



Tourism, Communities, Culture & Leisure Committee

Date:	Wednesday, 16 June 2021
Time:	6.00 p.m.
Venue:	Palace Suite - Floral Pavilion

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Members of the public are encouraged to view the meeting via the webcast, (see below) but for anyone who would like to attend in person, please contact the box office at the Floral Pavilion by telephone on 0151 666 0000, in advance of the meeting. All those attending will be asked to wear a face covering (unless exempt) and are encouraged to take a Lateral Flow Test before attending. You should not attend if you have tested positive for Coronavirus or if you have any symptoms of Coronavirus.

AGENDA

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

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

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

To approve the accuracy of the minutes of the meeting held on 3 March 2021.

5. PUBLIC AND MEMBER QUESTIONS

5.1 Public Questions

Notice of question to be given in writing or by email by 12 noon, Friday 11 June 2021 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 10.

5.2 Statements and Petitions

Notice of representations to be given in writing or by email by 12 noon, Friday 11 June 2021 to the Council's Monitoring Officer (committeeservices@wirral.gov.uk) and to be dealt with in accordance with Standing Order 11.1.

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

5.3 Questions by Members

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

SECTION A - KEY AND OTHER DECISIONS

- 6. LIBRARIES CONSULTATION UPDATE (Pages 11 - 30)**
- 7. INCOME GENERATION OPPORTUNITIES RELATING TO THE FUTURE OPERATION OF THE FLORAL PAVILION THEATRE AND CONFERENCE CENTRE (Pages 31 - 38)**
- 8. EUROPA POOLS – OPTIONS FOR 2021 PROVISION OF LEISURE FUN POOL (Pages 39 - 52)**

SECTION B - BUDGET AND PERFORMANCE MANAGEMENT

- 9. CAPITAL AND REVENUE BUDGET MONITORING QUARTER 4 (Pages 53 - 60)**
- 10. 2021/22 BUDGET MONITORING AND 22/23 BUDGET PROCESS (Pages 61 - 78)**

SECTION C - WORK PROGRAMME / OVERVIEW AND SCRUTINY

- 11. APPOINTMENT OF STATUTORY / ADVISORY COMMITTEES AND WORKING PARTIES 2021/2022 (Pages 79 - 84)**
- 12. HERITAGE CHAMPION (Pages 85 - 88)**
- 13. WORK PROGRAMME UPDATE (Pages 89 - 98)**
- 14. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

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

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TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Wednesday, 3 March 2021

Present: Councillor T Anderson (Chair)

Councillors	P Stuart	C Povall
	H Cameron	J Walsh
	J Johnson	KJ Williams
	C Jones	A Brame (In place of A Corkhill)
	B Kenny	

28 WELCOME AND INTRODUCTION

The Chair welcomed everyone to the meeting.

29 APOLOGIES

Councillor Andy Corkhill had sent apologies for absence and was deputised by Councillor Allan Brame.

30 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

There were no declarations of interests.

31 MINUTES

RESOLVED –

That the minutes of the meeting of the Tourism, Communities Culture and Leisure Committee held on 21 January 2021 be approved and adopted as a correct record.

32 PUBLIC QUESTIONS

There were two questions from the public.

Question 1 from Mr A Tinker.

I believe the council are looking at various places on the Wirral to create official Motor Home sites. One area mentioned is the large overflow car park at Station Road, Thurstaston.

I wish to raise the following concerns with any such proposal:

The area around Thurstaston and this part of the Country Park has been overcome with visitors and their vehicles.

The local infrastructure and car park facilities at Thurstaston are already unable to cope with the amount of visitors to this area. More parking spaces are urgently required, so to lose any parking spaces at all will greatly increase the existing problems with traffic flow.

As a member of Thurstaston Caravan Owners Association, whenever I visit the area I regularly witness issues with parking. When people are unable to park in the designated car parks they search for alternatives, such as parking on double yellow lines, on grass verges, along the length of Station Road, or on the private spine road leading to the Dee Sailing Club and often blocking their access requirements.

All of Station Road is very narrow. Any vehicle which parks on the road can create blockages for other traffic. The part of Station Road from the humpback bridge to the Dee Sailing Club has no pavements. All this creates major safety hazards to pedestrians, many with young children. Parking here causes blockages which hamper the movement of the Dee Sailing Club boats, the Caravan Club's visitors and most importantly any urgent or emergency access. This was evident in the recent incident when people needed rescuing after becoming trapped due to Thurstaston cliff erosion.

This is an area of natural beauty and needs environmental protection. There are ongoing problems with nightly antisocial behaviour which Council Officers have been informed about. Additional demands on the Country Park risk adding to these issues, and could lead to environmental damage to the area.

In conclusion Thurstaston already has an established well-run national motor home site, so what are the benefits to the area in creating something similar that will result in the loss of any current parking facilities and that will add to the problems to an area with limited infrastructure?

Answer 1 from Councillor Tom Anderson.

Wirral Country Park Overflow Car Park is one of the sites included in the proposal presented by the officers for improving the leisure vehicles offer across the Borough. At this stage we are looking for a steer from the Councillors as to what principles to apply when selecting sites and which sites to prioritise short and long term. Business cases for approved sites will take into consideration challenges and risks associated with possible new developments, including their impact on nature, communities and businesses.

The site on Station Road is being considered as Wirral Country Park is a popular leisure vehicle destination in the Borough. Broadening the current offer to reach new target groups while building on the recognition of Wirral

Country Park is being viewed as a possibly strong marketing proposition. Due to its unique natural features, it is suggested that the site is developed as an intimate, tranquil leisure vehicle location.

Officers are aware of parking issues and have taken into consideration the site as the front bays of the carpark are scheduled to be resurfaced before September 2021. The £210K proposed capital investment will enable the council to operate all front bays in any weather condition. Based on the assessment conducted - as part of the capital investment application procedure - scheduled improvement is expected to reduce the amount of pressure in the area in terms of parking.

Furthermore sections of the Station Road are currently double yellow line marked and that is considered to be extended and also increased visits of traffic officers will likely further reduce issues with access.

Should the site be approved for business case development, the possibility to operate back bays as hybrid leisure vehicle & carpark site will be considered. This option would cater for more flexibility in case of large events requiring more parking space. In addition, the business case will consider possible impact on anti-social behaviour, disturbance to residence and visitors also associated expenses if suitable solutions are identified.

Wirral Country Park is a flagship country park on the Wirral and an important section of the Wirral Way. It is also the oldest Country Park in England being recognised by nature lovers across the country and abroad. Any business case development linked to the park will have to ensure that environmental priorities are not compromised.

Question 2 from Mr R Sheriff.

In principle we aren't against more caravan facilities. However if there is to be more traffic down Station Road then this will exacerbate the issues we are already experiencing with illegal parking and general access to the club.

Over the past few years at the sailing club we have traditionally held 2 national sailing events, and an international one that can be every 4 years. We have always had difficulties enabling access for visitors with their extra wide craft down such narrow roads, but recently with the irresponsible and careless parking that has taken place since lockdown, this is likely to make the task of hosting future events much more problematic. While initiatives such as the new signs should help, it doesn't address the issue that the parking capacity is not sufficient for the high demand, which we expect will continue even when lock down easing happens, as the public have really enjoyed the fabulous open spaces.

We think it would be irresponsible to add to what can already be an extremely congested area by encouraging motorhomes to attempt such an ordeal, creating friction and even violence between those showing a disregard for the rules and those wishing to enjoy their stay. I personally am a frequent user of

motorhome sites in difficult to access areas, but every-one I have visited over the past 20 years have no parking at all on the approach roads, and suitable passing places for towing vehicles.

Without such measures in place, we at Dee Sailing Club would be against such a site.

Will WBC be able to guarantee safe passage and access for our visitors and emergency services, and transport of large craft to the sailing club, by ensuring no parking (except in the Car Parks) from Telegraph Road down to the sailing club and take action to stop further decay to the eroding cliffs to protect and create safe passage along the beach for new visitors, given we have already had two serious incidents over the last 2 months?

Answer 2 from Councillor Tom Anderson

Wirral Country Park Overflow Car Park is one of the seven sites included in the proposal presented by the officers for improving the leisure vehicles offer across the Borough. At this stage we are looking for a steer from the Councillors as to what principles to apply when selecting sites and which sites to prioritise short and long term. Business cases for approved sites will take into consideration challenges and risks associated with possible new developments, including their impact on nature, communities, and businesses. Through colleagues at Parks and Countryside, officers would be aware of major events held in the area.

Officers are aware of parking issues and have taken into consideration the site as the front bays of the carpark are scheduled to be resurfaced before September 2021. One of the key arguments acknowledged by the Council was the expected improvement of the situation on Station Road. The £210K proposed capital investment will enable the council to operate all front bays in any weather condition. Based on available evidence, planned improvement is expected to reduce the amount of pressure in the area in terms of parking while technology to be used will guarantee a natural impact neutral solution. Furthermore, sections of Station Road are currently double yellow line marked and that is considered to be extended and also increased visits of traffic officers will likely further reduce issues with access.

Should the site be approved for business case development, the possibility to operate back bays as hybrid leisure vehicle & carpark site will be taken into account. This option would cater for more flexibility in case of large events held at Thurstaston requiring more parking space.

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Should the site be approved for business case development, the possibility to operate back bays as hybrid leisure vehicle & carpark site will be taken into

account. This option would cater for more flexibility in case of large events held at Thurstaston requiring more parking space.

33 **STATEMENTS AND PETITIONS**

Statement from Sue Goldstraw

I am the site manager for the Caravan & Motorhome Club Site at Wirral Country Park. On hearing that the council are proposing to open a Motorhome Park and one of the sites proposed is the overflow car park at Station Road, Thurstaston. I need to raise a few concerns with the committee as this additional site will cause problems in this already confined and congested area.

Having an additional number of people staying in the area is going to produce more waste, i.e. effluent, foul water. At present we have a major problem with the pumping of sewage from the 3 main occupants, that being TCOA, static site, Wirral Country Park and ourselves. All effluent and it seems a lot of the surface water runs into our sewage chamber to then be pumped off site down to Caldy sewage works. The pumping station cannot cope with the large amount of foul water as it is. It tends to overload the pump several times a year, causing raw sewage to back up and sometimes flow onto the site. This apparently is being investigated by the council as to where all the water is coming from, but these investigations have been going on for several years with no outcome, can we be assured that the Motorhome Park will not be emptying into our system, without action being taken to rectify the existing problem.

34 **QUESTIONS BY MEMBERS**

There were no questions from Members.

35 **DEVELOPING LEISURE VEHICLE PROVISION ACROSS WIRRAL UPDATES**

This report sought agreement on developing business cases for identified sites for the Council to develop leisure vehicle provision across Wirral.

At a Councillor workshop, four of the sites (Leasowe Lighthouse Car Park, Woodside Ferry Car Park, Price Street Car Park and Perch Rock Car Park) were identified as a possibility for development by Members. The final three sites (Wirral Country Park Car Park, Derby Pool and the Circus Field) failed to reach a consensus. Members acknowledged the commercial benefits of several sites, but also the possibility for residents' concerns and complaints. It was proposed that officers brought these options back to Committee.

Members discussed the proposals and were informed by the Senior Commercial Manager that the business cases would take into

account lessons from sites outside of the Wirral and that the sites could be aimed at different customers. Members also noted that there was a possibility of a restrictive covenant at the Circus Field site.

The Chair took each recommendation separately.

The Chair moved recommendation 1 which was to agree to authorise the Director of Neighbourhoods to continue working on developing proposals for the leisure vehicle provision at four potential sites, Leasowe Lighthouse Car Park; Woodside Ferry Car Park; Price Street Car Park; and Perch Rock Car Park. This was seconded by Councillor Paul Stuart and agreed by assent.

Councillor Helen Cameron moved to amend recommendation 2 to instead include a delay in the proceeding of business cases until proof of concept from the first four sites is available. This was seconded by Cllr Jenny Johnson. The amendment was taken to a vote which was lost.

Councillor Paul Stuart moved to agree recommendation 2 which was to agree to authorise the Director of Neighbourhoods to develop a business case for leisure vehicle provision at the Wirral Country Park Car Park site. This was seconded by Cllr Joe Walsh. This motion was taken to a vote and carried.

The Chair moved not to proceed with Recommendation 3 which was to agree to authorise the Director of Neighbourhoods to develop a business case for leisure vehicle provision at the Derby Pool site. This was seconded by Councillor Helen Cameron. This motion was taken to a vote and lost.

Councillor Paul Stuart moved to agree recommendation 3. This was seconded by Councillor Joe Walsh. This motion was taken to a vote and carried.

The Chair moved not to proceed with recommendation 4 which was to agree to authorise the Director of Neighbourhoods to develop a business case for leisure vehicle provision at the Circus Field site. This was seconded by Councillor Paul Stuart then agreed by assent.

The Chair moved recommendation 5 which was to agree to authorise the Director of Neighbourhoods to bring back relevant recommendations on detailed proposals for leisure vehicle provision, following agreed business case developments, taking account of consultation, to a future Tourism, Communities, Culture and Leisure Committee. This was seconded by Councillor Paul Stuart then Agreed by assent.

RESOLVED: That

1. the Director of Neighbourhoods be authorised to continue working on developing proposals for the leisure vehicle provision at four potential sites, Leasowe Lighthouse Car Park; Woodside Ferry Car Park; Price Street Car Park; and Perch Rock Car Park.

