



Cabinet

Date:	Monday, 4 September 2017
Time:	10.00 am
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

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

2. MINUTES

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

RECOMMENDATION: That the minutes be approved and adopted.

LEADER'S UPDATE

3. EXECUTIVE KEY DECISIONS TAKEN UNDER DELEGATED POWERS

Key Decisions – taken under delegated powers. Period 7 July, 2017 to date. No item(s) to report.

CABINET MEMBER REPORTS

4. NATIONAL NON-DOMESTIC RATES DISCRETIONARY RELIEF 2017/18 - SUPPORTING BUSINESS IN WIRRAL (Pages 1 - 12)

5. MAKING WIRRAL'S COMMUNITIES SAFE - THE SAFER WIRRAL HUB (Pages 13 - 76)

6. RESIDENT PARKING SCRUTINY REVIEW (Pages 77 - 114)

At its meeting on 4 July, 2017, the Business Overview and Scrutiny Committee referred the Scrutiny Review on Resident Parking to the Cabinet. A covering report, Overview and Scrutiny Committee minute and Scrutiny Review are attached.

7. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

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

8. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

The following items contain exempt information.

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

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

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



**COUNCILLOR
JANETTE WILLIAMSON**

**FINANCE AND INCOME
GENERATION**

CABINET

4 SEPTEMBER 2017

NATIONAL NON-DOMESTIC RATES

DISCRETIONARY RELIEF 2017/18

SUPPORTING BUSINESS IN

WIRRAL

Councillor Janette Williamson (Cabinet Member for Finance and Income Generation) said:

“A priority in the Wirral Plan is that we are a place where employers want to invest and businesses are able to thrive. Encouraging small businesses to develop and grow is at the heart of this and as business rates represent a significant cost to them, we are keen to ensure small businesses in particular can access rate relief.

“The council already operates a discretionary rate relief policy, which was approved for 2017/18. With the detail behind the government’s proposals for three other schemes now announced, the council policy is being amended in order to provide support for more than 600 businesses and 100 public houses in Wirral this year.

“This is a real demonstration that Wirral is a welcoming and supportive place to do business, with a local authority that aims to give them the best possible chance to succeed.”

REPORT SUMMARY

The impact of the 2017 Business Rates Revaluation was intended to be fiscally neutral. However this Revaluation resulted in significant variations for some businesses. In recognition of this impact the Government in the Spring Budget 2017 announced the availability of additional funding for businesses affected by the

increase. Since then further details have been announced by the Government on the implementation of the proposals.

This report seeks approval of additions to the Council's National Non Domestic Rates Discretionary Rate Relief Policy effective from 1 April 2017. The changes relate to Government announcements in respect of Supporting Small Businesses, the Discretionary Fund and Support for Public Houses. With the detail behind the initial Government announcement now available the Policy is recommended for amendment to enable the financial benefits to be given to businesses.

This is a key decision and affects all wards within the borough.

RECOMMENDATIONS

- 1 That the National Non-Domestic Rates Discretionary Relief Policy be amended to incorporate the changes in respect of Supporting Small Businesses, the Discretionary Fund and Support for Public Houses.
2. That the National Non-Domestic Rates Discretionary Relief Policy as detailed in the Appendix be approved for 2017/18.

SUPPORTING INFORMATION

1.0 REASON FOR RECOMMENDATIONS

- 1.1 The Council must have in place an agreed National Non Domestic Rates Discretionary Rate Relief Policy for the 2017/18 financial year which allows for the awarding of reliefs for the 3 Government sponsored initiatives. The amendments will be wholly funded by Central Government, including administration costs.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Whilst the Council must have a Discretionary Rate Relief Policy there are a range of options as regards the level of assistance and the range of organisations to which support is offered.
- 2.2 The alternative option would be to not make available the reliefs now offered, and funded by, the Government. This option would fail to support businesses or use the funding made available by the Government.

3.0 GOVERNMENT CHANGES

- 3.1 The Government undertook a Revaluation of all Business Rates properties with this Revaluation taking effect from 2017. The intention was to update the rental values for properties rather than raise additional income so was therefore intended to be fiscally neutral. However the impact varied such that some businesses saw significant increases or decreases in the rates payable. As a consequence the Government Spring Budget on 8 March 2017 announced three forms of support following the 2017 Business Rates Revaluation:-

SUPPORTING SMALL BUSINESSES

- 3.2 Further support to small businesses affected by the 2017 Revaluation; known as 'Support to Small Business' Relief. This relief will help those ratepayers who as a result of the change in their Rateable Value at the revaluation are losing some or all of their Small Business Rates Relief and are facing large increases in their bills. For businesses that qualify their increase in rates will be limited to no more than £600 per annum. It is estimated that around 30 businesses will qualify in Wirral.
- 3.3 Small Business Support will be awarded under Section 47 of the Local Government Finance Act 1988; as this is technically a discretionary power the authority needs to formally confirm that it will utilise the power. The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via an automated calculation.

DISCRETIONARY FUND

- 3.4 A national fund of £300 million over 4 years to provide discretionary rate relief to taxpayers facing significant increases in their Business Rates consequential from the 2017 Revaluation.
- 3.5 This assistance will be provided under Section 47 of the Local Government Finance Act 1988; this means that it will use existing legal powers. The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via a manual calculation with revised bills being issued.
- 3.6 The Government has indicated the funding that will be made available to each local authority. Wirral's allocation of £912,000 over 4 years is set out below;

2017/18	2018/19	2019/20	2020/21
£532,000	£259,000	£106,000	£15,000

- 3.7 Whilst the scheme is at the discretion of authorities the Government suggested broad qualifying conditions such as limiting the scheme to Rateable Values under £200,000 and the increase for 2017/18 is 12.5% or more than 2016/17.
- 3.8 From 1 April 2017 those businesses with a Rateable Value below £12,000 receive 100% relief and those businesses above £12,000 and below £15,000 receive tapered relief. These are an increase on the £6,000 Rateable Value for 100% relief and the £6,000 to £12,000 range for tapered relief applicable prior to 1 April 2017. The Government compensates authorities for the reduction in income through payment of Section 31 Grant.
- 3.9 It is recommended that the numbers potentially entitled by the above are reduced by removing Empty Properties, National companies, Public bodies and organisations already in receipt of relief, allowing the relief to be focussed on local small-to-medium businesses. Reducing the increased amount to 5% rather than the Government recommended 12.5% brings relief to 607 small-medium local businesses and allocates 94% of the fund leaving 6% to cover in year adjustments. Indications to date are that the Government will not allow unallocated funding to be rolled forward.

SUPPORT FOR PUBLIC HOUSES

- 3.10 The Public Houses relief scheme is for occupied pubs with a rateable value of £100,000 or less and the total amount of relief available is up to £1,000 for 2017/18. European State Aid de minimis rules apply to pub chains and it is likely they will be asked if they wish to receive the relief whereby individually owned pubs will be granted the relief automatically. This is similar to the way retail relief was previously operated.

3.11 There is no definitive description of a pub or public house. The Government's policy intention is that pubs should:-

- Be open to the general public
- Allow free entry other than when occasional entertainment is provided
- Allow drinking without requiring food to be consumed
- Permit drinks to be purchased at a bar

For these purposes this excludes Restaurants, Cafes, Nightclubs, Hotels, Snack bars, Guest houses, Boarding houses, Sporting venues, Music venues, Festival sites, Theatres, Museums, Exhibition halls, Cinemas, Concert halls and Casinos.

The list is not meant to be exhaustive and the Council can use other criteria to help it reach a decision, such as the planning system. The scheme is only available for 2017/18 and it is anticipated 100 public houses will receive relief under this scheme.

3.12 There is no prescription whether Discretionary Relief is calculated before or after the Support for Public Houses scheme. However it is likely the new software will process Discretionary Relief prior to the Support, the two schemes are not mutually exclusive.

4.0 FINANCIAL IMPLICATIONS

4.1 The Government announced that all the aforementioned reliefs will be met by Central Government by payment of Section 31 Grants. There is also New Burdens funding to cover new software and administration costs, details are to follow from Central Government.

5.0 LEGAL IMPLICATIONS

5.1 Section 47 of the Local Government Finance Act 1988 requires the Council to maintain a Discretionary Rate Relief Policy. These additions to the existing Policy are required to be approved by Council to enable the award of the additional reliefs.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 There are ICT and staffing implications arising from this report that will be met by Central Government Section 31 Grants.

7.0 RELEVANT RISKS

7.1 The variations to the Policy enhance the previously approved Policy providing support to smaller businesses and public houses (which meet the eligibility criteria).

- 7.2 If the authority awards relief in excess of the Government funding for discretionary support the costs would have to be borne by the Council so close financial monitoring will be used to mitigate this risk.
- 7.3. If a decision is not made to adopt the amended Policy the Council would not have in place the means by which to award of the three additional Discretionary Rate Reliefs, foregoing the Government Grant and being unable to financially support businesses.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 As this is a Government measure consultation was undertaken nationally. The additions to the Policy have been shared with authorities across the Liverpool City Region, the major Precepting authorities and the Chamber of Commerce.

9.0 EQUALITY IMPLICATIONS

- 9.1 The Equality Impact Assessment link for National Non Domestic Rates Relief is shown; <http://www.wirral.gov.uk/my-services/community-and-living/equality-diversitycohesion/equality-impact-assessments/eias-2010/finance>

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APPENDIX

Discretionary Rate Relief Policy 2017/18

REFERENCE MATERIAL

Local Government Finance Act 1988
 NNDR (Discretionary Relief) Regulations 1989
 NNDR (Discretionary Relief) Regulations 1992
 Budget Announcement by Government 8 March 2017
 Business Rates Information Letter (2/2017) Spring Budget Update
 Business Rates Information Letter (4/2017) Spring Budget Update

SUBJECT HISTORY

Council Meeting	Date
Council	24 February 2015
Cabinet	29 June 2015
Cabinet	22 February 2016
Cabinet	20 February 2017

WIRRAL COUNCIL

NATIONAL NON-DOMESTIC RATE DISCRETIONARY RELIEF POLICY 2017/18

1. AWARD

- 1.1. Whereby Mandatory Relief, at 80%, is payable to an organisation the Council may top-up that award with Discretionary Relief of 20% after careful consideration of below.
- 1.2. Where the organisation qualifies for Discretionary Relief utilising the following criteria the maximum (full relief) award under this policy will be 100% of the Business Rates payable after careful consideration of below.

2. ACCESS

- 2.1. Is membership open to all sections of the community? There may be legitimate restrictions placed on membership which relate for example to ability in a sport or the achievement of a standard in the field covered by the organisation or where the capacity of the facility is limited. Clubs or organisations should not be considered if they have membership rates set at such a high level as to exclude the general community. In general, the club or organisation must be prepared to show that the criteria by which it considers applications for membership are consistent with the principle of open access.
- 2.2. Does the organisation actively encourage membership from particular groups in the community e.g. young people, women, older age groups, persons with disability, ethnic minorities, etc.? An organisation which encouraged such membership might expect more sympathetic consideration than one which made no effort to attract members from groups which the Authority considered to be particularly deserving of support.
- 2.3. Are the facilities made available to people other than members, e.g. schools, casual public sessions etc.? The wider use of facilities should be encouraged and rate relief might be one form of recognition that an organisation was promoting its facilities more widely.

3. PROVISION OF FACILITIES

- 3.1. Does the organisation provide training or education for its members? Are there schemes for particular groups to develop their skills e.g. young people, the disabled, retired people? An organisation providing such facilities might deserve more support than one which did not.
- 3.2. Have the facilities available been provided by self-help or grant aid? The fact that a club uses or has used self-help for construction or maintenance or had facilities funded by grant aid might be an indicator.

- 3.3. Does the organisation run a bar? The mere existence of a bar should not in itself be a reason for not granting relief. The Authority should look at the main purpose of the organisation. In sports clubs for example the balance between playing and non-playing members might provide a useful guide as to whether the main purpose of the club is sporting or social activities. A social club whose main aim is to bring together people with similar interests should not be excluded from relief just because of the existence of a licensed bar.
- 3.4. Does the organisation provide facilities which indirectly relieve the Authority of the need to do so, or enhance and supplement those which it does provide? Authorities should not refuse relief on the grounds that an organisation is in competition with the Authority itself, but should look at the broader context of needs of the community as a whole. A new need, not being provided by the Authority itself but identified as a priority for action, might be particularly deserving of support.

4. OTHER CONSIDERATIONS

- 4.1. Is the organisation affiliated to local or national organisations e.g. local sports or arts councils, national representative bodies, i.e. are they actively involved in local/national development of their interests?
- 4.2. If the organisation is a sporting club and its main activities are a recognised eligible sport the club will be encouraged to register with the Inland Revenue as a Community Amateur Sports Club (CASC).
- 4.3. Is the membership drawn from people mainly resident in the charging authority's area? Although authorities will have in mind that 25% of the cost of any relief given will be borne by the Council Taxpayers in their area, particular difficulties may arise with hereditaments which straddle local authorities boundaries and which under Regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 (S.I. 1989 No. 1060) will now fall to be shown in one list. In these cases and in those where hereditaments are situated close to an authority's boundary, a proportion of the membership may come from another charging authority area. Also for geographical reasons, or because of the nature of the terrain, particular facilities may be the only ones available for a wide area. In such cases the joint use of facilities by one or more similar organisations is not uncommon. In most cases there will be a measure of reciprocity between the memberships of organisations from different areas.
- 4.4. Authorities may wish to add further criteria or substitute relevant alternative criteria, which are appropriate to the furthering of their policies and the needs of the community such as development programmes. They should also bear in mind the need to encourage new activities in the wide range of organisations for which relief from rates is available.

- 4.5. The manner in which charities or organisations are funded should also be considered. In cases of full or substantial funding from central government; either directly or through an agency, council or similar body, which is funded or established by central government, consideration should be given to the merit of awarding relief.
- 4.6. Are members paid to participate? The Authority may wish to consider whether to award relief where payments or other significant benefits are provided to players. Exceptions may be the reimbursement of reasonable travel expenses or reasonable provision and maintenance of club owned equipment. The Authority may look favourably on clubs whose paid players contribute more to the club than just playing e.g. by coaching younger members.
- 4.7. The Authority may wish to consider the extent to which the organisation's activities contribute to local community strategies or authority objectives for developing neighbourhood identity, community building or social inclusion.
- 4.8. Housing Associations, universities, further education colleges and independent schools are specifically excluded from receiving discretionary rate relief as per Cabinet decision dated 10 January 2008.
- 4.9. All future discretionary rate relief applications in respect of properties with a rateable value of less than £18,000 are accompanied by a Small Business Rate Relief (SBRR) application to encourage SBRR take up and to continue to reduce the reliance on the Discretionary Rate Relief budget. This will continue until this relief is ended by Central Government.
- 4.10. With effect from 1 April 2014, Community Interest Companies and social welfare organisations that occupy properties with rateable values under £7,000 be entitled to maximum level of discretionary rate relief and those occupying properties of £7,000 or more be considered by Members, on a case by case basis.

5 SUPPORT FOR LOCAL NEWSPAPERS

- 5.1. From 1 April 2017 the Government is providing funding to local authorities to provide a discount of £1,500 per year in 2017/18 and 2018/19 to office space occupied by local newspapers. The relief is specifically for local newspapers and is not available to magazines.
- 5.2. To qualify the property must be occupied by a local newspaper and wholly or mainly used as office premises for journalists and reporters. The amount of relief is limited to a maximum of one discount per newspaper title and per property.
- 5.3. The relief is fully funded by Central Government.

6 SUPPORTING SMALL BUSINESS SCHEME

- 6.1. Within the Spring Budget on 8 March 2017 the Government announced further support to small businesses affected by the 2017 Revaluation; this is to be known as ‘Support to Small Business’ relief. This relief will help those ratepayers who as a result of the change in their rateable value at the revaluation are losing some or all of their Small Business Rates Relief and are facing large increases in their bills. For businesses that qualify their increase in rates will be limited to no more than £600 per annum.
- 6.2. The Council will look to make the award automatically without the completion of an application form. The award is for 5 years or until they reach the level of charges they would have reached without the scheme.
- 6.3. A change of ratepayer will not affect eligibility for the scheme unless the property becomes vacant or occupied by a charity. Normal European State Aid de-minimis rules apply to the award.
- 6.4. Small Business Support will be awarded under Section 47 of the Local Government Finance Act 1988; as this is technically a discretionary power the authority needs to formally confirm that it will utilise the power. The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via an automatic calculation.

7 DISCRETIONARY FUND

- 7.1. Also as part of the Spring Budget on 8 March 2017 the Government announced a national fund of £300M over 4 years to provide discretionary rate relief to taxpayers facing significant increases in their Business Rates consequential from the 2017 revaluation. This assistance will be provided under Section 47 of the Local Government Finance Act 1988; this means that it will use existing legal powers. The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via a calculation with revised bills being issued. There will not be the requirement of a completed application form, a revised bill showing the relief award will be issued. European State Aid de minimis rules apply
- 7.2. The Government has indicated the funding that will be made available to each local authority. Wirral’s allocation of £912,000 over 4 years is set out below;

2017/18	2018/19	2019/20	2020/21
£532,000	£259,000	£106,000	£15,000

- 7.3. The award is at the Council's discretion and it has decided that Empty Properties, National companies, Public bodies and organisations already in receipt of relief are excluded from the scheme. The qualifying criteria is that the award will be given to properties with a Rateable Value of £200,000 and under on the 2017 list and whose increase is in excess of 5% compared to 2010 list. The award will be 50% of the increase over 5% compared to the 2010 list. The award will not require an application and will be awarded automatically.
- 7.4. Although the funding is for 4 years the Council reserves the right to amend the scheme in year and for future years as it sees fit.

8 SUPPORT FOR PUBLIC HOUSES

- 8.1. The Public Houses relief scheme is for occupied pubs with a rateable value of £100,000 or less and the total amount of relief available is up to £1,000 for 2017/18. European State Aid de minimis rules apply to pub chains and they will be asked if they wish to retain the relief award whereby individually owned pubs will be granted the relief automatically, this is similar to the way retail relief was previously operated.
- 8.2. There is no definitive description of a pub or public house. The Government's policy intention is that pubs should:
- Be open to the general public
 - Allow free entry other than when occasional entertainment is provided
 - Allow drinking without requiring food to be consumed
 - Permit drinks to be purchased at a bar

For these purposes this excludes Restaurants, Cafes, Nightclubs, Hotels, Snack bars, Guest houses, Boarding houses, Sporting venues, Music venues, Festival sites, Theatres, Museums, Exhibition halls, Cinemas, Concert halls and Casinos.

The above list is not meant to be exhaustive and the Council can use other criteria to help it reach a decision, such as the planning system. The scheme is only available to public houses for 2017/18.

- 8.3. There is no prescription whether Discretionary Relief is calculated before or after the Support for Public Houses scheme. However it is likely the new software will process Discretionary Relief prior to the Support, the two schemes are not mutually exclusive.

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**COUNCILLOR
GEORGE DAVIES**

**HOUSING AND COMMUNITY
SAFETY**

CABINET

4 SEPTEMBER 2017

**Making Wirral's Communities Safe -
The Safer Wirral Hub**

Councillor George Davies, Cabinet Member for Housing and Community Safety said:

“Reducing crime and anti-social behaviour, making sure Wirral residents feel safe and are safe, could not be more important. Our residents have told us repeatedly that this should be among our top priorities and I am delighted and proud we have been able to create such an innovative and potentially powerful new approach.

For many years, we have worked in close partnership with our colleagues at Merseyside Police and Merseyside Fire and Rescue Service – working together to prosecute offenders, to tackle problem areas and issues, and doing all we can to make our communities safer places to live and visit. Last year we launched the Wirral Plan and two of its twenty pledges laid out ambitious five year strategies to tackle Domestic Violence and to ensure our neighbourhoods are safe.

Now, we are going much further, and creating a fully integrated Police and Community Safety service – the Safer Wirral Hub. The first of its kind in our region, our new combined unit will allow for more visible presence in communities, more joined up approaches to tackling issues such as domestic violence, anti-social behaviour and neighbourhood nuisance.

I believe this is a hugely important step. It will help make Wirral safer, it will help tackle the issues our residents tell us are a problem, and – even in times of continuing austerity and cuts to resources – it is an imaginative and radical plan to deliver a better service to our residents.”

REPORT SUMMARY

Success in building safer neighbourhoods is beyond the ability of the police or the council alone and requires an even greater partnership approach within and across all partner agencies and communities” (Ensuring Wirral’s Neighbourhoods are Safe, March 2016)

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

The communities of Wirral are increasingly diverse and complex, which require a more sophisticated response to the challenges faced both now and in the future. Whether it is child sexual exploitation, domestic abuse, cybercrime or new and emerging threats from serious and organised crime such as human trafficking or terrorism, the leaders of the Wirral Partnership acknowledge that if they are to meet their community’s needs, they must continue to review and adapt available resources to ensure the maximum benefit to its citizens.

This report provides Cabinet with the Safer Wirral Hub Full Business Case, a key community safety document which articulates how Wirral’s community safety and safeguarding partners will come together to provide services which are critical to supporting the delivery of the Wirral Plan, specifically, but not exclusively Pledge 7 (Zero tolerance towards domestic abuse) and 19 (Ensuring Wirral’s neighbourhoods are safe).

Safeguarding children and vulnerable adults will be a key part of the project, providing much-needed support to children adults and families at a critical time.

This matter affects all wards within the borough and is therefore a Key Decision.

