



## Tourism, Communities, Culture & Leisure Committee

|               |  |
|---------------|--|
| <b>Date:</b>  | <b>Thursday, 9 March 2023</b>                |
| <b>Time:</b>  | <b>6.00 p.m.</b>                             |
| <b>Venue:</b> | <b>Committee Room 1 - Wallasey Town Hall</b> |

**Contact Officer:** Polly Price  
**Tel:** 0151 666 3336  
**e-mail:** pollyprice@wirral.gov.uk  
**Website:** www.wirral.gov.uk

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

Wirral Council is fully committed to equalities and our obligations under The Equality Act 2010 and Public Sector Equality Duty. If you have any adjustments that would help you attend or participate at this meeting, please let us know as soon as possible and we would be happy to facilitate where possible. Please contact [committeeservices@wirral.gov.uk](mailto:committeeservices@wirral.gov.uk)

This meeting will be webcast at  
<https://wirral.public-i.tv/core/portal/home>

## 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 - 12)**

To approve the accuracy of the minutes of the meeting held on 2 February 2023.

#### **5. PUBLIC AND MEMBER QUESTIONS**

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

##### **5.1 Public Questions**

Notice of question to be given in writing or by email by 12 noon, Monday 6, March to the Council's Monitoring Officer via this link: [Public Question Form](#) and to be dealt with in accordance with Standing Order 10.

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

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

##### **5.2 Statements and Petitions**

Notice of representations to be given in writing or by email by 12 noon, Monday 6 March 2023 to the Council's Monitoring Officer ([committeeservices@wirral.gov.uk](mailto:committeeservices@wirral.gov.uk)) and to be dealt with in accordance with Standing Order 11.1.

Petitions may be presented to the Committee if provided to Democratic and Member Services no later than 10 working days before the meeting, at the discretion of the Chair. The person presenting the petition will be allowed to address the meeting briefly (not exceeding three 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. If a petition contains more than 5,000 signatures, it will be debated at a subsequent meeting of Council for up to 15 minutes, at the discretion of the Mayor.

##### **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. **COMMUNITY ASSET TRANSFER: FORMER LIBRARIES (Pages 13 - 20)**
7. **ASSET TRANSFER OF WIRRAL TRANSPORT MUSEUM (Pages 21 - 34)**
8. **CUSTOMER EXPERIENCE STRATEGY (Pages 35 - 58)**

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

9. **TCCL QUARTER 3 REVENUE AND CAPITAL MONITORING BUDGET REPORT (Pages 59 - 84)**
10. **TOURISM, COMMUNITIES, CULTURE AND LEISURE PERFORMANCE REPORT (Pages 85 - 92)**

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

11. **THIRD SECTOR COMMISSIONING AND COMMUNITY, VOLUNTARY AND FAITH SECTOR SUMMARY UPDATE REPORT (Pages 93 - 102)**
12. **WORK PROGRAMME (Pages 103 - 112)**
13. **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

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

14. **EXEMPT APPENDICES - COMMUNITY ASSET TRANSFER: FORMER LIBRARIES (Pages 113 - 116)**
15. **EXEMPT APPENDICES: ASSET TRANSFER OF WIRRAL TRANSPORT MUSEUM (Pages 117 - 158)**

#### **Terms of Reference**

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

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## **TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE**

Thursday, 2 February 2023

Present:

Councillor H Cameron (Chair)

|             |           |                                       |
|-------------|-----------|---------------------------------------|
| Councillors | T Smith   | J Johnson                             |
|             | N Graham  | J Grier                               |
|             | S Percy   | A Brame                               |
|             | I Camphor | J Laing                               |
|             | M Collins | P Martin (In place of<br>KJ Williams) |

51 **WELCOME AND INTRODUCTION**

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

52 **APOLOGIES**

Apologies for absence had been received from Councillor Jerry Williams.

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

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

Councillor Naomi Graham declared a non pecuniary interest by virtue of her husbands employment.

54 **MINUTES**

**Resolved – That the minutes of the meeting held on 1 December 2022 be approved and adopted as a correct record.**

55 **PUBLIC QUESTIONS**

The Chair indicated that 11 public questions had been received.

Jon White attended the meeting to ask a question on what the KKP Indoor and Built Facilities Strategy says about the community swimming provision in the Borough. The Chair responded that the Strategy was commissioned by Wirral Council's Planning Department and was a publicly available document and offered a paper copy or the link to be sent.

A supplementary question was asked on where children will learn the important life skill of swimming if 3 more swimming pools were lost, it was agreed that a written response would be provided within 10 working days of the meeting.

Jane Langsdale attended the meeting to ask a question about the Wallasey Central Library site and what specific plans the Council had for the future use of the land and building if it ceased to be used for its original purpose. The Chair responded that The Council had not developed any specific plans for the future use of the land and / or building that currently houses Wallasey Central Library in the event that it was ceased to be used as a Library.

A supplementary question on what enquiries had been previously made about the use of the land at Wallasey Central library and the Chair stated that a written response would be provided within 10 working days of the meeting.

Barbara Hardcastle attended the meeting and asked a question on continuing covid restrictions in libraries which had led to activities and groups being unable to be reinstated and opening times being limited. In response, the Chair outlined that whilst restrictions had been lifted regarding social distancing, and the Government had removed legal restrictions, Councils were directed to follow guidance. The guidance meant the Council must provide additional fresh air to our buildings and as a 'Duty of Care' (as building owners) and therefore is obligated to provide adequate fresh air for members of the public/employees, and to provide adequate ventilated spaces that are supported by statutory 'Approved Documents' and the likes of CIBSE etc. It was also prescribed by law in Regulation 6 of the Workplace (Health and Safety and Welfare) Regulations 1992.

Whilst the guidance meant ventilation numbers cannot be ignored, the Library Service is working with the Facilities Management section to increase these where possible with investment in CO2 monitors to provide data to enable the numbers to be revisited and in some sites installation of mechanical ventilation to improve this. The implementation of the New Library Model would see the reintroduction of evening opening hours in the 4 Central libraries.

A supplementary question was asked around why there were not already CO2 monitors installed in libraries and the Chair stated that a written response would be provided within 10 working days of the meeting.

Jessica Keeler submitted a question around restrictions in Libraries planning and facilitating activities and events since the pandemic. The Chair indicated that a written response would be provided and minuted. The prepared response was the same as the above question submitted by Barbara Hardcastle.

Philippa Jones submitted a question on whether a feasibility study had been done on the accessibility to Birkenhead Library should it be relocated to Hamilton Square. The Chair indicated that a written response would be provided and minuted. The response was that Members had been advised that in the case of options where co-location of assets has been proposed, these proposals couldn't be regarded as robust at this stage. Fully completed business cases, site surveys, planning conditions and delivery plans would need to be satisfied, and any capital submissions and resource capacity requirements identified.

Ann Doughty submitted a question on capital investment that Birkenhead Library received from the Department for Culture, Media and Sport (DCMS) and how the financial risk of proposals to relocate the library were to be mitigated. The Chair indicated that a written response would be provided and minuted. The response was that the Council's Library Senior Management Team is in regular contact with DCMS and has kept the department fully appraised of any changes, and any proposed options for Library services. Any implications of budget proposals where there could be an impact on capital investment programmes would be discussed directly with DCMS.

Ann Edwards attended the meeting and asked a question around biodiversity net gain plans for the land at Brackenwood. The Chair outlined that the full response would be minuted and is as follows: As its function, Biodiversity Net Gain (BNG - under the Environment Act 2021) was designed to ensure developers delivered a mandatory minimum of 10% net gain on any development site versus its baseline. If developers had demonstrated the mitigation hierarchy and were unable to satisfy the required net gain on the development site, they were required to provide and/or purchase what are known as BNG units off-site on 'offset' or compensation sites. This then had to be managed in perpetuity (or a minimum of 30 years) and would be outlined in a Biodiversity Gain Plan and secured through a Conservation Covenant (or similar mechanism). This 'plan' would be developed and owned by either the developer if on-site or their own land, private landowners (if providing BNG units for sale), or the Council if on Council owned land. The Council was assessing all Council owned land for its potential to satisfy the forthcoming demand for BNG as offset sites and Brackenwood offered a unique opportunity to provide this on a large multi-functional scale – whilst delivering significant ecological and environmental benefits. It was anticipated that the delivery and long-term maintenance of BNG works would be funded up front through the sale of BNG units. Wirral Council was in a similar position

to all authorities across the Country, responding and reacting as new information on BNG delivery emerges, and DEFRA were due to release further instruction and guidance in the coming months. This would inform Wirral Council's BNG Strategy and long-term approach.

Robin Clarke attended the meeting and asked a question on how the Council could accurately determine the financial pressures set out in the report given that it had not recognised the impact of a 10% national increase in golfing participation rates or the disproportionate transfer rates from members at Hoylake compared to Brackenwood. The Chair responded that the Council had provided all the information it has on the attribution issue in the Freedom of Information response. This matter would need to be considered further if Members instructed Officers to negotiate Heads of Terms for a transfer of this asset. This matter would then be referred to a future meeting of this Committee for decision. This approach is recognized in the submission by Brackenwood Golf Community Limited. In terms of the national increase of 10% in participation rates, there were already a significant number of existing golf courses in Wirral, and to the South of the Borough, which were able to cater for any increased demand due to the capacity that is currently available.

Daniel Keane attended the meeting and asked a question on sports pitch provision in Bebington and ensuring that Biodiversity net loss was not created as a result of such developments. The Chair responded that the Council has undertaken a Playing Pitch Strategy, which is publicly available on its website. This identifies that there are significant shortfalls for all sports, for all pitch types, across all areas of the Borough. There are no other available sites in Bebington of this scale and size for new pitch provision. If the golf course is not transferred there is significant space (115 acres in total) which can be used to provide playing pitches and Biodiversity Net Gain. The Local Plan identifies brownfield sites for housing. These sites need to be supported by new playing pitches to meet the increase in demand. There is already a shortfall in pitches in Wirral so new sites need to be found to support the growth identified in the local plan. This is the best use of the site to fully support the Council's "brownfield first" strategy in the Local Plan.

Lief Prior attended the meeting and asked a question on how the Council proposed to manage fly tipping and maintenance of Brackenwood Park, the course or other existing buildings with no budget allocated should a Community Asset Transfer not proceed. The Chair responded that the Council had existing measures in place to deal with fly-tipping so there would be no additional cost should a CAT not proceed for Brackenwood Golf Course. The course closed on 1 April 2022 and therefore the course did not require maintaining as a golf course and all items required had been removed meaning there were no health and safety requirements.

Brackenwood Park is not part of the CAT transfer, and this area would continue to be maintained by the Council. If the officer recommendation was agreed then a further report would be brought back to Committee in June

2023 outlining the opportunities for pitch provision and Biodiversity Net Gain on the site, how this would be funded, and the timescales involved.

