



Tourism, Communities, Culture & Leisure Committee

Date:	Thursday, 21 September 2023
Time:	6.00 p.m.
Venue:	Committee Room 1 – Birkenhead Town Hall

Contact Officer: Anna Perrett
Tel: 0151 691 8564
e-mail: annaperret@wirral.gov.uk
Website: www.wirral.gov.uk

Please note public seating is limited therefore members of the public are encouraged to arrive in good time.

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AGENDA

1. **WELCOME AND INTRODUCTION**
2. **APOLOGIES**
3. **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests 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.

4. **MINUTES (Pages 1 - 6)**

To approve the accuracy of the minutes of the meeting held on 25 July 2023.

5. PUBLIC AND MEMBER QUESTIONS

Please telephone the Committee Services Officer if you have not received an acknowledgement of your question/statement by the deadline for submission.

5.1 Public Questions

Notice of question to be given in writing or by email by 12 noon, Monday 18 September to the Council's Monitoring Officer via this link: [Public Question Form](#) and to be dealt with in accordance with Standing Order 10.

For more information on how your personal information will be used, please see this link: [Document Data Protection Protocol for Public Speakers at Committees | Wirral Council](#)

Please telephone the Committee Services Officer if you have not received an acknowledgement of your question by the deadline for submission.

5.2 Statements and Petitions

Notice of representations to be given in writing or by email by 12 noon, Monday 18 September to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 11.1.

Petitions may be presented to the Committee. The person presenting the petition will be allowed to address the meeting briefly (not exceeding one minute) to outline the aims of the petition. The Chair will refer the matter to another appropriate body of the Council within whose terms of reference it falls without discussion, unless a relevant item appears elsewhere on the Agenda. Please give notice of petitions to committeeservices@wirral.gov.uk in advance of the meeting.

5.3 Questions by Members

Questions by Members to be dealt with in accordance with Standing Orders 12.3 to 12.8.

SECTION A - BUDGET AND PERFORMANCE MANAGEMENT

6. TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE BUDGET AND BUDGET MONITORING REPORT (Pages 7 - 18)

SECTION B - KEY AND OTHER DECISIONS

7. **FUTURE OPTIONS FOR THE SAIL LOFT COASTAL KITCHEN, WEST KIRBY. (Pages 19 - 26)**
8. **SPORT AND PHYSICAL ACTIVITY STRATEGY UPDATE (Pages 27 - 42)**

SECTION C - WORK PROGRAMME / OVERVIEW AND SCRUTINY

9. **WORK PROGRAMME (Pages 43 - 50)**

Terms of Reference

The terms of reference for this committee can be found at the end of this agenda.

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TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Tuesday, 25 July 2023

Present: Councillor H Cameron (Chair)

Councillors	P Martin	G Bennett
	P Jobson	J Johnson
	T Laing	C McDonald
	G McManus	R Molyneux
	K Stuart	M Redfern

16 **WELCOME AND INTRODUCTION**

The Chair welcomed attendees and viewers to the meeting and reminded everyone that the meeting was webcast and retained on the Council's website.

17 **APOLOGIES**

There were no apologies for absence.

18 **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests 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. No interests were declared.

19 **MINUTES**

The chair requested that minute be altered so as to substitute "claiming" for "noting" in relation to Jean Robinson's statement on Woodchurch Leisure Centre.

Resolved – that subject to the above changes, the minutes of the meeting held on 22 June 2023 be approved and adopted as a correct record.

20 **PUBLIC QUESTIONS**

The Chair advised that one public question had been received.

Percy Hogg asked a question relating to Bromborough Civic Centre and the decision made at Policy and Resources Committee on 12 July asking why members of this committee who also were on the Policy and Resources committee overruled a well thought through decision by this committee which had evaluated the issue at length.

The Chair responded to say that this Committee had not commented on the merits of the two contending bids but arranged a workshop to discuss the three options and agreed to undertake further due diligence on both of the bids.

The chair also confirmed she attended Policy and Resources Committee on 12 July during which the Committee discussed the long list of assets proposed for disposal and considered whether a decision could be made on each in the public session. The Committee resolved that Bromborough Civic Centre needed to be debated within the exempt session as members needed to refer to the confidential information detailed within the exempt appendix. Therefore, all discussions on this matter, including her own contribution, took place within the exempt session.

21 **2023/24 BUDGET MONITORING FOR QUARTER ONE (THE PERIOD TO 30 JUNE 2023)**

The Finance Business Partner presented the report of the Director of Neighbourhood Services, which provided Members with an overview of budget performance, including progress on the delivery of the 2023/24 saving programme and a summary of reserves and balances, which enabled the Committee to take ownership of the budgets and provide robust challenge and scrutiny to Officers on the performance of those budgets.

At the end of Quarter 1, there was a forecast adverse position of £1.821m on the Committee's revised net revenue budget, of £13.911m. This position was based on activity to date, projected trends in income and expenditure and changes to Council funding.

Members queried capital programme in relation to play equipment in New Brighton and were informed that this was superseded by an application to use the space as a Water sports Centre. The Capital was therefore used instead for equipment in the Tennis Centre. Members were also concerned by the £1.4m adverse variance in the Floral Pavilion and what the plans would be moving forward. It was noted that these were historic, un-met income targets and could be put forward as an unachievable budget pressure. Members also questioned defibrillators, their placement in council owned spaces and maintenance. Members were informed they were in place and maintained and there had been a capital bit to put in to place additional defibrillators in parks in Wirral.

Resolved – that,

- 1. the Directorate forecast adverse position of £1.821m presented at Quarter 1 be noted.**
- 2. the progress on delivery of the 2023/24 savings programme at Quarter 1 be noted.**
- 3. the forecast level of reserves and balances at Quarter 1 be noted.**
- 4. the forecast capital position presented at Quarter 1 be noted.**

22 TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE PERFORMANCE REPORT

The Director of Neighbourhood Services presented the report which provided performance information in relation to the group of Neighbourhood Services that report to the Tourism, Communities, Culture and Leisure Committee. The report is iterative, and the report was based on discussion with Members through working group activity in 2021 and discussions in 2022.

Members discussed parks tennis, and queried the usage figures, after improvement works had been completed. Members were informed that officers had been working with the Lawn Tennis Association to improve usage. Also discussed was the opportunity to market facilities for those on waiting lists and queried the gender imbalance for sports programmes. Members discussed library data, including a new offer for online newspapers. Members also discussed the Williamson Art Gallery and improvements made, with spaces being opened up for events and conferences and a focus on weddings.

Resolved – that the report be noted.

23 COMMUNITY SAFETY ANNUAL REPORT

The Assistant Director for Neighbourhood Safety and Transport presented the report of the Director of Neighbourhood Services which provided Members with an update on key activity in relation to two of the ten thematic areas of Wirral Community Safety Strategy (2021-2026); Violent Crime and Anti-Social Behaviour.

Members were informed that Violent crime has seen a reduction in 2023/4; this is primarily due to a reduction in domestic violence, which has reduced by 20%. Non-domestic abuse related offences have reduced by 3%. Non-domestic violence with injury has reduced by 5%, without injury by 0.5% and stalking & harassment has reduced by 0.5%.

It was noted that over the past two years, Wirral has seen escalating issues with organised crime related violence. In the last four months of 2022, there were five firearms discharges resulting in two fatalities.

In response to the escalation, Members were informed that Merseyside Police had drawn officers across the Force to support activity to prevent and tackle serious organised crime, through 'Operation Remove'. Regular co-ordination of activity took place with officers from Community Safety.

Members discussed the emergency help-points and breakdown of calls and were informed that this would be incorporated into a tracker. Capturing of data was also discussed, as well as community engagement in regards to anti-social behaviour and Public Space Protection Orders (PSPO) and diversion activities. Also discussed was the influence of social media, and access to negative information online. It was noted that this is being dealt with pro-actively by schools and youth services. Members queried how the Proceeds of Crime Act (POCA) was distributed and were informed that whilst the Council had no say on where this money is distributed, Wirral does get a fair allocation. Members also noted the hard work undertaken by the Community Safety team during the Open Golf held in Hoylake.

Resolved, that the report be noted.

24 **WORK PROGRAMME**

The Legal Officer introduced the report of the Director of Law and Governance.

Members discussed the inclusion of a report on leisure services marketing and a report Open Golf. Also queried were empty premises and the list of surplus assets and whether the Policy and Resources Committee could be requested to consider whether some could be appropriated for leisure services.

Resolved – that the report be noted and the above items be included within the work programme.

The Chair advised Members it was the Director of Neighbourhood's last Committee Meeting as she was leaving the Authority and wished it to be noted her thanks for her hard work and dedication over the years.