- 2. the Director of Neighbourhoods be authorised to develop a business case for leisure vehicle provision at the Wirral Country Park Car Park site.**
- 3. the Director of Neighbourhoods be authorised to develop a business case for leisure vehicle provision at the Derby Pool site.**
- 4. the Director of Neighbourhoods not develop a business case for leisure vehicle provision at the Circus Field site.**
- 5. the Director of Neighbourhoods be authorised to bring back relevant recommendations on detailed proposals for leisure vehicle provision, following agreed business case developments, taking account of consultation, to a future Tourism, Communities, Culture and Leisure Committee.**

36 **WIRRAL MUSEUMS SERVICE STRATEGIC PLAN**

This report by the Director of neighbourhoods outlined the proposed strategic direction for Wirral Museums Service and updated the Committee on the progress of two Capital Programme funded projects. The service plan for Wirral Museums Service built on the achievements of the Wirral 2020 plan, creating more opportunities for our residents, regardless of age or income, to enjoy cultural events and supporting the tourism offer through programming of good quality exhibitions and events.

The Williamson and Priory Service Development Manager spoke to this report and noted that the vision for the Birkenhead Priory site was closely linked with the mission of the Church of England as they had an active chapel on site, and there was a balance between visitors and people using the space for quiet contemplation. The report proposed upgrading visitor facilities and refurbishing the chapter house. The plan could contribute to the regeneration of Birkenhead with a programme of events proposed to be delivered in partnership with organisations in the Priory Quarter. It was noted that the Williamson Art Gallery would be expanded as a vibrant community cultural hub and support local artists and makers. Proposals for the Transport Museum and Heritage Tramway were included.

In answer to Members questions it was clarified that the service had been set to double its income target prior to closing for lockdown, however it is not predicted to achieve more than its income target for 2021/22 due to continuing COVID-19 restrictions. It is also not assumed that the service will get back to delivering over £50k of annual income until 2024.

RESOLVED: That

- (1) the plans and aspirations of Wirral Museums Service in the context of the Wirral 2020 Pledges and the emerging Wirral 2025 plan be noted and endorsed.**

- (2) the exploration of opportunities for developments at Birkenhead Priory offered by the investment from central Government be supported.**

37 **COVID - 19 UPDATE**

This report by the Director of Neighbourhoods provided an update on surveillance data and key areas of development in relation to Wirral's COVID-19 response and delivery of the Outbreak Prevention and Control Plan and was presented with a 'dashboard' of statistics.

The Chair thanked the staff on behalf of the Committee for going above and beyond and show exceptional dedication to the people of Wirral.

RESOLVED -

That the contents of the report and associated presentation be noted and the ongoing work associated with COVID-19 response be supported.

38 **2020/21 REVENUE BUDGET MONITORING Q3**

This report by the Director of Neighbourhoods provided a summary of the projected year-end revenue and capital position for Tourism, Communities, Culture and Leisure Committee as at the end of Quarter 3 (December 2020) of the 2020/21 financial year. The Council's response to the Covid-19 pandemic presented financial risk due to uncertainty and fluidity in the external environment. The overall financial position for the Council remained challenging, and a number of actions were in progress to mitigate the overall forecast position presented at quarter 3, including limiting spending to essential areas of service delivery only, with Corporate Directors supported to mitigate the risk of overspending.

The Chair proposed for future reports to include line by line accounting of what falls under each headline. This was seconded by Cllr Cherry Povall and was subsequently agreed by assent.

RESOLVED: That

- (1) the adverse year-end forecast position presented at Quarter 3 of £9.662m be noted.**
- (2) the impact of funding and expenditure as a direct consequence of Covid-19, including the additional funding sources which have been identified, but as yet, not received be noted.**
- (3) the year-end forecast capital position for Tourism, Communities, Culture and Leisure Committee presented at Quarter 3 be noted.**
- (4) the Committee's budget headlines be defined and brought to the June committee meeting.**

TOURISM COMMUNITIES CULTURE AND LEISURE COMMITTEE WORK PROGRAMME UPDATE

The Tourism, Communities, Culture and Leisure 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 are within the remit of the Committee. This report by the Director of Neighbourhoods provided the Committee with an opportunity to plan and regularly review its work across the municipal year.

The Chair proposed that due to the unprecedented amount of work currently ongoing under this Committee and prevalence of events in the Summer period an additional committee meeting be recommended to full council for the 14th July 2021. This was seconded by Councillor Paul Stuart and Agreed by assent.

RESOLVED: That the work programme proposed in this report for the remainder of the 2020/21 municipal year be noted.

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Tourism, Communities, Culture and Leisure Committee
16th June 2021

REPORT TITLE:	DRAFT LIBRARY STRAEGY AND NEW LIBRARY MODEL CONSULTATION UPDATE
REPORT OF:	DIRECTOR FOR NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides an update on the work currently being undertaken to deliver a public and stakeholder wide consultation on the draft Library Strategy and proposed new library model. In particular, the report details the development and delivery of internal engagement, subsequent outcomes and an outline of the plan and key milestones relating to the forthcoming public consultation. This includes an anticipated deadline for a final Library Strategy and supporting information including recommendations for the delivery of a modern, fit for purpose and sustainable library service in Wirral.

RECOMMENDATION/S

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

- (1) note the action being undertaken to deliver the public consultation on the draft Library Strategy and proposed new model and approve the proposed date of June 28 2021 for start of the public consultation.
- (2) approve the proposed date for the Director to bring a report to Tourism, Communities, Culture and Leisure Committee 17 November 2021 to present a Final Libraries Strategy with recommendations, and accompanying findings and outcomes of the public consultation.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Members of the Tourism, Communities, Culture and Leisure Committee are being asked to note the action being undertaken in respect of the draft Library Strategy, its vision and priorities, and the delivery of a fully inclusive and accessible public consultation to shape a new library model. The development of the consultation has been considerate of lessons learnt from previous consultation activities, most notably the review by Sue Charteris in September 2009 “A Local Inquiry into the Public Library Service provided by Wirral Metropolitan Borough Council” with focus on establishing need at a local level, ensuring we develop the right interventions at a local level for both Wirral residents and the Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Maintaining the current provision ‘as is’ is not a viable option if the Council wants to be able to deliver on the ambitions set out in our draft Strategy to reduce inequalities across the Borough. The service is expensive, many libraries are underused, staffing is stretched and there is a shortage of funding for books, IT facilities and building maintenance and modernisation.
- 2.2 Library service closures are also not a viable option; the fundamental issue is that libraries in the areas of lowest needs tend to be the best-used, whilst those in areas of high need tend to be the least-used – especially in terms of book borrowing. This does not, however, preclude library services moving out of their current accommodation and into other community buildings.

3.0 BACKGROUND INFORMATION

- 3.1 A report was previously presented to Committee on 23 November 2020 which proposed a ‘way forward’ for Wirral Council’s Library Service to deliver a new model that will drive the delivery of the Library Strategy.
- 3.2 The new model and vision for the Strategy was outlined as an ‘ambitious plan to work with residents, community groups, partner organisations and stakeholders to co-design and co-deliver the Library Service’. A commitment was made to work with residents to determine the best option for each library to provide an attractive, relevant, modern, and flexible Library Service that they will want to use and belongs to them.
- 3.3 The draft Library Strategy and aims of the consultation are directly aligned to strategic priorities, such as those contained within the Wirral Council Plan 2025. The development of a future, sustainable operating model for libraries will be fully considerate of these priorities and outcomes, most notably ‘**Safe and Pleasant**

Communities’ and **Brighter Futures**’ which are founded on ‘engaging with our communities’ and ‘investing in our children and young people and their futures’. Working closely with other Council services we will facilitate better access to information, advice, and support when and where it is needed most.

3.4 The Committee was asked to ‘note’ the new draft Library Strategy and to ‘authorise the Director of Neighbourhood Services to commence consultation on the proposals contained in the draft Library Strategy and model with residents, service users, and stakeholders in order to design and deliver a modern and sustainable service that meets the needs of different communities across Wirral.

3.5 This report represents a ‘checkpoint’ and progress update on the mandate given to proceed, providing an update to Committee on activities undertaken to deliver this consultation. For clarity, these have been broken down into the following areas:

- Project initiation
- Internal engagement with departmental managers and senior staff
- Internal engagement with library staff
- Have Your Say and forthcoming public consultation (launching June 28 2021)

Project Initiation

3.6 The consultation project was initiated in February 2021 with key strategic libraries staff, directed by Andrew McCartan (AD, Leisure, Libraries and Customer Engagement), Peter Aspinall (Strategy Library Manager), and Mark Payne (Operational Library Manager).

3.7 The scope of the consultation was established to include key internal and external stakeholders as well as a targeted and whole population approach to public consultation. The aims of the consultation were identified as:

- Explore the feasibility of the proposed new library models to meet the ambitions of the Library Strategy 2020-2025;
- Identify how the expectations of users, staff, public and stakeholders can be met with available resources;
- To explore opportunities for co-location with other Council services, partner organisations and community stakeholders;
- Define a comprehensive and efficient Library Service within the context of Wirral’s available resources, reflection national and local priorities and need; and,
- To maximise how the Library Service delivers/contributes to the Council’s priorities and desired outcomes.

3.8 The project timeline was developed with consideration for key COVID remobilisation dates, pre-election period, and other consultation activities being delivered across the Council. With contingency built in, this influenced delivery timescales and proposed end date as recommended in this report.

Internal Engagement – Departmental and Senior Service Management

3.9 A decision was taken to seek meaningful engagement specifically with departmental and senior management across relevant Council services to identify opportunities for alignment and partnership working. They were identified as:

- Regeneration and Place;
- Public Health;
- Adult Social Care;
- Children’s Services;
- Resources; and,
- Neighbourhood Services.

3.10 A presentation was provided to each Departmental Management Team (DMT) outlining the key aims and objectives of the consultation as well as the priorities and vision of the draft Library Strategy. Participants were invited to engage in informal discussion on the libraries services as well as identifying key areas of opportunity. A survey was provided after each session as a means of capturing response for final review and assessment of all engagement and consultation outcomes. As a snapshot, the following statements are representative of some of the comments made during these sessions and as survey feedback.

How could we improve our offer to begin supporting or better support your service in the future?
<i>Sharing/partnering of programmes of work.</i>
<i>Community learning facilities.</i>
<i>The Library Service does not operate in isolation, it is a fundamental part of every part of the Council so needs to be embedded in all that we do. It is effectively a community tool for us to engage with.</i>

Can you suggest any further opportunities for partnership working?
<i>Lending scheme, especially for children in care.</i>
<i>Youth Hubs and Clubs to be a partner within the new Youth Offer in 9 neighbourhoods</i>
<i>...we need to focus our services most where we know that lack of educational attainment is a block to future engagement and prosperity. Where we bring together a range of services with literacy and enjoyment of reading and learning at the core is when we get the biggest impact.</i>
<i>We could use the opportunity for Community Wealth building and to get more people interested in Community Asset Transfer and how to start up their own businesses.</i>

3.11 The key aim was to raise the profile and service offer from our Libraries provision and to be a material consideration in wider service strategic business planning across the Council. In addition to the immediate discussion and responses, these sessions led to follow on engagement with wider Council initiatives and external stakeholders/forums. For example, through this we have:

- Engaged with the development of the Heritage and Culture Strategy;
- Establishing networks with the Arts Council;
- Presented at numerous internal/external forums including Registered Providers, Wirral Systems Inequalities, and Domiciliary Care Forum
- Linked into internal initiative looking at an 'Adults Social Care' offer in Neighbourhood services;
- Department for Culture Media Sport (DCMS) (21 May 2021)

Internal Engagement – Library Staff

- 3.12 As well as Council services, a 'Live Event' was delivered to all Libraries Staff and Trade Unions on May 10 2021 with the aim of informing and engaging them of the public consultation, with opportunities to influence and make suggestions on its development.
- 3.13 Although this does not constitute 'formal consultation' there was an understanding that the public consultation and its outcomes will feed into a long-term delivery model that may have associated staff impact. Early engagement with staff was therefore necessary to ensure the scope of *this* consultation was clear as was the current thinking and direction of travel for the service as whole.
- 3.14 The Live Event was a success with 73 attendees (76% of libraries staff) and good engagement with numerous questions put forward. A recording of the event was made available for all libraries staff and a mailbox was set up to take any comments, suggestions, or general queries around the consultation from Libraries Staff. In addition, all staff will naturally get the opportunity to feed into the consultation once it goes live on 28 June 2021.

Have Your Say and Forthcoming Public Consultation (June 28 2021)

- 3.15 Subject to Committee approval, it is proposed that the public consultation will go live on the Council's 'Have Your Say' platform as of June 28 2021 for a period of 6-8 weeks. The questionnaire has been carefully designed with support across Libraries, Intelligence Team, and Communications Team officers.
- 3.16 The form has been reviewed iteratively during its development against its ability to deliver on the consultation aims and provide meaningful insight that will enable Library Services to design a fit for purpose and sustainable offer.
- 3.17 A comprehensive stakeholder mapping exercise has been undertaken with widely accepted methodology to identify high interest, high influence stakeholders that will be targeted for workshops/focus groups should they wish to engage. These include stakeholders such as friends of groups and public sector partners with whom we share programmes of work, facilitate within our buildings, or engage with and support in any way.
- 3.18 A robust communications plan will ensure that the consultation is widely publicised and accessible, with easy-read versions available online and as paper copies across

the borough in our Libraries and other strategic venues. As part of this plan, we will also use targeted social media marketing across existing and external channels to ensure we get sufficient response and representation across our communities, businesses, and other organisations.

4.0 FINANCIAL IMPLICATIONS

- 4.1 It is anticipated that the outcomes and intervention emerging as a result the Library Strategy, public consultation, and subsequent future operating model could result in annual savings as detail in the Medium Term Financial Plan (MTFP) 2021/22-2025/26 (see **Table 1**). This may include, but is not limited to, rationalisation, reprovisioning and co-location of services, new operating models, lean ways of working, adopting new technologies, energy efficiencies, and new income.

