



## Policy and Resources Committee

**Date:** Wednesday, 20 January 2021

**Time:** 6.00 p.m.

**Venue:** Virtual

**Contact Officer:** Andrew Mossop

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### AGENDA

**1. WELCOME AND INTRODUCTION**

**2. APOLOGIES**

**3. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

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

**4. MINUTES (Pages 1 - 10)**

To approve the accuracy of the minutes of the meetings held on 18 and 21 December, 2020.

**5. LEADER'S UPDATE**

The Leader and Chief Executive will give a verbal update on the latest Covid-19 situation in the borough.

**6. PUBLIC AND MEMBER QUESTIONS**

**6a. Public Questions**

Notice of question to be given in writing or by email by 12 noon, Friday, 15 January, 2021 to the Council's Monitoring Officer ([committeeservices@wirral.gov.uk](mailto:committeeservices@wirral.gov.uk)) and to be dealt with in accordance with Standing Order 10.

## **6b. Statements and Petitions**

Notice of representations to be given in writing or by email by 12 noon, Friday, 15 January, 2021 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 11.1.

## **6c. Questions by Members**

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

## **SECTION A - KEY AND OTHER DECISIONS**

### **7. CAR PARKING CHARGES (Pages 11 - 38)**

The Committee is requested to consider the referral from the Environment, Climate Emergency and Transport Committee, minute 21, made at its meeting of 3 December, 2020, in respect of the recommendations made by the Car Parking Charges Working Group and agreed by the Committee.

A covering report, together with the minute and report from the Environment, Climate Emergency and Transport Committee, are attached.

### **8. SMARTBUSINESS FULL BUSINESS CASE (Pages 39 - 46)**

## **SECTION B - BUDGET AND PERFORMANCE MANAGEMENT**

### **9. GOVERNMENT SPENDING REVIEW - IMPACT OF WIRRAL BUDGET 2021/22 (Pages 47 - 54)**

## **SECTION C - WORK PROGRAMME / OVERVIEW AND SCRUTINY**

### **10. WORK PROGRAMME UPDATE (Pages 55 - 64)**

### **11. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following item contains 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

**12. EXEMPT APPENDIX - SMARTBUSINESS FULL BUSINESS CASE  
(Pages 65 - 108)**

Exempt appendix to agenda item 8.

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## **POLICY AND RESOURCES COMMITTEE**

Friday, 18 December 2020

<u>Present:</u>	Councillor	J Williamson (Chair)	
	Councillors	A Leech	Y Nolan
		JE Green	P Stuart
		P Gilchrist	T Anderson
		P Cleary	W Clements
		M McLaughlin	A Hodson
		EA Grey	L Rennie
		J McManus	C Carubia
<u>Deputies:</u>	Councillors	B Kenny (In place of C Spriggs)	
		J Robinson (In place of T Usher)	

### 26 **WELCOME AND INTRODUCTION**

The Chair welcomed everyone to the meeting.

### 27 **APOLOGIES**

The Chair announced that apologies had been received from Councillors Christine Spriggs and Tom Usher and that Councillors Brian Kenny and Jean Robinson were deputising for them respectively.

### 28 **MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members were asked to declare any disclosable pecuniary interests and any other relevant interest and to state the nature of the interest.

No such declarations were made.

### 29 **MINUTES**

The Committee were asked to approve the accuracy of the minutes of the meeting held on 11 November, 2020.

In respect of minute 20, 'Establishment of a Local Plan Working Group', Vicki Shaw, Head of Legal Services, made a point of clarification in that at the end of the final sentence of the second paragraph of the preamble the following words should be added, '... in also being made up of one Member from each of the Council's political groups.'

On a motion by the Chair, seconded by Councillor Anita Leech, it was –

**Resolved – That the minutes of the meeting held on 11 November, 2020, be approved and adopted as a correct record, subject to the above amendment.**

### 30 **PUBLIC QUESTIONS**

The Chair reported that one question had been received from a member of the public and invited Louise Stothard to put her question, which was:

“When will Wirral Borough Council stop felling trees, we’ve lost over 6,000 trees?”

The Chair responded that she would be referring the question to the Environment, Climate Emergency and Transport Committee for when it next meets and that they could provide a much more detailed response.

Councillor Elizabeth Grey commented, as Chair of the Environment, Climate Emergency and Transport Committee, that she was content for the question to be referred.

### 31 **STATEMENTS AND PETITIONS**

The Chair reported that no statements were to be received and that there were no petitions submitted, nor questions from Members.

### 32 **DRAFT REVENUE BUDGET 2021/22 - PROPOSALS FOR CONSULTATION**

The Chair introduced the report on the budget proposals for consultation and spoke of the unprecedented challenges which Wirral along with Councils across the country was going through, in particularly financially. She referred to the impact Covid had had on service delivery and the ability to generate income, from Council services such as leisure centres. There were still areas outside of Covid which continued to present financial pressures on the budget and these were what formed the £10m of proposals to be consulted upon.

The Chair thanked everyone for their participation in the workshop meetings, at which a consensus had been reached on the proposals in the report for consultation.

Shaer Halewood, Director of Resources, spoke to the report, which was part of the Council’s formal budget process, as set out in the constitution and in accordance with the legal requirements to set a balanced and sustainable budget for 2021/22. The report provided an update on the Budget process for 2021/22 previously reported to this Committee on 7 October 2020.

The Council had applied for a capitalisation directive to mitigate the specific, unfunded financial impact associated with Covid-19. At the time of writing the report, there had been no formal notification of the award of this directive, however, it had been assumed it would be successful for the purposes of budget consultation. As the capitalisation directive related only to Covid-19 pressures, it could not be used for other pressures and as such, other savings were required to ensure Wirral could deliver a balanced budget for 2021/22.

Each year the Council did have between £16m and £20m worth of pressures, which had to be mitigated in the form of savings. She highlighted some of the demand pressures such as from Adult Social Care and Children and Families Service. A draft funding settlement had been received from the government on 17 December which was subject to a consultation period running until 16 January, 2021, although until a final settlement figure was received after the consultation ended, potentially at the end of January, the final budget gap would not be known.

The Committee had to recommend a 2021/22 balanced Budget proposal to the Council for its meeting in March 2021, it was good practice for the residents of Wirral to have their say on budget proposals and so the purpose of this report was to agree the budget proposals that would go out for public consultation.

Shaer Halewood responded to a number of comments made by Members and elaborated on the process for issuing a Section 114 Notice.

The Chair thanked all the committees and their Chairs which had been involved in the process and emphasised that this was the start of the budget setting process with many variables yet to play out. She stressed the importance of as many residents as possible getting involved in the consultation.

Members expressed the view that this was an appropriate document to go out to public consultation and on a motion by the Chair, seconded by Councillor Paul Stuart, it was -

**Resolved (unanimously) – That the Policy and Resources Committee:**

- (1) Approves the financial proposals for 2021/22 that will be subject to consultation and subsequent consideration by Policy and Resources Committee in February 2021.**
- (2) Agrees that this decision is urgent and therefore not subject to review.**

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# POLICY AND RESOURCES COMMITTEE

Monday, 21 December 2020

Present: Councillor A Leech (Vice-Chair in the Chair)

Councillors J Williamson P Stuart  
JE Green C Spriggs  
P Gilchrist T Anderson  
P Cleary W Clements  
M McLaughlin A Hodson  
EA Grey L Rennie  
J McManus C Carubia  
Y Nolan

Deputy: Councillor J Robinson (In place of T Usher)

## 33 APOLOGIES

The Vice-Chair announced that apologies had been received from Councillor Tom Usher, and Councillor Jean Robinson was deputising for him.

## 34 WELCOME AND INTRODUCTION

Vicky Shaw, Head of Legal Services, informed the Committee that Councillor Janette Williamson was having technical difficulties with her broadband connection and although could be present at the meeting would find it difficult in chairing if connection was lost intermittently. She suggested that the Committee agree to waive the relevant parts of the Constitution in respect of the appointed Chair always chairing the meeting when present, and that Councillor Anita Leech, Vice-Chair, chair the meeting for its duration.

On a motion by Councillor Janette Williamson, seconded by Councillor Jeff Green, it was –

**Resolved (unanimously) – That Articles 11.3 (ii), 11.5 (b) and Standing Order 7 of the Constitution, be waived, in order that Councillor Anita Leech, Vice-Chair, chair the meeting for its duration.**

## 35 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members were asked to declare any disclosable pecuniary interests and any other relevant interest and to state the nature of the interest.

No such declarations were made.

36 **PUBLIC AND MEMBER QUESTIONS**

The Vice-Chair reported that no questions from either members of the public or Members had been submitted. Nor were there any statements or petitions to receive.

37 **SMART BUSINESS PROJECT**

Shaer Halewood, Director of Resources introduced a report on the SmartBusiness Project regarding the proposed upgrade of the Council's Enterprise Resource Planning (ERP) systems.

The ERP systems integrated key business processes across Finance, Human Resources (HR), Procurement and other areas. The approach standardised and streamlined procedures to the administration of a number of key business activities. The Council's current ERP system Oracle 1Business had been in operation since 2005 and was now considered obsolete and a critical risk to the business.

The SmartBusiness Project had gone through extensive Discovery and Design phases, including a Strategic Outline Case (SOC) and Outline Business Case (OBC) which was presented to Cabinet on 24 March 2020 and approval was given to complete a tender and evaluation exercise.

A Full Business Case (FBC) for the SmartBusiness Project, was now being prepared to discuss the future of the Council's ERP systems and options to replace the current platform. To support the delivery of the SmartBusiness Project FBC, scrutiny by Members was now sought.

Shaer Halewood and Wendy Nicholls, Senior Business Designer, responded to a number of comments from Members and confirmed that a number of presentations had been made from preferred bidders before a preferred supplier had been chosen.

Councillors Moira McLaughlin and Pat Cleary confirmed that they were happy for Members with experience of these systems to sit on the Task and Finish Group and report back to the Committee.

On a motion by the Vice-Chair, seconded by Councillor Chris Carubia, it was -

**Resolved – That this Committee:**

- (a) appoints Members of the Committee , Councillors Chris Carubia, Paul Stuart and one Conservative Member (to be confirmed), to a Task and Finish group to support the development of the FBC;**

**(b) agrees that a meeting of the Task and Finish Group be held on 6 January 2021 and that the outcomes of that meeting be reported to the meeting of the Policy and Resources Committee scheduled to take place on 20 January 2021.**

**38 EDSENTIAL WORKING CAPITAL AGREEMENT RENEWAL**

Shaer Halewood, Director of Resources, introduced a report which informed the Committee that, the Council with Cheshire West and Chester Council provided a working capital facility to Edsential, a company jointly owned by the two Councils. The report requested the Committee to agree to a renewal of the current working capital facility with Edsential. The renewal would be on similar terms to the existing arrangement which earned a return to the Council as interest was charged on any sum advanced.

In response to a number of comments from Members, Shaer Halewood and Pete Molyneux, Senior Finance Manager, informed the Committee that over the last 12 months Wirral Council had received £50,000 in interest payments. To date Edsential had not required to use the full amount of this facility. The Shareholder Board would receive regular reports in terms of the company's performance.

On a motion by Councillor Wendy Clements, seconded by Councillor Chris Carubia, it was -

**Resolved – That the Policy and Resources Committee approves the renewal of the interest bearing working capital cashflow agreement of up to £2 million with Edsential for a 5 year term to commence as soon as applicable.**

**39 WORK PROGRAMME UPDATE**

A report by the Director of Law and Governance advised how the Committee, in co-operation with the other Policy and Service Committees, was responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which were within the remit of the Committee.

