



Tourism, Communities, Culture & Leisure Committee

Date:	Thursday, 22 June 2023
Time:	6.00 p.m.
Venue:	Committee Room 1 – Birkenhead Town Hall

Contact Officer: Anna Perret
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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 - 10)

To approve the accuracy of the minutes of the meeting held on 9 March 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, 19 Jun 2023 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, 19 June 2023 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. QUARTER 4 REVENUE AND CAPITAL MONITORING BUDGET REPORT (Pages 11 - 32)

7. **2023/24 BUDGET AND BUDGET MONITORING PROCESS (Pages 33 - 54)**

SECTION B - KEY AND OTHER DECISIONS

8. **LIBRARIES: IMPLEMENTATION OF NEW OPERATING MODEL (Pages 55 - 76)**
9. **COMMUNITY ASSET TRANSFER (Pages 77 - 90)**

SECTION C - WORK PROGRAMME / OVERVIEW AND SCRUTINY

10. **APPOINTMENT TO BIRKENHEAD PARK MANAGEMENT COMMITTEE (Pages 91 - 94)**
11. **APPOINTMENT OF HERITAGE CHAMPION (Pages 95 - 100)**
12. **WORK PROGRAMME (Pages 101 - 110)**
13. **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

14. **COMMUNITY ASSET TRANSFER - EXEMPT APPENDICES (Pages 111 - 130)**

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

Thursday, 9 March 2023

Present: Councillor H Cameron (Chair)

Councillors N Graham J Grier
S Percy A Brame
KJ Williams P Martin (In place of
M Collins J Laing)
J Johnson Y Nolan (In place of
T Smith)
T Elzeiny (In place
of I Camphor)

65 **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.

66 **APOLOGIES**

Apologies for absence had been received from Councillor Jerry Williams, Councillor James Laing and Councillor Ivan Camphor.

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

Members were 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.

68 **MINUTES**

Resolved – That the minutes of the meeting held on 2 February 2023 be approved and adopted as a correct record.

69 **PUBLIC QUESTIONS**

Gail Jenkinson attended the meeting to ask a question on whether the impact of the loss of library services could be considered before it becomes a budget

proposal in future years to save residents the distress of losing lifelines to social interaction and mental wellbeing.

The Chair responded that the context to this was that the External Assurance Report produced by CIPFA and published in November 2021 (as a requirement of the Council's request for a capitalisation directive) highlighted the following: "Overall Council spending is high compared to similar unitary authorities. This is particularly the case for cultural and related leisure services, where spending in Wirral per head is the highest of the 15 other statistical neighbour councils". It was for this reason that non-statutory services were a key focus of Council savings plans in 2022/23 and 2023/24. An equality impact assessment (EIA) was a tool that helped organisations such as the Council ensure that any decisions, practices, and policies are fair, and did not discriminate against any protected groups. Each budget saving and the impacts of, were considered against the 9 protected characteristics where appropriate, as defined by the Equality Act 2010: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race and ethnicity, religion or belief, biological sex, and sexual orientation. An Equality impact Assessment is not a legal requirement; however, The Council did have a legal obligation to take the Public Sector Equality Duty (Section 149) when we make our decisions and deliver our services. EIA's were therefore undertaken to assist with the Council's responsibility under equality law. Equality implications were considered at every stage of the process, however, depending on the proposal it was sometimes not possible to be as precise as we would like, until impacts emerge. The Equality Duty was an ongoing obligation and did not stop when an EIA is produced. Factors that were considered as part of the EIA budget process included, but weren't limited to workforce, communities, and services. As part of the budget process, equality implications were given sufficient weight alongside any other important considerations. Decision makers should consider the impacts and if they feel that the decision would be discriminatory, or the impact too great, they could ask Officers for more information, to reconsider or to not accept the proposal.

As your question references Libraries and Greasby Library in particular; Wirral Libraries were pleased to report that the budget options that affected the Service were not being taken forward and there were no plans to close or relocate any libraries at present. The Council could now move forward to ensure full delivery of our Library Strategy which will provide a balanced, sustainable, modern, and fit for purpose Library Service which will ensure that all Wirral residents have access to a comprehensive and efficient service. To that end, there would be extended opening hours in most of our libraries including community libraries. Greasby for example, would now be open four weekdays and every Saturday morning and the extended offer equated to an additional 91 hours per week across the Library Service. A range of activities (most of them free of charge) would be continued to be offered and plans were underway to deliver events for World Book Night and an exciting Summer Reading Challenge for children over the summer holidays.

A supplementary question was asked on whether, given that the majority of single parents and family carers are women, could it be considered discriminatory to propose the closure of libraries. The Chair agreed that a written response would be provided within 10 working days.

70 **STATEMENTS AND PETITIONS**

No statements or petitions had been received.

71 **QUESTIONS BY MEMBERS**

There were no questions by Members.

72 **COMMUNITY ASSET TRANSFER: FORMER LIBRARIES**

The Director of Resources introduced the report which made recommendations in relation to the community asset transfer matters (CAT) of the former libraries at Irby Village and Wallasey Village. It was reported that in relation to the transfer of Irby library, further works had been identified which needed to be done by the Council prior to the transfer of the asset. These related to the heating system and insulation of the building. The estimated cost was £20,000. It was therefore recommended that the capital sum to support the transfer was increased from £20,000 to £40,000 to cover the cost of the additional works. There was surplus budget in the approved funding for CAT to fund this increase.

Members recognised that producing business plans could be daunting for small business so the officer support and guidance throughout the CAT process was appreciated.

Resolved – That

(1) the capital allocation to support the transfer of Irby Library be increased from £20,000 to £40,000.

(2) the Director of Resources be authorised to conclude the transfer of the assets of Wallasey Village Library to the Wallasey Village Library and Community Centre, and Irby Library to the Friends of Irby Library based on the agreed terms reported in the exempt appendices 1 and 2 of this report.

73 **ASSET TRANSFER OF WIRRAL TRANSPORT MUSEUM**

The Head of Regeneration Delivery introduced the report of the Director of Regeneration and Place which proposed to transfer the Wirral Transport Museum to Big Heritage, a locally based non-profit organisation. It was

reported that this would be a 25 year lease contracted out of the Landlord and Tenant Act 1954. It was reported that the asset cost the council around £85,000 per year and so the transfer would represent a saving of that amount. Wirral Transport Museum was operated by volunteers and had a steady stream of visitors, Big Heritage had a wealth of experience operating visitor attractions across the region and there was a projected visitor increase from 6,000 to 40,000 per year.

In response to Member queries, the Head of Regeneration Delivery gave assurance that Big Heritage would continue to work with the skilled volunteers and that there had been a lot of interaction and consultation between the two groups. The Chair noted that a key focus had been to ensure that the groups that were so passionate about the transport museum saw this as an opportunity and that there was a future for the asset going forward.

The Assistant Director – Special Projects reported that an annual monitoring report was required from Big Heritage so that the Council had oversight of visitor numbers and costs and could consider actions to be taken where necessary.

Due to a need to discuss information contained in the exempt appendices, on a motion by the Chair, seconded by Councillor Judith Grier it was -

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 that they involve 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.

Following the exempt session, the press and public were invited back into the meeting.

Resolved – That

- (1) the Heads of Terms for an Agreement for Lease, Museum Lease, Tramway Operation Agreement and Option Agreement in relation to the landholding of Wirral Transport Museum, East Side of Taylor Street Birkenhead to Big Heritage CIC substantially in accordance with the Heads of Terms as set out in Appendix 1 of this report be approved.**
- (2) the Director of Law and Governance, in consultation with the Director of Regeneration and Place be authorised to:**
 - (a) Negotiate and finalise the legal document associated with this Heads of Terms**

- (b) (b) Seek any necessary regulatory approvals from the Secretary of State in relation to the tramway operation.**

74 **CUSTOMER EXPERIENCE STRATEGY**

The Director of Neighbourhood Services introduced the report which set out the Customer Experience Strategy and how it would be achieved over the following four years. The Customer Experience Strategy was one of a suite of five strategies that shaped the Council's new operating model and delivery on its improvement plan. One of the key underpinning principles of the Wirral Plan was "Relationships -Working with residents, partners, businesses and communities for a better Wirral". The Customer Experience Strategy set out how the Council would engage with all customers to improve those relationships.

Members welcomed the strategy but raised concerns over customers who were digitally excluded. In response, the Director of Neighbourhood Services outlined that there would be different channels of communication and that sometimes there was enough information on the website but for more complex issues kiosks would be introduced in libraries for residents to have face to face appointments with trained members of staff to support them.

In response to Member queries around volunteers being trained to support residents it was outlined by the Senior Manager – Engagement that the strategy included details of digital inclusion partnerships and so assets that had been transferred to volunteer groups would receive support in offering guidance to members of the public and it was further emphasised by the Assistant Director – Leisure Libraries and Customer Engagement that the Council would explore all avenues to distribute the strategy such as social prescribers.

Resolved – That

- (1) the Customer Experience Strategy as set out in appendix one of the report be approved.**

- (2) the Customer Charter as set out in appendix two of this report be approved.**

75 **TCCL QUARTER 3 REVENUE AND CAPITAL MONITORING BUDGET REPORT**

The Senior Finance Business Partner introduced the report of the Director of Neighbourhood Services which set out the financial monitoring information for the Tourism, Communities, Culture and Leisure Committee as at quarter 3 (1 Oct-31 Dec) of 2022-23. The report provided Members with an overview of budget performance, including progress on the delivery of the 2022-23 saving

programme and a summary of reserves to enable 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 3, there was a forecast adverse position of £3.373m on the Committees net revenue budget, of £5.259m. This position was based on activity to date, projected trends in income and expenditure and potential mitigation to offset areas of adverse variance.

Members discussed the depletion of the earmarked reserves and were given assurance that these were dedicated to specific projects such as the purchase of gym equipment and were not the same as corporate reserves.

In response to a Member query, the Assistant Director – Leisure, Libraries and Customer Engagement reported that the expenditure for 3G pitches at Wirral Tennis Centre and Woodchurch Sports Pavilion had been delayed for the next financial year due to the delay in approval from the local lead flood authority following changes in the scope of the pitches.

Resolved – That

- (1) the forecast revenue position presented at Quarter 3 be noted.**
- (2) the progress on delivery of the 2022-23 savings programme at Quarter 3 be noted.**
- (3) the forecast level of reserves at Quarter 3 be noted.**
- (4) the forecast capital position presented at Quarter 3 be noted.**

76 TOURISM, COMMUNITIES, CULTURE AND LEISURE PERFORMANCE REPORT

The Assistant Director, Neighbourhoods, Safety & Transport introduced the report of the Director of Neighbourhood Services which provided information in relation to community safety. The report encompassed community safety delivered by the Council and partner organisations in Wirral. The Assistant Director, Neighbourhoods, Safety and Transport detailed the three areas the report covered which were Violence, Acquisitive Crime and Anti-Social Behaviour

In response to a Member query, it was reported that help points had been put in place in areas where there was a high risk of violence, particularly against women and girls and that calls went through to a control room where operators could see the caller on cameras and speak with them to offer help and advice.

Following a discussion on the provision of youth spaces and services, it was reported that the community safety partnership had representatives from youth services who vocalised the need for these spaces. The Assistant Director, Neighbourhoods, Safety and Transport outlined that there were a lot of fantastic activities available across the Wirral but there were a core of younger people that these weren't right for and that the Council needed to find ways to engage them.

Resolved – That the content of the report be noted.

77 **THIRD SECTOR COMMISSIONING AND COMMUNITY, VOLUNTARY AND FAITH SECTOR SUMMARY UPDATE REPORT**

The Director of Neighbourhood Services introduced the report of the Assistant Chief Executive which provided a summary update of spend and activity on the Community, Voluntary and Faith Sector (CVF) and third sector commissioning. It was reported that this was an initial report and that guidance from Members to inform future reports would be welcomed. Activities within the CVF sector ranged from high level strategic partnership work through to small scale activities that supported individuals and small community groups and that the work the sector undertook was valued highly and made a significant contribution to meet the needs of communities.

Members welcomed the report and queried why there was only mention of grant funding and not the commissioning and contracting work as this was an essential part of work with the CVF sector. It was noted that smaller organisations weren't always aware of grant funding and opportunities available, and that valuable work could be missed out on. Members requested that future reports include detail on how the Council is accessible to small organisations and more granularity on the financial information in respect of spend on each organisation and geographical spend.

On a motion by Councillor Helen Cameron, seconded by Councillor Jenny Johnson it was -

Resolved – That the summary report be considered as an interim position statement and a further update report be presented to Committee within 6 months to build on the work of the Health & Wellbeing board around local infrastructure and to;

- A) Respond to concerns around VCSE organisations' capacity to evidence need and how we aim to support them with streamlined processes.**
- B) Specify the circumstances when grant funding may be preferred over commissioning services or contracts.**

- C) Outline the decision processes on grant funding to the VCSE sector, in order to;
- ensure any measures of the intended benefits are established in advance.
 - evaluations against these measures are proportionate to the funding value.
- D) Clarify how risks associated with VCSE funding are considered at a corporate level.

78 **WORK PROGRAMME**

The Chair invited the Heritage Champion, Councillor Jerry Williams to update Committee on heritage achievements over the 2022/23 Municipal Year. He thanked local heritage groups for their outstanding work and support. It was reported that Birkenhead Park and Port Sunlight Conservation Areas were awaiting a decision about their acceptance onto the World Heritage Site tentative list. Other projects such as the endeavour to secure National Battlefield Status for Brunaburh, uncovering a Viking ship in Meols and Heritage and Community Street Naming were detailed.

Members thanked Councillor Williams for his hard work undertaken as Heritage Champion.

Resolved – That the Tourism, Communities, Culture and Leisure Committee work programme for the remainder of the 2022/23 municipal year be noted.

79 **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 items of business on the grounds that they involve 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.

80 **EXEMPT APPENDICES - COMMUNITY ASSET TRANSFER: FORMER LIBRARIES**

Resolved – That the content of the appendices be noted.

81 **EXEMPT APPENDICES: ASSET TRANSFER OF WIRRAL TRANSPORT MUSEUM**

Resolved – That the content of the appendices be noted.

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TOURISM COMMUNITIES CULTURE AND LEISURE COMMITTEE

THURSDAY, 22 June 2023

REPORT TITLE:	2022-23 REVENUE & CAPITAL BUDGET MONITORING FOR QUARTER FOUR (THE PERIOD TO 31 MARCH), 2023 OUTTURN
REPORT OF:	DIRECTOR OF NIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides a summary of the year-end revenue position for the 2022/23 financial year as at the end of March 2023 for the Tourism, Communities, Culture and Leisure Committee. The report provides Members with an overview of budget performance to enable the Committee to take ownership of the budgets and provide robust challenge and scrutiny to Officers on the performance of those budgets.

Managing a budget requires difficult decisions to ensure that a balanced position can be presented. Regular Member engagement, which this report forms part of, is considered essential in delivering effective governance and financial oversight.

The year-end revenue outturn for 2022/23 represents an adverse position of £5.890m on the Committee net revenue budget of £5.359m.

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

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

RECOMMENDATION/S

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

1. Note the draft, unaudited 2022/23 outturn adverse variance of £5.890m.
2. Note the draft, unaudited 2022/23 capital variance.
3. Agree the transfer to and use of earmarked reserves, as detailed in Appendix 2; and
4. Note the progress on delivery of the 2022/23 savings programme.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

- 1.1 It is vitally important that the Council has robust processes in place to manage and monitor the in-year financial position, to ensure it delivers a balanced position at the end of the year.
- 1.2 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.
- 1.3 This report presents timely information on the year-end financial position for 2022/23.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Policy & Resources Committee has previously determined the budget monitoring process to follow 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 As at the end of the financial year 2022/23 the outturn position for the Tourism, Communities, Culture and Leisure Committee is £5.890m adverse against a budget of £5.359m. The reasons for this are detailed in the table below:

TABLE 1: Summary of Committee variances

	£000
Customer Behaviour Changes	
Leisure income shortfall due to reduction in numbers	1,293
Sub-Total	1,293
Macro-Economic Conditions	
Nationally agreed Pay Award	490
Additional unforeseen energy costs due to inflation - £657K relates to Street Lighting	592
Repairs and Maintenance – Leisure	265
Tennis Centre Costs not covered by income	178
Additional employee costs – Leisure	384
Sub-Total	1,909
Ongoing Decisions	
Holding costs relating to C A T of Woodchurch	202
Holding costs relating to C A T of Libraries	372
Sub-Total	574
Other	
Floral Pavilion income shortfall due to coastal works and increased cost pressures	2,054
Mitigated in part through one-off Leisure budget to aid recovery	-500
Community Safety	665
Other smaller favourable variances	-105
Sub-Total	2,114
NET POSITION	5,890

- 3.2 Income remains less than it was in 2019/20 due a reduction in footfall and direct debit numbers. There was some improvement from Quarter 2 onwards due to new pricing structures, and slight increases in footfall now that areas are fully operational. However, income for the year was around 75% of 2019/20 levels.
- 3.3 The 2022/23 budget incorporates £3.517m of savings. Work commenced to achieve these savings following agreement at Budget Council in February 2022. As at Quarter 4, the Committee has achieved £2.303m of these savings. Savings relating to Community Asset Transfer (CAT) of Woodchurch (£0.202m) and Community Asset Transfer of Libraries (£0.380m) were not achieved this year due to holding costs whilst the process took place. In addition to this savings relating to Floral Pavilion (£0.350m) were not achieved due to shortfalls in income generation.
- 3.4 As part of the 2022/23 budget savings, some library assets, two golf courses and Woodchurch Leisure Centre were recommended by Members to be available for CAT as an amendment to the budget. Members agreed that some libraries would remain open until 1 November 2022 to enable a potential CAT. On 25 October 2022, Tourism, Communities, Culture and Leisure Committee agreed to commence

negotiations to transfer the assets of Pensby Library to Pioneer People and Prenton Library to St Stephen's Church. It was also agreed that further negotiations would commence with the other groups until 9 December 2022, with recommendations relating to these being reported at a future Committee. On 9 March 2023 it was agreed to commence negotiations to transfer the assets of Wallasey Village Library and Irby Library. Negotiations relating to the other sites will be reported at a future Committee in 2023/24.