Table 1: MTFP 2021-22/2025-26

Savings	21-22	22-23	23-24	24-25	25-26
	(£m)	(£m)	(£m)	(£m)	(£m)
Library Strategy		(0.10)	(0.10)	(0.10)	(0.10)

5.0 LEGAL IMPLICATIONS

- 5.1 Under the Public Libraries and Museums Act 1964, the Council has a statutory obligation to deliver a comprehensive and efficient Library Service available to everyone, to promote this service, and to lend books and other written materials free of charge. This consultation and its outcomes will support the development of an operating model and final Library Strategy which will ensure that our Library Service is not only comprehensive but also efficient, and that it is based on an assessment of local library needs.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 One of the aims of developing a new library model is to make best use of the public sector estate and reduce costs by sharing accommodation with relevant partner services thus reducing unnecessary costs as well as reducing its carbon footprint.
- 6.2 Over time it is anticipated that the new library model may lead to a reduction of staffing although initially any staff resources made available through sharing accommodation will be redirected to provide outreach services and build community capacity.
- 6.3 The Library Service offers access to essential IT for those who cannot afford it and support for those who need it. It is essential that this equipment is kept refreshed to ensure it is compatible with school and business IT software allowing young people homework facilities and adults access to facilities to search and apply for work.

7.0 RELEVANT RISKS

- 7.1 The consultation project has been fully considerate of lessons learnt from previous attempts at reprovisioning the service. From early project inception an exercise of understanding all recommendations from the Charteris report (Sep 2009) was undertaken, with a risk matrix designed to ensure we address them. The recommendations from that report have shaped the approach and methodology, informing our 'needs-based' model approach when designing the questionnaire and ensuring we reach identified demographics with a robust and targeted communications plan, amongst others.
- 7.2 There is a risk associated with community delivered libraries in that volunteer support may not be sustainable, leaving the Council with no option but to step back in to provide the service.
- 7.3 There is a further risk that colocations could result in empty buildings; plans for their repurposing or disposal will need to be integrated into this project at a future date.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Details on engagement and consultation work done to date is outlined in Section 3.
- 8.2 In addition, a meeting took place with DCMS 21 May 2021 to update on our activity and to provide an update on our approach and methodology. A further meeting is scheduled for 18th June pre go-live to update on our approach.
- 8.3 The consultation will be at a time when proposals are at a formative stage; it will allow those consulted to give intelligent consideration and response; those consulted will be made aware of the factors that are of decisive relevance to any decision and adequate time will be given for consideration and response. This engagement will also be used to seek ideas and suggestions for partnership arrangements and colocation opportunities and to develop a network of community leaders and influencers to collaborate with to increase engagement with the service.

9.0 EQUALITY IMPLICATIONS

- 9.1 The draft Library Strategy and model are designed to increase participation and uptake from those groups that currently use the service least whilst having the highest needs. The draft Strategy is aimed at reducing inequalities across the Borough and has been based on a full library needs assessment; it aims to increase participation in areas of greatest need where the take-up is currently low by providing services and activities that are relevant to and valued by those communities.
- 9.2 An equalities impact assessment was provided in support of the initial report presented to Tourism, Communities, Culture & Leisure Committee 23 November 2020 and is relevant to all associated activities (see [HERE](#)).

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

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

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APPENDICES

N/A

BACKGROUND PAPERS

'Library Strategy and New Library Model. Report of: Director of Neighbourhood Services'
(Tourism, Communities, Culture & Leisure Committee – Monday 23 November 2020)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture & Leisure Committee	23.11.20

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Your Library – Your View

Draft Library Service Strategy 2020-2025 and
proposed delivery model

THE LIBRARY SERVICE

The Library Service is consulting on the proposals outlined in the Library Strategy 2020-2025 (Draft) and model.

These proposals are an innovative solution, and designed to deliver a modern and sustainable service that meets the needs of our differing communities across Wirral with available resources.

OUR VISION

“.....is to provide first-rate reading, digital, learning and cultural opportunities for our residents, creating vibrant community hubs to inspire and enrich our residents’ lives and enhance community belonging and wellbeing”

OUR PRIORITIES

A set of four key priorities underpin the draft strategy and are designed to ensure a modern and sustainable library service that meets the needs of different communities across Wirral, whilst providing library services that address increased service take-up in areas of greatest need by providing attractive and relevant facilities and services.

We will prioritise our resources and expertise to achieve four key outcomes:

- Reading - deliver resources and activities to build literacy skills at all levels and ages and promote a love of reading within libraries, community settings and via online platforms
- Information and Digital - support digital skills learning and deliver activities and resources to ensure all residents have access to quality information and digital services
- Culture and Creativity - support an increase in cultural and creative experiences, bringing culture to communities and inspire residents to connect with culture
- Health and Wellbeing - provide access to trusted health information and resources and will support the development of connected communities to improve wellbeing

LIBRARY DELIVERY MODELS

- Maintaining the current provision “as is” is not a viable or sustainable option if we want to be able to deliver on the ambitions set out in our Library Service Strategy 2020-2025 to reduce inequalities and provide a needs-based service across the Borough.
- The new library model proposes a programme of work with local residents and stakeholders to co-design and co-deliver a bespoke offer for each neighbourhood area making the best use of available Council and community assets to meet local needs.
- Three tier approach (Central, Neighbourhood, and Community) seeks to maximise delivery outcomes and the needs of residents with a focus on the four key priorities, and will be supported by our virtual library and outreach service.



CENTRAL LIBRARY

- Flagship site attracting visitors from both inside and outside of the borough, with an enhanced offer
- Community location for Birkenhead residents, with access to a range of facilities and services
- Linked with our Regeneration ambitions in Birkenhead Town Centre
- A modern building with modern amenities



NEIGHBOURHOOD LIBRARIES

- Driven by key locations of need, serving as multi-purpose spaces, to meet the needs of local-residents
- Focused on striving to achieve all four key priorities of the Library Strategy
- Council led, with a clear, outcome focused approach, providing support & guidance to tackle wider inequalities
- Co-location opportunities explored



COMMUNITY: Community Libraries/Hub

- Co-located with appropriate partners in the area, relocation if appropriate
- Focusing on engagement with community residents, to determine best options for each community
- Targeted approach taken to the strategy priorities
- Use of outreach service and key partnerships to deliver goals and compliment offer
- Supported by Council library staff



COMMUNITY: Community Managed Library

- Community led and delivered libraries, run by the community for the community
- Use of volunteer co-ordination roles, working across several partnerships to support volunteering
- Access to Council library staff and other Council services for advice, guidance and expertise as agree
- Access to library and other appropriate systems
- Provide opportunities via the Council's "Connective Capital"
- Support with funding applications led by the CML



VIRTUAL LIBRARY & OUTREACH SERVICE

- Our virtual library is an accessible and convenient service meeting modern needs, available 24/7 and provides an on-line space to deliver library services
- Our outreach service will reach out to residents whose library needs are greatest, via the Home Reader Service and through events and activities in community settings and schools





Committee Name: **Tourism, Communities, Culture and Leisure Committee**

Meeting Date: 16th June 2020.

REPORT TITLE:	COMMERCIAL THEATRE & CATERING OFFER (INC. FLORAL PAVILION THEATRE & CONFERENCE CENTRE)
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides the committee with a progress update and information on the development of existing and future income generating opportunities across a number of sites including the Floral Pavilion Theatre & Conference Centre (FTPCC), Wirral Sailing Centre, West Kirby (WSC) and other sites where catering is provided as part of the Wirral Council offer. All activity seeks to derive the achievement of increased income that will aim to reduce or eliminate the subsidy associated with Council services and contribute to the Medium Term Financial Plan priorities.

The key focus is to provide an understanding of the future income opportunities that have been identified as well as those that have been achieved in the short term.

The FPTCC is not a statutory service however it plays a key role in the economic and cultural growth of New Brighton and the surrounding areas. It is deemed an essential driver for tourism, attracting over 250,000 visitors a year.

Further opportunity is available to build on the continual achievements of the previous 6 years of growth with continual development of the economic activity, social interaction and support to the internal organisation. It is vital to ensure visitors, residents and Wirral Council are provided with cultural opportunities unavailable elsewhere on the borough whilst providing an opportunity to become a central facility for supporting the wider organisation's activities and priorities.

This report is for information only and is not a key decision.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee are requested to: -

- (1) Note the contents of this report

- (2) Support the development and implementation of future medium and long-term income proposals set out in this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Since the recommendation by members at Environment, Overview and Scrutiny Committee on Thursday 12th March 2020 to explore opportunities for additional income (Wirral Council, 2020) officer's started immediate work to scoping opportunities to developed with immediate effect.

Floral Pavilion Theatre and Conference Centre In House Catering Service

- 1.2 Development of in-house catering has been the main change in the income generation mechanics of the FPTCC's Business Plan. Moving from an outsourced provider to an in-house option has allowed for an increased retention of income from the catering provision as well as allowing the flexibility to create bespoke catering options.
- 1.3 The team at the FPTCC are now well established, trained and motivated to provide an excellent back and front of house offer to our customers and visitors. This can be seen in the introduction of an afternoon tea offer, Sunday lunches as well as the flexibility to continue to meet expectations during changing COVID19 restrictions. The venue was the first Council building to open its door to the public following the first lockdown, and returned in style with a safe and airy café / bistro offer in the conferencing space providing an indoor and outdoor offer that was welcomed by visitors. The below feedback was received from one user early last Summer via Tripadvisor.

“A delicious way to spend an afternoon, take a seat and relax in our Panoramic Lounge and enjoy stunning views across the River Mersey. Indulge in a selection of freshly made finger sandwiches, home-made fruit scones with delicious, clotted cream and a selection of dainty cakes and pastries all served with fine selection of teas. Upgrade to a glass of prosecco to add some sparkle!” (**ski, 2020)***

- 1.4 Having the ability to flex our offer in line with market research findings has proved commercially successful in attracting customers and **increased spend per head by 23%**. The provision of a more refined dining offer in the upper level, combined with a grab and go / takeaway offer downstairs has also allowed for the expansion of our customer base. It has also allowed us to increase customer perception of 'value for money' which has resulted in an increase in positive social media posts over multiple platforms. The below Tripadvisor feedback represents the experience of dog walkers who visited our café. Recognising changes in consumer expectations and the value more and more people are now placing on enjoying outdoor coastal space. The Floral team now have plans to create a bespoke, dog friendly café offer in the downstairs seating area catering for residents and visitors who walk their pets in the area. Whilst still being available to all, we will provide seating complete with dog beds / baskets, free dog biscuits, free dog fouling “poo bags” and an opportunity for

owners to purchase “dog friendly” ice cream. We believe this will be a USP not only for the New Brighton area, but across Wirral.

“GREAT DOG FRIENDLY CAFÉ

So good to see The Floral back open. Difficult time for all venues these days but the staff are as friendly as ever and the attention to cleanliness is excellent with staff and onsite cleaning team taking every care with customer safety. Not many places that allow dogs inside and it is a treat to be able to take my dog into a café so I can enjoy a cuppa. Great place for homemade cakes and snacks.” (**nec, 2020)***

“WONDERFUL CAFÉ!

Had lunch at the floral as part of the eat out to help out with a friend. Staff are friendly and helpful! Food was delicious place was absolutely spotlessly clean with cleaners walking around making sure everything was COVID safe. Dog friendly is a massive bonus after a long walk on the beach. Will definitely be returning. (J*, 2020)”***

Catering & Hospitality Future Commercial Developments

- 1.5 On the back of the success of the FPTCC in house catering service and its fully equipped catering facilities, the target is to ensure future progression of income from across the Council asset base, most of which sit within the Neighbourhood Services portfolio. We believe there is a strong case for market development through increased wedding and conference facilities at many sites including:-
- The Floral Pavilion – Catering, Theatre, Weddings, Conferences, Events, Council Activity, Remote Working / Office space for hire (including day packages)
 - The Williamson – Weddings, Events, Conferences, Exhibitions, Remote Working / Office space for hire (including day packages)
 - The Priory – Weddings, Events, Conferences, Exhibitions
 - Birkenhead Park – Weddings, Events, Small scale hire
 - The Sail Loft Café / Bistro – Weddings, Events, Small scale hire
 - Mobile Catering – At our Leisure sites where footfall at peak times has significantly increased following the introduction of new football facilities.
- 1.6 The future income generating opportunities here is to seek approval to develop events with particular focus on the conference centre and those activities that have catering as a focus. Retaining a larger percentage of the income generated by such events makes the activity within the venue more commercially viable.
- 1.7 Other opportunities for development also exist at:-
- Leisure Centres – The redevelopment of a new offer at catering facilities inside our centres and at our golf course sites.
 - Libraries – The potential for “pop-up” catering opportunities at some libraries during peak demand

- 1.8 To progress with the implementation of an expanded commercial offer, a restructure of staffing, roles and operations at the FPTCC, with particular focus on a dedicated and experienced Hospitality Managers and Chef to oversee future developments is vital for success.

Wirral Sailing Centre, West Kirby (Sail Loft Costal Kitchen)

- 1.9 WSC has provided a commercial opportunity to create income from the implementation of an in-house hospitality offer. Creating a high end dining experience with enhanced views across the Dee Estuary and Hilbre Island which provides some of the best sunset views the world has to offer.
- 1.10 The Café is to be open from 8 am to 5pm serving fresh local coffee and teas, tea cakes, pastries etc utilising a menu consisting of Homemade and Locally sourced food.
- 1.11 For evening service, the café will be transformed into a high-end restaurant style venue available from 5pm to 11pm in line with the planning application conditions.
- 1.12 The Upstairs Café and Restaurant will be table service only, guests will be greeted and taken to their seats. There is no designated space within the venue for a bar or standing style of service. This will not be part of our operation.
- 1.13 There are 60 covers inside the venue, 12 covers on the balcony and 30 covers on the pavement café areas, there will be no speakers or live music outside in any circumstances.
- 1.14 The outside area will be mainly takeaway with biodegradable cups and containers selling fresh bakery homemade pies, sausage rolls and sandwiches attracting dog walkers, community groups and families enjoy their time in and around West Kirby.
- 1.15 All outside areas will closed at 9pm with the venue having an 11pm curfew.
- 1.16 No alcohol will be served or consumed in the outside areas at any time.