Keith Marsh attended the meeting and asked a question on Brackenwoods Biodiversity Net Gain Strategy and how it supported the Council's Local Plan delivery and brownfield first strategy. The Chair responded that to fully support the Local Plan's "brownfield first strategy" two significant things were required – sites for playing pitch provision and sites to achieve Biodiversity Net Gain. Returning the golf course to its former use would not provide a site for playing pitches, indeed it would remove a very significant site of 115 acres and therefore this would not support the Local Plan. The BNG Strategy was welcomed but this was a high-level strategy which would require more detail and specific measures to fully assess the benefit of this strategy towards the BNG targets required. It was the Officers' view that there were a significant number of golf courses available in Wirral and to the South of the Borough and that they have the capacity to cater for those of all levels and abilities to play the game and that there was sufficient capacity at these courses to meet any increase in demand.

## 56 STATEMENTS AND PETITIONS

The Chair indicated that there were 3 public statements to be heard.

Keith Marsh read a statement which emphasised that the Community Asset Transfer process had been an anxious and exhaustive period for Brackenwood Golf Club and members of the community. The statement noted how since May 2022, Brackenwood Golf Club volunteers had acted as custodians of the land ensuring it had been well maintained. He detailed how Brackenwood had submitted a Biodiversity Net Gain strategy which was complimentary of the brownfield first policy in the Local Plan and in support of greenbelt protection and how Brackenwood's business plans offered affordable golf closer to home, reducing car journeys and carbon footprints as well as providing free access to a sport often seen as expensive to under 16's and affordable access to adults to promote inclusivity rather than exclusivity.

Robin Clarke read a statement which demonstrated the local communities' sentiments at the officer recommendation not to proceed with the Community Asset Transfer of Brackenwood Golf Course and echoed the community and volunteers commitment to the site and Biodiversity Net Gain. The statement detailed the support the members of Brackenwood Golf Club had given to businesses who expressed an interest in the future of the club throughout the Community Asset Transfer process.

In his capacity as a Wirral resident, Councillor Jason Walsh made a statement, supporting the previous statements that Brackenwood was a much loved community space and was important to residents.

57 **QUESTIONS BY MEMBERS**

There were no questions by Members.

**At the request of the Chair, the Committee agreed to alter the order of business to hear item 7 first.**

58 **NEW FERRY RANGERS COMMUNITY CLUBHOUSE**

The Assistant Chief Executive introduced the report which outlined the various stages undertaken to secure funding for and subsequently award the tender for New Ferry Rangers Community Clubhouse project. The report related to the refurbishment of Bebington Youth Club in New Ferry for community uses. The main driver for the project was to transfer the under-utilised asset to New Ferry Rangers Football Club (Charitable Incorporated Organisation), allowing them to deliver a fit for purpose, community offer from the site, including a Community Café, Community Gym and 3G Pitch. The Community Clubhouse should be seen as a complimentary element of the wider regeneration of New Ferry.

Members thanked officers for their hard work, noting that residents had previously reported there were not enough facilities for young people and so this project would be appreciated.

**Resolved – That**

- (1) the award of the tender for refurbishment of the Bebington Youth Club and installation of a short sided 3G pitch to Skyline Property Solutions Ltd be noted.**
- (2) the acceptance of the Sport England grant to help fund this project (comprising of £300,000 total capital and £36,875 revenue in development support) be endorsed.**
- (3) the establishment of a long-term lease for the building, transferring responsibility to New Ferry Rangers Charitable Incorporated Organisation be endorsed, said lease will include continuity of Youth Services provision from the site, minimum nine hours per week.**

59 **COMMUNITY ASSET TRANSFER**

The Assistant Director - Special Projects introduced the report of the Director of Resources which made recommendations in relation to the following Community Asset Transfer (CAT) matters: Former Libraries, Brackenwood Golf Course, Bromborough Civic Centre, and in addition to an Asset Transfer (AT) matter: Former Public Toilets in Moreton

Members thanked officers for their hard work throughout the Community Asset Transfer Process.

Members considered the recommendations individually.

It was moved by the Chair, seconded by Councillor Mike Collins that the Director of Resources be authorised to conclude the transfer of assets of Pensby Library to Pioneer People and Prenton Library to St. Stephens Church on the basis of the terms reported in the exempt appendix 1 to the report. This was agreed by assent.

Members discussed that this was a good use of a community asset being introduced and re-opened to the community.

It was moved by the Chair, seconded by Councillor Jenny Johnson that the Director of Resources be authorised to enter into negotiations on the basis of the re-submitted business plans contained in the exempt Appendix 2 of this report to agree Heads of Terms for the transfer of the former library assets at Wallasey Village to the Wallasey Village Library and Community Centre, Irby to the Friends of Irby Library, and Higher Bebington library to the Co-op Academy Bebington. Once agreed these Heads of Terms are to be reported back to this Committee for a decision or onward recommendation to Policy and Resources Committee. This was agreed by assent.

The Chair noted that the additional 9 weeks that had been added to the timeline had been beneficial for small businesses as creating a business plan could be a daunting task. Members noted the importance of keeping as many libraries open as possible and welcomed this recommendation.

It was moved by the Chair, seconded by Councillor Mike Collins that the Director of Resources be authorised to market the site of the former Hoylake Library for sale or commercial leasing on the basis that it is surplus to the requirements of the Committee. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Tony Smith that the removal of the former Woodchurch Library asset from the CAT process be approved. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Judith Grier that Policy and Resources be recommended to agree that Higher Bebington Library be appropriated by the Council for educational purposes. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Tony Smith that Policy and Resources be recommended to agree that the former Woodchurch Library asset be appropriated by the Council for educational purposes. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Jenny Johnson that Policy and Resources be recommended to agree that the site of the former Hoylake Library be marketed for sale or commercial leasing. This was agreed by assent.

A discussion ensued around officer recommendation 5, where Members agreed that both interested parties for the Bromborough Civic Centre should be invited to bring a business plan.

It was moved by the Chair, seconded by Councillor Jenny Johnson that both interested parties for the Bromborough Civic Centre, Neo and Bromborough Community Group, be invited to bring business plans on the basis of their submitted expression of interest, incorporating their vision for the library element. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Ivan Camphor that the former public toilets in Moreton which had been declared surplus to requirements be transferred to Moreton in Bloom, based on the information in the exempt appendix 7 of the report. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Paul Martin that £52,000 of the surplus revenue amount allocated to Community Asset Transfer be used to meet the holding costs of the former libraries in 2023/24 prior to transfer. This was agreed by assent.

It was moved by the Chair, seconded by Councillor Sue Percy that the remaining revenue balance of £62,417 be retained to support the library element of Bromborough Civic Centre if members decide to transfer this asset at a future point in the financial year 2023/24. This was agreed by assent.

The Assistant Director – Special Projects outlined that in relation to Brackenwood, two business plans had been submitted and there was one that could potentially be taken forward, the considerations around the Council's local plan and brownfield strategy were set out in the report. It was reported that the work done so far on Brackenwood was preliminary due it being part of the CAT process.

A discussion on officer recommendation 1c around Brackenwood Golf Course ensued with Members querying the suitability of the land for sports pitches and the competing priorities of the brownfield first strategy and Biodiversity Net Gain. The Assistant Director - Special Projects clarified that whilst not all of Brackenwood could be used for playing pitches due to the slopes of the land and existing drainage issues, parts of the site were suitable, and the idea was to provide a hub of playing pitches with one centralised changing and servicing facility. Members made it clear that they were not in support of the officer recommendation.

On a motion by the Chair, seconded by Councillor Tony Smith it was –

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

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

The Chair moved a motion, seconded by Councillor Naomi Graham that the Director of Resources be authorised to start negotiating with Brackenwood Community Golf Club Ltd on the basis of their business plan, to seek to agree Heads of Terms to transfer the course and report back on the outcome of the negotiations and options, which support Local Plan priorities for decision by this committee. This was agreed by assent.

**Resolved - That**

- (1) the Director of Resources be authorised to conclude the transfer of assets of Pensby Library to Pioneer People and Prenton Library to St. Stephens Church on the basis of the terms reported in the exempt appendix 1 to this report.**
- (2) the Director of Resources be authorised to enter into negotiations on the basis of the re-submitted business plans contained in the exempt Appendix 2 of this report to agree Heads of Terms for the transfer of the former library assets at Wallasey Village to the Wallasey Village Library and Community Centre, Irby to the Friends of Irby Library, and Higher Bebington library to the Co-op Academy Bebington. Once agreed these Heads of Terms are to be reported back to this Committee for a decision or onward recommendation to Policy and Resources Committee.**
- (3) the Director of Resources be authorised to market the site of the former Hoylake Library for sale or commercial leasing on the basis that it is surplus to the requirements of the Committee.**
- (4) the removal of the former Woodchurch Library asset from the CAT process be approved.**
- (5) Policy and Resources be recommended to agree that Higher Bebington Library be appropriated by the Council for educational purposes.**

- (6) Policy and Resources be recommended to agree that the former Woodchurch Library asset be appropriated by the Council for educational purposes.**
- (7) Policy and Resources be recommended to agree that the site of the former Hoylake Library be marketed for sale or commercial leasing.**
- (8) both interested parties for the Bromborough Civic Centre, Neo and Bromborough Community Group, be invited to bring business plans on the basis of their submitted expression of interest incorporating their vision for the library element.**
- (9) the former public toilets in Moreton which had been declared surplus to requirements be transferred to Moreton in Bloom, based on the information in the exempt appendix 7 of this report.**
- (10) £52,000 of the surplus revenue amount allocated to Community Asset Transfer be used to meet the holding costs of the former libraries in 2023/24 prior to transfer.**
- (11) the remaining revenue balance of £62,417 be retained to support the library element of Bromborough Civic Centre if members decide to transfer this asset at a future point in the financial year 2023/24.**
- (12) the Director of Resources be authorised to start negotiating with Brackenwood Community Golf Club Ltd on the basis of their business plan, to seek to agree Heads of Terms to transfer the course and report back on the outcome of the negotiations and options, which support Local Plan priorities for decision by this committee.**

## **60 BUDGET SETTING 2023/24**

The Director of Neighbourhood Services introduced the report which enabled the Committee to consider feedback and outcomes from the Budget Workshops which had been held in recent months. The workshops enabled officer and member liaison on proposed budget options, to facilitate discussion and allow direction to be obtained on further analysis required. The Budget Workshops also provided an opportunity for alternative proposals to be considered.

Engagement with local residents and businesses had been undertaken as part of the budget setting process. The outcome of this consultation for Leisure and Library Services was included at Appendices 4 and 5 and would

be presented to Policy and Resources Committee on 15 February 2023, alongside the outcomes of the other service-specific consultations.

The Chair thanked officers for their hard work in delivering the workshops and budget options and expressed that some options had been difficult to consider but acknowledged that officers had to bring a range of proposals to Members.