RECOMMENDATION/S

Cabinet is requested to:

1. Approve the Safer Wirral Hub Full Business Case outlined in this report with a planned ‘go live’ date for the new model of 1 October 2017; and
2. Instruct officers from the Strategic Hub to investigate further opportunities to develop the new model under the next phase of the project and report back to a future meeting.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

The Safer Wirral Hub partnership model has been developed to ensure the most effective delivery of the Wirral Plan pledges on community safety and safeguarding.

2.0 OTHER OPTIONS CONSIDERED

(See Safer Wirral Hub Full Business Case Appendix 5 (page 54) for full range of options considered.)

1. Do nothing: Delivering effectively under existing and projected financial pressures, not feasible without a partnership approach.
2. Joint Venture: Politically and financially risk-laden and weak on delivery.
3. Transfer the function to another provider: Political and financial risks - single provider unlikely to have the full range of skills/expertise required.

3.0 BACKGROUND INFORMATION

The Safer Wirral Hub has been developed over a 12 month period. Wirral Council and Merseyside Police have been the main drivers of this transformation.

The Safer Wirral Hub (SWH) will provide an effective multi-agency response to vulnerable people, victims of crime and anti-social behaviour through the alignment of the operational services of the local authority, Merseyside Police, Merseyside Fire and Rescue Service and other partner agencies including those from the third sector in order to improve customer satisfaction, reduce demand and improve the efficiency of all organisations.

Through closer partnership working the Safer Wirral Hub will deliver the following:

- Reduce first time entrants to the criminal justice system
- Improve safeguarding for vulnerable residents
- Tackle anti-social behaviour and crime
- Establish a multi-agency management hub at Solar Campus
- Establish one contact number for all Safer Wirral Hub services

The project will be delivered in two phases, Integration (bringing partners together) and 'Transformation' (developing those partnerships and ways of working better together).

The first phase of Integration has been on a 'lift and shift' basis and as such there are no job losses or TUPE implications resulting from this project.

In terms of governance arrangements, partners will report into Safer Wirral Partnership Board. The board will be a Wirral Council controlled body chaired by the Cabinet Member with senior representatives from the Children's Safeguarding Board. Wirral Adult Safeguarding is now formally led via a joint board with LCR partners. In order to ensure further alignment with the

Liverpool City Region Protecting Vulnerable People (PVP) Group a Strategic Lead/Commissioner from the Safer Wirral Hub will sit on the PVP.

4.0 FINANCIAL IMPLICATIONS

In 2018/19 it is anticipated that a one-off £50k will be required to fund the cost of additional Lead Commissioner resource to progress the next phase of the project however this will be funded from the overall project savings.

The Full Business Case is expected to deliver net financial savings of at least £100k pa revenue from 2019/20 onwards.

5.0 LEGAL IMPLICATIONS

The Council retains liability for its staff, estates and other assets. Partner organisations retain liability for their respective staff and assets. A joint Memorandum of Understanding (see Appendix 4) was signed by Wirral Council and Merseyside Police in February 2017 and going forward this will be an approach adopted by all partner organisations.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

There are minimal staffing implications as existing Council staff will simply move under the new Safer Wirral Hub structure based within the Council.

To ensure the successful delivery of the new model going forward, a new Lead Commissioner resource will be required in the Strategic Hub and it is proposed that this role is covered by an existing staffing resource.

Any asset/ IT resource costs have been catered for as part of the estates rationalisation programme.

7.0 RELEVANT RISKS

1. Insufficient executive leadership to meet objectives – mitigated by collective accountability, Memorandum of Understanding and regular planned meetings to ensure synergy of approach.
2. Lack of stakeholder buy-in – mitigated by involving stakeholders in developing case study evidence, regular thematic workshops and lead officers engaging with voluntary and third sector partners to share the mutual benefits of collaborative partnership working.
3. Failure to find suitable accommodation – mitigated by securing accommodation and undertaking the necessary refurbishment/IT works at Solar Campus.

8.0 ENGAGEMENT/CONSULTATION

The Safer Wirral Hub is a direct response to Wirral Residents Survey (2015) - the number one priority for residents being to feel safe and to be free from the risk of crime and/or anti-social behaviour.

Stakeholder consultation has included all key partners across the private, statutory and voluntary/third sector.

9.0 EQUALITY IMPLICATIONS

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

(a) Yes and impact review is attached:

<http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010-0>

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APPENDICES

Appendix 1 Safer Wirral Hub - Full Business Case

REFERENCE MATERIAL

All reference material is included within the Full Business Case

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Environment Overview & Scrutiny Committee (Project update)	28 th March 2017

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FULL BUSINESS CASE (Doc. 003)

The purpose of the Full Business Case (FBC) is to revisit and refine the Outline Business Case (OBC) analysis and assumptions, as well as presenting the findings of any formal procurement or partner selection process. Any contractual or legal arrangements must be documented as well as the detailed management arrangements for successful delivery.

The FBC template considers:

1. **Strategic** Any new implications for the strategic case
2. **Economic** The preferred option providers and value for money
3. **Commercial** Findings of procurement processes/supplier engagement
4. **Financial** Analysis of financial implications
5. **Management** The comprehensive delivery plan including people, process, information, systems and assets

Project Name:	Safer Wirral Hub		
Project Manager:	Paul Morrison	Date:	18 July 2017
Programme/Project Owner:	Mark Camborne		
Programme/Project Board:	Customer Experience Transformation Programme		

DOCUMENT REVISION HISTORY			
Version	Author	Changes	Date
v0.1	Paul Morrison		
v0.2	Mark Camborne/Tracy Hayes	Executive Summary	
v0.3	Andrew Elkington	Full Review	
v0.4	Andrew Elkington	Full Review	
v0.5	Jane Clayson/Simon Rice/Steve Ruddy	Full Review	
v0.6	Mark Camborne/Tracy Hayes	Executive Summary	20/06/17
v0.7	Andrew Elkington	Full Review	03/07/17
v0.8	Simon Rice/Steve Ruddy/Tracy Hayes	Full Review	04/07/17

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1. EXECUTIVE SUMMARY

“By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable” - Policing Vision 2025, National Police Chiefs Council

The communities of Wirral are increasingly diverse and complex, which require a more sophisticated response to the challenges faced both now and in the future. Whether it is child sexual exploitation, domestic abuse, cybercrime or new and emerging threats from serious and organised crime such as human trafficking or terrorism, the leaders of the Wirral Partnership acknowledge that if they are to meet their community’s needs, they must continue to review and adapt available resources to ensure the maximum benefit to its citizens.

The Safer Wirral Hub (SWH) will provide an effective multi-agency response to vulnerable people, victims of crime and anti-social behaviour through the alignment of the operational services of the local authority, Merseyside Police, Merseyside Fire and Rescue Service and other partner agencies including those from the third sector in order to improve customer satisfaction, reduce demand and improve the efficiency of all organisations.

These key community safety and safeguarding agencies will come together under a pilot Merseyside Police-led partnership to form an expert, unified approach to tackling, crime, anti-social behaviour and safeguarding.

Bringing agencies together under one roof at Solar Campus, the Safer Wirral Hub will streamline services, avoid duplication and deliver services at a faster pace.

There will be one contact number for access to all Safer Wirral Hub services.

The model will be developed in two phases – ‘Integration’ and ‘Transformation’.

In the ‘Integration’ phase the joined-up working has already started and early results are impressive including a 38% reduction in anti-social behaviour (See ‘3.3 Proof of Concept’).

The Safer Wirral Hub directly addresses Wirral Residents’ Survey responses (2015) which reveal that the number one priority for residents is to feel safe and to be free from the risk of crime and/or anti-social behaviour. The SWH will reduce levels of crime and anti-social behaviour.

Safeguarding children and other vulnerable residents will be a key part of Safer Wirral Hub which, through closer partnership working will tackle the significant number of referrals to Early Help and provide much-needed support to children, adults and families at a critical time. Through greater integration of services the Safer Wirral Hub will reduce the number of first time entrants into the criminal justice system.

Working alongside voluntary and third sector partners the Safer Wirral Hub will provide a clear and consistent offer/pathway that enables families to access help which meets their needs before it escalates to a more critical stage.

By preventing escalation this work will save time, money and resources, but most importantly will be more effective in providing a better service, safeguarding the most vulnerable members of our communities

1.1. Justification

“Success in building safer neighbourhoods is beyond the ability of the police or the council alone and requires an even greater partnership approach within and across all partner agencies and communities” (Cllr G. Davies: Ensuring Wirral’s Neighbourhoods are Safe, March 2016)

In July 2016 the Outline Business Case (OBC) entitled ‘Community Safety including Youth Offending Service’ (now The Safer Wirral Hub) was approved by Cabinet/Senior Leadership Team (SLT) to co-locate and integrate a number of Wirral Borough Council’s community safety and safeguarding services with Merseyside Police’s Local Policing Teams and other key partners to support the delivery of the Wirral Plan Pledges 7 and 19, (See Appendix 1: Wirral Pledges).

The preferred model was ‘Integration’ with no requirement for TUPE or any changes to staff terms and conditions of service. This model is best placed to deliver a swift transition, keep costs relatively low (less than £100k) and enable savings of in excess of £100k by 2020.

As resources reduce across the public sector, the collaborative Safer Wirral Hub (SWH) model, will allow for smarter use of those resources and shared intelligence, enabling a quicker and more appropriate response to areas of need.

Additionally, with the move towards a Liverpool City Region (LCR), the Safer Wirral Hub takes on board the drive from the new LCR Mayor to “Work alongside our Police and Crime Commissioner (PCC) - using the devolved powers - to help address the cycle of re-offending.” (Rotherham S. ‘Our Future Together: LCR Manifesto’ April 2017) asking public services to think differently and collaborate across traditional local authority boundaries as all agencies seek creative and innovative ways to ensure continued delivery of quality services.

1.2. Issue

Reduced budgets

Wirral has to reduce its spending or generate more income by at least £130 million by 2021. This financial picture includes a £45 million shortfall in 2017/18.¹

Rising Crime

Crime in Wirral has been rising steadily since 2012.² With rising crime and ever-decreasing resources the proposal to develop The Safer Wirral Hub is recognition of the need for all public sector bodies to do more with less, as budgets become increasingly tight and new ways of working are required to streamline services, avoid duplication and deliver on the Wirral Plan Pledges.

Learning from others

Whilst the Safer Wirral Hub model is not common, neither is it completely new. The Safer Wirral Hub has been modelled on successes in other parts of the country, most notably in Glasgow and Staffordshire. It will draw on the commercial strengths of the Glasgow model (£26m turnover)³ and the fully integrated, police-led approach adopted by Staffordshire 'we'll work even more closely with partners to deliver excellent policing services' (Sawyers, Jane, Chief Constable 'Staffordshire Policing Plan 2013-18').

Measuring impact

Common to all successful projects is the ability to clearly measure the impact of activity and as such, a robust performance management framework will be in place keeping the Safer Wirral Hub firmly on track, with quarterly evaluation and review of all project activities against targets.

Partners – Who is involved?

Partnership working and full commitment from partners will be an integral part of the process to ensure the success of the Safer Wirral Hub.

¹<https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Performance%20and%20spending/BUDGET%20RESOLUTION%202017-18.pdf>

² Wirral Crime and Disorder Reduction Partnership (CDRP) Performance Indicators - 5 Year Comparison 2016/17

³ Source: Safer Communities Glasgow, Annual Report 2015/16

The Safer Wirral Hub partners include:

- Wirral Borough Council
- Merseyside Police
- Merseyside Fire and Rescue Service
- Voluntary Sector organisations
- Housing Associations Consortium

Relevant services include:

- Early Help
- Family Support Unit
- MASH
- Youth Offending Service
- Integrated Offender Management
- Arson Prevention Officer
- Community Safety
- Community Patrol Team
- Anti-Social Behaviour Team
- PCSOs
- Community Rehabilitation Company (CRC)
- National Probation Service
- Involve North West
- Community Connectors
- Peer Mentors
- Tomorrow's Women Wirral
- Redeeming our Communities (ROC)
- Age UK
- Wirral Change
- Wirral Ways to Recovery

Voluntary Sector

As well as statutory partners, the Safer Wirral Hub will have full support from a number of key voluntary sector organisations. This support will be critical to the success of the venture in helping to meet the rising demand for services at the earliest stage and emphasises how valuable the voluntary organisations are to the overall aims of Safer Wirral Hub.

The Safer Wirral Hub police lead has met with all voluntary sector services listed below between February and June 2017 and secured the support of more than 50 workers and volunteers for the SWH. These staff will work alongside the statutory agencies contributing directly to achieving targets.

Voluntary Sector partners include:

- Tomorrow's Women Wirral (TWW) - a charity based in Birkenhead.
TWW offers support to women who may feel isolated, have low self-esteem or just want to try something new.
- Peer Mentors - Volunteer Domestic Abuse mentors work on a one-to-one basis with women to support them to build confidence to access support services specific to their own personalised needs.
- Involve North West - The Leapfrog Scheme: a programme for children, aged 5-10 years old, who have witnessed or experienced domestic abuse within the family unit. The scheme provides a safe and neutral place for children to talk about their experiences with the support of the Domestic Abuse Support Workers.
- Connect Us – Community Connectors: raising awareness of what is going on in the local community. They help residents develop new friendships, improve health and well-being and set up new groups.
- Age UK - provides information and advice on all aspects of later life, including benefits, care and support, social activities, day centres, befriending services and much more.
- Redeeming Our Communities (ROC) Restorative Justice – has one paid worker and 10 volunteers working alongside the Anti-Social Behaviour Team to look at alternatives to costly and time-consuming court procedures, bringing victims and perpetrators together to mediate and talk through the incidents and find mutually agreeable solutions.
- Wirral Change - providing a range of services to support disadvantaged and Black and Minority Ethnic (BME) communities in Wirral.

The list outlined above is neither exclusive nor exhaustive and many other voluntary sector partners make invaluable contributions to the community safety agenda and it is anticipated that more organisations will come on board as the project develops.

1.3. Anticipated outcomes

The Safer Wirral Hub will deliver outcomes which will have an impact on the partner organisations and how they operate but will also significantly improve the quality of life for many of Wirral's residents.

The 'Integration' phase will establish solid foundations for the Safer Wirral Hub acting as a launch pad for the next exciting steps in the project's development. By the end of Phase 1, due for completion by end September 2017 the project will have:

- Key partner organisations co-located to ensure shared intelligence and smart, co-ordinated deployment of resources. The location is Solar Campus on Leasowe Road, Wallasey.

Whilst co-location is desirable, it does not preclude partners located off-site from adopting the ethos, practices and approach of working under the Safer Wirral Hub banner and playing a full part in the single integrated unit and its successes.

- Greater integrated working between all partner agencies, enabling:
 - Wirral to become a safer place and residents/visitors will feel safer.
 - A reduction in ASB incidents
 - Zero tolerance of domestic abuse
 - Year on year reductions in crime
- A model which allows for greater flexibility and future proofing. As new issues emerge and new challenges arise this model will allow for a rapid response and the development of new initiatives to tackle issues.
- Savings of at least £100,000 with an income target of £171k. These savings will be made by generating greater income opportunities, primarily through additional Community Patrol/Control Room contracts – looking to expand existing local authority income streams and seek commercial contracts. For example, tenders have been submitted for contracts to provide security for a consortium of four schools on the Wirral/Cheshire border and Wirral Chamber of Commerce buildings.
- Furthermore, staff turnover, early retirement and voluntary redundancy will realise additional savings. The project will seek to meet these savings earlier than the 2020 target date originally set.

- The scope to become a Community Interest Company, Social Enterprise or charity to capture the benefits of a not-for-profit entity which can freely bid for sources of funding, currently inaccessible to statutory bodies. Additionally, it can add social value, seek additional income through trading activity and enjoy the additional benefits afforded to organisations operating in this sector. These options will require further exploration.
- A Single Referral Form: As part of the Safer Wirral Hub's aim to streamline processes for all partner organisations, a pilot programme introducing a single referral form will be trialled to help save time and resources and progress cases through the system more efficiently.
- This pilot is an early example of the joined-up thinking that will be a cornerstone of the Safer Wirral Hub ethos and working practices, designed to meet the challenges outlined in the 2020 Pledges, deliver better services and make Wirral a safer place.

(See Appendix 2: Pilot Referral Form)

In terms of outcomes, Safeguarding, Crime and ASB are the three most critical aspects of the Safer Wirral Hub’s work and outlined below are examples from existing datasets where the Safer Wirral Hub model can make a significant difference.

Safeguarding

Merseyside Police Referrals to Children’s Services (Early Help)

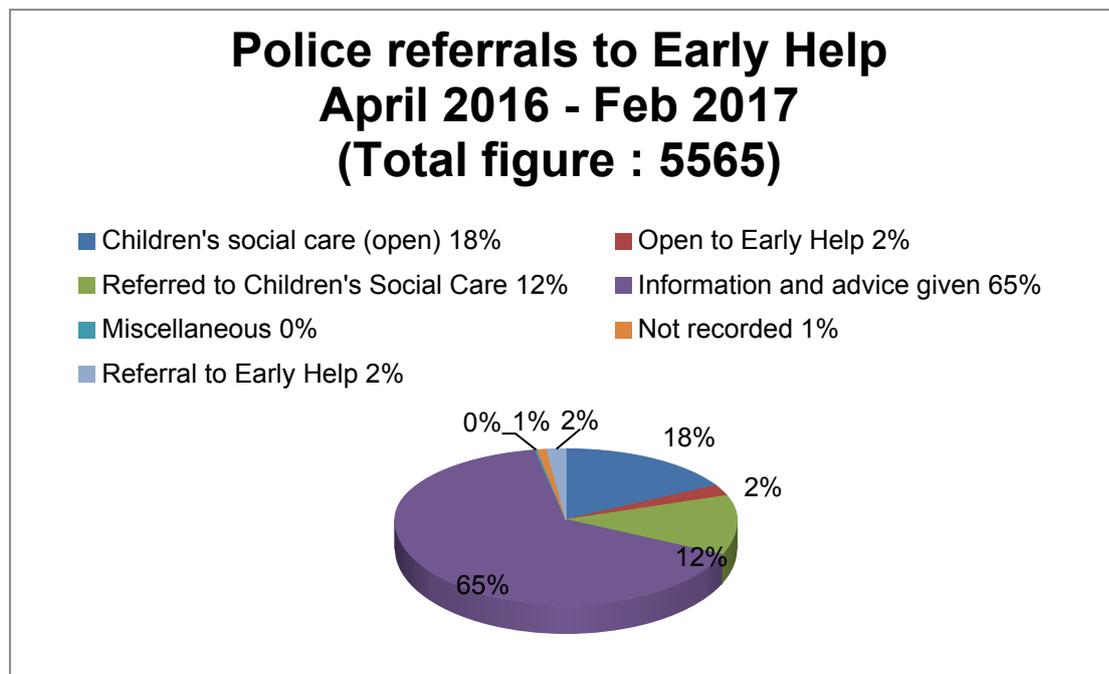


Figure 1: Referrals to Children’s Services April 2016 - Feb 2017 (source: Merseyside Police/ Wirral Children’s Services)

Figure 1 ‘Referrals to Children’s Services’ diagram above shows the destination analysis of referrals from Merseyside Police into Wirral Council’s Children’s Services, which includes Early Help Services.

The area of focus for the Safer Wirral Hub is the 65% who have been assessed as ‘information and advice given’, requiring no further intervention. The SWH has the ability to analyse these statistics further and provide a level of assistance to those originally assessed as ‘no further action’ – making increased use of our key partner agencies from the voluntary sector.

Currently, the Safer Wirral Hub partners are delivering services from various locations across the borough, often using different systems, processes and practices.

The volume of work is high. Early Help have managed to deal directly with 223 of the most serious cases from the 5565 referrals. Waiting lists for some key services are high – there are 81 families on the Leapfrog (programme for children affected by domestic abuse) waiting list.

The project will be keen to ensure that any potential to duplicate work or fill gaps in provision is appropriately responded to through collaborative arrangements and sharing of resources.

The Safer Wirral Hub will begin to address these issues, streamline systems and services (service-wide process mapping complete) avoid duplication and create the means for greater integration through the use of a single referral form that has been agreed and as a direct result, provide services at a faster pace and improve quality of delivery.

Crime

Crime figures across Wirral have been on the increase. The Safer Wirral Hub aims to help address this, especially around domestic abuse and safeguarding related issues.