25 **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

Resolved – That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds it involves the likely disclosure of exempt information as defined by paragraph 3 of Part I of

Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

**26 TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE
PERFORMANCE - EXEMPT APPENDIX**

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Wednesday, 21 September 2023

REPORT TITLE:	BUDGET REPORT
REPORT OF:	DIRECTOR OF NEIGHBOURHOODS

REPORT SUMMARY

The purpose of this report is to provide an update on the budgets within the remit of the Committee in respect of the in-year position and the anticipated pressures for future years that are being considered within the Medium-Term Financial Plan.

The Council is required to set a balanced budget each year and sets a Medium-Term Financial Plan which considers the future pressures and savings options that will be taken forward to result in a balanced budget position.

The Council faces a challenging financial outlook due to inflationary and demand pressures alongside the previous significant reductions in Government funding and uncertainty around the future financial settlements.

This report provides an update for the Committee on those budget areas within its remit, including any forecast overspends reported in the first quarter and potential pressures in both the current and future years.

The Committee is asked to note the report and endorse any proposed actions to mitigate the in-year position.

This is a key decision and affects all wards.

The report contributes to the Wirral Plan 2021-2026 in supporting the organisation in meeting all Council priorities.

RECOMMENDATIONS

The Tourism, Communities, Culture and Leisure committee is recommended to:

1. Note the report.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

- 1.1 Regular monitoring and reporting of the revenue budgets and savings achievements enables decisions to be taken in a timely manner, which may produce revenue benefits and will improve financial control of Wirral Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Policy & Resources Committee has previously determined the budget monitoring process and this report details the agreed course of action.
- 2.2 In striving to manage budgets, available options have been evaluated to maintain a balance between service delivery and a balanced budget.

3.0 BACKGROUND INFORMATION

- 3.1 At the meeting on 27 February 2023, the Council agreed a net revenue budget for 2023/2024 of £366.6m to be met by government grants, council tax, and business rates. This report sets out an updated revenue financial position for the Tourism, Communities, Culture and Leisure Committee.

Quarter 1 Forecast Revenue Outturn Position

- 3.2 Table 1 presents the forecast outturn as a net position, i.e. expenditure minus income. Favourable variances (underspends) are shown as negative values and adverse variances (overspends) are shown as a positive value.
- 3.3 At the end of Quarter 1, there was a forecast adverse variance of £1.821m against the Committee's revised net revenue budget of £13.911m, which is equivalent to a variance of 13% from the annual budget.

TABLE 1: 2023/24 REVENUE BUDGET & FORECAST OUTTURN

	Budget £000	Forecast Outturn £000	Variance (+ Adv / - Fav)	
			£000	%
Neighbourhood Safety	3,569	3,946	377	11%
Leisure, Libraries and Theatre	8,524	9,968	1,444	17%
Culture and Visitor Economy	418	418	0	0%
Regulatory Services	2,620	2,620	0	0%
Cross Cutting Funding and Neighbourhoods Management Team	-1,220	-1,220	0	0%
Net Committee Expenditure	13,911	15,732	1,821	13%

Updates in revenue position since Quarter 1

- 3.4 There are risks linked to additional in year pressures and some potential mitigations within the following areas. These additional pressures and any potential mitigating actions are being explored and will be reported back to Committee in the Q2 monitor report.
- £0.355m relates to additional demand within community transport.
 - -£0.482m relating to rates rebates for the Williamson Art Gallery. This is backdated to 2017/18 following a successful appeal, after a change in the way rates relating to Museums are calculated.

Progress on delivery of the 2023/24 savings programme.

- 3.5 Table 2 presents the progress on the delivery of the 2023/24 approved savings as at quarter 1. For savings rated as Amber, an equal amount of temporary in-year mitigation has been identified to cover any shortfalls which may occur. For saving rated as red, a bid will need to be made from the contingency fund set up for non-achieved savings at the end of the year.
- 3.6 In terms of savings, £0.852m of the £1.115m savings targets are either delivered or on track to be delivered, representing 76% of the total savings target with a further 24% or £0.263m anticipated to be delivered through alternative means. The table below summarises the progress by Directorate:

TABLE 2: SUMMARY OF PROGRESS ON DELIVERY OF 2023/24 SAVINGS

Directorate	Approved Saving £m	Green £m	Amber £m	Red £m	Mitigation £m
Tourism, Community, Culture and Leisure	-1.115	-0.852	-0.263	0.000	-0.263

Updates in savings delivery since Quarter 1.

- 3.7
- **Review of Neighbourhoods Staffing Structure** - The saving of £0.425m has been delayed whilst work is carried out to ensure there is no overlap with the corporate enabling services saving. EVR/VS requests are still being considered. Therefore savings will not materialise until later in Quarter 2. The cost of the delay will be mitigated through vacancy control and through restricting non staffing expenditure to essential items only.

- **Mitigating Measures.**

- 3.8 It is imperative that the Council report a balanced position at the end of the financial year.
- 3.9 As per the '2023/24 Budget and Budget Monitoring Processes Report', which was presented to P&R and all Service Committees in June, the Committees will be responsible for containing net expenditure within their overall budget envelope and not overspending. Where an adverse variance is forecast, each committee will be required to take remedial action, with detailed plans and timeframes, to bring the budget back in line and ensure that overspends are mitigated.
- 3.10 Where a committee has taken all possible steps for remedial action and is unable to fully mitigate an overspend, this must be reported to the Policy and Resources Committee who will then take an organisational-wide view of how this adverse variance will be managed. There must be immediate action agreed to ensure a deliverable, balanced forecast position can be reported, and this will be monitored on a monthly basis by the Policy and Resources Committee Finance Sub-group.
- 3.11 The Policy and Resources Committee has ultimate responsibility for taking any necessary steps required to ensure a balanced budget position is delivered. The Section 151 Officer will be responsible for ensuring that any budget actions, proposals and mitigations are achievable and legal.
- 3.12 The quarter 1 position highlights £1.821m of forecast adverse variances for which as yet no mitigation has been identified. Committees and the relevant Chief Officers will need to agree remedial action to address these variances to ensure a balanced position can be presented at the end of the year.
- 3.13 The rates rebate relating to the Williamson Art Gallery of -£0.482m will assist in mitigating the projected adverse position within Theatre and Hospitality this year. In addition to this, the service will aim to maximise opportunities to capitalise staffing costs. Income generation opportunities will be sought within Leisure to mitigate the overall position. In addition to this expenditure will be delayed until next financial year where possible and mitigation will also be sought from staffing vacancies and non-essential expenditure. In addition to this The Floral Pavilion and Sail Loft are being reviewed to minimise the budget pressures within these areas.

Medium Term Financial Plan

3.14

Leisure, Libraries and Theatre

There are pressures relating to the Floral Pavilion. These are associated with unachieved saving from the proposal to outsource the Floral Pavilion in 2018, and additional income targets which are not achievable.

Neighbourhood Safety

There are pressures relating to Community Safety, associated with income targets due to third party customers making alternative arrangements and a reduction in the buy back from schools SLAs. In addition to this there are increased demands on the service due to staffing requirements relating to the emergency duty team. There are also pressures linked

to the staff Escorts budgets as demand from Children's has increased and there is a statutory duty to provide transport for eligible children.

Regulatory Services

There are pressures relating to Birkenhead Kennels due to increased costs.

Culture and Visitor Economy

There are pressures linked to the delivery of the borough's visitor and economy function, which include opportunities to deliver significant tourism and economic outcomes. In addition to this there are pressures relating to delivery of Liverpool City Region Borough of Culture programme and associated opportunities.

4.0 FINANCIAL IMPLICATIONS

4.1 This budget report that provides information on the forecast outturn for the Council for 2023/24 and future years. The Council has robust methods for reporting and forecasting budgets in place and alongside formal Quarterly reporting to Policy & Resources Committee, the financial position is routinely reported at Directorate Management Team meetings and corporately at the Strategic Leadership Team (SLT). In the event of any early warning highlighting pressures and potential overspends, the SLT take collective responsibility to identify solutions to resolve these to ensure a balanced budget can be reported at the end of the year and for future years.

5.0 LEGAL IMPLICATIONS

5.1 The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget. These provisions require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.

5.2 The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

5.3 It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 At this time, there are no additional resource implications as these have already been identified for the proposals agreed and submitted. However, where the budget is unbalanced and further proposals are required, then there will be resource implications, and these will be addressed within the relevant business cases presented to the Committee.

7.0 RELEVANT RISKS

7.1 The Council's ability to maintain a balanced budget for 2023/24 is dependent on a stable financial position. That said, the delivery of the budget is subject to ongoing variables both positive and adverse which imply a level of challenge in achieving this outcome.