**Resolved – That**

**(1) the Budget Workshop feedback and outcomes, as detailed in Appendices 2 & 3, be reported to Policy and Resources Committee for consideration.**

**(2) the latest budget information provided to Policy and Resources Committee in January be noted.**

**(3) the outcome of the public consultation for Leisure and Library Services as detailed in Appendices 4 & 5 to the report be noted.**

61 **WORK PROGRAMME**

The Consultant Lawyer introduced the report of the Director of Law and Governance which provided the Committee with an opportunity to plan and review its work across the municipal year.

It was requested that reports on trading standards and air pollution be added to the work programme.

In response to a Member query, the Assistant Director Neighbourhoods, Safety & Transport agreed to provide a briefing note and to hold a workshop for the Committee on the Open Golf.

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

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

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

63 **BUDGET SETTING 2023/24 EXEMPT APPENDICES**

**Resolved – That the content of the appendices be noted.**

64 **COMMUNITY ASSET TRANSFER EXEMPT APPENDICES**

**Resolved – That the content of the appendices be noted.**



## TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

Thursday, 9 March 2023

|                      |  |
|----------------------|--|
| <b>REPORT TITLE:</b> | <b>COMMUNITY ASSET TRANSFER FORMER LIBRARIES</b> |
| <b>REPORT OF:</b>    | <b>DIRECTOR OF RESOURCES</b>                     |

### REPORT SUMMARY

This report makes recommendations in relation to the following community asset transfer (CAT) matters.

Former Libraries at Irby Village and Wallasey Village.

It builds upon the CAT reports approved by this committee at its meetings on 16 June 2022, 25 October 2022 and 2 February 2023.

A report on Woodchurch Leisure Centre, the former library at Higher Bebington and Brackenwood Golf Course will be brought to this committee in June 2023.

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

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

This matter has the potential to affect all wards.

This is a Key Decision

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

### RECOMMENDATION/S

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

- (1) Increase the capital allocation to support the transfer of Irby library from £20,000 to £40,000

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

## SUPPORTING INFORMATION

### 1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The recommendations within this report enable Committee to make decisions on the assets that are in scope for Community Asset Transfer (CAT).
- 1.2 The report makes recommendations for transfer where the information supports that approach.

### 2.0 OTHER OPTIONS CONSIDERED

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

### 3.0 BACKGROUND INFORMATION

#### Former Libraries

- 3.1 Following the recommendation of this Committee at its meeting on 2 February 2023, Heads of Terms have now been agreed for the transfer of the former libraries at Wallasey Village, and Irby. These Heads of Terms are contained in the exempt appendices 1 and 2 of this report.
- 3.2 In relation to the transfer of Irby library, further works have been identified which need to be done by the Council prior to the transfer of the asset. These relate to the heating system and insulation of the building. The estimated cost is £20,000. It is therefore recommended that the capital sum to support the transfer is increased from £20,000 to £40,000 to cover the cost of the additional works. There is surplus budget in the approved funding for CAT to fund this increase.

### 4.0 FINANCIAL IMPLICATIONS

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

| <b>ASSET</b>             | <b>Estimated Asset Value</b> | <b>Estimated Capital Investment Costs</b> |
|--------------------------|------------------------------|---|
| Irby Library             | £400,000                     | £95,475                                   |
| Wallasey Village Library | £400,000                     | £160,250                                  |

- 4.2 This table provides information on the estimated value of each asset in this report.
- 4.3 The estimated capital investment cost come from previous surveys which have been updated. Such investment is required over several years. It is given for information purposes.

| <b>Indicative Funding Table for the former libraries</b> |                            |                                |                      |                |
|--|----------------------------|--------------------------------|----------------------|----------------|
| <b>Area</b>  | <b>Capital - Condition</b> | <b>Capital - Change of Use</b> | <b>Total Capital</b> | <b>Revenue</b> |
| Irby   | 40,000                     | 0                              | 40,000               | 20,000         |
| Wallasey Village   | 53,500                     | 24,000                         | 77,500               | 22,000         |

4.4 Any transfers will be on a full repairing and insuring lease ensuring there are no future costs for the Council. Leases will be monitored on an annual basis to ensure that repairs and maintenance are being undertaken. Evidence will be required that the asset is being insured.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 The terms of reference for the Tourism, Communities, Culture and Leisure Committee are to consider applications for transfers of assets to organisations that will provide community benefits e.g. main uses which would further the social well-being and interests of the local community. Examples would include cultural, recreational, and sporting uses. Outside the definition would be use that was predominantly educational. Any appropriation of land from use as a library to educational use would require the approval of Policy and Resources Committee. The Tourism, Communities, Culture and Leisure Committee should refer to Policy and Resources Committee surplus assets for which the Committee saw no alternative community use.
- 5.2 In general the Committee in reaching a decision must consider all relevant considerations and disregard irrelevant considerations and come to a reasonable conclusion. That would include considering any potential uses for the assets which are alternative to those being proposed by the applicants for CAT transfers. Not to consider alternative uses would expose any decision to legal challenge.
- 5.3 A relevant consideration is the Council's fiduciary duty to the Council Taxpayer to take account of their interests in maximising income or savings and obtaining the best price reasonably obtainable for the disposal of any asset. The Committee should therefore take into account any income or capital receipt forgone as a result of donating an asset for community use. Any financial loss would have to be clearly outweighed by the strength of the community benefits. The Council's current financial position is a relevant factor.
- 5.4 If the community benefits are unlikely to be realised by a CAT transfer because, for example, of a lack of financial viability or necessary expertise, then they should be given little or no weight in the decision-making process, particularly if the CAT transfer would commit the Council to capital or revenue support which would be wasted if the community benefits were not realised.
- 5.5 The Council is under an additional duty to obtain the best price reasonably obtainable for the disposal of any interest in its land unless the disposal is for a lease for less than seven years. If the proposed lease is for a longer term, then a less than market rent would be lawful if the value of the community benefits outweighed any

loss of income. If, however, the value of the land free of any restrictions imposed by the Council would be £2million or more, then the Secretary of State's consent would be required.

- 5.6 A further consideration is the Subsidy Control Act 2022 which prohibits subsidies by public bodies to an enterprise (even if not for profit) that offers goods or services on a market. If the financial assistance (e.g. charging a below market rent in a lease) conferred an economic advantage on the selected enterprise that might distort competition with other providers, it would be unlawful unless the advantage were below the "de minimis" level of £315,000 (measured over the length of the proposed lease) or the rigorous requirements for a lawful subsidy under the Act were satisfied.
- 5.7 Any proposed disposal by the Council of an interest in land that is public open space (i.e. land held for the purpose of public recreation such as public parks or golf courses that are open to the public and not restricted to a private membership) must be advertised in local newspapers for two successive weeks. Any objections received would have to be considered by the Committee before any decision were made on the disposal.
- 5.8 The grant of a lease to a CAT transferee would confer exclusive possession of the land to the organisation. The Council could impose covenants on the lessee e.g. to keep the property in good repair or not to use it for any purposes other than those specified. Those covenants would be enforceable but any decision by the Council to forfeit the lease for non-compliance could be overturned by the Court in its discretion if the lessee sought relief from forfeiture. The Council would in effect lose control of the land for the duration of the lease (and the lessee would have the right to a renewal of the lease on its expiry unless its right were excluded pursuant to the Landlord and Tenant Act 1954).
- 5.9 Any disposal of the land for a different use than the one formerly established by the Council would have to be compliant with any legally enforceable covenants imposed by previous owners or current landlords and with any requirements for planning permission.
- 5.10 If the Committee were to agree in principle to a CAT transfer, Asset Management would negotiate heads of terms with the transferee. Those terms would then be referred to the Tourism Committee for approval and to Policy and Resources Committee if the value of the land exceeded £500,000) whereupon the legal documentation and processes would be undertaken. Any capital works by the Council would have to be completed prior to the grant of the lease. Pending completion of the CAT transfer, any costs incurred in maintaining the asset would have to be met by the Council.
- 5.11 If the Committee decided not to proceed with a CAT transfer, the property would either be considered for an alternative use by the Council or put on the market for sale or rent in accordance with the Council's Asset Disposal Strategy.

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

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

## **7.0 RELEVANT RISKS**

7.1 Transferring any asset carries a risk that it may not be successful. To reduce this risk, the Council has undertaken a very thorough process in terms of assessing each business plan, the funding required and considering all other relevant factors as detailed in this report.

7.2 In addition, under the CAT proposals the Council would be leasing the assets to the relevant organisation and if any transfer failed the asset would return to the Council but only after possible litigation and the Court or the lessee agreeing to the forfeiture of the Lease. Consideration could then be given to the options. Most of the assets have a prospect of an alternative use, so the Council could market the sites to realise a rent or capital receipt after any court process has been completed.

7.3 A communications strategy is in place to manage any reputational risks associated with the CAT project.

7.4 Any post transfer risks (e.g. ensuring compliance with the lease, maintaining the property etc) will be dealt with by lease provisions and regular annual monitoring of these matters.

7.5 A register of all assets transferred will be kept by the Asset Management Team. The annual report to members on the Asset Strategy 2022-27 will report progress on CAT.

## **8.0 ENGAGEMENT/CONSULTATION**

8.1 Engagement has taken place with each of the organisations as they prepared their business plans. Following the assessment process, further engagement took place with each group to provide feedback and to discuss the issues and options as set out in this report. Each organisation has been advised of the officer recommendation prior to the publication of this report.

8.2 Following the decision of this Committee, the outcome will be discussed further with each organisation as appropriate.

## **9.0 EQUALITY IMPLICATIONS**

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

9.2 As part of the due diligence the Council has checked that each of the organisations recommended to receive a transfer of the asset has all the relevant policies in place or will have them in place prior to any Transfer Agreement being signed.

## 10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

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

## 11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 Transferring the library assets has several community benefits. A number of new organisations will be formed to run the assets, and this will provide new opportunities within those communities for community wealth building. The local focus of activity within those communities will complement existing facilities and create new economic opportunities for local groups.

**REPORT AUTHOR: David Ball**  
Assistant Director Special Projects and Interim Assistant Director  
for assets  
telephone: Tel: 0151 691 8395,  
email: davidball@wirral.gov.uk,

## APPENDICES

- Appendix 1 Heads of Terms former Wallasey Village Library (Exempt)  
Appendix 2 Heads of Terms former Irby Library (Exempt)

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

## BACKGROUND PAPERS

1. Community Asset Transfer Policy 2022

### SUBJECT HISTORY (last 3 years)

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

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## TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE

9 March 2023

|                      |  |
|----------------------|--|
| <b>REPORT TITLE:</b> | <b>ASSET TRANSFER OF WIRRAL TRANSPORT MUSEUM</b> |
| <b>REPORT OF:</b>    | <b>DIRECTOR OF REGENERATION AND PLACE</b>        |

### REPORT SUMMARY

The Council is proposing to transfer the Wirral Transport Museum to Big Heritage (BH), a locally based non-profit organisation, with a strong background in running museums and visitor attractions across the region. This will be a 25-year lease contracted out of the Landlord and Tenant Act 1954.

