



# Cabinet Supplemental Agenda

<b>Date:</b>	Thursday, 14 October 2010
<b>Time:</b>	6.15 pm
<b>Venue:</b>	Committee Room 1 - Wallasey Town Hall

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## AGENDA

- 10. PERSONAL BUDGETS (Pages 1 - 8)
- 28. THE SAIL PROJECT (Pages 9 - 32)

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WIRRAL COUNCIL

CABINET: 14 OCTOBER 2010

REPORT OF THE DIRECTOR OF ADULT SOCIAL SERVICES

## **PERSONAL BUDGETS**

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### ***Executive Summary***

*This report seeks Cabinet agreement to roll out the offer of personal budgets to all eligible Wirral residents from October 2010. This involves a key decision which was first identified in the Forward Plan dated October 2009.*

### **1 Background**

- 1.1 On 9 December 2009 Cabinet agreed to extend Phase 2 of the Personal Budgets Project to all adults with a learning disability, all people recovering from stroke and all people in the Birkenhead Locality. This was to give a realistic and statistically valid assessment of the impact of Personal Budgets on people's outcomes and the Adult Social Services Budget.

### **2 Context**

- 2.1 Personalisation affects all aspects of what the Department and its partners do and therefore needs to be seen within the context of the wider transformation of Adult Social Services. The Personal Budget Project Phase 2 confirms the new business process needed to deliver self directed support which has the Fair Access to Care Services (FACS) Criteria embedded within a Resource Allocation System (RAS). The revised model is illustrated in the Appendix and is summarised in the following steps:-

- Step 1 Accessing information and advice
- Step 2 Determining eligibility for support (FACS)
- Step 3 Being informed of an Indicative Budget (RAS)
- Step 4 Planning Support to meet agreed levels of need
- Step 5 Agreeing the Support Plan and Personal Budget
- Step 5 Spending the Personal Budget
- Step 6 Living life
- Step 7 Reviewing needs, eligibility and Personal Budget

- 2.2 Personal Budgets continue to be set within the existing legal framework. Therefore the current duty of care based on assessed need will need to be properly met within this new process. The additional requirement is to give people an 'up front' Indicative Budget based on a fair and transparent RAS set in conjunction with the Council's FACS criteria.

- 2.3 The RAS provides a transparent means of arriving at this Indicative Budget. It is based on assigning a notional monetary value to points arrived at during the individual's assessment and verified by a practitioner. It offers no guarantee of entitlement to financial support or the actual amount of that support. It is essential for staff, members and customers to understand this and not make the false connection with it being a direct budgetary control measure. It is not currently lawful to base the Council's response to assessed need on the RAS Indicative Budget. It does however introduce a new dimension for practitioners to reflect on in their conversation with people in determining how the Council provides a reasonable response to assessed need. The budget control mechanism is the approval of personal Support Plans and not the Indicative Budget allocation.
- 2.4 The Council is required to meet the following milestones set out in Putting People First. These have a direct bearing on the Care Quality Commission's annual assessment of performance against the Our Health, Our Care, Our Say outcomes.
- By April 2010 the Council must have introduced Personal Budgets;
  - By October 2010 the Council must offer Personal Budgets to all people with an assessed need and their carers; and
  - By 31 March 2011 at least 30% of people with eligible need have a Personal Budget.
- 2.5 The first milestone has been met in Phases 1 and 2 of the Project. The decision made in this report will enable the Council to meet the second. Current projections of activity in the second half of the year suggest the third milestone will also be met. This would be at risk if the decision were delayed.

### **3 Project Evaluation**

- 3.1 Phases 1 and 2 of the Project provide a sufficiently robust sample size to be confident that the RAS at £1.84 per point allocates no more additional resources than the current approved Budget. The current RAS is based on £1.88 per point.
- 3.2 The evaluation also shows that the average costed Support Plan for the sample population is 28% less than the average Indicative Budget (ie £1.35 per point). However this does not mean that everyone will agree to take the offer of a Personal Budget which would imply a budget efficiency. This particularly applies to people with more complex needs whose current cost of support is greater than their Indicative Budget. They may over time make this shift as new opportunities are presented for the way they choose to live their lives. This decision cannot be forced on people. However, it is reasonable for Cabinet to consider reducing the allocation to close this apparent gap. Cabinet are advised of the risk that there comes a point when the allocation is so low it acts as a disincentive for people to choose the option of a Personal Budget.

- 3.3 Cabinet are advised to determine the monetary value assigned to points as part of the budget setting process. Cabinet are further advised it is the actual setting of the Budget that is the critical policy decision not the '£ per point' allocation. This only serves to provide an indicative allocation of the resources available in the Budget and cannot directly be used to determine the cost of individual Support Plans.
- 3.4 Cabinet will note that critical to the successful roll out of a new self directed support system and the effective application of a RAS is the competency of fieldwork staff. For phases 1 and 2 the Council adopted a co-design methodology which was considered to be an effective way of learning which would achieve the necessary change in culture. This is an ongoing process and is supported by the Workforce Development Plan.
- 3.5 The training support put in place for phase 1 and 2 will be continued as part of the phase 3 roll out. It is important to note that this support programme has been further strengthened taking into account some of recommendations from the Care Quality Commission report received on Safeguarding Adults and Adults with a Learning Disability.
- 3.6 Cabinet are also advised there is strengthened management scrutiny of practitioners' responses to presenting need to ensure there is a consistent approach and appropriate challenge to costed support plans. Essentially it is this mechanism that is the direct budgetary control measure linked to other transformation projects such as Assistive Technology, Early Intervention and Prevention, Managing the Market, and the review of Provider Services which are currently subject to wider public consultation.

#### **4 Business Risk**

- 4.1 Failure to roll out personal budgets in Wirral from October 2010 will result in the following:-
- The Council will not be able to meet the Putting People First Milestones set out in paragraph 2.5.
  - The Council will not be able to deliver Improvement Area 11 (transforming support planning) a requirement of the 'Care Quality Commission's First Improvement Plan arising from the inspection report on Safeguarding Adults and Learning Disability Services' (Care Quality Commission, September 2010).

