehicle described in Column 7 of Schedule 2.
5. No person shall use a vehicle whilst it is in the parking place in connection with the sale of any article to persons in or near the parking place or in connection with the selling or offering for hire of his skill or services or use the vehicle in any way whatsoever to direct members of the public to any place or building or display and form of advertisement whatsoever without prior arrangement with and the permission of the Council in writing.
6. No driver of a vehicle shall cause or permit the vehicle to wait in a position other than in a marked parking bay or specified position in the parking place.
7. No person shall, except with the permission of any person duly authorised by the Council in that behalf, drive any vehicle in the parking place other than for the purpose of leaving that vehicle in the parking place in accordance with the provisions of this Order or for the purpose of departing from the parking place.
8. All vehicles shall be driven in a reasonable manner with due care and consideration for the safety of other users of the parking places.

9. No person shall, in a parking place, use any threatening, abusive or insulting language, gesture or behaviour with intent to put any person in fear or so as to occasion a breach of the peace or whereby a breach of the peace is likely to be occasioned.
10. No person shall use any part of a parking place or any vehicle left in a parking place for:
 - a) sleeping or camping purposes; or
 - b) eating or cooking purposes.
 - c) The purposes of servicing, washing, cleaning, constructing, maintaining or repairing any vehicle or part thereof other than is reasonably necessary to enable that person to depart from the parking space.
11. In a parking place no person shall:
 - a) Erect or cause or permit to be erected any tent, booth, stand, building or other structure without the written consent of the Council, nor
 - b) Light or cause or permit to be lit any fire.
12. No person shall use any parking place in an improper and disorderly manner, particularly for the use of ball games or any other activity that is likely to cause annoyance and nuisance to other users of the parking place or residents of premises in the neighbourhood.
13. Where by Notice at a Parking Place, a Parking Place is described as available for vehicles of a specified class or vehicles to be left in a specified location, no person shall cause or permit a vehicle to wait in that Parking Place or in any Parking Bay within the Parking Place;
 - (i) Unless it is of the specified class;
 - (ii) In a position other than that specified
- 13(a) The Council may reserve in any of the Parking Places affected by this Order a number of Pay and Display Electric/Plugged in Vehicle Parking Bays for Electric/Plugged in Vehicles. An Electric/Plugged in Vehicle may only be left in an Electric/Plugged in Vehicles Parking Bay reserved for such vehicles during the period take to charge the vehicles battery from the Electric/Plugged in Vehicle Parking Post.

- 13(b) The Council may install and maintain in proper working order Electric Vehicle Charging Posts as it thinks fit in the vicinity of an Electric Vehicle Parking Bay.
- 13(c) No person shall except with the permission of or under the direction of a person duly authorised by the Council cause or permit any vehicle to park during the prescribed hours on the prescribed days in any of the Electric/Plugged in Vehicle parking Bays unless the vehicle is an Electric/Plugged in Vehicle and is parked for the purpose set out in Clause 8(a) above.
- 13(d) Where signs are erected, or surface marking laid, for the purposes of indicating entrance(s) to or exit(s) from a parking place; or specifying the direction in which vehicles are to proceed, a person shall not drive or cause any vehicle to be driven:
- (i) So that it enters the Parking Place otherwise than by an entrance, or leaves the Parking Place otherwise than by the exit
 - (ii) In a direction other than that specified
 - (iii) In a manner or at a speed so as to cause danger to any person in the Parking Place
- 13(e) the driver of a vehicle shall not leave that vehicle in any areas of the Parking Place that have hatched markings and/or are indicated as restricted areas within the Parking Place
- 13(f) the driver of a vehicle shall not obstruct any entrances to or egress from the Parking Place or obstruct any other vehicle within the Parking Place
14. Notwithstanding the provisions of this Order the Council may, by notice displayed at or near the parking place, close the parking place or part thereof for any period of time and no driver of any vehicle shall cause or permit the use of such a parking place or part thereof when it is so closed.
15. If at any time in a parking bay or bays there is displayed a notice that a particular bay or bays is or are reserved for the leaving of pedal cycles, solo motor cycles or vehicles specified in Articles 19 and 20 hereof no person shall leave a vehicle in any such parking bay or bays other than for the purposes so specified. Motorcycles with a sidecar attached will be treated as a private motor car.
16. When a vehicle is accompanied by a trailer, the trailer must be parked in a parking bay and a payment must be paid for the trailer equivalent to the amount payable in respect of the vehicle. Both tickets must be displayed in the vehicle bearing the registration mark of such trailer.

17. The Council may enter into contracts for :
- a) the issue of an annual or seasonal parking permit at full or reduced seasonal rates or,
 - b) for specific uses at designated locations at payments to be agreed and published to include for the continued free use of parking bays for staff and councillors of the Council displaying a valid permit issued by the Council.
18. No driver shall cause or permit a vehicle to be parked in a parking bay marked for use by vehicles displaying a disabled persons badge unless the vehicle:
- a) is carrying a disabled person who is in possession of a disabled persons badge in accordance with Disabled Persons (Badges for Motor Vehicles) (England) Regulations 2000 which must be displayed on the vehicle in accordance with Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000; and
 - b) is displaying a Parking badge on the vehicle in accordance with the Regulations referred to in 18(a) above.
19. ALLOCATED PERMIT PARKING BAYS
- a) No driver shall cause or permit a vehicle to be parked in a Parking Bay marked for permit holders unless the vehicle is displaying a current and valid parking permit.
 - b) A Permit Holder will be subject to the provisions of this Order whilst parked in the parking place.