Apprenticeships and Careleavers

- 1.17 Since March 2020, plans have been created and implemented to create 4 care leaver and/or apprenticeship posts within the Hospitality settings both at FPTCC and WSC, enabling sustainable opportunities to help people into work.
- 1.18 Working with the Council's 14-19 team, we aim to help those from disadvantaged backgrounds find not only stable employments but a structured job role that provides training opportunities and inspires individuals to progress and seek further employment with new found skills.
- 1.19 Apprentichship are of a similar nature however the focus here in very much on up skilling in a specific subject field of hospitality. At the early stages we are seeking for apprentices to undertake NVQ in a relevant hospilaity qualification whilst working along side our executive Chef Michelle Smith.
- 1.20 The longer term apprentichship aim is to build a programme that is renowned for producing highly skilled and capable individuals that are not only ready for work but

innovative and passionate about what they do. Providing a reputation for the work of both the organisation but also the standards we deliver.

Council Meetings

- 1.21 COVID-19 regulations have created a position for council meetings to be held with the FPTCC's auditorium up to the proposed date of 21st June 2021 as the largest permanent venue on the borough and the only venue capable of hosting the requirement of such meetings.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Do nothing – continue with existing operations. This option has been discounted as there is an increasing evidence base that shows that our much loved assets provide opportunities to deliver a range of diverse and commercially driven services catering for all sections of our community. The impact of the COVID19 pandemic also tells us that where we have assets and provisions that complement outdoor activity, health and cultural experiences, this would be valued by our residents and visitors contributing positively to Boroughwide economic impact. Finally, it is imperative that we leave no stone unturned and do not neglect any opportunity to use our commercial ambitions and opportunities to support the delivery of the Council's Medium Term Financial Plan.

3.0 BACKGROUND INFORMATION

- 3.1 In March 2020, it was agreed at Environment, Overview and Scrutiny Committee on Thursday 12th March 2020, the future operation of the FPTCC should remain within the organisation and develop new income generating streams which set out to improve the subsidy position of the venue.
- 3.2 It was agreed the service should remain in house and seek income opportunities that continued the previous successful workstreams that reduced subsidy amount.
- 3.3 With proposed developments in New Brighton and in other areas of the borough, potential future growth in audiences and events is deemed to be likely. Additions of hotels for example would naturally increase income generating activities at the venue.
- 3.4 Pent up demand for theatres means attendance is likely to exceed pre COVID19 levels in the long-term. (UK Theatre research group, 2020)

4.0 FINANCIAL IMPLICATIONS

- 4.1 The absence of income generating ideas and identification of opportunities would result in the static movement in reducing the subsidy from the organisation.
- 4.2 Some of the opportunities will require investment in different forms such as staffing or capital cost to ensure long-term sustainable income generation can be created.

- 4.3 As an overarching statement, the vision is to ensure the FPTCC decreases the financial requirements from the council and in the medium to long-term, become self-sufficient in its operation.
- 4.4 In 2020/21 the income generation opportunities were severely limited due to the impact of COVID-19. However, this income shortfall was reimbursed through the government's Sales, Fees and Charges income loss compensation scheme, making the service break-even for the financial year. In 2019/20, the Floral Pavilion reported an adverse position of £0.55m which was due to the savings target not being achieved as the service was unable to attract a suitable external provider. The service aimed to implement plans to achieve a nil subsidy position over several years by other means starting from 2020/21, however these plans were delayed due to COVID-19. These plans now form part for the recovery process in 2021/22.
- 4.5 Capital improvements at West Kirby Marine Lake were due to achieve an additional £0.1m income from 2020/21. However, work on the site was delayed due to COVID-19 and income generating opportunities were limited by enforced government restrictions. In 2021/22 it is planned for the service to be fully operational, with £0.08m of the proposed income being achieved through the new catering facility at the site.
- 4.6 COVID-19 implications are difficult to predict and will prove difficult to forecast the recovery from the pandemic.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report. However, legal advice will be sought where relevant.
- 5.2 The Civic Restaurants Act 1947 empowers local authorities to establish and run restaurants for the benefit of the public. In doing so they are required to use their best endeavours to ensure that the income they derive is sufficient to cover the cost of providing the service. In addition, as this is a pre-existing power to the Localism Act 2011 there is no restriction on making a profit.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 One of the principles of the FPTCC's work is to ensure that any additional resources are funded from income generating streams, making them self-sufficient.
- 6.2 It should be noted that to increase income, approval for additional resource would need to be obtained for which corporate support would be required.
- 6.3 Support from across the central services teams, with particular reference to HR and ICT would be required to ensure long-term sustainable change can be achieved, maintaining the commercial approach the FPTCC has in order to maximise income at every opportunity.

7.0 RELEVANT RISKS

- 7.1 Failure to identify and progress income generating ideas could potentially result in the venue continuing to operate with a subsidy and makes an inadequate contribution to the Medium Term Financial Plan.
- 7.2 There is growing evidence that after the current pandemic, culture will play a leading role in supporting socialisation and support to the local economy through its activity. Risk will occur if failure to provide support with future activity, all be it income generating, to provide social and cultural experience for the residence of Wirral and the wide visitor economy.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Some stakeholder engagement has already taken place as part of the 'Wirral Council: Re-imagining Libraries, Leisure, Parks and Cultural Services' report produced in 2017, and within the Draft Indoor and Built Facilities Strategy produced in 2019, as a requirement for the Local Plan.
- 8.2 Continual investigations in both primary and secondary data from current visitors and patrons to help inform future ideas generation.
- 8.3 We will engage closely with Ward Councillors in the development and establishment of preferred options.
- 8.4 Make best use of the consultation which took place as part of the privatisation process to inform future efficiencies.

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 Increase participation and cultural activity within the venue ensuring income and activity levels are linked.
- 9.3 An equalities impact assessment will be carried out during the development of future income generating opportunities.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Modernising the venue will reduce the environmental impact whilst investment will result in more attractive buildings which will enhance the local townscape. Keeping the cultural provision within local communities and increasing our outreach offer, will all serve to minimise emissions from car usage.

- 10.2 Where possible we will invest in environmentally friendly solutions and designs when we modernise our building, purchase new equipment to reduce our carbon footprint by supporting the outcomes of the Cool 2 climate change strategy for Wirral.
- 10.3 As a result of the initiatives outlined above, the content and recommendations contained within this report are expected to reduce emissions of greenhouse gases as set out in the Wirral Plan.

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APPENDICES

BACKGROUND PAPERS

Wirral Council Overview and Scrutiny Committee 17th March 2020, minuets and agenda.

SUBJECT HISTORY (last 3 years)

Council Meeting	Date



Tourism, Communities, Culture and Leisure Committee
16 June 2021

REPORT TITLE:	EUROPA POOLS – OPTIONS FOR 2021 PROVISION OF LEISURE FUN POOL
REPORT OF:	DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT SUMMARY

This report provides information and options for decision making regarding the reinstatement of the Leisure Pool provision at the Europa Pools facility in Birkenhead for the 2021 school Summer holiday period. Members are asked to note that other facilities used for sport and activity at the site e.g. The lane swimming competition pool / gym etc are not subject to any outcome of this report and have already been reinstated in accordance with the HM Government Roadmap for the reopening of services.

The Leisure Pool facility has been closed since March 2020 as a consequence of the COVID19 pandemic. In March 2021, members were asked to consider the extended closure of the pool until Summer 2022 to support the Council’s financial savings targets and as a consequence of uncertainty surrounding the HM Government Pandemic Roadmap post 21 June 2021.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee is requested to:-

- (1) Note the information and options presented in this report**
- (2) Make a decision based upon the information provided on one of the following options to:-**
 - (a) Support the extended closure of the Leisure Pool until the beginning of the 2022 school Summer holiday period and utilise the space within the facility for an alternative provision of sport and activity**
 - or**
 - (b) Instruct the Director of Neighbourhood Services to undertake and facilitate the necessary steps for the reopening of the Leisure Pool for the 2021 school Summer holiday period 19/07/21 – 05/09/21 (inclusive).**

This is not a key decision.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 In March 2021, Budget Council agreed to the temporary closure of the Europa Pools leisure pool for the 2021-22 financial period to realise a potential £250,000 saving on facility related expenditure. The basis of the proposal was that the facility was unlikely to be able to open this year at full capacity (necessary to achieve a balanced or surplus financial position) whilst any COVID19 restrictions remained in force. Council did however request that:-

“in implementing the proposals Council requests Europa Fun Pool re-opens, when its practicable and safe to do so in line with government and public health guidance, during the School Summer holidays.”

and that

Unknown intelligence relating to the COVID situation and what that will look like on / post 21 June 2021 and ‘previous advice given by The Director of Public Health in that the fun pool would not be able to open under current restrictions’

- 1.2 Reflecting the national position rates of Covid-19 had been reducing in Wirral following a period of suppression resulting from the ‘lockdown’ period and the rollout of the vaccination programme. However in recent weeks, as restrictions have eased, the number of cases has been increasing. At the time of writing the 7-day case rate has risen to 30.9 per 100,000 people. This rapid rise has also been accompanied by more cases of the new Delta variant which is becoming increasingly dominant nationally and locally. This reflects national evidence suggesting that the later stages of the roadmap out of lockdown are “highly likely” to cause a surge of Covid-19 infections, hospital admissions, and deaths this summer.
- 1.3 Crucially the incidence of Covid-19 in the local community is aligned to the risk of transmission. The national roadmap is not however sensitive to local data therefore any risk assessment needs to consider the local position in relation to the 4 tests for easing as set out by HM Government. These include incidence and mortality rates, hospital admissions, vaccination coverage and variants of concern. As well as the boroughwide position, within Wirral data will need to be appraised, as there is variation in case rates, outcomes, and vaccination coverage in different parts of Wirral. During the pandemic the east of the borough has seen higher cases of covid, worse outcomes and vaccination coverage is lower making this part of Wirral more vulnerable to enduring covid clusters and outbreaks. Measures to reduce risk should therefore respond to the local data and any decision to open the pool should take this intelligence into account.

- 1.4 A significant level of uncertainty remains about the potential impact of COVID19 post 21 June 2021 and in recent weeks, there has been an increased level of localised and national concern surrounding the transmission of bespoke variants of the disease. This has particular relevance as, in order to operate at a financially sustainable position, the Leisure Pool would need maximum occupancy (of circa 160 swimmers per hour). Whilst no current guidance remains available, forecasting demand and operational viability of any future provision remains challenging.
- 1.5 Due to the complex engineering and operational requirements of the leisure pool and recognising that it has remained in a decommissioned state for in excess of 15 months, officers have been allocated circa £90,000 of funding through COVID remobilisation funding at the Council's Strategic Recovery Group. This considers that any decision to reopen the Leisure Pool post 21 June will be too late to undertake much of the essential Health & Safety and recommissioning works necessary if the Leisure Pool were required to reopen for the Summer Holiday period in Summer 2021.
- 1.6 The configuration of the space / shape of the pool also requires significant levels of additional staffing. A separate exercise is being undertaken to recruit ready to work / lifeguarding staff in the event that the pool is required to reopen. The staffing requirement for operating during the 10 week period is estimated to be circa £38,000.
- 1.7 Details of potential forecast revenue generation models at the site have been provided as an Appendix to this report however, income projections are based upon a permitted (currently unknown) number of bathers per session that can be safely accommodated within the leisure pool and will also be subject to the easing of government lockdown restrictions. In the event that the facility opened with any restrictions, it is estimated that the 6-week operation will run at a deficit of circa £30k or more, which would be contrary to the Council decision where the pool would be self-funding and therefore could not take place. Operating within normal (pre-covid) tolerances (max 160 people per session) the Leisure Pool could operate at a surplus between £8k - £76k (after operational expenditure). There is however no assurance that users will return in sufficient numbers to quantify these assumptions, nor that any unforeseen events would detrimentally impact on these projections.
- 1.8 As a contingency to the potential impact of the pandemic and any prospect of the Leisure Pool being unable to reopen in Summer 2021, officers from within Leisure services developed an alternative solution to the use of the leisure pool space. Utilising a mezzanine floor, the space can be reprovisioned as a much-needed multi station gym / exercise space. The existing gym provision at Europa Pools was constructed as a retrospective "add-on" and consequently suffers from a lack of space and equipment. The provision of additional gym and exercise space has the potential to increase memberships and pay and go use of the facility, resulting in much needed income without the associated cost incurred by a leisure pool.