#### **5 Conclusion**

- 5.1 It is reported to Cabinet that it can have reasonable confidence the systems that are now in place will support the successful roll out of Personal Budgets as the universal offer to people in Wirral who are eligible for support. However this is not without risk.

- 5.2 The financial modelling undertaken in conjunction with the Department of Finance and an independent consultant provided by the Department of Health, shows that the '£ per point' allocation can be set between £1.84 and £1.35. The pure mathematical allocation of the budget approved by Council for 2010-11 to the current supported population suggests this to be £1.84. However, after building in the financial pressures being faced by the growth in the older population and people with a learning disability, and reduced income from charges this reduces to £1.74. Cabinet, to be prudent, may also wish to include a contingency to take account of statistical error if the sample of 413 proves not to be representative of the whole population. Given the sample size a reasonable contingency would be 5%, which would then result in a reduced allocation of £1.65 per point. It is therefore recommended to Cabinet that the £ per point allocation should be set within the range of £1.65 to £1.74.
- 5.3 Above this range, which takes account of the population growth and loss of income, could mean the RAS allocates more than the available resource. Below it, could result in too few people taking up the offer and the transition not being achieved or delayed. Any point within the range is not considered to have any impact on how much the Council spends on meeting people's needs. Over time, as more people choose to take up a Personal Budget and their costed Support Plans remain below the Indicative Allocation the Council is likely to reduce its spending whilst people achieve better outcomes.

## **6 Financial Implications**

- 6.1 Indications from the pilot sites across the country evidenced that people who use services were making more efficient and effective use of their budget than may have been the case under current arrangements however no significant increase or decrease of expenditure has been reported to date.

## **7 Staffing Implications**

- 7.1 There is an impact on the role and function for the social care workforce. A shift in investment has been made in supporting staff to adapt to the new approaches and re-skilling has been taking place via newly developed learning and development opportunities.

## **8 Equal Opportunities Implications/Health Impact Assessment**

- 8.1 The new processes will ensure that no-one is disadvantaged because of their age, lifestyle or ability, and that people's health and wellbeing is promoted. The Self Directed Assessment documentation has been developed with health colleagues in NHS Wirral and a joint process agreed which minimises duplication of assessment.

## **9 Community Safety Implications**

- 9.1 Self directed support and personal budgets provides a more holistic approach to addressing a person's individual need. By empowering individuals to take control of their support it is likely that they will be able to identify more clearly, issues which concern them about their own safety within the community. Managing risk and safety is a key component of the assessment documentation and a process for managing risk has been developed.

## **10 Local Agenda 21 Implications**

- 10.1 None directly arising.

## **11 Planning Implications**

- 11.1 None directly arising.

## **12 Anti Poverty Implications**

- 12.1 None directly arising.

## **13 Social Inclusion Implications**

- 13.1 Self directed support and personal budgets promote active participation in individuals support arrangements and community life.

## **14 Local Member Support Implications**

- 14.1 Phase 3 of the Personal Budgets Project will offer self directed support and personal budgets across all wards in Wirral.

## **15 Background Papers**

- 15.1 Association of Directors of Adult Social Services, *'Personalisation and the law: Implementing Putting People first in the current legal framework'*, October 2009
- 15.2 Wirral Council Department of Adult Social Services, *'Putting People First Milestones Wirral Progress Report'*, 23 July 2010