It was envisaged that the work programme would be formed from a combination of key decisions, standing items and requested officer reports. The report provided the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Policy and Resources Committee was attached as an appendix to the report.

Members suggested a number of items could be added to the work programme, including:

- How the Council undertakes consultation
- An update on the Change Programme
- An update on plans for income generating projects
- An update on invest to save projects
- An overview of Edsential

In response to a comment, Alan Evan, Director of Regeneration and Place, stated that the Economy, Regeneration and Development Committee would be having a workshop and presentation in January, 2021 and an invitation would be extended to all Members. The Growth Company business plan had previously been approved by Cabinet in early 2020, any changes would go to the Economy, Regeneration and Development Committee and then to this Committee.

On a motion by the Vice-Chair, seconded by Councillor Jeff Green, it was -

**Resolved – That the proposed Policy and Resources Committee work programme for the remainder of the 2020/21 municipal year, incorporating the suggested additions above, be noted.**

40 **REFERRAL FROM COUNCIL - MOTION - CANCEL LOCAL AUTHORITY DEBT**

A motion, approved by Council, at its meeting on 19 October, 2020 (minute 29 refers) regarding the Campaign for Council Housing's call to cancel local authority debt had been referred to this Committee, in accordance with the wording of the motion.

The Vice-Chair informed the meeting that a letter had been sent to the Minister but no response had yet been received, and that if the Committee wished to debate the matter a report would need to come before the Committee.

A Member queried whether or not there was any risk to the Council's capitalisation bid in terms of what this motion was asking for.

Members expressed the view that they knew little about this campaign group and would like an officers' report on this.

On a motion by the Vice-Chair, seconded by Councillor Chris Carubia, it was –

**Resolved – That the motion be noted and once a response had been received from Government, the motion be brought back to Committee with an officers' report.**

41 **MINUTES OF THE SENIOR OFFICER AND APPOINTMENTS STAFFING SUB-COMMITTEE**

The Committee was requested to note the minutes of the Senior Officer and Appointments Staffing Sub-Committee meeting held on 26 November, 2020.

On motion by the Vice-Chair, seconded by Councillor Moira McLaughlin, it was –

**Resolved – That the minutes of the Senior Officer and Appointments Staffing Sub-Committee of 26 November, 2020, be noted.**

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

In response to a Member's comment, Vicki Shaw, Head of Legal Services, explained the meaning of paragraph 3 in relation to the Act and the reasons for excluding the press and public from the meeting. This related to commercial interests, and information relating to financial or business affairs of the Authority or another party, and in this case there could be commercial interests on both sides.

Vicki Shaw also stated that if a decision was made by the Committee and then acted upon, an officer decision notice could be published which would give further details of the action taken.

On a motion by the Vice-Chair, seconded by Councillor Janette Williamson, it was –

**Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 of Part I of Schedule 12A (as amended) to that Act.**

43 **EXEMPT REPORT - ACQUISITION OF PROPERTY IN BIRKENHEAD**

Alan Evans, Director of Regeneration and Place introduced a report on a proposal to purchase a property in Birkenhead as part of the regeneration proposals for Birkenhead Town Centre.

After a lengthy debate and the Director having responded to questions from Members, it was moved by the Vice-Chair, seconded by Councillor Pat Cleary and then -

**Resolved (12:5) – That,**

- (1) the Director of Law and Governance be authorised to acquire, on behalf of the Council, the site identified in the report for the sum as referred to in the report;**
- (2) it be agreed that this decision is urgent and therefore not subject to review.**



## **POLICY AND RESOURCES COMMITTEE**

**Wednesday 20 January 2021**

<b>REPORT TITLE:</b>	<b>CAR PARKING CHARGES - MEMBERS' WORKING GROUP</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW AND GOVERNANCE</b>

### **REPORT SUMMARY**

The report provides for consideration the final recommendations of the Environment, Climate Emergency and Transport Committee in respect to Car Parking Charges resulting from the undertaking of a Working Group by that Committee at the request of the Policy & Resources Committee. The full Environment, Climate Emergency and Transport Committee Report is attached.

### **RECOMMENDATION/S**

The Environment, Climate Emergency and Transport Committee held on 3<sup>rd</sup> December 2020 resolved to recommend that the Policy and Resources Committee consider the following options submitted to it by the Member Working Group:

- (a) re-introduce parking charges immediately at all locations (Option 4); and
- (b) re-introduce charges at long-stay and on-street and Country parks but not 'shoppers' car parks (Option 6).

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 In April 2020 the decision was made to suspend all the Council's parking charges, at on street and off-street plus country parks locations. In October 2020, the Policy and Resources Committee agreed to extend this suspension until early 2021 and requested the Director for Neighbourhood Services to bring a further report to the Environment, Climate Emergency and Transport Committee. The Director for Neighbourhood Services agreed to consult on the options through a cross-party working group formed by the Environment, Climate Emergency and Transport Committee.
- 1.2 The Working Group met on two occasions in November 2020 and agreed the recommendations detailed in Appendix B of this report with support from officers and external stakeholders. All options were considered by the working group and Members agreed to forward two for further consideration. The recommendations of the Committee are now presented to the Policy & Resources Committee for consideration.
- 1.3 A report was initially considered by the Policy and Resources Committee on the 7<sup>th</sup> October 2020 presented by the Director of Neighbourhood Services. The Committee were asked to consider a number of options for the reintroduction car parking charges in borough in 2020/21 and alternative options for parking charges in 2021/22 and beyond. At the request of the Policy and Resources Committee the Environment, Climate Emergency and Transport Committee appointed a Working Group to consider options and the recommendations the Environment, Climate Emergency and Transport Committee made on 3<sup>rd</sup> December 2020 are now presented for consideration.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Other options have been considered as reported within the minutes of the Environment, Climate Emergency and Transport Committee and appended report.

### **3.0 BACKGROUND INFORMATION**

- 3.1 A report was initially considered by the Policy and Resources Committee on the 7<sup>th</sup> October 2020 presented by the Director of Neighbourhood Services. The Committee were asked to consider a number of options for the reintroduction car parking charges in borough in 2020/21 and alternative options for parking charges in 2021/22 and beyond.
- 3.2 Several Members of the Policy and Resources Committee expressed concern at the prospect of re-introducing charges at a time when Covid cases were once again on the rise and many local businesses were struggling.
- 3.3 On a motion carried by the Policy & Resources Committee, it was resolved (16:1) that:

*(1) this Policy and Resources Committee agrees not to re-introduce car parking charges at this time; and*

*(2) authorisation is given to the Director of Neighbourhoods to consult on the implications of the medium to long term options detailed in Appendix 1 of the report and a further report is brought to the Environment, Climate Emergency and Transport Committee, as a matter of urgency, in the new year, with a particular emphasis on social inequalities and that in the meantime officers seek to find compensatory savings and that business traders are also consulted.*

- 3.4 As a result of this the Environment, Climate Emergency and Transport Committee appointed a Working Group to consider these options and further inform the report back to Policy & Resources Committee.
- 3.5 At the Environment, Climate Emergency and Transport Committee on 3<sup>rd</sup> December 2020, Members of that Committee agreed to refer Options 4 and 6 back to the Policy and Resources Committee for further consideration. The minutes of the meeting and the full Working Group report are attached as appendices to this report but the options recommended are detailed below for ease of reference:-

*'Members considered the request made by the Policy and Resource Committee to consider the options attached in appendix 1 of this report. After much debate, Members considered the following options were acceptable and wish to submit them to the Policy and Resource Committee for consideration.*

*Option 4 (re-introduce parking charges immediately at all locations) Members understood that there would be no reintroduction of car parking charges until early 2021. They acknowledge the need to support local retailers during the second lockdown and in the run up to Christmas. Five of the six working group Members wished to put forward Option 4 to be considered alongside any subsequent reviews or studies. Two of the five Members requested an additional caveat that Country Parks remain free until after lockdown due to the perceived health and wellbeing implications. Concerns were raised that introducing car parking charges in Country Parks would limit their accessibility to low-income car owners, especially during COVID-19 when more people are facing financial pressures. One Member also raised the point that charging for parking in country parks did not reduce visitor number and that the income generated would help with repairs and maintenance of the parks.*

*Option 6 (re-introduce charges at long-stay and on-street and Country parks but not 'shoppers' car parks) One Member of the working group also wished to put forward option 6 for consideration. This Member was satisfied with this option in its entirety, however other working group members again raised concerns about reintroduction of car parking charges in Country Parks, for the reasons stated above and because of the environmental impact.'*

- 3.6 The Policy and Resources Committee are therefore requested to:-
- a) Note the Minutes of the Environment, Climate Emergency and Transport Committee held on 3<sup>rd</sup> December 2020 attached as appendix A to the report
  - b) Note the final report of the Working Group attached as appendix B of this report;

- c) Determine which, if any, of the options recommended by the Environment, Climate Emergency and Transport Committee they wish to approve.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The suspension of car parking charges (and parking enforcement) across the whole of the borough has resulted in a loss of income of approximately £47,500 per week / £200,000 per month on average based on pre COVID existing use, (£24,500 from car parks, £7,500 from on-street and £3,500 from country parks and £12,000 from loss of Penalty Charge Notice revenue per week).
- 4.2 The operational running costs for maintaining car parking facilities enforcement is approximately £800,000 per annum.
- 4.3 The COVID19 restrictions/guidance from Government from March 2020 led to a drop in travel and, by extension, parking requirements, therefore the loss of income directly relating to the suspension of parking charges is limited.
- 4.4 However, as the COVID19 restrictions are relaxed, car park usage is increasing, particularly at the country parks, as residents make the most of being able to undertake non-essential journeys.
- 4.5 Suspending car parking charges for the whole of this 2020/2021 financial year would result in budget pressure of £1.9 million deficit. Parking enforcement resumed in full on street from June and is expected to bring in £300 - 350k of Penalty Charge Notice income for 2020/2021.
- 4.6 The budget to account for any loss of income, which cannot be covered by the COVID19 Emergency fund received from Government, will be agreed by the relevant Committee and the Policy and Resources Committee in conjunction with the Director of Neighbourhood Services as part of the budget setting process.
- 4.7 Several of the car parking charges options as tabulated in Appendix 2 could minimise the loss of income or possibly increase income in future years.

#### **5.0 LEGAL IMPLICATIONS**

- 5.1 In accordance with the Part 3B of Constitution (Committee Terms of Reference), decisions to formulate, co-ordinate and implement the Budget that are not reserved to full Council are the responsibility of the Policy and Resources Committee. This includes responsibility for any virement between Budget funds (revenue) requested by a Committee or officer in excess of £100,000 or which is deemed significant in terms of impact on the Council's revenue or capital (as determined by the Head of Paid Service and/or Section 151 Officer in consultation with the Leader).
- 5.2 The decision in this matter is the subject of a recommendation from another Committee. The Policy and Resources Committee must take into account the recommendations Environment, Climate Emergency and Transport Committee and give due regard to the guidance and comments made by the Working Group. The Policy and Resources Committee must not fetter its discretion, however, and cannot be bound by the recommendations; its Members must come to their own decision. In

doing so, the Committee must satisfy itself that it has been provided with all relevant information or a suitable précis to enable it to comply with its duties and make a lawful decision.

- 5.3 Other legal considerations, including the specific provisions that apply under the Road Traffic Regulation Act (RTRA) 1984 in relation to charging parking fees, are as set out in the annexed report(s).

## **6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

- 6.1 This report is for information only and does not contain any direct resource implications.