7.2 In any budget year, there is a risk that operation will not be constrained within relevant budget limits. Under specific circumstances the Section 151 Officer may issue a Section 114 notice but that position has not been reached at the present time.

8.0 ENGAGEMENT/CONSULTATION

8.1 Consultation has been carried out with the Senior Leadership Team (SLT) in arriving at the governance process for the 2023/24 budget monitoring process and budget setting process. This report will also be shared and reviewed by the Independent Panel.

8.2 Since the budget was agreed at Full Council on 27 February, some proposals may have been the subject of further consultation with Members, Customer and Residents. The details of these are included within the individual business cases or are the subject of separate reports to the Committee.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

9.2 At this time, there are no further equality implications as these have already been identified for the proposals agreed and submitted. However, where the budget is unbalanced and further proposals are required, then there may be equality implications associated with these, and these will be addressed within the relevant business cases presented to the Committee.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report has no direct environmental implications; however due regard is given as appropriate in respect of procurement and expenditure decision-making processes that contribute to the outturn position.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 In year activity will have incorporated community wealth implications. Consideration would have taken account of related matters across headings such as the following:

- **Progressive Procurement and Social Value**
How we commission and procure goods and services. Encouraging contractors to deliver more benefits for the local area, such as good jobs, apprenticeship, training & skills opportunities, real living wage, minimising their environmental impact, and greater wellbeing.
- **More local & community ownership of the economy**
Supporting more cooperatives and community businesses.
Enabling greater opportunities for local businesses.
Building on the experience of partnership working with voluntary, community and faith groups during the pandemic to further develop this sector.
- **Decent and Fair Employment**
Paying all employees a fair and reasonable wage.
- **Making wealth work for local places**

REPORT AUTHOR: Sarah Cox
(Senior Finance Business Partner)
email: sarahcox@wirral.gov.uk

APPENDICES

APPENDIX 1 – Breakdown of Revenue Spend

TERMS OF REFERENCE

This matter is being considered by the Policy and Resources Committee in accordance with section 1.2(b) provide a co-ordinating role across all other service committees and retain a 'whole council' view of [budget monitoring].

BACKGROUND PAPERS

Policy & Resources Committee Report 14 Jun 23: 2023/24 Budget and Budget Monitoring Processes Report.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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Policy and Resources Committee	12 July 2023
Policy and Resources Committee	14 June 2023
Policy and Resources Committee	15 February 2023
Policy and Resources Committee	18 January 2023
Policy and Resources Committee	09 November 2022
Policy and Resources Committee	13 July 2022
Council	28 February 2022
Policy and Resources Committee	15 February 2022
Tourism, Communities, Culture and Leisure Committee	26 October 2020
Tourism, Communities, Culture and Leisure Committee	23 November 2020
Tourism, Communities, Culture and Leisure Committee	21 January 2021
Tourism, Communities, Culture and Leisure Committee	3 March 2021
Tourism, Communities, Culture and Leisure Committee	16 June 2021
Tourism, Communities, Culture and Leisure Committee	2 September 2021
Tourism, Communities, Culture and Leisure Committee	17 September 2021
Tourism, Communities, Culture and Leisure Committee	18 January 2022
Tourism, Communities, Culture and Leisure Committee	8 March 2022

Tourism, Communities, Culture and Leisure Committee	16 June 2022
Tourism, Communities, Culture and Leisure Committee	25 October 2022
Tourism, Communities, Culture and Leisure Committee	01 December 2022
Tourism, Communities, Culture and Leisure Committee	02 February 2023
Tourism, Communities, Culture and Leisure Committee	09 March 2023
Tourism, Communities, Culture and Leisure Committee	22 June 2023
Tourism, Communities, Culture and Leisure Committee	25 July 2023

Appendix 1 – Breakdown of Revenue Budget Monitoring

		Budget	Outturn	Variance		Adv/ Fav
		£000	£000	(+ Fav / - Adv) £000	%	
Neighbourhood Safety	Assisted Travel and Transport	2,245	2,245	0	0%	Adverse
	Neighbourhood Safety - Operations	1,324	1,701	377	28%	
Leisure, Libraries and Theatre	Customer Contact Centre	873	873	0	0%	Adverse
	Libraries	2,954	2,954	0	0%	
	Museums	430	430	0	0%	
	One Stop Shops	938	938	0	0%	
	Theatre	-521	923	1,444	-277%	
	Golf	5	5	0	0%	
	Bidston Tennis and Sports Centre	185	185	0	0%	
	Europa Pools	683	683	0	0%	
	Guinea Gap	212	212	0	0%	
	Leasowe Recreation Centre	331	331	0	0%	
	The Oval Sports Centre	999	999	0	0%	
	West Kirby Concourse	408	408	0	0%	
	West Kirby Marine Lake	-35	-35	0	0%	
	Aquatics Management	422	422	0	0%	
	Leisure Call Centre	105	105	0	0%	
	Leisure Management	358	358	0	0%	
	Sales and Retention	105	105	0	0%	
Sports Development	71	71	0	0%		
Culture and Visitor Economy	Culture & Visitor Economy	418	418	0	0%	

		Budget	Outturn	Variance		Adv/ Fav
		£000	£000	(+ Fav / - Adv) £000	%	
Regulatory Services	Environmental and Trading Standards	1,784	1,784	0	0%	
	Public Conveniences	106	106	0	0%	
	Coroner	730	730	0	0%	
Cross Cutting Funding and Neighbourhoods Management Team	Cross Cutting Funding and Neighbourhoods Management Team	-1,220	-1,220	0	0%	
Surplus / (Deficit)		13,911	15,732	1,821	13%	Adverse

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TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

21st September 2023

REPORT TITLE:	FUTURE OPTIONS FOR THE SAIL LOFT COASTAL KITCHEN, WEST KIRBY.
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides members of the Tourism, Communities, Culture & Leisure Committee (TCCL) with options and recommendations on the future operating model for the Sail Loft Coastal Kitchen, a Council owned venue, currently being operated in house as a café / bistro that has its premises above the offices of the Wirral Watersports Centre in South Parade, West Kirby.

The facility was built between 2019 and 2021 and opened in July 2021 during the COVID-19 pandemic. The venue has failed to operate at a surplus and has struggled in the current macro-economic environment, like many other establishments in the catering and hospitality sector. It is incurring losses for the Council. This report is intended to present a comprehensive evaluation of the performance and opportunities for the venue and to justify a closure decision.

The report contributes to the Wirral Plan 2021-2026 by supporting the organisation in meeting its financial requirements, to provide a sustainable and balanced budget.

This is not a key decision.

RECOMMENDATION/S

The Tourism, Communities, Culture & Leisure Committee is recommended to:

1. Support the closing of the Sail Loft Coastal Kitchen, on 31st October 2023.
2. Instruct officers to identify and secure a commercial lease, to assume operation of the venue from Spring / Summer 2024.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The venue operates at a level of subsidy. There remains considerable macroeconomic instability in the economy, with no immediate indication of a long-term resolution. High inflation and rising interest rates continue to place significant pressures on Council finances and restrict the ability to forecast and plan with confidence, for the future. Many factors are also affecting the spending decisions of consumers as regards to disposable income. There is no certainty that the fortunes of the venue will improve in the foreseeable future. A decision to close the venue, however, constitutes a realistic measure and mechanism to produce a saving and enable an income via a commercial lease, whilst supporting an alternative solution for the sustained use of the facility.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Do nothing and continue to operate the venue in full as a Council owned facility. This option is not recommended due to the unknown identified economic risks. The financial position of both the directorate and the Council, needs to be closely monitored and controlled. Members must be satisfied that sufficient mechanisms are in place to ensure that savings are delivered, and that new expenditure is contained within available resources.
- 2.2 Seasonal opening only – The venue could operate on a “summer only” basis for 6 months per year, at times when revenues increase significantly, and trade is buoyant. This however would create multiple operational challenges with recruitment, supplier management and the retention of holding costs, during periods when the venue was closed. There is a likely risk that, even if the venue were to operate at a surplus during the months of high trade, this surplus would not be sufficient to cover costs incurred during the closed season. This option is not recommended.

3.0 BACKGROUND INFORMATION

- 3.1 The facility was built between 2019 and 2021 and opened in July 2021 during the COVID-19 pandemic. The venue has since been affected by rising economic costs beyond the control of the service. Improvements to areas of public open space in the immediate area, including construction of the sea defence wall has restricted parking, access, and overall trade to the venue. Consequently, the venue has failed to operate at a surplus and is incurring losses for the Council.
- 3.2 The venue is located in a prominent position on the beachfront in West Kirby and is directly above the offices and changing facilities for the Council owned Wirral Watersports Centre. The venue provides a quality dining experience seven days a week, and benefits from capturing trade from lake activities. There is a steady market for the hosting of private events.