- 1.9 There would be no requirement for the excessive heating, pumps and equipment, additional staffing and other expenditure associated with the Leisure Pool whilst the additional equipment would provide access to physical activity for those living in the area and who use the centre. Modelling suggests that with the right level of usage and marketing activity, the gym could provide a return on investment within 6 months. Works to provide adequate levels of ventilation in the space have already been completed.
- 1.10 Capital funding has been vired under officer delegation to fund the supply and installation of the temporary gym space within the Leisure pool footprint so there will be no additional budget requests. In addition, the gym can be removed, dismantled and stored for re-installation during periods outside of the school Summer holidays in future years, when use of the Leisure Pool is typically low.
- 1.11 It is expected that all other WBC owned and operated pools (with the exception of Woodchurch) will be fully operational by the start of the school Summer holidays in 2021. This includes the alternative Leisure Pool at Guinea Gap. There will therefore be sufficient access to swimming provision during the Summer.
- 1.12 Evidence gathered from other operators of similar facilities, in particular those in the Liverpool City Region / Northwest England suggest there is a mixed picture of future plans. The Chester Northgate Arena, operated by BRIO Leisure on behalf of Cheshire West & Chester is open, yet not planning to operate at full capacity until such time Public Health feel this is appropriate, and which will contribute to the wider borough management of the infection rates. BRIO indicate that the best they could hope to achieve (notwithstanding any impacts of the June 14 announcement) would be a maximum of 70% capacity. The company and Council are mindful of the recent increasing virus rates in the region and the associated risk of transmission. Splash World in Sefton have issued media releases announcing that their Southport based leisure pool will not be reopening until the *“second half of 2022”* due to *“significant health & safety concerns”*

2.0 OTHER OPTIONS CONSIDERED

- 2.1 This report considers the two options available for the use of the leisure pool space at Europa Pools. There are no other options to consider at present.

3.0 BACKGROUND INFORMATION

- 3.1 On 18 December 2020, a range of proposals, contributing to the 2021/22 draft budget were published as part of the public budget consultation process. This ran from 21 December 2020 to 29 January 2021 and used a variety of methods to collate responses.

- 3.2 It was originally proposed that Europa Pools would be closed achieving a saving of £0.64m. This option was posed as a question as part of the public consultation process. Of those stakeholders who responded to the questionnaire regarding this proposal 52% disagreed with this option (33% strongly), 33% agreed (16% strongly) and 14% were neutral.
- 3.3 This savings proposal was discussed at Tourism, Communities, Culture and Leisure Committee on 21 January 2021. Members were informed that the element of Europa Pools which was more expensive to operate was the fun pool, and there had been many requests to keep the competitive pool open as it was the only one in the borough with a grandstand and a moveable floor. It was noted that closing the facility would have a detrimental effect on residents' ability to exercise which could have a negative impact on the Leisure Strategy, where Sport England would be undertaking a detailed needs analysis. In addition, it was noted that the Fun Pool would require significant Capital investment to bring it up to the required standard.
- 3.4 Detailed analysis of customer numbers and income generation showed that demand for the Fun Pool was greatest during the summer months, when the service generated more income than expenditure. Providing the Fun Pool was able to run at full capacity with no restrictions it was concluded that it would be possible to achieve a saving of £0.25m by opening the Fun Pool for 12 weeks of the year and exploring other opportunities to utilise the space for the remainder of the year. This option was agreed at Budget Council on 1 March 2021.
- 3.5 The Ministry for Housing, Local Government and Communities have provided a conditional offer of exceptional financial support (capitalisation directive) for 2021/22 of up to £10.7m. One of the conditions of that offer is that the Council will need to provide evidence from the assurance review of the authority's financial position and its ability to meet any or all of the identified budget gap without any additional borrowing.
- 3.6 Therefore, it is vitally important that the Council has robust processes in place to manage and monitor the in-year financial position, to ensure it is reporting a forecast balanced position to the end of the year and that the process for 22/23 budget setting is underway early so that an agreed budget can be agreed by Full Council in March.
- 3.7 Members will note that one of the key documents required to enable the Council to receive approval for exceptional financial support was a balanced five-year medium term financial plan (MTFP). A summary of this was provided in the budget report to the Committee on 17 March 2021. This document was prepared by Officers and now requires committee oversight and approval.
- 3.8 In order for the pool to generate a return of £0.25m saving, there must be a guarantee that the maximum capacity of the pool will be achieved. If there is a risk that this will not happen, Members will need to consider that risk against a decision to re-open the pool whilst the Council is under a conditional offer of exceptional financial support. If

the pool is re-opened and the requisite numbers are not reached, Covid-19 funding is not available to support any overspends and alternative savings will need to be found within the Committee's budget in year to offset the overspend.

4.0 FINANCIAL IMPLICATIONS

Financial implications relating to this option are detailed in Appendix 1.

5.0 LEGAL IMPLICATIONS

5.1 The provision of a Leisure Pool offer is a non-statutory function of the Council. There are therefore no legal implications associated with this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 Additional staffing requirements to support the operation of a reinstated leisure pool would require a recruitment exercise for Ready to Work staff. In the event of full deployment, the cost of staffing is estimated at circa £38,000 for the 10 week requirement. Were the pool not to reopen there would be no additional staffing cost to the Authority.

6.2 Asset related works relating to the reopening of the Europa Pools facility have been completed prior to recent remobilisation of the full site. Some additional minor works may be required subject to any future decision around reopening of the Leisure Pool.

6.3 Health & Safety and engineering works to recommission equipment necessary to enable the reinstatement of the Leisure Pool have commenced.

7.0 RELEVANT RISKS

7.1 Financial – The closure of the leisure pool for the 2021/22 financial year was expected to realise the anticipated saving of £250,000 as per the budget decision. In the event that the pool reopens at any point during the financial year, the risk of achievement of this saving becomes compromised as neither income or usage can be guaranteed.

7.2 Operational – Work to undertake essential H&S and engineering works to recommission the leisure pool have commenced. There is however no assurance that, in the event if any equipment failure / breakdown, contractors can be commissioned with enough time to reinstate any operational defects.

7.3 COVID 19 – At the time of writing, uncertainty remains regarding the post 21 June 2021 position on COVID19 restrictions and the HM Govt Roadmap. Although this position may be clearer at the time at which Committee meets, in the event that the required numbers of users is subject to any ongoing restrictions, this will compromise the viability of any pool reopening.

- 7.4 Public Health – Even with the achievement of COVID secure status and / or the implementation of rigorous infection control measures, the risk of transmission of infection cannot be eliminated when considering the reopening of the Leisure Pool facility with the numbers of proposed users. Members attention is drawn to the recent outbreak traced back to a swimming pool in Formby, Sefton in May 2021.
- 7.5 Reputational – The Leisure Pool is a highly valued Council provision, and sought after activity for local people, in particular during school holiday periods when leisure swimming is at its peak. The decision to keep the pool closed will carry significant reputational risk. The availability of other Council owned swimming pools across the Borough, including public access to the alternative pool at Europa does provide some mitigation.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 At its meeting on 18 December 2020, the Policy and Resources Committee approved the 'Draft Revenue Budget 2021/22 – Proposals for Consultation' to begin public consultation from 21 December 2020 to 29 January 2021. The consultation was primarily conducted through the council's "Have your Say" online portal. A "Budget Booklet" outlining budget options was provided and a variety of methods were used to collect responses. These included online and paper based questionnaires, an ideas board, virtual public events, access to the Council' Facebook page and a budget specific email inbox.
- 8.2 Consultations also took place with Officers and representatives from Trade Unions throughout January and February 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.
- 9.2 At this time, there are no equality implications associated with this report. However, where the budget is unbalanced and further proposals are required, then there may be equality implications associated with these, and these will be addressed within the relevant business cases presented to the Committee.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Reinstatement of the Europa Pools Leisure Pool will see a significant increase in the levels of energy used at the facility. The requirement to heat the pool and provide

power for flumes and wave generation in addition to standard utility requirements – heating lighting etc and other general maintenance, is expected to cost in the region of £23,000 for the 6 week school holiday period.

REPORT AUTHOR:

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APPENDICES

Appendix 1 – Financial Modelling Assumptions



Europa Financial
Information 6 week pl

BACKGROUND PAPERS

1 March 2021 – Council Budget Meeting

17 February 2021 – Policy and Resources Committee

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy and Resources Committee	17/03/21
Budget Council	01/03/21
Policy and Resources Committee	17/02/21
Tourism, Communities, Culture and Leisure Committee	21/01/21
Policy and Resources Committee	18/12/21
Policy and Resources Committee	07/10/21

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Proposed 6 Week Leisure Pool Operation

Expenditure

Staff cost Lifeguards £ 37,000.00

Energy C: Elec £ 7,500.00

Gas £ 1,000.00

Water £ 4,150.00

General E Equipmen £ 5,000.00

Maintenan £ 5,000.00

£ 59,650.00

Income Projections

Current Price and	Proportion of	Income
	customer per	per 100
	100	

Ault Price £ 6.10	25	£ 152.50
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Junior/OA £ 4.10	75	£ 307.50
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£ 460.00

£ 4.60

Average price per customer

Scenarios

	Worst Case	Probable	Best Case (average per session over a full operational
Estimated average Customer per session	70	100	140
Estimated Daily Customer	350	500	700
Estimated Weekly Customer	2450	3500	4900
Estimate 6 week Customer Load	14700	21000	29400
Average Price per head	£ 4.60	£ 4.60	£ 4.60
	£ 67,620.00	£ 96,600.00	£ 135,240.00
	£ 7,970.00	£ 36,950.00	£ 75,590.00

COVID IMPACT if reduced bather load	
	25
	125
	875
	5250
£	5.60
£	<u>29,400.00</u>
-£	30,250.00

Maximum bather load is 160

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Tourism, Communities, Culture & Leisure Committee

Wednesday, 16th June 2021

REPORT TITLE:	CAPITAL AND REVENUE BUDGET MONITORING QUARTER 4
REPORT OF:	DIRECTOR OF NEIGHBOURHOODS

REPORT SUMMARY

This report sets out the financial monitoring information for the Tourism, Communities, Culture & Leisure Committee. The report provides Members with an overview of budget performance for this area of activity. The financial information details the year-end revenue and capital outturn position, as reported at quarter 4 (Apr-Mar) 2020/21.

RECOMMENDATION/S

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

Note the year-end revenue outturn position of £7.256m adverse and the performance of the capital programme, as reported at quarter 4 (Apr-Mar) of 2020/21.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Regular monitoring and reporting of the Revenue Budgets, savings achievements and Medium-Term Financial Strategy (MTFS) position enables decisions to be taken faster, which may produce revenue benefits and will improve financial control of Wirral Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Other reporting frequencies could be considered, but quarterly reporting is standard practice.

3.0 BACKGROUND INFORMATION

- 3.1.1 This report provides a summary of the final year-end revenue outturn position as at the end of 2020/21 financial year.
- 3.1.2 The year-end figure recorded as part of the final revenue outturn position represents an adverse variance from budget of £7.256m for this Committee.

3.2 2020/21 COMMITTEE REVENUE BUDGET

- 3.2.1 The budget for the Tourism, Communities, Culture and Leisure Committee is included within the Neighbourhoods and Regeneration & Place Directorates.
- 3.2.2 The Tourism, Communities, Culture and Leisure Committee is reporting an adverse budget variance of £7.256m at year-end. This is because of income losses within Leisure Centres and Floral Pavilion, due to temporary closures and suspension of these services from the beginning of the year, due to the outbreak of Covid-19. The income generated from services affected by Covid-19 has been minimal for the financial year. Most income losses in this Committee are, in part, mitigated by the Sales, Fees and Compensation scheme, which is recorded as a separate and distinct funding stream.
- 3.2.3 Plans for the phased reopening of Leisure Centres, Libraries and Museums were delayed until the necessary work was carried out to make them Covid-19 secure. The work was completed in some Leisure Centres in September and some sites reopened for a brief period. However subsequent government guidance and restrictions has meant that services were only open for a short period in Quarter 3 and were not permitted to reopen until Quarter 1 of 2021/22. This impacted income generation across the service, as no income was received in Quarter 4.
- 3.2.4 The service partially mitigated the losses earlier in the year by maximising income generation from activities that are permitted and there were plans to continue with this in the final quarter. However, as outdoor activities were not permitted until very late in Quarter 4, income mitigation opportunities have been severely limited. The service has worked to achieve some limited savings relating to utilities and premises costs.
- 3.2.5 Many of the staff have been redeployed onto Covid-19 emergency response functions such as the Food Hub, Personal Protective Equipment (PPE) Distribution and the Covid-19 Helpline, meaning that the costs incurred in Neighbourhoods directorate remain high even though income and core activity has fallen.

TABLE 1 2020/21 –Tourism, Communities, Culture & Leisure Committee Revenue Budget Outturn

	Full Year				
	Budget	Actual	Variance (+ Fav, - Adv)		Adv/Fav
	£000	£000	£000	%	
Community Development	8,269	15,938	-7,669	-93%	Adverse
Promotion of Community Engagement	998	585	414	41%	Favourable
Total Surplus / (Deficit)	9,267	16,523	-7,256	-78%	Adverse

3.2.6 **Neighbourhood Safety & Transport:** A final year-end adverse variance of £0.101m is reported against this area. The adverse position is mainly due to an underachievement of income within Community Patrol following the loss of several contracts in previous years, resulting in an adverse variance.

3.2.7 Employees are also reporting an adverse variance due to the Transport Depot. Adverse Employee variances within Community Patrol and Schools Transport were directly related to Covid-19 Pressures and these were funded from Tranche 4 Covid-19 money. The service has attempted to seek additional income generation opportunities for new clients, however there is an insufficient market for this. Most of the additional costs within Community Patrol have arisen because of increased pressure on the service due to a rise in footfall and anti-social behaviour within the local area directly related to the ongoing pandemic. It is anticipated that this will continue in 2021/22 and additional COVID-19 funding has been secured as part of the Summer Plan 2021.

3.2.8 Management costs in relation to the overall Neighbourhoods Directorate are also incorporated within this area. This area is reporting a favourable variance of £0.425m. This is due to a pension credit which was received corporately equating to £0.365m for this directorate. The remaining favourable variance is due to one employee vacancy.

3.2.9 **Leisure, Libraries and Customer Engagement:** This area covers Leisure Centres, Golf Courses, Libraries, Museums and the Floral Pavilion. All income associated with these services ceased from 23rd March 2020 due to Covid-19 restrictions. Government guidance allowed for these services to recommence from the end of July, however planned reopening was delayed so that work could be carried out to make them COVID secure at significant additional costs. The planned remobilisation of these services has been interrupted by the constant changes in government guidance and restrictions in the form of the Tier System and further national lockdowns. This has severely limited income generation opportunities.