## **7.0 RELEVANT RISKS**

- 7.1 The risks were covered in the original report submitted to the Committee.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Engagement and Consultation were covered in the original report submitted to the Committee.

## **9.0 EQUALITY IMPLICATIONS**

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 The reintroduction of car parking charges has been subject to an equality impact assessment. As indicated in the annexed report, a full EIA will be required for each of the options once agreed.

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 10.1 The link between poor air quality, the climate emergency and emissions from vehicles is widely accepted. An effective car parking charging regime encouraging modal shift away from the private motor car towards cleaner, more sustainable modes of transport will have a positive environmental and climate change impact. Any car parking and transport strategy needs to link to the council's Climate Emergency Declaration and Active Travel agendas.

If parking charges are reintroduced or increased in future as per several of the options contained within this report, this may reduce emissions of green-house gases.

**REPORT AUTHOR:** **Anna Perret**  
(Anna Perret, Senior Democratic Services Officer)  
email: [annaperret@wirral.gov.uk](mailto:annaperret@wirral.gov.uk)

## **APPENDICES**

Appendix A – Minutes of Environment, Climate Emergency & Transport Committee of 3<sup>rd</sup> December 2020

Appendix B – Report to Environment, Climate Emergency & Transport Committee, including:

Appendix 1 - Working Group Report

Appendix 2 - Car Parking Options

## **BACKGROUND PAPERS**

**Policy and Resources Committee, ‘car parking charges options – 7<sup>th</sup> October 2020**

### **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Environment, Climate Emergency &amp; Transport Committee</b>	<b>3<sup>rd</sup> December 2020</b>
<b>Policy and Resources Committee</b>	<b>7<sup>th</sup> October 2020</b>
<b>Environment, Climate Emergency and Committee</b>	<b>22<sup>nd</sup> October 2020</b>

## MINUTE EXTRACT

ENVIRONMENT, CLIMATE EMERGENCY AND TRANSPORT COMMITTEE  
3 DECEMBER 202021 **CAR PARKING CHARGES - WORKING GROUP**

The Chair introduced and presented the report from the Working Group on Car Parking Charges which was then considered by Members.

The report was brought to the Policy and Resources Committee on the 7th October 2020 by the Director of Neighbourhood Services. This report 'car parking charges options' informed Members of considerations for the reintroduction of the current car parking charges in Wirral in 2020/21 and alternative options for parking charges in 2021/22 and beyond. The group considered the request made by the Policy and Resource Committee to consider the options attached in appendix 1 of the report. After much debate, Members considered options 4 and 6 (to re-introduce parking charges immediately at all locations and respectively and to re-introduce charges at long-stay and on-street and Country parks but not 'shoppers' car parks) acceptable with some caveats. They wished to submit these to the Policy and Resource Committee for consideration.

On a motion by the Chair, seconded by Councillor Christina Muspratt, it was –

**Resolved (7:4) – That**

- (1) **the findings of the Working Group attached as appendix 1 of this report be noted and the recommendations be agreed:**
- **Members support the upcoming transport strategy and recommend that any future transport strategy consults with Members, businesses, communities to ensure that it is environmentally, economically, and socially sustainable.**
  - **The panel also recommends that a comprehensive review and survey is undertaken in Wirral as to the local impact of car parking charges on footfall and spend in retail areas and the high street.**
  - **Members considered the request made by the Policy and Resource committee to consider the options attached in appendix 1 of this report. After much debate, Members considered the following options were acceptable and wish to submit them to the Policy and Resource Committee for consideration.**

**Option 4 (re-introduce parking charges immediately at all locations) Members understood that there would be no reintroduction of car parking charges until early 2021. They acknowledge the need to support local retailers during the second lockdown and in the run up to Christmas. Five of the six working group Members wished to put forward Option 4 to be considered alongside any subsequent reviews or studies.**

**Two of the five Members requested an additional caveat that Country Parks remain free until after lockdown due to the perceived health and wellbeing implications. Concerns were raised that introducing car parking charges in Country Parks would limit their accessibility to low-income car owners, especially during COVID-19 when more people are facing financial pressures. One Member also raised the point that charging for parking in country parks did not reduce visitor number and that the income generated would help with repairs and maintenance of the parks.**

**Option 6 (re-introduce charges at long-stay and on-street and Country parks but not 'shoppers' car parks) One Member of the working group also wished to put forward option 6 for consideration. This Member was satisfied with this option in its entirety, however other working group members again raised concerns about reintroduction of car parking charges in Country Parks, for the reasons stated above and because of the environmental impact.**

**(2) this report be referred to the Policy and Resources Committee for their consideration.**



## ENVIRONMENT, CLIMATE EMERGENCY AND TRANSPORT COMMITTEE

Thursday, 3 December 2020

<b>REPORT TITLE:</b>	<b>CAR PARKING CHARGES - MEMBERS WORKING GROUP</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF NEIGHBOURHOOD SERVICES</b>

### REPORT SUMMARY

A report was brought to the Policy and Resources Committee on the 7<sup>th</sup> October 2020 by the Director of Neighbourhood Services. This report 'car parking charges options' informed Members of considerations for the reintroduction of the current car parking charges in Wirral in 2020/21 and alternative options for parking charges in 2021/22 and beyond.

Several Members of the Policy and Resources Committee expressed concern at the prospect of re-introducing charges at a time when Covid cases were once again on the rise and many local businesses were struggling.

On a motion carried by the Policy & Resources Committee, it was resolved (16:1) that:

*(1) this Policy and Resources Committee agrees not to re-introduce car parking charges at this time; and*

*(2) authorisation is given to the Director of Neighbourhoods to consult on the implications of the medium to long term options detailed in Appendix 1 of the report and a further report is brought to the Environment, Climate Emergency and Transport Committee, as a matter of urgency, in the new year, with a particular emphasis on social inequalities and that in the meantime officers seek to find compensatory savings and that business traders are also consulted.*

As a result of this the Environment, Climate Emergency and Transport Committee appointed a working group to consider these options and inform the report.

### RECOMMENDATION/S

The Environment, Climate Emergency and Transport Committee is asked to;

1. Note the findings of the Working Group attached as appendix 1 of this report and agree to the recommendations:

### Recommendations:

- Members support the upcoming transport strategy and recommend that any future transport strategy consults with Members, businesses, communities to ensure that it is environmentally, economically, and socially sustainable.
- The panel also recommends that a comprehensive review and survey is undertaken in Wirral as to the local impact of car parking charges on footfall and spend in retail areas and the high street.
- Members considered the request made by the Policy and Resource committee to consider the options attached in appendix 1 of this report. After much debate, Members considered the following options were acceptable and wish to submit them to the Policy and Resource Committee for consideration.

#### **Option 4 (re-introduce parking charges immediately at all locations)**

Members understood that there would be no reintroduction of car parking charges until early 2021. They acknowledge the need to support local retailers during the second lockdown and in the run up to Christmas. Five of the six working group Members wished to put forward Option 4 to be considered alongside any subsequent reviews or studies.

Two of the five Members requested an additional caveat that Country Parks remain free until after lockdown due to the perceived health and wellbeing implications. Concerns were raised that introducing car parking charges in Country Parks would limit their accessibility to low-income car owners, especially during COVID-19 when more people are facing financial pressures. One Member also raised the point that charging for parking in country parks did not reduce visitor number and that the income generated would help with repairs and maintenance of the parks.

#### **Option 6 (re-introduce charges at long-stay and on-street and County parks but not 'shoppers' car parks)**

One Member of the working group also wished to put forward option 6 for consideration. This Member was satisfied with this option in its entirety, however other working group members again raised concerns about re-introduction of car parking charges in Country Parks, for the reasons stated above and because of the environmental impact.

2. Refer this report to the Policy and Resources Committee for their consideration.

**SUPPORTING INFORMATION**

**1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 In April 2020 the decision was made to suspend all the Council's parking charges, at on street and off-street plus country parks locations. In October 2020, the Policy and Resources Committee voted to extend this suspension until early 2021 and requested the Director for Neighbourhood Services to bring a further report to the Environment, Climate Emergency and Transport Committee. The Director for Neighbourhood Services agreed to consult on the options through a cross-party working group formed by the Environment, Climate Emergency and Transport Committee.
- 1.2 The working group met on two occasions in November 2020 and agreed the recommendations detailed in Appendix 1 of this report with support from officers and external stakeholders. All options were considered by the working group and Members agreed to forward two for further consideration.

**2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Members of the panel considered all the options presented in appendix 2. Whilst individual members had different opinions and preferences, the options and recommendations agreed in appendix 1 were agreed as a panel to be the most acceptable.

**3.0 BACKGROUND INFORMATION**

- 3.1 A decision was made by chief officers through the Covid-19 emergency governance structure in April 2020 to suspend all the council's parking charges, at on-street and off-street plus country parks locations. The decision was proposed to be kept under review. This decision was taken to assist residents and key workers in parking for free when accessing shops for food and essentials, to help those businesses that were able to remain open, and to encourage the public to use parks and open spaces, in line with government guidance at the time. It also reduced the infection risks of people handling coins and pressing buttons on parking machines at a time of rapidly rising infection levels and travel being limited to essential journeys only.
- 3.2 Lockdown restrictions were relaxed and over the summer of 2020 there were large gatherings of people at Wirral's parks and open spaces and coastal locations, including overnight stopping, particularly during periods of good weather. However, in the autumn of 2020 a further spike of infections led to a Tier 3 lockdown in the Liverpool City Region, followed by further national lockdown. As such, this review and recommendations have been made with consideration to the rapidly changing COVID-19 situation and additional pressures placed on the Council and Local Businesses.

**4.0 FINANCIAL IMPLICATIONS**

- 4.1 The suspension of car parking charges (and parking enforcement) across the whole of the borough has resulted in a loss of income of approximately £47,500 per week / £200,000 per month on average based on pre COVID existing use, (£24,500 from car parks, £7,500 from on-street and £3,500 from country parks and £12,000 from loss Penalty Charge Notice revenue per week).
- 4.2 The operational running costs for maintaining car parking facilities including rates, maintenance, servicing, and enforcement is approximately £800,000 per annum.
- 4.3 The COVID19 restrictions/guidance from Government from March 2020 led to a drop in travel and, by extension, parking requirements, therefore the loss of income directly relating to the suspension of parking charges is limited.
- 4.4 However, as the COVID19 restrictions are relaxed car park usage is increasing, particularly at the country parks, as residents make the most of being able to undertake non-essential journeys.
- 4.5 Suspending car parking charges for the whole of this 2020/2021 financial year would result in budget pressure of £1.9 million deficit. Parking enforcement resumed in full on street from June and is expected to bring in £300 - 350k of Penalty Charge Notice income for 2020/2021.
- 4.6 The budget to account for any loss of income, which cannot be covered by the COVID19 Emergency fund received from Government, will be agreed by relevant Committee and the Policy and Resources Committee in conjunction with the Director of Neighbourhood Services as part of the budget setting process.
- 4.7 Several of the car parking charges options as tabulated in Appendix 2 could minimise the loss of income or possibly increase income in future years.

**5.0 LEGAL IMPLICATIONS**

- 5.1 The Council have powers under sections 32 and 35 of the Road Traffic Regulation Act (RTRA), 1984 to charge parking fees. Section 122 imposes a general duty on local authorities exercising functions under the RTRA 1984 to "secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking on and off the highway...".

Charges should be fixed to cover the cost of maintaining the facilities and repaying any debt incurred for their construction, whilst budgeting for a modest surplus to allow for unforeseen expenses does not render the scheme unlawful, charges cannot be fixed for the purpose of raising money for non-car parking related purposes. Parking enforcement has been scaled back to meet the reduced demands. When parking charges are reintroduced, then parking enforcement will be stepped up.