- 3.3 The venue is however, affected by seasonal demands, and whilst trade does increase in the summer months, there is a significant and noticeable decline during winter.
- 3.4 Irrespective of the challenges the venue has faced during and post-pandemic, there is no guarantee that if the Council retained the facility, it would operate without a financial subsidy. The ability to operate solely as a commercial entity is often constrained by the policies, practices, and procedures of being a local authority. We have a duty to operate within public sector rules around recruitment and procurement. Our national terms and conditions for staff are also more costly to operate than those within the private sector. Consequently, the ability to respond to changes in the commercial market are limited, and often slow.
- 3.5 There also exists a fundamental question as to whether the Council should, or wants to be operating a service, which is both non-statutory, and within a high-risk commercial environment. In May 2023, the Financial Times reported that the number of casual-dining outlets across the UK fell 4.2 per cent to 5,160 nationwide, declining at nearly double the rate of the pub sector. This is cited as a response to both the cost-of-living crisis, high operating costs, and increased access to takeaway foods. One analyst suggests that a restaurant would require an income of circa £30,000 per week simply to be sustainable ⁽¹⁾.
- 3.6 South Parade has undergone extensive improvements its public open space infrastructure, including the construction of a new sea defence wall, resurfaced footways and carriageways, redevelopment of “The Old Baths” site and the creation of a new area of hardstanding immediately outside The Sail Loft & Watersports Centre. The opportunity for dining immediately outside the venue now exists. These improvements may have increased the value and marketability of the asset and any future opportunities.

4.0 FINANCIAL IMPLICATIONS

- 4.1 In the 2022-23 fiscal year, the Sail Loft failed to achieve its income target by C.£50,000. Non-pay items were over budget by C. £123,000. Given the income targets and accounting for cost of sales – food, beverages etc, the Sail Loft would need to generate over £400k in revenue, to end the financial year with a nil variance.

	Budget 22-23	Actual 22-23	Variance
Pay	256,868	238,674	18,194
Non-Pay	83,423	206,599	-123,176
Expenditure Total	340,291	445,273	-104,982
Income	-291,868	-240,973	-50,895
Net Total	48,423	204,300	-155,877

- 4.2 There has been no discernible change in actual income for the first quarter of the 2023-24 financial year when compared to the same period for the previous financial year. Forecasting has allowed for a slight increase in projections for increased sales to reflect the anticipated impact of the improvements in public open space and sea

wall completion. Overall income is forecast to achieve in the region of £280,000 for the financial year 2023-24, £120k short of the £400k revenue required for a nil variance.

	Budget	Forecast	Variance
Expenditure	301,276	454,695	-153,419
Income	-291,868	-281,013	-10,855
Forecasted Overspend			-164,274

- 4.3 The table below provides all support service and premises costs for the Marine Lake complex. Recharges of £44,408 are charged directly to the Sail Loft. A proportion of costs for utilities, business rates and insurance would need to be determined for the Sail Loft alone however it would be estimated to be approximately 60-70% of any totals. (C.£25K), plus recharges.

Marine Lake Complex - Premises & Recharge Costs (Total)

Subject	Amount
Repairs and Maintenance to Buildings	4,700
Electricity	9,100
Gas	3,800
Water Charges	2,500
Rates	7,900
Insurance – Premises	1,000
Insurance	6,700
Recharges	44,408
Total	80,108

- 4.4 Independent advice was provided approximately four years ago as to the marketability of this space and, whilst the facility wasn't designed with a commercial letting in mind, it was suggested that it could generate a lease / rental income, of up to £30,000 pa. Given the wholesale public open space improvements in the immediate area surrounding the Sail Loft, including a newly created area of hardstanding and opportunity for outside dining directly below the venue, the value of this asset may now have been considerably improved and in excess of the figure stated above. Officers will commission a revised valuation of the asset in advance of any marketing process.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no identified legal implications associated with the closure of the restaurant venue. The Wirral Watersports Centre will continue with its normal operations as it is not co-dependant on the Sail Loft Coastal Kitchen.
- 5.2 There is no statutory requirement for the Council to provide commercial catering facilities, therefore withdrawing from this market would not be in contravention of any statutory requirement.

- 5.3 In the event of closure, the venue would be vacated and offered as an open lease opportunity to the commercial sector. The lease would not stipulate a particular business requirement and would permit for a dining offer if proposed but wouldn't control the style of offer or type of food provided.
- 5.4 Consultation with trade unions and the affected staff would be required where it is proposed to terminate the employment of those working in the café, on the grounds of redundancy.
- 5.5 TUPE may apply in the event that the premises were to re-open in the existing café/ restaurant format. There is no assurance that the venue will return in the existing café / restaurant format, nor how long any commercial letting process would take.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Sail Loft Coastal Kitchen currently employs 13 staff (equivalent to 8.5 FTE). In accordance with the Council's redeployment policy, any employees affected by the closure would be offered suitable alternative employment within the authority where the authority has any such vacancies that may exist.
- 6.2 If let commercially, the letting would be managed through the Council Asset Management Team.

7.0 RELEVANT RISKS

- 7.1 An ongoing financial risk remains of having to provide an ongoing subsidy to the venue if no closure option is agreed. There also remains a risk of continued holding costs for the venue during any period when it remains not occupied. If a decision is not agreed, the venue could operate as a private hire establishment however this may attract some operational challenges identified in Section 2.2 of this report.
- 7.2 A risk exists that there may be no interest from the market in leasing the venue. This risk is mitigated by both the prominent location of the venue and its infrastructure. There would be an ongoing risk that if a private operator could not make the venue financially sustainable, the asset may be returned to the Council. In the event that an operator was not secured, the venue would continue to attract the holding costs identified in the table in section 4.3.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Consultation with the trade unions and the affected staff would be required where it is proposed to terminate the employment of those working in the cafe on the grounds of redundancy.
- 8.2 Although suppliers would be advised accordingly, contracts relating to supplies and services at the venue operate through a central framework that provide cross

authority provisions, therefore there would be no termination costs associated with any contracts.

9.0 EQUALITY IMPLICATIONS

- 9.1 At this time, there are no equality implications from this report. Wirral Council has a legal requirement to make sure its policies, and the way it conducts its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision, or activity. An EIA has been undertaken for this report, which can be viewed on the Council's website:
<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 This report has no direct environmental implications; however due regard is given as appropriate in respect of procurement and expenditure decision-making processes that contribute to the outturn position.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 Any lease opportunity will consider encouraging local operators to deliver more benefits for the local area, such as good jobs, apprenticeship, training & skills opportunities, real living wage, minimising their environmental impact, and greater wellbeing. The recommended option will enable greater opportunities for local business.

REPORT AUTHOR: Andy McCartan
Assistant Director, Leisure, Libraries & Customer Engagement
Telephone: 0151 606 2247
Email: andrewmccartan@wirral.gov.uk

APPENDICES

There are no appendices associated with this report.

BACKGROUND PAPERS

1. <https://www.ft.com/content/90806de6-122f-4068-a885-a7f200fe9308>

TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section (f) of its Terms of Reference.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	25 July 2023



Tourism, Communities, Culture & Leisure Committee

21st September 2023

REPORT TITLE:	SPORT AND PHYSICAL ACTIVITY STRATEGY UPDATE
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report highlights the annual progress (April 2022 to March 2023) that has been made since the launch of Creating an Active Wirral 2026, the Sport and Physical Activity Strategy for Wirral. The report contributes to the Active and Healthy Lives Wirral Plan 2021-2026 priority.

This matter affects all Wards within the Borough and is not a key decision.