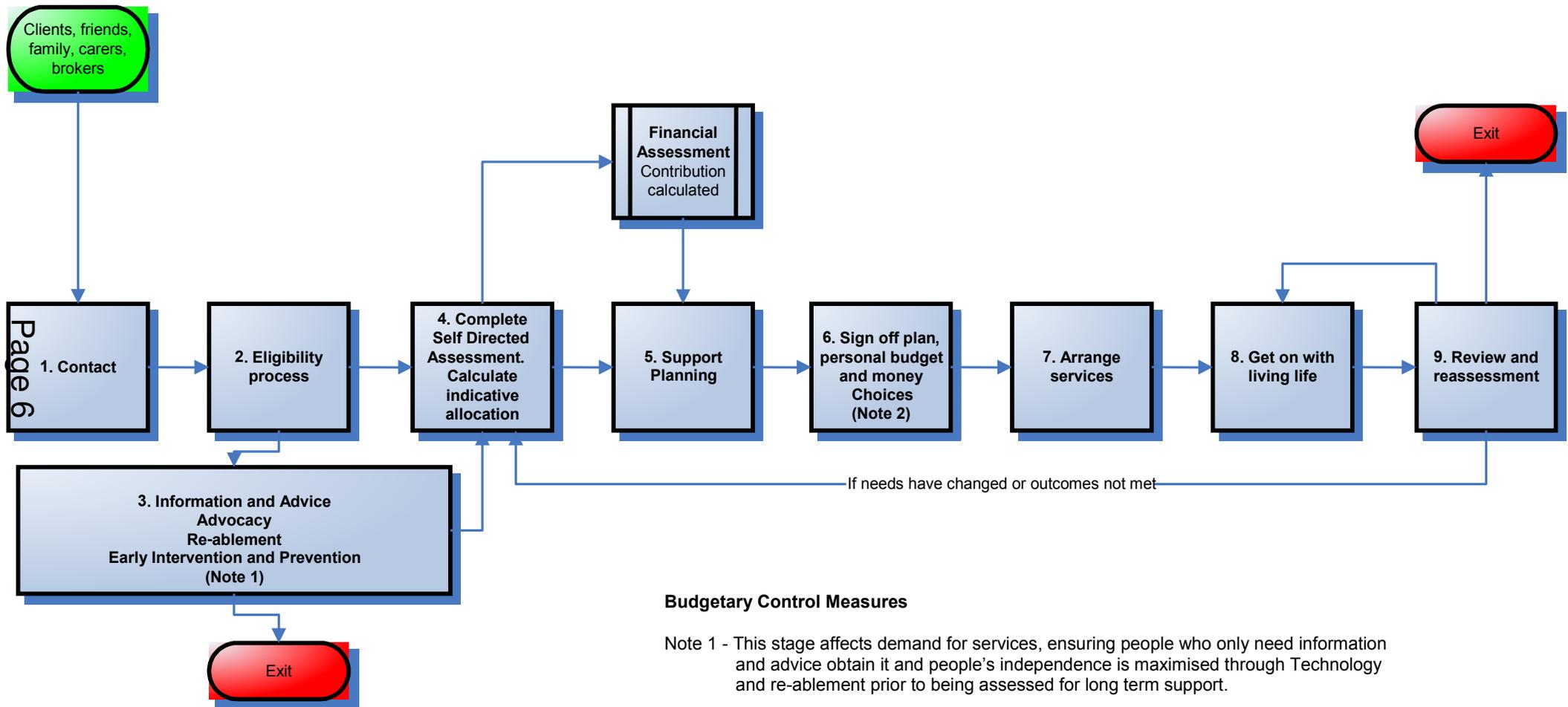
## **16 Recommendations**

That;

- (1) Cabinet agree to roll out Personal Budgets as the universal offer to people with eligible needs from October 2010, and determine the £ per point allocation within the range of £1.65 to £1.74.

**JOHN WEBB**  
**Director of Adult Social Services**

Adult Social Care – Delivering Putting People First



**Budgetary Control Measures**

Note 1 - This stage affects demand for services, ensuring people who only need information and advice obtain it and people's independence is maximised through Technology and re-ablement prior to being assessed for long term support.

Note 2 - This is the stage that determines actual Council expenditure. Appropriate approval mechanisms are built into the Scheme of Delegation.



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WIRRAL COUNCIL

CABINET – 14 October 2010

REPORT OF THE DIRECTOR OF LAW HR & ASSET MANAGEMENT

## WEST KIRBY REGENERATION - THE SAIL PROJECT

### 1. Executive Summary

1.1 This report informs Cabinet of the current position with regard to “The Sail” project in West Kirby and seeks approval to conclude negotiations with the proposed developer.

### 2. Background

2.1 At its meeting on 24<sup>th</sup> September 2009, Cabinet resolved:-

- 1) That the Director of Law, HR and Asset Management be authorised to undertake detailed negotiations with Carpenter Investments with a view to drafting a Development Agreement including a consultation and stakeholder engagement plan, which would be reported back to a future meeting of Cabinet for approval.
- 2) That Cabinet give approval in principle for the Council to seek powers of Compulsory Purchase in order to facilitate redevelopment of the site, in the event that all other reasonable means to acquire vacant possession have proved unsuccessful, subject to the Developer indemnifying the Council against the associated costs.

2.2 The primary purpose of the `Sail` development has always been the re-provision of the existing sailing school in a high quality building that responds to the regional and national importance of the marine lake. The Hoylake and West Kirby Masterplan of 2004 identified that the current sailing school facility was at that time in a poor state and needed to be replaced.

2.3 The scheme proposed by Carpenter Investments would deliver a new sailing school through enabling development consisting of a high quality `boutique` hotel on the Dee Lane car park. This would bring inward investment in excess of £5m and would, in the estimation of the developer, generate some 50 jobs.

2.4 Carpenter Investments were selected as preferred developer for the scheme in September 2007, following the initial marketing of the development opportunity in 2005 and a competitive process. The progress of this project is summarised in the table below.

September 2007	Carpenter Investments selected as preferred developer.
January 2008	12 month conditional lock out agreement awarded.
December 2008	Revised scheme proposed by Carpenter Investments.
December 2008	Cabinet approval to 3 month extension of lock out agreement to allow Carpenter Investments time to provide additional information on their

	revised scheme.
March 2009	Details of revised scheme reported to Cabinet. Concern raised by Cabinet over revised design, specification of the sailing school and the loss of parking spaces at Dee Lane car park.
April 2009	Further report to cabinet outlining Carpenter Investments' proposals to mitigate the loss of parking on Dee Lane car park by utilising the spur car park in front of the Sailing School.
April 2009	Cabinet decision to allow the developer further 6 months to provide additional information on delivering the scheme.
September 2009	Cabinet approval to proceed towards a development agreement subject to clarification of proposals for further consultation and clarification on car parking strategy.
December 2009	Carpenter Investments requested to provide car park management plan and stakeholder consultation and engagement plan.
March 2010	Meeting between Council and Carpenter Investments' legal team to address outstanding issues over Heads of Terms.
June 2010	Meeting with Carpenter Investments to clarify progress and further request the car park management and consultation proposals.
August 2010	Consultation plan and letter outlining parking provision received.

### **3. Present Position**

- 3.1 Following from the above resolution, discussions have been held with Carpenter Investments and their professional advisers, in order to progress the terms of the development Agreement, refine the design, and generally move matters along.
- 3.2 Whilst progress has been made with the Heads of Terms for the Development Agreement these are not yet concluded. Details of the "overage" arrangements, for example, have yet to be finalised and remain outstanding.
- 3.3 The Heads of Terms do not deal, at this stage, with the key issues of consultation and car parking. It is expected that the treatment of these major issues will be resolved separately, before a development agreement is finalised and they are referred to below.

### **4. Additional Information**

- 4.1 Since this project was last considered by Cabinet on 24<sup>th</sup> September 2009, Carpenter Investments have provided additional information in relation to progressing the proposed scheme.
- 4.2 In response to Cabinet's request for the developer to provide a stakeholder consultation and engagement plan, Carpenter Investments' has engaged the support of public affairs consultants Remarkable to develop this on their behalf. The

document, included in appendix 1, is Remarkable's brief to Carpenter Investments, outlining the methodology and approach they would undertake.