## **6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

6.1 This report is for information only and does not contain any direct resource implications.

## **7.0 RELEVANT RISKS**

7.1 The relevant risks documented below and, in the report, 'car parking charges options' were considered by members of the panel, with particular emphasis on the risks faced by local businesses, equality implications and environment and climate emergency.

7.2 By continuing to offer free parking in all areas this may encourage large groups of people to travel and gather at Wirral's public parks & open spaces and shops which may lead to an increased risk of the spread of the virus.

7.3 Not continuing to offer free parking for the foreseeable future may have a negative impact on some local businesses in their recovery after lockdown and on those local people making use of Wirral's open spaces.

7.4 Effective management of car parking spaces through the use of charges can ensure a turn-over of parking and manage the supply of parking spaces.

7.5 Prioritising car drivers by providing free car parking raises equality issues – the council does not provide free travel by bus and in some cases does not provide cycle parking. There are a considerable number of Wirral residents without access to a car; this may be through choice but, assuming car owners may generally have higher incomes, free parking may be seen as subsidising those who are already better off and unfairly penalising more vulnerable residents and communities.

7.6 The Wirral Strategic Regeneration Framework sets out the priorities and challenges for economic growth in the borough, to help guide and proactively drive investment and activity across Wirral to deliver the Council's ambitions for the local economy. It has a strong focus on sustainability; continued free parking could have a negative impact on health and climate change issues by encouraging car use instead of active travel. Increasing parking tariffs in future could encourage active travel or sustainable transport modes.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 Wirral Chamber of Commerce were invited to represent Wirral Businesses as part of this review. Members of the panel also requested a representative from Wirral Environment Network to attend to give their perspective. It should also be noted that further investigation of options selected for a longer-term car parking strategy will include public consultation. The guiding principles for a fair consultation can be summarised as follows.

- It should be at a time when proposals are at a formative stage.
- Must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response.

- Those consulted should be made aware of the factors that are of decisive relevance to the decision.
- Adequate time should be given for consideration and response.

The product of the consultation should be conscientiously taken into account by the decision makers in finalising their statutory proposals/ when the ultimate decision is taken.

## **9.0 EQUALITY IMPLICATIONS**

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 The reintroduction of car parking charges has been subject to an equality impact assessment. As indicated in Appendix 2 a full EIA will be required for each of the options once agreed.

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 10.1 The link between poor air quality, the climate emergency and emissions from vehicles is widely accepted (add more here). An effective car parking charging regime encouraging modal shift away from the private motor car towards cleaner, more sustainable modes of transport will have a positive environmental and climate change impact. Any car parking and transport strategy needs to link to the council's Climate Emergency Declaration and Active Travel agendas.

If parking charges are reintroduced or increased in future as per several of the options contained within this report, this may reduce emissions of green-house gases.

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## **APPENDICES**

Appendix 1 - Working Group Report  
Appendix 2 - Car Parking Options

## **BACKGROUND PAPERS**

**Policy and Resources Committee, 'car parking charges options – 7<sup>th</sup> October 2020**

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Policy and Resources Committee</b>	<b>7<sup>th</sup> October 2020</b>

<b>Environment, Climate Emergency and Committee</b>	<b>22<sup>nd</sup> October 2020</b>
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# Car Parking Charges

**A report produced by the  
Environment, Climate Emergency and  
Transport Committee**

**December 2020 Final Report**

## 1. Introduction

A report was brought to the Policy and Resources Committee on the 7<sup>th</sup> October 2020 by the Director of Neighbourhood Services. This report 'car parking charges options' informed Members of considerations for the reintroduction of the current car parking charges policy in Wirral in 2020/21 and alternative options for parking charges in 2021/22 and beyond.

Several Members of the Policy and Resources Committee expressed concern at the prospect of re-introducing charges at a time when Covid cases were once again on the rise and many local businesses were struggling.

On a motion carried by the Policy and Resources Committee, it was resolved (16:1) that:

*(1) this Policy and Resources Committee agrees not to re-introduce car parking charges at this time; and*

*(2) authorisation is given to the Director of Neighbourhoods to consult on the implications of the medium to long term options detailed in Appendix 1 of the report and a further report is brought to the Environment, Climate Emergency and Transport Committee, as a matter of urgency, in the new year, with a particular emphasis on social inequalities and that in the meantime officers seek to find compensatory savings and that business traders are also consulted.*

As a result of this the Environment, Climate Emergency and Transport Committee put together a working group to consider these options and inform this report.

## 2. Membership

Membership of this Working Group was cross-party and consisted of:

- Cllr Elizabeth Gray (Chair)
- Cllr Chris Cooke
- Cllr Andy Corkhill
- Cllr Tony Cox
- Cllr Christina Muspratt
- Cllr Irene Williams
- Cllr Alison Wright (Deputies for Cllr Tony Cox – 1<sup>st</sup> Session)

### **3. Discussion**

The objective of this review is to provide an understanding of the car parking charging strategies which are currently in place, the impact these strategies have on town centre prosperity and footfall, and what other factors, separate to car parking charges influence why people visit town centres

- Develop a consistent and equitable pricing structure for both on-street and off-street parking;
- Use parking pricing as a demand management measure by adjusting the relative costs of on-street and off-street parking and park and ride services;
- Ensure that parking costs fully reflect the costs of providing and maintaining parking spaces;
- Enhance the commercial attractiveness and performance of specific urban areas by making best use of all modes of transport, particularly for travel into the city centre; and
- Ensure, as far as possible, that new parking developments do not distort demand for parking or public transport services.

#### **Session 1**

Members of the working group were presented with an overview from the Assistant Director for Highways and Infrastructure to discuss the remit of the working group and the scope. The working group were advised that they needed to consider all the options presented to the Policy and Resource Committee on the 7<sup>th</sup> October and make recommendations to be referred to committee.

An update was also provided by the Lead Commissioner for Transport and Tech on an upcoming transport strategy. This will be done in consultation with various stakeholders, such as the Birkenhead Business Improvement District (BID) and will consider all road users, businesses, and the community.

Members were informed that this will include a full review into car parking in Wirral as part of the regeneration projects in the Wirral, town centres, retail, and the Local Plan.

The panel voiced their concerns about struggling High Streets and out of town car parking and were reassured that this would be factored into the consultation. Also raised during this discussion was the need for integrated transport for the disabled and the provision of electric car parking points. It was agreed by all Members of the panel that this consultation should look at transport in Wirral in a holistic manner and factor in Environment and Climate Change implications as well as supporting local businesses and promoting active travel.

Members were keen to understand the impact that car-parking charges had on businesses and queried if this was a perception or it actually had an impact. Officers discussed that there had been no evidence found but agreed that a local study would be helpful moving forward. Some members voiced concerns that a significant number of families in Birkenhead were not car owners and queried the impact on inequality if infrastructure was skewed in favour of car parking.

Discussion then followed on the need for a decision on car parking charges long term, as part of a modal shift in Wirral. Members were concerned not to be seen to create an anti-car strategy but find a balance of all competing interests. An example was also given as to how increased pedestrianisation can in some cases, be beneficial to hospitality businesses with outside eating become more viable and adaptable in a post COVID-19 world. Members also wanted to note the health benefits of more active travel, whilst remaining inclusive.

Questions were raised over drivers with disabilities and the blue badge scheme. It was noted by one member that for some, the only transport option was to use a car and they should not be penalised for this.

Officers then asked the panel to prioritise areas for the next session. Members agreed that they wanted to look closely at the reason for having car parking charges and wanted to discuss this with the Wirral Chamber of Commerce. Also queried was the re-introduction of car parking charges in country parks and coastal locations. It was agreed by Members that that would be open to discussion, but local variables would need to be considered.

### **Session 2**

Wirral Chamber of Commerce BID team had supplied Members with their comments as part of the Policy and Resources Committee report into Car Parking charges. In this report, they highlighted their concerns about the effect the re-introduction of car parking charges could have on Local Businesses, already feeling the effect of COVID-19. The Chamber of Commerce also confirmed that they were fully supportive of the Council's Climate Emergency and understood the need for active travel options. However, this was also countered with a need to support local businesses due to the COVID-19 pandemic.

Wirral Chamber of Commerce were invited to attend the second session, on behalf of local businesses and to enable panel Members to ask further questions.

Members of the panel queried if there has been an impact assessment undertaken in Wirral and if there was any evidence to suggest that the removal of car parking charges had made a positive impact on Wirral's high street during the COVID-19 epidemic.

Also raised was the competition from out of town retail parks and Liverpool City Centre, all of which provide free parking or convenient public transport links.

Wirral Chamber of Commerce commented that Birkenhead is currently second in the country for recovering high streets. Also mentioned was other methods of supporting businesses such as click and collect and using social media for purchases, alongside championing local high streets through initiatives such as Independent Wirral. It was noted that the economy is all encompassing and that saving jobs and keeping traders in business is the current priority. Wirral Chamber of Commerce are consulting daily with businesses, shoppers and traders and free parking regularly comes up in conversation.

Members agreed that the impact of car parking charges on commerce is something they would recommend being looked at in depth as part of any future transport strategy, but stressed the fact that it is not a black or white issue in Wirral and local considerations and concerns need to be factored in.

A representative from Wirral Environment Network was also invited to speak to Members. They emphasised their belief that there is no such thing as free parking, in that payment for the facilities themselves had to come from somewhere. Post Covid - 19 they felt that it is now vital for business to recover and by reducing car travel, this should increase 'dwell time' and more time for visitors to shop. Also raised was the impact on equalities and the potential benefits of a modal shift for car free families.

The representative also highlighted that there is no evidence to date that free car parking has a causal benefit to retail centres, but noted that there is evidence that retailers overestimate the impact of car parking charges and highlighted the positive impact of living streets and the 'pedestrian pound'.

Members queried the 'stick and carrot' approach to highlighting the benefits of active travel and retail as part of a leisure experience, by enticing shoppers with hospitality offers. WEN agreed with this, but said the issue was providing options in the first place.

Some Members felt that car use was less prevalent than it appeared, with full car parks leading to the assumption that everyone uses that mode of transport. The panel agreed that a Wirral focused survey needs to be done on this, with member input regarding the questions to ensure a 360 perspective was captured. Wirral Chamber of commerce also suggested that Business owners be included in this as they also pay for parking.

All in attendance agreed that the primary focus currently is COVID-19 and that economic recovery is vital, but that needed to be a sustainable recovery and that other transport options are promoted.

#### 4. Summary and Recommendations

Members undertook this review in two sessions, during which a lot of information and ideas were discussed and reviewed. Overall, the panel agreed the need for the subject of car parking charges to be looked at locally and the need to produce information that was data driven and not anecdotal. There was also agreement that there needs to be a holistic transport strategy in the Wirral and members would support further reviews and studies undertaken by the Council, Wirral Chamber of Commerce and Wirral Environment Network.

Recommendations:

- Members support the upcoming transport strategy and recommend that any future transport strategy consults with Members, businesses, communities to ensure that it is environmentally, economically, and socially sustainable.
- The panel also recommends that a comprehensive review and survey is undertaken in Wirral as to the local impact of car parking charges on footfall and spend in retail areas and the high street.
- Members considered the request made by the Policy and Resource committee to consider the options attached in appendix 1 of this report. After much debate, Members considered the following options were acceptable and wish to submit them to the Policy and Resource Committee for consideration.