The Museum and tramway track in 2021/22 cost the Council £85,000 to maintain and attract a limited number of visitors per year. The proposal by BH would be to create a compelling visitor attraction, drawing in up to 40,000 visitors per year. The Merseyside Tramway Preservation Society (MTPS), who currently run the Museum on behalf of the Council have expressed their full support of the asset transfer to BH, with their board unanimously agreeing to support the proposal.

This Asset Transfer is in line with the Council's approved Asset Strategy 2022-27 approved by Policy and Resources Committee on 9 November 2022. The asset transfer aligns with the Wirral Plan (2021-2026), with the proposal directly supporting the following key themes within that plan:

- A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations.
- A brighter future for all where children, young people and families can break the cycle of poor outcomes regardless of their background.
- Safe, vibrant communities where people want to live and raise their families.

This matter directly affects Birkenhead Ward within the Borough but has implications on all wards as visitors come from across the borough and City Region. This matter is a Key Decision.

The Heads of Terms document and Big Heritage's plan that are referred to in this report were submitted confidentially for commercial reasons. Therefore, Appendices 1 and 2 of this report are exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

## **RECOMMENDATION/S**

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

- (1) Approve the Heads of Terms for an Agreement for Lease, Museum Lease, Tramway Operation Agreement and Option Agreement in relation to the landholding of Wirral Transport Museum, East Side of Taylor Street Birkenhead to Big Heritage CIC substantially in accordance with the Heads of Terms as set out in Appendix 1 of this report; and
- (2) Authorise the Director of Law and Governance, in consultation with the Director of Regeneration and Place, to:
  - (a) Negotiate and finalise the legal document associated with this Heads of Terms
  - (b) Seek any necessary regulatory approvals from the Secretary of State in relation to the tramway operation.

## **SUPPORTING INFORMATION**

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

- 1.1 Wirral Transport Museum (Hereinafter referred to as ‘the Museum’) is costing the Council approximately £85,000 per year and due to its limited opening hours, the visitor attraction welcomes just 6,000 visitors per year. For comparison other Wirral Council heritage assets attracted, pre-pandemic, between 14,000 (Birkenhead Priory) and 50,000 (The Williamson) visitors a year.
- 1.2 Big Heritage (BH) are best placed to take on the Museum for the following reasons:
- They offer a unique provision where BH can link numerous heritage visitor attractions within Central Birkenhead (that on their own are not as compelling) into a single effective package. These attractions are the Battle of the Atlantic Centre (a new attraction due to replace the U-boat story), The Grasshopper (a working example of a giant steam pump used to clear water from the Mersey Railway Tunnel) and the Wirral Transport Museum.
  - BH are a Community Interest Company (CIC), which means the assets and profits must be permanently retained within the CIC and used solely for community benefit, or (in the event of business failure) transferred back to the Council or to another organisation which itself has an asset lock, such as a charity, or another CIC.
  - BH have a strong background in running sustainable business models for museums and visitor attractions across the region, including Western Approaches in Liverpool, Deva Roman Discovery Centre in Chester and will operate The Battle of the Atlantic Centre in Birkenhead.
  - Any profits made to be retained within Birkenhead, by investing back in the Museum itself or in Big Heritage’s other Birkenhead visitor attractions: The Battle of the Atlantic Centre and Grasshopper.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 Retain the building as a Council asset.  
This option would see the Council continuing to pay maintenance costs and will be liable to any future issues. Visitor numbers would be limited to approximately 6000 per annum, compared to forecasts of 40,000 and would limit the potential of the Museum to expand in years to come as the area undergoes transformation.

There is also a concern of solely relying on volunteer staff (MTPS) to run the Museum, as this may not be sustainable in future years due to risks of a declining volunteer base.

- 2.2 Close the museum and sell the site.  
This option would result in the cost, risk and liabilities no longer sitting with the Council. However, this option was discounted as it would likely result in the loss of a visitor attraction and historical asset for Birkenhead, at a time when Birkenhead 2040 Framework is aiming at attracting more people to spend time in Birkenhead. In addition, the MTPS would have to be disbanded and would give rise to complexities surrounding the heritage tramway.

### **3.0 BACKGROUND INFORMATION**

- 3.1 The Wirral Transport Museum, a heritage tramway and transport museum, is an existing Council asset and includes a 1km heritage tramway that runs as a visitor attraction taking passengers by historic tramcars from the Woodside Ferry Terminal to the Museum.

Currently the Museum's day to day activities are run by volunteers from the Merseyside Tramway Preservation Society (MTPS). The Museum operates a limited opening hours schedule, open for visitors in the afternoon on weekends, bank holidays and during school holidays three additional weekdays. The Museum receives approximately 6000 visitors per year. The budget for the Museum and tramway is £45,000 for 2022/23, however in 2021/22 cost the Council approximately £85,000 a year to maintain.

The Museum building has undergone maintenance works in the past few years but will require continuing work to ensure its safe and secure for visitors and volunteers. The Museum and tramway reopened to visitors in October 2021, following the covid-19 pandemic. The tramway is due to undergo some safety repair works in the early 2023, following recommendations from track specialists. The section of track at Woodside Ferry Terminal remains closed, with this section subject to a highway/public realm redesign at Woodside as part of Waterfront Programme.

- 3.2 The Birkenhead Framework 2040 seeks to re-connect the revitalised town centre with the opportunities along the Mersey waterfront, making the most of the town's iconic heritage and buildings. The plan includes the redevelopment of the area surrounding Woodside Ferry Terminal and the creation of a new urban park, termed Dock Branch, which will serve as an active travel route connecting the developments in Wirral Waters to the centre of Birkenhead. Dock Branch will directly border the Museum, with the heritage tramway providing a visitor attraction that will link the newly developed waterfront to the Museum and to Dock Branch Park.

The Museum and tramway are not only an important part of Birkenhead's heritage but also form an integral part of the connectivity of cultural and heritage assets within the regeneration plan.

- 3.4 The proposal is to transfer the Museum asset across to Big Heritage CIC (see section 1.2 for reasons for recommending the proposal). The aim would be to create a sustainable business model for the Museum, working in partnership with the MTPS with an aim to attract 35,000 - 40,000 visitors within 18 months of taking on the site. This would be achieved by utilising the connectivity of the heritage attractions in Birkenhead (see Appendix 2). For instance, visitors could arrive either by Ferry or via train/bus/cycle/walk to Woodside, visit the Battle of the Atlantic Centre and then hop on a heritage tram which takes you to the Museum – with all three attractions combined to create a multi ticket offer.
- 3.5 Any one of the visitor attractions within Birkenhead might be in themselves a compelling experience but having them interconnected, all within the same area, provides an unparalleled visitor experience. And when combined with a revitalised waterfront (including food and drink provision at Woodside Ferry Village, new public art and new public realm) and a new urban greenspace at Dock Branch it creates a

compelling visitor attraction package that maximises visitors to Birkenhead's attractions.

Ultimately the aim is that instead of a 1-2 hour visit, families, tourists and enthusiasts can spend an entire day exploring the different attractions and the local area. They will stay longer in Birkenhead, stimulating the local economy as they choose to eat, drink and shop and explore.

- 3.7 Big Heritage are committed working as a partner alongside the MTPS, and have committed to the following:
- MTPS members will continue to have the same access rights, tram tickets etc as they currently have. Fees, terms and activities of MTPS membership remain with the trust.
  - BH envision a museum that will eventually be open all year round, but do not expect MTPS volunteers to have to commit any more time to manage this.
  - BH will commit to help grow the membership of MTPS, and actively work with the charity to help continue its legacy by diversifying its membership and encouraging new young local members.
- 3.8 MTPS have written to the Council to express their full support of transferring the asset to BH, with their board unanimously agreeing to support the proposal. See Appendix 3 for the letter of support.
- 3.9 The Council is proposing to lease the Museum to BH, for a 25-year period contracted out of the Landlord and Tenant Act 1954. See Appendix 1 for the draft Heads of Terms (HoT) document. Please note the document is currently still in development and the detail is subject to change. However, the main principles of the transfer are agreed between the two parties. The HoT contains the following: Museum Lease, Tramway Operation Agreement, an Option Agreement for the Tramway and Tramway Lease.
- 3.10 The tramway tracks initially would remain under the Council's control, with MTPS continuing to operate the tramways in the short term. Within a 10-year period BH will take ownership of the tramway from the Council, subject to Secretary of State (SoS) approval. The 10-year period allows BH an opportunity to recruit/train staff needed to increase trams running to multiple days per week and to seek approval from the SoS.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 No Council funding is required in the asset transfer. Savings will be generated as existing running costs such as maintenance and insurances (to required agreed cover levels) will be the responsibility of Big Heritage rather than the Council.
- 4.2 The budget for the Museum and tramway is £45,000 for 2022/23. However, in 2021/22 it exceeded the budget and cost the Council approximately £85,000 to run, maintain and repair. This cost varies year by year due to maintenance requirements but is consistently over budget.
- 4.3 Transferring the asset across to BH would save the Council the majority of this cost. The costs retained by the Council following the transfer would be the maintenance,

repairs and insurance costs of the tramway tracks for an initial period (up to a maximum of 10 years) until the tramway tracks are transferred across to BH. For last financial year (2021/22) these costs equated to around £5,500. So, this would have resulted in a net saving for the council of approximately £80,000 in 2021/2022.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 Heads of Terms (Appendix 1) are being prepared and contain the following: Museum Lease (lease of the Museum building itself); Tramway Operation Agreement (see section 5.2); an Option Agreement for the Tramway (gives BH the option, but not the obligation, to call for a lease of the tramway within the first 10 years of the Museum Lease having been granted); and Tramway Lease (which would only come into play once the Option Agreement is called upon by BH).
- 5.2 Simultaneously with completion of the Museum Lease, the Council and BH will enter into a commercial Tramway Operation Agreement that will be co-terminus with the Museum Lease. The Tramway Operation Agreement will codify the obligations of both the Council and BH in respect of the tramway itself, and how the volunteers are to be directed to operate the trams on a day-to-day basis. Formal contractual arrangements between the volunteers and the Council would also be put in place when the Tramway Operation Agreement is entered into, to ensure that service delivery was clear to all parties and to ensure the Council could comply with their obligations to BH under the Tramway Operation Agreement. The Tramway Operation Agreement can be found in the HoTs document (Appendix 1).
- 5.3 If vacant and offered for sale on the open market the property could have a value in the region of £370,000 or the potential to generate a rent of £44,000 pa if made available for rent. Under Section 123 of the Local Government Act 1972, except with the consent of the Secretary of State, the Council shall not dispose of land for a consideration less than the best reasonably obtainable. The Secretary of State has issued the General Disposal Consent (England) 2003 (“the General Disposal Consent”) which applies where:
- a) the Council consider the purpose of disposal is likely to contribute to the achievement of any one or more the following in respect of any part of its area of any persons resident in its area (i) promotion or improvement of economic well- being; (ii) promotion or improvement of social well- being;(iii) promotion or improvement of environmental well- being and in addition.
  - b) the difference between the best price as assessed in line with the guidance in the consent and the price to be paid is not in excess of two million pounds.