RECOMMENDATION/S

The Tourism, Communities, Culture & Leisure Committee is recommended to consider and note the progress made against the Sport and Physical Activity Strategy between April 2022 to March 2023.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The progress report sets out the current progress of the work being undertaken as part of the Sport and Physical Activity Strategy.
- 1.2 One of the challenges Wirral faces is reducing the stark health inequalities that exist between different parts of the borough and improving the life chances for all. Sport and physical activity can contribute significantly towards combatting this, due to its well documented and scientifically proven potential in improving a person's physical and mental wellbeing, individual development, and social and community development.
- 1.3 The Sport and Physical Activity Strategy will guide and influence both internal teams and external partners, Planning Teams, Public Health, Constituency Team, Children's and Adult Services, national governing bodies of sport, local sports clubs, and community groups. This final strategy will be a consideration in planning decisions, the development of planning policy and the community funding panel decisions. The strategy will also be a key document that articulates the needs of Wirral residents as part of the Wirral Plan 2026. The final strategy will be integrated into the wider Children's, Adult Social Care and Health agendas, as well as linking into all aspect of the wider Wirral 2026 plan: focusing on the contribution sport and physical activity provides to each of the thematic areas, active and healthy lives, safe and pleasant communities, sustainable environment, inclusive economy and brighter futures for all.
- 1.4 It is not a statutory requirement to have a Sport and Physical Activity Strategy, but it is seen as good practice in setting out the council's priorities and plans for meeting sport and leisure needs. The council's previous Leisure Strategy aligned with the Wirral Plan 2020 and placed a significant emphasis on outdoor spaces and tourism. In seeking to support the new Wirral 2026 Plan, this strategy, whilst continuing to support and build on the benefits of outdoor space, will place a greater emphasis on inequality and the need to tackle the significant degree of health inequality across our Borough – magnified by the legacy of the Covid-19 pandemic.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options as this as it is for information, to allow the Committee to comment and note.

3.0 BACKGROUND INFORMATION

- 3.1 This is the annual progress between April 2022 and March 2023 that has been made since the approval of Creating an Active Wirral 2026, the Sport and Physical Activity Strategy for Wirral at the January 2022 Tourism, Communities, Culture & Leisure Committee.

4.0 FINANCIAL IMPLICATIONS

- 4.1 It is acknowledged that upfront investment in physical activity could lead to longer term reductions in costs of other whole system costs including front-line public sector (children's, adults etc) and health services.

5.0 LEGAL IMPLICATIONS

- 5.1 There is no legal requirement to have a Sport and Physical Activity Strategy, as the Council's Leisure Services are non- statutory. However, it is seen as good practice to outline the council's plans for the period 2021-2026, based public consultation and the Council's aspiration to have healthier and happier residents were activity forms part of everyday life.
- 5.2 There are no direct legal implications arising from this report. However, Legal advice will be sought where relevant, in relation to any proposed partnership arrangements, arising from the action plan.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 One of the principles of the new strategy is to make best use of available resources and community assets, and it is assumed that staffing and other costs connected with the delivery of the strategy will be contained within existing departmental revenue budgets.

7.0 RELEVANT RISKS

- 7.1 There are no relevant risks associated with this report.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 None arising directly from this report.

9.0 EQUALITY IMPLICATIONS

- 9.1 As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED), an equalities impact assessment was carried out during the development of the strategy.
- 9.2 The Equality Impact Assessment of October 2021 has been reviewed and this report makes no change to it. It is available at the following link, <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments> .

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Modernising the leisure centres will reduce the environmental impact whilst investment will result in more attractive buildings which will enhance the local townscape.
- 10.2 Keeping leisure provision within local communities and increasing our outreach offer, will all serve to minimise emissions from car usage. Our leisure centres will all have cycle storage and active travel access with associated infrastructure facilities, under the government's 'gear change' initiative, will be considered and implemented where

appropriate.

- 10.3 Where possible there will be investment in environmentally friendly solutions and designs when buildings are improved and modernised, and when purchasing new equipment in order to reduce our carbon footprint by supporting the outcomes of the Cool 2 climate change strategy for Wirral.
- 10.4 As a result of the initiatives outlined above, the content and recommendations contained within this report are expected to reduce emissions of greenhouse gases.
- 10.5 Officers are in the process of applying for capital funds, administered by Salix, on behalf of the Department for Business, Energy and Industrial Strategy, to decarbonise our leisure facilities in line with the climate emergency plan, whilst also looking to save on utility costs through efficiencies delivered by retrofitted modern technology.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 The social value generated from the leisure centres reached £9.96million, broken down includes a contribution of £5.4million to subjective wellbeing (the estimated cost saved of achieving the same level of wellbeing outside of sport), £2.48million to social and community development (costs saved in criminal justice costs), £1.96million to physical and mental health (Health and social care savings) and £73,000 to individual development (additional earnings generated through the correlation between participation in sport, and educational attainment). The average social value per person is valued at over £100.
- 11.2 Data from the Moving Communities platform will be regularly presented to members as part of the Leisure Service dashboard and will be used a baseline to monitor the social value added, as a result of the implementation of the Sport and Physical Activity Strategy.
- 11.3 In addition, it is envisaged that the Sport and Physical Activity Strategy will have other social value benefits for both the organisation, and the wider community, developing and building back communities post covid, creating local opportunities for local people to thrive, especially in the most deprived areas.

REPORT AUTHOR:

Sarah Robertson

Neighbourhoods

sarahrobertson@wirral.gov.uk

APPENDICES

Appendix 1 – Sport and Physical Activity Strategy Progress Report 2022/23

BACKGROUND PAPERS

Creating an Active Wirral, a Sport and Physical Activity Strategy for Wirral 2026

<https://bepartofthemovement.com/>

Wirral Indoor Sports Facilities Strategy 2021

<https://www.wirral.gov.uk/files/gi2.1-wirral-indoor-sports-facilities-strategy-2021.pdf>

Wirral Playing Pitch Strategy and Action Plan, 2021

<https://www.wirral.gov.uk/planning-and-building/local-plans-and-planning-policy/local-planning-evidence-and-research-report-37>

Sport England Strategy, Uniting the Movement 2021 – 2031

<https://www.sportengland.org/about-us/uniting-movement>

Wirral Borough Council: Re-Imagining Libraries, Leisure, Parks and Cultural Services, Phase 2 Report, October 2017

Measuring the Social and economic value of community sport and physical activity in England, 2020

Sport England – Strategic Outcomes Planning Guidance 2019

Merseyside Sport Partnership Strategic Framework (2017-2022)

<https://merseysidesport.com/wp-content/uploads/2019/03/Agenda-item-4-MSP-Mission-Vision-Values-5-1.pdf>

Department of Culture, Media and Sport: Get Active: A strategy for the future of sport and physical activity 2023

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1181262/11187-DCMS-Sports_Strategy_Report_CM_ACCESSIBLE-02.pdf

TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture & Leisure Committee in accordance with section (d) of its Terms of Reference “for the provision and management of leisure, sports and recreation facilities”.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	January 2022
Tourism, Communities, Culture and Leisure Committee	November 2020
Tourism, Communities, Culture and Leisure Committee	July 2021

APPENDIX 1
Wirral Borough Council
Tourism, Communities, Culture & Leisure Committee
Sport and Physical Activity Strategy Progress Report 2022/23

1.0 INTRODUCTION

- 1.1. In January 2022, 'Creating an Active Wirral 2026', the Sport and Physical Activity Strategy for Wirral was launched with the ambition to make sport and physical activity part of everyone's everyday life.
- 1.2. The strategy consists of four main themes that are the priorities to increasing activity levels of our residents. These are:
- ACTIVE PEOPLE -To provide opportunities for all Wirral residents to be more active.
 - ACTIVE PARTNERSHIPS – To build partnerships and collaborations that provide inclusive activities for all.
 - ACTIVE SPACES & PLACES – Influence place-shaping to ensure network of high quality and accessible spaces that makes it easier for people to be active.
 - ACTIVE FACILITIES – To create accessible, affordable, environmentally sustainable facilities offering a quality experience and environment that encourages Wirral residents to be more active, more often.
- 1.3. Inactivity presents as a key contributor to poor health and this strategy places delivering better health and wellbeing outcomes for our residents as our number one priority. In order to support our most inactive residents become more active, whilst retaining the number of residents who are active, the need to work collaboratively to design and shape opportunities that meet their individual needs is key to reducing inactivity. We will be working universally across the Borough to drive up activity levels as well as targeting the specific groups we know are at greater risk from inactivity.
- 1.4. Wirral has a longstanding and proud track record of partnership working and residents expect public sector and community, voluntary and faith partners to work together to manage shared priorities through collaboration.
- 1.5. A Whole System Approach is required to concentrate energy, effort and resources to provide efficient and effective services to local communities to enable people to become more active.

2.0 Annual Report – Progress on Sport and Physical Activity Strategy

A summary against each strategic theme is set out below.