➤ **Option 4 (re-introduce parking charges immediately at all locations)**

Members understood that there would be no reintroduction of car parking charges until early 2021. They acknowledge the need to support local retailers during the second lockdown and in the run up to Christmas. Five of the six working group Members wished to put forward Option 4 to be considered alongside any subsequent reviews or studies.

Two of the five Members requested an additional caveat that Country Parks remain free until after lockdown due to the perceived health and wellbeing implications. Concerns were raised that introducing car parking charges in Country Parks would limit their accessibility to low-income car owners, especially during COVID-19 when more people are

facing financial pressures. One Member also raised the point that charging for parking in country parks did not reduce visitor number and that the income generated would help with repairs and maintenance of the parks.

**Option 6 (re-introduce charges at long-stay and on-street and County parks but not 'shoppers' car parks)**

One Member of the working group also wished to put forward option 6 for consideration. This Member was satisfied with this option in its entirety, however other working group members again raised concerns about re-introduction of car parking charges in Country Parks, for the reasons stated above and because of the environmental impact.

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APPENDIX 1 - CAR PARKING CHARGING OPTIONS

Option No.	Brief Description of Option	Potential Outcome	Climate Emergency / Active Travel implications	Local Economy / Regeneration and Vulnerable / Protected groups implications	Implementation Timescale	Resources required to deliver this option	Budget Implications for 2020/2021	Any other comments
	<b>OPTIONS 1 - 6 CAN BE IMPLEMENTED IMMEDIATELY</b>							
1	Continue to offer free parking for the remainder of this financial year. Then reinstate charges as normal.	Income loss for the whole year for both on and off street and part PCN income.	Does not support climate emergency or active travel.	May encourage residents to visit shops and help support the local economy and regeneration. Full Equality Impact Assessment (EIA) required to ascertain the likely impact on specific areas.	Immediately from 1st April 2021	Existing staffing resource only	Estimated income £200k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £1.1 million from off-street, £300k from on-street, £400k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.8 million</b>	Due to reduced usage on the car parks and on-street, increased on line shopping etc. there is a significant budget income shortfall that can be attributed to COVID and being in a lockdown situation regardless of any decision to continue to offer Free parking for the remainder of this financial year.
2	Continue to offer free parking until 1st January 2021. Then reinstate charges as normal.	Income loss for part year for both on and off street and part PCN income.	Proposal does not either support or discourage either of these agendas	May encourage residents to visit shops and help support the local economy and regeneration on the run up to Christmas. Full EIA required to ascertain the likely impact on specific areas.	Immediately from 1st January 2021	Existing staffing resource only	Estimated income £120k from Off-Street £30k from On-Street £220k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £980k from off-street, £270k from on-street, £380k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.63 million</b>	As above for option 1, this proposal goes some way to reducing the budget deficit for this financial year
3	Change the chargeable hours, for example charge between 10am and 3pm (existing hours are 8am to 6.30pm).	Income loss for both on and off street and part PCN income.	May not support climate emergency or active travel as it encourages residents to use their vehicles at certain times of the day.	May encourage residents to visit shops during periods when parking is free which could include after dropping children off at school and or after picking children up from school. Full EIA required to ascertain the likely impact on specific areas.	Immediately following any committee resolution	Existing staffing resource only	Estimated income £160k from Off-Street £40k from On-Street £220k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £940k from off-street, £260k from on-street, £380k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.58 million</b>	As above for option 1, this proposal goes some way to reducing the budget deficit for this financial year
4	Reinstate charges as normal as soon as practicably possible following October 2020 committee.	Start to recover income and reduce budget deficit, however, there is still income loss for both on and off street and part PCN income due to COVID.	Does not positively support climate emergency or active travel as it does not actively discourage residents to use their vehicles.	<b>See EIA attached to report</b>	Immediately following any committee resolution	Existing staffing resource only	Estimated income £200k from Off-Street £50k from On-Street £220k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £900k from off-street, £250k from on-street, £380k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.53 million</b>	As above for option 1, this proposal goes some way to reducing the budget deficit for this financial year

5	Free Weekend Parking - normal charges apply Mon-Fri	Weekend income loss for both on and off street and part PCN income.	May not support climate emergency or active travel as it encourages residents to use their vehicles at certain times of the day.	May encourage residents to visit shops during periods when parking is free, this is outside of school times and normal commuter type travel. Full EIA required to ascertain the likely impact on specific areas.	Immediately following any committee resolution	Existing staffing resource only	Estimated income £160k from Off-Street £40k from On-Street £220k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £940k from off-street, £260k from on-street, £380k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.58 million</b>	As above for option 1, this proposal goes some way to reducing the budget deficit for this financial year
6	Continue to offer free parking on shoppers car parks but reinstate charges as normal on long stay car parks, on-street and Country Parks until 31st March 2021. Then reinstate all charges as normal	Start to recover income and reduce budget deficit, however, there is still income loss for both on and off street and part PCN income due to COVID.	Proposal does not either support or discourage either of these agendas	May encourage residents to visit shops and help support the local economy for the rest of the financial year. Full EIA required to ascertain the likely impact on specific areas.	Immediately following any committee resolution	Existing staffing resource only	Estimated income £70k from Off-Street £30k from On-Street £220k from PCN approx. £400k from Gov Comp Scheme (parking and pcn income) Deficit of up to:- £1.03k from off-street, £270k from on-street, £380k from PCNs <b>TOTAL SERVICE BUDGET DEFICIT</b> <b>£1.68 million</b>	As above for option 1, this proposal goes some way to reducing the budget deficit for this financial year
<b>OTHER OPTIONS (7 - 9) WITH A LONGER LEAD IN TIME</b>							<b>Budget Implications for 2021/2022</b>	
7	Implement a lower flat rate in all areas (e.g. 50p or £1, to park as long as you need)	Brings in a reduced income, standardises and simplifies the charging structure	Does not support climate emergency or active travel.	May encourage residents to visit shops and help support the local economy in its recovery from COVID. Doesn't allow for management of the parking spaces to ensure a turn over of the spaces. Full EIA required to ascertain the likely impact on specific areas.	3 months for abbreviated TRO process and new tariff implementation	Existing staffing resource only	Estimated income at 50p is £450k Estimated income at £1 is £900k <b>TOTAL SERVICE DEFICIT BASED ON EXISTING BUDGET IS</b> <b>£1.5 - £1.95million</b>	Standardises and simplifies the charging structure making it easier for residents to understand. Illuminates the issuing of PCNs for overstaying. Doesn't encourage a turn over of the parking spaces in high demand areas.
8	First 2-hours parking 'Free', then existing tariffs	Brings in a significantly reduced income, could prove difficult to operate	Does not support climate emergency or active travel.	May encourage residents to visit shops and help support the local economy in its recovery from COVID. Full EIA required to ascertain the likely impact on specific areas.	3 months for abbreviated TRO process and new tariff implementation	Existing staffing resource only	Estimated income at £1 is £750k <b>TOTAL SERVICE DEFICIT BASED ON EXISTING BUDGET IS</b> <b>£1.65million</b>	75-80% of all tickets sold are for 1 and 2 hour parking. This proposal will have a significant impact on income. It could be onerous to enforce if it relies on the enforcement officers taking observations. It could be problematic if it relies on residents obtaining a free 2 hour ticket from a machine (they may forget in the knowledge that they know the first 2 hours are free).
9	Free parking for residents - only visitors pay.	No data is held on the numbers of visitors parking from outside of the Borough but income will be significantly affected.	Does not support climate emergency or active travel.	May encourage residents to visit shops and help support the local economy in its recovery from COVID. It may discourage visitors from coming to our Borough. Full EIA required to ascertain the likely impact on specific areas.	3 months for abbreviated TRO process and up to 6 months or longer to ensure all residents are correctly registered on the scheme.	Existing staffing resource only	Estimated income is unknown <b>TOTAL SERVICE DEFICIT BASED ON EXISTING BUDGET IS</b> <b>up to £2.2million</b>	Requires all residents to register online for a free virtual permit that would entitle them to free parking. Could be a good scheme if parking charges are introduced in other Coastal areas for example as only visitors would have to pay to park.

	OTHER OPTIONS (10 - 19) FOR CONSIDERATION OF CHARGES AND BUDGET						Budget Implications for 2021/2022 and longer term	
10	Annual inflation increase to parking charges following the reintroduction of car parking charges (approx. 10p increase on all tariffs as 5p increases are avoided)	Income broadly keeps pace with inflation but fails to address current income shortfall and over time may increase divergence of budget/income (historically % returns have never matched % increases).	Does not positively support climate emergency or active travel as it does not actively discourage residents to use their vehicles.	Fails to address inconsistencies/inequalities of charges across borough. Full EIA required to ascertain the likely impact on specific areas.	Immediate and ongoing	Existing staffing resource only	Estimated income £600k - £750k but will rise if we continue to recover from COVID TOTAL SERVICE BUDGET DEFICIT £1.5million	Minimal cost and maintains income broadly in line with inflation
11	Introduce an above inflation increase to existing parking charges following the reintroduction of car parking charges (20p increase for this example but could be higher)	Potential to increase income above inflation	May discourage some residents from using their vehicles but not a significant step towards supporting climate change or the active travel agenda	Full EIA required to ascertain the likely impact on specific areas. Likely to have adverse impact on local economy/regeneration.	3 months for abbreviated TRO process and new tariff implementation	Existing staffing resource only	Estimated income £700k - £850k but will rise if we continue to recover from COVID TOTAL SERVICE BUDGET DEFICIT £1.4million	Minimal cost and with potential slight increase in income
12	Review and realignment of charges based upon strategic policy/strategy, to include consideration of variable charges based upon demand, events etc.	Charges could rise or fall in different parts of the borough. Potential to simplify tariff structure	Strategic based charging could be used to positively support both climate emergency and active travel agendas	Potential adverse impact on local economy/regeneration. Full EIA required to ascertain the likely impact on specific areas. Specifically in relation to Town centres and traders on the impact on businesses.	3 to 6 months for charges/ economic/regeneration report plus 3-6 months for full TRO process, inc consideration of objections and new tariff implementation.	Existing staffing resource only	Estimated income will depend on scale of charges - potential to increase income and address some of the deficit.	May result in significant % increases in some areas of the borough. Variable charges can be complex to implement but could be achieved. May be difficult for users to understand
13	Introduce charges into off-street car parks that are currently Free i.e.; Bromborough, Bebington, Irby, Hoylake, New Brighton etc.	New income from some of the secondary town centres.	Could result in model change and hence positively supports	Potential adverse impact on local economy/regeneration Potential displacement into adjacent residential areas Full EIA required - in terms of existing usage - links to purpose of use of the car park for users i.e. shoppers, commuters, workers, residents etc	3 to 6 months for charges/ economic/regeneration report, 3-6 months for full TRO process, inc consideration of objections plus 6-9 months for design, procurement and implementation of equipment.	Capital expenditure required and existing staffing resource Revenue implications, enforcement, cash collection etc	Estimated income £250 - £350k per annum, will depend on scale of charges and number of locations	Income could be used to offset any of the other proposals that will negatively impact on income
14	Introduce new on-street charges into town centre areas e.g. New Brighton, West Kirby, Hoylake, Heswall, Moreton etc.	New income from some town centre areas.	Could result in model change and hence positively supports	Potential adverse impact on local economy/regeneration Potential displacement into adjacent residential areas Full EIA required - in terms of existing visitors to the seaside locations	3 to 6 months for charges/ economic/regeneration report, 3-6 months for full TRO process, inc consideration of objections plus 6-9 months for design, procurement and implementation of equipment.	Capital expenditure required and existing staffing resource Revenue implications, enforcement, cash collection etc	Estimated income £200k per annum, will depend on scale of charges and final number of locations	Income could be used to offset any of the other proposals that will negatively impact on income.
15	Introduce parking charges into coastal locations e.g. New Brighton, West Kirby, Leasowe, Hoylake.	New income from some of the seaside/tourist areas.	Could result in model change and hence positively supports	Potential adverse impact on local economy/regeneration Potential displacement into adjacent residential areas Full EIA required - in terms of existing visitors to the seaside locations	4 to 6 months for charges/ economic/regeneration report, 3-6 months for full TRO process, inc consideration of objections plus 6-9 months for design, procurement and implementation of equipment.	Capital expenditure required and existing staffing resource Revenue implications, enforcement, cash collection etc	Estimated income £250k per annum, will depend on scale of charges and final number of locations	Income could be used to offset any of the other proposals that will negatively impact on income. Coastal locations have proven popular following the relaxation of the lockdown restrictions.
16	Introduce charges for resident parking schemes	Schemes would become self financing	Could result in model change and hence positively supports	Full EIA required to ascertain the likely impact on residents. May have small adverse impact on local economy/regeneration.	3 months for public consultation, 3-6 months for TRO process, consideration of objections. Implementation phased over a further 6-12 months to allow for processing 5000+ applications, payments and permits.	Existing staffing resource only	Estimated income will depend on fee, approx. £75-£100k per annum	Income could fund improved maintenance of lines and signs and hence better compliance/enforcement
17	Review of existing on-street charges in Birkenhead Controlled Parking Zone.	Introduction of "competitive" edge of town charges may increase patronage and income.	Could result in model change and hence positively supports	Full EIA required to ascertain the likely impact on the local businesses and shoppers to Birkenhead. May have small adverse impact on local economy/regeneration.	3 to 6 months for charges/ economic/regeneration report plus 3-6 months for full TRO process, inc consideration of objections and new tariff implementation.	Existing staffing resource only	Current income pre-COVID approx. £380k per annum. Estimated income £500k	Private operators may reduce charges and we become less competitive