- 4.3 When Carpenter Investments were selected as preferred developer by Cabinet on 6 September 2007, their proposal offered three delivery options in terms of the provision of car parking spaces and/or a capital receipt.
- 4.4 As proposals have developed over time alternative solutions have been considered, and the resolution of car parking has been an issue of concern. A revised scheme (reduced in scale) was considered by Cabinet on 19 March 2009. This removed previously proposed basement car parking for the hotel and proposed a net loss of approximately 85 car parking spaces.
- 4.5 Carpenter Investments were asked to identify potential ways of mitigating the loss of parking spaces on the Dee Lane site as a result of the development. In response, the scheme as presented to Cabinet on 9 April 2009 sought to do this by introducing public car parking to the marine lake 'spur', and sharing the use of that site with users of the marine lake. This approach remained the basis of the scheme when it was further discussed at Cabinet on 24 September 2009. In discussion at that meeting concerns were expressed about the loss of car parking spaces within the scheme.
- 4.6 The developer has subsequently held a number of informal meetings with stakeholders, specifically the newly formed West Kirby Lake User Group (WKLUG) and the Royal Yachting Association (RYA) to outline their development proposals. Whilst these stakeholders have indicated their 'in principle' support for a new scheme which enhances the facilities for lake users, they have also indicated their concerns with Carpenter Investments' proposal to redevelop the spur car park adjacent to the Sailing School into a shared space for both lake-user parking and public parking. Carpenter Investments has provided a plan indicating how parking on the spur could be managed with a series of demountable bollards to account for times of peak demand and usage. However, the WKLUG consider that as the current parking is exclusively for licence holders using the lake, any proposal to bring part of this into public use will compromise the current provision for lake users and have stated their opposition to this proposal.
- 4.7 Whilst WKLUG would not be a statutory consultee, Carpenter Investments' recognises the importance of the views of this group as key stakeholders in the project and has now indicated that it would not seek to proceed with its proposal for shared parking on the spur.
- 4.8 As these developments represent a change from the position reported to Cabinet at its meeting on 9<sup>th</sup> April 2009, officers asked Carpenter Investments' to clarify the impact on public parking provision. The developer indicates that in its current form, the scheme will result in a reduction in public parking spaces on the Dee Lane car park from the current level of 176 spaces to approximately 90 spaces, a net loss of around 86 spaces.
- 4.9 The developer has submitted a letter, included in Appendix 2 which sets out the proposed loss of spaces and outlines a number of additional measures that have been explored to mitigate the loss of parking spaces on Dee Lane. These include the suggestion that spare capacity in the West Kirby Concourse car park could mitigate some of this loss and a suggestion there might be space for up to 34 additional parking spaces on South parade in front of the proposed new Sailing School.

However, no information has been provided at this stage on how much the additional parking provision would cost or who would be responsible for meeting these costs.

- 4.10 This further revision for the scheme effectively returns it to the position as at 19 March 2009, in respect of car parking, if the alternative suggestions set out in the letter at Appendix 2 prove unsatisfactory.
- 4.11 Officers from Technical Services department have indicated some concerns as to the overall impact on parking in West Kirby. As suggested in Appendix 2, even with its current capacity, the use of the Dee Lane car park is heavily peaked, with high demand during good weather, weekends and holiday periods. There is known to be an issue of overspill parking in adjoining residential areas at times of high demand. The reference to spare capacity at the concourse car park should be taken in the context of the relatively high proportion of blue badge and contracted spaces associated with the medical centre. The practicality of additional spaces on the Dee Lane frontage would need to be considered in more detail, as part of a Transport Assessment.
- 4.12 A full Transport Assessment would be required as part of the statutory planning process. This has not yet been undertaken. The Transport Assessment would compare before and after traffic/parking conditions and provide further information on a range of issues including servicing, staff and user parking details, parking mitigation measures and operating arrangements. In negotiations to date there has not been a requirement for Carpenter Investments to produce a full Transport Assessment before signing a development agreement.
- 4.13 As the scheme is currently envisaged there would be a clear loss of car parking provision, and, from the information presented to date, the means of mitigating such loss is not apparent. Without the further detailed information that would be presented through a Transport Assessment the Director of Technical Services, at this stage, is unable to reach a conclusion on the impact of the scheme on traffic and parking in the area.
- 4.14 In the meantime, some 6 years after identification of the issue in the Hoylake and West Kirby Masterplan, the replacement of the existing sailing school building is outstanding.

## **5. Conclusion**

- 5.1 Since it was last reported to Cabinet, there have been a number of developments with this project. Carpenter Investments has set out its proposed approach to consulting and engaging people subject to the scheme proceeding. Proposals in relation to car parking have changed in response to informal discussions between the developer and a number of stakeholder groups. A statement has been provided as to the loss of car parking spaces resulting from the development, with suggestions of possible mitigation measures, but the Director of Technical Services needs more detailed information before he can come to a view on the overall impact of the scheme.
- 5.2 Carpenter Investments have assured officers that they remain committed to the scheme. They would welcome confirmation of the Council's commitment to the scheme, to give them the comfort to undertake further spending on the studies necessary to finalise the scheme.

- 5.3 It is recommended that members consider the additional information provided to confirm their continued support for the scheme. Subject to Members approval, officers will continue negotiations with Carpenter Investments' to finalise the Heads of Terms of the Development Agreement and secure any necessary improvements to the proposed consultation and engagement plan. In addition, the Director of Technical Services will seek further discussions with the developer to facilitate the production of a Transport Assessment, which will allow him to make a final decision on traffic management and parking impacts.

## **6. Asset Management Implications**

- 6.1 The current Sailing School is an important leisure facility on a lake, which hosts events of international significance. It is in significant need of repair. The Dee Lane car park has not been declared surplus.
- 6.2 The proposed development opportunity would involve the Council offering up the site on a long lease arrangement to be agreed with the Developer, with the Council retaining the freehold interest. The Council managed elements of the development, i.e. the Sailing School would be leased back to the Council on a peppercorn rental basis.

## **7. Financial Implications**

- 7.1 The project would be financed entirely through private sector investment, with the new Sailing School being provided for within the value of the scheme at no cost to the Council.
- 7.2 On completion of the land transaction the developer would be responsible for maintaining the site with an annual service charge payable by the Council for maintenance in connection with the Sailing School.
- 7.3 Disposal of the Dee Lane car park would result in a net loss of car parking revenue of approximately £28,000 per annum to the Council. Were the scheme to proceed, this would require an adjustment to Technical Services budget.
- 7.4 Disposal of both sites would result in a loss of revenue to the Council in respect of a number of rented units and kiosks totalling £10,800 annually. Should the scheme proceed, this would require an adjustment to Technical Services budget.