2.1 Theme 1 – Active People

- 2.1.1 The most recent Active Lives Survey results were published in November 2022 and the direction of travel is positive and shows recovery through from the pandemic. Since November 2021 to November 2022 the number of active adult residents has increased by 1,400, to 60.5% of the Wirral population. The number of inactive adult residents, those undertaking less than 30 minutes activity per week has decreased by 3,700 people to 26.3% of the population. The number of fairly active adults (those partaking in over 30 minutes of activity per week, but not meeting the required 150minutes per week) has also improved.
- 2.1.2 Wirral is above the England average of 36.9% and the Cheshire and Merseyside average of 38.4% of adults who don't meet the Chief Medical Officer (CMO) guidelines for physical activity. There are 39.5% of adults in Wirral who don't meet the CMO guidelines. With regards to the CMO guidelines of 2 muscle strength building activities per week, 59.5% of residents don't meet the level.
- 2.1.3 The most recent Active Lives data for children and young people published for the academic year 21/22 shows an increase in the number of children taking part in an average of 60+ minutes of activity per day In the academic year 19/20 43% of children met this threshold rising to 51.2% in the academic year 21/22. It was also noted that 77.8% of children (school year 3-11) stated that they would like to swim more often, this is higher than the national average.
- 2.1.4 Messaging – Active Wirral is the new overarching brand for Wirral Council's extensive sport and physical activity offer and was launched alongside the strategy in January 2022. The brand provides the platform to encourage Wirral residents of all ages and abilities to be active through the diverse range of activities and environments that are aligned with the Wirral wellbeing agenda i.e.. Keep. Wirral. Well. Active Wirral is supported by 3 pillars: happier, healthier, stronger.
- Stronger: Regular exercise adds to life expectancy, the more you exercise, the greater the benefit. But as well as increasing muscle mass, strength training increases bone density and joint flexibility, helping joints stay flexible and keeping you active.
 - Healthier: Staying healthy physically can help you stay healthy emotionally too. If you're eating the right food and keeping fit, your body will be strong and help you to cope with stress, fight illness and will also help you stay in good health later in life.
 - Happier: Happiness lowers your risk for cardiovascular disease, lowers your blood pressure, enables better sleep, improves your diet, allows you to maintain a normal bodyweight through regular exercise and reduces stress.
- 2.1.5 In March 2022 the first campaign of Active Wirral was launched called 'Be part of the Movement'. This was a campaign to create a movement across Wirral to get people more active and healthier by promoting a healthy lifestyle as well as free and affordable activity for everyone. The photography campaign reflected the campaign messaging, using real people partaking in physical activity across Wirral locations. It not only focused on a healthier lifestyle but also Wirral's fantastic community spirit. The campaign included 36 posters across 7 railway stations, 2 48 sheet illuminated billboards in Wirral and 17 bus rears. This successful 4-week outdoor campaign resulted in 65% of the Wirral population seeing the campaign. The digital campaign

included a microsite, social media content and a digital download pack featuring certificates, charts and other digital assets. The website can be viewed here www.bepartofthemovement.com.

- 2.1.6 Walking & Cycling – Beat the Street (pilot project) is an evidence-based population level, behaviour-change programme that creates a social norm around being active. It connects people to each other and their environment and addresses health inequalities through small changes to daily behaviour. In Moreton East, Leasowe and Seacombe it brought partners together to deliver shared objectives on improving people's health and wellbeing, promoting active travel and being active in their local environment.

Sustainability is in the behaviour change of participants, enabling them to take control of their health. The headline findings included 2,863 people took part with 38,794 miles travelled. 58% of inactive adults became active and 38% of less active children became active. 50% of players were adults and 50% were children. 26% had a long-term medical condition and 90% of participants were living in the 20% most deprived areas in the country, with 94% living in the 40% most deprived. Throughout the 4-week game, 89,339 taps were recorded on Beat Boxes position on lamp posts and 38,794 miles were travelled an average of 14 miles per person. 110 children provided qualitative feedback post-game.

These responses suggested children had become more physically active and more connected to each other and the local area.

“it made us want to walk instead of being in as it was fun to do” (boy under 12).

“It encouraged us to get out more as a family, walking and cycling” (boy under 12).

“We went the longer way to school and for more walks then we were used to so we could play the game” (girl under 12).

The proportion of adults reporting being inactive decreased from 48% to 25%, whereas the proportion reporting undertaking 150+mins per week increased from 42% to 68% (based on 125 adults). 79% of adults felt the game had made their commute to work more enjoyable (based on 150 responses). The proportion of children reporting being less active (<30 mins per day) decreased from 59% to 49%, whereas the proportion reporting undertaking 60+mins per day increased from 23% to 35% (based on 124 children). 84% of children felt the game had made their commute to school more enjoyable (based on 142 responses). 116 adults provided qualitative feedback post-game. Open question feedback from adults suggested the game brought families together and increased physical activity, especially walking.

“It helped me to get my children out and do some exercise as a family as they usually prefer to stay indoors” – (Female, aged 30-39)

- 2.1.7 Ramblers Wellbeing Walks Wirral organise short, friendly walks in and around Wirral. The walks are led by a Walk Leader and take place from West Kirby Concourse, Birkenhead Park, Arrowe Park and Royden Park. 52% of walkers live in the most deprived areas of Wirral, 85% living with a long-term condition and 70% have a disability. In total 280 walkers have taken part with 60 now trained walk leaders. Volunteers have been trained as leaders from groups including Wirral Ways,

Journeymen, GP practices & Health Coaches, Spider Project, Ferry Families and Heart4Refugees.

- 2.1.8 Wirral's Wellbeing Weight Management Project – In March 2021, additional funding from government for a tier 2 weight management programme to support people living with excess weight and obesity to lose weight and maintain healthier lifestyle was provided to expand the existing tier 2 weight management offer (Slimming World and Weight Watchers). This set up a short-term programme to deliver classroom-based nutrition advice with the Wirral Weigh curriculum, developed by One Wirral CIC along with opportunities provided by Active Wirral of guided physical activity sessions, motivational support, behaviour change, confidence, anxiety, peer support and 1:1 guidance.

The project was successful, delivering outcomes requested by the funder and in some cases, four times higher than the national average. A total of 964 people signed up to the intervention, with 64% completing the 12 weeks, compared to the national average of 37% completion rate. Most participants were from some of Wirral's most deprived areas, with more than a quarter of those taking part living in the most economically deprived wards. In addition to weight management outcomes, the programme produced long-lasting wellbeing benefits, with 84% reporting improvements on the SWEMWBS (Short Warwick and Edinburgh Mental Wellbeing Scale) wellbeing scale, often 20 out of a possible 35 points. how 'good' somebody feels – as well as how well somebody thinks they are functioning.

The legacy of the project has led to strong links and partnership work with Liverpool John Moores University to investigate the viability of a GP Referral programme on Wirral and the social value of physical activity. Active Wirral are determined to carry on supporting all Wirral residents to live 'stronger, healthier, happier' lives. Due to its success, the project Wirral Council has been shortlisted in the 'Best Health and Wellbeing Initiative (including Social Care)' category at the APSE (Association for Public Service Excellence) Service Awards 2023.

- 2.1.9 The Active All Sports activity programme is for children and young people with a disability or additional needs and their immediate family. In 2022/23 there were 1,004 visits with 395 people taking part. The activities provided were based in a variety of venues across Wirral and offered a wide range of sports and activities for the whole family. Some of the more popular activities included family swim sessions, sensory tennis and indoor Wheels Extreme (scooting, skating and cycling). This programme provides families with activities in an inclusive and understanding environment that has considered and made the relevant adaptations to meet the needs and abilities of all participants.
- 2.1.10 Holiday Activity provision was introduced at 5 leisure centres with the focus on providing sport and physical activity opportunities and food for children eligible for free school meals during school holidays, with funding secured from the Department for Education through the Holiday Activity Fund. 204 children took part in the activities with 92% in receipt of free school meals.
- 2.1.11 Tennis for Free operate fully inclusive mass participation alternative tennis sessions for all ages and sections of the community nationwide at public parks for free primarily

targeting those most in need in the current climate. 909 people took part in parks located in New Ferry, New Brighton and Seacombe.

2.1.12 Community Safety Activity – Friday night football took place in 3 of Leisure Centres where Anti Social Behaviour (ASB) is at its most prevalent in some of the most deprived areas. Leasowe, Leisure Centre, Guinea Gap and The Oval all now have regular opportunities for young people to take part in football for free. 90 young people have been involved in the programme and the numbers are continuing to rise. The activity is funded through the Youth Justice Sport Fund, which is being managed by the Alliance of Sport in Criminal Justice and StreetGames and co-ordinated by the Sport for Development Coalition, will deliver an investment of up to £5million nationally into a mixture of organisations with a proven record of using sport effectively to reduce crime, between now and 31 March 2023. The fund is part of a £60million investment into early intervention made earlier this year by the Ministry of Justice.

Reducing crime and anti-social behaviour is one of the key areas that the Youth Justice Sport Fund is aimed at, as well as improving physical and mental wellbeing, to increasing employability and educational attainment. Wirral Council is working in close partnership with several trusted local organisations to deliver these sessions.