It is considered that that the terms of the disposal meet the terms of the General Disposal Consent because the disposal will secure the longer term use of this asset as a museum which will contribute towards the promotion or improvement of social well-being for residents within the local area.

The lease will include restrictions which will only permit a museum use with ancillary activities. Independent valuation advice has indicated that the typical market rent for museum attractions is a peppercorn, so based on the restricted use, the proposed rent does meet the market rant and therefore would meet the requirements under Section 123.

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

- 6.1 There are resource issues with the current working setup of the Museum, as currently the Council are only able to dedicate a limited staffing resource to the Museum. The day-to-day running is operated by the MTPS, and whilst this is currently working, there is a concern regarding the sustainability of this arrangement due to declining volunteer bases.  
Resources would be greatly enhanced if a dedicated provider such as BH operated the Museum.

## **7.0 RELEVANT RISKS**

- 7.1 Failure to take the option of the asset transfer (Council to retain asset):

This would see the Council continuing to pay maintenance costs and will be liable to any future issues. There is also a concern of solely relying on volunteer staff to run the Museum, as this may not be sustainable in future years due to risks of a declining volunteer base.

- 7.2 Whilst a transfer will handover some of the risks to BH it does leave the Council with different risks that need to be managed i.e. contractual and relationship management. How these will be managed are outlined in the Heads of Terms, specifically the Tramway Operation Agreement which details the obligations of both the Council and BH in respect of the tramway itself.

- 7.3 Financial stability of Big Heritage:

This is mitigated against as the terms of the lease include reversion of the asset back to the Council or to a similar CIC if that situation occurs. If the Museum did revert back to the Council, the Council would then be responsible for its repair and maintenance again. However, the lease contains details that BH should carry out all necessary repairs and maintenance, with checks in place to ensure it meets these requirements.

It is worth noting that Council have undertaken due diligence on Big Heritage and have entered into a grant agreement with them as part of levelling up funding grant agreement for the transformation for the U-boat Museum at Woodside.

- 7.4 Health and safety risks regarding the tramway infrastructure:

The Council will retain the tramway infrastructure in the short term, so the risks associated in ensuring the infrastructure is safe and working correctly remains with the Council. This is until the Option Agreement is enacted by BH and the Tramway Lease comes into play. At this point the tramway infrastructure and all risks associated will transfer to Big Heritage.

In the meantime, operating risks will transfer to BH as outlined in Tramway Operation Agreement, which gives clarity on roles & responsibilities and the ownership of these associated risks. Insurance, risk and legal teams have been consulted on this and are happy with this approach.

To ensure the safety of the track in the short term the Council is currently undertaking an exercise to make some minor repair work to the tracks and will be targeting an annual survey of the tracks to ensure they are safe for operation.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 As part of the Wirral Council Budget 2022-23 public consultation “asset reduction” was suggested in the top five suggestions for how the Council can make additional savings.
- 8.2 The Merseyside Tramway Preservation Society (MTPS) have been consulted on consistently throughout the process and are in full support. See Appendix 2 for a letter of support from the MTPS. Local businesses have also been consulted on the proposal.
- 8.2 The Museums Service Strategy consultation included comments such as “the Priory, Williamson and Transport Museum are jewels in the crown of the borough and should be cherished and looked after for future generations”. This proposal seeks to ensure that the Museum is here for future generations.

## **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 (EIA) 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. An EIA has been conducted for this report, see here for link:  
<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-budget-proposals-2023-24>

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 10.1 The content and recommendations contained within this report are expected to:
- Have no impact on emissions of Greenhouse Gases

## **11.0 COMMUNITY WEALTH IMPLICATIONS**

- 11.1 The Museum will lead to creation of local employment. Big Heritage propose the creation of at least five full time positions. As a CIC all profits made will be either reinvested into the Museum itself or into other Birkenhead attractions.
- 11.2 The Museum contributes to the wider visitor attractions of Birkenhead. One of the key objectives of The Birkenhead Framework 2040 is to ensure all our communities share more fully in the wealth we generate and in the economic assets that the Council house. Creating a new and improved museum seeks to improve conditions, create jobs and higher skill levels and to ultimately improve the community wealth of all that live and work in the area.

**REPORT AUTHOR: Luke Bithell**  
(Regeneration Project Manager)  
telephone: 0151 606 2338  
email: lukebithell@wirral.gov.uk

## **APPENDICES**

Appendix 1: Heads of Terms (Exempt)  
Appendix 2: Big Heritage Woodside Proposal (Exempt)  
Appendix 3: MTPS Letter of Support  
Appendix 4: Wirral Transport Museum – Building Plan

The documents in Appendices 1 and 2 were submitted confidentially for commercial reasons and are therefore exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

The appendix files below may not be suitable to view for people with disabilities, users of assistive technology or mobile phone devices. Please contact Luke Bithell (lukebithell@wirral.gov.uk) if you would like this document in an accessible format.

## **BACKGROUND PAPERS**

Birkenhead Framework 2040  
Museums Service Strategy consultation  
Big Heritage Woodside Proposal  
Wirral Council Budget 2022-23 public consultation  
Wirral Plan (2021-2026)

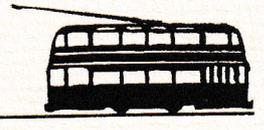
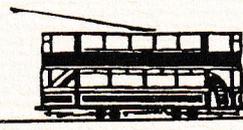
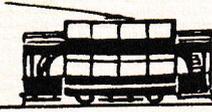
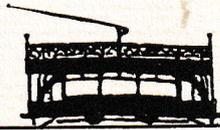
## **TERMS OF REFERENCE**

This report is being considered by the TOURISM, COMMUNITIES, CULTURE & LEISURE COMMITTEE in accordance with Section C of its Terms of Reference, “In considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods;”.

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

| <b>Council Meeting</b> | <b>Date</b> |
|------------------------|-------------|
|                        |             |

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## **MERSEYSIDE TRAMWAY PRESERVATION SOCIETY LIMITED**

*A voluntary society endeavouring to preserve and document Merseyside and the North West's tramway heritage*

*Please reply to:*

103 Grove Road  
Wallasey CH45 3HG  
Email [rsjtrams@aol.com](mailto:rsjtrams@aol.com)  
Personal Mobile 07376240677

Wirral Borough Council  
PO Box 290  
Wallasey  
CH27 9FQ

For the attention of Mr Luke Bithell, Regeneration Project Officer

5<sup>th</sup> August 2022

Dear Mr Bithell

### **Asset Transfer possibility Transport Museum to Big Heritage (BH)**

As requested by you at the DICG meeting yesterday, I have pleasure in writing this letter of support concerning the asset transfer of the Transport Museum and Heritage Tramway to BH.

Our board have discussed this matter in depth and have sent two lengthy questionnaires (the first of 34 questions dated 16 6 2022, the second dated 21 7 2022 of 25 points) to BH and they have responded favourably and with enthusiasm, and to the best of their ability. We are about to advise our membership of the situation in our newsletter dated August.

At our recent board meeting, held 21<sup>st</sup> July 2022, the MTPS board unanimously agreed to support the negotiations between yourselves and BH.

If I can help further do not hesitate to contact me,

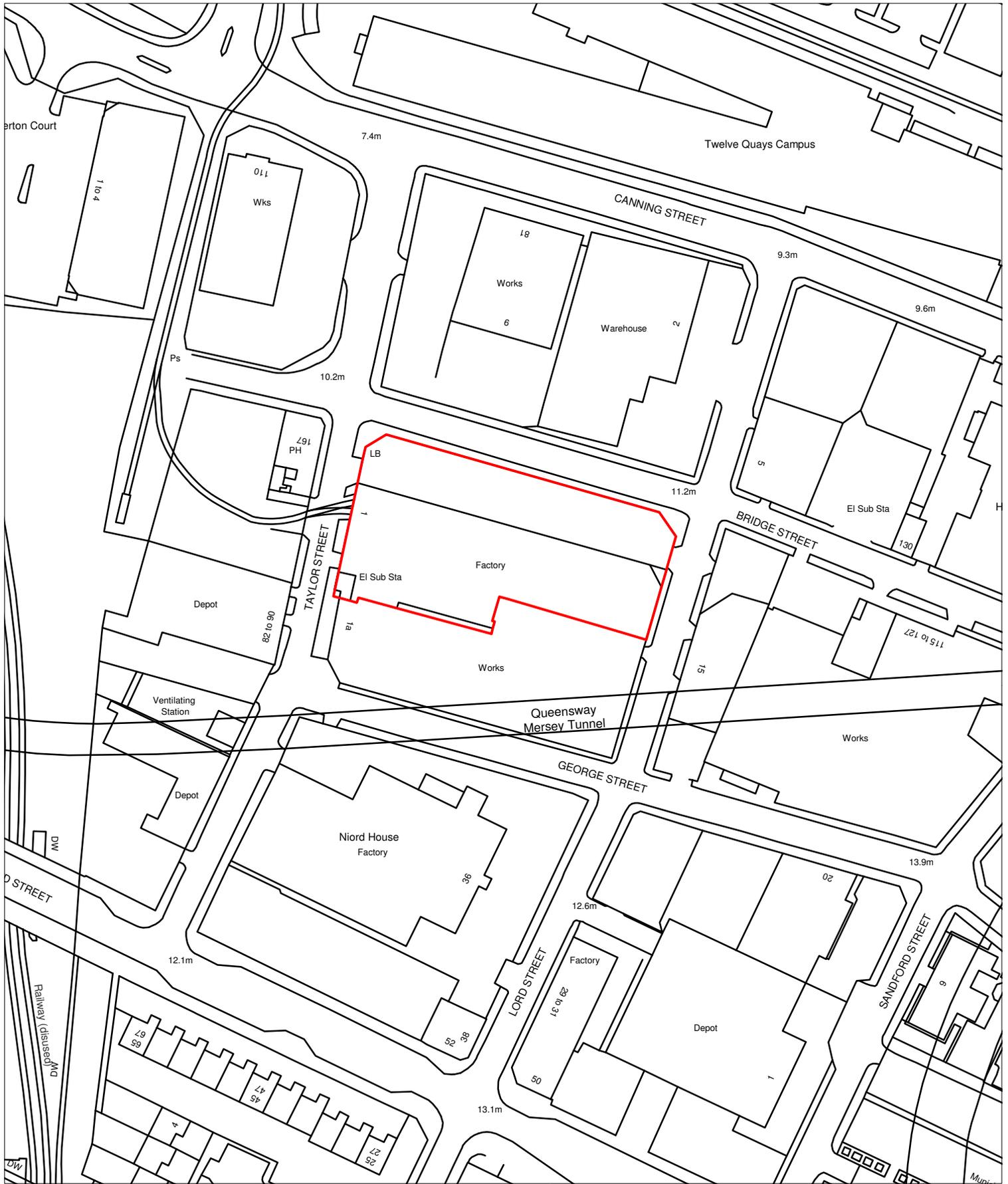
Yours faithfully,  
for M.T.P.S. Ltd.