- 3.5 There were some holding costs and decommissioning costs following closure of the libraries on 1 November 22 that have also not been budgeted. These were to be £0.093m are reflected within Regeneration Directorate as they have responsibility for running the assets from November 2022. The total additional costs relating to CAT have been covered from the £3m contingency for non-achieved savings.

TABLE 2 2022/23 Tourism, Communities, Culture and Leisure Committee – Service Budget & Outturn

	Budget	Outturn	Variance		Adverse/ Favourable
			(+ Fav / - Adv)		
	£000	£000	£000	%	
Public Health Outcomes	-5,958	-5,949	-9	0%	
Leisure Libraries and Theatre	7,611	12,844	-5,233	-69%	Adverse
Neighbourhood Safety	3,363	4,028	-665	-20%	Adverse
Culture and Visitor Economy	344	326	18	5%	Favourable
Total Surplus/ (Deficit)	5,359	11,249	-5,890	-110%	Adverse

- 3.6 **Cross Cutting Funding and Neighbourhoods Management Team:** A broadly balanced position is forecast for 2022/23. This area comprises Neighbourhoods management costs and cross cutting funding.
- 3.7 **Community Safety and Transport:** An adverse variance of £0.665m is reported for 2022/23. £0.223m relates to the adjustment for the national public sector pay award. £0.360m mainly relates to adverse variances within Transport due to increased demand and tender price increases. The remaining adverse variance relates to income shortfalls. During the first part of the year, some team members were engaged in activities associated with the longer-term response to the pandemic in addition to their usual monitoring and response team duties. This resulted in additional pressures within the Community Patrol team which were funded from carried forward planned COVID-19 tranche funding. In addition, some of the teams were engaged in functions associated with the Community Safety Partnership and were being funded from the reserve for these activities. This is temporary funding

utilised in 2022/23 only, which will mitigated lead in pressures associated with the savings.

- 3.8 **Leisure, Libraries and Customer Engagement:** An adverse variance of £5.233m is reported for 2022/23. This is made up of the following individual service impacts.
- £0.267m relates to the adjustment for the proposed pay award. This has resulted in a Council wide financial impact, and as Leisure, Libraries and Customer Engagement has the largest workforce, this area has been impacted the most.
 - £1.293m within Sports and Recreation. Although membership numbers are slowly improving, they have yet to achieve those levels experienced prior to the pandemic. The service has seen the loss of a number of “latent users” (those with rolling memberships who may not have used the services). Utilisation of casual “pay and play” activities has also not recovered and has contributed significantly to income under achievement.
 - £1.554m within Theatre, Hospitality and Catering services. This shortfall is due to underachievement of income across all services. The spend on disposable income has not recovered to pre-pandemic levels and has been compounded by cost of living pressures and macroeconomic factors. This is a problem across the hospitality industry. Rising costs of supplies, goods, services and utilities has significantly impacted the spend attributed to the service. These factors, together with the disruption created by the Sea Wall development at West Kirby have contributed to a £0.149m adverse variance at the Sail Loft. The total variance across the service is £2.054m, however £0.5m of additional pressure was allocated as a one-off budget adjustment in 2022/23. This has been used to mitigate the position in part this year.
 - £0.635m relates to energy pressures due to inflationary increases.
 - £0.202m of this relates to ongoing holding costs for Woodchurch Leisure Centre
 - £0.380m relates to ongoing holding costs for Libraries whilst the Community Asset Transfer process is finalised.
 - £0.178m relates to costs for the Tennis Centre whilst the site was refurbished
 - £0.256m relates to additional maintenance costs
 - £0.386m relates to additional employee costs
 - £0.082m relates to other smaller adverse variances within the remaining areas,
- 3.9 Overall footfall is approximately 75% of 2019/20 levels which has adversely impacted income generation. This level of reduced recovery rate is consistent with national averages. At the start of the year, it was expected that income would not fully recover to pre pandemic levels and as such a £0.5m income contingency budget was set aside. This has been used to mitigate the overall position within Floral Pavilion.
- 3.10 The service has faced pressures associated with energy price increases and a rise in general costs due to increasing inflation. In a response to mitigate and improve footfall, the following initiatives were implemented in 2022/23:
- The reviewed all expenditure with a view to reducing or stopping non-urgent expenditure to mitigate the risk of further lost income. Costs relating to supplies and premises have been reviewed and areas where efficiencies can be achieved have been identified. To seek to compensate for these

challenges, the service is looking to further maximise income generation and the identification of new opportunities as follows:

- Memberships & Income – A drive on usage and memberships including bespoke offers at appropriate sites such as the new Europa Gym, and the introduction of offers for targeted groups.
- Golf – Two council eighteen-hole golf courses are currently not in use (Hoylake and Brackenwood) and two leisure courses are also not in use at Kings Parade (Foot golf and Chip and Put). Together with price and membership remodelling, this has seen the anticipated transition of players to our two remaining sites at Arrowe Park (predominantly) and the Warrens – successfully reducing costs while increasing income.
- Introduction of activities aimed at children and young people such as holiday camps and pool-based inflatables at selected sites to improve income generation. This increased income generation at Guinea Gap during Quarter 2 and 3, which has significantly contributed to the improved position.
- A new marketing campaign was launched in the final month of Quarter 2 to promote the service and the new “Active Wirral” brand, which demonstrates attractive rates and benefits compared to competitor offers.
- Additional income has been generated which is aligned to corporate outcomes to improve health and wellbeing, this includes funding from NHS / Social Care / third sector partner organisations.
- The installation of pool covers at pool sites to improve energy conservation will commence in September 2023.
- Working with national sporting governing bodies such as the Football Association and Lawn Tennis Association to identify and introduce delivery models that generate income and reduce cost for example the new 3G pitch builds / new operating model for tennis at Wirral Tennis & Sports Centre, and the introduction of wider offers for children and young people through soft play and interactive activity. Capital work is currently underway at Wirral Tennis & Sports Centre. However, the impact of this on income generation will not be reflected until next financial year when the work is finalised.

3.11 **Culture and Visitor Economy:** A favourable variance of £0.018m is reported for 2022/23.

Budget Virements

3.12 There have been no budget virements requiring committee approval in quarter 4.

Progress on delivery of the 2022-23 savings programme.

3.13 In terms of savings, £2.303m of the £3.517m savings targets are either delivered or on track to be delivered. This represents 65% of the total savings target with a further 35% or £1.214m anticipated to be delivered. The table below summarises this progress:

TABLE 3: SUMMARY OF PROGRESS ON DELIVERY OF 2022-23 SAVINGS

Committee	Approved Saving	Delivered	Delivered through mitigation	Delayed/ unachieved in year
Tourism, Communities, Culture and Leisure	£3.517m	£1.959m	£0.344m	£1.214m

3.14 For savings identified as delayed or unachieved, a bid has been made from the £3m contingency fund set up for non-achieved savings at the end of the year.

3.15 Full details on the progress on specific savings can be found in **Appendix 1**.

Earmarked Reserves

3.16 Earmarked reserves represent money that has been set aside for a clearly defined purpose, and which is available to meet future expenditure in that area. The use of earmarked reserves is only permitted with the approval of the Section 151 officer.

TABLE 4: SUMMARY OF EARMARKED RESERVES

Committee	Opening Balance £000	Forecast Use of Reserve £000	Forecast Contribution to Reserve £000	Closing Balance £000
Tourism, Communities, Culture and Leisure	307	-187	0	20

3.17 **Appendix 2** provides the full list of all earmarked reserves.

Capital Monitoring

3.18 Capital budgets are the monies allocated for spend on providing or improving non-current assets, which include land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year.

TABLE 5: 2022/23 Tourism, Communities, Culture and Leisure Committee – Capital Budget & Forecast Outturn

Capital Programme	2022/23				2023/24	2024/25	2025/26
	Budget 01/04/22	Q4 Forecast Budget	Outturn	Variance	Budget	Budget	Budget
	£000	£000	£000	£000	£000	£000	£000
Leisure	7,488	3,365	1,924	1,441	3,963	187	0
Library	1,279	648	134	514	779	0	0
Museum	361	361	17	344	0	0	0
Parks	211	81	80	1	144	0	0
Total	9,339	4,455	2,155	2,300	4,886	187	0

3.19 Table 5 summarises the forecast expenditure against Capital Budgets. A full breakdown of each Capital Scheme with details can be found in Appendix 3. The favourable variance of £2.300m relates to slippage of schemes within Libraries, Museums and Leisure which have been reprofiled into 2023/24.

4.0 FINANCIAL IMPLICATIONS

4.1 This is the Quarter 3 budget monitoring report that provides information on the forecast outturn for the Council for 2022/23. The Council has robust methods for reporting and forecasting budgets in place and alongside formal Quarterly reporting to Policy & Resources and Service Committees, 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.

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 2022/23 is dependent on a static financial position. This is an impossible scenario due to estimated figures being provided in the calculation for the 2022/23 budget, albeit the best estimates that were available at the time, plus any amount of internal and external factors that could impact on the budget position in year. Examples of which are the significant emerging inflationary and cost of living pressures, new legislation, increased demand, loss of income, increased funding, decreased funding, inability to recruit to posts, ongoing impact of the pandemic etc

7.2 A robust monitoring and management process for the 2022/23 budget is in place. If at any time during the year an adverse position is forecast, remedial action must be agreed and implemented immediately to ensure the budget can be brought back to balanced position.

7.3 The risk of this not being able to be achieved could mean that the Council does not have enough funding to offset its expenditure commitments for the year and therefore not be able report a balanced budget at the end of the year. This could result in the Section 151 Officer issuing a Section 114 notice.

7.4 A key risk to the Council's financial plans is that funding and demand assumptions in particular can change as more information becomes available. Significant inflation and cost of living pressures have already impacted the quarter 1 forecast position. and the impact of these pressures will be reviewed and considered in the MTFP as part of routine financial management.

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 2022/23 budget monitoring process and the 2022/23 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 28 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**

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APPENDICES

- APPENDIX 1 – Progress on the delivery of the 2022-23 Saving Programme
- APPENDIX 2 – Earmarked Reserves
- APPENDIX 3 – Breakdown of Capital Spend
- APPENDIX 4 – Breakdown of Revenue Spend

BACKGROUND PAPERS

- Bank of England – Monetary Policy Report – August 2022
- DLUHC External Assurance Reports
- CIPFA’s Financial Management Code

TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section (k) of its Terms of Reference, in providing a view of performance, budget monitoring and risk management in relation to the Committee’s functions;

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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

APPENDIX 1

Saving Proposal	Approved Saving	Delivered	Delivered through mitigation	Delayed/unachieved in year	Comment
Neighbourhood Services					
Closure of Europa Fun/Leisure Pool & Enhanced Gym Offer	£0.266m	£0.266m	£0.000m	£0.000m	Fun Pool has remained closed since March 2020, therefore this saving is expected to be fully achieved. A new staffing structure was put in place last financial year to reflect the reduced costs associated with running a gym in place of the fun pool.
FY 2022/23 Catering Pod at Leasowe Leisure Centre for Football Traffic	£0.021m	£0.015m	£0.000m	£0.006m	Catering pod has been purchased and located at Leasowe. Trading commenced mid September to coincide with the football season when income generation opportunities are greatest. Since commencing trading, £0.015m of income has been achieved in 2022/23. However this was only implemented mid year and income should be fully achieved in line with the saving in future years.

Saving Proposal	Approved Saving	Delivered	Delivered through mitigation	Delayed/unachieved in year	Comment
Deletion of Vacant Posts	£0.302m	£0.302m	£0.000m	£0.000m	Saving is fully achieved.
Reduction in budget for office related expenditure	£0.023m	£0.023m	£0.000m	£0.000m	Saving is fully achieved.
Review of Leisure Service	£0.178m	£0.130m	£0.048m	£0.000m	This has been fully achieved from EVR/VS requests within the service.
Increase catering across all Leisure Sites	£0.060m	£0.000m	£0.000m	£0.060m	This saving has not been achieved this year, as catering income across leisure has only achieved £35K against an existing income target of £104K.
Outdoor Water Sports Offer at West Kirby Marine Lake	£0.015m	£0.000m	£0.000m	£0.015m	This saving has not been achieved this year, as income generated by West Kirby Marine Lake is only £0.162m against a target of £0.266m

2024
 18/09/24

Saving Proposal	Approved Saving	Delivered	Delivered through mitigation	Delayed/unachieved in year	Comment
Temporary Closure and Remodelling of Bidston Tennis Centre	£0.114m	£0.000m	£0.000m	£0.114m	The tennis centre closed for refurbishment works from April 2022. However ongoing costs were incurred through premises costs, some of these have been recovered through charges to the LTA & Elections for occupying the site. Additional costs of £0.178m will need to be recovered through the contingency fund
Review of Golf Offer	£0.328m	£0.328m	£0.000m	£0.000m	Prices have been increased from April 2022 and sites linked to this saving have closed. Savings have been achieved through deleting posts relating to employees who have now left the Authority and through additional income from the revised price offer. Approximately £0.100m additional income has been achieved due to retention rates with customers transferring to Arrowe Park and Warrens.
Exercise referral programme	£0.100m	£0.013m	£0.000m	£0.087m	Only £0.013m of additional exercise on referral income has been achieved this year. This shortfall is due to the discontinuation of grants announced in Q1 of 2022/23

Saving Proposal	Approved Saving	Delivered	Delivered through mitigation	Delayed/ unachieved in year	Comment
Floral pavilion - plans to reduce subsidy	£0.350m	£0.000m	£0.000m	£0.350m	This saving has not been achieved this year due to shortfalls in income generation because of cost of living pressures & delays in implementing new business models. There is a legacy saving of £0.5m within the Floral pavilion budget that was left in its accounts following the unsuccessful attempt to outsource the venue in 2018/19. The Theatre has continuously struggled to mitigate the effect of this saving being left in the budget. Income wise, the Theatre had a record breaking pantomime year and is continuing with a third party options appraisal to identify opportunities to redevelop the non-profitable areas of the site, in particular the conferencing centre as part of the New Brighton Masterplan.
Cessation of Constituency Team and Remodelling of Section	£0.346m	£0.300m	£0.046m	£0.000m	The restructure of this area is now complete and employees have moved to new roles from Q2 onwards. Due to these delays, mitigation is being achieved through the Community Safety Grant
Review of Neighbourhoods Service Directorate	£0.360m	£0.110m	£0.250m	£0.000m	Savings were delayed due to lead in pressures due to employees working notice periods. This saving will be fully achieved this year through mitigation.