The Positive Futures project saw 93 individual young person referrals were made from key partner agencies including Response, Youth Justice Services, ASB teams and Police into the Positive Futures Mentoring Scheme to undergo 1-2-1 personal training and activities. The Mini Pathfinder and Secondary Pathfinder programme funded by Violent Reduction Partnership (VRPU) have delivered in 33 schools across the Wirral, working in partnership with Merseyside Police sport and diversionary activities were delivered engaging over 400 young people as part of a programme of ‘taster’ hourly sports sessions including football, cricket, golf, tennis, yoga, and boxing.

Targeted activities as part of the Holiday Activity Fund (HAF) have been delivered working in partnership with Response and Youth Justice Service. 22 ‘at risk targeted’ young people who have been involved or coerced into county lines activities took part. Activities included INVIGOR8 gym passes, mountain biking and fishing and were all delivered over the school holiday periods of February half term, Easter, Summer, October half term and Winter / Christmas holidays. Violent Reduction Unit (VRPU) made several young people referrals were made through Operation Stonehaven from the Compass and complex safeguarding teams for gym passes. (8 young people) As part of Operation Banger Seacombe was identified as a HOT-SPOT location by the ASB team and an attempt to engage as many young people as possible from the area in ‘outreach’ Door-Step style sessions including 6 sessions of Football in Central Park MUGA and 4 sessions in Guinea Gap 3G pitches. Delivery took place in and around Mischief night, Halloween and Bonfire night when reported Anti-Social Behaviour was at its most prevalent across Wirral engaging over 50 young people in positive diversionary activities.

A bike maintenance course was delivered to 9 young males. This took place working in partnership with Merseyside Police and Wirral Youth Services. Cycle charity partners, Energise Cycles delivered an accredited maintenance course. This was run over an 8-week period with a cohort of 9 young males ‘targeted’ who were referred in either involved or at risk of being involved in criminal activity and / or county lines activity. Outcomes included improved relations with Police officers, reduction of substance

misuse, improved communication skills and with a new skill learned. Further opportunities may arise from this course, including the possibility of MIAS coaching qualifications and leading onto volunteering opportunities. Two young people have achieved and passed their MIAS Level 1 course to assist us when delivering some of our HAF mountain bike activities and 1 other young person has recently qualified as a lifeguard following a rigorous NLPG course. The partnership approach with locally trusted partners has been key as we move forward into different and a more shared approach, thus ensuring duplication of schemes of work is minimised.

2.1.13 Kit Link project was developed by graduates to reuse sports kit and equipment in the borough, the initiative was launched in March with a collection point located in Cheshire Lines as part of a pilot with Wirral Council staff. The aim is to create a circular economy for sports kit, whereby residents can donate or collect items, to reduce barriers to being active and reduce waste going to landfill contribute positively to the council's Climate Emergency ambitions. Colleagues were able to donate pre-loved sports equipment and clothing throughout the pilot, which will be used as starting stock for wider implementation of the scheme across the Council's Leisure Centres. Funding has been secured from the National Lottery to launch the programme fully.

2.1.14 Pilot work - A number of co-produced pilot projects being created and delivered across the borough to test the new way of working, through a system approach to increasing the number of people live more active lives. One example is the development of youth led project funded through the Rugby Football Union to introduce young people aged 14-19years to the sport of rugby.

2.2 Theme 2 – Active Partnerships

2.2.1 The Launch of the Active Wirral COLLABOR8 Network took place in December 2022 at the Floral Pavilion with an event that brought organisations and individuals from across Wirral together all with the common goal to make sport and physical activity part of everyone's everyday life. Over 100 people attended from 70 organisations to discuss new projects, investment opportunities, gain support and to hear from local community representatives. Updates and information were provided from the Active Wirral team, Sport England, Merseyside Sports Partnership and the Integrated Care Board, along with thematic and place-based workshop sessions from National Governing Body of Sports and community partners and networking opportunities. This event was the launch of the Active Wirral COLLABOR8 Network, a new network that will bring organisations and individuals together on a regular basis with the purpose of tackling inactivity across Wirral. 1,400 people have signed up for the COLLABOR8 digital newsletter.

2.2.2 Two subgroups formed from the Network Event to look at tackling inequalities for the audiences of older adults and women and girls. Following the COLLABOR8 Launch in December the Women and Girls working group, currently made up of 24 partner organisations, have met twice to discuss and identify key priorities around women and girls' health and wellbeing. The working group have established an initial delivery plan which will start to focus on improving opportunities for women and girls to become more active. The older adults group now called 'Stay Stronger for Longer' and has a vision to keep the population of Wirral independent through physical activity. The group have defined the objectives as:

- Improving opportunities and access to activities for older adults and those with long term health conditions.
- Working together with health, social care, leisure and voluntary settings to identify needs and opportunities and create an active network.
- To affect a cultural change towards a more positive approach to ageing exercise and activity.

2.2.3 Wirral was invited by Sport England to be one of the 9 local authorities to pilot the new digital Moving Communities Place Platform. Moving Communities Place is a detailed, place-based view of participation in physical activity, demonstrating the scale, impact and value to the local community. The platform will be used to achieve the following three objectives.

- Create a baseline for current activity levels across Wirral through the inclusion of community programme data.
- Evaluate participation from public leisure facilities and how this compares to the local community.
- Understand resident views and perceptions of physical activity in Wirral through the Community survey.

2.3 Theme 3 – Active Spaces and Places

2.3.1 Parks Tennis - In October 2021 the Department of Culture, Media and Sport (DCMS) and the LTA announced a funding pot of £28million that will see public park tennis courts in very poor or unplayable condition brought back into life for the benefit of the community. Of this total sum, grant funding of £280k has now been provided to Wirral Council to improve park courts across the Borough. This new tennis delivery model for parks will increase tennis participation, improve the quality of more park courts across the borough and drive an income which contributes significantly to ensuring self-sustainability and significantly less reliance on capital and revenue investment from reducing Council budgets. The LTA capital investment is being used to install a gate entry system at all 12 identified sites. Of those 12 sites, 9 will undergo court upgrade work. The LTA objectives for Wirral's Parks Tennis are:

- To achieve an operating model that protects Wirral parks tennis courts for the future.
- For Wirral residents to be provided with an affordable and accessible tennis option for tennis.
- For programming and activation opportunities to engage with local communities.
- For those with financial barriers to have an opportunity to access free tennis (court bookings and programmes)
- To improve the tennis courts currently in the poorest playable condition.

The full scope includes capital works investment focusing on improving courts that are in the worst condition (unplayable, poor), activation through accessibility and targeted programmes, providing support to communities in IMD areas 1-5 and enabling a smooth journey to court via a gate access system (with viability confirmed by insight). Over the last 3 years the Council in partnership with the LTA have implemented several interventions to increase participation and provide accessible and affordable tennis at a local level. Throughout this initiative, the Council has seen significant

increases in players participating in parks having created free and affordable tennis activities, introduced accessible technology to improve the customer journey through online booking system and established databases to market further opportunities and track usage. Data from ClubSpark, the online booking system indicates that 6,918 court hours have been booked in the last 12 months, across 12 sites and 36 tennis courts.

2.4 Theme 4 – Active Facilities

- 2.4.1 Visits to leisure centres continue to rise during the recovery from the COVID19 pandemic. Across the 5 operational leisure facilities, The Oval, West Kirby Concourse, Leasowe Leisure Centre, Guinea Gap Baths and Europa Pools there were 1.6million visits, 595,000 pay and play sessions and the INVIGOR8 membership base continuing to 11,000 members. 22% of INVIGOR8 members reside within the top 10% most deprived areas of the country.
- 2.4.2 The social value generated from our leisure centres reached £9.96million, broken down includes a contribution of £5.4million to subjective wellbeing (the estimated cost saved of achieving the same level of wellbeing outside of sport), £2.48million to social and community development (costs saved in criminal justice costs), £1.96million to physical and mental health (Health and social care savings) and £73,000 to individual development (additional earnings generated through the correlation between participation in sport, and educational attainment). The average social value per person is valued at over £100.
- 2.4.3 The leisure capital improvement programme continues to progress with works being undertaken at The Oval and Arrowe Park Golf Course and the addition of audio-visual equipment in the main studios at Guinea Gap Leisure Centre, West Kirby Concourse and Leasowe Leisure Centre. Immediate health and safety works, replacement of dangerous rebound boards with more robust steel fence mesh on the short-sided football pitches and athletics track improvements works have taken place at The Oval and the enhancements of the 4 short-sided football pitches at Wirral Tennis and Sports Centre has taken place. Major capital works continue on the approved redevelopment to the indoor facilities at the Wirral Tennis and Sports Centre. The capital investments and addition of a new tennis operator to deliver a cost neutral tennis programme will very much future proof the facility and local activity offer in line with the ambitions set in the Wirral Plan.
- 2.4.4 The Football Foundation Local Football Facility Plan sets out the need for additional full size 3G football pitches due to an undersupply. Progress continues with the development of 2 new artificial grass football pitches at Woodchurch Leisure Centre and Wirral Tennis and Sports Centre. The scheme is funded through the Council capital programme and with grant funding from the Football Foundation. The Woodchurch pitch is programmed to be completed in October 2023 and includes a new changing pavilion. The pitch at Wirral Tennis and Sports centre in Bidston will be completed in early 2024.
- 2.4.4 Work is ongoing to continually improve the gym in Europa Pools including investment in additional gym kit, roll out of the Active Wirral branding throughout the centre and the introduction of a cash pass INVIGOR8 membership option along with partnership

working with NHS colleagues to introduce a falls prevention programme to be based at the centre. As at March 2023 there are 1,628 members regularly using Europa Pools.