R S Jones, Company Secretary and Charity Trustee



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National Lottery through the  
Heritage Lottery Fund

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| title<br><b>Wirral Transport Museum</b><br>1 Taylor Street<br>Birkenhead<br>CH41 1BG | scale<br><b>1:1250</b>  |                         |  |
|  | date<br><b>2/6/2014</b> | map ref.<br><b>45SW</b> |  |



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## TOURISM CULTURE AND LEISURE COMMITTEE

9 March 2023

|                      |                                     |
|----------------------|-------------------------------------|
| <b>Report Title:</b> | <b>CUSTOMER EXPERIENCE STRATEGY</b> |
| <b>Report of:</b>    | <b>DIRECTOR OF NEIGHBOURHOODS</b>   |

### REPORT SUMMARY

Wirral Council is committed to providing exceptional customer service. This strategy sets out how that will be achieved over the next four years. The Customer Experience Strategy is one of a suite of five strategies that shape our new operating model and deliver on our improvement plan.

This project will support the delivery of all five of the Wirral plan themes.

One of the key underpinning principles of the Wirral Plan is “Relationships -Working with residents, partners, businesses and communities for a better Wirral”. The Customer Experience Strategy will set out how we engage with all our customers to improve those relationships.

This strategy enables the authority to move away from a view that customer service is the responsibility of a single team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with Wirral’s wider plans. It enables customer experience to become part of our core vision and values of ‘being customer focussed’ that each and every council officer subscribes too.

This is a key decision as the work associated with the Customer Experience affects all wards.

### RECOMMENDATIONS

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

1. The Customer Experience Strategy as set out in appendix one of this report
2. The Customer Charter as set out in appendix two of this report

## **SUPPORTING INFORMATION**

### **1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 The development of a Customer Experience Strategy is a key element of the Wirral Improvement Plan.
- 1.2 The Customer Charter provides a concise summary of how the Council's core values are reflected in interactions with its customers.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 The Wirral Improvement Plan stipulated the development of a Customer Experience Strategy. No other options are therefore suggested.

### **3.0 BACKGROUND INFORMATION**

- 3.1 As part of implementing its Improvement Plan, the Council is reviewing and refreshing its core suite of Plans and Strategies. The Wirral Plan is the Council's primary document in its policy framework. Supporting delivery of the Wirral Plan are a suite of partnership strategies in relation to the five Wirral Plan themes. This Customer Experience Strategy is one of five strategies that support Council improvement in delivering a cost-effective operating model that supports our front-line service delivery. The other strategies include the Medium-Term Financial Strategy, Asset Strategy, Digital Strategy and People Strategy.
- 3.2 Following the external assurance review in September 2021, the Council has further developed its change programme to provide a systematic approach to modernising the organisation to a defined set of design principles. The customer experience strategy will form an integral component of a new operating model and act as a catalyst for an ambitious transformation in the Council's approach to customers.

### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 As part of the Wirral Improvement Plan the Customer Experience Strategy will support the Council in achieving financial stability.

### **5.0 LEGAL IMPLICATIONS**

- 5.1 There are no direct legal implications arising from this report albeit it the customer experience strategy should lead to an improvement in the experience of Council customers and reduce the scope for recourse to the complaints process and onward reference to the Local Government and Social Care Ombudsman.

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

- 6.1 The Customer Experience Strategy will be delivered within existing Council budgets and resources.

## **7.0 RELEVANT RISKS**

- 7.1 Without this Customer Experience Strategy, the Customer Charter and the associated employee learning development, the Council will not increase its capacity to be 'Customer Focussed'.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Engagement across directorates took place between March 2022 and April 2022 led by the Strategy Development Group (SDG). Recognising the different perspectives that services will have on Customer Experience, each Directorate identified a senior 'Customer Experience Champion' who was able to challenge existing ways of working to inform and drive improvements. This also included Officers from Wirral Intelligence and Equality, Diversity and Inclusion.

Cross departmental representatives were invited to help shape the development of the Customer Experience strategy with comments and suggestions incorporated into the strategy. Innovative online collaboration tools were utilised to ensure maximise the opportunity to engage.

- 8.2 The strategy itself identifies a series of key points to engage and consult to ensure success (see appendix one, page 11 'How we will deliver the strategy').

## **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. The implications of this proposal are positive in terms of equality impact.

- 9.2 An Equality Impact Assessment for this strategy has been completed and can be found here <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-january-202-4>

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 10.1 By improving the efficiency of its customer interactions there will be a decrease in the amount of avoidable contact and as such the need to physically re-visit referral locations / site visits. This will decrease the wider carbon footprint of our frontline services.

- 10.2 Increasing and enhancing the Council's digital offer will reduce the need for customers to physically attend appointments, minimising their carbon footprint. Overall, the move towards more digital services will have a positive impact on the Council's carbon emissions and that of residents. However, digital based services still have an impact on carbon emissions from data storage, therefore services will be designed to minimise the carbon emissions, e.g. by reducing data retention time.

## 11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 Embedding customer experience as part of our core vision and encouraging values of 'being customer focussed' will encourage community involvement and create a positive environment to build on local investment into the community.

**REPORT AUTHOR: Fergus Adams**  
Senior Manager Engagement  
telephone: 07833 437 652  
email: fergusadams@wirral.gov.uk

## APPENDICES

Appendix 1 Customer Experience Strategy  
Appendix 2 Customer Charter

## BACKGROUND PAPERS

- **Wirral Plan 2021-2016**
- **Wirral Improvement Plan**

## TERMS OF REFERENCE

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

## SUBJECT HISTORY (last 3 years)

| <b>Council Meeting</b>  | <b>Date</b>         |
|---|---------------------|
| <b>Policy and Resources Committee ('Wirral Improvement Plan')</b> | <b>27 June 2022</b> |

ORGANISATION  
ENABLING STRATEGIES  
**01: CUSTOMER  
EXPERIENCE STRATEGY**

# Contents

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# Introduction

As a council we recognise that the long-term success of the borough as an attractive place to live, visit and invest is inextricably linked to creating a stable financial framework within which the council can develop its service improvement and investment plans. Securing financial stability is our number one priority as this will enable us to have the ability to drive forward the service improvements most needed by our communities.

To achieve this we will need to ensure that our business model provides maximum value for money to ensure our primary focus is on delivering meaningful impact for the benefit of all those who live and work in the Borough. This will be achieved by:

- Effectively managing our finances to afford the required investment in the future.
- Supporting and equipping our workforce to be agile and customer-focussed.
- Maximising the use of IT and technology to create efficiencies that enable greater investment in those with the greatest needs.
- Consolidating our assets to reduce our overheads and improve service integration through co-location.
- Putting the customer first in all our service planning.
- Enabling people and communities to be as independent and resilient as they can be.
- Learning from our customers' lived experience

This strategy is one of a suite of 5 strategies that shape our new operating model and deliver on our improvement plan.

# Strategic Context

Wirral Council is committed to providing exceptional customer service. This strategy sets out how that will be achieved over the next four years. Our ambitious programme of transformation will see the latest technology utilised to help us provide the exceptional service we constantly strive to achieve.

As a council, we understand that there isn't one simple definition of what a customer is. We deliver a complex and diverse range of services, some statutory and others that are commercially focused. We have safeguarding responsibilities for both young and old and a duty of care to act when required. We understand that whilst many who experience services will consider themselves as customers, not all will. This policy is not what we do but the how we do it and therefore the customer experience.

Customer experience can be about our customer 'touch points' and how good that experience was, including the resultant service delivery process. Was it convenient to make contact? Were they attended to promptly? Was the staff member courteous? Was the request correctly recorded and actioned? These are all aspects that will inform the customer experience.

Customer experience is also about our relationship with the many thousands of residents who live, work and visit the borough. Whilst these people may not be requesting a service directly, they are experiencing council services every day- for example enjoying a safe, welcoming and well-maintained environment.

Customer experience encompasses all these areas and to optimise only one of them is to misunderstand how the customer views the relationship.

For some years now, the council has witnessed a shift in the way customers wish to engage with us and the Covid-19 pandemic has cemented this trend. Our online offer is critical to capturing this shift and ensuring we are available when customers need us.

This strategy commits to the further development of our website and to leverage the powerful digital technologies available to us to ensure we provide the best possible customer experience to our citizens. As part of our Digital Strategy, we will develop a plan to ensure digital services are accessible to all. We will support those residents and customers who are digitally excluded or who may need some help to fully access digital services.

Every customer interaction matters, and it requires a whole organisation approach to achieve exceptional customer service- including for those in need of a face-to-face interaction. Our strategy is bold, ambitious, and sets out to transform our citizens experience when interacting with Wirral Council.

This strategy enables the authority to move away from a view that customer service is the responsibility of a single team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with our wider plans. It enables customer experience to become part of our core vision and values of 'being customer focussed' that each and every council officer subscribes too.

The Wirral Plan defines the priorities for the local authority over the coming years, outlining those tasks that the council will focus on to achieve its objectives and deliver outstanding services for residents. It identifies the council's ambition of making the borough a place Wirral residents can be proud of, with modern public services there to support them.

The customer experience strategy raises the profile of the customer and ensures our plans, decisions, and business actions are customer centric and reflected in the council's new operating model. We are aware that both the technology landscape and our customers' preferences are changing at an ever-accelerating pace. This is at a time when the resources available to the council are decreasing. We need to further harness digital technology to find new, innovative, and efficient ways of enabling our customers to interact with the council, whilst at the same time releasing our capacity to support those customers that really need us. The strategy outlines how we will deliver this change and reinforces our commitment to providing fair and open access to our services.

Following the external assurance review in September 2021, the council has further developed our change programme to provide a systematic approach to modernising the organisation to a defined set of design principles. The customer experience strategy will form an integral component of our new operating model and act as a catalyst for an ambitious transformation in the authority's approach to customers.

The way people do business and communicate is changing rapidly. We use cash less and pay by card and smart phones more, we go to the shops less and order things online more, we write letters less and use email more. Many of us contact organisations through social media, rather than telephoning, using email or visiting in person. Increasingly we are doing all these things from just one device, be it a smartphone, laptop, or tablet.