Saving Proposal	Approved Saving	Delivered	Delivered through mitigation	Delayed/unachieved in year	Comment
Permanent Closure and Demolition of Woodchurch Leisure Centre	£0.402m	£0.200m	£0.000m	£0.202m	Only £0.200m of this saving was achieved this year, leaving a shortfall of £0.202m. The adverse variance against Woodchurch for 2022/23 is £0.202m, which is in line with what was projected. This was due to holding costs whilst the CAT process was completed and was projected at the beginning of the year. The shortfall is mitigated from contingency this year.
Reprovision of the Library Service	£0.652m	£0.272m	£0.000m	£0.380m	Only £0.272m of this saving was expected to be achieved from Nov-Mar whilst the CAT process was completed. The remaining £0.380m of this relates to costs from April to October whilst the libraries were still operational. The actual adverse variance against Libraries for the year was £0.372m, which will be mitigated from Contingency this year.
Total Committee	£3.517m	£1.959m	£0.344m	£1.214m	

Appendix 2 – Earmarked Reserves

Reserve	Opening Balance £000	Use of Reserve £000	Contribution to Reserve £000	Closing Balance £000
Community Safety Initiatives	195	-152	0	43
Les Mills Classes	89	-35	0	54
Sports Development Reserve	22	0	0	22
Library Donations	1	0	0	1
Total	307	-187	0	120

Appendix 3 – Breakdown of Capital Programme

Area	Scheme	2022/23				2023/24	2024/25	2025/26
		Budget 01/04/22	Q4 Forecast Budget	Out- turn	Varia nce	Budget	Budget	Budget
Leisure	Arrowe Park Sports Village Redevelopment Feasibility Study	1	0	0	0	0	0	0
	Bebington Oval Facility Upgrade	690	8	8	0	527	0	0
	Beechwood Recreation Centre	0	1	1	0	0	0	
	Catering Provision	0	0	0	0	0	0	0
	Defibrillators	67	67	54	13	0	0	0
	Fitness Equipment	4	4	0	4	0	0	0
	Floral Pavilion	155	25	0	25	75	0	0
	Future Golf - Project 1.1	420	46	45	1	187	187	0
	Girtrell Court Demolition	0	0	0	0	0	0	
	Hoylake Golf works depot demolish and replace	83	13	12	1	0	0	0
	Leasowe 3G Pitches	0	1	1	0	0	0	
	Library Radio Frequency Identification Kiosks	0	40	40	0	80	0	0
	New Brighton Gym Equipment	59	3	0	3	0	0	0
	People's Pool Feasibility Study	52	0	0	0	0	0	0
	Pool Covers	72	252	0	252	0	0	0
	Soft Play Areas Leisure Centres	410	410	0	410	0	0	0
	Solar Campus 3G	30	30	0	30	0	0	0
	Studio refurbishment Les Mills classes	138	43	28	15	0	0	0
	Studio refurbishment Les Mills classes new bid	30	0	0	0	0	0	0
	West Kirby Concourse/Guinea Gap Reception upgrade / improve	351	0	0	0	351	0	0

	West Kirby Marine Lake/Sailing Centre – accommodation	197	74	74	0	93	0	0
	Wirral Tennis & Sports Centre	1,364	0	0	0	0	0	0
	Wirral Tennis Centre - 3G Pitch	1,000	187	22	165	900	0	0
	Wirral Tennis Centre - Facility Upgrade	765	2,129	1,614	515	0	0	0
	Woodchurch Sports Pavillion	1,600	32	26	6	1,750	0	0
Library	Arts Council Capital LIF	0	141	120	21	0	0	
	Consolidated Library Works Fund	279	0	0	0	279	0	0
	Moreton Youth Club & Library	1,000	507	14	493	500	0	0
Museum	Williamson Art Gallery Catalogue	73	73	17	56	0	0	0
	Williamson Art Gallery Ventilation 21-22	288	288	0	288	0	0	0
Parks	Ashton Park Lake	147	3	3	0	144	0	0
	Essential H&S Access Improvements @ Wirral Country Park	64	78	77	1	0	0	0
Total		9,339	4,455	2,155	2,300	4,886	187	0

Appendix 4 – Breakdown of Revenue Budget Monitoring

	Budget	Outturn	Variance		Adv/ Fav
	£000	£000	(+ Fav / - Adv) £000	%	
Public Health Outcomes					
Public Health Outcomes	-5,958	-5,949	-9	0%	
Neighbourhood Safety					
Assisted Travel and Transport	2,153	2,513	-360	-17%	Adverse
Neighbourhood Safety – Operations	1,210	1,515	-305	-25%	Adverse
Leisure, Libraries and Theatre					
Customer Contact Centre	848	686	162	19%	Favourable
Estate and Facilities	0	0	0	0%	
Management – Neighbourhoods					
Libraries	2,934	3,509	-575	-20%	Adverse
Museums	530	700	-170	-32%	Adverse
One Stop Shops	909	767	142	16%	Favourable
Theatre	-527	1,027	-1,554	295%	Adverse
Golf	-8	-34	26	-322%	Favourable
Europa Pools	488	1,030	-541	-111%	Adverse
Guinea Gap	119	491	-372	-313%	Adverse
Leasowe Recreation Centre	167	592	-424	-254%	Adverse
Oval Sports Centre	373	1,047	-674	-181%	Adverse
West Kirby Concourse	189	332	-143	-75%	Adverse
Tennis Centre	132	310	-178	-135%	Adverse
Woodchurch Leisure Centre	82	284	-203	-248%	Adverse
West Kirby Marine Lake	-44	177	-221	500%	Adverse
Aquatics Management	398	461	-62	-16%	Adverse
Leisure Call Centre	94	92	2	2%	Favourable
Leisure Management	761	1,116	-355	-47%	Adverse
Sales and Retention	100	96	3	3%	Favourable
Sports Development	66	161	-95	-145%	Adverse
Tourism and Visitor Economy					
Culture and Visitor Economy	344	326	18	5%	Favourable
Surplus / (Deficit)	5,359	11,249	-5,890	-110%	Adverse

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Thursday, 22nd June 2023

REPORT TITLE:	2023/24 BUDGET AND BUDGET MONITORING PROCESSES
REPORT OF:	DIRECTOR OF FINANCE

REPORT SUMMARY

This report sets out how the 2023/24 budget will be monitored through the Committee system, which will facilitate the Policy and Services Committees (the Committees) to take ownership of their specific budgets and present appropriate challenge and scrutiny of Officers on the management and performance of those budgets.

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

RECOMMENDATIONS

It is recommended that the Tourism, Community, Culture and Leisure Committee:

1. Note the process for in-year monitoring of the 2023/24 budget
2. Agree to establish and appoint a Budget Monitoring Panel to comprise of the Committee Chair and Spokespersons, with sessions to be led by the relevant Director/Assistant Director.

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATIONS

- 1.1 The 2023/24 Council budget was agreed at Full Council on 27 February 2023. This budget was made up of savings proposals, pressures/growth items and funding that were based on actual known figures or best estimates available at the time. At any point during the year, these estimated figures could change and need to be monitored closely to ensure, if adverse, mitigating actions can be taken immediately to ensure a balanced budget can be reported to the end of the year.
- 1.2 The Council has a legal responsibility to set an annual balanced budget, which sets out how financial resources are to be allocated and utilised. In order to successfully do so, engagement with members, staff and residents is undertaken. The recommendations in this report inform that approach.
- 1.3 Managing and setting a budget will require difficult decisions to ensure that a balanced position can be presented. Regular Member engagement, which this report forms part of, is considered essential in delivering effective governance and financial oversight.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The proposals set out in this report are presented to allow for efficient and effective budget monitoring activity that can be conducted in a timely manner. As such, it is considered that to meet the business needs and address the challenges that the Council faces that no alternative options are viable or appropriate at this time.
- 2.2 Not engaging with the Committee at this time, on the matters set out, was an option that was available, however it is considered that involvement of Committees as soon as practical after the agreement of the 2023/24 budget will best assist in delivering the benefits detailed in paragraph 2.1.
- 2.3 In the event of the Section 151 Officer determining that a balanced financial position could not be presented, the Section 151 Officer would be required to issue a section 114 notice and report this to all Members of Full Council. The outcome of which could result in intervention by the Government.

3.0 BACKGROUND INFORMATION

Budget Monitoring Process

- 3.1 On 27 February 2023 Full Council approved the 2023/24 budget, which included significant budget savings/efficiencies (details provided at Appendix A) in order to present a balanced position for the year.
- 3.2 The calculation of the 2023/24 budget was prepared using known figures or best estimates available at the time. At any point during the year, internal or external factors may influence a change in these estimates which could either have a

favourable or adverse impact on the ability to deliver a balanced position at financial year-end.

- 3.3 In order to ensure that a balanced position can be achieved, it is imperative that a robust process for monitoring and managing the budget is in place.
- 3.4 An internal officer governance process is in place, in line with past activity, to scrutinise and challenge budget performance in advance of financial forecasts being presented to the Committees. This process includes:
- Budget holders routinely reviewing budget reports and transactions for accuracy and completeness
 - Regular meetings between budget holders and finance business partners (FBP) to review income and expenditure positions to date and to determine future commitments in order to present reliable forecasts
 - Directorate Management Team (DMT) review of the outcomes of the budget holder/FBP meetings
 - Scrutiny and challenge by DMTs as to the robustness of the figures and forecast presented in the context of Directorate-wide activity
 - DMT agreement on appropriate remedial action where necessary
 - Corporate Management Team review and challenge of the forecast position via the Operational Performance Group (OPG)
 - Referral and/or escalation to Investment and Change Board for organisational oversight in conjunction with other corporate initiatives (Strategic Leadership and Corporate Management Team members)
 - Progress on savings items monitored through ICB
 - Referral to quarterly Strategic Leadership Team performance meeting for Senior Officer scrutiny and agreement
 - Presentation to Committees
- 3.5 For the first meetings in the new municipal year, the Committees will receive confirmation of their budget position, detailed by function, to facilitate an understanding of income and expenditure monitoring against activity (see Appendix B).
- 3.6 The Committees will be responsible for ensuring that the budget is utilised effectively and responsibly and remains within the relevant budget envelope, identifying savings where appropriate to mitigate any adverse positions that may transpire in-year. Once the Annual Budget and related policy framework is approved it becomes the Council's decision and is effective immediately in respect of the relevant financial year in scope. The Council's Constitution provides that Policy and Service Committees and Officers are required to implement the Council's budget and policy framework as set out at Budget Council. In normal operating conditions, Policy and Service Committee may only take decisions which are fully consistent with the Council approved budget and policy framework. It is expected that Committee budgets will be effectively managed in-year within the agreed cash limited budget and value for money will be secured. Chief Officers must ensure that no commitments are made that would result in an approved budget being exceeded.
- 3.7 Policy and Resources Committee will be responsible for ensuring that the entire budget will be in balance, including providing mitigating actions to bring the budget back in line from any adverse variance position that may be forecast, which may take

the form of providing direction to other Service Committees. Policy and Resources Committee will be responsible for advising Full Council on organisation-wide financial activity.

- 3.8 To enable the Committees to manage and monitor budgets effectively in-year, a suite of detailed information will be provided on a quarterly basis, comprising:
- A revenue budget monitoring report for the preceding quarter that will include a full-year forecast
 - Full list of budget savings proposals and the progress for their achievement
 - Full list of reserves allocated to the Committee for future one-off commitments
 - A capital budget monitoring report for the preceding quarter that will include a full-year forecast
 - Other specific financial information relevant to the individual committee's decision-making process
- 3.9 This information will be made available at the earliest committee meeting, following the quarter end and completion of the internal governance process, detailed in paragraph 3.4. The anticipated timetable for reporting quarterly financial information to committee is:
- Quarter 1 (1 Apr – 30 Jun): July 23
 - Quarter 2 (1 Jul – 30 Sep): November 23
 - Quarter 3 (1 Oct – 31 Dec): February 24
 - Quarter 4 (1 Jan – 31 Mar): June 24
- 3.10 Each Committee is requested to establish a Budget monitoring panel to facilitate regular space to review the budget position in between scheduled committee meetings during stages of the financial year.
- 3.11 The Budget Monitoring Panel will comprise of the Committee Chair and Spokespersons, the relevant Director and Assistant Directors (as required), a Finance and Democratic Service representative.
- 3.12 The purpose of this group is to:-
- Ensure that Members are receiving the most current financial data and are monitoring the budget throughout the year.
 - Question the Director on the financial data before they are available to the wider committee membership and ahead of the scheduled Committee meeting.
 - Seek further explanatory information from the Director/Assistant Director where necessary.
 - Request that certain additional information is provided to the group.
 - Make suggestions as to how the information is presented.
 - Make links between financial performance and activity, to inform decision making of the Committee.
 - Inform the process of efficiency target setting and monitor performance against delivery of efficiency targets agreed.
- 3.13 The Committees have the autonomy (subject to delegation levels) to enact budget virements (transfers) from one function to another within their overall committee

budget envelope. Virements will also need to be agreed by the Section 151 Officer as there are certain conditions where budgets are not allowed to be transferred for the purposes of gaining a specific benefit e.g. where budgets from supplies budget headings are transferred to employee budget headings to take advantage of an uplift for pay inflation.

- 3.14 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.
- 3.15 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.
- 3.16 Whilst each committee is required to remain within its annual budget envelope, situations may transpire that demonstrate an in-year favourable forecast variance being reported to a Committee. Committees wishing to use any forecast underspend, must have approval from the P&R Committee.
- 3.17 The Council must not be in a situation where one Committee is forecasting an overspend, unable to mitigate it, and another Committee is forecasting an underspend and takes a decision to utilise this for unplanned growth purposes. The Policy and Resources Committee will be responsible for ensuring that operating in silos does not occur and that resources are aligned to Council objectives at all times.
- 3.18 The Policy and Resources Committee has ultimate responsibility for taking any necessary steps required to ensure a whole Council budget can report a balanced position throughout the year. The Section 151 Officer will be responsible for ensuring that any budget actions, proposals and mitigations are achievable and legal.
- 3.19 In addition to the standard budget monitoring process, as outlined above, which will include reviews of savings related activity, in 2023/24 additional scrutiny will be provided to ensure that agreed savings are delivered in a timely manner, in line with the original proposal. Two specific review routes will exist to support financial oversight and the delivery of savings:
 - Finance Sub-Committee,
 - Chief Executive led savings delivery board (Star Chamber) and
- 3.20 The Finance Sub-Committee will meet to support the Policy and Resources Committee in its aims of providing strategic direction to the operation of the Council, to maintain a strategic overview of budgets and to provide a coordinating role across all other service committees through a 'whole council view' of budget monitoring.
- 3.21 A savings delivery board (Star Chamber) will be convened with the aim of facilitating regular, in-depth senior officer and member engagement on savings progress in

order to review and challenge activity to date, as well as plans to be subsequently actioned, in order to deliver on the savings proposals agreed by Full Council.

4.0 FINANCIAL IMPLICATIONS

- 4.1 This report sets out the 2023/24 budget monitoring process and has no direct financial implications. The outcome of the process will, if not adhered to or a suitable alternative process agreed, will have significant financial implications. However, the proposals set out control environments and a timeline of activity deemed necessary as part of sound financial management regime.
- 4.2 If the 2023/24 budget cannot be balanced, this may result in a Section 114 report being issued by the Section 151 Officer - once issued there are immediate constraints on spending whereby no new expenditure is permitted, with the exception of that funding statutory services, including safeguarding vulnerable people, however existing commitments and contracts can continue to be honoured.
- 4.3 The Council delivers both statutory and non-statutory services at present – the requirement to eliminate subsidies provided to non-statutory services is considered to be a key requirement in delivering value for money and ensuring that finite resources are targeted on beneficial outcomes.
- 4.4 The FM Code requires the Council to demonstrate that the processes they have in place satisfy the principles of good financial management, based on the following six principles:
- Organisational Leadership – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisation culture.
 - Accountability – based on Medium-Term Financial Planning, that derives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
 - Financial management - undertaken with transparency at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer actions and elected member decision making.
 - Professional standards - Adherence to professional standards is promoted by the leadership team and is evidenced.
 - Assurance - sources of assurance are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
 - Sustainability - The long-term sustainability of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.

5.0 LEGAL IMPLICATIONS

- 5.1 The Policy and Resources Committee, in consultation with the respective Policy and Service Committees, has been charged by Council to formulate a draft Medium Term Financial Plan (MTFP) and budget to recommend to the Council.

- 5.2 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.
- 5.3 Once a budget is in place, Council has delegated responsibility to the Policy and Services Committees to implement it. The Committees **may not within, normal business operating conditions**, act contrary to the Budget without consent of Council other than in accordance with the Procedure Rules set out at Part 4(3) of the Constitution.
- 5.4 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 agreed 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. There may be resource requirements of any action resulting in remedial or mitigating tasks if an adverse forecast is reported with regards the 2023/24 budget in year, however these will be reported at the appropriate time.

7.0 RELEVANT RISKS

- 7.1 The Council's ability to maintain a balanced budget is dependent on a proactive approach due to estimated figures being provided in the calculation for the budget, albeit the best estimates available at the time, plus any amount of internal and external factors that could impact on the budget position in year. Examples of which are new legislation, increased demand, loss of income, increased funding, decreased funding, inability to recruit to posts, etc.
- 7.2 A robust monitoring and management process for the budget is in place. If at any time during the year an adverse position is forecast, remedial action must be agreed and implemented immediately to ensure the budget can be brought back to balanced position.
- 7.3 The risk of this not being able to be achieved could mean that the Council does not have enough funding to offset its expenditure commitments for the year and therefore not be able report a balanced budget at the end of the year. This could result in the Section 151 Officer issuing a Section 114 notice.

- 7.4 A key risk to the Council's financial plans is that funding and demand assumptions in particular can change as more information becomes available. As such, the MTFP is regularly reviewed and updated as part of routine financial management.
- 7.5 Under the system of retained Business Rates, Authorities benefit from a share of any increased revenues but are liable for at least a share of any falls in income (subject to safety net triggers) and any non-collection. This includes reductions arising from appeals relating to past years which partially fall on the Authority. These risks are mitigated through a combination of the operation of the Collection Fund, General Fund Balances and a Business Rates Equalisation Reserve.
- 7.6 Assumptions have been made in the current budget outlook for income and funding from business rates and council tax and social care grants as the main sources of funding. If there is an adverse change to these assumptions as a result of government announcements, additional savings proposals or reduced expenditure would need to be identified as soon as possible to ensure a balanced five-year MTFP can be achieved. Committees will be kept updated with any announcements regarding the local government finance settlement through the year.
- 7.7 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.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Consultation has been carried out with the Senior Leadership Team in arriving at the governance process for the 2023/24 budget monitoring process.