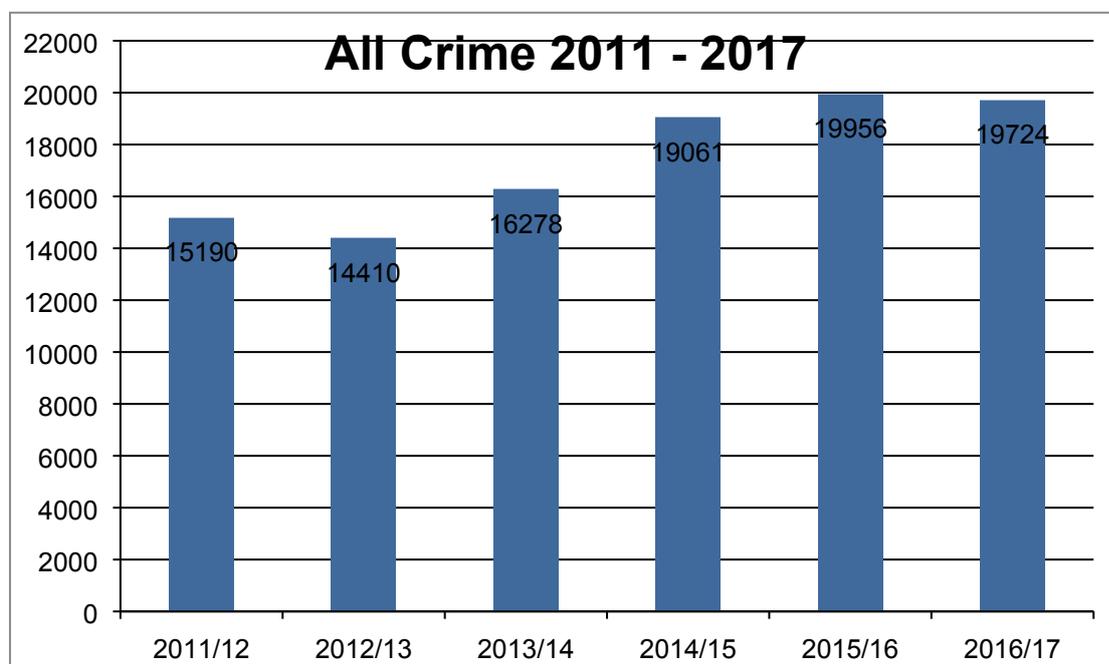


Figure 2: Wirral Crime 2011-2017 (Source: *Crime and Disorder Reduction Partnership (CDRP)*)

Since 2011 the general trend for All Crime on Wirral is upward, the chart above revealing a 30% increase from 2011 to 2017. Last year, a small but important 2% decrease was registered. This decrease in 2015/16 is broadly in line with the 5% reduction nationally.⁴

⁴ Office for National Statistics (ONS): Crime Survey for England and Wales 2015-2016

Youth Crime

Figure 3 below details the trend over a 5 year period in the numbers of young people entering the youth justice system for the first time.

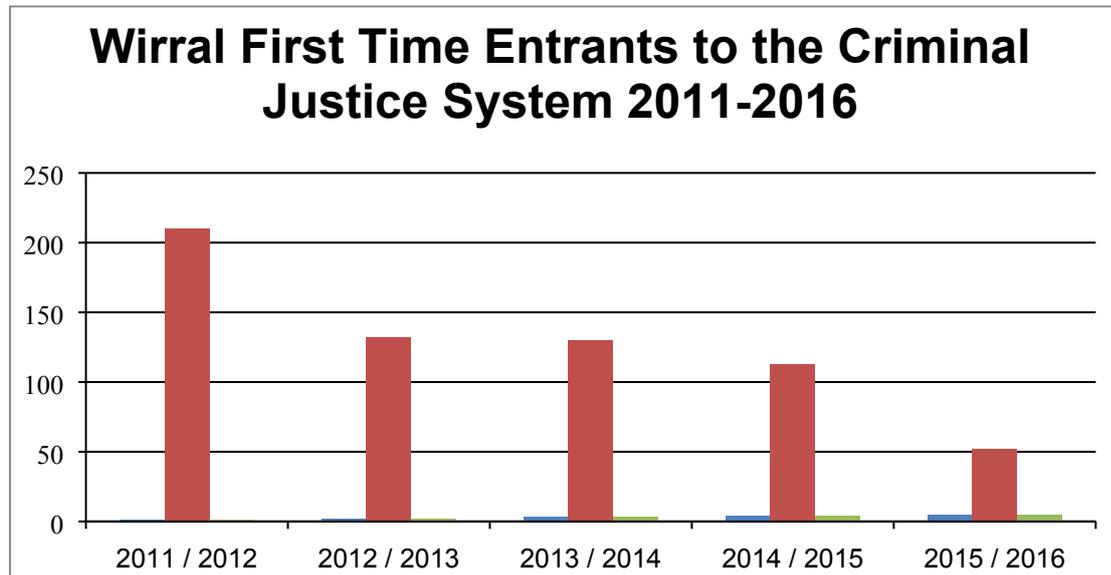


Figure 3: First Time Entrants to the Youth Justice System 2011-16 (Source: KPIs for Youth Justice Board)

Wirral Youth Offending Service have year on year reduced First Time Entrants into the Criminal Justice System (CJS). They ensure that they identify and work with the correct young people at the right time, working with partner agencies to identify the best outcome for the young person /community and their families.

One of the key challenges for the service is how they can continue to sustain the downward trend for reducing first time entrance into the criminal justice system. With the lift and shift, to merge the Youth Offending Service into the Safer Wirral Hub, it is expected that we can identify young people at an earlier stage through Level 2⁵ partnership working to support a whole family approach.

This early intervention aspect of the Safer Wirral Hub work is seen as critical to the success of the project to ensure reductions in crime, violence and anti-social behaviour in later years. This approach will also impact on reducing costs.

⁵ Wirral Safeguarding Children Board Thresholds Level 2 'Additional Support' met through partnership working

Anti-Social Behaviour (ASB)

Anti-Social Behaviour will be a key strand of the Hub's work and working alongside partners on a daily basis taking a joint case-loading approach will produce significant results.

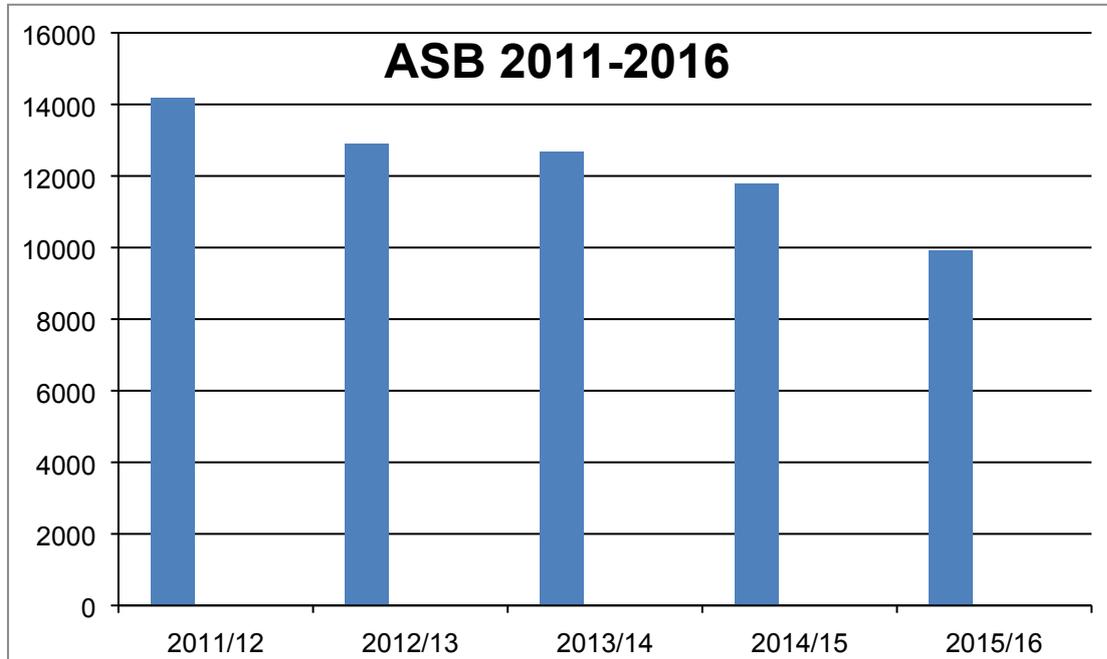


Figure 4: Wirral ASB Incidents 2011 - 2016 (Source: *Crime and Disorder Reduction Partnership (CDRP)*)

The table above shows a downward trend in ASB incidents in Wirral between 2011 and 2016 revealing an overall reduction of almost 30% over a 5 year period. And whilst these figures look impressive, ASB remains one of the single biggest challenges, as exemplified in the Wirral Resident Survey Findings 2015, ASB reduction being the residents' top priority. The survey also reveals acute issues in Birkenhead and Wallasey constituencies in particular.

Of special note is the reduction in ASB in the last year alone of 11% which, at least in part, is attributable to the new Safer Wirral Hub joint working arrangements between the Local Policing Teams and the Council's Youth Offending Service, ASB and Community Patrol Teams. (See - *Case Study 1: ASB Reduction in Bidston and St. James*)

The Safer Wirral Hub will continue to support this downward trend through targeted interventions and additional resources at hotspot areas, working as a joined-up unit.

NEXT STEPS

The planned next steps for the hub include the following:

- i. Service areas to be considered for the Safer Wirral Hub in Phase 2 include:
 - Environmental enforcement
 - MASH
 - Emergency Duty Team (EDT)
 - Environmental Health
 - Trading Standards
 - Intervention Team
 - Housing Association rep(s)
 - Health partners
 - Sports development

These options will require further discussion and exploration.

- ii. A 'One Stop' solution – with a single phone number and referral point, including rationalisation of 'out of hours' provision, operating as a seamless service with consistency of quality and delivery across all community safety partner services. This will include discussions with the Emergency Duty Team (EDT), the Control Room call handling team and health partners.
- iii. Launch event – communications, branding and a full public launch event to be delivered to highlight Phase 1 activity, but also to provide a catalyst for exciting Phase 2 'next step' work. This is to be provisionally scheduled for late October/November 2017.
- iv. Measurable impacts are expected to be realised within the first quarter of operation (October-December 2017) and to be reported in January 2018.

Performance management

From October 2017 progress on the Safer Wirral Hub performance will be reported directly to the Safer Wirral Hub Partnership Board on a quarterly basis. Reports will also be shared with the Senior Leadership Team and elected members.

Performance will be monitored, evaluated and reviewed on existing Performance Indicators regarding anti-social behaviour, domestic violence and crime. The project will also report on the impact of the early intervention model and the efficacy of joined-up working.

As well as quantitative data, the project will also seek qualitative information – from partner agencies, service users, elected members and local residents. In addition to operational intelligence to help target localised issues, partnership working provides the opportunity to commission strategic intelligence projects which through shared data analysis can be used to develop preventative approaches.

It is expected that the project will measure success against local, regional and national indicators hoping to replicate the levels of success enjoyed by similar initiatives in Glasgow and Staffordshire as well as others. By embedding new processes which enable clearer pathways for customers/service users - the project should be able to clearly evidence success within the first 6 months of operation.

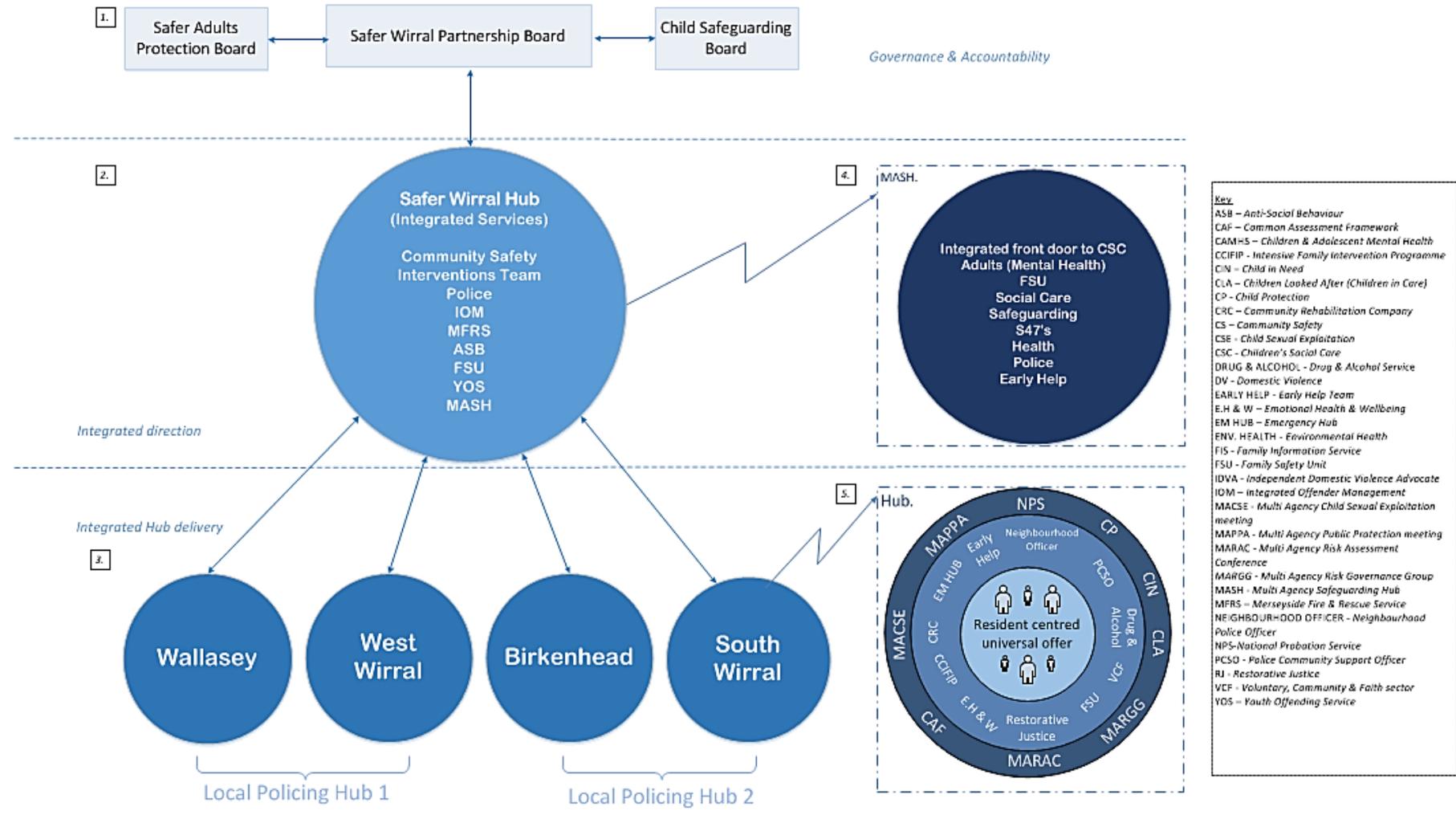
Evidence of success within this timescale, based on the metrics outlined above, will enable agencies to determine whether Phase 2 - discussed earlier in the report – is being developed and implemented successfully. It is anticipated that positive performance in the indicators that are currently monitored and referenced above will allow this to happen within a suggested six month timescale – if not sooner.

1.4. Recommendation

It is recommended that the Safer Wirral Hub 'Integration' model is adopted. (See Section 3 the Economic Case). This recommendation will bring key partners together into a management hub at Solar Campus

In shaping the Safer Wirral Hub, partners have agreed a structure, which describes the agencies involved, the geographical clustering, the governance and the delivery functions. The integrated Safer Wirral Hub model is outlined in the diagram below.

Safer Wirral Hub v 1.1



- Key**
- ASB – Anti-Social Behaviour
 - CAF – Common Assessment Framework
 - CAMHS – Children & Adolescent Mental Health
 - CCIFIP – Intensive Family Intervention Programme
 - CIN – Child in Need
 - CLA – Children Looked After (Children in Care)
 - CP – Child Protection
 - CRC – Community Rehabilitation Company
 - CS – Community Safety
 - CSE – Child Sexual Exploitation
 - CSC – Children’s Social Care
 - DRUG & ALCOHOL – Drug & Alcohol Service
 - DV – Domestic Violence
 - EARLY HELP – Early Help Team
 - E.H & W – Emotional Health & Wellbeing
 - EM HUB – Emergency Hub
 - ENV. HEALTH – Environmental Health
 - FIS – Family Information Service
 - FSU – Family Safety Unit
 - IDVA – Independent Domestic Violence Advocate
 - IDM – Integrated Offender Management
 - MACSE – Multi Agency Child Sexual Exploitation meeting
 - MAPPA – Multi Agency Public Protection meeting
 - MARAC – Multi Agency Risk Assessment Conference
 - MARGG – Multi Agency Risk Governance Group
 - MASH – Multi Agency Safeguarding Hub
 - MFRS – Merseyside Fire & Rescue Service
 - NEIGHBOURHOOD OFFICER – Neighbourhood Police Officer
 - NPS – National Probation Service
 - PCSO – Police Community Support Officer
 - RJ – Restorative Justice
 - VCF – Voluntary, Community & Faith sector
 - YOS – Youth Offending Service

The Safer Wirral Hub diagram shows how the new approach will be implemented, who the partners will be and how they will interact, reporting directly into Safer Wirral Hub management team at the centre.

The numbers below correspond to the numbered sections of the diagram.

1. Governance and Accountability - outlines the governance arrangements, partners reporting into the Safer Wirral Partnership Board. The Board will be a Wirral Council controlled body, chaired by an elected member with senior representatives from both the Adults and Children's Safeguarding Boards.

It is expected that all organisations will be represented on the Safer Wirral Partnership Board by senior officers or commissioners from their respective agencies.

To ensure alignment with the Liverpool City Region Protecting Vulnerable People (PVP) Group a Strategic Lead/Commissioner from the Safer Wirral Hub will sit on the PVP group.

2. Integrated Direction - the mid-section – entitled Safer Wirral Hub (Integrated Services) details the key partners who will be co-located in either the 'Lift and Shift' or the later 'Transformation' phase.

3. Integrated Hub Delivery - the four areas, Wallasey, West Wirral, Birkenhead and South Wirral represent the current working geographical approach of a number of the partners. This will be developed further to ensure operations and interventions are co-terminus with Local Policing hubs - Hub 1(Wallasey and West Wirral) and Hub 2 (Birkenhead and South Wirral) model.

4. The Multi-Agency Safeguarding Hub (MASH) section, details the membership/functions of the MASH.

5. The HUB section details the delivery direction of the Safer Wirral Hub which will be focussed on early intervention, tackling issues early to prevent them becoming more difficult, time-consuming and costly at a later stage.

The centre being the less expensive universal offer, moving to mid-range band of more expensive actions and then to the outer circle showing the most expensive interventions.

This HUB section helps to illustrate the importance of early intervention, before issues escalate to a more serious level not only for the wellbeing and safety of the individual/family, but also in terms of the overall increase in costs to partner agencies.

The agreed position for the Safer Wirral Hub to move forward is recommended as follows:

1. Overall governance remains with the Safer Wirral Partnership Board
2. Although operationally police-led a new Council Commissioner's position should be created to oversee the transformation and lead on the SWH developments through Phase 2 and beyond.

3. All staff will remain with their respective employers with no change to terms and conditions or need for TUPE or other employment regulations.
4. A management hub should be established at Solar Campus with operations centred around local police stations.

2. BUSINESS CASE DEVELOPMENT

The following individuals comprise the Business Case Development Team. They are responsible for the analysis and creation of the Business Case.

Role	Description	Name/Title
Project Sponsor	Provide executive support for the project Secures resources and any required investment for the project Accountable to SLT for successful delivery Ensuring the business case is controlled and audit trails are in place to account for changes as the project develops Consults with SLT to identify any changes which may undermine the business case or cause it to lose strategic alignment	Mark Smith (Strategic Commissioner: Environment)
Project Manager	Prepares the Business Case Supports the Project Sponsor Manages the Project Team Identifies opportunities to optimise the Business Case	Paul Morrison (Project Manager)
Business Case Change Manager	Business Change techniques considered Benefits Management Approach Benefits Management Outline Profiles Benefit Realisation Plan	Mark Camborne (Head of Community Safety and Transport)
Council	Commissioning HR Legal ICT Union	Mark Smith (Strategic Commissioner - Environment) Tony Williams (HR Manager) Anne Quirk (Head of Legal) Jeff Ashworth (Head of Digital) Nick Bower (Unison) Allan Small (UNITE)

3. THE STRATEGIC CASE: THE STRATEGIC FIT

3.1. Business Need and Project Background

The Chief Constable of Merseyside Police, Sir John Murphy, QPM, centred his 2015 public address on the future concept of Neighbourhood Policing. Set in a context of increasingly diminishing resources for both the Police Force and the statutory partners and whilst needing to address a changing crime environment to one of increasing cases of Child Sexual Exploitation, historic sex related crimes, serious and organised criminal gang crime and an increasing number of domestic violence reports, the nature and look of a future police force needs to change.

The aim of any new Neighbourhood Policing model is to bring together the key community safety services into one service team, integrated into the operations of Merseyside Police. This will ensure the collaborated provision of a much improved information sharing, analysis and decision-making service to deliver the best possible outcomes for the most vulnerable people across Wirral.

As a result, decisions will be made more quickly and all available resources will be targeted at areas of greatest need. Better co-ordination between agencies will also lead to an improved service for the most vulnerable, better risk management and mitigation.

The current drivers for change are:

- Wirral 2020 Plan – specifically, but not exclusively Pledges 7 and 19
- To address the outcomes of the 2015 Wirral Residents' survey
- Funding reductions across agencies
- The outcome of the Police and Crime Commissioners Police Force remodelling
- A continued focus on localism and a requirement to base the design and delivery of public services on local need
- The need to realise opportunities to provide better outcomes for communities through improved public service delivery
- Using local data and intelligence to inform strategic planning and decision making
- Wirral Council's Transformation Plans towards greater commercialism.

3.2. Benefits, Objectives and Strategic Alignment

The strategic alignment of the SWH with Wirral Council's pledges as part of the Wirral Plan are detailed below, with the relevant Pledges 7 and 19 highlighted.