- 3.2.10 As a result of this, the area is reporting an adverse variance of £7.994m. This is predominantly due to loss of income within Leisure Centres (£7.63m) because of their temporary closure. The service has worked to mitigate losses through premises and contracts savings. Work is also being carried out to maximise income generation from Golf, outdoor football, and outdoor exercise classes. These services have now recommenced in accordance with Government guidance. However, this was too late to have any impact on 2020/21 figures.
- 3.2.11 In future the service may be limited further in the amount of income generated from Leisure Centres as several sites are currently being used as vaccination sites. Additional income may be available from partnership agencies to fund part of the additional costs of running these centres.
- 3.2.12 The Floral Pavilion reported an adverse variance due to underachievement of income of £2.161m. The service did not fully reopen for live shows during the financial year and the only income received related to funding from partnership agencies in relation to the time the site was used as a testing facility. The service has partially mitigated the income shortfall through savings against Supplies and Third-Party payments to production companies.
- 3.2.13 A small amount of income was received relating to the catering offer for the months it was permitted to open. There are smaller income losses expected relating to Libraries (£0.177m), One Stop Shops (£0.095m) and Museums (£0.021m), with none of these services projected to achieve any of their income targets this year. Capital projects which were planned to improve income generation in these areas have been delayed due to Covid-19 and did not recommence this financial year. Several new capital projects are underway within this area and will continue in 2021/22.
- 3.2.14 **Tourism and Visitor Economy:** This reflects the Tourism and Visitor Economy area of the budget within Regeneration. This area reported a final favourable variance of £0.414m. £0.289m of this is due to an underspend against employees who were seconded to work on COVID-19 related activities. £0.214m is related to marketing and events expenditure against this area was restricted due to COVID-19. However this area reported a shortfall in income as targets were not achieved due to the cancellation of planned events in 2020/21.

3.3 Capital Outturn

2020-21 PROGRAMME	2020/21 Cabinet Programme £000	2020/21 Revised Programme £000	2020/21 Actual £000	2020/21 Variance £000
Economy, Regeneration and Development	774	1,499	122	1,377

TABLE 2: 2020/21 Tourism, Communities, Culture & Leisure – Capital Outturn

3.3.1 Table 2 provides an update on the 2020/21 capital Programme. A number of significant variations have arisen since the programme was agreed in March 2020. These include the re-profiling of expenditure into and out of the 2020/21 financial year, inclusion of additional grant funded schemes, variations to spend forecasts and the inclusion of potential new capital schemes.

3.3.2 Overall this Committee is reporting actual 2020/21 outturn of £0.122m against a revised programme budget of £1.499m. This represents a favourable variance of £1.377m. This is due to delays in projects commencing because of the COVID-19 pandemic. This expenditure has been re profiled into the 2021/22.

4.0 FINANCIAL IMPLICATIONS

4.1 This is the revenue budget monitoring report that provides information on the forecast outturn for the Neighbourhoods Directorate for 2020/21. The Council has robust methods for reporting and forecasting budgets in place and alongside formal Quarterly reporting to the Policy & Resources Committee, the financial position is routinely reported at Directorate Management Team meetings and corporately at the Strategic Leadership Team (SLT). In the event of any early warning highlighting pressures and potential overspends, the SLT take collective responsibility to identify solutions to resolve these to ensure a balanced budget can be reported at the end of the year.

5.0 LEGAL IMPLICATIONS

5.1 The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. This is in addition to the personal duty on the Chief Finance (Section 151) Officer to make a report, 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 possible failure to deliver the Revenue Budget is being mitigated by:

1. Senior Leadership / Directorate Teams regularly reviewing the financial position.
2. Availability of General Fund Balances.
3. Review of existing services and service provision.

8.0 ENGAGEMENT/CONSULTATION

8.1 No consultation has been carried out in relation to this report.

9.0 EQUALITY IMPLICATIONS

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

9.2 There are no equality implications arising specifically from this report.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The Refreshed Wirral Plan 2021-2026 includes a set of goals and objectives to create a sustainable environment which urgently tackles the environment emergency. These are based on developing and delivering plans that improve the environment for Wirral residents. The performance report will include information on key areas where environment and climate related outcomes are delivered.

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

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APPENDICES

None

BACKGROUND PAPERS

- 2020/21 Revenue Budget Monitor for Quarter Two (Apr - Sep)
- 2020/21 Revenue Budget Monitor for Quarter Three (Apr- Dec)
- Revenue Budget 2020/21 and Medium-Term Financial Plan (2021/22 to 2024/25)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	26 October 2020
Tourism, Communities, Culture and Leisure Committee	23 November 2020
Tourism, Communities, Culture and Leisure Committee	21 January 2021
Tourism, Communities, Culture and Leisure Committee	3 March 2021



TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

Wednesday, 16 June 2021

REPORT TITLE:	2021/22 BUDGET MONITORING AND 22/23 BUDGET PROCESS
REPORT OF:	DIRECTOR OF RESOURCES

REPORT SUMMARY

On 17 March 2021, the Committee approved the process for monitoring the 2021/22 budget and for commencing the budget setting process for 2022/23. This report highlights these processes and includes further supporting information to ensure they can be followed.

The Committee is aware that the Ministry for Housing, Local Government and Communities have provided a conditional offer of exceptional financial support (capitalisation directive) for 2021/22 of up to £10.7m. One of the conditions of that offer is that the Council will need to provide evidence from the assurance review of the authority’s financial position and its ability to meet any or all of the identified budget gap without any additional borrowing.

Therefore, it is vitally important that the Council has robust processes in place to manage and monitor the in-year financial position, to ensure it is reporting a forecast balanced position to the end of the year and that the process for 22/23 budget setting is underway early so that an agreed budget can be agreed by Full Council in March.

2021/22 Budget Monitoring

The report updates on the position for the 2021/22 budget and the role of the Committees in monitoring the budget during the year. This enables Committees to take ownership of their specific budgets and provide robust challenge and scrutiny to Officers on the performance of those budgets. Supporting information is provided to the Committee in order for this to happen as part of the appendices. The Committee is accountable for ensuring that the committee budget remains within the relevant envelope and will take collective responsibility via the Policy and Resources Committee to ensure that the whole Council budget remains in balance at all times, by agreeing mitigating actions to bring the budget back in line, should a deficit be forecast.

To enable committees to manage and monitor budgets effectively in year, a suite of detailed information will be provided on a quarterly basis:

- Full revenue budget monitoring report for the preceding quarter
- Full list of budget savings proposals and the progress for their achievement
- Full list of reserves allocated to the Committee for future on-off commitments
- Full capital budget monitoring report for the preceding quarter

- Other specific information relevant to the individual committee

In addition, committees who have requested it, will be provided with an exception report on a monthly basis, outside of the quarterly monitoring process. This will be a summary report and will highlight any known significant changes from the previous quarterly forecast that require the committees attention

2022/23 Budget Process

Members will note that one of the key documents required to enable the Council to receive approval for exceptional financial support was a balanced five-year medium term financial plan (MTFP). A summary of this was provided in the budget report to the Committee on 17 March 2021. This document was prepared by Officers and now requires committee oversight and approval. The Committees will consider whether the proposals included in the MTFP for the 2022/23 budget, and beyond, are to be taken forward or whether they are to be replaced by alternative proposals that the committee recommend.

Officers have prepared a suite of documents included within the appendices to support the Committee in its role of contributing to the budget setting process.

Each committee, supported by the officers, is accountable for identifying, developing and agreeing savings proposals during the summer to ensure a draft balanced budget can be considered by the Policy and Resources Committee in October 2021, to enable budget consultation to start in a timely manner in November 2021.

To enable the officer budget proposals to be scrutinised by the Committee, it is recommended that a budget working group be established to consider the content of the MTFP and make recommendations into the committee on the viability of the proposals, the robustness of the pressures/growth items and to recommend any additional proposals that the Committee require officers to prepare.

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

RECOMMENDATION/S

That the Tourism, Communities, Culture and Leisure committee:

1. Note the content of the report and the current forecast position of savings for 2021/22 and the ongoing work being undertaken to mitigate any under-achievement.
2. Agree to include the current proposals within this report from the Medium Term Financial Plan from 2022/23 – 2025/26 and the Director of Neighbourhoods to develop them into full business cases, where appropriate, for inclusion in the 2022/23 budget proposals to Policy and Resources Committee at its October meeting for approval.
3. Convenes a series of budget workshops to identify any alternative savings/income/reductions in pressures to ensure that a full suite of costed and deliverable proposals can be recommended to the Policy and Resources Committee at its October meeting for approval.

4. Commence the Zero Based Budgeting project within the budget workshops to contribute to the overall savings target of £170k in 2021/22

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The 2021/22 Budget was agreed at Full Council on 1 March 2021. This budget was made up of savings proposals, pressures/growth items and funding that were based on either actual known figures or best estimates available at the time. At any point during the year, these estimated figures could change and need to be monitored closely to ensure, if adverse, mitigating actions can be taken immediately to ensure a balanced forecast budget can be reported to the end of the year.
- 1.2 The 2022/23 budget is required to be agreed by full Council no later than 11 March each year. Members should be engaged as early as possible in this process to have time to consider and recommend proposals to be able to present a balanced budget to full Council and to allow sufficient time for a meaningful public consultation exercise.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Committee could choose to not engage in the budget monitoring process for 2021/22 which could result in an overspend position for 2021/22 being reported.
- 2.2 The Committee could choose to not engage in the budget setting process for 2022/23 which could result in the inability to recommend a balanced budget to full Council in March 2022.
- 2.3 Both of these options would result in an unbalanced budget which is unlawful. Under these circumstances, the Section 151 Officer would be required to issue a section 114 notice and report this to all Members of Full Council. The outcome of which would result in intervention by Government.
- 2.4 The Committee can decide to establish their own process for monitoring the 2021/22 in-year budget and setting the 2022/23 budget. This would need to be agreed at the 29 June Policy and Resources Committee which reduces the time available to implement mitigating actions, where an adverse 2021/22 forecast maybe found.
- 2.5 This also reduces the time available for the identification and agreement of proposals to be included in the 2022/23 budget. Either of these delays could put the ability to present a balanced 21/22 and 22/23 budget at risk and increase the risk.

3.0 BACKGROUND INFORMATION

- 3.1 At its Committee in March, the Policy and Resources Committee agreed the process for managing and monitoring the 2021/22 budget. This process is as follows:

2021/22 Budget Monitoring

- 3.2 Committee's will be accountable for ensuring that the budget remains within the relevant envelope for each committee and will take collective responsibility via the Policy and Resources Committee to ensure that the whole Council budget remains in balance at all times or provides mitigating actions to bring the budget back in line, should a year end deficit be forecast.
- 3.3 To enable committees to manage and monitor budgets effectively in year, a suite of detailed information will be provided on a quarterly basis:
- Full revenue budget monitoring report for the preceding quarter (available at the end of Quarter 1)
 - Committee Budget Book (To be provided at the budget workshops)
 - Full list of budget savings proposals and the progress for their achievement (Appendix 1)
 - Full list of reserves allocated to the Committee for future on-off commitments (Appendix 2)
 - Full capital budget monitoring report for the preceding quarter (available at the end of Quarter 1)
 - Other specific information relevant to the individual committee
- 3.4 Committees had previously requested a budget book that detailed the individual budgets for each committee. The full budget books are extremely detailed and could contain hundreds of separate lines and would be more conducive to a workshop where these can be scrutinised and discussed in detail. It is recommended that a budget working group is established by the Committee, convened immediately, that would meet throughout the summer to:
- Oversee the monitoring of the 2021/22 in-year budget.
 - Review the detailed budgets for the committee.
 - Undertake the Zero Based Budgeting exercise (paragraph 3.12)
 - Identify proposals/scrutinise pressures to be included for the 2022/23 budget (paragraph 3.18)
- 3.5 Committees have the autonomy to vire (transfer) budgets from one function to another within their overall committee budget envelope. Virements will be also agreed by the Section 151 Officer as there are certain conditions where budgets are not allowed to be vired for the purposes of gaining a specific benefit e.g. where budgets from supplies budget headings are vired to employees budget headings to take advantage of an uplift for pay inflation.
- 3.6 Each committee will be responsible for remaining within its overall budget envelope and not overspending. Where an adverse variance is forecast, each committee will be required to take remedial action to bring the budget back in line and ensure that overspends are mitigated.
- 3.7 Where a committee has taken all possible steps for remedial action and is unable to mitigate an overspend, this must be reported to the P&R Committee who will take an organisational view of how this adverse variance will be managed. There must be

immediate action agreed to ensure a forecast balanced budget can be reported, and this will be monitored by the P&R Committee.

- 3.8 Whilst each committee is required to remain within its annual budget envelope, there may be reasons for committees to report a favourable variance in-year. Committees wishing to use any forecast underspend must have approval from the P&R Committee to do this. The council cannot be in a situation where one committee is forecasting an overspend that it is unable to mitigate, and another committee is forecasting an underspend and utilises this for its own purposes.
- 3.9 The P&R Committee has overall responsibility for taking any necessary steps required to ensure a whole Council budget can report a balanced budget throughout the year.

2021/22 Interim Budget Forecast

- 3.10 An estimated £1.477m out of the total savings figure of £1.517m is expected to be achieved. All savings are on track and rated as Green apart from the one relating to Tourism and Visitor Economy. This saving is reporting a small shortfall and is rated Amber as the full year saving will not be realised until 2022/23.
- 3.11 It will be important for the Committee to ensure these savings can remain as being achieved during the year, and where possible for the target to over-achieve to support the overall Council forecast.