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 There are no specific equality implications of this report regarding processes, however, it is recognised that some of the developing proposals for 2023/24 budget and beyond could have equality implications. Any implications will be considered and any negative impacts will be mitigated where possible.
- 9.3 Equality implications will be assessed during planning, decision and implementation stages and will be recognised as an ongoing responsibility. Any equality implications will be reported to the Committees. Equality issues will be a conscious consideration and an integral part of the process.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 At this time, there are no additional environmental and climate 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 environment and climate implications associated with these that will be addressed within the relevant business cases presented to the Committee.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 This report has no direct community wealth implications however any budget proposals to be developed should take 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**

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APPENDICES

Appendix A Savings agreed at full Council for 2023/24
Appendix B Committee Budget Book details

BACKGROUND PAPERS

Pressure and Growth Proposals
Savings and Income Proposals
CIPFA's Financial Management Code

TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section (k) of its Terms of Reference, in providing a view of performance, budget monitoring and risk management in relation to the Committee's functions;

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Environment, Climate Emergency and Transport Committee	14 March 2023
Tourism, Communities, Culture & Leisure Committee	9 March 2023
Children, Young People & Education Committee	8 March 2023
Economy Regeneration & Development Committee	7 March 2023
Adult Social Care and Public Health Committee	6 March 2023
Full Council	27 February 2023
Policy and Resources Committee	14 February 2023
Policy and Resources Committee	18 January 2023
Policy and Resources Committee	9 November 2022
Policy and Resources Committee	5 October 2022
Policy and Resources Committee	7 September 2022
Policy and Resources Committee	13 July 2022

Appendix A – Savings agreed at full Council for 2023/24

Committee	23/24 Budget Saving (£m)
Adult Social Care and Public Health	
<u>Adult Care & Health</u>	
Review of all-age disability transition planning	-1.000
Review of services to support Independent Living	-4.935
Adult Social Care and Public Health Total	-5.935
Children, Young People & Education	
<u>Children, Families & Education</u>	
Increase the number of children looked after placed in family settings as opposed to higher cost residential settings	-1.100
Redesign and restructure of the Assessment and Intervention Service	-0.655
Reduction in contributions to the Regional Adoption Agency in line with the average number of referrals	-0.100
Reduction in financial support to Kingsway High School	-0.134
Reduction in Teacher's pension liabilities to the council	-0.190
Reduction in Wirral's Looked After Children numbers	-0.410
Review of contracts within Children's Services	-0.250
Review of council's contribution towards European Funded Send Inclusion Programme	-0.220
Review of Supporting Families funding and Early Help budgets	-1.121
Children, Young People & Education TOTAL	-4.180
Economy Regeneration & Housing	
<u>Regeneration & Place</u>	
Capitalisation of salaries (Re-direction of qualifying salaries away from the council's central budget	-0.085
Decommissioning of the Solar Campus site and relocation of teams currently working from the facility.	-0.005
Increase eligible rechargeable costs for Building Control services	-0.080
Lease income from rental of floors 4 & 5 at Marris House	-0.136
One off rental income for partial leasing of Cheshire Lines office space	-0.146
Recharging of costs where eligible grant and fee income is rechargeable within Supported Housing services	-0.060
Recharging of staff costs where eligible grant funding is in place for Economic Growth projects	-0.072
Recharging of staff costs where eligible grant funding is in place for Homes for Ukraine Resettlement Programme	-0.593
Redesign and review of contract commissioning for Economic Growth	-0.065
Re-provision of homeless accommodation and review of community alarm grant	-0.137
Review of Housing Support service and Fuel Poverty contract	-0.088
Review of Merseytravel levy budget	-0.122
Stand down and disposal of a number of council owned buildings	-0.672
Standing down of Wallasey Town Hall for a 12-month period	-0.400
Economy Regeneration & Housing TOTAL	-2.660

Appendix A – Savings agreed at full Council for 2023/24

Committee	23/24 Budget Saving (£m)
Environment, Climate Emergency & Transport	
<u>Neighbourhood Services</u>	
Capitalise Staff costs on infrastructure projects	-0.060
Expansion of the camping offer at Wirral Country Park	-0.010
Introduction of an environmental enforcement scheme	-0.150
Introduction of catering facilities at football playing fields	-0.020
Introduction of Electric Vehicle charging pilot scheme tariffs	-0.010
Introduction of large format digital screen advertising opportunities	-0.020
Introduction of Pet Memorial Garden	-0.010
Reintroduction of Christmas Markets at Birkenhead Park	-0.010
Restructure of the transport fleet	-0.030
Review of Cemeteries and Crematoria service income	-0.100
Review of Pest Control service income	-0.010
Review of Tree Management service	-0.050
Review of vehicle crossing provision	-0.015
Environment, Climate Emergency & Transport TOTAL	-0.495
Policy & Resources	
<u>Chief Executive Office</u>	
Corporate Office Restructure	-0.070
<u>Corporate</u>	
Apply vacancy factor to pay budgets	-2.300
Council wide budget adjustment	-0.340
Reprice pay budgets at Mid-point	-2.800
Review of enabling (back office) services across the council	-2.300
Review of senior management structure	-0.800
<u>Finance/ Resources</u>	
DSG Contribution to statutory functions	-1.200
Insurance reserve - one off	-1.000
Review of current payroll functions	-0.060
Review of digital systems within the Revenue and Benefits service	-0.100
Use of NNDR reserve - one off	-3.000
Policy & Resources TOTAL	-13.970
Tourism, Communities, Culture and Leisure	
<u>Neighbourhood Services</u>	
Development of the events programme at Williamson Art Gallery	-0.070
Leisure Centre service review	-0.500
Review of current Neighbourhood Directorate assets/ buildings	-0.050
Review of Neighbourhoods Staffing Structure	-0.425
Various underspends across Neighbourhoods	-0.060
Tourism, Communities, Culture and Leisure TOTAL	-1.105
GRAND TOTAL	-28.345

Appendix B Committee Budget Details



Tourism, Communities, Culture and Leisure Committee, 22 June 2023

Contents:

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B. Service area summary narratives	Pg. 3
C. 2023-24 Subjective and Objective Budgets	Pg. 5
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A. Introduction and 2023-24 Budget summary

Tourism, Communities, Culture and Leisure Committee 2023-24 Budgets

The Tourism, Communities, Culture and Leisure Committee is responsible for the following areas:

- The provision of Leisure centres including indoor and outdoor activities at Council facilities across the borough.
- Libraries, Museums and Theatres
- The provision of Community Patrol and Antisocial behaviour service
- Council emergency planning
- Running the Transport Depot and providing transport for vulnerable children and adults

The Tourism, Communities, Culture and Leisure Committee provides a wide range of frontline services for local residents. This includes Library services and the broad leisure and cultural offer which comprises a range of leisure facilities for indoor and outdoor activity, including swimming and municipal golf, the Floral Pavilion theatre, Williamson Art Gallery, The Priory, and the Heritage Tramway.

The tables below breakdown and explain the financial resources available to the Committee in 2023-24.

Appendix B Committee Budget Details

Revenue Budgets

Revenue Budgets are the monies the Council allocates for its day-to-day expenditure. It is the amount of money the Council requires to provide its services during the year. Table 1 below, highlights how the revenue budgets are allocated across the various Service Areas relevant to the Tourism, Communities, Culture and Leisure Committee.

TABLE 1 2023/24 Tourism, Communities, Culture and Leisure Committee Budget

Service Area	Budget £000
Neighbourhood Safety	3,569
Leisure, Libraries and Theatre	8,524
Culture and Visitor Economy	418
Cross Cutting Funding and Neighbourhoods Management Team	-1,220
Total Committee Budget	11,291

Appendix B Committee Budget Details

B. Service area summary narratives

Neighbourhood Safety

Neighbourhood Safety is responsible for the following areas:

- 24/7 CCTV Control Room
- Emergency Planning
- Community Patrol Service
- Prevention of Anti-Social Behaviour
- Neighbourhood Engagement Service
- Coastal and Inland Water Safety
- Collaboration with partnership agencies to work on joint funded projects.
- Transport Depot, which maintains and provides vehicles for other areas of the Local Authority.
- Provision of Assisted travel for vulnerable Children and Adults

Leisure, Libraries and Theatre

The Leisure, Libraries and Theatre service carries out many types of functions as set out below:

- Provision of 15 Libraries providing support for community groups and facilities such as ICT. A new model has been implemented since November 2023, which resulted in the re-provision of 9 sites. Some of these are still part of the Community Asset Transfer process which is currently underway.
- Provision of 2 Golf sites. The remaining 2 closed sites are linked to ongoing Community Asset Transfer proposals.
- Provision of 6 Leisure Centres plus West Kirby Marine Lake along with various grant funded projects which benefit vulnerable groups.
- Floral Pavilion Theatre which also provides support for community groups and a catering facility which is being developed to maximise income generation.
- Museums Service which includes Williamson Art Gallery and Birkenhead Priory
- One Stop Shops and Customer Contact Centre

Culture and Visitor Economy

This area reports to the Regeneration and Place Directorate and is responsible for the following:

- Marketing and promotion of the borough to attract visitors.
- Promotion of cultural events which will contribute to the regeneration of the borough and will assist in boosting the economy and encourage inward investment.

Appendix B Committee Budget Details

Cross Cutting Funding and Neighbourhoods Management Team

- This area relates to the budget associated with the Neighbourhoods Management Team and holds 2023/24 employee savings currently allocated to the Neighbourhoods Directorate. This includes the savings agreed for mid-point, vacancies, and Neighbourhoods Review.
- The savings relating to the Neighbourhoods review will be allocated to specific areas of the Neighbourhoods Directorate during the year as service reviews and restructures are completed.

Appendix B Committee Budget Details

C. 2023-24 Subjective and Objective Budgets

TABLE 2 2023/24 Tourism, Communities, Culture and Leisure Subjective Budget

Table 2, below, highlights how the revenue budget is allocated across the various subjective, or types, of expenditure.

Subjective	Budget £000
Income	-12,687
Expenditure:	
Employee	15,489
Non Pay	8,489
Total Expenditure	23,978
Total Committee Budget	11,291

Appendix B Committee Budget Details

Table 3 below, provides a further detailed breakdown of the service budgets.

TABLE 3: 2023/24 Tourism, Communities, Culture and Leisure Committee – Service budgets (Objective and Subjective combined)

Service Areas	Income (£000)	Employee (£000)	Non-Pay (£000)	Cost of Care (£000)	Net Total Budget (£000)
Neighbourhood Safety					
Assisted Travel and Transport	-2,623	3,050	1,818	0	2,245
Neighbourhood Safety – Operations	-598	1,370	551	0	1,324
Leisure, Libraries and Theatre					
Customer Contact Centre	0	870	4	0	873
Libraries	-427	2,447	933	0	2,954
Museums	-186	417	200	0	430
One Stop Shops	-58	940	57	0	938
Theatre	-3,159	1,569	1,069	0	-521
Golf	-554	182	376	0	5
Bidston Tennis and Sports Centre	53	0	132	0	185
Europa Pools	-747	745	685	0	683
Guinea Gap	-818	735	295	0	212
Leasowe Recreation Centre	-886	743	473	0	331

Appendix B Committee Budget Details

Service Areas	Income (£000)	Employee (£000)	Non-Pay (£000)	Cost of Care (£000)	Net Total Budget (£000)
The Oval Sports Centre	-961	1,085	876	0	999
West Kirby Concourse	-1,282	1,035	655	0	408
West Kirby Marine Lake	-266	164	67	0	-35
Aquatics Management	0	421	1	0	422
Leisure Call Centre	0	105	0	0	105
Leisure Management	-50	253	155	0	358
Sales and Retention	0	104	0	0	105
Sports Development	-120	157	34	0	71
Cross Cutting Funding and Neighbourhoods Management Team					
Cross Cutting Funding and Neighbourhoods Management Team	-7	-1,214	1	0	-1,220
Culture and Visitor Economy					
Culture and Visitor Economy	0	312	106	0	418
Committee Total	-12,687	15,489	8,489	0	11,291

D. CAPITAL BUDGETS

Capital budgets are the monies allocated for spend on providing or improving non-current assets, which include land, buildings and equipment, which will be of use or benefit in providing services for more than one financial year.

TABLE 4 2023/24 Tourism, Communities, Culture and Leisure Committee – Capital Budgets

Capital Scheme	23/24 Budget £000	24/25 Budget £000	25/26 Budget £000	26/27 Budget £000	27/28 Budget £000
Leisure	5,563	187	0	0	0
Library	1,293	0	0	0	0
Museum	344	0	0	0	0
Parks	145	0	0	0	0
Total	7,345	187	0	0	0

E. Reserves

Earmarked reserves are amounts set aside for specific purposes or projects. Please note that approval from the Policy and Resources Committee is required to contribute to or drawdown from these reserves.

TABLE 5 2023/24 Tourism, Communities, Culture and Leisure – Reserve position

Reserve	Closing Balance £000
Community Safety Initiatives	43
Les Mills Classes	54
Sports Development Reserve	22
Hilbre Island – Legacy	21
Library Donations	1
Total	141

F. Agreed Savings for 2023/24 for Tourism, Communities, Culture and Leisure Committee

TABLE 6 – Agreed savings for 2023/24

Savings relating to the Review of Neighbourhoods Service Directorate relates to the Neighbourhoods Directorate overall.

Savings title	Categorisation	23-24 Budget Saving (£m)
Development of the events programme at Williamson Art Gallery	Increasing Income	-0.070
Review of current Neighbourhood Directorate assets/ buildings	Increasing Business Efficiencies	-0.050
Review of Neighbourhoods Staffing Structure	Increasing Business Efficiencies	-0.425
Various underspends across Neighbourhoods	Increasing Business Efficiencies	-0.060
Leisure Centre service review	Changing how we fund or provide services	-0.500
Savings Total		-1.105



TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Thursday, 22 June 2023

REPORT TITLE:	LIBRARIES: IMPLEMENTATION OF NEW OPERATING MODEL
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides members of the Tourism, Communities, Culture & Leisure Committee (TCCL) with a progress update on the implementation plan for the Wirral's public library service (New Model).

At the TCCL Committee on 25th October 2022, it was resolved that the proposed New Library Model be developed. A progress update was last presented to Committee on 9th March 2023.

The Model delivers against the Safer and Pleasant Communities theme of the Wirral Plan 2021-26

This is not a key decision and affects all wards.

RECOMMENDATION/S

The Tourism, Communities, Culture & Leisure Committee is recommended to support the proposed approach, work to date and the ongoing implementation plan.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

1.1 The New Model is the mechanism to drive the delivery of The Library Strategy 2021-26. Together these products strive to provide a balanced, sustainable, modern, and fit for purpose Library Service in Wirral which will ensure that all residents have access to a comprehensive and efficient service.

2.0 OTHER OPTIONS CONSIDERED

2.1 The implementation of the New Model & Strategy was approved at the Tourism, Communities, Culture & Leisure Committee on 23rd November 2020 so no other options considered.

3.0 BACKGROUND INFORMATION

3.1 The New Model is designed to focus on the key areas of: Workforce and Assets, the Library Strategy 2021-26, Technology, Communication and Engagement, Information and Advice and Service Planning and Improvement. Progress against each theme is summarised below.

3.2 New extended opening hours as part of the New Model were introduced from early March 2023. Performance data below outlines books or other materials issued and number of IT Log-Ins for the month of April 2023 in comparison with April 2022 and pre-Covid lockdowns in 2019.

Book Issues

LIBRARY	APRIL 2019	APRIL 2022	APRIL 2023	% change 2022 to 2023
Bebington Central	6869	4922	5355	+8.8%
Birkenhead Central	5136	4169	3860	-7.4%
Eastham	2174	818	1219	+49.0%
Greasby	2682	1632	2548	+56.1%
Heswall	3840	0	1987	N/A
Moreton	3373	1112	1249	+12.3%
Rock Ferry	980	272	433	+59.2%
Upton	3122	1263	1353	+7.1%
Wallasey Central	9671	6201	6104	-1.6%
West Kirby	7759	7602	7006	-7.8%

Computer Use (IT Log-Ins)

LIBRARY	APRIL 2019	APRIL 2022	APRIL 2023	% change 2022 to 2023
Bebington Central	840	320	340	+6.2%
Birkenhead Central	1208	516	551	+6.8%
Eastham	455	60	67	+11.7%
Greasby	251	69	98	+42.0%
Heswall	430	0	94	N/A
Moreton	749	155	118	-23.9%
Rock Ferry	851	114	182	+59.7%
Upton	125	42	61	+45.2%
Wallasey Central	1017	314	480	+52.9%
West Kirby	841	226	374	+65.5%

The extended opening hours which form part of the New Model have had a positive impact particularly on this computer usage with percentage increases in all except one library. As these new hours “bed in” it is anticipated that there will be a positive trend over the coming months in both book issues and computer usage.