Council Strategic Objective/Corporate priority (taken from Wirral Plan, Service Plan etc.)	Project Outcome	Benefits expected as a result of achieving outcomes.
Wirral Plan Pledge 7	Zero tolerance towards domestic abuse	<p>Services will work much more closely together, enabling a greater reach and quality in service provision, able to couple early intervention with concerted action to support victims and take appropriate action against perpetrators and reduce re-offending.</p> <p>Confidence in the effectiveness of services will see an increase in reports of Domestic Abuse but gradually over the longer-term, the numbers of incidents will decrease.</p>
Wirral Plan Pledge 19	Ensuring Wirral's Neighbourhoods are safe	<p>The SWH will Improve community safety by tackling the cause and impact of Crime and ASB. It will build safer, stronger and more confident communities where residents and visitors will feel safe.</p> <p>The most vulnerable people in our communities will be protected.</p> <p>Greater service integration will deliver a safer Wirral.</p>

3.3. Scope

Inclusions of project:

The scope of the services within the Safer Wirral Hub will include:

- Community Safety– Community Patrol Services and Wirral's 24/7 Out of Hours Control Room
- Wirral's Anti-Social Behaviour Team
- Wirral's Youth Offending Service
- Wirral's Family Safety Unit (Domestic Abuse Services)
- Merseyside Police Local Policing Teams including PCSOs.
- Merseyside Fire and Rescue Service
- Wirral's Early Help Team
- Integrated Offender Management Team
- Tomorrow's Women Wirral
- Redeeming Our Communities
- Age UK
- Involve North West

Beyond the first phase of the project, the aim will be to include a range of additional service areas, all of which have a significant impact on community safety.

These will include:

- Multi-Agency Safeguarding Hub (MASH)
- Street scene - graffiti removal, fly-tipping, fly-posting, trade waste.
- Enforcement – parking, littering, dog fouling, graffiti.
- Environmental health - noise, licensing, pollution.
- Licensing and regulation - taxi, pub, selective landlord, trading.
- Employment and training – outreach to disadvantaged communities.
- Family Intervention.
- Sport and diversionary activities.

The project will be built incrementally in two planned phases.

The timetable is detailed below, subject to ratification:

- Phase 1 Integration October 2016 - September 2017
- Phase 2 Transformation October 2017 onwards

Proof of Concept - Early wins

The Outline Business Case/Position Statement provided a green light for the Safer Wirral Hub to develop a proof of concept approach and as such, the integration of the SWH teams is under-way with some significant early wins from the co-working approach, already realised.

The prevalence of Anti-Social Behaviour (ASB) incidents has dropped significantly over the period of joint working. Partners meet for a joint briefing, at operational hubs at Birkenhead, Wallasey and Bebington police stations creating closer working between local policing teams, the ASB Team and Wirral Community Patrol as well as other partners, including the Registered Social Landlords.

Based on shared intelligence, Community Patrol Officers/PCSOs/ASB Officers and PCs will go on joint patrols to hot spot locations and targeted operations.

Comparisons between reports of ASB 2015/16 and 2016/17 are shown in the table below.

Wirral Anti-Social Behaviour (ASB) Incidents 2015/16 and 2016/17

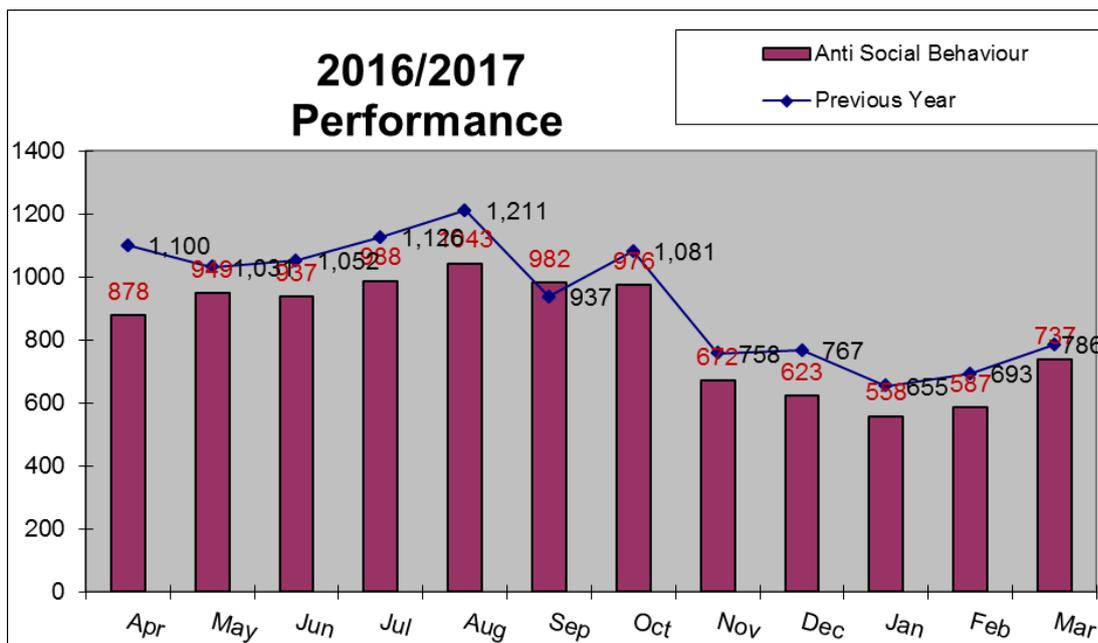


Figure 5: Wirral ASB Incidents 2015/16 and 2016/17 (Source: Crime and Disorder Reduction Partnership)

The table above shows ASB figures across Wirral with an 11% reduction overall between 2015/16 and 2016/17.

The most significant reduction however, is following the period of concerted action by the newly joined-up Safer Wirral Hub partners who commenced their efforts in October 2016 and immediately registered a huge 38% reduction in ASB incidents.

Closer analysis, taking into account seasonal variations, comparing 2015 (30% reduction) to 2016 (38% reduction) reveals that this new way of working adopted by the SWH, achieved an additional 8% reduction.

CASE STUDIES

CASE STUDY 1 – Reducing Anti-Social Behaviour (ASB) in Bidston and St. James ward

As an early phase of the Safer Wirral Hub, partner agencies have made the first steps towards integration. One of these steps is joint briefing sessions and co-working on targeted actions and hotspot locations between Merseyside Police Local Policing Teams, Wirral ASB Team, Wirral Community Patrol and the Youth Offending Service.

The impact of this work has been immediate.

The impact is best illustrated by the figures below and then brought to life by the real-life experience of one resident's 'thank you' email to the partner agencies.

Birkenhead and South Wirral ASB 2015 - 2017

ASB	2015	2016	2017
Jan-Mar	118	108	70

Figure 7: Anti-Social Behaviour in Birkenhead and South Wirral (Source: Crime and Disorder Reduction Partnership)

Operating as a coherent team with daily briefings, joint interventions and clear roles and responsibilities on an ASB hot-spot in Bidston and St James' ward specifically and across Birkenhead and South Wirral, the team recorded impressive results.

Year on year comparisons reveal a 40% reduction in ASB between Quarter 1 2015 and Quarter 1 in 2017 and similarly, a 35% reduction between Q1 in 2016 and Q1 2017.

To further illustrate the impact of this Safer Wirral Hub ASB work, a local Wirral resident sent the following email to partner agencies (edited).

"I would like to thank yourselves for the noticeable drop in ASB gangs and change to ASB local youths in their behaviour for the better. I believe the media will be publishing information on ASB naming a certain youth. This is fantastic, locals will be aware it is the youth being targeted.

Thank you so much for your hard work in this area and to the team and other agencies. It will be a full month without any throwing incidents at mine or next door.

I am not feeling like a wimp, like I did in the early days when ASB was rife.

The majority of locals can see a dramatic change in the attitude from ASB 13-16 older local youths, they don't appear to be causing annoyance in the streets as before."

CASE STUDY 2

SAVING POLICE TIME/REDIRECTING WASTED RESOURCE

High Demand Generator - 91 year old female resident

Female A resides alone. She has physical and mental health issues. She is partially deaf.

Between 1 June 2016 - 23 March 2017, female A contacted the police control room via the 999 system a total of 136 times. There are a further 15 calls to carers.

The time on calls and police patrols/ambulance calling out to female A's property is estimated to have cost in the region of £3000+ covering over 100 hours of officer time.

Although elderly and at times confused, female A's calls are an inappropriate use of emergency services time.

The options open to the police team are limited and some actions which, with another younger, less vulnerable individual, would seem sensible and appropriate, in this case, could appear callous and disproportionate.

By working with partners through the Safer Wirral Hub the 999 calls from this elderly resident are being triaged to immediately assess the nature ('harm, risk, threat' model) and 'authenticity' of the call.

The mental health team and a named social worker are now involved and depending on the findings, will be contacted to help assess the situation and advise on appropriate action. This course of action will significantly reduce the waste of valuable police and emergency services time, but equally, and most importantly, will help Female A to receive more appropriate help for her circumstances.

UPDATE: The latest information on this case is that Female A has agreed to go into a care home. This is the direct result of working with Safer Wirral Hub partners and is a great example of how, by working together, we can reduce the stresses and strains on our services and free up valuable resource, whilst also providing the best quality services to our residents.

CASE STUDY 3

Public Spaces Protection Order (PSPO) – Bromborough – March 2017

Wirral Anti-Social Behaviour Team (WASBT) have been working in close partnership with Merseyside Police and the Highways Department regarding on-going problems of serious and dangerous anti-social behaviour.

The anti-social behaviour consists of cars and motor bikes using public roads to race against each other at high speed, as well as performing stunts. This activity was attracting a large number of spectators and up to 300 cars.

Anti-social behaviour has included noise nuisance, swearing, littering, hostility and the racing itself which is extremely dangerous to all participants, the public and local business, but also results in damage being caused to the road surface and street furniture.

This activity was taking place mainly during the evening between 7.00pm and 11.00pm. Numerous complaints and incidents had been reported to Merseyside Police and subsequently to WASBT.

Merseyside Police have directed resources to tackle this problem and when the police attend the racing abates for a short period. Attempts have been made to engage with the organisers of these activities but to no avail. There was also increasing hostility towards Police Officers and PCSOs who attended,

The area in question forms a major part of Wirral International Business Park, modern attractive industrial units housing international companies. It is adjacent to and provides access to Eastham Country Park and part of the Wirral Coastal Cycle Way.

The implementation of a Public Space Protection Order (PSPO) will enable the Police/Council Authorised Officers to warn and/or issue Fixed Penalty Notices of up to £100 to any persons in breach of the PSPO. The terms of the PSPO have been prepared so that the activity can be stopped from the outset, including sanctions on spectators, so that they are unable to get to the point of drag racing.

The Order was signed and sealed by the Council on 20 March 2017 and is now in place for 3 years, unless extended by further Orders under the Council's statutory powers.

This order was enabled as a direct result of the new joint working arrangements between the Police, Wirral Council ASB and Community Patrol teams - all key strands of the Safer Wirral Hub.

CASE STUDY 4

CSE/Human Trafficking – linking in other departments

The case relates to a pizza shop in Wallasey that has a flat above it.

Selective Licensing Officers conducted a visit to the shop and flat and were informed that there was only one tenant upstairs. Upon inspection the officers noted locks/padlocks on the outside of the bedroom doors.

The officers' initial thoughts were that the owner was not being truthful about just one person living upstairs and that they were being used as bedsits.

The officers then shared the information with the ASB team who in turn referred the matter to the Police Interventions Team. The Interventions Team concurred with concerns as the owner was already known to them from a previous address, but they were unaware of this new business location.

Further investigation resulted in the closure of the premises.

The Interventions Team discussed the wider situation with the Council's Selective Licensing Team and they now conduct joint visits to premises, especially business premises, such as this. Both teams are seeing the benefits of working together including:

- Closure of two outlets suspected of involvement in child sexual exploitation
- Removal of illegal immigrants at two fast food premises
- Improved intelligence sharing
- Improved 'disruption' due to multi-agency visits

CASE STUDY 5

Youth Offending Service (YOS) – Restorative Justice

This offence took place at a local Community Centre.

Three young people forced entry into the centre through a window. Once inside they stole food/drinks and some money. They returned later and took more drinks and food.

The offence was highlighted by the victim on social media in order to try and trace the young people. As expected, there was an angry reaction to this crime as the centre is a well-used resource in the community.

Sometime later the young people handed themselves in at the local Police Station and returned some of the goods they had stolen. The young people were diverted to the local Youth Offending Service (YOS) for interview.

Prior to the interview, police feedback indicated that the victim who runs the community centre had agreed to take part in a restorative conference. With this information the young people were asked if they would be prepared to meet with the victim. The young people agreed to repair the harm caused in any way they could.

At the restorative meeting, all three young people involved in the offence were present, alongside their parents/foster parents and the victim who runs the Community Centre.

Restorative justice questions were put to the three young people individually.

All the young people answered the questions clearly/ honestly and spoke directly to the victim.

The victim also had the opportunity to tell the young people how she and the wider community had been affected by the crime.

The young people were able to apologise directly to the victim and were remorseful. Reassurance was offered that they had not been watching the victim or the centre and that they had not targeted her.

At this meeting it was agreed that the young people would also take part in reparation work. It was agreed that they would all contribute by making planters at YOS for the community centre.

During the meeting parent/carers agreed to pay the victim £30 each to cover costs for any damage caused.

Outcome:

Three young people were diverted from the court process, preventing further costs -an estimated £60k saving, at £20k per case - and the detrimental impact on their own future life chances.

The victim had her wishes and feelings heard.

The victim's fears of re-victimisation were allayed through meeting the young people.

Through the meeting the young people had to personally face the victim and deal with their shame in hearing how this affected her and the local community and were given the opportunity to respond to this positively.

The young people wrote letters of apology to the victim.

None of the young people have re-offended.

3.4. Strategic Risk and Potential Mitigation

Risk	Impact	Mitigation Strategy	Owner
The proposed start date of the project September 1 2017, is at risk due to the range of issues still outstanding	Delays will cause disruption, unsettle staff and potentially create a 'false start' for the project.	Close monitoring and regular meetings with partner agencies and clear, SMART, scheduling and delivery of tasks within a robust project management framework.	Mark Camborne
IT Platforms not agreed	The 'seamless service' provision will not be realised. Speed of service could be delayed.	IT and service leads agree scope, limitations and timescales for IT developments.	Mark Camborne Jeff Ashworth
Matrix Management	Uncertainty among staff and mixed messages from service leads	Regular, management and service-wide meetings to ensure clear 'one voice' message to all staff. Reporting lines and area of responsibility clearly articulated.	Mark Camborne
ASB figures rise	Reputational damage to SWH and organisations involved. Wirral residents feel 'less safe'	Robust performance management framework with evaluation and reviews on a quarterly basis with clear remedial action planning. Rigorous data analysis to explain	Tracy Hayes/ Mark Camborne

		any variance in reported figures against targets set.	
Partners expectations differ and they fail to agree protocols and practices	<p>Project fails to agree a clear way forward and misses key milestones.</p> <p>Service users/ residents receiving different level of services and experiencing varied operating practices with in the SWH.</p> <p>Internal differences within SWH.</p>	<p>Expectations clearly set out from the onset. Regular updates and monitoring of progress. Where necessary new protocols and practices developed and agreed.</p>	Tracy Hayes/ Mark Camborne

4. THE ECONOMIC CASE: OPTIONS APPRAISAL

4.1. Summary of agreed approach

From the range of delivery options considered in the Outline Business Case/Position Statement the option agreed was Option 3.

OPTION 3

The Hybrid model

Option 3 is the 'Hybrid model' which is a combination of Options 1 and 2.

Option 1: Transfer the function to another provider

and

Option 2: Joint commissioning of services

This model brings together partners from a range of organisations and places them in an environment where they can work more effectively together, through sound planning, organisational flexibility and a results orientated, culturally-driven commonality of goals.

The expectation is that this model, as a 'Integration' exercise, will incur minimal costs with much of the expenditure incurred for relocation, IT, refurbishment and equipment being met within existing budgets/programmes.

The numbers of staff and their roles and responsibilities will remain consistent.

The Safer Wirral Hub is an innovative delivery model which harnesses the skills and abilities of the partner agencies and their staff and drives forward change through like-minded individuals focused on the same end result.

Advantages

- Best value for money, being low cost (< £100k).
- Simplified budget management
- Expertise and professionalism is preserved to work in an integrated way with other council services, internal and external providers and to reap the best possible outcomes
- Increased resources through joint working
- Organisational status options can come later
- Specialised areas of a diverse service are recognised, understood and reviewed accordingly

Disadvantages

- Different cultures and working practices will exist between the organisations.
- No single entity, other than the title. (SWH)
- Staff may feel confused, if messages not consistent and clearly communicated between SWH and respective parent organisations.

Risks (see also 3.4 and 7.13)

- Accountability and ownership are not clearly defined.
- Lack of leadership could lead to mixed messages and disjointed working practices.
- The project may not achieve sufficient stakeholder buy-in as a result of lack of compelling evidence for integration.

4.2. Preferred Option

Appendix 5, Delivery Option Appraisal illustrates the scoring methodology used to arrive at Option 3 the Hybrid Model.

4.3. Critical Success Factors

1. Engagement and buy-in from partners:

To ensure an outcome-focused, integration of provision, the SWH will require whole-scale involvement, engagement and buy-in from partners from strategic to operational levels. Incorporating the views and ideas of key stakeholders and partners, as well as the wider community which will assist the project to achieve targets and address the issues being faced in Wirral.

2. Effectively manage performance and evidence success:

Smart, measurable criteria and target-driven outputs and outcomes which all partners can play a full and active role in helping to achieve, will be facilitated by streamlined, simplified data collection techniques and systems.

3. Clear, integrated and efficient delivery pathways which provide quality services

To ensure the effective targeting of resources and operations the project will streamline services, enabling the client/customer experience to be seamless and as far as is practical, develop a 'one-stop' experience, improving quality and speed of response.

4. Rigorous governance arrangements

A robust governance structure involving all key partners is required to enable effective strategic and operational controls, protocols and practices. The structure will embed a

solutions-based ethos and manage key risks/issues on a formal, regular schedule and will be critical in driving change and enabling successful implementation of the project's aims and objectives.

5. COMMERCIAL CASE: VIABILITY

The project is drawing on existing resources from partner agencies and therefore commercial procurement will not have a significant impact or bearing on activities at this stage.

Assets including buildings will remain in current ownership, unless agreed and defined differently.

6. FINANCIAL CASE: AFFORDABILITY

6.1. Quantification of Risk and Associated Contingency

As an integration option the financial risk is determined as low, with the business transformation to the Safer Wirral Hub undertaken utilising existing funds under 'business as usual' arrangements.

6.2. Costs

The delivery of this project will be relatively low cost as it will be undertaken using existing resources across the range of services. A number of staff may need to be re-allocated to specific tasks to enable them to devote time to focus on delivering this project.

Associated relocation costs will be absorbed by respective departments or/and partners and as part of the Council's overall office rationalisation strategy.

SAFER WIRRAL HUB	Cost 2017/18	18/19
Buildings	£ 58 000	
IT	£ 10 000	
Staff costs	£ 70 000*	
Re-branding/launch	£ 5 000	2 000
TOTAL	£143 000	2 000

*Transformation funds covering £40k towards Community Safety Manager costs and £30k which is a 50% contribution towards the Safer Wirral Hub Police Superintendent role.

The staffing budgets of the statutory Safer Wirral Hub partners are outlined below.

Partner	Budget 17/18
Community Safety/Patrol	£ 699 400
ASB Team	£ 231 800
Family Safety Unit	£ 326 700
Youth Offending Service	£ 1 086 600
Early Help	£ 143 400
Police	£ 605 001
Fire and Rescue	£ 31 077
Other	
TOTALS	£ 3 123 978

6.3. Savings

Savings of £100,000 are set to be realised by 2020. It is expected that these savings will be made by generating greater income opportunities, primarily through additional Community Patrol contracts – looking to expand existing local authority income streams and seek commercial contracts. For example, tenders have been submitted for contracts to provide security for a consortium of four schools on the Wirral/Cheshire border and Wirral Chamber of Commerce buildings. An income target of £170 900 is to be met by 2019/20.

Furthermore, staff turnover, early retirement and voluntary redundancy will realise additional savings. The project will seek to meet these savings earlier than the 2020 target date originally set.

6.4. Spend Profile (indicative costs)

All figures in £k	Description	Year 17/18	Year+1	Year+2	Year-3	Year+4	Year+5
Capital Costs	Building alterations	28 000					
	Replacement windows	30 000					
Capital Total		58 000					
Revenue Costs	Network	7 000	5 000	5 000	5 000	5 000	
	IT Support/Wi-Fi	10 000	10 000	4 000	4 000	4 000	
Subtotals		75 000	15 000	9 000	9 000	9 000	

6.5. Source of Funding

Source of Funding	Total £
Business Transformation	£100,000
Total	£100,000

7. MANAGEMENT CASE: ACHIEVABILITY

7.1. Project Approach

The Safer Wirral Hub approach to integrating the multiple strands of this community safety project provides for an initial period of stability, ensuring continuity of service provision and quality as new arrangements are embedded.

The project will be led strategically by a council employed Commissioner and at an operational level by a senior police officer on a pilot basis. Both will report into the Safer Wirral Hub Board on a quarterly basis.

The police will conduct a 90 day review of Safer Wirral Hub governance, accountability, systems and processes (e.g. referral form) to ensure that the Safer Wirral Hub delivers the outcomes required by all partner agencies.

Individual team meetings and one to one support sessions will be woven in a regular, consistent pattern throughout the hub partner organisations.