- 2.4.5 Council leisure centres make up a significant proportion of the overall emissions from Council assets. In 2022/23 a programme of works was started to identify energy efficiency initiatives to be implemented in the short to medium term to compliment the heat decarbonisation plans and strengthen future funding bids. The research has identified efficiencies to make the most of the building management systems and equipment already installed at the sites. This includes a “Planned Preventative Maintenance” regime which will ensure equipment is operating as efficiently as possible, estimated at saving 76 tonnes of carbon equivalent per year, and £115,000 in energy expenditure over five years. The interventions include the installation of new equipment, such as “Low Flow” shower technology, which utilise less water and energy whilst maintaining the same level of comfort for service users. This has been estimated as saving approximately 41 tonnes of carbon equivalent per year and £136,000 over five years. Pool covers are also to be installed at the sites in October of this year which, by reducing heat loss and evaporation, reduce energy demands for heating the pools and dehumidify the pool halls.
- 2.4.6 On the 30th August 2023, the UK Government published “Get Active: A Strategy for the future of Sport & Physical activity”. The last strategy Government published was [Sporting Future](#), in 2015 and this new strategy is designed to update and build on this by building a more active nation through tackling high levels of inactivity, and ensuring that the sport and physical activity sector is accessible, inclusive and sustainable through working with all sector stakeholders. There will be a focus on children and the introduction of national participation targets. The work within the Active Wirral agenda will in many cases be aligned to this new agenda however officers will consider the content of the new strategy and how it will shape and influence our approach to Sport & Physical Activity on Wirral.

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Thursday, 21 September 2023

REPORT TITLE:	TOURISM, COMMUNITIES, CULTURE AND LEISURE WORK PROGRAMME
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

Tourism, Communities, Culture and Leisure Committee, in co-operation with the other Policy and Service Committees, is responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee.

It is envisaged that the work programme will be formed from a combination of key decisions, standing items and requested officer reports. This report provides the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Tourism, Communities, Culture and Leisure Committee is attached as Appendix 1 to this report.

RECOMMENDATION

The Tourism, Communities, Culture and Leisure Committee is recommended to note and comment on the proposed Tourism, Communities, Culture and Leisure Committee work programme for the remainder of the 2023/24 municipal year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Tourism, Communities, Culture and Leisure Committee have the opportunity to contribute to the delivery of the annual work programme.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A number of workplan formats were explored, with the current framework open to amendment to match the requirements of the Committee.

3.0 BACKGROUND INFORMATION

- 3.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:

- The Council Plan
- The Council's transformation programme
- The Council's Forward Plan
- Service performance information
- Risk management information
- Public or service user feedback
- Referrals from Council

Terms of Reference

The Tourism, Communities, Culture and Leisure Committee has responsibility for customer contact, community development and community services, including all of those functions related to community safety and also those regarding the promotion of community engagement. The Committee is charged by full Council to undertake responsibility for the Council's role and functions:-

(a) for customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services

(b) community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value;

(c) in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods;

(d) for the provision and management of leisure, sports and recreation facilities;

(e) for delivery of the authority's library and museums services, including but not limited to art galleries, historic buildings and their gardens and the functions of the Council regarding public records, and the Council's

- (f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;
- (g) in relation to bereavement services and support to the Coroner's service;
- (h) regarding community safety, crime and disorder and all associated matters;
 - (i) for trading standards and environmental health, including but not limited to:
 - (i) consumer protection;
 - (ii) product safety;
 - (iii) fair trading;
 - (iv) metrology;
 - (v) food standards and animal health;
 - (vi) air pollution control;
 - (vii) health and safety at work (except in so far as it relates to the Council as an employer);
 - (viii) public conveniences

food safety; and

- (x) control of nuisances;

(j) in respect of emergency planning and community resilience (community, regulatory and asset services);

(k) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and

(l) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.

(m) in respect of the Police and Justice Act 2006, the functions to:

(i) review or scrutinise decisions made or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions; and

(ii) make reports or recommendations to the local authority with respect to the discharge of those functions

Overview and Scrutiny

The Committee's role includes an overview scrutiny approach to its responsibilities which shall be conducted in accordance with the overview and scrutiny means of working set out at Part 4(4)(B) of this Constitution. As part of its work programming the Committee shall consider:

(a) Overview and Policy Development -The Committee may undertake enquiries and investigate the available options for future direction in policy development and may appoint

advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations.

(d) Overview and Scrutiny – The Committee holds responsibility:

(i) for scrutinising and reviewing decisions made or actions taken by the Authority in so far as they have an impact on the role or functions of the Committee, its policies, budget and service delivery;

(ii) for the overview and scrutiny of external organisations whose services or activities affect the Borough of Wirral or any of its inhabitants where this does not fall within the role or remit of another service Committee or where it relates to cross cutting issues; and

(iii) for those overview and scrutiny functions in respect of crime and disorder as set out in paragraph 6.4(m) above which are to include the establishment and

functioning of joint arrangements as set out at paragraph 15 of this Section

Stakeholder Engagement - The Committee may invite stakeholders to address the committee on issues of local concern and/or answer questions in so far as it impacts directly or indirectly on the role of functions of the committee.

4.0 FINANCIAL IMPLICATIONS

4.1 This report is for information and planning purposes only, therefore there are no direct financial implication arising. However, there may be financial implications arising as a result of work programme items.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report. However, there may be legal implications arising as a result of work programme items.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are no direct implications to Staffing, ICT or Assets.

7.0 RELEVANT RISKS

7.1 The Committee's ability to undertake its responsibility to provide strategic direction to the operation of the Council, make decisions on policies, co-ordinate spend, and maintain a strategic overview of outcomes, performance, risk management and budgets may be compromised if it does not have the opportunity to plan and regularly review its work across the municipal year.

8.0 ENGAGEMENT/CONSULTATION

8.1 Not applicable.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

This report is for information to Members and there are no direct equality implications.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report is for information to Members and there are no direct environment and climate implications.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 This report is for information to Members and there are no direct community wealth implications.

REPORT AUTHOR: Anna Perrett
telephone: 0151 691 8564
email: annaperret@wirral.gov.uk

APPENDICES

Appendix 1: Tourism Communities Culture and Leisure Committee Work Programme

BACKGROUND PAPERS

Wirral Council Constitution
Forward Plan
The Council's transformation programme

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Standing Item	

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

WORK PROGRAMME 2023/24

Contact Officer/s: Anna Perret/Joe D’Henin

UPCOMING KEY DECISIONS – WAITING TO BE SCHEDULED

Item	Lead Departmental Officer	Wirral Plan Priority
Borough of Culture 2024 (October 2023)	Jane Morgan	Healthy and Active Lives
Serious Violence Duty - strategy implementation (November 2023)	Caroline Laing	Safe and Pleasant Communities
Heritage and Conservation Strategy (Feb/March)	Jane Morgan	Healthy and Active Lives

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Destination Marketing / Liverpool City Region Local Visitor Economy Partnership (LVEP)	October 2023	Jane Morgan
Battle of Brunanburh	TBC	
Thornton Hough Public Convenience	TBC	David Ball

Update on Customer and Community Contact (Revenue and Benefit)	TBC	Andy McCartan
Open Golf	TBC	Mark Camborne
Trading Standards update	TBC	
Playing Pitch update strategy	TBC	David Ball/ Andrew Frazer
Leisure Marketing	TBC	Andy McCartan
Air Pollution update	TBC	

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring	Quarterly	Shaer Halewood
Performance reports	6 monthly	Nancy Clarkson
Third Sector Report	6 monthly	D Armstrong

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Spotlight sessions / workshops				
Budget Monitoring	Workshops	2023	All	Ongoing
Corporate scrutiny / Other				
Risk	Workshop	TBC		

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