Zero Based Budgeting

- 3.12 As part of the 2021/22 budget, a savings proposal of £170k to carry out a zero based budgeting exercise was agreed. Zero basing is a method of budgeting in which all expenditure must be justified before it is agreed. The process starts from a 'zero base' i.e. a zero budget and every function within the area is analysed for its needs and costs. Budgets are then built around what is needed for the following period, regardless of whether each budget is higher or lower than the previous one.
- 3.13 The process can be time-consuming and is usually undertaken in advance of the following years budget setting. The proposal for £170k saving recognises that this is a part year saving and should provide an indication of further savings that could be achieved in 2022/23.
- 3.14 In order for this saving to be achieved in-year, it is recommended that Members of the budget workshops, supported by Officers, start the zero basing in July. Officers will shortly be undertaking a 'spring-clean' of budgets to ensure that the current activity is correctly reflected in the budgets in order for the zero-basing to be undertaken effectively.

2022/23 Budget Setting

- 3.15 The process for setting the 2022/23 will commence immediately. Officers, to satisfy the requirement of MHCLG for exceptional financial support, have compiled a five-year medium term financial plan (MTFP). Committees will consider whether the proposals included in the MTFP for the 2022/23 budget, and beyond, are to be taken

forward or whether they are to be replaced by alternative proposals that the committees recommend.

3.16 The budget gap for the Council for 2022/23 currently stand at £19.5m. At the Policy and Resources Committee on 17 March, a full list of proposals were included in the budget report that balanced this gap. Since then, as Officers have been reviewing these proposals, some of these values are currently at risk and there now remains a forecast unmitigated budget gap, of around £5m.

3.17 In readiness for the first committees of the new municipal year, Officers have prepared a suite of documents for the committees. These are:

- List of future years savings and pressures included within the MTFP (Appendix 3)
- Summary business cases for each of the savings' proposals in the MTFP for 2022/23 and whether any specific consultation is required for each one (To be included as part of the budget workshops)
- Summary business cases for each of the perceived pressures/growth items in the MTFP with supporting evidence as to how they have been estimated (To be included as part of the budget workshops)
- Oversight of all savings proposals and growth/pressures over the medium term for Members to ensure no duplication or contradiction across Committees (To be included as part of the budget workshops)

3.18 Included within the MTFP for 2022/23 are the following proposals:

3.18.1 Leisure Strategy – The Committee will note that work has been ongoing with Sport England during the year to develop a fit for purpose long-term Leisure Strategy.

As part of a review of the leisure services, a benchmarking exercise has been undertaken to compare the cost of the functions with our nearest statistical neighbours and has concluded that Wirral is above average in this benchmarking. CIPFA have recently been supporting the Council in the production of the new model for sport and physical activity across the borough and have concluded that the only feasible ways for the Council to reduce spend in this area to be more in line with the average, is to move away from more of a buildings based provision to a community provision and a review of staff terms and conditions. If the latter were to apply, this would need to be an organisational review to ensure equity for all staff.

A workshop is planned with the Committee in July where Members can take the opportunity to consider these items.

3.18.2 Library Strategy - The new library model proposes a programme of work with local residents and stakeholders to co-design and co-deliver a bespoke offer for each area. These conversations will be honest and unprejudiced and will explore alternative options for each library, including co-location with another community service and co-delivery. In this way we will develop a model for each area that is attractive and relevant to local people, building community capital and meeting residents' needs

The benchmarking exercise for Libraries has concluded that the cost of the Libraries service per head of population was higher than the Metropolitan average. The Library strategy is the subject of a separate report on this Committee agenda and will aim to address this with the savings included in the MTFP.

- 3.19 Each committee, via the budget working groups, will be accountable for identifying, developing and agreeing savings proposals during the summer to meet the 2022/23 budget gap and ensure a draft balanced budget can be considered by the P&R Committee in October 2021, to enable budget consultation to start in a timely manner in November 2021.
- 3.20 It is recommended that the budget workshops not only identify additional savings proposals to meet the gap but to scrutinise and challenge the pressures and growth items included in the MTFP for 2022/23 to see if these can be reduced.

Exceptional Financial Support

- 3.21 Members will be aware that in March, MHCLG provided a conditional offer of Exceptional Financial Support (EFS) to the Council of up to £10.7m to support the indirect pressures forecast as an ongoing impact of Covid-19 in the 2022/23 budget. One of the conditions of that offer was that an external assurance review would be commissioned by MHCLG.
- 3.22 In preparedness for this review, the Council has been working with the Chartered Institute of Public Finance and Accountancy (CIPFA) to carry out an interim assessment of MTFP and a high level review of the cost of the services the Council provides. Further information regarding EFS can be found at Appendix 4.

4.0 FINANCIAL IMPLICATIONS

- 4.1 This report describes the process for 2021/22 budget monitoring and 2022/23 budget setting. Included within it are the current financial forecasts for both years. Therefore, all the financial implications are included within the body of the report.

5.0 LEGAL IMPLICATIONS

- 5.1 The role of the Policy and Resources Committee, in consultation with the respective Policy and Service Committees, has been charged by Council to formulate a draft Medium Term Financial Plan (MTFP) and budget to recommend to the Council.
- 5.2 The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget. These provisions require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.

- 5.3 Section 30(6) of the Local Government Finance Act 1992 provides that the Council has to set its budget before 11th March in the financial year preceding the one in respect of which the budget is set.
- 5.4 The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- 5.5 Consultation must take place in accordance with the Council's duties under section 65 of the Local Government Finance Act 1992. The detailed summary of responses provided are attached in the appendix to this report. It must be borne in mind that this is consultation on the budget proposals, not on the decision to take whatever decision is implied by the adoption of that budget. The consultation process, including the Council's consideration of the responses, is required to comply with the following overarching obligations (unless detailed statutory rules supplant these):
- (a) Consultation must be at a time when proposals are at a formative stage.
 - (b) The proposer must give sufficient reasons for its proposals to allow consultees to understand them and respond to them properly.
 - (c) Consulters must give sufficient time for responses to be made and considered.
 - (d) Responses must be conscientiously taken into account in finalising the decision. This is the same whether or not a public body was required to consult or chooses to do so. This is because all of those rules are aspects of an overriding requirement for 'fairness'. The process must be substantively fair and have the appearance of fairness. The setting of the budget and council tax by Members involves their consideration of choices.
- 5.6 When considering options, Members must bear in mind their fiduciary duty to the council taxpayers of Wirral. Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided.
- 5.7 Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably.
- 5.8 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided, against the costs of providing such services.
- 5.9 There is a particular requirement to take into consideration the Council's fiduciary duty and the public sector equality duty in coming to its decision.
- 5.10 The public sector equality duty is that a public authority must, in the exercise of its functions, have due regard to the need to: (1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act

2010; (2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (3) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

- 5.11 Any decision made in the exercise of any function is potentially open to challenge if the duty has been disregarded. The duty applies both to Full Council when setting the budget and to the Policy and Services Committees when considering decisions.
- 5.12 Once a budget is in place, Council has delegated responsibility to the Policy and Services Committees to implement it. The Committees may not act contrary to the Budget without consent of Council other than in accordance with the Procedure Rules set out at Part 4(3) of the Constitution.
- 5.13 It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.
- 5.14 Members are also individually reminded that Section 106 of the Local Government Finance Act 1992 applies to this meeting. Members who are two months or more in arrears with their Council Tax must declare this to the meeting and must not vote on budget recommendations, as to do otherwise can be a criminal offence.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

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

7.0 RELEVANT RISKS

- 7.1 The Council's ability to maintain a balanced budget for 2021/22 is dependent on a static financial position. This is an impossible scenario due to estimated figures being provided in the calculation for the 2021/22 budget, albeit the best estimates that were available at the time, plus any amount of internal and external factors that could impact on the budget position in year. Examples of which are new legislation, increased demand, loss of income, increased funding, decreased funding, inability to recruit to posts, ongoing impact of the pandemic etc
- 7.2 A robust monitoring and management process for the 2021/22 budget must be agreed and in place as soon as possible. If at any time during the year an adverse position is forecast, remedial action must be agreed and implemented immediately to ensure the budget can be brought back to balanced position.
- 7.3 The risk of this not being able to be achieved could mean that the Council does not have enough funding to offset its expenditure commitments for the year and

therefore not be able report a balanced budget at the end of the year. This could result in the Section 151 Officer issuing a Section 114 notice.

- 7.4 The budget agreed by full Council on 1 March 2021 for 2021/22 was underpinned by an offer of a maximum of £10.7m exceptional financial support provided by MHCLG. This offer was conditional and is described in paragraph 3.21. If the Council does not accept recommendations made from the external assurance review, this may put the offer of the exceptional financial support at risk. If the Council is not able to report a balanced budget without some or all of the exceptional financial support, this may also result in the Section 151 Officer issuing a Section 114 notice in year.
- 7.5 A key risk to the Council's financial plans is that funding and demand assumptions in particular can change as more information becomes available. As such, the MTFP is regularly reviewed and updated as part of routine financial management.
- 7.6 Under the system of retained Business Rates, Authorities benefit from a share of any increased revenues but are liable for at least a share of any falls in income (subject to safety net triggers) and any non-collection. This includes reductions arising from appeals relating to past years which partially fall on the Authority. These risks are mitigated through a combination of the operation of the Collection Fund, General Fund Balances and a Business Rates Equalisation Reserve.
- 7.7 The MTFP currently presents a balanced budget over a five-year period. If the committees are not minded to accept the proposals included by officers in the MTFP, especially for the 2022/23 budget, alternative proposals need to be identified and agreed as soon as possible. A delay in agreeing these may put the timetable for setting the 2022/23 at risk and may result in a balanced budget not being identified in time for the deadline of 11 March 2022.
- 7.8 The five-year MTFP is based on current estimated information available. A four-year comprehensive spending review (CSR) is anticipated from Government from 2022/23. Assumptions have been made in the current MTFP for income and funding from business rates and council tax and social care grants as the main sources of funding. If there is an adverse change to these assumptions as a result of the CSR, additional savings proposals or reduced expenditure would need to be identified as soon as possible to ensure a balanced five-year MTFP can be achieved. Committees will be kept updated with any announcements regarding the CSR through the year.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Consultation has been carried out with the Senior Leadership Team (SLT) in arriving at the governance process for the 2021/22 budget monitoring process and the 2022/23 budget setting process. SLT have compiled the MTFP.
- 8.2 Since the budget was agreed at Full Council on 1 March, some proposals may have been the subject of further consultation with Members, Customer and Residents. The details of these are included within the individual business cases or are the subject of separate reports to the Committee.

9.0 EQUALITY IMPLICATIONS

- 9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 9.2 At this time, there are no further equality implications as these have already been identified for the proposals agreed and submitted. However, where the budget is unbalanced and further proposals are required, then there may be equality implications associated with these, and these will be addressed within the relevant business cases presented to the Committee.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

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

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APPENDICES

- Appendix 1 Achievement of 2021/22 approved savings
- Appendix 2 Committee Reserves
- Appendix 3 Future years savings proposals and Growth/Pressures
- Appendix 4 Exceptional Financial Support

BACKGROUND PAPERS

MHCLG Exceptional Financial Support Offer Letter

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy and Resources Committee	17 March 2021
Full Council	1 March 2021
Policy and Resources Committee	7 October 2020

APPENDIX 1

Progress on the achievement of approved 2021/22 Budget Savings

Saving Title	Agreed Value	Forecast Value	RAG Rating	Comments
Culture and Visitor Economy Savings	£0.62m	£0.58m	Amber	Full achievement will be delayed until 2022/23, as part year costs will be incurred for one employee working the statutory period before leaving the authority.
Ongoing Covid-19 temporary Library Closure	£0.1m	£0.1m	Green	On target to be fully achieved
Ongoing Covid-19 temporary Leisure Centre Closure	£0.1m	£0.1m	Green	On target to be fully achieved
Temporary closure of Europa Fun pool due to Covid-19 restrictions	£0.25m	£0.25m	Green	On target to be fully achieved
Review of Museums Service	£0.090m	£0.090m	Green	On target to be fully achieved
Pause re-opening of Woodchurch Leisure Centre	£0.322m	£0.322m	Green	On target to be fully achieved
Income from West Kirby catering offer	£0.035m	£0.035m	Green	On target to be fully achieved
TOTAL	£1.517m	£1.477m		

APPENDIX 2

List of Reserves as at 1 April 2021

	£	
Birkenhead Park World Heritage Site Lottery Bid	-40,191	
Sports Development Reserve	-30,421	
Hilbre Island - Legacy	-21,172	
Les Mills Classes	-100,000	
Library Donations	-404	
Committee Total		-192,187

APPENDIX 3

Future years budget proposals and Pressures/Growth Items

Savings Proposals	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Leisure Strategy	0.30	1.02	0.06	
Library Strategy	0.10	0.10	0.10	0.10
West Kirby Catering Offer (Year 2)	0.015			
Total	0.415	1.12	0.16	0.10

There are no pressures for Tourism, Communities and Culture Committee from 2022/23

APPENDIX 4

Exceptional Financial Support

In March, the Ministry for Housing, Communities and Local Government (MHCLG) made an offer of £10.7m to the Council for exceptional financial support, sometimes called a capitalisation direction of capitalisation directive. This means that MHCLG approved the Council, in principle, to borrow £10.7m of funds to help ensure a balanced budget could be agreed by Full Council on 1 March. Borrowing to fund revenue (day to day) expenditure is not normally allowed under law, but on this occasion, a special case was put to HM Treasury and approved.

The Council had not been able to identify sufficient savings to balance the budget, due to additional financial pressures present as a result the outcome of Covid-19. Such pressures include Adults and Childrens Social Care increases, SEN transport increases and Homelessness increases. Ordinarily, a Council would use its reserves and balances to help balance its budget in times of crisis and would not have to apply for exceptional financial support, however the Council does not have the level of reserves and balances to be able to do this.