Workforce and Assets

- 3.3 The agreed new operating model proposed that five of the Council’s Librarians at Beechwood, Leasowe, Ridgeway, St James and Seacombe, would be unstaffed operate with kiosk loan systems and where appropriate managed and operated by volunteers. These sites have been rebranded as “Community Partner Libraries” and individual Service Level Agreements for each of the sites are being drawn up with partner groups which clearly outline obligations for both parties and provide a day-to-day operational framework as this library offer is developed. These libraries will be staffed by community volunteers employed by the Trust / Community organisation and new self-service RFID kiosks (Remote Frequency Identification Device) have been / will be purchased to support delivery of the service. This model is similar to the “Library Express” offer delivered in a number of libraries pre-March 2020. This service commenced in St James Library on 1st May 2023 and Leasowe Library will follow on 1st June 2023. A library offer has been delivered from Seacombe Children’s Centre since February 2022 with a larger, refurbished library proposed as part of the development of the Centre with a community café and soft play area. This site may also be considered for future development as part of the Seacombe Masterplan regeneration programme. Discussions with community groups and the Council’s Facilities Management section will determine the best location for a library offer for the communities of Beechwood and Noctorum (Ridgeway Library).
- 3.4 At Moreton Library / Youth Hub a new multi-service use community facility for all ages is progressing as part of a Wirral Growth Company plan. The existing interior will be refurbished with the required facilities for a Library and Youth offer. The new development will also lift the look of the building. The front and side facades will be revamped with colourful and bright cladding and glazing. New rendering on side

elevations to create a more welcoming and inviting building will also be implemented. Work on this project is expected to commence in summer 2023 for completion spring 2024.

- 3.5 The new “Connect & Inspire Hub”, a brand new fully equipped workspace, opened in Birkenhead Central Library on 6th March 2023. Wirral was just one of 25 authorities nationally that successfully applied for funding from the Libraries Improvement Fund from the Department for Culture, Media & Sport. The hub contains a soundproofed room that is available to hire by the hour, and a full timetable of courses delivered by Council partner and community organisations, such as Lifelong & Family Learning is now in place.
- 3.6 Birkenhead Central Library is also a “spoke” delivery partner for Wirral Metropolitan College’s Town Deal project and there will be substantial capital investment (£157,000) into the building, with the reprovisioning of the current workroom space into an employability training hub in partnership with Wirral Lifelong & Family Learning Service. There will also be opportunities to develop smaller spaces within the building to provide new purpose-built areas for the public and library staff. It is anticipated that the new facility will be operational in January 2024.
- 3.7 Activity to maintain good ventilation (fresh air supply) continues to be carried out across the authority. This includes numerous building surveys to assess the current condition of ventilation and reassess earlier ventilation surveys to ensure that statutory guidance is being followed – and that any recommended improvements that have been implemented. Building improvements i.e., repairs to windows, natural ventilators, passive and mechanical ventilation etc have already taken place across many sites. These improvement works include the installation of CO2 monitors at Birkenhead Central, West Kirby, Bebington and Wallasey Central libraries. Assessments are ongoing with monitors to be installed in other library sites in the near future. The easing of restrictions on maximum room capacities has enabled a significant number of activities to be offered across the Library Service. More details on activities provided at Library sites can be found in Appendix 1.
- 3.8 Recruitment: The Service had 8 FTE equivalent vacancies (as of 2nd May) and an extensive recruitment process was undertaken. In order to try to recruit a more diverse workforce this was done differently to the Council’s traditional processes. For the first time the process included dedicated Open Days to provide prospective recruits the opportunity for an informal chat with staff prior to formal interview. Other pre-interview arrangements included workplaces exercises involving specific tasks needed for the role and open discussions on library related topics.

Library Strategy

- 3.9 The Library Strategy 2021–26 is shaped around key deliverables (TCCL Committee 23rd November 2020) as set out by Libraries Connected, the four Universal Offers (“Libraries Connected – Universal Library Offers 2013”) essential to a 21st century library service. These are: Reading, Information & Digital, Culture & Creativity and Health & Wellbeing and aim to connect communities, improve wellbeing, and promote equality through learning, literacy, and cultural activity.

- 3.10 An Implementation Plan has been devised to monitor progress against key strategic objectives.
- 3.11 With restrictions introduced during Covid 19 lifted and subsequent guidance around ventilation eased a variety of activities have been reintroduced in most libraries to meet the objectives of the Library Strategy. Appendix 1 provides a summary of the number and range of activities offered in April 2023.

Technology

- 3.12 Investment in innovative technology will be needed to provide a full self-service offer in the new Community Partner Libraries. Five new RFID kiosks are scheduled for delivery on 14th June 2023 and approval has been given by the Investment Change Board (ICB) to procure a further 10 kiosks in 2023-24.
- 3.13 There is an increasing demand from users to have the ability to print directly from their own devices rather than having to rely on using a library PC. A solution to include self-service functionality has now been introduced into the 10 staffed libraries and is proving very popular with an average total of 705 printouts per month via WiFi. All libraries have now had the upgraded Aruba WiFi network installed.
- 3.14 Included in the successful Libraries Improvement Fund bid was the provision of six new “hublets” which are now available for customers to use in Birkenhead Central Library. These loanable tablets provide access to digital content to users who may not have their own devices or do not wish to be restricted to desktop computers. These tablets are controlled through a Smart Docking Station and dynamic user interface so providing digital inclusion for all. The take up of these devices will be assessed to determine whether a rollout of more devices in other locations with existing revenue funds should be developed.

Communication and Engagement

- 3.15 In the Wirral Council Libraries Consultation (February – April 2022) it was identified that communication was something our residents and service users said we could improve on:
- A social media working group has been established within the Library staff team with the aim to post updates on the Service offer, daily if needed. Posts are made on the Library Facebook, Twitter and Instagram platforms.
 - A new Staff Newsletter is being designed with the aim to inform all staff of Service developments on a regular basis.
 - The Service will also develop a long-term Communications/Marketing Plan in conjunction with the Council’s Communications Team that will promote activities within our Libraries.

Information and Advice

- 3.16 In person face to face appointments are being delivered at three key sites across the borough at Birkenhead Europa Pools, Wallasey Central Library and Bebington Central Library. A fourth site will go live at West Kirby Central Library week commencing 9th May 2023. To supplement this offer, video calling booths are

already located at Birkenhead Central Library, Eastham Library and Moreton Library. A further site will be rolled out over the coming weeks at Heswall Library with additional sites at Upton Library and Seacombe Children's Centre in the coming months. The video calling booths utilise modern video conferencing functionality and technology which allows us to make more efficient use of our limited staff resources. Staff can service multiple sites from one remote location eliminating the need for staff travel time.

- 3.17 The Customer Experience Strategy seeks to improve the customer experience for all client groups across all service areas. It will provide a clear framework to deliver the Council's value of 'being customer focused'. Libraries and One Stop Shops as two of the main public facing services will be involved in the delivery of this Strategy.

Service Planning and Improvement

- 3.18 The Library Service, supported by the Council's Organisation Development and Design team is engaging with all staff to address some of the feedback raised through recent staff consultations. Six key themes have been identified on how we work with staff to improve as a service and as colleagues. These are:

- Working together to deliver an outstanding service
- Work more effectively together
- Values, behaviours and roles
- Engagement
- Learning and Development
- Leadership

- 3.19 Workshops were held in Birkenhead Central Library on 18th and 20th April to look at the first two themes and were reviewed on completion. Further workshop sessions will be taking place with staff across the summer.

- 3.20 It has been identified that the current IT provision for staff and customers requires reviewing. The service is working with colleagues from Organisational Development and Design to identify improvements for staff, for example so that all staff have access to a laptop. Engagement will be needed with Digital Services to work on a longer-term digital strategy for libraries and what the public IT offer should look like to keep it relevant and cost effective.

4.0 FINANCIAL IMPLICATIONS

- 4.1 It is anticipated that there will be financial benefits from the development of a mixed model of community and partner delivery, led and supported by the service, with strong outreach and digital elements.
- 4.2 The level of savings is dependent on the level of community support and colocations. The focus of this re-modelling is primarily to deliver a fit for purpose modern and future-proof library offer that delivers flexible accommodation to promote a range of uses.

5.0 LEGAL IMPLICATIONS

- 5.1 Under the Public Libraries and Museums Act 1964, the Council has a statutory obligation to deliver a comprehensive and efficient library service available to everyone, to promote this service, and to lend books and other written materials free of charge. This model and draft strategy ensure that our library service is not only comprehensive but also efficient, and that it is based on an assessment of local library needs.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 One of the aims of the new library model is to make best use of the public sector estate and reduce costs by sharing accommodation with relevant partner services. thus, reducing unnecessary costs as well as reducing its carbon footprint.
- 6.2 The library service offers access to essential IT for those who cannot afford it and support for those who need it. It is essential that this equipment is kept refreshed to ensure it is compatible with school and business IT software allowing young people homework facilities and adults access to facilities to search and apply for work.

7.0 RELEVANT RISKS

- 7.1 The New Model is designed to ensure that a legal, comprehensive, and efficient library service is provided in Wirral. There have been regular communications with the Department for Digital Culture Media and Sport to update on the progress of the implementation of the New Operating Model.
- 7.2 Failure to deliver the model could also have an impact on anticipated Medium Term Financial Plan savings attached to the new model, creating budgetary pressures and a loss of confidence in the Council's ability to follow through on its budgetary and financial commitments.
- 7.3 The Community Partner Libraries may not be able to fulfil all their obligations as set out in the Service Level Agreement and so there would be a reputational risk to the Council.
- 7.4 The New Operating Model has identified the need for recruitment of additional staff to allow the Library Service to operate with new revised hours as above. Until this recruitment has been completed there is the potential of ad-hoc closures at short notice when pressures on existing staffing numbers dictate.
- 7.5 Additionally staffing resources are still being used to run the Community Partner sites at Beechwood and Seacombe libraries and until such time as the operational responsibility for these moves over to community organisations these will still need to be staffed. This will impact on overall available resources in this interim period.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 We have engaged with Department for Culture, Media and Sport (DCMS)

Representatives on the New Model from an early stage and they are comfortable with our proposals. This dialogue with DCMS will continue at key review points.

9.0 EQUALITY IMPLICATIONS

- 9.1 The New Model is designed to increase participation and uptake from those groups that currently use the service least whilst having the highest needs. It has been based on a full library needs assessment; and aims to increase participation in areas of greatest need where the take-up is currently low by providing services and activities that are relevant to and valued by those communities.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Modernising the libraries and sharing buildings will reduce the environmental impact whilst investment will result in more attractive buildings which will enhance the local townscape.
- 10.2 Keeping libraries within local communities and increasing our outreach service and online offer will all serve to minimise emissions from car usage. Our libraries will all have cycle storage and water fountains.
- 10.3 Where possible we will invest in environmentally friendly solutions and designs when we modernise our buildings to reduce their carbon footprint.
- 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.

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 Under the Library Strategy and preferred operating model, libraries are seen as a key catalyst to physical development and opportunities for individuals and groups of residents in Wirral. This includes ensuring everyone has equal opportunities and skills to empower them from school readiness to employment and beyond.
- 11.2 The Library Service will develop a shared programme of work with Long Life & Family Learning Service to provide Essential Digital Skills for those transitioning between careers or as an entry route to employment.
- 11.3 The Business & Intellectual Property Centre (BIPC) in Birkenhead Central Library is designed to provide any individual or business with specialist help and support. It offers free to use databases which offer up to date business and market information, one-to-one business and intellectual property advice, dedicated workspaces, workshops and other events as well as access to a network of businesses and advisors.

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APPENDICES

Appendix 1 – Strategy Actions April 2023

The images in the appendix below may not be suitable to view for people with disabilities, users of assistive technology or mobile phone devices. Please contact peteraspinall@wirral.gov.uk if you would like these documents in an accessible format.

BACKGROUND PAPERS

Libraries Connected – Universal Library Offers 2013
<https://www.librariesconnected.org.uk/page/universal-library-offers>

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, to undertake responsibility for the delivery of the authority’s library services.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	23rd November 2020
Tourism, Communities, Culture and Leisure Committee	25 th October 2022
Tourism, Communities, Culture and Leisure Committee	9 th March 2023

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LIBRARY STRATEGY APRIL 2023



1 READING

1.1 Offer children of all ages an opportunity to read and discover

- Thanks to funding from Peters who supply our children’s books, Wish Upon a Party entertained children for two hours with their Gruffalo themed party at Birkenhead Library, which included a story, crafts and promoting the author to the children. The thirty children who attended enjoyed the party and the feedback from parents and carers was very positive.



- We held twenty-two Baby Bounce and Rhyme sessions, including a special Easter one at Birkenhead Library, which had the theme ‘Teddy Bear’s Picnic’. Staff created a picnic scene with bunting. The babies brought their own teddies, and a snack and bear ears were given out.



- Story and craft sessions are being planned for the Coronation in May and Elmer Day on 27th May.

- Six Easter craft and story sessions took place in our sites. We also promoted Easter books that could be downloaded from our Overdrive platform.
- We shared Booktrust reading lists to do with all things Easter and a list of books for children that explore Ramadan and Eid.
- Twenty-four Lego sessions took place in various sites.



1.2 Provide affordable and engaging resources and activities to promote and celebrate reading for pleasure for adults

- We promoted the fact that we have subscribed to some new e magazine titles from BorrowBox, all of which are free to borrow.

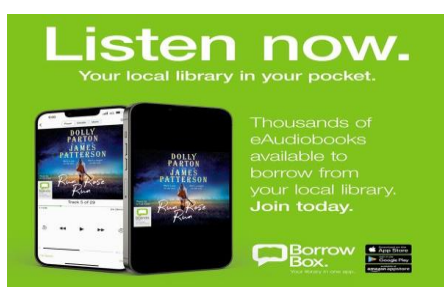


- A new feature on social media was the introduction of a monthly book challenge in January. Each month we challenge our readers to choose a title from that month's theme. April's theme was funny books. Readers are encouraged to share feedback and reviews on our social media pages.
- This World Book Night we invited readers to join the Road to Reading. This asks people to pledge to read every week to help them connect to others, spark curiosity, boost their self-esteem and support their mental health. Their reading journey will also form part of a national reading research project, helping to transform the lives of more people across the UK.
- Library staff were successful in their application to the Reading Agency for World Book Night Quick Read titles to give out to our communities. Staff gave some out at two shopping centres and community groups which included the

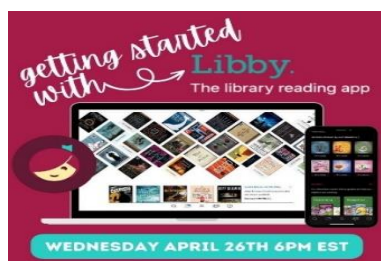
Inspire Community Café and Diversity Hub 67 which aims to offer support with mental health and financial issues and who are passionate about preventing isolation.

1.3 Provide an engaging and diverse book stock and reading focused materials for all ages and abilities

- April campaign titles on BorrowBox were The Curfew by TM Logan on e Audio and Run, Rose, Run by James Patterson and Dolly Parton on e Audio. Other promotions included local history titles for Local History Month and a gardening/spring feature. 42 e Audio books and 121 e Books have been purchased since February, which included reservations, replacements for expired titles and new titles.



- Readers were invited to join OverDrive experts for a one-hour webinar on Getting Started with the Libby App. They would learn the basics, find out what makes Libby different, ask questions and access additional learning resources after the webinar ends.