18	Introduce evening charges on and off street.	Possible income from some areas with a thriving night time economy	Potential adverse impact on local economy/regeneration. Impact for visitors in some resident parking areas  Potential displacement into adjacent areas Revenue implications, enforcement etc	Full EIA required on businesses and tourism areas. Assessment of current use of carparking etc in the evening? May have small adverse impact on local economy/regeneration.	3 to 6 months for charges/ economic/regeneration report plus 3-6 months for full TRO process, inc consideration of objections and new tariff implementation.	Capital expenditure required and existing staffing resource Revenue implications, enforcement, cash collection etc	Estimated income £100 - £200k per annum, will depend on scale of charges and number of locations	Progress to detailed scheme design following Economic/Regen appraisal
19	Emissions based charges	Could lower charges for electric / low emission vehicles and increase charge for higher emission vehicles - link to wider Transport Strategy	Positive links to climate change strategy	Full EIA required to ascertain the likely impact on residents. May have small but temporary adverse impact on local economy/regeneration.	3 to 6 months for charges/ economic/regeneration report plus 3-6 months for full TRO process, inc consideration of objections and new tariff implementation.	Potential capital expenditure required for additional EV charging points, potential negative revenue implications, existing staffing resource	In isolation may initially result in reduced parking income.	Probably best introduced in conjunction with resident or other seasonal/periodic charges. Would need to be linked to a scheme were residents have pre registered, (Cashless parking App or Wirral resident permit scheme) as too complex for P&D machines
20	Car park asset transfer or disposal in part or whole	Potential for capital receipt or revenue stream depending upon options appraisal - link to wider Transport Strategy	Proposal does not either support or discourage either of these agendas	Full EIA required on businesses, tourism and residents. Assessment of current use of carparking etc ? Disposal of under utilised car parks should not have any adverse impact on local economy/regeneration.	12 months +	Existing staffing resource only	Assess asset transfer or disposal on basis of level of income and maintenance costs.	Dependent upon car park and terms of disposal. Better managed car parks may encourage use although this is dependent upon location and charging agreed with the new operator. Potential loss of control and impact on regeneration/economy. It transfers any risk.

<b>Page 38</b>	<b>NOTES</b>
	Budget Implications in column 'H' have been RAG rated where green is positive for income and Red is negative for income.
	The 2020/21 figures allow for the compensation from the government COVID 19 emergency fund scheme.
	Assuming charges are reintroduced there will be a budget pressure for 2021/22 of approximately £1 million based on a 60% drop in income as a result of COVID



## POLICY AND RESOURCES COMMITTEE

Wednesday, 20 January 2021

<b>REPORT TITLE:</b>	<b>SMARTBUSINESS FULL BUSINESS CASE</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF RESOURCES</b>

The SmartBusiness Project concerns the upgrade of the council’s enterprise resources planning systems.

Enterprise Resource Planning (ERP) systems integrate key business processes across finance, human resources, procurement and other areas. The approach standardises and streamlines procedures and approaches to the administration of a number of key business activities. The Council’s current ERP system, Oracle - 1 Business has been in operation since April 2005 and is now obsolete.

This report and supporting Full Business Case (FBC) discusses the future of the system and the requirement to implement an alternative to the current ERP that is now over 15 years old.

ERP systems have evolved rapidly over the last 10 years in response to changing technical confirmations and hardware approaches. New systems normally present a cost-effective way to replace older systems with greater standardisation and integration built in to the packages. It is envisaged that by replacing the current systems the Council will take full advantage of recent developments to make a step change to its operational effectiveness.

To date, the SmartBusiness Project has gone through extensive Discovery and Design phases which has resulted in a successful tender and evaluation process.

The Full Business Case (FBC) for the Policy and Resources Committee is attached as Appendix 1 to this report.

### RECOMMENDATION/S

The Policy &Resources Committee are recommended to:

1. Approve the implementation and upgrade from our current unsupported version of Oracle (Release 11) to a new cloud solution.
2. Approve the budget and allocation of funding of £4.6 million (£2m

capital/(£2.6m revenue) for transformation projects that deliver ongoing savings.

3. Approve the award of:  
A five-year contract with the option to extend for another two years to company named in the FBC via the Crown Commercial Service (CCS) Data and Application Solutions Framework, Agreement (RM3821) for
  - New cloud platform licenses for 5-years (with the option to extend for a further 2: 5+2 years) period
  - Implementation partner to implement the new platform for a total value detailed in the FBC.
4. Appoint members to a Member working Group to monitor project performance during Delivery phase.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 The replacement of the Council's existing ERP systems is a significant investment and will be essential to future operational effectiveness.
- 1.2 The approach advocated will help rationalise multiple contracts with different suppliers and renewal dates.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Alternative options have been extensively explored through the discovery phase of the project and are contained within the FBC Appendix 1. This also includes an option of "Do Nothing" and maintaining the current approach

### **3.0 BACKGROUND INFORMATION**

- 3.1 The full business case for this project is attached as Appendix A giving further information and detail to support this report.
- 3.2 It is common for organisations, such as the Council, to manage their finances through an ERP System. This is through processes such as accounting, budget setting, forecasting, HR administration, business administration, income recording/reporting and procurement activity. These functions are currently conducted across many different, ageing systems through a mixed approach of ERP and stand-alone platforms with "patchwork" integration and manual intervention.
- 3.3 The current ERP system Oracle 1Business was implemented in April 2005 and has not been updated since 2011.
- 3.4 The SmartBusiness Project is a project to deliver a new ERP Platform for the Council and will align with the priorities of the Council and its partners. This has been informed by:
  - (i) The Wirral Plan
  - (ii) The Council's transformation programme
  - (iii) The Council's Forward Plan
  - (iv) Service performance information
  - (v) Risk management information
  - (vi) The Digital Programme
  - (vii) Full Discovery and Design phases within the project

### **4.0 FINANCIAL IMPLICATIONS AND RISKS**

- Investment of £4.6m (contract) is required, which includes a contingency of 10%.

- Total cost of ownership over 10 years is £7.04m (inclusive of the implementation, dual running and new operating costs). The estimated costs of the current arrangements are £2.4m over the 10 years, a breakdown of the current arrangements are covered in the FBC.
- Over 10 years the project will save between £1.4m Target to £5.3m Stretch net of the project and running costs (Use the 15% to 25%).
- Annual running costs of the new cloud platform are estimated between £Excluded as commercially sensitive please refer to FBC to £ Excluded as commercially sensitive please refer to FBC compared with a budget of £ Excluded as commercially sensitive please refer to FBC, thus delivering a budgetary saving of at least £1.4m over ten years.
- The initial investment of £4.6m pays back between 5 to 8 years based on future budget and savings made by going to the Cloud subscription model and business efficiencies.
- A further breakdown of costs and financial summary are included as part of the FBC.
- Risks:

<b>Owner</b>	<b>Risk</b>	<b>Current Score</b>	<b>Mitigation</b>
Moulton, Peter	Poor integration to of the infrastructure systems	25	Detailed integration plan to be a agreed with supplier and Wirral ICT Dept
Halewood, Shaer	Lack of agreement between senior stakeholders on the ERP Project Objectives and deliverable resulting in a fragmented approach to the design.	16	Detailed communications plan to led by Comms Manager - monthly update to Board including metrics and impact assessments
Callon, Michael	Key resources not being available at critical delivery stages within the project delivery phase.	16	Assurance sought from SLT once project resource requirements have been agreed with vendor. Early warning system to be put in place via the PM.- Weekly project Sprints will identify any potential shortfalls or conflicts with resource capacity.
Halewood, Shaer	Ineffectual vendor or supplier support	16	Service Level agreement to be defined and agreed in contract.
Halewood, Share	Non-acceptance of organisational structure change and business processes.	16	Detailed process design, planned and phased change programme.

Gundersen, Craig	Business assumption that the ERP Replacement is solely an IT project.	16	To be written into the Communications Strategy. Metrics needed
Dixon, Andy	User acceptance testing (UAT) is not fully conducted, leading to the possibility of going live into an unstable environment. This would lead to regression in the project plan and have major cost/time implications.	16	To be built in delivery project plan in collaboration with the business and the vendor.
Games, Tim	Risk that the project phases cost more than budgeted. It can lead to performance risk if cost overruns lead to reductions in scope or quality. Cost risk can also lead to schedule risk if the schedule is extended because not enough funds are available to complete the project on time.	16	Establish a robust process for budget monitoring and forecasting with project assigned Finance Officer.

## 5.0 LEGAL IMPLICATIONS AND RISKS

- 5.1** The request for P&R Committee to approve the recommendations stated above, namely the award and implementation of an Oracle Cloud System, Fusion and implementation at a cost of £4.6m.
- 5.2** Service contracts over the value of £181,302 need to comply with the Public Contracts Regulations 2015. Compliance with the regulations is met by utilising the Crown Commercial Service (CCS) Data and Application Solutions Framework, Agreement (RM3821).
- 5.3** The operation of the SmartBusiness project may raise personal data issues under the General Data Protection Regulations & the Data Protection Act 2018; the Council's Data Protection Officer (DPO) will be involved in the project and any data protection impact assessments, duly undertaken.
- 5.4** The Full Business Case attached as an appendix to this report contains exempt information as defined in Schedule 12A of the Local Government Act 1972. It is in the public interest to exclude the press and public under Paragraph 3 'Information relating to the financial or business affairs of any particular person(including the authority holding the information)'.