7.2. Evidence of Similar Projects

1. Glasgow

Using the Commonwealth Games in 2014 as a catalyst for change, spurred on by significant resources and political backing, Glasgow City Council and Police Scotland merged under one collective banner of Community Safety Glasgow, a charity, with the primary aim of making Glasgow a Safer City aligned to a strong commercial drive.

The integration of these services has produced outstanding results, some of which are outlined in the table below.

Community Safety Glasgow

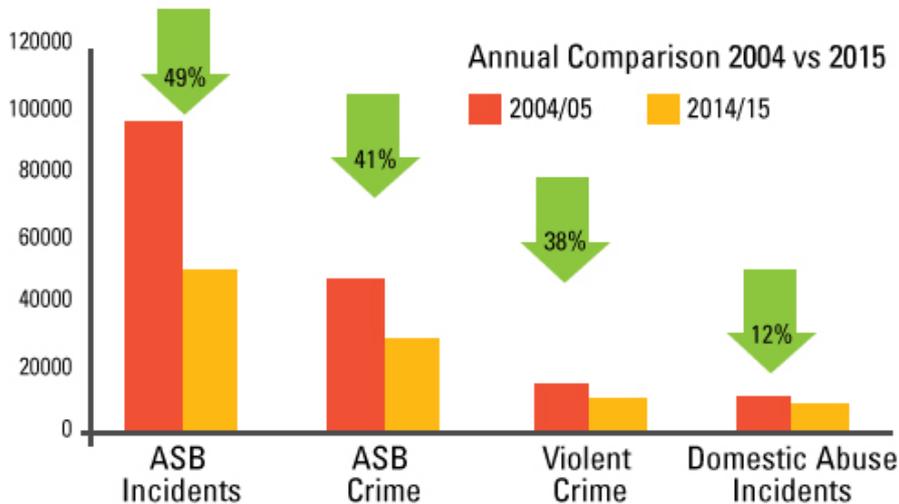


Figure 6 : Community Safety Glasgow 2004-2015

The table above shows 10 year comparison figures for Community Safety Glasgow with significant reductions across all strands of community safety.

2. Staffordshire Police Force

Similarly, Staffordshire Police Force set out a vision for transforming policing by 2020. Their model is firmly based around developing meaningful partnerships with the following operating principles:

- Focus on consistently achieving our purpose and what matters to communities, victims and witnesses.
- Understand what causes demand for services and address the root causes to reduce preventable demand.
- Focus on improving the whole system with partners and identify solutions that achieve a positive result for all.
- Design flexibility into how we respond so we do the right thing first time.

Staffordshire recorded a 41% reduction in ASB between July 2016 and January 2017.

The Safer Wirral Hub will take the learning from these successful models and adopt and adapt to find the best fit for Wirral’s communities.

7.3. Resources Required

The project will be completed using existing resources from partner agencies.

7.4. Benefit Realisation

NON-CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Service integration	Survey of organisational and managerial leads	Quarterly
	Audit of services integration	Annual
Operational	Assessment against agreed KPIs and measures achieved in earlier years, which pre-date the Safer Wirral Hub	Quarterly review and evaluation
Cultural	Staff feedback – planned and recorded in monitoring and evaluation records.	Monthly Safer WH management meetings – fed from weekly team meetings.
		Evaluated and reviewed quarterly.

CASHABLE		
Benefit	How will the benefit be Measured?	Frequency of Measurement
Processes	Efficiencies achieved through joint working and pooling resources	Annual
Financial	Reductions in support costs back office cost and overheads incurred	Bi-annual
System	Review of systems by all stakeholders	Annual

7.5. Assumptions and Constraints

ASSUMPTIONS
IT/building refurbishment to be completed as part of estates rationalisation strategy. Partner agencies contribute associated pro rata costs.

CONSTRAINTS
All works to be kept within pre-set Council budgets. Budgets available to partner agencies.

7.6. Interdependencies

In/Out	Project, person or resource dependent upon (IN) or that dependent upon this project (OUT)	Description of dependency (e.g. complete rollout of the project of the development of a particular part of it)
OUT	The direction of travel outlined in the Safer Wirral Plan	Pledges 7 and 19
IN	Intent to establish integrated commissioning hub across Wirral	Exploration of pooled budgets (at least in part)

7.7. Key Stakeholders

Stakeholder or Stakeholder Group	Relevance to Project
Safer Wirral Partnership Board	Governance and strategic direction
Mark Smith	Programme Sponsor – approves allocation of resources, defines goals and assesses eventual success
Mark Camborne	Senior User - Strategic alignment - ensuring viability to strategic level.
Andrew Elkington	Senior Supplier – programme performance and assurance, reports progress to portfolio level

7.8. Project Management Organisational Structure (Proposed) Programme Management Structure (only if a programme)

Role	Name	Appropriate Skills and Experience
Programme Manager	Mark Camborne	
Programme Sponsor	Mark Smith	
Project Manager	Paul Morrison	
Project Accountant	Gary Mitchell	

Project Management Structure;

Project Team	Name	Appropriate Skills and Experience
Project Manager	Paul Morrison	
Project Board	Name	Appropriate Skills and Improvement
Project Owner/Project Sponsor	Mark Smith	
Senior User(s)	Mark Camborne	
Senior Supplier (s)	Andrew Elkington	
Project Assurance	Name	Appropriate Skills and Improvement
Project Management Office	Tim Games	

7.9. Timescales

Project Start Date	Project End Date
October 2017	December 2018

7.10. Project Schedule-Safer Wirral Hub

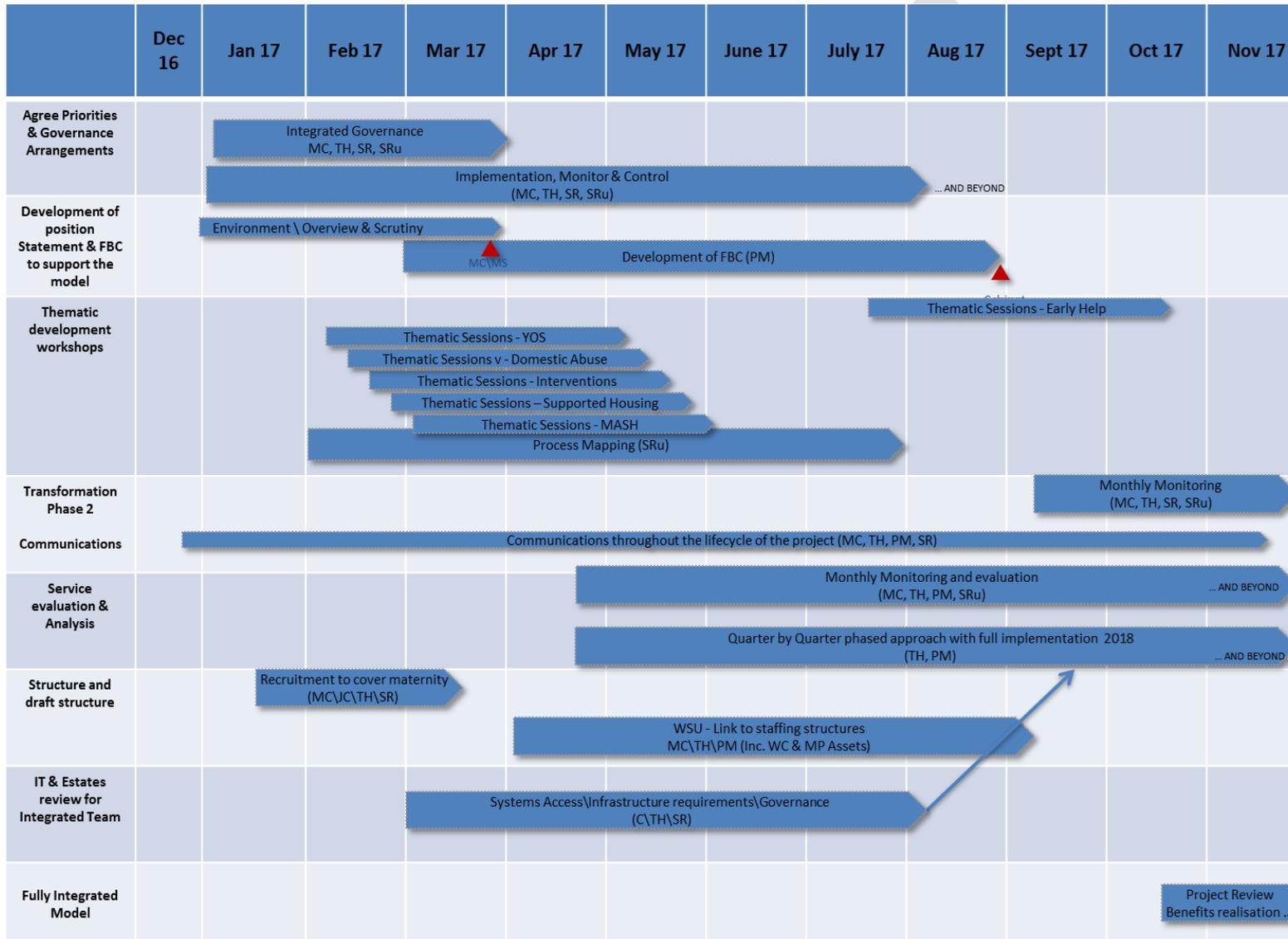


Figure 7

7.11. Major Milestones

Milestones/Deliverables	Target Date
Full Business Case complete	July 2017
Relocation into SWH complete	September 2017
Reductions in ASB/Crime and Domestic Abuse	December 2017
Cost savings are realised	September 2020

7.12. Progress Monitoring and Reporting Arrangements

Customer Experience Transformation Programme Board (Monthly)	<p>Agenda including Decisions required from the meeting, if something specific was needed. Actions carried forward from the Board(s) before the last one</p> <p>Minutes and Actions from the last Board Summary Status – RAG status against time, cost, quality/scope and benefits indicators</p> <p>Status description with major updates</p> <p>Risk /issues for escalation</p> <p>Key milestones tracking</p>
Project Board (monthly)	<p>Agenda including decision required from the meeting if something specific was needed. Action carried forward from the Board(s) before the last one. Minutes and Actions from the last Board Summary Status – RAG status against time, cost, quality/scope and benefits indicators</p> <p>Status description with major updates</p> <p>Key milestones tracking</p>
Highlight Report (monthly)	<p>The Highlight Report provides the project and programme board with summary information about the status of the various stages of the project. Distributed to all key stakeholders and partner organisation.</p>

7.13. Project Risk Assessment

The key risks associated with the delivery of this business plan were:

1. There was a risk that the project's objectives would not be achieved if there was insufficient executive leadership from partner organisations. This was mitigated through leaders remaining collectively accountable and maintaining collaborative leadership arrangements. The appointment of Police Superintendent Tracy Hayes alongside Head of Community Safety Service's Mark Camborne, has helped to accelerate the process in recent months.
2. There was a risk that the project may not achieve sufficient stakeholder buy-in as a result of lack of compelling evidence for integration. This was mitigated by involving stakeholders in developing case study evidence, regular thematic workshop sessions and on-going fortnightly meetings. In addition, management leads ensured specific concerns were dealt with, via separate meetings with individual organisations. Lead officers organised a series of meetings with voluntary and third sector partners either individually or as consortia (e.g. Wirral Housing Consortium) to share the benefits and importance of collaborative partnership working.
3. There was a risk of failing to find suitable accommodation to create the Safer Wirral Hub. This has been mitigated by securing space and undertaking the necessary refurbishment/IT works at the Wirral Council owned Solar Campus premises.

8. FUTURE STATE CONSIDERATIONS

8.1. Organisational Impact

At this phase of the project we will begin to integrate staff and appropriate resources.

Job roles, job descriptions and functions will not be re-drawn. Staff will continue to operate within the parameters already set. However, within that, staff will adopt the ethos and practices of the SWH, bringing creativity and innovation to joint working.

There will be changes to working relationships and a strengthening of partnership working, sharing appropriate information and co-production, working together to tackle problems which had previously seemed insurmountable or intransigent.

Processes and practices will be refined and streamlined in an attempt to avoid duplication and prevent cases falling through gaps in provision. This will also accelerate delivery of services

There will be an increase in outputs, confident that a mirroring of Glasgow's successes will be achieved over the longer term with reductions in ASB, crime and domestic abuse.

8.2. Legal Implications

Delegation of functions does not mean that Wirral Borough Council will avoid liability. The council retains liability for service failure.

The council also retains liability for estates and assets.

Partner organisations retain liability for their respective staff and assets. A joint Memorandum of Understanding (see Appendix 4) was signed by Wirral Council and Merseyside Police in February 2017 and going forward this will be an approach adopted by all partner organisations.

8.3. Staffing Implications

The Safer Wirral Hub is primarily about working better together, some of which is about co-location and co-production. Further benefits include the avoidance of duplication and supporting services to work at streamlining and rationalising processes and working practices to continuously improve services for clients.

There will be significant opportunities for job enrichment as staff learn from colleagues and seek new ways of working.

Staffing levels will remain consistent, with no requirement for TUPE.

There will be no immediate changes to individual contracts and/or Terms and Conditions.

The Hub will begin a training needs analysis and staff will be offered additional training opportunities, based on operational need and best practice.

Induction activities will be developed to support, inform and engage staff who are joining the Safer Wirral Hub to ensure the cultural change needed to develop a single, cohesive and highly effective joined-up unit.

8.4. Technology/Data Migration

All ICT data that is in scope for transfer is being migrated using industry standard software and technologies – the exact detail will need to be clearly defined and agreed between Wirral Borough Council and partner agencies, most notably, Merseyside Police as the significant partner.

It is not anticipated that we will need to migrate email, archived email and unstructured data and/or extracts from legacy data as part of this process.

Discussions are on-going to clarify needs and establish data sharing protocols on Liquid Logic, with clear reference to mitigating risks around safeguarding and vulnerability issues. The latest meeting was held on 27th June 2017 and agreements reached.

Given the information currently available, it is not envisaged that any ICT components require new off-the-shelf solutions or bespoke solutions.

Strict adherence to the Information Commissioners Office (ICO) policy and practice on all aspects of data handling/sharing will be observed including data protection, freedom of information and surveillance. Furthermore, these ICO protocols will inform best practice for all staff training around these issues.

8.5. Impact Assessment

Theme	Potential Impact	Comments
Residents, service users and visitors	Improved outcomes for service users	Seamless delivery, through a 'one front door' approach
	Potential for disruption to service through service redesign or systems re-design	All strategic plan re-design proposals will be subject to individual and separate impact assessments
	Safer environment and improved perceptions of safety	Communications plan will be critical in sending out key messages, good news stories, marketing the SWH and successes
Small and medium sized business	HUB focuses on residential	Robust service planning will ensure targeted, but full coverage of Wirral to include Businesses and industrial estates
	Improved security and patrol to encourage and attract new businesses	Single point of contact through the SWH
Voluntary organisations	Key partner	The voluntary sector organisations will have 'cleaner' contact points as activities are funnelled through the SWH
	Fruitful relationships with individual HUB organisations become diluted as HUB members become part of the much larger Safer Wirral Hub	Relationships will be nurtured and continued. Voluntary organisations will become part of the Hub integrated into activities and actions
Council Staff/Partner agencies	Being managed by an individual from another organisation	Clarity on service re-design, roles, responsibilities and liabilities as part of the SWH Integration Plan will be essential
Commercial conflicts	Supply chain and procurement/commissioning issues	This will be worked through in the Strategic Planning process and associated finance/procurement protocols

9. APPROVAL

Approval Name	Title	Signature	Date
Mark Camborne	Head of Community Safety and Transport		30 June 2017
Tracy Hayes	Superintendent Merseyside Police		30 June 2017
Mark Smith	Head of Commissioning - Environment		30 June 2017
Eric Robinson	Chief Executive WBC		30 June 2017
Paul Sator	Director of Business Transformation		30 June 2017

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10. APPENDICES

10.1. Appendix 1- Pledges

Wirral Plan Pledges – Community Safety

Pledge 19: Ensuring Wirral's Neighbourhood are Safe

- Improve Community Safety by tackling the cause and impact of crime and ASB
- Build safer, stronger, more confident communities where people feel safe
- Protecting the most vulnerable people in our communities
- Deliver greater integration with all relevant partner agencies to achieve a Safer Wirral.

Pledge 7: Zero Tolerance to Domestic Abuse

- Prevention – and early intervention
- Provision – children and young people at the heart of our domestic abuse response
- Partnerships – a strong coordinated community response
- Perpetrators – make victims safer and reduce reoffending

In addition, to these two key pledges, it is expected that the project will also contribute towards a range of wider strategies supporting children and older people to support them to live their lives in safety and free of the fear of crime and as a result, contributing to the efforts to tackle social isolation and make Wirral a more attractive place to visit and invest in.

10.2. Appendix 2- Referral Form



Safer Wirral Hub
Referral Doc 0.1.pdf

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10.3. Appendix 3- Crime-fighting Partners Sign Up For Closer Relationship

22 March 2017



Close co-operation between partners responsible for keeping Wirral communities safe is being cemented further with the opening of new Safer Wirral hubs based directly in local police stations.

Community Patrol and the Anti-Social Behaviour Team are the first council services to relocate to police stations to work alongside neighbourhood police officers and PCSOs to tackle crime and disorder in the community.

Though partnership working has been a feature of the fight against anti-social behaviour for the last 15 to 20 years, this is the first time Wirral Council and Merseyside Police have signed a formal agreement to join forces.

The historic agreement was signed at the opening of the new Bebington Police Station, which is also one of the locations where a Safer Wirral hub is now based, by Merseyside Police Chief constable Andy Cooke and Wirral Council's Chief Executive Eric Robinson.

Cllr George Davies, who is Wirral Council's Cabinet lead for Community Safety, said:

"Success in building safer neighbourhoods is beyond the ability of the police or the Council alone and requires this stronger partnership approach...to ensure that we maximise the potential of all available resources towards our goal of making Wirral a safer place."

(Article from Wirral View 22 March 2017)

10.4. Appendix 4- Memorandum of Understanding (MOU)



Memorandum of Understanding

Between

Wirral Council

And

Merseyside Police

This Memorandum of Understanding (MOU) sets for the terms and understanding between the (Partner) Wirral Council and the (Partner) Merseyside Police to create a new Delivery vehicle, named as the Safer Wirral Hub.

Background

The aim is to make Wirral residents feel and be safer through reducing crime and anti-social behaviour. This has been identified as the number one priority by Wirral residents. All work of relevant services and teams (as detailed on Annex 1 hereto) with a responsibility for community safety would be strategically and operationally positioned and co-ordinated into the new integrated unit – the Safer Wirral hub. The Hub will be developed over a period of time and other services will be aligned which could include the likes of Police neighbourhood resources, Merseyside Fire and Rescue along with Council functions such as, Community Patrol, Anti-Social Behaviour, Youth Offending, the Family Safety Unit and the Integrated Offender Management service which are made up of police and National Probation personnel. Legal duties and responsibilities for these service areas (including staff) will remain with the Partners and the functions will be limited to project work that is overseen by the project Delivery Team.

Purpose

The purpose of this proposal is to co-locate all appropriate resources that can actively work together in a joined up manner to bring about a targeted and, where appropriate, pro-active community safety service to the community. All relevant policy and governance arrangements will be adhered to with appropriate risk assessment and insurance indemnity arrangements being at all times. The Hub will embed the most appropriate model to deliver the right services to the right people at the right time.

The Hub will be delivered in two phases:

Phase 1 is 'Strategically Aligned' which includes the transfer of some services into the new model and the agreement of the scope of pooled budgets. Phase 2 is the 'Transformation' stage that will enable the service to mature and highlight areas for ongoing development and change.

Reporting

The levels of crime would continue to be managed by Merseyside Police, in terms of statutory responsibility, and will be part of the indicator set that sits within the Hub and managed through Merseyside Police. However, there will also be a need for the strategic objectives and deliverables of key orientated teams to be held accountable to the Strategic Partnering Board which shall consist of representation from the Partners and also specifically representation from both Children and Adult Services within the Council. All relevant performance monitoring and management information shall be provided to the Strategic Partnering Board as required who shall oversee the performance of the Hub and the delivery of agreed outputs and outcomes. The Partners agree to provide relevant documents, information and data to each other to enable each Partner to comply with their respective legal obligations, for example in respect of data protection, information governance and freedom of information requests.

Funding

This MOU is not committing funds from either Partner and delivery of this project will be cost neutral as it will be undertaken using the existing resources across a range of services currently provided by both Partners. However, the Partners acknowledge that there may be funding made available through the Police College Transformation Fund or from the Central Government Blue Light collaboration funding.

Risk & Reward

The direct relationship between Wirral Council & Merseyside Police has possible risk and possible reward. It is acknowledged that realising greater reward will generally mean accepting a greater risk, and vice versa. The Partners shall consider this issue carefully and will adopt an informed risk aware rather than risk averse approach accordingly.

Dispute

Effective dispute resolution before litigation helps minimise the costs and damage to relationships that can arise from any commercial disputes. All disputes that cannot be resolved by operational staff leads shall be referred to each Partner's Project Boards (or equivalent) for consideration and resolution in the first instance.

Duration

This MOU is at-will and may be modified by mutual consent by authorised officers from each Partner (as detailed on the Authorised Officers List produced by each Partner). This MOU shall become effective upon the latest date of signature by the relevant authorised officer and will remain in effect until modified or terminated by any one of the Partners. In the absence of mutual agreement or earlier terminate by one of the Partners this MOU shall end on (end date of partnership).