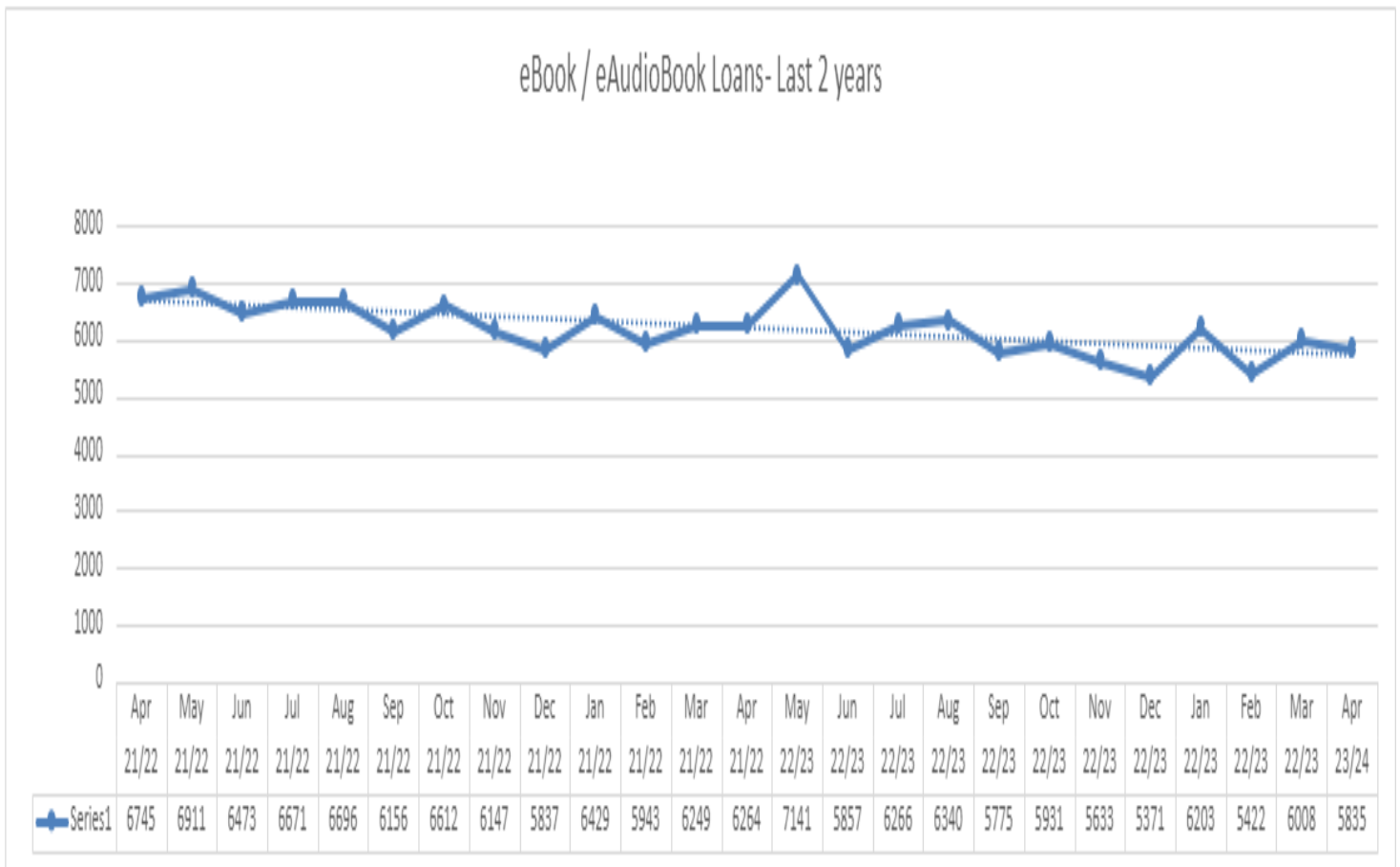
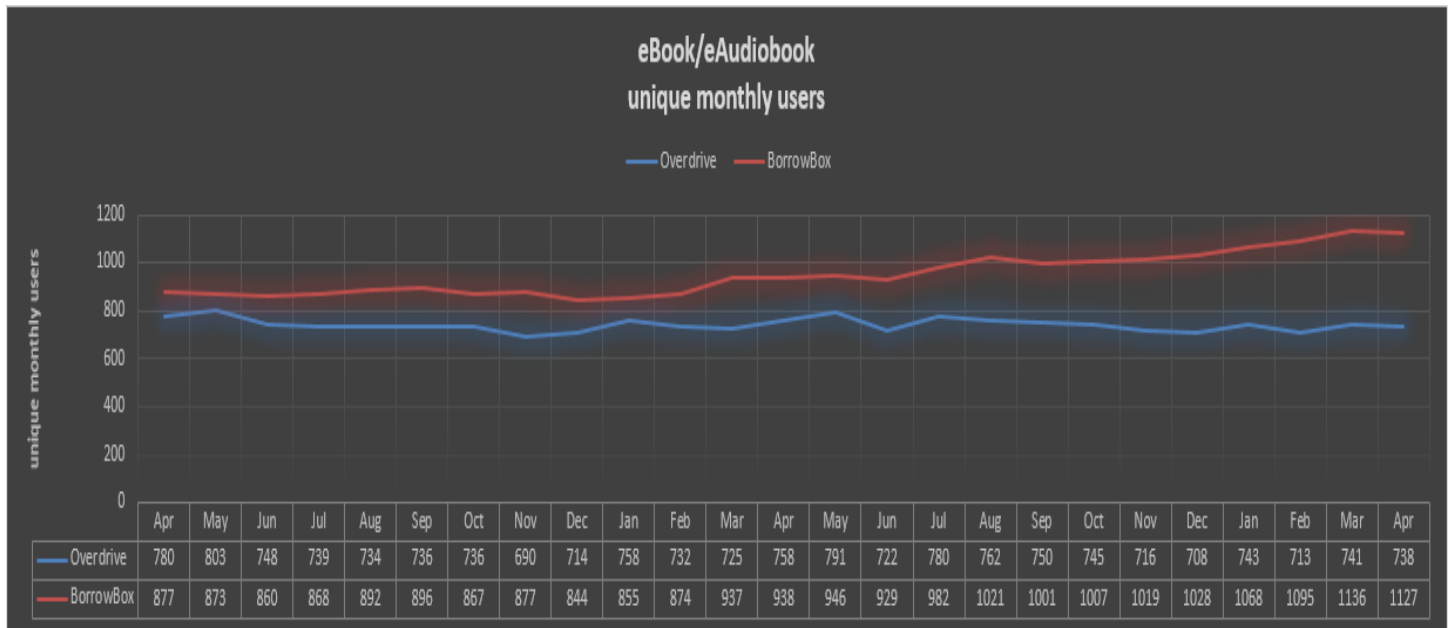


2 INFORMATION and DIGITAL

2.1 Provide a range of resources and activities that promote digital inclusion and support residents with their digital skills

- Wirral Lifelong Learning continue to hold courses at the new Connect and Inspire hub at Birkenhead Central Library. They include:
 - Easy steps into computers
 - Learn to use your own smartphone
 - Learn to use your own tablet

Borrowbox and Overdrive engagement



Performance				f Wirral Libraries
Engaged Users	Post Impressions	Reactions	Post Reach	
2,073 ↘19%	80,589 ↘10%	534 ↘17%	43,154 ↘18%	
Page & Post Engagements	Link Clicks	New Fans	Posts	
2,977 ↘20%	274 ↘20%	25 ↗32%	96 ↗4%	

Post summary			f Wirral Libraries
Posts	Reach	Reactions	
96 ↗4%	76,067 ↘5%	320 ↘16%	
Comments	Shares	Engagement Rate	
19 ↘36%	229 ↘13%	3.98% ↗1%	

Performance				t WirralLibraries
Tweets	Retweets	Impressions	Engagements	
51 ↘7%	66 ↘8%	15,416 ↘5%	254 ↘4%	
Replies	Clicks	Likes	New Followers	
4 ↘33%	65 ↗9%	90 ↘5%	2 ↘83%	

Post summary			t WirralLibraries
Posts	Retweets	Replies	
51 ↘7%	66 ↘8%	4 ↘33%	
Clicks	Likes	Engagement Rate	
65 ↗9%	90 ↘5%	1.50%	

2.2 Provide access to quality information and digital services

- People who live in Wirral and wanted to start or grow their business were invited to an event with business advisor Heidi at Birkenhead Library.



- Wirral Ways to Work Job Club and Employment Advice with Involve NorthWest is an appointment only service at Birkenhead Central Library in the new Connect and Inspire Hub. Also, Involve NW Community Connectors were in Birkenhead Library every other Thursday and Heswall every other Tuesday to signpost clients to all kinds of community and wellbeing support in the areas. Eight sessions took place this month.
- Wirral Libraries introduced new extended opening hours from 3rd April. Branch libraries opened for more days and our Centrals opened until 7pm on Tuesdays and Thursdays.
- The Connect and Inspire hub is now open at Birkenhead Central Library, with an offer for individuals, local communities and businesses. There is new digital tech for users, free super-fast wi-fi, free charging points and brand new spaces to hire, study and learn in. The hub has been developed thanks to funding from the Libraries Improvement Fund from Department for Culture, Media and Sport, with Wirral Council being one of just 25 local authorities that successfully applied.



- Users can access digital newspapers and e Magazines at home as well as in our libraries. To access the papers they can log in to NewsBank. For e Magazines, they need to login to BorrowBox and select e Press.
- Twenty Reachout sessions took place in various sites. The service offers free, confidential advice and guidance to support residents get back into employment.

3 CULTURE and CREATIVITY

3.1 Provide opportunities for residents to engage in inclusive cultural and creative experiences, amongst audiences of targeted need and within local communities

- As Eurovision is taking place in Liverpool next month, we celebrated by making a playlist on Spotify of the library staff's favourite British entries, with some great international songs mixed in. We also added a Wirral Classical

playlist, which consists of pieces by composers from the Wirral (or who have significant Wirral connections) and pieces performed by Wirral musicians.

- To celebrate World Book Night on 23rd April, staff went to Cherry Tree Centre where they chatted to approximately fifty people about the library offer and to give out free books.
- Wirral MakeFest have released tickets for the first WirralMakefest event being held at the Williamson Art Gallery and Birkenhead Central Library sites. Makefest aims to give confidence to new creators, build communities and help start makers on the path to sustainability. It is being organised by volunteers Diana Powell, Wirral Unplugged, Alison Bailey Smith, and John Howard Wirral Code Club who have formed the Wirral Makefest organisation. On 3rd June there will be a planetarium in Birkenhead Central Library with ten 25-minute shows throughout the day, with makers and organisations providing advice, information and activities plus a pop-up café by Wirral Met College Prep4Life across the whole of the library ground floor space and pocket park.
- Our zoom reading group continues to meet once a month. Books talked about at this session included Snap by Belinda Bauer, Bournville by Jonathan Coe and Murder Before Evensong by Richard Coles.

3.2 Encourage the growth of local cultural groups and events to further enhance the use of the library space for cultural and creative activities

- In April we celebrated Local History Month. As well as some fabulous talks we had collections of local interest and local history books at our central libraries and a wide range of interesting articles on BorrowBox and Libby.



- Local History Month was a great success. We sold out at all our venues and used the Eventbrite platform for bookings. Numbers allowed are outlined below:

Bebington 30

Greasby 40

Birkenhead 60

Wallasey 30

We had more demand than ventilation numbers would allow tickets for some of the events, which shows there is a demand for Local History talks. Local people enjoyed the opportunity to listen to talks for free and the sessions encouraged the community to get involved. Feedback was very positive. It is also a great opportunity to promote our service e.g., Census 1921. The speakers all provided their time for free, which the library service is very grateful for. Hopefully next year it will be bigger and better again. The four talks were:

Crossing the Mersey by Gavin Hunter

Curious Tales of Wirral by Ken Pye

Aethelflaed by Dave Capener

Mothers, Wives and Daughters: Women's experiences of the Great War 1914 – 1918 by Dr Stephen Roberts

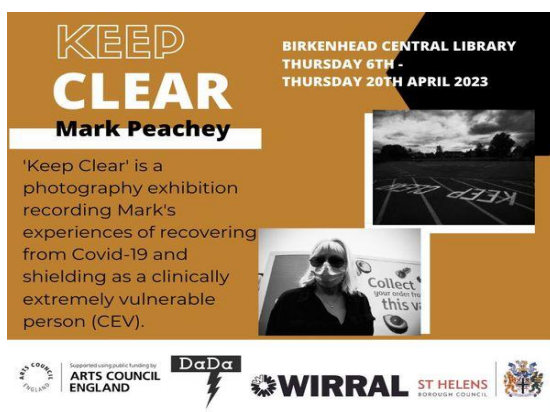
- Birkenhead Reference Library is celebrating the coronation of HM King Charles III with a photo exhibition of his visits to Wirral and how we celebrated past coronations.
- Staff at Bebington library are holding a poetry event in May featuring Dean Fraser. Dean's mixture of philosophy and poetry make for an interesting and thought-provoking hour, whilst also being entertaining.
- Birkenhead Library is hosting the Friends of Tranmere Tunnels display in April and May. It includes photographs and information about the history of this local heritage site. The aim of the display is to raise awareness of this valuable historical asset and the vision for its future development.



- Two pupils from Upton Hall School have started doing their Duke of Edinburgh volunteering at West Kirby Library
- 'Keep Clear' exhibition is a series of photographs by Mark Peachey, a St Helens-based photographer. In early 2020 Mark caught Covid-19. He has severe asthma and the effect of Covid on his health has been substantial. He had to shield at home as a Clinically Extremely Vulnerable person. To help him cope with his experiences he began to photograph his life at home shielding, and later on, his experiences of slowly re-entering the world around him.

As society opened up and restrictions were lifted, the political mantra became one of 'Living with Covid.' Mark feels that a gap has opened up between many CEV people who are still wary of going out and mixing with other people, and non-CEV people who may not have these concerns. After nearly three years Mark is still struggling with the after-effects of Covid. This, in Mark's experience, is 'Living with Covid'. The virus remains an elevated threat to people with disabilities. For Mark and many people like him, the need to Keep Clear could become a way of life.

'Keep Clear' is on loan to Wirral Borough Council from St Helens Borough Council and was on display in Birkenhead Central Library from Thursday 6th to Thursday 20th April 2023 as part of Dada International 2022, a disability arts programme designed to inspire, develop and celebrate talent in disability and Deaf arts. You can also view the images online at keepclearphoto.co.uk.



'Keep Clear' was commissioned by Cultural Hubs, delivered by and through St Helens Borough Council's Library Service and has been exhibited throughout the Liverpool City Region as part of a collaborative cultural working party.

Feedback from the exhibition has been very positive with a conservative estimate of 250 people viewing the exhibition. The format of the exhibition (via easels) fitted the space exceptionally well and increased engagement. Two copies of the accompanying book have been purchased as part of the exhibition legacy.

- The service has been preparing for the hand-over of St James library to the St James Centre. Following meetings with the management team at St James a programme of stock work has been initiated that will reflect the needs of the local community and the vision of the Centre's future plans for the space. This has led to a reduction in stock in some areas and a new layout for the library with considerable space being provisioned for community activities going forward. Work will continue in the coming weeks, with the operational team facilitating the removal of the counter and FFE removal.
- Library staff and other judges met to choose the winning poems in this year's Chris Salmon poetry competition. It was open to entrants under 19 years of age who attend school or college full-time in Wirral. It was free to enter and a prize of £100 is awarded to the winner of each of the 5 age categories. The prize-giving ceremony will be on the evening of 7th July.

4 HEALTH and WELLBEING

4.1 Promote access to trusted information on a range of health issues including specific medical conditions and public health issues and provide self-management support

- Greasby Library is again being used for Covid vaccinations on the days when the library is closed. This will be starting from 18th April and will conclude at the end of May.
- Staff are planning a Reminiscence Box event at Wallasey Central library for residents in local care homes who have dementia.
- Friends of Wallasey Central are holding a coffee morning in the library in May in aid of Dementia Action Week. Singme Merseyside choir will be providing the entertainment.
- Eastham Day Centre meet up in Eastham library every week.
- We are highlighting Mental Health Awareness in May by holding six drop-ins in our libraries hosted by two of our partners.

4.2 Provide a range of creative and social activities which engage and connect communities, reduce loneliness and improve wellbeing in accessible and trusted spaces

Appendix 1

- We hosted eight shared reading group sessions and three-monthly reading groups.
- Lisa Kelly from Autism Together helped host a coffee morning at Wallasey Central Library as part of Autism Acceptance Month. As well as serving drinks and cake to visitors, the group displayed literature giving more information about autism and the group. Everyone had a great time helping to raise money for the charity and acceptance for autistic people everywhere.

All the necessary photographic permissions have been obtained.

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TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Thursday, 22 June 2023

REPORT TITLE:	COMMUNITY ASSET TRANSFER HOYLAKE MUNICIPAL GOLF COURSE (UPDATE) BROMBOROUGH CIVIC CENTRE WOODCHURCH LEISURE CENTRE BRACKENWOOD GOLF COURSE
REPORT OF:	DIRECTOR OF RESOURCES

REPORT SUMMARY

This report updates on the community asset transfer (CAT) of Hoylake Municipal Golf Course, and makes recommendations on community asset transfer (CAT) matters relating to Bromborough Civic Centre, Woodchurch Leisure Centre and Brackenwood Golf Course.

It builds upon the CAT decisions made by this committee at its meetings of 16 June 2022, 25 October 2022, 2 February 2023 and 9 March 2023.

This report meets the following priorities in the Wirral Plan 2021-26

- Safe, vibrant communities where people want to live and raise their families.
- A prosperous inclusive economy where local people can get good jobs and achieve their aspirations.

This matter has the potential to affect all wards.