## **8. Staffing Implications**

- 8.1 There are no additional staffing implications.

## **9. Equal Opportunities Implications**

- 9.1 The provision of new, improved public facilities will bring about equal opportunities benefits in terms of access.
- 9.2 The current, free blue badge-holder parking provision at Dee Lane will be affected by these proposals. Under planning guidelines there will still be a requirement to make provision for some blue badge bays. However, this would be reduced in line with the reduction in overall provision unless stricter requirements were included in the

Development Agreement. Whether there is a charge for such use would be up to the site operator.

## **10. Community Safety Implications**

- 10.1 Implementation of the project could result in Community Safety improvements with increases in footfall and general activity at the junction between Dee Lane and South Parade during evening time.
- 10.2 If the project is supported and goes through to a full planning application, the Police Architectural Liaison Officers will be engaged to ensure the principles of 'secure by design' are incorporated into the design detail.

## **11. Local Agenda 21 Implications.**

- 11.1 Implementation of the project proposals could bring environmental improvements through a high quality sustainable development. Any development proposal will need to satisfy an environmental impact assessment (including Habitats Regulations Assessment and Flood Risk Assessment if appropriate) and take on board the views of all relevant consultees including Natural England.
- 11.2 The proposal is an important element of the regeneration of the Borough.

## **12. Planning Implications**

- 12.1 Proposals identified within the report will require planning permission and will be reported upon as and when they come forward.
- 12.2 The site of the existing sailing school is within the Developed Coastal Zone in the Council's adopted Unitary Development Plan (UDP) and adjacent to the Dee Estuary Site of Special Scientific Interest, which is also of European and International Importance for nature conservation, being designated as a Special Protection Area, Ramsar site and Special Area of Conservation. Redevelopment of the Sailing School is in principle appropriate, subject to UDP Policy CO1. The site of the Dee Lane car park to the East of The Parade is within the West Kirby Key Town Centre. Development of the hotel at Dee Lane is therefore in principle appropriate as a town centre use. As indicated above, any planning application will potentially need to address requirements relating to the assessment of environmental impact, along with assessments of flood risk and impact on European nature conservation sites.
- 12.3 Carpenter Investments will be required to pursue further relevant consultation through the planning process in line with standard planning guidance and procedures.

## **13. Anti-poverty Implications**

- 13.1 There are no anti-poverty implications.

## **14. Social Inclusion Implications**

- 14.1 There are no social inclusion implications.

**15. Local Member Support Implications**

15.1 This report is of particular importance to Members in Hoylake and West Kirby and Thurstaston wards.

**16. Background Papers**

16.1 Previous reports to Cabinet, most recently 24<sup>th</sup> September, 9<sup>th</sup> April, and 19<sup>th</sup> March, 2009. The Special Initiatives Team in the Corporate Services Department holds background papers in relation to this report.

**17. Recommendations**

17.1 Members are requested to consider their continued support for the scheme in the light of the revised information provided.

17.2 Subject to continued support from Members, officers are requested to finalise Heads of Terms negotiations with the developer and to discuss with the developer the production of a Transport Assessment to allow the Director of Technical Services to reach a conclusion on the traffic management and parking impacts of the proposed scheme.

**Bill Norman**

Director of Law HR & Asset Management

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Kevin Adderley  
Head of Strategic Development  
Wirral Borough Council  
Wallasey Town Hall  
Brighton Street  
Wirral  
CH44 8ED

Thursday, 26 August 2010

Dear Kevin,

**Car Park Management: The Sail, West Kirby.**

Further to our previous meetings and discussions we are writing to confirm our understanding of the current position with regard to the provision of car parking associated with the development of the Sail hotel and the replacement of the existing Sailing School in West Kirby.

In the current difficult economic climate, any development upon the Dee Lane Car Park may result in some loss of capacity upon the Dee Lane site, if at the same time the aspiration for a new and world class replacement Sailing School at no cost to the council or taxpayer is going to be met.

This loss could be mitigated by the provision of an equal or greater number of spaces elsewhere and that any reduction in parking numbers upon the site should be weighed against the very significant regeneration, employment and leisure benefits this project brings.

The Sail project is the largest and most significant new investment proposed in West Kirby in over twenty years. It is a project which has been recognised as being of strategic importance in the regeneration of the Mersey coast, with many important benefits in terms of tourism, creation of sixty new jobs and the promotion of local businesses. In addition it has the potential to provide a significant improvement to the quality of life in West Kirby and Wirral in general and to help promote the sailing and leisure activities of the area to a far wider public.

Our proposed development will result in the creation of a world class new sailing facility and does not require any public subsidy. It has been independently assessed by the council appointed surveyors as offering excellent value for money. The proposed cost of the sailing school is considerably in excess of the market value of the Dee Lane site for either its current or its proposed new use.

The site currently provides 176 car parking spaces on a pay and display basis. Information provided by your own Technical Services show that overall usage of the car park is still under 25%. It is however equally apparent that at peak times during

summer weekends and holiday periods the car park operates at much higher capacities.

The revised plans submitted to Cabinet in 2009 for the development of the Sail hotel will involve a reduction in the current provision of car parking spaces available to the public on a pay and display to around 90 spaces. These plans, will, obviously be subject to further revision as a result of our proposed consultation exercise and as the project progresses through planning. It is possible that this may result in some minor movement around this figure. Car parking substantially in excess of 90 spaces cannot be achieved without either a sub basement or decked approach. Both of these require a significantly larger development than either our own consultations or the market show to be desirable.

We have examined carefully various options for the management of car parking spaces within the Dee Lane car park and the spur site adjacent to the Marine Lake, currently used exclusively by Marine Lake Licence holders.

A series of meetings have been held with members of the Lake User Group and representatives from the RYA.