Contact Information

Partner name: Wirral Council
Partner representative: Eric Robinson
Position: Chief Executive
Address: Wallasey Town Hall

Signed:

Date:

10th February 2017

Partner name: Merseyside Police
Partner representative: Andy Cooke
Position: Chief Constable
Address: Manor Road Police Station

Signed:

Date:

10th February 2017

10.5. Appendix 5- Delivery Options Appraisal

Delivery Options Appraisal – the table helped the project reach a decision on the Hybrid option.

OBC 15 Service Delivery Options Appraisal							
Option	Political Risk	Difficulty of Implementation	Difficulty of Management/ Delivery	Cashable Benefits Available	Policy Fit - meets Pledges	Total	Rationale for not considering Option
	R = High Risk	R = Complex	R = Complex	R = Low	R = Few Pledges	Min = 5 Max = 15	
Decommission service (part or whole)	Red	Amber	Green	Amber	Amber	10	
Transform the asset to community/other body	Amber	Red	Red	Red	Green	8	
Market shaping to create supply	Red	Red	Red	Red	Amber	6	
Re-negotiating existing arrangements /contracts with suppliers	Red	Red	Amber	Red	Red	6	
Joint commission of the service (including sharing delivery of the	Green	Amber	Green	Green	Green	14	
Joint venture (public/private sector partnership)	Red	Red	Red	Red	Red	5	
Continue to provide inhouse/insource	Green	Green	Green	Red	Green	13	
Transform the function to another provider (wholly owned/new	Red	Green	Green	Amber	Green	12	
Commission the market to deliver the service/outcome	Red	Red	Red	Red	Red	5	
Hybrid model using two or more options	Green	Amber	Green	Green	Green	14	

KEY:

RED	1 point
AMBER	2 points
GREEN	3 points

10.6. Appendix 6- Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS

Will my job role change and if so will it need to be re-evaluated?

No, job roles will remain the same.

Where will I be based?

Line manager's will be able to advise on the detail of which staff will be moving and whose who will be unaffected.

Is there free parking at my new location?

There is free on-site parking (limited) and free on-street parking in surrounding area.

When will I need to move to the new HUB?

Line managers will advise

How are the £100k savings to be made?

From commercial income generated through the Hub's activities and voluntary redundancy/unfilled vacancies.

Are there job losses?

No, no job losses are planned.

Is there the option to take voluntary redundancy?

This option remains consistent with the wider council policy on Voluntary Redundancy. At this stage the option is open for applications to be considered.

Will my line management change? Who will I report to?

Generally line management will remain consistent, but some reporting lines will change for senior managers only.

Will I still be employed by the Council?

Yes, although options for the status of the Safer Wirral Hub will be explored in future years.

Will the change impact my pension / annual leave/ length of service / terms and conditions?

No. Terms and conditions will remain the same.

What support will be available to staff during this time?

Usual support services remain in place, through line management, HR, Trade Unions, occupation health etc.

I'm in one of teams not in Phase 1, (MASH, street scene, enforcement, environmental health, licensing, Family Intervention, Sport etc.) when will I find out if I am moving into the HUB?

All phases will be clearly communicated via Line Managers

DRAFT

10.7. Appendix 7-Staff Structure (proposed)

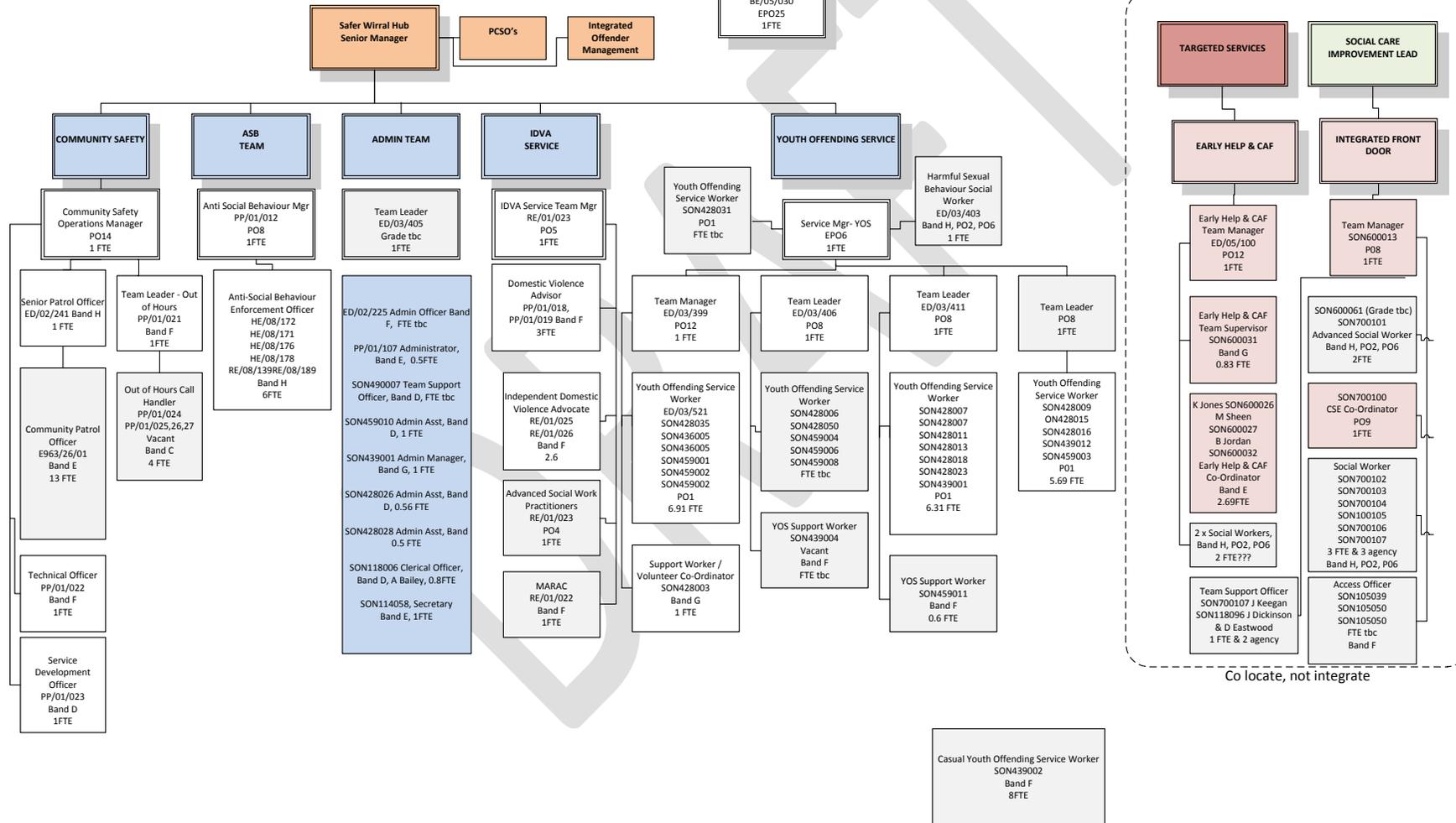
DRAFT Proposed Structure Chart – Safer Wirral Hub – 11 July 2017

Community Safety

Lead Commissioner
Role / Head of Transport Services
BE/05/030
EPO25
1FTE

Children's Services

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**COUNCILLOR
STUART WHITTINGHAM**

CABINET
4 SEPTEMBER 2017

RESIDENT PARKING SCRUTINY REVIEW

Councillor Stuart Whittingham, said:

“It is important we are able to provide an effective, sustainable and well-managed service for residents’ parking schemes. This is an issue which comes up in many communities all across the borough and it is therefore right that Members from all parties have an input in how the service is provided in the future.

“I thank the Members who took part in the scrutiny review. The recommendations are helpful, well researched and I am sure will help us develop the quality and availability of this service in the future.”

REPORT SUMMARY

Following a report presented to the Business Overview & Scrutiny Committee in July 2016, a Task & Finish scrutiny review on Resident Parking was added to the Committee’s work programme. The main objective of the review was to understand the issues around the Resident Parking Policy and to help inform the development of a new policy for Wirral.

The scrutiny review was conducted over a number of question and answer evidence sessions and this report sets out the findings and recommendations of the Task & Finish Scrutiny Review Panel.

RECOMMENDATION/S

Cabinet endorses the findings of the report and approves all recommendations arising from this review.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

Cabinet is requested to endorse the findings of this Review so that implementation of the recommendations can commence.

2.0 OTHER OPTIONS CONSIDERED

No other options have been considered.

3.0 BACKGROUND INFORMATION

3.1 As part of the Business Overview & Scrutiny Committee's work programme, a Task & Finish scrutiny review on Resident Parking was set up. The main objective of the review was to understand the issues around the existing Resident Parking Scheme policy for new and existing schemes and to help inform the development of a new policy for Wirral.

3.2 A Review Panel consisting of Councillors Jean Stapleton, Chris Blakeley and Dave Mitchell was agreed by Committee. The Panel was chaired by Councillor Jean Stapleton and the review was conducted over a number of sessions, culminating in a report that was considered and agreed at a meeting of the Business Overview & Scrutiny Committee on 4 July 2017.

3.3 The panel report is appended to this covering report and includes five recommendations on pages 22 and 23 of the report.

3.4 Subject to Cabinet approval of the recommendations, officers will work to implement them as quickly as possible using existing resources. Some of the proposals involve legal consultation through the Road Traffic Regulation Act and objections would be dealt with in accordance with the Council's Constitution.

3.5 Details on the timetable, phasing, etc. of the work required to implement the recommendations of the Review Panel will be the subject of a further report to Business Overview & Scrutiny Committee as requested by that Committee at its meeting on 4 July and Cabinet's views on these matters are welcomed.

4.0 FINANCIAL IMPLICATIONS

4.1 The panel report outlines proposals to fund the associated costs for the implementation, administration, maintenance and periodic review of resident parking schemes to enable the service to move towards self-financing status.

5.0 LEGAL IMPLICATIONS

5.1 Some of the recommendations from the Review Panel need to be processed in accordance with the Road Traffic Regulation Act because they involve amendments to existing traffic regulation orders. Objections to these proposals would be dealt with in accordance with the Act and the Council's Constitution.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 Existing staff resources would be used to implement the recommendations of the Review Panel. Because of the scale of work required and the level of staff resource available to carry it out, consideration would need to be given to phasing the implementation and this will be the subject of a separate report to Business Overview & Scrutiny Committee, as requested by that Committee at its meeting on 4 July.

7.0 RELEVANT RISKS

7.1 Failure to amend the criteria as recommended by the Scrutiny Panel risks continuation of criteria that have been criticised as complex and inflexible.

7.2 In the current financial climate of reducing budgets and increasing demand, failure to move toward a service that is cost neutral may have implications on those services the Council is obliged to deliver.

8.0 ENGAGEMENT/CONSULTATION

8.1 Consultation in accordance with the Road Traffic Regulation Act and the Council's Constitution will be necessary for those recommendations requiring an amendment to existing traffic regulation orders.

9.0 EQUALITY IMPLICATIONS

9.1 There are none arising from this report. Vehicles displaying a valid blue (disabled) badge are exempt from the requirement to display a resident or visitor permit when parking in a resident bay and can park for an unlimited period.

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APPENDICES

Appendix 1 – Resident Parking Scrutiny Review Report

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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MINUTE EXTRACT

BUSINESS OVERVIEW AND SCRUTINY COMMITTEE

4 JULY 2017

4 RESIDENT PARKING TASK & FINISH SCRUTINY REVIEW

The Chair stated that Councillor Jean Stapleton was unable to attend the meeting but had asked that her thanks be recorded in respect of the officers who had facilitated and helped with the review and also Councillors Dave Mitchell and Chris Blakeley, who had sat on the Review Panel with her.

The Chair asked Councillor Dave Mitchell and, with the agreement of the Committee, Councillor Chris Blakeley to speak to the report on the findings and recommendations of the Resident Parking Scrutiny Review completed in June 2017. The Review was commissioned by the Committee at its meeting on 12 July, 2016, when the Committee had received a report on the Council's Resident Parking Policy. It had been a number of years since a review had been undertaken and they commented that with the review they had tried to come up with the easiest possible way to bring the resident parking scheme into line. A number of meetings had been held with officers and a small number of residents had also attended an evidence session.

The report gave details of the scope, methodology and key findings of the review and proposed a number of recommendations to ensure the Resident Parking Policy was fit for purpose.

Members expressed their thanks to the panel for all their work.

Keith Rodgers, Traffic Network Manager, addressed the Committee and referred to the fact that only 3 schemes had been introduced since 2007 mainly due to the inflexibility of the existing criteria.

Responding to comments from Members he stated that there were no proposals to change the criteria for there to be a minimum requirement of 80 per cent support from residents and the criteria that local businesses should not be disadvantaged would also remain.

The Chair suggested that there might be a lot of objections when the new policy was introduced and expressed concern at the reduced size of the department which would have to implement the proposed changes and asked how long it might take.

In response Mr Rodgers acknowledged that staff were fully committed but that, subject to Cabinet approval, a phased approach to the changes would get underway with some consultation within six months.

The Chair asked that Mr Rodgers report back to the Committee with an update on the latest position and thanked the Scrutiny Officer, Mike Lester, for all his work on the review.

It was then moved by Councillor Dave Mitchell, seconded by Councillor Steve Williams and –

Resolved –

- (1) That the contents of the report and the findings and recommendations of the review be endorsed.**
- (2) That the report be referred to Cabinet for consideration of the recommendations made.**



**RESIDENT PARKING
SCRUTINY REVIEW**

A report produced by
THE BUSINESS OVERVIEW & SCRUTINY COMMITTEE

July 2017
FINAL REPORT

WIRRAL BOROUGH COUNCIL

RESIDENT PARKING

SCRUTINY REVIEW

FINAL REPORT

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Appendix 1: SCOPING DOCUMENT

Appendix 2: RESIDENT PARKING POLICY CRITERIA

Appendix 3: BACKGROUND RESEARCH - LOCAL AUTHORITY SCHEMES

Appendix 4: PROPOSED POLICY CHANGES

1. INTRODUCTION

At the meeting of the Business Overview & Scrutiny Committee held on 12th July 2016, a report was presented to the Committee around the Council's Resident Parking Policy. Following acknowledgement by officers and Members that there were a number of issues relating to the policy and the implementation of resident parking schemes in Wirral, the Committee agreed to undertake a Task & Finish scrutiny review.

A Task & Finish Review Panel comprising three Members was agreed and a series of evidence sessions with relevant senior officers was held.

An Executive Summary of the findings follows, together with the recommendations arising from this Review. The Report then sets the methodology adopted for gathering the evidence. This is followed by the main body of the report which details the key findings of the review and the conclusions and recommendations of the Review Panel.

2. EXECUTIVE SUMMARY AND RECOMMENDATIONS

The implementation of resident parking schemes by councils can be an appropriate response to address issues where residents are unable to park outside or close to their homes. Normally, these would be considered if specific traffic / parking issues exist or the requirements defined in relevant policies are met. Wirral Council's Resident Parking Policy has been in place since 2007 and no review has been undertaken since then to determine if it remains fit for purpose.

In undertaking this scrutiny review, a number of issues relating to resident parking in Wirral since the policy was approved by Cabinet were discussed by the Review Panel and officers involved in the review. These are explored in more detail in the main body of the report.

The current policy criteria were put in place as a response to the high volume of resident parking applications received prior to 2007. This resulted in a moratorium on new applications due to the level of resource required to assess and administer applications. However, since the new policy was approved, only three schemes have been introduced as a result of the restrictive criteria. Additionally, for the Council to demonstrate that each policy criterion has been demonstrated requires significant resources.

The current permit fee of £10 is only applied to new schemes introduced since 2007. All schemes implemented prior to 2007 received permits for free, as per the policy at that time. The permit fee has not been updated to reflect increasing maintenance and the cost to provide ongoing reviews of schemes. These historic schemes do not currently contribute to these costs and ongoing maintenance cannot be provided unless there is a major road safety issue that requires attention. However, this would be funded through other revenue budgets. The Review Panel considers that all residents benefitting from resident parking schemes should contribute to this cost to ensure that the system is equitable and sustainable.

In undertaking this scrutiny review, the Review Panel noted the relevant policies across other local authorities and also considered some of the issues raised by a number of residents invited to speak to Members as part of the review. With the support of officers, the Review Panel has made a number of recommendations to address resident parking issues across Wirral. This includes proposing an updated Resident Parking Policy.

Recommendation 1

It is recommended that:

- i) The Resident Parking Policy is updated to reflect the proposed amendments to the existing criteria and the inclusion of a policy statement allowing discretionary consideration of applications where all parts of the criteria are not complied with as detailed in **Appendix 4** to this report;
- ii) A full review of the amended policy is carried out after the first two years of operation with a report back to the relevant Overview & Scrutiny Committee on the findings of that review and any other recommendations arising.

Recommendation 2

It is recommended that applications for resident parking schemes should be accompanied by a non-refundable application fee to cover the cost of the initial investigation only. It is recommended that this fee is discounted from the introduction fee applied to successful applications.

Recommendation 3

Officers should review all issues relating to visitor passes to properties included within a resident parking scheme, including how these are issued and the number of passes per property, giving due regard to issues of effectiveness, cost and resources to administer.

Recommendation 4

It is recommended that officers are provided with delegated powers to review and update the level of permit fee for resident parking schemes on an annual basis as part of the annual fees and charges review process; taking into account the cost of administration, maintenance and periodic reviews of the schemes to ensure they remain fit for purpose.

Recommendation 5

It is recommended that officers are instructed to commence the necessary legal processes to amend all historic resident parking schemes in order to implement permit fees.

3. MEMBERS OF THE TASK & FINISH REVIEW PANEL

Councillor Jean Stapleton (Chair)



CHAIR'S PERSONAL STATEMENT

“As requests for residents’ parking have increased in recent years, Members of the Business Overview & Scrutiny Committee generally agreed that the current policy was not fit for purpose and should be reviewed and a Scrutiny Review Panel should look at all the issues.”

“This report makes it clear that the provision of resident parking must be sustainable and equitable to all residents of Wirral. It is important that the Resident Parking Policy is fit for purpose whilst also recognising the demand for resident parking schemes as well as the need to ensure they are properly maintained and reviewed. This report proposes a set of recommendations which we believe helps address these issues.

I would like to thank the other Members of the Scrutiny Review Panel in undertaking this review. I would also like to extend my thanks to the officers for their support and to the residents that attended an evidence session to discuss particular issues.”

Other Panel Members were:

Councillor Chris Blakely



Councillor Dave Mitchell



4. ORIGINALSCOPE AND METHODOLOGY

4.1 Scope

A scoping meeting was convened with senior Council officers and the agreed scoping document is included as Appendix 1 to this report.

4.2 Methodology

The scrutiny review was informed through a number of question and answer evidence sessions with Council officers. These included:

- The Traffic Network Manager
- The Parking Manager
- The Highways Asset Manager

In order for the Review panel to further understand the issues relating to resident parking, a small number of residents were invited to attend an evidence session to discuss particular issues relating to their respective street.

The Review Panel also considered other policies in place across a number of other local authorities, giving due regard to their eligibility criteria and charges that are applied.

5. OVERVIEW OF RESIDENT PARKING

Residents parking schemes are a form of controlled parking scheme or zone where parking in a street or area is controlled in order to help residents park their vehicles. They are generally provided in areas where parked vehicles not belonging to residents are making this difficult. Resident parking schemes fall under the Road Traffic Regulations Act as one of the road regulations which can be introduced by Councils. Others include double yellow lines, waiting times and weight limits.

Although there is no legal requirement to have resident parking schemes, Councils have road safety duties to reduce accidents and reduce congestion. The Road Traffic Regulations Act says that in certain circumstances, a Traffic Regulation Order (TRO) can be introduced. One of these is 'local amenity' so most residential schemes will fall under this which provides the legal basis to introduce a scheme. Once it has been decided to introduce a TRO, the current legal procedure Wirral Council adheres to is as follows:

- Carry out a consultation as per Council's TRO procedures, setting out the requirement for consultation which includes notices on site, local press notification and other consultations officers feel is needed in respect to the scale and impact of the TRO.
- Allow 21 days to object and then to consider objections.
- Decide whether to implement the TRO (whether in total, in part or an amended version) once objections have been considered.
- Through delegated authority, if there are any outstanding objections, officers will report to the relevant Cabinet for approval or to the Highways and Traffic Representation Panel, depending on the number of objections.

Advantages and disadvantages of Resident Parking Schemes

In undertaking the scrutiny review of Wirral's existing Resident Parking Policy, the Review Panel acknowledged that there are both advantages and disadvantages of implementing resident parking schemes. A summary of the advantages include:

- Discouraging commuter shopper/business parking in residential streets
- On-street parking is easier and more convenient for residents
- Parking and traffic management can be significantly improved
- There may be road safety benefits
- Enhanced environment in residential areas

However, a number of disadvantages are highlighted. These are:

- The possible knock-on effect of relocated commuter/shopper/business parking
- The cost of introduction, management and charges for permits
- Permits not guaranteeing a parking space

6. SUMMARY OF KEY FINDINGS

6.1 Wirral Council's Resident Parking Policy

Wirral Council's Resident Parking Policy has been in place following Cabinet approval in 2007 and introduced more stringent criteria for a resident parking scheme to be introduced. The policy is attached as **Appendix 2** to this report.