This is a Key Decision

The Heads of Terms, Business Plans and commercial advice referred to in this report are confidential for commercial reasons. Therefore, Appendices 1, and 2 of this report are exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

RECOMMENDATION/S

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

- (1) Agree to the use of Brackenwood Golf Course for playing pitches, Biodiversity Net Gain, and community access to support Local Plan priorities;

- (2) Recommend to Policy and Resources Committee, disposal of Bromborough Civic Centre for the best achievable consideration towards repaying the Capitalisation Directive
- (3) Authorise the Director of Regeneration and Place to invite demolition tenders for Woodchurch Leisure Centre and explore future uses for the site to support Local Plan priorities.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The recommendations within this report enable the Committee to make decisions on the assets that are in scope for Community Asset Transfer (CAT).
- 1.2 If this Committee resolves to transfer Brackenwood Golf Course to Brackenwood Community Golf Limited, and Bromborough Civic Centre to one of the two groups who have submitted business plans, then under the Constitution, this must be a recommendation to the Policy and Resources Committee, for their decision, as the asset values are over £500,000.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The CAT process has been a primary consideration for this report which follows on from resolutions agreed by this Committee at its meetings of 16 June 2022, 25 October 2022, 2 February 2023 and 9 March 2023.

3.0 BACKGROUND INFORMATION

Hoyle Municipal Golf Course (update)

- 3.1 The Royal and Ancient (R&A) and Royal Liverpool Golf Club are working on their business plan for a community asset transfer of the Hoyle Municipal Golf Course. This will secure Hoyle as a future venue for The Open Golf Championship and include short form golf formats, technologically enhanced driving range facility, playing pitches, Biodiversity Net Gain and community access. It is anticipated that the business plan will be submitted by December 2023 and then reported to this committee.

Bromborough Civic Centre

- 3.2 This Committee, at its meeting on 2 February 2023 invited business plans from the Neo-Community Group and Bromborough Civic Community Group Limited. These business plans have been independently assessed by C.co who provided the same support to the library business plans.
- 3.3 Their conclusions are that both submissions are viable in terms of asset transfer and that against the CAT criteria, Neo scored 83.5 and Bromborough Civic Community Group Limited 74.5. The detailed C.co assessment is in the exempt Appendix 1 of this report.

- 3.4 In the Committee report on 2 February 2023, it was identified that this property has a commercial value of over £500,000 and that this matter needed to be considered alongside any CAT transfer. Both groups were advised of this at the outset of the business plan process. CBRE have provided commercial advice to the Council on this matter which is in the exempt appendix 1 of this report.
- 3.5 The Director of Finance has advised that given the challenging financial position of the Council, the requirement to repay to Government the sum borrowed through the Capitalisation Directive (£13.2m) by the generation of capital receipts, and the commercial advice received from CBRE, that this property should be part of a strategic disposal programme to meet these objectives rather than be transferred through the community asset programme.

Woodchurch Leisure Centre

- 3.6 Woodchurch Leisure Centre was opened in the late 1960s. It is a very dated, and complex asset which comprises of a swimming pool and a variety of rooms and spaces that have been used for a range of leisure related activities over the years. The Leisure Centre was closed during Covid and never reopened, and as a result it was agreed to close permanently in March 2022 due to its being surplus to requirements and to reduce significant operating deficits. The asset was then put into the CAT process. In the last month, the building has been subject to significant vandalism which will increase the costs for bringing it back into use.
- 3.7 Following, an expression of interest process, the submission of two business plans was agreed by this Committee. These submissions have been made by Helen Diamond Swimming Limited and Woodchurch Well-being.
- 3.8 It has been necessary, on several occasions, for officers to enter very detailed discussions and clarifications with both organisations given the complexity of the asset. It requires significant skills and costs to bring it back into use to meet all the health and safety and operational requirements for such buildings. The proposals are dependent on grant funding applications. There are rising energy costs (which are difficult to forecast and present a significant risk). Income assumptions are considered optimistic. The issue of generating income not just to repair but to maintain a building which is over 60 years and beyond its economic life is very challenging.
- 3.9 It must be said that both organisations, in their respective areas have much to offer in terms of running services and they do this already in other parts of Wirral. They have worked with the Council to seek to address the issues set out above. Updated versions of the business plans have been submitted and assessed objectively based on the evidence produced by both organisations. There are still some gaps in the information provided. Given the significant holding costs for the asset (set out in paragraph 4.4 below) and the opportunities that have been given to explore this CAT option, it is necessary to bring this process to a conclusion by seeking a decision.
- 3.10 It is considered that both business plans present significant risks in terms of
(1) optimistic income projections;
(2) calculation of energy costs;

- (3) dependency on grants;
- (4) the ability to generate sufficient income to maintain the asset in the future given its age (and the recent vandalism will incur additional costs for the project).
- (5) and because of the above factors, viability

3.11 It is therefore recommended that this asset is not transferred, but that it is demolished and that options for the site are reviewed to support Local Plan priorities.

Brackenwood Golf Course

3.12 This Committee, at its meeting on 2 February 2023, resolved that “The Director of Resources be authorised to start negotiating Heads of Terms with Brackenwood Community Golf Limited on the basis of their business plan, to seek to agree Heads of Terms to transfer the course and report back on the outcome of the negotiations and options, which support Local Plan priorities for decision by this committee.”

3.13 Heads of Terms have been negotiated with Brackenwood Community Golf Limited (BCGL). The Heads of Terms are included in the exempt Appendix 2 to this report. BCGL is a newly formed not for profit company for the purpose of this asset transfer. For the avoidance of doubt Brackenwood Golf Club is a separate legal entity.

3.14 In the Business Plan submitted by BCGL a 99-year lease term was being sought. For this length of lease, the property market would normally expect a premium to be paid in relation to the capital value of the asset in the sum of £950,000. The company could not afford this and so a lease period of 40 years was negotiated to reflect the term of years it requires having regard to the investment required in the course.

3.15 For this length of lease, the Council has assessed a market rent through an independently commissioned commercial -in- confidence report which has been shared with BCGL for the sole purpose of the negotiations. The company have challenged this market rent. BCGL advise that “their business plan illustrates that if they paid this level of rent, they would not be able to invest in the golf course, or the various community and environmental benefits, to the level required.” So, they have made a proposal in relation to rent which is below the market rent identified in the report. If members were minded to support a transfer of this asset, then a view on this proposal would need to be taken. As these matters are commercial, they are set out in the exempt Appendix 2 to this report.

Local Plan priorities – Biodiversity Net Gain

3.16 The proposals set out in the business plan from BCGL support the Local Plan by providing opportunities for Biodiversity Net Gain.

Local Plan priorities – Playing Pitches supporting Brownfield First Strategy

3.17 Wirral already has a significant deficit of playing pitches across all sports (rugby, football, hockey etc) in all areas of the Borough as set out in the Playing Pitch Strategy. This Strategy recommends a focus on HUB sites as one pitch sites are not efficient and expensive to maintain. In addition, the Local Plan is a plan for growth which requires the identification of additional new playing pitches sites to support

development on brownfield land which is a key priority agreed by Members in the Local Plan. There are a limited number of such sites which can accommodate playing pitches in Wirral. Without identified land for new playing pitches, the Council will have significant difficulty in demonstrating that the Sport England requirement for new pitches to meet growth can be accommodated and as such planning applications on brownfield sites would not be policy compliant and could not be approved. This will add to the argument that Green Belt sites should be released as these locations can provide new pitches to meet the demand.

- 3.18 These matters have been discussed with BCGL and in correspondence with the Council they have advised that they cannot consider a nine-hole golf course and playing pitches for viability reasons. They have advised that they could consider a hybrid model making changes to the course structure, using funded capital expenditure or grant funding as part of sports pitch provision, but retaining an 18-hole golf course and not affecting their proposals for Biodiversity Net Gain. From the Council's perspective it is unlikely that such a proposal would provide the number of pitches required from this site to contribute towards the present and future deficit for playing pitch provision.
- 3.19 The other alternative is not to transfer the course and to use it for playing pitches, Biodiversity Net Gain, and community access. At 115 acres, it represents one of the largest sites for a hub of playing pitches (defined as two or more pitches on the same site) in Wirral and could accommodate between 8 and 12 pitches which would make a significant contribution (along with the other limited number of hub sites sites) towards providing land to meet the deficit. It is estimated that all the currently potential hub sites for playing pitches will be needed to support the Local Plan over the plan period. Biodiversity Net Gain and continued community access to the area will be provided alongside the playing pitches.
- 3.20 There are currently 11 golf courses in Wirral catering for all levels of golf. There remains adequate availability within the remaining municipal courses (Arrowe Park and The Warrens) to accommodate any current and increasing demand for such facilities.

Local Plan priorities – land use designation

- 3.21 Brackenwood Golf Course is in the Green Belt and will remain as open space accessible to the public.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The following table sets out the capital value of each asset:

ASSET	Estimated Asset Value	Estimated Capital Investment Costs
Brackenwood Golf Course	£950,000	£1.4m
Woodchurch Leisure Centre	£1 (nominal value given the condition of the asset)	£1.1m over ten years
Bromborough Civic Centre	£600,000	Not yet assessed

The estimated capital investment costs come from surveys and reports which have been completed over the past few years. Such investment is required over several years. The costs are likely to have increased given the increase in construction, material costs and rises in inflation. This information is given for information purposes.

- 4.2 In the 2022/23 budget, the Council agreed to close two 18 – hole municipal golf courses (Brackenwood and Hoylake) to address a significant budget deficit in the operation of the service (circa £335,000 per annum). This decision has been very successful, and the service is now in surplus, achieving over £60,000 above its income target for 2022/23. Reopening Brackenwood golf course will undermine this achievement and lead to competition and loss of income, incurring financial pressures on the Council’s budget, that potentially could even jeopardise the viability of the remaining sites (Arrowe Park 18-hole course and The Warrens nine-hole course).
- 4.3 If Brackenwood Golf Course is used for playing pitches, Biodiversity Net Gain, and community access, Officers will prepare an implementation strategy for the site which will seek funding from developer contributions and National Sporting bodies to provide the pitches, and identify arrangements, potentially with external organisations, for them to use revenue income to meet future running and maintenance costs. If successful, this would not require any Council funding. The work on Biodiversity Net gain will be led by the Climate Change Team in the Neighbourhoods Directorate.
- 4.4 There are significant, unbudgeted, holding costs for Woodchurch Leisure Centre which amount to approximately £200,000 per annum (£16,667 per month). These pressures will need to be mitigated in year.
- 4.5 The Council has an allocated sum of £320,000 to demolish Woodchurch Leisure Centre. Officers, following local consultation, will prepare an implementation plan for this site which will consider future uses and funding for delivery.

5.0 LEGAL IMPLICATIONS

- 5.1 The terms of reference for the Tourism, Communities, Culture and Leisure Committee are to consider applications for transfers of assets to organisations that will provide community benefits e.g. main uses which would further the social well-being and interests of the local community. Examples would include cultural,

recreational and sporting uses. Outside the definition would be use that was predominantly educational. Any appropriation of land from use as a library to educational use would require the approval of Policy and Resources Committee. The Tourism, Communities, Culture and Leisure Committee should refer to Policy and Resources Committee surplus assets for which the Committee saw no alternative community use.

- 5.2 In general the Committee in reaching a decision must consider all relevant considerations and disregard irrelevant considerations and come to a reasonable conclusion. That would include considering any potential uses for the assets which are alternative to those being proposed by the applicants for CAT transfers. Not to consider alternative uses would expose any decision to legal challenge.
- 5.3 A relevant consideration is the Council's fiduciary duty to the Council Taxpayer to take account of their interests in maximising income or savings and obtaining the best price reasonably obtainable for the disposal of any asset. The Committee should therefore consider any income or capital receipt forgone because of donating an asset for community use. Any financial loss would have to be clearly outweighed by the strength of the community benefits. The Council's current financial position is a relevant factor.
- 5.4 If the community benefits are unlikely to be realised by a CAT transfer because, for example, of a lack of financial viability or necessary expertise, then they should be given little or no weight in the decision-making process, particularly if the CAT transfer would commit the Council to capital or revenue support which would be wasted if the community benefits were not realised.
- 5.5 The Council is under an additional duty to obtain the best price reasonably obtainable for the disposal of any interest in its land unless the disposal is for a lease for less than seven years. If the proposed lease is for a longer term, then a less than market rent would be lawful if the value of the community benefits outweighed any loss of income. If, however, the value of the land free of any restrictions imposed by the Council would be £2million or more, then the Secretary of State's consent would be required.
- 5.6 A further consideration is the Subsidy Control Act 2022 which prohibits subsidies by public bodies to an enterprise (even if not for profit) that offers goods or services on a market. If the financial assistance (e.g. charging a below market rent in a lease) conferred an economic advantage on the selected enterprise that might distort competition with other providers, it would be unlawful unless the advantage were below the "de minimis" level of £315,000 (measured over the length of the proposed lease) or the rigorous requirements for a lawful subsidy under the Act were satisfied.
- 5.7 Any proposed disposal by the Council of an interest in land that is public open space (i.e. land held for the purpose of public recreation such as public parks or golf courses that are open to the public and not restricted to a private membership) must be advertised in local newspapers for two successive weeks. Any objections received would have to be considered by the Committee before any decision were made on the disposal.

- 5.8 The grant of a lease to a CAT transferee would confer exclusive possession of the land to the organisation. The Council could impose covenants on the lessee e.g. to keep the property in good repair or not to use it for any purposes other than those specified. Those covenants would be enforceable but any decision by the Council to forfeit the lease for non-compliance could be overturned by the Court in its discretion if the lessee sought relief from forfeiture. The Council would in effect lose control of the land for the duration of the lease (and the lessee would have the right to a renewal of the lease on its expiry unless its right were excluded pursuant to the Landlord and Tenant Act 1954).
- 5.9 Any disposal of the land for a different use than the one formerly established by the Council would have to be compliant with any legally enforceable covenants imposed by previous owners or current landlords and with any requirements for planning permission.
- 5.10 If the Committee were to agree in principle to a CAT transfer, Asset Management team would negotiate heads of terms with the transferee. Those terms would then be referred to the Tourism, Communities, Culture and Leisure Committee for approval and to Policy and Resources Committee if the value of the land exceeded £500,000 whereupon the legal documentation and processes would be undertaken. Any capital works by the Council would have to be completed prior to the grant of the lease. Pending completion of the CAT transfer, any costs incurred in maintaining the asset would have to be met by the Council.
- 5.11 If the Committee decided not to proceed with a CAT transfer, the property would either be considered for an alternative use by the Council or put on the market for sale or rent in accordance with the Council's Asset Disposal Strategy.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Council has existing resources in place to progress the recommendations set out in this report.

7.0 RELEVANT RISKS

- 7.1 Transferring any asset carries a risk that it may not be successful. To reduce this risk, the Council has undertaken a very thorough process in terms of assessing each business plan, the funding required and considering all other relevant factors as detailed in this report.
- 7.2 In addition, under the CAT proposals the Council would be leasing the assets to the relevant organisation and if any transfer failed the asset would return to the Council but only after possible litigation and the Court or the lessee agreeing to the forfeiture of the Lease. Consideration could then be given to the options. Most of the assets have a prospect of an alternative use, so the Council could market the sites to realise a rent or capital receipt after any court process has been completed.
- 7.3 A communications strategy is in place to manage any reputational risks associated with the CAT project.

- 7.4 Any post transfer risks (e.g. ensuring compliance with the lease, maintaining the property etc) will be dealt with by lease provisions and regular annual monitoring of these matters.
- 7.5 A register of all assets transferred will be kept by the Asset Management Team. The annual report to members on the Asset Strategy 2022-27 will report progress on CAT.
- 7.6 Without identified land for new playing pitches, the Council will have significant difficulty in demonstrating that the Sport England requirement for new pitches to meet growth can be accommodated and as such planning applications on brownfield sites would not be policy compliant. This has significant risks for the delivery of the Brownfield First Strategy that Members have agreed in the Council's Local Plan. To manage this risk, it is proposed to use the former golf course site for playing pitches along with preparing a pitch implementation delivery plan.
- 7.7 For the reasons set out in this report, there are significant risks in transferring Woodchurch Leisure Centre. To manage these, it is proposed not to transfer the asset and to demolish it thereby also removing the risk of increasing holding costs and additional costs from any future vandalism. Future options for the site will then be considered with the local community.
- 7.8 The Council is required to repay to Government the sum of £13.2m borrowed through the Capitalisation Directive. This must be funded through the generation of capital receipts as there is no other means of repaying this amount. If assets with a significant value are transferred, then this will significantly impact on the Council's ability to achieve the repayment required.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Engagement has taken place with each of the organisations as they prepared their business plans. Following the assessment process, further engagement took place with each group to provide feedback and to discuss the issues and options as set out in this report.
- 8.2 Following the decision of this Committee, the outcome will be discussed further with each organisation as appropriate.

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 As part of due diligence, the Council has checked all the organisations mentioned in this report have, or will have, all the relevant policies and procedures in place to address Equality Legislation

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 The assets referred to in this report are existing and vary in age and construction. In considering the business plans consideration was given to reduce carbon emissions and securing environmental improvements where this was possible, Discussions have taken place about the possibilities and benefits of carbon reduction from building retrofit and low carbon heating systems.
- 10.2 The Council has provided energy certificates and Energy Performance Certificates as we are obliged to do when leasing a property. These detail potential interventions to reduce energy consumption.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Transferring the assets has several community benefits which are set out in the Business Plans and Heads of Terms document. A number of new organisations will be formed to run the assets, and this will provide new opportunities within those communities for community wealth building. The local focus of activity within those communities has the potential to complement existing facilities and create new economic opportunities for local groups.