## **6.0 RESOURCE IMPLICATIONS AND RISKS: STAFFING, ICT AND ASSETS**

- 6.1** Resourcing of the implementation aspect of the project's 52 week timescale will be a challenge, the project will be resourced from a mixture of contract resource who will backfill Council staff who will, where possible take the lead on any key decision making and be involved in the day to day running of the project. The Project Team will consist of approximately 20-25 employees at any one time, plus when appropriate resources will be drawn from across the organisation to support such things as User Acceptance Testing (UAT).
- 6.2** To minimise the impact of Business as Usual (BAU) activity whilst implementing, detailed project planning will need to be undertaken with both, the resources that will support the project delivery and those responsible for delivering BAU work. Stakeholder mapping will be a key activity undertaken at the start of the delivery phase of the project to identify key resource requirements and the detailed project plan will identify any key pinch points.
- 6.3** Transformation overload on the workforce is a key risk and this will be mitigated where possible by appropriate planning and engagement, backfilling to enable the SmartBusiness project to be supported by Wirral Council staff and by implementing a detailed communications plan to keep those impacted, updated so they can also conduct resource and prioritization planning.
- 6.4** The project will be organised in line with Prince 2 approach. The implementation timescale is anticipated to be up to 12 Months. Implementation time is a function of the options chosen, number of modules of the ERP, scope of process change, amount of customisation and services readiness to change.
- 6.5** A full ERP implementation with all modules can easily require a number of years. However, a major ERP program can be broken into phases with measurable results at the end of each phase. So, it is possible that early phases may take 12-18 months. The use of a phased approach may aid overall success as early implementation will keep the project live and give visible successes for the implementation.

## **7.0 ENGAGEMENT/CONSULTATION**

Member engagement was managed through a Task and Finish Group.

## **9.0 EQUALITY IMPLICATIONS**

- 9.1** The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;

- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

**9.2** The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Wirral residents in respect of socio-economics and health determinants.

**9.3** An Equality Impact Assessment (EIA) was conducted in March 20 and signed off by the Internal Equalities Officer. All EIA impacts will be managed through project delivery.

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

**10.1** Positive implications based on reduced travel, printing and office requirements offered by cloud solutions. For more information please visit the Oracle website: [A More Sustainable Computing Platform in the Cloud](#)

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## **APPENDICES**

Appendix 1: SmartBusiness Full Business Case

## **BACKGROUND PAPERS**

SmartBusiness Strategic Outline Case  
SmartBusiness Outline Business Case

## **SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
Policy and Resources Committee	18 December 2020

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## **POLICY AND RESOURCES COMMITTEE**

**Wednesday, 20 January 2021**

<b>REPORT TITLE:</b>	<b>GOVERNMENT SPENDING REVIEW - IMPACT OF WIRRAL BUDGET 2021/22</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF RESOURCES (S151 OFFICER)</b>

### **REPORT SUMMARY**

This report provides a summary of the financial impact for Wirral Council as a result of the Government Spending Review for financial year 2021/22.

The information contained within this report does not change the requirement for budget savings, as set out in the “draft revenue budget 2021/22 – proposals for consultation” paper considered by Policy & Resources Committee on 18<sup>th</sup> December 2020.

This is not a key decision.

### **RECOMMENDATION**

That the Policy & Resources Committee note the items impacting Wirral Council as a result of the national spending review announcement.

## SUPPORTING INFORMATION

### 1.0 REASONS FOR RECOMMENDATION/S

- 1.1 Policy and Resources Committee (P&R) is required to recommend a Budget to the Council for its meeting in March 2021. The Council has to set a budget for 2021/22 by 11 March by law. The issues detailed in this report support the recommendation which is a key step in facilitating the Policy and Resources Committee to be in a position to recommend a Budget proposal.
- 1.2 The impact of the national funding announcement is a core element of Council budgets.

### 2.0 OTHER OPTIONS CONSIDERED

- 2.1 This is a report for review only, so no other options are presented.

### 3.0 BACKGROUND INFORMATION

- 3.1 In December 2020, P&R Committee were asked to consider three critical matters that influence the budget for 2021/22:
- National Spending Review by Government
  - Progress of the Capitalisation Directive
  - Progress of Budget proposals through the transition year of 2020/21
- 3.2 At the time of the December P&R Committee report, the publication of the provisional National Spending Review had not been released and high-level estimates were provided. This report provides an update on the financial impact of the review for Wirral Council.
- 3.3 At the time of the December P&R Committee report, it was noted that any improvement or deterioration to funding would likely impact the value of the Capitalisation Directive, an exceptional intervention to mitigate the budget gap in 2020/21 and 2021/22, rather than reducing the need for savings. This means that the savings proposals presented in the Budget consultation still require consideration.

**Table 1 – Comparison of Funding Estimates from December 2020 MTFP**

MTFP Extract - Funding	As Per December 2020 21-22 £m	Spending Review Update 21-22 £m	Movement £m
<b><u>National Non Domestic Rates:</u></b>			
Business Rates Income	(72.27)	(72.27)	-
Business Rates Section 31 Grant	(12.80)	(12.80)	-
Additional Section 31 Grant (RPI v CPI difference)	-	-	-

Top-Up Grant	(34.53)	(34.37)	0.16
Better Care Fund (BCF)	(18.77)	(18.77)	-
<b>Business Rates</b>	<b>(138.36)</b>	<b>(138.20)</b>	<b>0.16</b>
			-
<b>Council Tax:</b>			-
Council Tax base position	(148.86)	(153.26)	(4.40)
Annual increase in number of properties	(0.38)	(0.38)	-
Inflation	(2.96)	(2.96)	-
<b>Council Tax</b>	<b>(152.20)</b>	<b>(156.60)</b>	<b>(4.40)</b>
			-
Collection Fund shortfall	4.00	1.00	(3.00)
New Homes Bonus	(0.10)	(0.18)	(0.08)
Social Care Support Grant	(11.26)	(14.60)	(3.34)
Capital Receipts	(0.35)	(0.35)	-
Lower Tier Services	-	(0.50)	(0.50)
<b>Total other funding</b>	<b>(7.71)</b>	<b>(14.63)</b>	<b>(6.92)</b>
			-
<b>Total Funding</b>	<b>(298.27)</b>	<b>(309.43)</b>	<b>(11.16)</b>

### National Spending Review Overview

- 3.4 In September 2019, the Government announced the Local Government Finance Settlement for 2020/21 budgets, in the form of a single year Spending Round. A multi-year Spending Review was expected to follow in 2020, however the economic uncertainty caused by the Covid pandemic has caused the Government to halt its long-term Comprehensive Spending Review and a single year Spending Round was announced on 25 November 2020. Local authorities received the formal notification of the provisional impact of the review on 17 December 2020.
- 3.5 The final 2021/22 settlement is to be laid before the House of Commons for its approval in late January or early February 2021 and the associated consultation period closes on the 16<sup>th</sup> January 2021. It is considered unlikely that changes will be made to the provisional settlement figures.

### Business Rates

- 3.6 Business rate multipliers, which are applied to the Rateable Value of a business to calculate their Business Rates liability, will be frozen in 2021/22 with councils being compensated for the loss in business rate income. The government has decided not to proceed with a reset of business rates baselines in 2021/22 and will maintain the existing 100 per cent business rates pilots, which Wirral forms part of.

### Council Tax

- 3.7 This single year Spending Round set out up to 4.5% increase in core spending power in cash terms over Government funding for Local Authorities. The increase is based on the assumption that Local Authorities will increase Council Tax rates at 2%

and apply a 3% social care precept, with additional funding for social care, £300m from the social care grant.

### **Other Funding**

- 3.8 Compensation scheme supporting Collection Fund losses in 2020/21 (up to 75% of the loss).
- 3.9 The Government has proposed a new un-ringfenced Lower Tier Services Grant in 2021/22, which will allocate £111m to Local Authorities with responsibility for lower tier services (for example homelessness, planning, recycling and refuse collection, and leisure services). Although Wirral council is not a “lower tier” District Council, the funding is available as lower tier services are delivered through the Metropolitan District Council approach.
- 3.10 The government will cut Public Works Loan Board (PWLB) lending rates to gilts +100 basis points (bps) for Standard Rate and gilts +80bps for Certainty Rate taking it back to its pre adjustment level. There are currently no plans to increase the headroom of PWLB borrowing.
- 3.11 Extension to the Sales, Fees and Charges compensation scheme to June 2021
- 3.12 The schools’ budget will be boosted by £7.1 billion by 2022-23 compared to last year’s funding levels, with a £2.2bn increase from this year to the next.
- 3.13 A new Levelling Up Fund worth £4 billion will be launched for England, to invest in local infrastructure with “a visible impact on people and their communities” and to support the economic recovery from Covid-19. Bids that aim to regenerate parts of the country that have received relatively little government investment in recent years will be prioritised. Details about how and when this fund can be accessed have not been released.
- 3.14 Head of Terms have been published for a Shared Prosperity Fund, averaging £1.5 billion per year, with further details expected in Spring 2020. Additional monies will also be provided for pilot programmes in 2021/22. Details about how and when this fund can be accessed have not been released.
- 3.15 Central government will also provide £254m of additional funding to tackle homelessness and rough sleeping, to pay for accommodation, substance abuse and frontline support services.

### **Impact on Wirral Funding**

- 3.16 The Spending Review was issued on 17 December 2020. It should be noted that areas of the spending review which relate to Covid funding or compensation schemes are subject to changes in the environment, and as such, an estimate has been made, where possible, as to the financial impact for Wirral in 2021/22.

### **Business Rates**

- 3.17 The Top Up Grant is £0.16m less than the original assumption.

## **Council Tax**

- 3.18 Wirral's Medium Term Financial Plan (MTFP) assumed a 1.99% standard increase in Council Tax. Assuming the Council approves the full 2.99% adult social care precept, Wirral Council will benefit from £4.4m additional funding in 2021/22.

## **Other Funding**

- 3.19 Wirral has benefited by £0.08m from the extension of the New Homes Bonus grant.
- 3.20 In 2020/21, Wirral received £11.3m in social care grant, this is increasing by £2.4m to £14.6m and is expected to alleviate new pressures.
- 3.21 It was originally assumed that Council Tax and business rates losses in 2020/21 resulting from the Covid-19 pandemic would amount to £10.6m and would be recovered over 3 years (£4.0m in FY 2021/22). The national compensation scheme looks to mitigate this in 2021/22 by 75%, which may reduce the pressure by £3m to £1m, however this is an estimate only as clarification has been sought on the technical guidance that has been issued, which may affect the sum.
- 3.22 The extension of the Sales Fees and Charges compensation scheme to June 2021 has reduced the income pressures by £1.6m from £9.3m to £7.7m.
- 3.23 We will receive an additional grant of £0.5m for Lower Tier Services. The application of this is still under advisement. This will be used to fund one-off pressures at household recycling sites, and is fully committed.

## **Impact of Other National Announcements**

- 3.24 Additional Covid-19 funding was announced (Tranche 5), valued at £10m. This will be required to meet ongoing financial pressures created by the Covid-19 pandemic.
- 3.25 The Local Council Tax Support scheme has been extended, which supports the most financially vulnerable residents during the impact of the Covid-19 pandemic, with discounts provided to Council Tax bills for those eligible. The value of Wirral Council's grant is £3.9m for 2021/22.
- 3.26 Public Health grant increased by 0.7%. This is ringfenced to public health activity.
- 3.27 Schools were allocated £300.7m after deductions for direct funding of high needs places. This is ringfenced to dedicated schools grant (DSG) Schools and further information will be reviewed at Schools Forum in January 2021.