It was proposed that a flexible management system could ensure that while lake users would continue to receive priority, with dedicated spaces and rigging areas, some space could be made available to ensure that a further 98 spaces could be created in this area. This would include a total 51 spaces that were either oversized or designed to accommodate vehicles with trailers.

As developer we proposed that any car parking on the spur should adhere to a set of key principles that would

- 1) Ensure priority for lake users.
- 2) Ensure separation of public and lake user spaces.
- 3) Maintain flexibility.
- 4) Ensure adequate turning circles.
- 5) Provide adequate signage and entry points.
- 6) Maintain the space as a “robust”, natural environment with minimal markings.
- 7) Ensure that all access to the general public was limited and only made when conditions were appropriate.

The Lake User Group would prefer exclusive use of the spur. Their group view, expressed at a series of meetings, is that while they support the redevelopment of the Sailing School, they are not willing to support car parking by non lake users on the spur. The Lake User Group is not a statutory consultee, but nevertheless, as responsible and responsive developers we feel it is only appropriate to report our understanding of their position.

We have identified also that in addition to the provision of potential overspill car parking on the Spur site a further 34 new car parking spaces could be made available on the South Parade on land immediately in front of the Sailing School, when the Sailing School is re-developed. The development of these spaces would require a TRO.

Information provided from Technical Services also shows that while usage at the 170 space Concourse Car Park is higher, this car park is also not operating at capacity.

We have been advised both independently and by Wirral Council Development Control that in planning terms, the Dee Lane site would be considered a sustainable site for its proposed use and, subject to a detailed Transport Analysis and Traffic Study, which would form part of a planning application the proposed level of car parking which would be retained at the site would be considered acceptable.

We would welcome that further advice is sought from the director of Technical Services as to the optimal level of car parking provision within the town as a whole.

We look forward to working constructively with the council in helping to deliver the appropriate car parking solution and to taking forward this extremely exciting and important project at the earliest opportunity.

Yours Sincerely

**Alan Beer**  
**Director**

**David Brewitt**  
**Director**

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remarkable<sup>△</sup>

**Consultation & Stakeholder Engagement  
Plan**

**Carpenter Investments**

**The Sail Hotel & Sailing School,**

**West Kirby**



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## I. EXECUTIVE SUMMARY

Following further discussions with Carpenter Investments, Remarkable has been requested to co ordinate a consultation and stake holder engagement plan which will inform the planning and development process for the proposed Sail hotel and replacement Sailing School in West Kirby by Carpenter Investments.

Carpenter Investments is currently negotiating a development agreement with the Wirral Metropolitan Borough Council (WMBC) in respect of the progression of a new boutique hotel and associated retail space to be located on the seafront.

The project has been running for some time and has produced a high level of interest, with strongly held local views both for and against. The project has important status as a regeneration project and is a strategic priority for development. A number of consultations have been undertaken as part of the proposals, including a widely attended public exhibition, press coverage and meetings with local stakeholders. The project team has recognised that it needs to work closely with the council to ensure that all external messaging is consistent and consultation activity agreed in advance.

Carpenter have selected Remarkable because of their previous experience of working within the WMBC area and providing communication and consultation advice and support which meets council requirements. Remarkable are recognised as one of the leading public affairs consultants and have considerable experience in understanding and managing the complex requirements of key regeneration proposals such as the Sail.

In light of this and the understanding of the current requirements, Remarkable considers that its objectives are as follows:

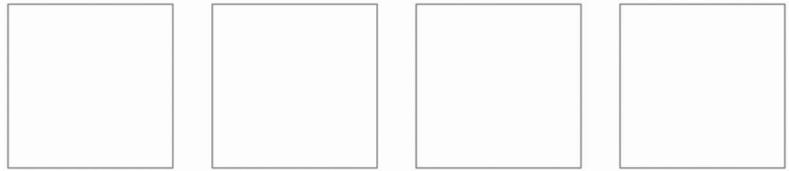
- To deliver a focused understanding of the political and community environs to the project team;
- To devise and provide a dedicated communication and engagement strategy for LPA officers – ensuring that the council’s own consultation requirements are appropriately met;
- To provide opportunities to engage and influence key stakeholders while creating positive working relationships, alongside ensuring opportunities are presented for wider community involvement and understanding; and
- To understand the concerns of local opposition and to try and ensure these concerns are taken into account.
- To work with key decision-makers and influencers to mobilise support

To achieve the above, Remarkable will:

- **Identify** the key influencers and opinion formers alongside key community stakeholders through the production of a mini Political and Stakeholder Audit. This would benefit from our experience and knowledge of working in the area.
- **Engage** key stakeholders, such as local ward councillors and key cabinet members, via a range of communication channels including face-to-face briefings and informal one to one conversations.
- **Involve** local residents and the wider community through a well advertised, well planned and accessible informal public exhibition.



- **Inform** and ultimately influence the decision-making process by ensuring all key stakeholders are presented with positive messaging and scheme details while working to address all known objections where possible.
- **Report** via a Supporting Consultation Statement in response to the council's SCI.



## II. PROGRAMME OF WORK

### Identify

#### Political and stakeholder update

It is essential to know and understand local stakeholders such as the ward councillors and the existence and make-up of bodies such as relevant community / residents' associations when undertaking community consultation. It can help mould the strategy and inform discussions leading to a better communication and engagement campaign. We understand that some of this work has already been undertaken and therefore we shall look to update and check on matters ensuring all appropriate stakeholders are identified and that the most up to date views are understood from the consultation.

We would also recommend, at this stage, that we review the previous feedback and place this into the document which Carpenter Investments should give to the council outlining their consultation to date and their proposals for the consultation, which will need to build on the previous exercise.

This should be completed before the cabinet meeting in September.

#### Project messaging / Q & A

As the project is the subject of a development agreement with the council, Remarkable considers that it will be useful to produce a messaging / Q & A document that will help underpin all external communications. Furthermore, this will ensure that all messaging and information provided is consistent throughout the duration of the project.