REPORT AUTHOR: Shaer Halewood,
Director of Resources
 shaerhalewood@wirral.gov.uk

APPENDICES

- Appendix 1 Bromborough Civic Centre – C.co assessment and CBRE commercial advice (Exempt)
- Appendix 2 Brackenwood Golf Course – Heads of Terms document (Exempt)
- Appendix 3 Brackenwood Golf Course – Site Plan

Appendices 1 and 2 of this report are exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

BACKGROUND PAPERS

- 1. Community Asset Transfer Policy 2022

TERMS OF REFERENCE

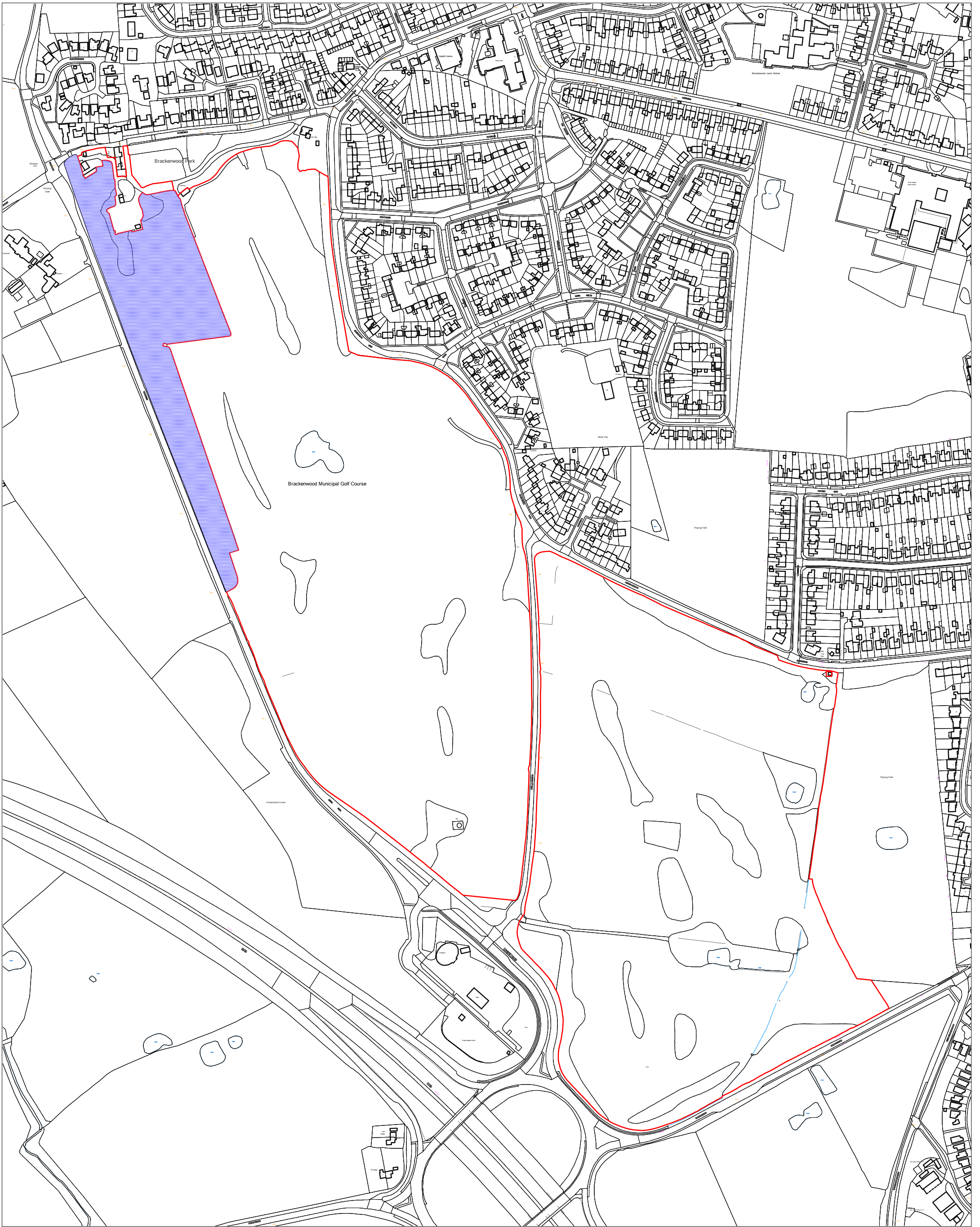
This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section (c) of its Terms of Reference, in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods;

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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Tourism Communities Culture and Tourism Committee	16 June 2022
Report on CAT (stage 1)	
Report on CAT	25 October 2022
Report on CAT	2 February 2023
Report on CAT	9 March 2023

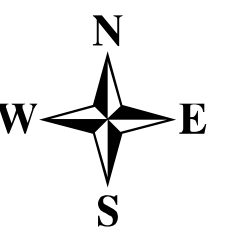
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Brackenwood Municipal Golf Course
 Bracken Lane
 Higher Bebington
 Wirral

Scale:
 1:4000

Date:
 28.04.2023



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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Thursday, 22 June 2023

REPORT TITLE:	APPOINTMENT TO BIRKENHEAD PARK MANAGEMENT COMMITTEE
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

The purpose of this report is to enable the Tourism, Communities, Culture and Leisure Committee to review the continuing need for the Birkenhead Park Advisory Committee and to appoint Members and named deputies to serve on those for the 2023/24 municipal year.

This report contributes to the Safe and Pleasant Communities Wirral Plan 2021-26 Priority

The report effects the Birkenhead and Tranmere Ward. Is it not a key decision.

RECOMMENDATION/S

The Committee is requested to authorise the Monitoring Officer as proper officer to carry out the wishes of the Group Leaders in allocating Members to membership of the Birkenhead Park Advisory Committee and to appoint those Members in accordance with the rules on political balance ,with effect from the date at which the proper officer is advised of the names of such Members.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Committee is required to appoint the membership of various advisory committees which fall under its remit at the start of each Municipal Year.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 For the Birkenhead Park Management Committee, which is an advisory Committee called a Management Committee, potential options which the Committee could investigate, and potential consequences, include:
- 2.1.1 Not include Members on the Birkenhead Park Advisory Committee, but in view of the target of achieving World Heritage Status the involvement of Councillors is vital to ensure that the Council's aspirations as well as other Committee members are taken into account. Officers also value the link back to the Council to explore options on practical and strategic matters, and find the meetings provide a good steering group, sounding board and forum for open debate and exploration of barriers and opportunities. Having Councillors on the Advisory Committee can help resolve problems generally and with the potential lottery bid.
- 2.1.2 To vary the numbers or composition of Members. That is a decision to be made by this Committee and would then require a change to the Council's Constitution. Officers appreciate Members bringing their local knowledge and contacts as well as experience of the wider heritage sector.

3.0 ADVISORY COMMITTEES AND WORKING PARTIES

- 3.1 Birkenhead Park Management Committee is an advisory and consultative body that was retained in 2022/23 to assist the Committee in its work, with the membership for 2022/23 for information. The Committee is comprised of 5 Members (2 Labour, 1 Conservative, 1 Green, 1 Liberal Democrat).

(i). Birkenhead Park Advisory Committee

- 3.1.1 To advise the Council on all issues relating to and affecting Birkenhead Park. Comprised of Members, the Friends of Birkenhead Park group and some other interested individuals.

2022/23 membership:

Councillor Gill Wood
Councillor George Davies
Councillor Allan Brame
Councillor Pat Cleary
Councillor Helen Cameron

4.0 FINANCIAL IMPLICATIONS

4.1 There are none arising directly from this report.

5.0 LEGAL IMPLICATIONS

5.1 There is a requirement under the Council's Constitution to appoint Members to various panels, advisory committees and working parties which fall within the remit of each Committee.

6.0 RESOURCE IMPLICATIONS: ICT; STAFFING AND ASSETS

6.1 There are none arising directly from this report as the management committee is arranged and serviced using existing staff resources.

6.2 If any of the options in section 2 were progressed this may increase the resource implications.

7.0 RELEVANT RISKS

7.1 As these are non-statutory meetings, no risks have been identified from the recommendation. If other options were pursued there was a possibility that the work of the meetings would not be in line with the wider aims of this Committee and the Council.

8.0 ENGAGEMENT / CONSULTATION

8.1 It is for political groups to decide how they wish to allocate their committee places.

9.0 EQUALITIES 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.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 There are none arising directly from this report.

**REPORT AUTHOR: Anna Perrett,
Principal Democratic Services Officer**

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APPENDICES

None.

BACKGROUND PAPERS

Previous reports on the appointment of panels, statutory / advisory committees and working parties and amendments made during the year and the Council's Constitution.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism Communities Culture and Leisure Committee	16 June 2022
Tourism Communities Culture and Leisure Committee	16 June 2021
Council (APPOINTMENTS AND NOMINATIONS TO OTHER BODIES AND ORGANISATIONS)	28 September 2020
Council (APPOINTMENT OF PANELS, STATUTORY / ADVISORY COMMITTEES AND WORKING PARTIES; AND MISCELLANEOUS APPOINTMENTS 2019 / 2020)	14 May 2019
Council (APPOINTMENTS TO STATUTORY AND ADVISORY COMMITTEES, WORKING PARTIES AND PANELS 2018/19)	15 May 2018



TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Thursday, 22 June 2023

REPORT TITLE:	APPOINTMENT OF MEMBER CHAMPION FOR HERITAGE
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

The purpose of this report is to enable the Tourism, Communities, Culture and Leisure Committee to consider the appointment of a Member Champion for Heritage.

RECOMMENDATION/S

The Tourism, Communities, Culture & Leisure Committee is recommended not to appoint a Member Champion in relation to matters concerning the Borough's heritage since the Mayor has offered to continue to carry out those functions as part of his Mayoral duties.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 In accordance with the Constitution (Part 3 (Section B) Council and Committees may approach individual Members to take on a specific role to highlight and enhance an area of that Committee or the Council's terms of reference:
- (i) The Council or Committee holding the corresponding functions within its terms of reference may appoint a Member Champion from one of their number. This may be the Chair or any other member of the Committee. However, the Leader of the Council, with agreement of the Group Leaders, has proposed that for the 23/24 municipal year Councillor Jerry Williams, although not a member of the committee, continues to carry out the functions of a heritage champion as part of his Mayoral duties.
 - (ii) Where the subject of a Member Champion covers functions across the terms of reference of more than one Committee, the Committees may jointly appoint the Member Champion from either of their Committees' number.
- 1.2 The role of a Member Champion is to become a focus for the Council and Committee, partners, stakeholders and communities in order to:
- (i) Raise the profile of that highlighted area of the Council and Committee's functions, and in conjunction with the relevant Member(s), officers and partner(s), support community engagement activities and other related publicity campaigns;
 - (ii) Liaise with Members, public sector partners and other stakeholders to promote key initiatives (as appropriate and required);
 - (iii) Act as an advocate for that highlighted area of the Council and Committee's functions and be required to familiarise themselves with related matters;
 - (iv) Seek out and share best practice from other areas of the UK;
 - (v) Periodically present reports to the members of their Committee or other committees (as necessary and requested) setting out the actions taken and how those actions have contributed to the success and promotion of that highlighted area of the Council and Committee's functions;
 - (vi) Present, as appropriate, research papers and suggest new initiatives and ideas relating to highlighted area of the Council and Committee's functions for consideration by the Committee(s) or Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Other options considered included alternative ways in which the Member Champion could operate and how they would be selected. It is not possible to appoint

Councillor Jerry Williams formally to be a Heritage Champion because he is not a Member of this Committee and as such is disqualified under the Constitution.

3.0 BACKGROUND INFORMATION

- 3.1 Member Champions associated with the pledges of the Wirral Plan were created in 2015 to support Cabinet Portfolio holders and were brought to an end in 2019.
- 3.2 Champions for three specific areas, prompted by the involvement of outside agencies and requests, have existed for several years in respect of an Armed Forces Champion, Heritage Champion and the Domestic Abuse Champion.
- 3.3 With the introduction of the committee system, some roles automatically continue or be subsumed into the chairing role, such as the Armed Forces Champion being the Mayor and the Risk Champion being the Chair of Audit and Risk Management Committee. However, it falls within the terms of reference of the Tourism, Communities, Culture & Leisure Committee to appoint a Heritage Champion.

4.0 FINANCIAL IMPLICATIONS

- 4.1 No allowance or other remuneration shall be paid to Member Champions for performing the role.
- 4.2 Expenses may be met for engagements with outside bodies or public occasions as approved by the relevant lead officer or the Committee and therefore there are no financial implications to this decision.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising as a result of this report other than the constitutional point set out in paragraph 2.1.
- 5.2 It would not, however, be necessary to appoint a Heritage Champion if the Mayor has offered to carry out its functions as part of his Mayoral duties.
- 5.3 It is generally acknowledged that the Mayor is the most suitable person perform those functions by virtue of his knowledge and long experience in this role.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The Mayor's additional duties will be met from within existing resources.

7.0 RELEVANT RISKS

- 7.1.1 All relevant risks have been considered and the below working arrangements approved by Council;
 - (i) The Mayor will liaise as required with the relevant officer lead and the Committee Chair and Spokespersons in relation to his role and activities.

- (ii) The Mayor will follow all appropriate and applicable Council working protocols for engaging with officers, stakeholders, and the public.
- (iii) The Mayor shall not do anything that is contrary to or inconsistent with any decision or approach taken by the Committee(s) or the Council.
- (iv) Where there is any confusion or difference between the Mayor's views/proposed actions and that of the Committee, the Committee's view/position shall prevail.
- (v) The Mayor shall seek advice and guidance from the Council's Senior Leadership Team if they are in doubt or confusion on any issue or matter.

8.0 ENGAGEMENT/CONSULTATION

8.1 Elected Members were consulted about these roles as part of the introduction on the new committee system. It is for political groups to decide how they wish to allocate their committee places and appointments.

9.0 EQUALITY IMPLICATIONS

9.1 Whilst there are no direct equality implications as a result of this report, Member Champions will be expected to adhere to Wirral Council's legal requirement to make sure its policies, and the way it carries out its work do not discriminate against anyone. This report has no implication for equalities at this time.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are none arising directly from this report.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 There are none arising directly from this report.

REPORT AUTHOR: Anna Perrett
 (Anna Perrett – Principal Democratic Services Officer)
 email: annaperret@wirral.gov.uk

APPENDICES

None

BACKGROUND PAPERS

Council Constitution – Committee Terms of Reference

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
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Tourism, Communities, Culture and Leisure Committee	16th June 2022
Annual Council	26th May 2021

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Thursday, 22 June 2023

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

REPORT SUMMARY

The 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.

Following the whole-Council elections, the newly composited Committee is invited to review the 2023-24 work programme moving into the 2023/24 municipal year. It is proposed that issues on the existing work programme that are for information purposes only can be considered via other means, such as briefing notes or workshops.

RECOMMENDATION

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

- (1) note and comment on the proposed Tourism, Communities, Culture and Leisure Committee work programme for the remainder of the 2023/24 municipal year.
- (2) review its items for future consideration on the work programme.

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.

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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

July Agenda

Item	Key Decision	Lead Officer
Borough of Culture 2024	Yes	Jane Morgan
TCCL Performance Dashboard	No	Nicki Butterworth
Work Programme Update	No	Anna Perret/Joe D’Henin

UPCOMING KEY DECISIONS – WAITING TO BE SCHEDULED

Item	Lead Departmental Officer	Wirral Plan Priority
Sport & Physical Activity Strategy Update	Andy McCartan	Health and Active lives
Facilities Investment Strategy (suggested October 2023)	Andy McCartan	Health and Active lives
Heritage and Conservation Strategy (TBC)	Jane Morgan	Healthy and Active Lives

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Battle of Brunanburh	TBC	Regeneration
Thornton Hough Public Convenience	TBC	David Ball
Bromborough Civic Centre and Library	TBC	David Ball
Open Golf	TBC	Mark Camborne
Update on Customer and Community Contact (Revenue and Benefit)	TBC	Andy McCartan
Trading Standards update	TBC	
Playing Pitch update strategy	TBC	David Ball/ Andrew Frazer
Air Pollution update	TBC	
Annual community safety report	June/July	Mark Camborne

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring	Quarterly	Shaer Halewood
Performance reports	6 monthly	Nancy Clarkson

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Spotlight sessions / workshops				
Community Asset Transfer Workshops	Workshop	2021	David Ball	Ongoing
Budget Setting	Workshops	2022	All	Ongoing
Performance Dashboard	Workshop	2023	Nicki Butterworth/ Nancy Clarkson	Completed
Corporate scrutiny / Other				
Risk	Workshop	TBC	Nicki	

			Butterworth	

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Tourism, Communities, Culture and Leisure Committee – 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;
 - (ix) 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