20. AMOUNT AND METHOD OF PAYMENT and DISPLAY OF TICKETS

Except for vehicles referred to in Articles 15, 18, and 19 of this Order the driver of a vehicle using a pay and display Parking Place, or any Parking Bay within the Parking Place, shall upon parking the vehicle in the Parking Place and prior to leaving the Parking Place, pay the appropriate charge (if any) for parking as laid down for that Parking Place the rate of payment for a vehicle left in the parking place will be that specified in Schedule 3 and Column 6 of Schedule 2.

The rate of payment as referred to in Article 20 are payable as follows:

- (i) **Purchase of a Pay and Display Ticket by coin:**

Obtaining a Pay and Display Ticket from a ticket machine as proof of arrival and expiration of parking time in respect of free parking or purchased time via coin payment.

- (ii) **Purchase of parking time by phone or internet application:**
Purchase of parking time by phone or internet application via a credit/debit card payment (Cashless Parking) An Additional administrative charge is levied payable to the third party provider in respect of the convenience fee. Further optional fees may be levied if customers wish to receive a text reminder of expiry of parking time or to re-new their parking time.
- (iii) **Parking Permit – Physical and/or virtual:**
Issued by Wirral Borough Council which is obtained or purchased in accordance with a public/staff parking contract. Methods of payment received via cheque, invoice, credit/debit card, direct debit, standing order or salary deduction/salary sacrifice in respect of Council Staff.

21. PENALTY CHARGE NOTICE

- a) If a vehicle is left in the parking place specified in Schedule 2:
 - i. where no parking payment ticket is purchased or exhibited on the vehicle in accordance with Article 20 of this Order; or
 - ii. for longer than the period of which payment was made, or
 - iii. the vehicle is parked outside a marked parking bay, or
 - iv. the vehicle is parked in contravention of Articles 13, 14, 15, 18, and 19; or
 - v. the driver of the vehicle does not use the parking place for its proper purposes in contravention of Articles 4, 5, 6, 7, 8, 9, 10, 11, and 12, or
 - vi. where the vehicle is not displaying a current and valid Wirral Borough Council Car Parking Permit:

An additional amount (hereinafter referred to as 'the Penalty Charge') shall be payable in the manner described in the 'Penalty Charge Notice'.

- b) In the case of a vehicle in respect of which a penalty charge is payable, a penalty charge notice showing the information required by the Schedule to The Civil Enforcement of Parking

Contraventions (England) General Regulations 2007 may be served in accordance with regulation 9 or 10 of the above regulations by a Civil Enforcement Officer undertaking parking enforcement duties.

22. VEHICLES IN A PARKING PLACE

- a) Where any vehicle is standing in a parking place in contravention of any of the provisions of this Order a civil enforcement officer undertaking parking enforcement or other person authorised in the behalf by the Council may alter or cause to be altered the position of the vehicle and he may remove the vehicle from the parking place or cause it to be removed and where it is so removed shall provide for its safe custody and may make such removal and storage charge as is necessary.
- b) Any person removing or altering the position of a vehicle by virtue of the provisions of paragraph (a) of this Article may do so, after a notice has been attached to the vehicle in accordance with Article 21, by towing or driving the vehicle or in such other manner as he thinks reasonably necessary and may take such measures in relation to that vehicle as he may think reasonably necessary to enable him to remove it or alter its position as the case may be.
- c) The Council shall not be responsible for any loss or damage to the vehicle or to anything contained therein or attached hereto arising from or in consequence of the exercise of the powers contained in this Article.
- d) The Council shall not be responsible for any loss or damage to vehicles, persons or property arising from the use of a parking bay.

23. In the case of an emergency any civil enforcement officer undertaking parking enforcement or other person duly authorised by the Council, a Police constable or an officer in the emergency services in uniform may move or cause to be moved vehicles left in the parking place to any place he thinks fit.

GENERAL

24. Except where otherwise stated, any reference in this Order to a numbered Article or Schedule is a reference to the Article or Schedule bearing that number in this Order.

Dated the ??th day of ???? 2017

THE SEAL OF METROPOLITAN BOROUGH
OF WIRRAL

Was hereunto affixed in the
Presence of:-

Schedule 1 Revocations

Metropolitan Borough of Wirral, (Off-street Pay and Display Parking Places)
Order, 2015.