## **4.0 FINANCIAL IMPLICATIONS**

- 4.1 The increase in core spending power noted in the government's spending review is reliant on Wirral Council approving the 2% increase to Council Tax and the 3% social care precept as part of the budget setting process.

4.2 In addition to the financial implications outlined in section 3, the spending review has an impact on other significant financial items:

- A. Capitalisation Directive: Wirral Council is engaged in discussion with MHCLG regarding the value required of the capitalisation directive. As stated in the report that went to P&R in December 2020, many benefits arising from the Spending review would reduce the value of the ensuing borrowing. The savings requirements outlined in the Budget consultation are unaffected.
- B. Medium Term Financial Plan: The social care precept had been accounted for, as an estimate, as part of budget consultation proposals. Additional social care grant monies has been earmarked specifically to offset any additional social care pressures in 2021/22.

4.3 The financial impact of the spending review will be incorporated in future budget setting papers as part of the Council's decision-making process.

## **5.0 LEGAL IMPLICATIONS**

5.1 Under the Local Government Finance Act 1988, the Council has a legal duty to balance its budget and under section 114 of the Act the Chief Finance (Section 151) Officer has a personal duty to make a report to all Members of the Council, if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

## **6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

6.1 There are no implications arising directly from this report.

## **7.0 RELEVANT RISKS**

7.1 The Council's ability to close the funding gap is highly dependent on the accuracy of assumptions used for Government funding and levies from other bodies. The spending review announcement reduces the risk by reducing uncertainty, however there are items which are strongly influenced by changes to the environment or insufficient clarity has been provided, and as such, some reliance on assumptions is necessary, and the risk this poses, remains.

7.2 As the Local Government Finance Settlement only covers one year, the uncertainty around future funding over the MTFP period remains high.

7.3 Failure to secure the Capitalisation directive or other government support may result in the formal issue of a S114 notice.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 There is no requirement for consultation on the specific matter, however the impact of the spending review is widely communicated with stakeholders through the budget process.

8.2 National Government have a duty to consult with Local Authorities. A response to this consultation is currently being prepared on behalf of Wirral Council and Liverpool City Region, although it should be noted that there's no legal obligation to respond. The deadline for the submission is 16 January 2021.

## 9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity. This report has no impact for equality implications at this stage.

## 10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 No direct implications. The content and/or recommendations contained within this report are expected to have no impact on emissions of Greenhouse Gases.

**REPORT AUTHOR: Vikki Gregorich**  
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## APPENDICES

## BACKGROUND PAPERS

Local Government Association Provisional Local Government Settlement Briefing ([https://www.local.gov.uk/sites/default/files/documents/LGA%20On%20the%20Day%200briefing%20Provisional%20LG%20Finance%20Settlement%202122\\_0.pdf](https://www.local.gov.uk/sites/default/files/documents/LGA%20On%20the%20Day%200briefing%20Provisional%20LG%20Finance%20Settlement%202122_0.pdf))

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy & Resources Committee	7 October 2020
Council	19 October 2020
Policy & Resources Committee	18 December 2020

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**POLICY AND RESOURCES COMMITTEE**
**Wednesday, 20 January 2020**

<b>REPORT TITLE:</b>	<b>WORK PROGRAMME UPDATE</b>
<b>REPORT OF:</b>	<b>DIRECTOR OF LAW AND GOVERNANCE</b>

**REPORT SUMMARY**

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

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

**RECOMMENDATION/S**

The Policy & Resources Committee are invited to comment on and note the proposed Policy and Resources Committee work programme for the remainder of the 2020/21 municipal year.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 To ensure Members of the Policy and Resources committee have the opportunity to contribute to the delivery of the annual work programme

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Various formats for the workplan were explored. The current format is open to amendment to match the requirements of the committee.

### **3.0 BACKGROUND INFORMATION**

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

- (i) The Council Plan
- (ii) The Council's transformation programme
- (iii) The Council's Forward Plan
- (iv) Service performance information
- (v) Risk management information
- (vi) Public or service user feedback
- (vii) Referrals from Council

#### **Terms of Reference**

The Policy and Resources Committee has two main areas of responsibility, which is to provide strategic direction to the operation of the Council, including making decisions on policies and co-ordinating spend not reserved to full Council, and to maintain a strategic overview of outcomes, performance, risk management and budgets.

The Committee is charged by full Council to:-

- (a) formulate, co-ordinate and implement corporate policies and strategies and the medium-term financial plan (budget), which includes responsibility for any decision:
  - (i) that relates to such matters to the extent that they are not reserved to full Council;
  - (ii) on any cross-cutting policies that impact on other committee areas;
  - (iii) on policy matters not otherwise allocated to any other committee; and
  - (iv) to determine any dispute or difference between committees;
- (b) provide a co-ordinating role across all other service committees and retain a 'whole-council' view of performance, budget monitoring and risk management, which includes responsibility for a decision:
  - (i) that has a major impact on a number of Council services or on the Council as a whole;

- (ii) on any virement between Budget funds (revenue) requested by a Committee or officer in excess of **£100,000**;
  - (iii) on any virement between Budget funds (capital) or any amendment to the Capital Programme requested by a Committee or officer in excess of **£100,000**;
  - (iv) regarding land and property including major acquisition and disposals, which includes reserved decision making concerning any purchase, sale or transfer of a value in excess of, or likely to exceed, **£100,000**;
  - (v) regarding companies or limited liability partnerships including acquisition and disposals; and
  - (vi) which is deemed significant in terms of impact on the Council's revenue or capital (to be determined by the Head of Paid Service and/or Section 151 Officer in consultation with the Leader);
- (c) without limiting the generality of responsibility for cross-cutting policies (at (a) above), lead on behalf of the Council:
- (i) in matters concerning relationships with HM Government, the Liverpool City Region Combined Authority and other major public and non-public bodies;
- (d) appoint Council representatives as required;
- (e) nominate councillors and other persons to outside bodies; and
- (f) undertake responsibility for developing and monitoring the enabling corporate services, including, finance and investment, project support and risk management, strategic procurement and commercial strategies, ICT, property and asset management, human resources and organisational development, law and governance, communications and public affairs, emergency planning and business continuity.

#### **4.0 FINANCIAL IMPLICATIONS**

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

#### **5.0 LEGAL IMPLICATIONS**

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

#### **6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS**

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

## 7.0 RELEVANT RISKS

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

## 8.0 ENGAGEMENT/CONSULTATION

- 8.1 Not applicable

## 9.0 EQUALITY IMPLICATIONS

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

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

## 10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

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

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## APPENDICES

Appendix 1: Policy and Resources Committee Work Plan

## BACKGROUND PAPERS

The Council Plan  
The Council's transformation programme  
The Council's Forward Plan

Subject History (last three years)

Council Meeting	Date
Policy and Resources Committee	7 October 2020
Policy and Resources Committee	11 November 2020
Policy and Resources Committee	21 December 2020

# POLICY AND RESOURCES COMMITTEE

## WORK PROGRAMME 2020/21

20 January 2021

**Contact Officer/s:** Andrew Mossop / Bryn Griffiths  
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## PROPOSED AGENDA FOR POLICY AND RESOURCES COMMITTEE – 20 January 2021

Item	Key Decision Yes/No	Lead Departmental Officer	Wirral Plan Priority
Budget Update Report	Yes	Vikki Gregorich / Shaer Halewood	
SmartBusiness Award of Tender	Yes	Andy Dixon / Shaer Halewood	
Car Parking Charges	Yes	Anna Perret /	

Deadline for SLT	Deadline for Cleared Reports	Agenda Published
10 December 2020	18 December 2020	12 January 2021

## KEY DECISIONS

Item	Brief Description	Approximate timescale	Lead Departmental Officer
Liverpool City Region Enabling Powers and Associated Issues	Various matters which may require the consent of this Authority as one of	Between January 2021 and March 2021	Director of Law and Governance, Phil McCourt

<b>Key</b>	the constituent authorities of the Liverpool City Region Combined Authority		
Strategic Asset Acquisitions <b>Key</b>	Approval to acquire key assets as part of the Council's growth strategy	Between January 2021 and March 2021	Director of Regeneration and Place, Alan Evans
Wirral Local Plan: 'Local Green Space - Assessment of Applications for Designations' <b>Key</b>	TBC	Between January 2021 and March 2021	Director of Regeneration and Place, Alan Evans
Budget 2021/22 update, <b>Key</b>	This report will outline the current and future financial position of Wirral Council.	Between January 2021 and March 2021	Director of Resources, Shaer Halewood
Loan / Loan Facility Application <b>Key</b>	To agree a business loan application relating to a local business	Between January 2021 and March 2021	Director of Resources, Shaer Halewood
Consolidation of Assets - Asset Consolidation and Staff Relocation Programme <b>Key</b>	Recommendations for the decommissioning of a number of the Council's administrative buildings	Between January 2021 and March 2021	Director of Regeneration and Place, Alan Evans
Birkenhead One Stop Shop <b>Key</b>	Proposal for the relocation of the Birkenhead One Stop Shop and implementation of new service model	Between January 2021 and March 2021	Director of Regeneration and Place, Alan Evans
Treasury Management Strategy <b>Key</b>	TBC	January 2021	Director of Resources, Shaer Halewood
Investment Strategy <b>Key</b>	TBC	January 2021	Director of Resources, Shaer Halewood
Capital Strategy <b>Key</b>	TBC	January 2021	Director of Resources, Shaer Halewood

Northwest Community Bank <b>Key</b>	Update and decisions on Community Bank	Between January 2021 and March 2021	Director of Resources, Shaer Halewood
The Peoples Pool Lido	Update on the scheme and request to draw funding down	Between January and March 2021	Director of Regen and Place, Alan Evans
Recommendation to Full Council for the 2021/22 Budget (including School Budgets) <b>Key</b>	TBC	February 2021	Director of Resources, Shaer Halewood
Budget Monitoring Quarter 3 <b>Key</b>	TBC	February 2021	Director of Resources, Shaer Halewood
Real Living Wage Foundation Accreditation <b>Key</b>	Report on accreditation being sought from the Real Living Wage Foundation following a report to Cabinet on 27 July, 2020	May 2021 to July 2021	Director of Resources, Shaer Halewood

#### **ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED**

<b>Item</b>	<b>Brief Description</b>	<b>Approximate timescale</b>	<b>Lead Departmental Officer</b>
Application for National Non Domestic Rate Relief	From time to time an organisation or body that may qualify for Discretionary Rates Relief to reduce their liability for paying Rates will apply to the Council for such support which requires a formal decision.	Between January 2021 and March 2021	Director of Resources, Shaer Halewood
How the Council undertakes consultation	To give Members a greater understanding of the consultation process.	Between February 2021 and March 2021	Campaign Manager, Gail Mooney

Change Programme	Update on the Change Programme.	Between February 2021 and March 2021	Director of Resources, Shaer Halewood
Income Generation	Update on plans for income generating projects.	Between March and May 2021	Director of Resources, Shaer Halewood
Invest to save projects	Update and overview on Invest to Save projects	Between-March and May 2021	Director of Resources, Shaer Halewood
Edsential	To give an overview of Edsential and how it is being run.	Between February 2021 and March 2021	Director of Children and Families, Paul Boyce

## STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Performance Monitoring	TBC	Carly Brown
Financial Monitoring	TBC	Shaer Halewood
Work Programme Update	Every Meeting	Phil McCourt

## WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
<b>Working Groups/ Sub Committees</b>				
<b>Task and Finish work</b>				

<b>Spotlight sessions / workshops</b>				
<b>Corporate scrutiny / Other</b>				

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