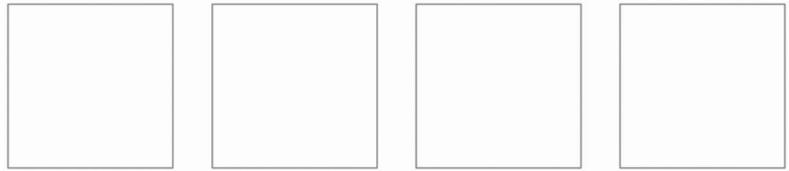
Remarkable will, therefore, devise a set of core messages, which will be followed by a Q & A including all likely questions and associated responses. Once finalised and approved, the document will then be issued to all appropriate team members including the council's own planning and communication officers.

### Engage

#### Key stakeholder contact

Remarkable will wish to engage the project's key stakeholders from the earliest opportunity, ensuring that open dialogue can be held allowing for issues to be understood, messages to be delivered and working relationships to be further developed/enhanced. However, the political differences of the members involved in the project should be highlighted and therefore an even handed and transparent approach should be taken. It will also be important to recognise the potential for future 'politiking' around the site's future. The developer is keen for the huge regeneration potential of the site not to be lost and for it not to be seen in political terms.

Initially, Remarkable will wish to arrange informal briefings with the local ward members for Hoylake and Meols ensuring that they are well informed while also providing them with the chance to be firmly involved in the process. Councillor Ellis has, however, been particularly critical of the project in the past commenting that *"this was a stunningly stupid idea in the first*



*place which people in West Kirby did not accept.”* Following any initial engagement, contact will be maintained through regular telephone calls and progress briefings. All ward members for both West Kirby and Hoylake wards will be given full opportunity for involvement.

Aside from the local ward councillors and given the development agreement, Remarkable will wish to ensure that senior council members such as the Cabinet Member for Regeneration and Planning Strategy and potentially the Leader and Deputy Leader, are also engaged.

Given the earlier community interest in the site and the profile of the project, Remarkable will also seek to ensure that the local Member of Parliament, Esther McVey is approached and given the opportunity to communicate constituent opinion.

We would also seek to review the list of stakeholders which have previous been consulted and may have had either strong opinions or been supportive – such as

The West Kirby Chamber of Business  
The Lake Users Group  
The Hoylake, West Kirby and District Civic Society  
The Royal Liverpool Golf Club  
The West Kirby Sailing School  
West Kirby Working Group

These one to one meetings would all be held over a period of two days, in order to fully bring them up to date and ensure that opinion is solicited at the same stage of development.

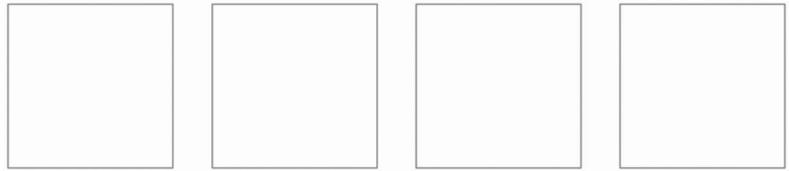
#### Media management

It will be vital to ensure that the local media – including the Wirral Globe and Hoylake and West Kirby News – is well and accurately informed about the proposals from the outset and in this respect a proactive approach will be required. The development of the site and the agreement linked to it has already been the subject of previous press interest and therefore, the progression of concrete plans is highly likely to attract significant interest.

Following the initial contact, Remarkable will maintain regular contact, creating and issuing news releases at key project milestones such as announcing the public exhibition, following the exhibition, the submission of the proposals and, of course, determination. With specific regards to determination, Remarkable will draft a series of statements covering all eventualities, ensuring a swift response can be provided to the press.

Remarkable will, however, ensure that the council’s own communications team is kept well informed and involved in any media activity, ensuring that contradictory messaging and positions are avoided. In this respect, a protocol will be agreed at the outset ensuring that all draft releases and press material is provided to the council prior to issue.

The overarching aim of all media work will be towards securing positive coverage which helps to inform and influence those stakeholders that will be determining the application. Remarkable will also work to ensure that any known scheme supporters also make effective use of the press through the letters page, for instance.



## **Involve**

### Organising and manning of a public exhibition

With strong interest highly likely in this next stage of the project and to assist the team in developing the plans on the basis of local understanding, it will be vital that an opportunity is provided for the community to view, comment on and discuss the latest plans.

In this respect, Remarkable will seek to arrange an informal public exhibition at which the proposals can be viewed and feedback provided. Remarkable considers that a one day exhibition should be managed around separate sessions; a dedicated preview session for key stakeholders, such as councillors and influential third party groups followed by an open session for wider residents.

This will assist in ensuring that audiences can be appropriately separated and that team members are provided with a greater opportunity to engage key stakeholders away from the wider community.

The Remarkable team will therefore be responsible for organising and co-ordinating the event, inviting stakeholders and publicising the event locally.

The exhibition activity will include:

- Preparation and mailing of invitational material to public exhibition
- Organising materials and co-ordinating the event on the day
- Publicising the event locally
- Providing feedback response forms
- Providing a post-paid return facility
- Manning a dedicated 0800 information line

The exhibition display will tell a story – setting out how we have got to the current plans and how they stack up in delivering something special for West Kirby.

### Newsletter

In order to inform and invite residents to the event, Remarkable will create a dedicated exhibition newsletter, functioning to both update the community on the project while providing details of the planned consultation event. It will be vital that this newsletter is issued to the same area / number of residents as previously and that a sufficient period of notice is provided (potentially 14 days, for instance). To help further publicise the event, particularly in light of earlier comments by the West Kirby Renewal Group, Remarkable will produce and arrange for advertisements to be placed in the local press in the two weeks leading up to the event, while additional posters are arranged for display in key local venues – such as the council offices. A dedicated exhibition news release will also be provided to the local press.

### Provision of exhibition display equipment

Should it be required, Remarkable will be able to provide exhibition display equipment for use on the day.



## **Inform**

### *On-going stakeholder contact*

Following the earlier engagement activities, Remarkable will be responsible for managing on-going communications with stakeholders and the community through until the determination of the application.