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
LISCARD							
1	Liscard Crescent car park. Plot of land bounded by Liscard Crescent, Monk road, Wilton Street and Westminster Road	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
2	Liscard Village car park. Plot of land bounded by Liscard Crescent, Newell Road and Liscard Village.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
3	Seaview Road car park. Plot of land bounded by Egerton Grove, Liscard Village and Seaview Road.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

HESWALL

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
4	Pye Road car park. Plot of land bounded by Pye Road and May Road	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
5	Mount Avenue car park. Plot of land bounded by Mount Avenue and Heswall Hall	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
6	Puddy Dale car park. Plot of land bounded by service road at rear of buildings on Telegraph Road and Puddy Dale playing fields.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
7	Rocky Lane car park. Plot of land bounded by Telegraph Road and Rocky Lane	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
8	Upper Mount Avenue car park. Plot of land south end of Mount Avenue	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – G, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
WEST KIRBY							
9	Dee Lane car park. Plot of land bounded by Dee Lane on its northerly side and South Parade on its westerly side.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
10	Concourse Car Park – Plot of land bounded by Orrysdale Rd and the Fire Station	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying a valid parking ticket	Table – F, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
BIRKENHEAD							
11	Atherton Street car park. Plot of land bounded by the south side of Claughton Road and the west side of Exmouth Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
12	Barton Street car park. Plot of land between Windsor Street and Barton Road and to the rear of 32-42 Oxtan Road	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – B, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
13	Cook Street car park. Rectangular plot of land on the easterly side of Cook Street to the rear of 5-11 Oxtan Road	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – B, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
14	Europa Square car park – rectangular plot of land bounded by Conway Street, Claughton Road and located west of Claughton Road bus station	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
15	Exmouth Street car park. Plot of land bounded by the north side of Claughton Road and the east side of Exmouth Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
16	Oliver Street 1 car park. Plot of land bounded by Oliver Street, St John Street and the Service road at the rear of the premises on the western side of Milton Pavement	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
17	Quarrybank Street car park. Rectangular plot of land bounded by Quarrybank Street, Borough Road and No's 31-53 Oxtan Road	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – D, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
18	Wilbraham Street car park. Plot of land between Borough Road East and Wilbraham Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
19	Duncan Street car park. Plot of land bounded by Duncan Street, Hamilton Street, Albion Street and Camperdown Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – C, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
20	Elgin Way car park. Plot of land bounded by Elgin Way, Argyle Street, Sandford Street and Sidney Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – G, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
21	Hinson Street car park. Plot of land bounded by William Street, Henry Street and Hinson Street.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – C, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
22	Woodside Approach car park. Plot of land bounded by Woodside bus station on its northern side	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – C, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
23	Price Street car park. Plot of land on the southerly side of Price Street bounded by Europa Boulevard and Conway Park railway station.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – E, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
24	Europa Pools car park. Surrounding Europa Pools Leisure Complex, Conway St, Birkenhead and including all access and service roads	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
25	Hamilton Building car park. Plot of land on the southern side of Conway Street bounded on its easterly side by Hemingford Street, including the access road from Conway Street	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – A, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
26	Wirral Country Park car parks. Plots of land on the southern side and northern side of Station Road, Thurstaston in the vicinity of the visitor centre accessed from Station Road.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – H, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 2 – Off Street Parking Places

Item No.	Col. 1 Location of Parking Place	Col. 2 Controlled Hours	Col. 3 Day	Col. 4 Time	Col. 5 Maximum Period of Waiting	Col. 6 Rate of Payment	Col. 7 Classes of Motor Vehicles
27	Royden Country Park car parking areas, including the access road and all roads within the country park area and the plots of land used for car parking within the Royden Country Park boundary. Accessed from Hill Bark Road.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – H, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
28	Arrowe Country Park car parking areas, including the access road and all roads within the country park area and the plots of land used for car parking accessed from Arrowe Park Road and Arrowe Brook Road.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – H, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles
29	Eastham Country Park car parking areas, including the access road and all roads within the country park area accessed from Ferry Road.	All days	Mon – Sun inclusive	8.00am – 6.30pm	24 hours if displaying approved parking ticket	Table – H, of Schedule 3	(i) Motor Cars (ii) Motor Cycles (iii) Goods vehicle (iv) Disabled persons vehicles

Schedule 3 - Rate of Payment

Table – A	Table – B	Table – C	Table – D	Table – E	Table – F	Table – G	Table – H
Up to	Up to ½ hr £0.70	Up to	Up to ½ hr £0.70	Up to	Up to	Up to	
1hr £1.20	1hr £1.20	1hr £1.20	1hr £1.20	1hr £1.20	1hr £0.90	1hr £1.20	1hr £0.50
2hrs £1.80	2hrs £1.80			2hrs £1.80	2hrs £1.10		2hrs £1.00
3hrs £2.30	3hrs £2.30			3hrs £2.30	3hrs £1.40		
4hrs £3.50	4hrs £3.50				4hrs £2.30		
5hrs £4.30	5hrs £4.30				5hrs £3.50		
All Day £4.70	All Day £4.70	All Day £4.70	All Day £2.20	All Day £3.20	All Day £4.70	All Day £2.20	All Day £2.00
Annual Permit £600.00	Annual Permit £600.00	Annual Permit £600.00	Annual Permit £600.00	Annual Permit £600.00	Annual Permit £600.00	Annual Permit £600.00	Annual Permit £50.00

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