Prior to 2007, it is understood that up to ten applications were being received by the Council per month for a resident parking scheme to be implemented. A database of approximately 370 streets and areas which had formally made a request for a scheme to be implemented was maintained. However, Members were informed that the resources were not available to process these applications and a moratorium was put into place until the new policy, including criteria, was introduced in 2007. In addition, for new schemes, the policy also introduced an annual charge of £10 per permit for each vehicle applied for at a property. Permits issued to schemes implemented prior to 2007 continue to be free of charge. This policy has not been subject to any further review since being implemented.

Officers explained that the impact of the new criteria has resulted in a reduction in requests being made to be around four per month but none of these have met the requirements of the criteria. The issues in relation to the policy criteria are detailed later in this report. At the time of the scrutiny review being undertaken, only three schemes have been introduced since 2007. These have been awarded outside of the current policy requirements with approximately 345 permits having been issued. These schemes are:

- **Manor Lane in Liscard** – A small scheme of nine properties opposite a primary school which was introduced in conjunction with other traffic management as a road safety measure to reduce vehicle movements in the vicinity of the school. This scheme was financed by the residents and the school.
- **Heath Drive in Heswall** – A scheme of fourteen properties adjacent to Heswall Medical Centre. The scheme was introduced as a road safety measure in relation to a planning condition attached to a development proposal to expand the Medical Centre. This scheme was financed by the Medical Centre developer.
- **Virginia Road in New Brighton** - A large scheme of about 280 properties introduced as part of highway improvements in New Brighton (including resurfacing of Marine Promenade), following public consultation on the proposed improvements. The scheme was financed through the capital programme for the highway improvements.

6.2 Historic Resident Parking Schemes

There are eight historic schemes in place across Wirral that were implemented prior to Cabinet approving the existing policy in 2007. These are:

- Clifton Park, Birkenhead
- Tranmere Rovers
- Prenton (Woodchurch Road)
- Woodchurch (Arrowe Park)
- Silverburn Avenue, Moreton
- Barnston lane, Moreton
- Liscard
- Karlake Road, Poulton

Within these schemes, it is estimated that there are between ten to fourteen thousand permits in circulation. The exact number of permits is unknown as these were recorded on a bespoke IT system which ran for approximately twenty years unsupported. It is understood that this system is no longer operational and the information held on it was unable to be recovered.

These permits were issued free of charge as per the policy when the schemes were awarded. Permits are linked to the permit holder's vehicle but most of the historic permits were issued without any expiration date. All live permits are now issued on the Council's debt management system and these can be monitored and reviewed as they have expiration dates of 2-3 years. As residents request new permits due to a change of vehicle or new home ownership, the debt management system will be updated accordingly. However, with the vast majority of these historic schemes, there is a potential risk to the Council that use of the permits could be abused.

A resident parking scheme around Tranmere Rovers Football Club has also been implemented. Visitor parking permits are administered and issued by the Tranmere Rovers Residents Association and the scheme's restrictions were established based on the time and days when matches were being played. The restrictions in place are in force from **August** to **May** each year. The days and hours where restrictions are in place are detailed below:

Monday, Tuesday and Friday

5:30pm to 10pm

Saturday

11:30am to 6:00pm

A number of other events such as live music shows, circus shows and car boot sales are also held regularly at Tranmere Rovers ground leading to increased parking on nearby roads during other times.

The Review Panel agreed with officers that this existing scheme is not fit for purpose as the restrictions on the scheme are no longer consistent with the current scheduling of football matches and additional events. It is understood that displacement of vehicles parking on nearby roads is also an issue as drivers are complying with the restrictions whether there is a match being played or not. There are also issues with missing signs resulting in the inability to enforce parking restrictions. As there is no financial resource, Members were informed that the Council is unable to undertake a review of the scheme to make it fit for purpose and to ensure ongoing maintenance is provided.

6.3 Compliance with resident parking criteria

For any resident parking scheme to be considered, each criterion detailed in the policy (**Appendix 2**) is required to be met. The Review Panel learnt that following the approval of the policy in 2007, the criteria has resulted in difficulties for the Council to demonstrate compliance with the various thresholds due to the associated costs and resources it requires. Additionally, residents who believe they have justifiable reasons for a resident parking scheme to be implemented are unable to meet the criteria. This is evidenced by the lack of any schemes being implemented since the introduction of the current policy.

As part of the scrutiny review, the Review Panel identified a number of streets in Wirral where there are known resident parking issues that have been brought to the attention of the Council. A resident representing each road was invited to speak to the Review Panel to help inform Members' understanding of the unique issues they faced and, in particular, the difficulties of implementing a resident parking scheme.

A summary of the key issues raised by the residents in relation to resident parking within their respective roads are highlighted below:

- The close proximity of one street to a commercial town centre is an issue. There is a free car park located within the street but once full, cars will park in the nearest available space within the street to the detriment of residents.
- There is an issue with vehicles being parked by staff from local businesses.
- Vehicles are often parked close together over the kerb resulting in residents having difficulty accessing / leaving their property.
- Despite double yellow lines leading into one street, there is an issue with delivery lorries often parking around them. This results in the entrance becoming extremely narrow and limits access to it. Delivery lorries also park further down the road impacting residents being able to park.
- Waste collection trucks are unable to access one of the roads at times. When access is attempted, there is a risk of damage to parked vehicles.
- Resident parking has worsened due to the introduction of parking charges at a nearby privately owned off street car park, displacing vehicles to the street.
- Although two of the streets represented by residents at the evidence session have fewer properties than is required to comply with the existing policy (currently 300), a resident expressed the willingness of all residents within their street to pay the costs for implementation of a scheme due to the severity of their resident parking issues.
- A resident highlighted that his street is currently going through the approval and consultation process for a resident parking scheme following agreement by the Constituency Committee to fund it. Issues raised were-
 - The increase in shoppers parking in the street as a result of no parking restrictions being put in place and the displacement of parking from a nearby street where there are parking restrictions.
 - The impact on street cleaning vehicles which are unable to gain access to the street due to excessive non-resident parking.
 - The effort required to achieve 80% support for the scheme as the street has approximately 170 properties. There was a requirement for extensive door knocking through a team of volunteers and convincing those with cars who were considered more reluctant to agreeing to a scheme was challenging.

The residents invited to the evidence session collectively expressed frustration that the current policy is too restrictive to be able to apply for a resident parking scheme. Although the Review Panel does not give an opinion on whether the examples of parking issues identified during the review warranted a scheme to be implemented, it highlighted that there could be a number of streets within Wirral where a resident parking scheme may be appropriate, even though all the prescriptive policy criteria are not met.

The Review Panel and the residents who attended the evidence session support the view that Wirral Council's policy could incorporate an appropriate caveat that allows discretion by officers, and possibly through consultation with ward members and the relevant Cabinet Member, to consider those applications where there are significant issues identified, but not all policy criteria are met.

The issues raised by the residents were acknowledged by officers. From a Council perspective, officers confirmed that the main barriers to implementing a resident parking scheme has been for residents to comply with three specific requirements of the criteria stated within the policy (**Appendix 2**). In order of severity, these are:

- Minimum requirement for three hundred properties within the proposed scheme (Policy Criterion h);
- The requirement for 80% support for the scheme from residents (Policy Criterion f); and
- The available kerb space that is occupied in a street (Policy Criterion a).

6.4 Resident Parking Schemes operated by other Local Authorities

The Review Panel considered other resident parking policies in operation throughout other local authorities, excluding larger cities as these were considered to have different parking issues compared to those faced by Wirral. In Particular, Members were interested in the eligibility criteria or specific requirements for a scheme to be established. A summary of the feedback received from contacted local authorities is attached as **Appendix 3**.

The Review Panel and officers recognized that that there will be differing demands for resident parking across all local authorities as well as a need to address unique issues. However, in comparison with the information obtained from other local authorities on their policies, Wirral Council does share a number of common themes in respect to the circumstances in which a resident parking scheme will be implemented. These include:

- A requirement for a majority of households to agree / participate in a scheme;
- The impact on the commercial viability of an area; and
- Residents not having access to off-street parking.

The Review Panel and officers note that both Cheshire West and Chester Council and Flintshire County Council have statements incorporated into their policies which allows consideration of wider traffic management and safety issues should all aspects of their respective criteria not be met. These are clearly defined. As highlighted earlier in this report, Wirral Council does not have any policy to allow any discretionary consideration of resident parking applications made in instances where all criteria has not been met.

6.5 Review of Resident Parking Criteria

The Review Panel and officers considered Wirral Council's current policy criteria (**Appendix 2**) which are all required to be complied with for a scheme to be awarded.

Policy Criteria a:

“Not less than 85% of the available kerbside space is occupied for more than six hours between 8:00 a.m. and 6:00 p.m. on five or more days a week from Monday to Saturday, and a bona fide need of residents is established. At least 50% of the 85% occupied kerbside space must be non-residents. This is to ensure that before a scheme is considered, it is shown that the existing spaces are heavily used by non-residents and difficulty is experienced in finding a space on most days of the week.”

The Review Panel understands that the requirement to demonstrate compliance with this criterion is resource intensive in terms of staff time and requires prolonged monitoring. There is a requirement to carry out a sufficient number of parking surveys each day over five (or more) days to establish whether the 85% threshold of occupied kerbside space is exceeded for more than six hours on each of those days. In addition, the 50% threshold of non-residential parking is difficult or impossible to evidence without tracing vehicle ownership. The Review Panel also considered that this criterion was overly complicated. It is proposed that this criterion is evidenced through a form of observations or indications testing which would be more efficient as well as speaking to residents to identify when the worst days / times are.

Policy Criteria b:

“Not more than 50% of the car-owning residents have or could have parking available within the curtilage of their property or within 200 metres walking distance by way of rented garages or other off-street space.”

It is proposed this criterion should be diluted to remove checks carried out as to whether properties could have parking within 200 metres walking distance by way of rented garages or other off-street space. This criterion is difficult for officers to demonstrate compliance as identifying which residents have a private garage relies on personal information not available to the Council. This was supported by the Review Panel. As with the first criterion, it is resource intensive to demonstrate compliance.

Policy Criteria c:

“The normal daily demand for resident spaces can be met.”

The criteria requirement that the normal daily demand for resident spaces can be met is difficult to apply. This is due to a need to determine what the normal demand is and this could only be undertaken through consultation with residents. However, it was agreed that this should be kept as it is consistent with other local authorities.

Policy Criteria d:

“The introduction of the scheme will not cause unacceptable problems in adjacent roads.”

It is proposed to retain this criterion as it does provide an element of discretion to officers in consideration of displaced parking issues.

Policy Criteria e:

“The scheme is acceptable both to the Police and the operations of the emergency services.”

The review Panel and officers recognize the importance of the Police and emergency services and propose that this remains within the policy as it is built into the current consultation process for approving a scheme.

Policy Criteria f:

“The proposals are acceptable to the majority of the residents. There must be a minimum of 80% support for the scheme from all residential properties within the scheme boundary (including nil returns). This is to ensure majority support from residents for the introduction of a scheme. Properties within the scheme boundary (including nil returns). This is to ensure majority support from residents for the introduction of a scheme.”

It is proposed to retain this criterion in its current form. It is suggested that the requirement for 80% support for a scheme may be set at the right level as reducing it may increase the risk of more objections being raised through the legal process. As detailed earlier in the report, the evidence session with residents discussing resident parking issues highlighted the effort required to achieve 80% support. If this was to be increased, there is a risk of residents not being able demonstrate compliance.

Policy Criteria g.

“In areas where parking space is severely limited, the introduction of reserved parking does not seriously affect the commercial viability of the area.”

The Review Panel supports this criterion due to the importance of ensuring shops do not close and to ensure footfall can be built up where necessary. It is important that the Council continues to manage this as part of the decision making for a scheme.

Policy Criteria h.

“There must normally be a minimum of 300 residential properties within the proposed scheme. For schemes of less than 300 residential properties, there must be other waiting restrictions in the immediate vicinity.”

Although the Review Panel initially suggested consideration to reducing the minimum number of properties required within a scheme, it was argued by officers that a higher number would allow more properties within a scheme and that smaller schemes will simply displace parking further up the road, resulting in complaints from those affected.

Officers support the existing 300 minimum properties requirement within the policy but propose, with support from the Review Panel, that a clearly defined policy to allow officers to give consideration to waiving certain aspects of the criteria, and not just for the minimum number of properties. This is in recognition of the need to consider and understand all issues relating to resident parking. Officers referenced aspects of Cheshire West's and Flintshire County Council's respective policies allowing a discretionary decision to be made where schemes do not meet the criteria.

Additionally, whilst acknowledging that there is a high demand for parking schemes, softening the criteria may result in the risk that the Council may be inundated with applications that cannot be processed due to resource limitations.

The Review Panel was also reassured by officers that the introduction of any on-street parking charges which could impact resident parking through displacement would be managed through an existing mechanism in place to address the issue. Key council officers would have input into this for resident parking schemes to be introduced following discussions with residents. When Pay & Display was introduced in Liscard, resident parking schemes gradually grew through the impact on adjacent streets so the problem is known.

6.6 Administration and financing of resident parking schemes

The Review Panel was informed that staffing resources to investigate and implement resident parking schemes has reduced significantly due to the financial pressures facing the council. As a result, all new resident parking schemes have to be self-financing.

Following assessment and approval of any resident parking scheme application that meets the criteria, residents are required to pay for the set-up of the scheme. The charge for this is dependent on the number of properties within the scheme but is estimated to be around £70 to £100 per property. This one-off charge covers the following costs:

- Initial discussions with residents and others to develop a suitable proposal.
- Consultation, including advertisement fees, drawing up plans and schedules and dealing with objections.

- Providing and installing local infrastructure, including signage and road markings to comply with legislation (Traffic Signs Regulations and General Directions).

However, the Review Panel notes that the cost to carry out the initial review of an application to determine whether the criteria has been met would only be recovered through the one-off charge if an application has been successful. The staff time to undertake an initial review of an application is approximately three hours.

Following implementation of a scheme, there is currently an annual fee of £10 for each permit issued as agreed by Cabinet in 2007. This fee has not been reviewed since it was introduced in 2007 and therefore is no longer consistent with the associated costs to reviewing schemes, issuing permits and to provide ongoing maintenance to signage and line markings. The Review Panel was informed that the £10 permit fee was initially established to promote the understanding that resident parking is privilege.

Officers explained that as all historic resident parking schemes (those implemented prior to 2007) are not required to pay an annual permit fee, ongoing maintenance cannot be provided. Exceptions to this would be if a major road safety issue needs addressing and the Council would be duty bound to do so but costs would be met through revenue budgets using existing staff resources. The Review Panel notes that if these historic schemes continue to receive permits for free (current estimation of up to 14K), this will potentially put a greater strain on departmental resources. Additionally, and as highlighted earlier, the Review Panel was also informed that any influx of applications for a scheme would adversely impact the ability to process the requests against other Council priorities.

Residents receive 1 visitor permit per property and this has not changed since the introduction of the new policy in 2007. Temporary permits can also be applied for which would cover carers, doctors, trades etc. From research carried out on other authorities there are alternatives, such as the provision of scratch cards at a cost to the residents.

Ongoing maintenance costs

Officers provided data to highlight the cost to the Council of providing ongoing maintenance for new schemes as well as the cost if ongoing maintenance was to be undertaken for historic schemes.

Based on the projected cost of maintenance of the signs and lines for an average scheme and the number of permits per property on issue in an average scheme, the cost per permit for ongoing maintenance at current contract rates is calculated as **£4.80** per year. This calculation is based on:

- An average scheme of **500** properties and the cost of the necessary signs and lines for these costing approximately **£12,000**.
- Replacing and renewing signs and lines at five year intervals on average, allowing for fading, vandalism, damage, etc.
- An average scheme having approximately **one permit** (on average) issued to each property)

Therefore, the average cost per year to maintain signs and lines in an average scheme is **£2,400** (£12,000 / 5 years). This equates to **£4.80** per permit per year (£2,400 / 500 permits).

Smaller schemes would cost less to maintain, but would have a smaller number of permits issued and larger schemes would cost more to maintain but would have a greater number of permits, hence the calculation of £4.80 would remain a valid approximation regardless of the size of scheme.

It is also understood that the cost to produce a permit, on average, is approximately £15. This is based on IT systems, permit paper, staffing administration and postage. Additionally, officers added that up to £3 per permit would be needed to allow funds to be built up to ensure on-going reviews can be carried out on a periodic basis.

The costings detailed above demonstrate a need for the Council to review the charges it applies for permits. This includes the impact of not charging permit holders for schemes introduced prior to 2007 (historic schemes), including the scheme in place for Tranmere Rovers, has on Council resources and the ability to provide appropriate on-going maintenance and appropriate reviews..

From analysis of permit charges applied across other sampled local authorities (See Fig 1), the Review Panel notes that Wirral Council's annual charge of £10 is significantly less. It is also noted that a number of their policies rationalise these charges on the basis of administering, maintaining and enforcing their resident parking schemes.

Fig 1. Local Authority Permit Fee Charges

Derbyshire	Resident's first permit - £35 per year Resident's second permit (or subsequent permit, dependent upon the scheme) - £50 per year
Sefton	£30 per permit (One permit per vehicle) Permits are valid for two years. Renewals are free. (Note: Current moratorium on any new schemes).
Hyndburn	£25 per permit per year
Preston	Resident's first permit: £29.00 Second permit: £45.00
Cheshire West & Chester	£60 per permit.
St Helens	St Helens does not charge for any form of parking permits. There is a £15 fee for replacement if lost, stolen or damaged.
Flintshire	£25 per year per permit
South Gloucestershire	£30 per year for the first permit £60 per year for the second permit
Tameside	£30 per year per permit

Parking Enforcement

Parking enforcement is carried out by the Council's contractor who deploys between 10 to 12 Civil Enforcement Officers (CEOs) on a daily basis. The CEOs patrol the whole of the Borough and include visits to the resident only parking zones as part of a beat patrol. Income raised from Penalty Charge Notices issued funds the enforcement service. The Review Panel was informed that the level of deployment / number of CEOs is sufficient to cope with the existing level of resident parking zones.

However, if the number of zones increases then the number of CEOs will have to be increased accordingly. The level of deployment will be tailored to meet the level of non-compliance of the restrictions so that in effect it remains cost neutral and not an income generator.

Role of Constituency Committees

The Review Panel initially considered that there could be a role for constituency committees around the engagement with residents (Such as letter dropping to gain resident support for a scheme or some observational work on those streets looking to apply for a scheme). Members highlighted a risk that there could be a perception schemes are easy to obtain and the Council will receive too many applications to process. A Council report on Resident Parking in 2007 was highlighted by officers that asked that the previous Area Forums to look at ensuring the requisite support and other criteria were met before a referral was made for consideration. However, there wasn't resource at that time to enable this and it is unlikely there would be resource now.

7. Conclusions and Recommendations

The Review Panel recognises the important role that resident parking schemes can play in providing residents with a reasonable chance of being able to park near to, but not necessarily directly outside, their homes. The Review Panel also recognises the high level of demand from residents of all parts of the borough for the introduction of such schemes and the impact that this demand has on available staff resources. There is also acknowledgement that some applications, whilst not meeting the current criteria in all regards, may have other special circumstances that should be taken into account and that there may be a need to provide for some officer discretion in the process of investigating such requests and to ensure that staff resources remain available to carry out those investigations.

Officers have suggested appropriate amendments to the existing policy criteria to take into account the resources required to demonstrate compliance whilst retaining the requirement for compliance with others for the reasons stated earlier in the report. Officers have also developed a policy statement to allow discretionary consideration to those applications made that may not meet all parts of the criteria and these are attached as **Appendix 4** to this report. Members of the Review Panel support an updated policy that reflects these changes and the inclusion of the policy statement. If the Resident Parking Policy is to be reviewed, it would be prudent of officers to identify and consider any issues relating to visitor passes to determine the best approach for managing these in terms of format and numbers.

Recommendation 1

It is recommended that:

- i) The Resident Parking Policy is updated to reflect the proposed amendments to the existing criteria and the inclusion of a policy statement allowing discretionary consideration of applications where all parts of the criteria are not complied with as detailed in **Appendix 4** to this report;
- ii) A full review of the amended policy is carried out after the first two years of operation with a report back to the relevant Overview & Scrutiny Committee on the findings of that review and any other recommendations arising.

Recommendation 2

It is recommended that applications for resident parking schemes should be accompanied by a non-refundable application fee to cover the cost of the initial investigation only. It is recommended that this fee is discounted from the introduction fee applied to successful applications

Recommendation 3

Officers should review all issues relating to visitor passes to properties included within a resident parking scheme, including how these are issued and the number of passes per property, giving due regard to issues of effectiveness, cost and resources to administer.

The Review Panel notes that the level of permit fee has not changed since its introduction in 2007 despite increasing costs and supports officer views that this situation is neither sustainable nor equitable. The Review Panel also recognises that the administration of the current system of permit provision has evolved over many years and includes an obsolete legacy system that is no longer fit for purpose. Additionally, the level of maintenance of traffic signs and road markings required for a resident parking scheme draws resources away from maintenance of other traffic signs and road markings which have been provided for safety or other reasons.

In order to provide a permit system that is current and meets all necessary requirements and to ensure a suitable level of maintenance of the associated signs and lines, the Review Panel considers that residents who directly benefit from resident parking schemes should meet the associated cost. This includes the administration, maintenance and periodic reviews to be carried out, such as the scheme around Tranmere Rovers. This is the case for residents of new schemes introduced since 2007 which are subject to an annual permit fee, but residents of historic schemes introduced prior to 2007 which currently do not contribute towards the administration and maintenance of those schemes.