The borrowing has to be paid back over a 20 year timeframe and costs the Council an additional 1% in interest over and above what it would normally expect to pay, so it is prudent for the Council to identify any further proposals to reduce the level of exceptional financial support that it requires, so that the interest payments can also reduce.

The offer of exceptional finance support from MHCLG came with conditions which included an external assurance review that would review the authority's financial position and its ability to meet any or all of the identified budget gap without any additional borrowing. Therefore, as part of the external assurance review, MHCLG will be looking for areas that the Council can reduce it's expenditure so that it may not have to provide all or any of the exceptional financial support offered.

This means that a further £10.7m proposals could be recommended to be implemented in year. If the Council fails to comply with MHCLG recommendations, the exceptional financial support may not be provided and a balanced budget could not be forecast to the end of the year.

In this circumstance, the Section 151 Officer would have to issue a Section 114 notice which states that the Councils' expenditure exceeds its funding and this would be reported to Full Council. The outcome of this would result in Government intervention and Commissioners appointed to manage the financial affairs of the Council. During the period of issuing a Section 114 notice, only statutory and contracted expenditure is allowed to take place, all other expenditure must stop.

Committee Budget

The table below sets out the 2021/22 budget for Tourism, Communities, Culture and Leisure Committee. The overall budget has been broken down into Controllable and Non-Controllable Areas. Non-Controllable areas include Corporate Pension Strain Costs Support Service Recharge expenditure and income, Insurances Recharges, Recharges between other Council Directorates and Public Health Recharges.

Service Area	Budget £000
Controllable	
Neighbourhood Safety	4,878
Leisure, Libraries and Theatre	12,616
Culture and Visitor Economy	400
Public Health Outcomes	40
Total Surplus/ (Deficit)	17,926
Non-Controllable	
Neighbourhood Safety	-295
Leisure, Libraries and Theatre	-789
Culture and Visitor Economy	60
Public Health Outcomes	-6,582
Total Surplus/ (Deficit)	-£7,876
Overall Committee Surplus/(Deficit)	10,050

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

16 JUNE 2021

REPORT TITLE:	APPOINTMENT OF STATUTORY / ADVISORY COMMITTEES AND WORKING PARTIES 2021/2022
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

The purpose of this report is to enable the Tourism, Communities, Culture and Leisure Committee to review the continuing need for various advisory committees and to appoint Members and named deputies to serve on those that are to be retained in 2021/2022.

RECOMMENDATION/S

The Committee is requested to authorise the Monitoring Officer as proper officer to carry out the wishes of the Group Leaders in allocating Members to membership of the Birkenhead Park Advisory Committee, and Hilbre Island Nature Reserve Management Committee, and to appoint those Members with effect from the date at which the proper officer is advised of the names of such Members.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

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

2.0 OTHER OPTIONS CONSIDERED

Birkenhead Park Management Committee

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

Hilbre Island Nature Reserve Management Committee

- 2.2 For the Hilbre Island Nature Reserve Management Committee, potential options which the Committee could investigate, and potential consequences, include:
- 2.2.1 Not being involved in the Committee, although it does provide an opportunity for stakeholders to meet to discuss issues regarding the island.
- 2.2.2 Not include Members on the Committee, although the inclusion of Members allows the Committee to ensure that any developments are in line with the wider aims of the Council.
- 2.2.3 To vary the numbers of Members. That is a decision to be made by this Committee and would then require a change to the Council's Constitution.

3.0 ADVISORY COMMITTEES AND WORKING PARTIES

3.1 The following is a list of advisory and consultative bodies that were retained or created in 2020/2021 to assist the Committee in its work, with the membership for 2020/2021 for information.

(i). Birkenhead Park Advisory Committee

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

2020/2021 membership:
Councillor George Davies
Councillor Jean Stapleton
Councillor Helen Cameron
Councillor Andy Corkhill
Councillor Pat Cleary

(ii). Hilbre Island Nature Reserve Management Committee

3.1.2 To manage the nature reserve and to make appropriate recommendations for its preservation and maintenance. It usually met every 3-4 times a year before the COVID pandemic but has not met since. It is formed of key stakeholders and Councillors.

2020/2021 membership:
Councillor Christina Muspratt
Councillor Jerry Williams
Councillor Tony Cox
Councillor Jeff Green
Councillor Andrew Hodson
Councillor Alison Wright
Councillor Allan Brame
Councillor Andy Corkhill

4.0 FINANCIAL IMPLICATIONS

4.1 There are none arising directly from this report.

5.0 LEGAL IMPLICATIONS

5.1 There is a requirement under the Council's Constitution to appoint Members to various panels, advisory committees and working parties which fall within the remit of each Committee. The meeting of full Council on 26 May resolved to delegate responsibility for this to individual Committees.

6.0 RESOURCE IMPLICATIONS: ICT; STAFFING AND ASSETS

- 6.1 There are none arising directly from this report as the Forum is arranged and serviced using existing staff resources.
- 6.2 If any of the options in section 2 were progressed this may increase the resource implications.

7.0 RELEVANT RISKS

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

8.0 ENGAGEMENT / CONSULTATION

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

9.0 EQUALITIES IMPLICATIONS

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

There are none arising directly from this report.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are none arising directly from this report.

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APPENDICES

None.

BACKGROUND PAPERS

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

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Council (APPOINTMENTS AND NOMINATIONS TO OTHER BODIES AND ORGANISATIONS)	28 September 2020
Council (APPOINTMENT OF PANELS, STATUTORY / ADVISORY COMMITTEES AND WORKING PARTIES; AND MISCELLANEOUS APPOINTMENTS 2019 / 2020)	14 May 2019
Council (APPOINTMENTS TO STATUTORY AND ADVISORY COMMITTEES, WORKING PARTIES AND PANELS 2018/19)	15 May 2018

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REPORT AUTHOR SUPPORT GROUP

Tuesday, 1 June 2021

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

REPORT SUMMARY

At Annual Council on 28th September 2020 Elected Members endorsed the new Constitution. Included within this was the appointment of Member Champions in order that the council could benefit from the experience, knowledge and interests of Members, in particular thematic areas.

In accordance with the Constitution (Part 3 (Section B) Council and Committees may approach individual Members to take on a specific role to highlight and enhance an area of that Committee or the Council's terms of reference:

- (i) The Council or Committee holding the corresponding functions within its terms of reference may appoint a Member Champion from one of their number. This may be the Chair or any other member of the Committee.
- (ii) Where the subject of a Member Champion covers functions across the terms of reference of more than one Committee, the Committees may jointly appoint the Member Champion from either of their Committees' number.

RECOMMENDATION/S

The Tourism, Communities, Culture & Leisure Committee appoints a Member Champion in relation to matters concerning the Borough's heritage.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The role of a Member Champion is to become a focus for the Council and Committee, partners, stakeholders and communities in order to:
- (i) Raise the profile of that highlighted area of the Council and Committee's functions, and in conjunction with the relevant Member(s), officers and partner(s), support community engagement activities and other related publicity campaigns;
 - (ii) Liaise with Members, public sector partners and other stakeholders to promote key initiatives (as appropriate and required);
 - (iii) Act as an advocate for that highlighted area of the Council and Committee's functions and be required to familiarise themselves with related matters;
 - (iv) Seek out and share best practice from other areas of the UK;
 - (v) Periodically present reports to the members of their Committee or other committees (as necessary and requested) setting out the actions taken and how those actions have contributed to the success and promotion of that highlighted area of the Council and Committee's functions;
 - (vi) Present, as appropriate, research papers and suggest new initiatives and ideas relating to highlighted area of the Council and Committee's functions for consideration by the Committee(s) or Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Other options considered included alternative ways in which the Member Champion could operate and how they would be selected.

3.0 BACKGROUND INFORMATION

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

4.0 FINANCIAL IMPLICATIONS

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

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising as a result of this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The appointment of the Member Champion and discharge of duties will be met from within existing resources.

7.0 RELEVANT RISKS

- 7.1.1 All relevant risks have been considered and the below working arrangements approved by Council;
- (i) Member Champions will liaise as required with the relevant officer lead and the Committee Chair and Spokespersons in relation to their role and activities.
 - (ii) The Member Champion will follow all appropriate and applicable Council working protocols for engaging with officers, stakeholders, and the public.
 - (iii) The Member Champions shall not do anything that is contrary to or inconsistent with any decision or approach taken by the Committee(s) or the Council.
 - (iv) Where there is any confusion or difference between the Member Champion views/proposed actions and that of the Committee, the Committee's view/position shall prevail.
 - (v) Member Champions shall seek advice and guidance from the Council's Senior Leadership Team if they are in doubt or confusion on any issue or matter.

8.0 ENGAGEMENT/CONSULTATION

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

9.0 EQUALITY IMPLICATIONS

- 9.1 Whilst there are no direct equality implications as a result of this report, Member Champions will be expected to adhere to Wirral Council's legal requirement to make

sure its policies, and the way it carries out its work do not discriminate against anyone. This report has no implication for equalities at this time.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no direct environment and climate implications arising as a result of this report.

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APPENDICES

None

BACKGROUND PAPERS

[Council Constitution - Committees Terms of Reference](#)

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Annual Council	26 th May 2021



TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

WEDNESDAY 16 JUNE 2021

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

REPORT SUMMARY

The Tourism, Communities, Culture and Leisure Committee, in co-operation with the other Policy and Service Committees, is responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee. It is envisaged that the work programme will be formed from a combination of key decisions, standing items and requested officer reports. This report provides the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Tourism, Communities, Culture and Leisure Committee is attached as Appendix 1 to this report.

RECOMMENDATION/S

The Tourism, Communities, Culture and Leisure Committee are invited to agree or otherwise determine the content of the Tourism, Communities, Culture and Leisure Committee work programme which is proposed in this report for the remainder of the 2021/22 municipal year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

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

2.0 OTHER OPTIONS CONSIDERED

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

3.0 BACKGROUND INFORMATION

- 3.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:
- The Council Plan
 - The Council's transformation programme
 - The Council's Forward Plan
 - Service performance information
 - Risk management information
 - Public or service user feedback
 - Referrals from Council

Terms of Reference

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

- (a) for customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services
- (b) community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value.
- (c) in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods.
- (d) for the provision and management of leisure, sports and recreation facilities.

- (e) for delivery of the authority's library and museums services, including but not limited to art galleries, historic buildings and their gardens and the functions of the Council regarding public records
- (f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;
- (g) in relation to bereavement services and support to the Coroner's service;
- (h) regarding community safety, crime and disorder and all associated matters;
- (i) for trading standards and environmental health, including but not limited to:
 - (i) consumer protection;
 - (ii) product safety;
 - (iii) fair trading; (iv) metrology;
 - (v) food standards and animal health;
 - (vi) air pollution control;
 - (vii) health and safety at work (except in so far as it relates to the Council as an employer);
 - (viii) public conveniences;
 - (ix) food safety; and
 - (x) control of nuisances;
- (j) in respect of emergency planning and community resilience (community, regulatory and asset services);
- (k) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and
- (l) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions

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. However, there may be implications arising as a result of work programme items.

REPORT AUTHOR: **Anna Perrett**
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APPENDICES

Appendix 1: Tourism, Communities, Culture and Leisure Committee Work Programme

BACKGROUND PAPERS

Council Constitution

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Tourism, Communities, Culture and Leisure Committee	3rd March 2021 21st January 2021 23rd November 2020 26th October 2020

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TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE

WORK PROGRAMME 2020/21

Contact Officer/s: MIKE JONES
ANNA PERRETT

Draft June Agenda

Item	Key Decision	Lead Officer	Wirral Plan Priority
Library Review Progress Update	No	Andy McCartan	Healthy and Active lives
Income generation opportunities relating to the future operation of the Floral Pavilion Theatre and Conference Centre	No	Andy McCartan	Healthy and Active lives
Europa Leisure Pools Options 2021	No	Andy McCartan	Healthy and Active lives
Budget Monitoring and Budget Process	No	Shaer Halewood	Inclusive Economy
Financial Outturn report	No	Sarah Cox	Inclusive Economy
Work Programme Update	No	Anna Perrett	All

UPCOMING KEY DECISIONS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer	Wirral Plan Priority
Community Safety Strategy	July 2021	Mark Camborne	Safe and Pleasant Communities
Birkenhead Culture and Heritage Strategy (part of Birkenhead 2040 Regeneration Framework)	TBC 2021	Jane Morgan	Inclusive Economy
Leisure Vehicle Provision	TBC 2021	Stuart Bellerby	Inclusive Economy
Royden Park TBC (key decision?)	TBC 2021	James Roberts	Inclusive economy
Libraries Strategy and New Model	TBC 2021	Andy McCartan	Healthy and Active lives
A Sport and Physical Activity Strategy for Wirral (Update)	TBC 2021	Andy McCartan	Healthy and Active lives
Future of Golf (Final Report),	TBC 2021		Healthy and Active lives
Sport & Physical Activity Strategy Report	TBC 2021		Healthy and Active lives
& Leisure Facilities Masterplan	TBC 2021		Healthy and Active lives
Library Strategy & New Model (Final Report)	TBC 2021		Healthy and Active lives

ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Battle of Brunanburh	TBC	Keith Keeley
Golf progress update report	TBC	Andy McCartan
Sport and Physical Activity Strategy Update	TBC	Andy McCartan
Review of Golf	July	Andy McCartan

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring	TBC	Shaer Halewood

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Working Groups/ Sub Committees				
Task and Finish work				
Spotlight sessions / workshops				
Royden Park	Workshop	June 2021	James Roberts	TBC
Corporate scrutiny / Other				

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