### *Update briefings ('report back')*

Following the exhibition, it will prove beneficial to arrange a series of informal update briefings reporting back on the feedback received and clearly setting out the next steps for the project and the proposals. Amongst those that should be engaged at this point are the three local ward councillors and appropriate Cabinet members.

### *Update materials*

Upon submission of the final planning application, Remarkable will produce an update newsletter for issue to key stakeholders, those residents that attended the exhibition and those that have expressed an interest in the proposals to date. This newsletter will provide an update on the proposals and how they have moved forward, as well as addressing any comments received.

Prior to the determination of the reserved matters application at committee, Remarkable will produce an update package of information for issue to committee members. This would enable details of the consultation, any scheme amendments alongside key project messaging to be highlighted, while also responding to any comments raised by the officer within their own committee report. Committee members can then use the information provided to inform their own discussions.

## **Report**

### *Supporting consultation statement*

Following the public consultation, it will be important to document the activities undertaken as part of the planning process.

Remarkable will therefore undertake the following activities:

- Collation of responses/comments received
- Creation of a Supporting Consultation Statement in response to the authority's Statement of Community Involvement
- Distribution of report to key stakeholders, those who sent in comments



### III. STRENGTHS, KNOWLEDGE AND EXPERIENCE

Remarkable has the range of skills required to professionally and efficiently execute the public consultation and communications strategy to support a client's planning application.

**Remarkable strengths** lie in our exceptional knowledge of UK property sectors, associated planning and policy issues, knowledge and experience on local, regional and national media relations, track record in facilitating stakeholder management strategies, research capabilities, quality of our management and monitoring systems, experience with diverse key influencers and stakeholders.

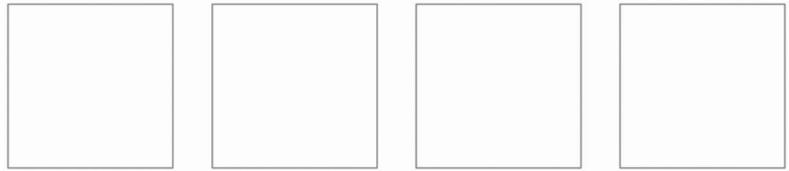
**Team members** have extensive experience in developing and implementing communications strategies involving widespread consultation, devising, implemented and managed media campaigns while using innovation and creativity to reach and influence key stakeholders.

**Delivering the service,** Remarkable has extensive experience creating, implementing and leading multi agency consultation, developing and implementing community engagement strategies which incorporate partners across all areas of the community, providing private and public sector clients with consultation strategies and contact management programmes aimed at a cross section of stakeholders, including the community, media and political audiences devising implemented and managed both country and county wide public consultation exercises and designing and producing exhibition and promotional material.

**Remarkable focuses** on research and analysis to benchmark and direct all its communications strategies. As a result it has delivered hundreds of political and communication audits throughout the region which highlight key stakeholders, issues and policy.

**Remarkable has extensive** regional media experience across the UK. The generation of positive media coverage can be key to planning applications and development proposals. **Remarkable has achieved positive coverage in local publications through to the BBC national news** and prides itself on the relationships it builds with key journalists - an essential and integral part of our strategic media strategy for development and regeneration proposals across the country. By negating adverse media coverage, stakeholders are shown the benefits that any given proposal provides, helping its eventual outcome at committee.

**Remarkable Marketing and Design** support the property and planning communications team. They understand the messaging that is important in reaching key stakeholders and design exhibition and supporting material to reflect this. The team has supported planning applications throughout the UK.

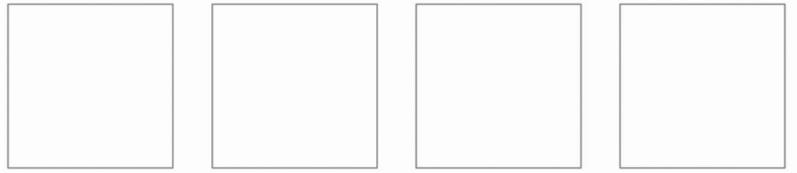


#### IV. TEAM AND ACCOUNT MANAGEMENT

**Account Management Structure** - Overall strategy for the project would be driven by Daniel Hayman, Director, with day-to-day management provided by Laura Wyatt. Additional support would be provided by Account Executive, Francesca Weeks.

#### V. SUMMARY

Activity	
Phase One: <b>Identify</b> – Including: <ul style="list-style-type: none"> <li>• Planning search and comment analysis</li> <li>• Creation of mini Political and Stakeholder Audit</li> <li>• Production of communication and engagement strategy document for LPA officers</li> <li>• Production of project messaging / Q and A document</li> <li>• Production of stakeholder and resident database</li> </ul>	<b>Month 1</b>
Phase Two: <b>Engage</b> – Including: <ul style="list-style-type: none"> <li>• Establishing contact with key stakeholders via correspondence and telephone</li> <li>• Coordinating, managing and attending two days of key stakeholder briefings and meetings including:               <ul style="list-style-type: none"> <li>- Local ward councillors</li> <li>- Key Cabinet members</li> <li>- Local Member of Parliament</li> <li>- Key third party groups</li> </ul> </li> <li>• Continued contact with key stakeholders throughout campaign</li> </ul>	<b>Month 2</b>
Phase Three: <b>Involve</b> – Including: <ul style="list-style-type: none"> <li>• Organisation and attendance (x 2 Remarkable consultants) of a one day public exhibition (to be finalised), including dedicated preview session/s</li> <li>• Booking and liaison with venue</li> <li>• Drafting of resident / stakeholder invitational material (excluding artwork and design costs, see below)</li> <li>• Creation of feedback forms</li> <li>• Manning of freephone information line, post-paid response provision</li> <li>• Media relations management including up to four news releases, liaison with local journalists</li> </ul>	<b>Month 3</b>
Phase Four: <b>Inform and Report</b> – Including <ul style="list-style-type: none"> <li>• Ongoing resident / community / media contact</li> <li>• Review of feedback, SCI Response Document for submission</li> <li>• Production of update newsletter / briefing document upon submission</li> <li>• Production of update brief to committee members, including covering correspondence prior to determination</li> </ul>	



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