Recommendation 4

It is recommended that officers are provided with delegated powers to review and update the level of permit fee for resident parking schemes on an annual basis as part of the annual fees and charges review process; taking into account the cost of administration, maintenance and periodic reviews of the schemes to ensure they remain fit for purpose.

Recommendation 5

It is recommended that officers are instructed to commence the necessary legal processes to amend all historic resident parking schemes in order to implement permit fees.

***This Report was produced by the Resident Parking Task & Finish Review Panel
(which reports to the Business Overview & Scrutiny Committee)***

APPENDIX 1

Scope Document

Review Title: Resident Parking
Date: October 2016

1. Contact Information:	
Scrutiny Panel Chair: Cllr. Jean Stapleton jeanstapleton@wirral.gov.uk	Scrutiny Officer(s): Michael Lester michaellester@wirral.gov.uk
Panel members: Cllr. Chris Blakely chrisblakeley@wirral.gov.uk Cllr. Dave Mitchell davemitchell@wirral.gov.uk	Departmental Link Officers: Keith Rodgers, Traffic Network Manager keithrodgers@wirral.gov.uk
Other Key Contacts: Not applicable	
2. Review Aims:	
Which Wirral Plan Pledge does this review relate to? 'Transport and Technology Infrastructure fit for the future'	
What are the main issues? The existing policy (established and approved in 2007) has resulted in the identification of issues relating to demonstrating compliance with the stated thresholds. This also includes the associated costs and resources required for this process. Some residents have become increasingly frustrated with the difficulty in achieving their goal of implementing a new resident parking scheme in their road or neighbourhood. Since 2007, no requests for new resident parking schemes have been implemented since the introduction of the current policy. There are a significant number of historic schemes in place that were introduced prior to 2007 which are administered and maintained free of charge. With budgetary pressures facing the Council, the administration and maintenance of these schemes will need to be considered moving forward.	
The Panel's objectives in doing this work: <ul style="list-style-type: none">• To understand the issues around the current resident parking scheme policy on new and existing resident parking schemes.• To help inform the development of a new Resident Parking Scheme Policy for Wirral.	

<p>The desired outputs/outcomes:</p> <ul style="list-style-type: none"> • A Resident Parking Policy is developed that reflects the needs of both the Council and the residents of Wirral Council.
<p>What specific value can scrutiny add to this topic?</p> <p>The scrutiny review will give Members an opportunity to understand and explore the issues relating to the existing Resident Parking Policy and to provide input into a new policy that meets the needs of both residents and the Council.</p>
<p>3. Review Approach</p>
<p>How will the Panel engage with the Executive?</p> <ul style="list-style-type: none"> • The approved scoping document will be shared with the Portfolio Holder • The draft report will be shared with the Portfolio Holder • The final report will be referred to Cabinet for consideration of the recommendations made following approval by committee.
<p>Who will the Panel be trying to influence as part of its work?</p> <p>The Council leadership and senior management team</p>
<p>Duration of review?</p> <p>It is expected that the review will be completed and reported back to committee within a period of 6 months.</p>
<p>Extra resources needed? Would the investigation benefit from the co-operation of an expert witness?</p> <ul style="list-style-type: none"> • No extra resources identified at this stage
<p>4. Sources of Evidence:</p>
<p>Secondary information (background information, existing reports, legislation, central government documents, etc).</p> <ul style="list-style-type: none"> • Committee report on Resident Parking (reported to Business Overview & Scrutiny Committee in July 2016) • Existing Resident Parking Policy/Scheme • Details on resident parking schemes operated by other similar local authorities (including criteria, costs, take-up and consideration to visitor permits) • Relevant legislation impacting resident parking schemes and compliance to these. • Relevant news articles on resident parking issues and schemes.
<p>Primary/new evidence/information</p> <ul style="list-style-type: none"> • Interviews with relevant Council officers and residents

Who can provide us with further relevant evidence? (Cabinet portfolio holder, officer, service user, general public, expert witness, etc).

- Resident stakeholders
- Steve Atkins (Parking Services Manager)
- Shaun Brady (Senior Group leader – Highway Maintenance)
- Constituency Committee Manager

What specific areas do we want them to cover when they give evidence?

- The issues affecting residents in relation to residential parking and implementation of local resident parking schemes.
- An understanding of the administration and enforcement of resident parking schemes, including staff resourcing and costs.
- Legislation and maintenance requirement for resident parking scheme signs and lines.
- Suggestions for developing a new resident parking permit scheme.
- The Potential role of Constituency Committees to support any new resident parking scheme.

What processes can we use to feed into the review? (site visits/observations, face-to-face questioning, telephone survey, written questionnaire, etc).

- Face-to-face questioning
- Desk top research
- Questionnaires

In what ways can we involve the public and at what stages? (consider whole range of consultative mechanisms, local committees and local ward mechanisms).

A number of residents are to be invited to an evidence session to discuss issues relating to the existing Resident Parking Policy.

Should we involve the Press & Public Relations Team at any stage of the review? (Homepage news release, press releases etc)

Press & Public Relations Team to be notified at scoping stage of the review.

APPENDIX 2

CRITERIA FOR THE INTRODUCTION AND OPERATION OF RESIDENT PARKING SCHEMES (Approved by Cabinet 28th March 2007)

Criteria

In deciding whether or not a scheme should be introduced, the desirability of the scheme should be measured against certain criteria guidelines to determine the need, the acceptability and its practicality.

- a. Not less than 85% of the available kerbside space is occupied for more than six hours between 8:00 a.m. and 6:00 p.m. on five or more days a week from Monday to Saturday, and a bona fide need of residents is established. At least 50% of the 85% occupied kerbside space must be non-residents. This is to ensure that before a scheme is considered, it is shown that the existing spaces are heavily used by non-residents and difficulty is experienced in finding a space on most days of the week.
- b. Not more than 50% of the car-owning residents have or could have parking available within the curtilage of their property or within 200 metres walking distance by way of rented garages or other off-street space. This is to ensure that schemes are only introduced where a real need can be identified.
- c. The normal daily demand for resident spaces can be met. On roads with a carriageway width of less than 6.6m it is important to protect the remaining carriageway with parking restrictions so as to be able to maintain a relatively free flow of traffic and to protect the pavement (which is part of the highway) from being parked upon. This measure would be in the form of parking restrictions denoted by yellow lines and is recommended along one side of the road for roads supporting a resident parking scheme and having a carriageway width of less than 6.6m. This essential measure has implications on the ability of a road to meet the normal daily demand for resident spaces.
- d. The introduction of the scheme will not cause unacceptable problems in adjacent roads.
- e. The scheme is acceptable both to the Police and the operations of the emergency services.
- f. The proposals are acceptable to the majority of the residents. There must be a minimum of 80% support for the scheme from all residential properties within the scheme boundary (including nil returns). This is to ensure majority support from residents for the introduction of a scheme.
- g. In areas where parking space is severely limited, the introduction of reserved parking does not seriously affect the commercial viability of the area.
- h. There must normally be a minimum of 300 residential properties within the proposed scheme. For schemes of less than 300 residential properties, there must be other waiting restrictions in the immediate vicinity. This is to ensure that the enforcement of the scheme would be self-financing.

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APPENDIX 3 – Other Local Authority Schemes (Background Research)

Council	Scheme Criteria Eligibility
Derbyshire	<p>Streets in question must experience high levels of non-resident parking (for example by shoppers and commuters) for long periods of the day, meaning that residents find it difficult to park their vehicles. Typical locations would be in areas close to railway stations or busy town centres. Successful residents' parking schemes are those that cover a defined 'zone' - incorporating several streets - as implementing a scheme in isolation would invariably displace the parking problem to neighbouring streets.</p> <p>A scheme must be self-financing and a charge is applicable for each parking permit, the revenue from which will be used to pay for the cost of running the scheme (for administering permits, enforcement costs). At current charging rates, several hundred households would need to sign up to a proposed scheme for it to be financially viable. An extensive consultation would be carried out for any proposed scheme and an overwhelming majority of residents would need to be in support of the scheme and willing to pay for a permit.</p>
Sefton	<p>Sefton has a moratorium on any new resident parking schemes. Exceptions are made if a development has changed parking patterns and the developer funds the scheme or where Councillors are willing to use their ward funds.</p>
Hyndburn	<ul style="list-style-type: none"> • The majority of the property owners must be willing to participate in the scheme. At present, there is no current Council funding stream therefore, the participating residents must be willing to meet the set up costs of the scheme and agree to pay the annual fee for permits. • The possible effect on nearby streets. A scheme that merely transferred the problem onto another street could not be supported. This generally means that schemes have to be dealt with in terms of the parking situation on adjacent streets. • The severity of the parking problem. The requirement set by the Council is that at least 60% of the available spaces are occupied by non-residents (and at least 80% in total) for more than 6 hours between 8.00 a.m. and 6.00 p.m. or for more than 4 hours between 6.00 p.m. and midnight. • If the initial criteria are met, then specific issues such as residents' individual needs, visitor parking demand, adequacy of parking space to meet residents' needs, availability of alternative parking and level of enforcement would need to be considered.

Council	Scheme Criteria Eligibility
Preston	<p>A two-tier arrangement exists in the Preston area for residents parking schemes. The City Council currently administer the issue of permits but the highway authority, Lancashire County Council, is responsible for the maintenance of existing zones and the implementation of new zones.</p> <p><u>Criteria:</u></p> <ul style="list-style-type: none"> • Not less than 67% of the available kerb space should be occupied for more than six hours between 8.00am and 6.00pm on five or more days in a week from Monday to Saturday and a bona fide need of the residents should be established. Note: 'Available kerb space' is defined as the length of unrestricted carriageway where parking could be permitted. This would of course exclude junctions, accesses and areas subject to existing waiting restrictions (but not limited waiting). • Not more than 50% of the car owning residents have or could make parking available within the curtilage of their property, or within 200 metres (walking distance) of that property in the form of rented space or garages etc. Off-street parking space should not be available within 200 metres walking distance. Note: Off-street car parks are considered as an available facility for local residents but not where an hourly/daily charge is made (e.g. pay and display) unless contract arrangements or similar have been provided. • The peak or normal working day demand for residents' spaces should be able to be met. Note: The parking problem or peak demand time may be outside the normal working day, e.g. next to a shift working factory or hospital, and this should be taken into consideration. • When considering the introduction of concessions for residents within an existing restricted area the re-introduction of a limited number of parked vehicles should not negate the original reasons for introducing the restrictions. • The Police should be satisfied that a reasonable level of enforcement of the proposals can be maintained or alternatively that enforcement could be adequately carried out by some alternative means. • The proposals should be acceptable to the greater proportion of the residents. A 75% response rate from households, with greater than 50% of these being in favour of the scheme, is considered acceptable. • The introduction of the scheme should not be likely to cause unacceptable problems in adjacent roads.

Council	Scheme Criteria Eligibility
Cheshire West & Chester	<p>There must be a genuine need for the Residents' Parking Scheme.</p> <p>A Scheme will only be considered where:</p> <ul style="list-style-type: none"> • There is only limited or no off-street parking • Residents are unable to park near to where they live because 40% or more of the available space is regularly taken by other road users and; • There is not enough space to accommodate either residents' needs or residents' and non-residents' day time parking needs; and • The majority of residents have a need for on street parking (51% or more in the proposed area). <p>Where a request for a scheme does not fulfil the criteria above its introduction will not be considered unless:</p> <ul style="list-style-type: none"> • The introduction of a scheme will be the most effective and appropriate way to address existing road safety problems or access needs; • The scheme is necessary to address the adverse impact from new developments in a residential area; • The scheme is to be introduced as part of a wider integrated traffic or parking management scheme or to encourage use of alternative facilities such as off street parking or park and ride schemes. <p>The majority of the community should support the Scheme</p> <p>A scheme will not be imposed upon a community. Its purpose is to improve the quality of life for those residents who require on-street parking and its success will rely on the support and cooperation of the residents living in the proposed Parking Scheme area. For this reason a scheme will only be considered (and implemented) where there is clear support from residents affected by the scheme. Therefore, a scheme will only be considered where an initial request for the introduction of a Scheme is supported by at least 10 residents (or representatives from 25% of households) from the road or area experiencing problems.</p> <p>Where it is determined that there is a genuine need for a scheme, it will be implemented only where the majority (at least 51%) of households in the proposed area agree to its introduction. The level of support for a Scheme will be determined through consultation with residents.</p> <p>Prioritisation of requests for Schemes</p> <p>Requests for schemes will be considered annually during a defined period. Potentially viable schemes will undergo a feasibility test. If the proposed scheme fails the assessment it will not be progressed any further.</p>

Council	Scheme Criteria Eligibility
St Helens	<ul style="list-style-type: none"> • Not less than 85% of the available kerb space should be occupied for more than 6 hours between 8am and 6pm on five or more days per week from Monday to Friday and a bona fide need of the residents must be established. • Not more than 50% of the car owning residents have or could make parking available within the curtilage of their property, or within 200 metres walking distance of that property in the form of rented space or garages etc. Off street parking should not be available within 200 metres walking distance. • The peak or normal working day demand for resident's spaces should be able to be met. • The Council should be satisfied that a reasonable level of enforcement of the proposals can be maintained. • The introduction of the scheme should not cause unacceptable problems in adjacent roads. • Such schemes are typically introduced either in or in close proximity to commercial areas where parking activity during daytime hours has been affecting the ability of residents to park near to their properties where alternatives exist for visiting motorists, i.e., town centre car parks.
Flintshire	<p><u>Initial Principals for consideration</u></p> <ul style="list-style-type: none"> • There should be clear evidence of residents support for a scheme in advance of any details of the scheme being prepared. • The enforcement associated with all schemes to be undertaken by the Councils Civil Parking Enforcement Officers. • Residents' parking schemes would not be introduced where the majority of residents have off-street parking or where there is insufficient on-street space to accommodate both residential and non-residential parking. • Generally schemes should not be introduced to manage parking in situations where the problem is linked to over demand from residents for on-street spaces. • There is a presumption against small isolated areas remote from the principle areas of parking enforcement. <p><u>The following general principles are then applied</u></p> <ul style="list-style-type: none"> • At least 50% of properties in any proposed area to have no off-street parking. • At times when parking problems are caused by non-residents the kerb space occupied by residents should exceed 40% of the total available. • There is sufficient kerb space to enable 85% of all households to park at least one vehicle on-street. • Schemes should not create unacceptable problems on adjacent roads. • The introduction of reserved parking in areas where parking spaces are severely limited shall not affect the commercial viability of the area.

Council	Scheme Criteria Eligibility
	<p>Any requests that do not meet these criteria will not be considered further unless:-</p> <ul style="list-style-type: none"> • The scheme forms part of a wider integrated traffic/parking management scheme. • There are road safety problems. • The parking impact from development in residential areas would be adverse. • There are schemes being promoted to use alternative facilities such as off-street parking. <p>The number of Residents' Permits available to one property will be specific to the scheme, to allow some flexibility in interpretation</p> <p><u>Guidelines to be adopted to underpin permit provision:-</u></p> <ul style="list-style-type: none"> • Initially one permit and one visitor permit will be issued to an individual residence but subject to an assessment of parking demand/supply within a zone, additional permits may be available. • Where a residence has at least one off-street parking space available, it would not be eligible for the full allocation of residential permits per residence. It would however be eligible for any allocation of visitors' permits and may be eligible for any subsequent allocation of second round residents' permits. • Residents' permits will normally be specific to one registered vehicle and proof of ownership/responsibility must be provided to the satisfaction of the Council. • Residents who are only entitled or choose to apply for only one permit may specify two registration numbers to be inserted on the permit, to enable them to decide which vehicle is parked in the bays and to avoid swapping cars on and off a driveway.
Tameside	<p>Applications for a Residents' Parking Scheme will only be considered if it is genuinely considered that the majority of residents in the area / vicinity want such a scheme. The Council will then undertake a survey subject to the process identified below to ascertain the local views).</p> <p>Majority is defined as:-</p> <ul style="list-style-type: none"> • At least 50% of residents (1 per dwelling within a zone) must support the introduction of a Residents Parking Scheme. • If less than 50% of residents respond to the questionnaire it is then assumed that the residents are unwilling to support the introduction of a RPZ or Residents Parking Scheme.

Council	Scheme Criteria Eligibility
	<p>The size of an area or zone considered appropriate for the implementation of a Residents' Parking Scheme is important. Single roads would not normally be considered. It is envisaged that a whole estate or other area with natural boundaries would be more appropriate for a scheme to be effective, as any displaced parking would likely also affect surrounding areas. A 'zoned' parking scheme is therefore preferred for most applications.</p>
Southampton	<p>In areas where there is limited on-street parking capacity due to excess demand by non-residents (e.g. commuters), Southampton City Council will consider implementing a Resident Parking scheme if all of the following circumstances apply;</p> <ul style="list-style-type: none"> • There is sufficient on-street capacity for a scheme to be practical • It can be demonstrated that the non-residents parking in the area are doing so for extended periods • Formalisation of the on-street parking does not lead to access or safety issues (as outlined in Policy Statement RP3) • Where parking issues may be displaced to neighbouring streets, these residents will also be consulted over any prospective permit scheme and boundary. • Initial support for the proposal from a representative group of residents has been demonstrated before investigations are carried out <p>Consideration will also be given to;</p> <ul style="list-style-type: none"> • The proximity of local shops and businesses and the impact of the proposal on customer parking

APPENDIX 4 – Proposed Policy Changes

CURRENT CRITERIA	PROPOSED CRITERIA (Changes in bold and italics)
<p>a) Not less than 85% of the available kerbside space is occupied for more than six hours between 8:00 a.m. and 6:00 p.m. on five or more days a week from Monday to Saturday, and a bona fide need of residents is established. At least 50% of the 85% occupied kerbside space must be non-residents.</p> <p>This is to ensure that before a scheme is considered, it is shown that the existing spaces are heavily used by non-residents and difficulty is experienced in finding a space on most days of the week.</p>	<p><i>a) Observations taken during the reported primary periods of non-residential parking indicate that residents are unable to park near to where they live due to 50% or more of the available spaces being regularly taken by other road users.</i></p> <p><i>This is to ensure that before a scheme is considered, it is Shown that the existing spaces are heavily used by non-residents.</i></p>
<p>b). Not more than 50% of the car-owning residents have or could have parking available within the curtilage of their property or within 200 metres walking distance by way of rented garages or other off-street space.</p> <p>This is to ensure that schemes are only introduced where a real need can be identified.</p>	<p><i>b). Not more than 50% of the car-owning residents have or could have parking available within the curtilage of their property.</i></p> <p><i>This is to ensure that schemes are only introduced where a real need can be identified.</i></p>
<p>c). The normal daily demand for resident spaces can be met.</p> <p>On roads with a carriageway width of less than 6.6m it is important to protect the remaining carriageway with parking restrictions so as to be able to maintain a relatively free flow of traffic and to protect the pavement (which is part of the highway) from being parked upon. This measure would be in the form of parking restrictions denoted by yellow lines and is recommended along one side of the road for roads supporting a resident parking scheme and having a carriageway width of less than 6.6m. This essential measure has implications on the ability of a road to meet the normal daily demand for resident spaces.</p>	<p>c). The normal daily demand for resident spaces can be met.</p> <p>On roads with a carriageway width of less than 6.6m it is important to protect the remaining carriageway with parking restrictions so as to be able to maintain a relatively free flow of traffic and to protect the pavement (which is part of the highway) from being parked upon. This measure would be in the form of parking restrictions denoted by yellow lines and is recommended along one side of the road for roads supporting a resident parking scheme and having a carriageway width of less than 6.6m. This essential measure has implications on the ability of a road to meet the normal daily demand for resident spaces.</p>

<p>d). The introduction of the scheme will not cause unacceptable problems in adjacent roads.</p>	<p>d). The introduction of the scheme will not cause unacceptable problems in adjacent roads.</p>
<p>e). The scheme is acceptable both to the Police and the operations of the emergency services.</p>	<p>e). The scheme is acceptable both to the Police and the operations of the emergency services.</p>
<p>f). The proposals are acceptable to the majority of the residents.</p> <p>There must be a minimum of 80% support for the scheme from all residential properties within the scheme boundary (including nil returns). This is to ensure majority support from residents for the introduction of a scheme.</p>	<p>f). The proposals are acceptable to the majority of the residents.</p> <p>There must be a minimum of 80% support for the scheme from all residential properties within the scheme boundary (including nil returns). This is to ensure majority support from residents for the introduction of a scheme.</p>
<p>g). In areas where parking space is severely limited, the introduction of reserved parking does not seriously affect the commercial viability of the area.</p>	<p>g). In areas where parking space is severely limited, the introduction of reserved parking does not seriously affect the commercial viability of the area.</p>
<p>h). There must normally be a minimum of 300 residential properties within the proposed scheme. For schemes of less than 300 residential properties, there must be other waiting restrictions in the immediate vicinity.</p> <p>This is to ensure that the enforcement of the scheme would be self-financing.</p>	<p>h). There must normally be a minimum of 300 residential properties within the proposed scheme. For schemes of less than 300 residential properties, there must be other waiting restrictions in the immediate vicinity.</p> <p>This is to ensure that the enforcement of the scheme would be self-financing.</p>

Where a request for a scheme does not fulfil the criteria above its introduction will not be considered unless:

- 1. The introduction of a scheme will be the most effective and appropriate way to address existing road safety problems or access needs;**
- 2. The scheme is necessary to address the adverse impact from new development in a residential area;**
- 3. The scheme is to be introduced as part of a wider integrated traffic or parking management scheme or to encourage use of alternative facilities such as off-street parking or park and ride schemes.**