Wirral Council, like other councils and central government, has made more of its services available over the internet, and this move to online will continue. Most people find it more convenient to get information or to access services in this way. For those who find this difficult, we will provide help to support the online transition. Where this isn't possible, we will continue to provide support to customers to make all of our services inclusive. In line with our legal duty, we will ensure everything we publish on our website is accessible as possible.

The new ways of doing business also provide us with a strong economic case, which is now more important than ever. We have far less to spend than we had a few years ago. Wirral has been very successful in maintaining front-line services while funding has continued to reduce. We need to keep striving to make the most of every pound we get. Every time customers access council services online, they are helping us save the money we need to maintain the public services on which thousands of people rely and enjoy every day.

The strategy builds upon this previous work, to deliver the systemic change required to transform customer experience and realise the benefit of previous investment. It places our customers at the heart of the organisation and seeks to modernise and improve the authority's approach to customer service, through investing in new technology and new ways of working in response to changing customer expectations.

### Our journey so far

Our previous customer access strategy reflected a different landscape for the local authority, both socially and economically and was reliant on the technology available at that time. The primary objective was to focus the delivery of services at the frontline, with the emphasis on first time resolution of queries by our customer service staff. A comprehensive network of locations existed across the borough to ensure residents could access services conveniently near to their home.

Over the past four years we have strived to improve the way we work to meet the needs of our customers. We have implemented some key improvements to the way customers interact with us and we communicate with them, including:

- ▶ The introduction of the My Wirral customer portal and a refreshed website
- ▶ The introduction of a new leisure system
- ▶ A new bookings system for Registrar's appointments
- ▶ The introduction of text message reminders for bulky item collection appointments
- ▶ Built large digital audiences on social media and email platforms, which are central to providing proactive communications about the council and our services

## CURRENT STATE ANALYSIS



MORE THAN

**333,000**

TRANSACTIONS HANDLED THROUGH MY WIRRAL PORTAL



IN 2021/2022

**99%**

OF OUR FACE-TO-FACE CUSTOMERS RATED US AS GOOD OR EXCELLENT



IN 2019/2020

**88,177**

CUSTOMERS VISITED OUR ONE STOP SHOPS



COMBINED AUDIENCE OF

**81,500**

ACROSS BIG FOUR SOCIAL MEDIA PLATFORMS



MORE THAN

**94,000**

RESIDENTS SIGNED UP TO MY WIRRAL PORTAL



IN 2019/2020

**272,271**

CUSTOMERS CONTACTED OUR CALL CENTRE



IN 2019/2020

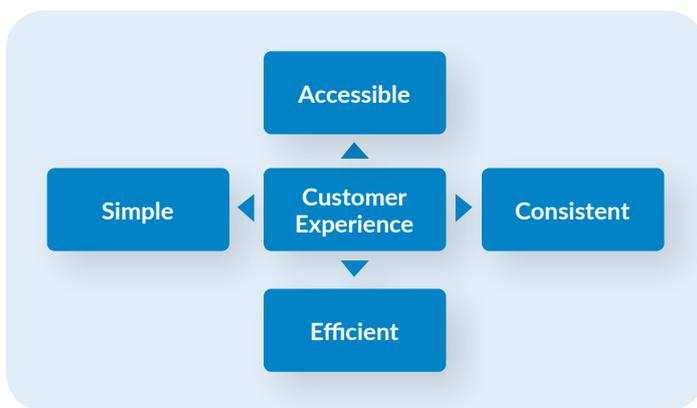
**6.97 million**

HITS WERE RECORDED ON OUR WEBSITE, AVAILABLE 24/7

# Vision and Principles

## Customer Experience Vision

We will place our customers at the heart of everything we do, to make every interaction a positive experience: accessible, consistent, efficient, and simple.



## Wirral Council's Values and Behaviours

This strategy fully aligns with the council's Values and Behaviours that recognises that to work for Wirral Council is to be a public servant. We are here to serve our residents, to meet their needs, to protect them and to help them raise and achieve their aspirations.

Our Values state that we will...

- Be customer focused
- Be accountable
- Be ambitious
- Be professional

This is the principle our organisation is built upon and the customer experience strategy will support this.

## Our Customer Experience Principles

We have developed customer experience design principles to ensure our customers have a positive experience at every touch point they have with the council. This is all-encompassing and goes beyond the traditional customer service teams and includes care services, libraries, leisure centres, cemeteries and theatres, as well as online channels like email, social media and web.

All council staff, regardless of their role contribute to the overall customer experience- whether that is serving a customer in a library, inspecting the borough's highways, dealing with an illegal fly tip or supporting residents to remain independent in their home. These principles will guide our staff and help embed a culture of customer service that will bring about a positive relationship with our residents.

The customer experience strategy draws upon the following principles and themes in its design:



### Customer First:

Placing customers at the heart of the organisation. Our leaders will adopt a mindset of customer experience and set the tone for the rest of the organisation. Staff will be empowered to provide their very best customer experience.



### Customer Access:

A modern, fresh and flexible approach to customer experience. We will deliver services in the most appropriate way, whether physical or digital. Our physical environments will be light, clean and welcoming environments, flexible to our customer's needs.



### Digital First:

Positive digital experiences so good they are the channel of choice for many.



### Inclusion:

Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are supported and not excluded.



### Customer Insight:

Establishing our data sources and consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.



### Value for Money, Efficiency and Return on Investment:

Recognising the financial climate, benefit focused outcomes, business minded decision making.

# Priorities

We want to put the customer at the heart of what we do, however we recognise that we do not currently have a single view of the customer. As a result, services can offer an inconsistent approach with varying standards of delivery.

We have therefore identified the following priority areas for improvement. These will form the basis of the first year of the improvement plan, with further priorities identified as we progress the implementation of the strategy.

|  |   |
|--|---|
| <b>Putting our customers at the heart of what we do</b>            | By putting customer at the heart of what we do we will create a consistent positive customer experience. We will include our customers whenever possible when redesigning our services, looking through the lens of our customer to ensure the design meets their needs.  |
| <b>Service accessibility</b>                                       | As more services are made available online, we must ensure that those customers who have limited digital skills and access to technology are supported and encouraged to develop their skills to take advantage of the numerous benefits associated with being online.<br><br>We recognise that addressing the digital skills gap is not the responsibility of one organisation, we will look to work with local and national organisations to play our part in improving the lives of our customers. |
| <b>Harnessing digital technology</b>                               | Harnessing the power of digital technology will enable the council to increase accessibility and flexibility for our customers, delivering efficient and effective low-cost services whilst freeing up our resources to support those customers with more specific needs. We will continue to invest in technology and new ways of working to help us keep people safe and well, while retaining their independence by enabling them to live in their own homes for longer.                           |
| <b>Embedding customer experience across the whole organisation</b> | Customer experience goes far beyond the customer services team-as an organisation we recognise that every employee, contractor, and stakeholder have a part to play in delivering a positive experience. Every phone call, email, social media or face to face interaction provides the ability to shape the perception of the Council and what it is trying to achieve.  |

# How we will deliver the strategy

This strategy outlines our journey as we seek to improve customer experience across the organisation. There remain gaps in our understanding, and we have more to do to refine and develop the strategy to ensure it delivers the expected outcomes by 2026. Therefore, the delivery plan will focus on providing the foundation for the future with all initial actions to be complete by April 2023.

We will work closely with appropriate groups of customers across the Council to garner their views when developing more detailed strategic approaches to how services are delivered to specific groups of people.

Initial work in year 1 of the strategy will be to collaboratively develop capacity to ensure the key actions can be resourced and delivered within the defined timescales.

Key activities have been identified and in year 1 project plans will be developed as below.

| Priority one: Putting our customers, the heart of what we do  |                |                         |
|---|----------------|-------------------------|
| Action  | By When        | Lead                    |
| 1. Review our customer feedback approach to develop and improve our services, demonstrating a cycle of continuous improvement   | 31 August 2023 | V. Lungley              |
| 2. Review the customer complaint process to improve the way the complaints are managed and responded to   | 30 June 2023   | S. Ruddy                |
| 3. Aligned with our service review programme, redesign our processes reducing the number of times we transfer customers between teams and focussing on resolving issues at first point of contact           | 31 March 2024  | H. Leake                |
| 4. Review the current portfolio of customer contact channels, analyse the volume of interactions, and conduct a gap analysis to ensure we have the right mix of channels and can resource them efficiently. | 31 March 2024  | V. Lungley/<br>G Mooney |

### Priority two: Service accessibility

| Action  | By When       | Lead   |
|---|---------------|--|
| 1. As part of service reviews, conduct an equality impact assessment to review the accessibility of council services and identify and put in place alternatives as necessary  | 31 March 2024 | Service Owners/<br>H. Leake                            |
| 2. Work with partners to create a Digital Inclusion Network, to increase the support, training and digital access available to customers  | 30 June 2023  | K. Leah  |
| 3. We will train those employees who engage directly with customers to promote self-serve options and where appropriate to help develop customers' knowledge, skills and confidence in accessing services digitally | 30 Sept 2023  | Service Leads<br>V. Lungley<br>P. ASpinall<br>D. Walsh |
| 4. Review our current website with a view of improving the accessibility and useability   | 30 June 2023  | J. Dixon   |

### Priority three: Harnessing digital technology

| Action  | By When         | Lead                    |
|---|-----------------|-------------------------|
| 1. Increase the number of online services to improve self-service rates, ensuring accessibility for all is maintained   | 31 January 2024 | M. Christian            |
| 2. Communicate corporately the need to eliminate paper where possible responding to our responsibilities under the Cool 2 Wirral Climate Emergency Strategy   | 30 June 2023    | G. Mooney               |
| 3. Align with the digital programme, review the utilisation of technology such as artificial intelligence, voice recognition, webchat and chatbots to identify and prioritise the optimal implementation of the tools | 30 June 2023    | S. Ruddy/<br>V. Chapman |
| 4. Review how social media customer service is delivered, with a view to taking a more holistic view and scaling up resource in line with channel demand  | 31 March 2024   | G Mooney/<br>V Lungley  |

### Priority four: Embedding customer experience across the whole organisation

| Action  | By When         | Lead   |
|---|-----------------|--|
| 1. Develop and launch a Customer Charter for all staff in the organisation to provide a consistent experience for all customers   | 31 May 2023     | Customer Experience Lead/Comms   |
| 2. Develop, launch and embed mandatory customer experience training for all staff utilising the council's training platform (FLO)   | 31 January 2024 | Customer Experience Lead/OD  |
| 3. Review all external contracts that involve an element of customer engagement. Ensure all delivery partners have a comprehensive working knowledge of Wirral's values and monitor their effectiveness in disseminating the message to their frontline staff. Engage with Colleagues in Corporate Procurement to include compliance with core values in future contract tenders. | March 2024      | Fergus Adams<br>Service Leads<br>/Contract Managers<br>Corporate Procurement |

# How we will measure the success

To ensure that the Customer Experience strategy leads to better outcomes for Wirral's customers, we will regularly measure our success in delivering on our priorities. To measure our success, we will use a mix of methods - gathering feedback from you and from our staff, and analysing the information we collect. The things we will measure include:

## Priority one: Putting our customers at the heart of what we do

| Measure   | Current Performance                      | Source                 |
|---|--|------------------------|
| My Wirral customer rating feedback  | 4.5 out of 5 as of Q4 2021/22            | Granicus               |
| Complaints - the number of complaints received annually   | 714 in the period April 21 to March 2022 | Customer feedback team |
| Complaints addressed within the 15 day timescale as a %   | 75.2% as of Q4 2021/2                    | Customer feedback team |
| % of statutory complaints addressed within the 20 working day timescale in Children Social Care Services. | 79% for the year end 2020/21             | Dawn Stanley-Smith     |
| % of statutory complaints responded to within 6 months in Adult Care & Health                             | 87% for the year end 2020/21             | Jen Milward            |
| Volume of enquiries/messages and responses/resolutions by channel, annually                               |  | S. Ruddy/G. Mooney     |

## Priority Two: Service Accessibility

| Measure   | Current Performance   | Source                             |
|---|---|------------------------------------|
| One stop shop customer exit survey rating. Percentage of 'good' or 'excellent' ratings received during bi-annual surveys. | 99% of customers rated One stop shops as good or excellent in the period April 21 to March 2022 | One stop shop customer exit survey |

**Priority Three: Harnessing digital technology**

| Measure  | Current Performance                          | Source                              |
|--|--|-------------------------------------|
| Total number of live My Wirral Accounts  | 92,900 as of Q4 2021/22                      | Granicus system                     |
| Number of phone calls into the council call centre                                       | 257,064 in the period April 21 to March 2022 | Telephony System                    |
| The number of One Stop Shop face to face appointments                                    | 2127 in the period April 21 to March 2022    | Interview logging system            |
| Number of digital transactions, and form completions, received via My Wirral             | 328,900 as of Q4 2021/22                     | Granicus Stats Power BI dashboard   |
| Average rating for 'overall experience' of one stop shop video conferencing appointments | 95% as of Q4 2021/22                         | Video Conference Power Bi dashboard |
| Number of social media messages/enquiries and average response time                      |  | Agorapulse                          |

**Priority Four: Embedding customer experience across the whole organisation**

| Measure   | Current Performance | Source     |
|---|---------------------|------------|
| Percentage of staff completing customer experience training | New Indicator       | FLO system |

# Reviewing the strategy

This strategy outlines our journey as we seek to improve customer experience across the organisation. We have more to do to refine and develop the strategy to ensure it delivers the expected outcomes by 2026.

To support delivery of excellent outcomes for Wirral’s Customers, we also have to ensure we are responsive to national and local changes to technology, legislation, policy and the financial landscape.

We will therefore refresh this strategy annually, to ensure that our objectives and actions remain current, relevant, and valid, and to check we are measuring the right things.

We will also ensure that the strategy is effectively monitored on a quarterly basis.

|                          |  |
|--------------------------|--|
| Strategy Version         | Wirral Customer Experience Strategy 2022-23 v0.1 |
| Senior Responsible Owner | Director of Neighbourhoods                       |
| Publication Date         | March 2023                                       |
| Review Date              | January 2024                                     |



# CUSTOMER EXPERIENCE STRATEGY

## CUSTOMER CHARTER

# INTRODUCTION

We are committed to putting you at the centre of everything we do. Our customer charter reflects a set of values that have been designed to ensure this happens. We want you to have a positive experience every time you interact with us: accessible, consistent, efficient, and simple. We will always be customer focused, accountable, ambitious and professional.

**We want you to feel listened to every time we have a conversation. We promise to make sure you feel our values in action by:**

- Always putting you first. We will listen and help you access the right service for you, supporting you to resolve your enquiry, the first time you contact us whenever possible.
- Ensuring our staff are knowledgeable, friendly and committed to helping you. Our staff will receive the right training to ensure you have the very best experience possible.
- Being fair and honest. We will always explain our responses clearly and simply.
- Valuing your feedback to improve our services and your experience
- Offering you a variety of ways to access our services, including a quicker and easier online experience.
- Sticking to our response times.

**We will be respectful by:**

- Treating everyone fairly and respectfully, with equality and diversity at the heart of everything we do.
- Being polite, helpful, open and honest with you.
- Listening to you and understanding your needs.
- Explaining decisions and outcomes clearly.
- Ensuring our information is in a format that can be easily accessed and understood.

## **We will protect your confidentiality by:**

- Ensuring that all our staff are appropriately trained.
- Handling all information, you provide to us sensitively and confidentially.
- Managing all your information in accordance with legislation.
- Making sure that your information will not be discussed with any unauthorised person.
- Asking you to provide only relevant information and explain why we need it.
- Investigating and responding to any concerns you may have about your personal data.

## **We would like you to help us by:**

- Accessing our services online as much as possible.
- Understanding that we may not always be able to comply with every, specific customer request, if this is the case we will always explain why.
- Providing us with the information we need to help you.
- Keeping any appointments that you have with us, and notifying us if you are unable to attend.
- Treating us politely and with respect.
- Not using aggressive behaviour or inappropriate language. This will not be tolerated.
- Letting us know if you have any special requirements will help us communicate effectively in a form that is accessible to you.

We are committed to providing you with the best service we can, but we realise that sometimes things can go wrong. We would like you to share your experience with us so that we can improve our service. If you would like to share your feedback, make a complaint or pay us a compliment then you can do so here: [www.wirral.gov.uk/about-council/complaints-compliments-and-feedback](http://www.wirral.gov.uk/about-council/complaints-compliments-and-feedback)

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## TOURISM COMMUNITIES CULTURE AND LEISURE Committee

THURSDAY, 9 March 2023

|                      |   |
|----------------------|---|
| <b>Report Title:</b> | <b>2022-23 REVENUE &amp; CAPITAL BUDGET<br/>MONITORING FOR QUARTER THREE (1 OCT – 31<br/>DEC)</b> |
| <b>Report of:</b>    | <b>DIRECTOR OF NEIGHBOURHOODS</b>   |

### REPORT SUMMARY

This report sets out the financial monitoring information for the Tourism, Communities, Culture and Leisure Committee as at quarter 3 (1 Oct – 31 Dec) of 2022-23. The report provides Members with an overview of budget performance, including progress on the delivery of the 2022-23 saving programme and a summary of reserves to enable the Committee to take ownership of the budgets and provide robust challenge and scrutiny to Officers on the performance of those budgets.

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

At the end of Quarter 3, there is a forecast adverse position of £3.373m on the Committees net revenue budget, of £5.259m. This position is based on activity to date, projected trends in income and expenditure and potential mitigation to offset areas of adverse variance.

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

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

### RECOMMENDATION/S

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

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

## **SUPPORTING INFORMATION**

### **1.0 REASONS FOR RECOMMENDATIONS**

- 1.1 It is vitally important that the Council has robust processes in place to manage and monitor the in-year financial position, to ensure it delivers a balanced position at the end of the year.
- 1.2 Regular monitoring and reporting of the revenue budgets and savings achievements enables decisions to be taken in a timely manner, which may produce revenue benefits and will improve financial control of Wirral Council.
- 1.3 This report presents timely information on the Quarter 3 financial position for 2022/23.

### **2.0 OTHER OPTIONS CONSIDERED**

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

### **3.0 BACKGROUND INFORMATION**

- 3.1 As at the end of September 2023 (Quarter 3), the forecast outturn position for the Tourism, Communities, Culture and Leisure Committee is £3.373m adverse against a budget of £5.259m. The reasons for this are detailed in the table below:

**TABLE 1: Summary of Committee variances**

|  |              |
|--|--------------|
| <b>COVID-19</b>  | £000         |
| Leisure income shortfall (continuation of the recovery programme post COVID-19)    | 1,300        |
| <b>Sub-Total</b>   | <b>1,300</b> |
| <b>Macro-Economic Conditions</b>   |              |
| Nationally agreed Pay Award  | 490          |
| Additional unforeseen energy costs due to inflation                                | 700          |
| <b>Sub-Total</b>   | <b>1,190</b> |
| <b>Delays in Decisions</b>   |              |
| Holding costs relating to C A T of Woodchurch                                      | 200          |
| Holding costs relating to C A T of Libraries                                       | 380          |
| <b>Sub-Total</b>   | <b>580</b>   |
| <b>Other</b>   |              |
| Floral Pavilion income shortfall due to coastal works and increased cost pressures | 384          |
| Other Favourable Variances   | -81          |
| <b>Sub-Total</b>   | <b>303</b>   |
| <b>TOTAL</b>   | <b>3,373</b> |
| <b>MITIGATION</b>  |              |
| <b>COVID-19 Reserves</b>   |              |
| Leisure income shortfall (continuation of the recovery programme post COVID-19)    | -1,300       |
| <b>Savings Contingency Funding</b>   |              |
| Holding costs relating to C A T of Woodchurch                                      | -200         |
| Holding costs relating to C A T of Libraries                                       | -380         |
| <b>Corporate Reserves</b>  |              |
| Nationally agreed Pay Award  | -490         |
| <b>NET POSITION</b>  | <b>1,003</b> |

- 3.2 Income generation has not yet returned to pre pandemic levels in Quarter 3 due to footfall and usage in some areas remains less than it was in 2019/20, which is in line with the national position. There has been some improvement since Quarter 2 due to new pricing structures, and slight increase in footfall now that most areas are fully operational. there is a risk of further impact in Quarter 4. Income levels within Leisure are currently at 75% of pre pandemic levels, which reflects the current national position for the sector.
- 3.3 The 2022/23 budget incorporates £3.517m of savings. Work commenced to achieve these savings following agreement at Budget Council in February. As at Quarter 3, the Committee has achieved £1.854m of these savings. However, there are risks and pressures associated with some savings relating to income generation. There are additional ongoing pressures within some areas due to Community Asset Transfer (CAT) and the management of these buildings has transferred to

Regeneration from 1 November 22. The saving shortfalls are being finalised and a bid will be made to the contingency fund to cover these.

- 3.4 As part of the 2022/23 budget savings, some library assets, two golf courses and Woodchurch Leisure Centre were recommended by Members to be available for CAT as an amendment to the budget. Members agreed that some libraries would remain open until 1 November 22 to enable a potential CAT. On 25 October 2022, Tourism, Communities, Culture and Leisure Committee agreed to commence negotiations to transfer the assets of Pensby Library to Pioneer People and Prenton Library to St Stephen’s Church. It was also agreed that further negotiations would commence with the other groups for a period of time ending 9 December 2022, with recommendations relating to these being reported at a future Committee.
- 3.5 This results in cost pressures up to November within the Committee, resulting in £0.380m of the total saving being unachievable in-year in relation to Libraries and £0.200m of the total savings being unachievable in-year in relation to Woodchurch Leisure Centre. In addition, there will be some holding costs and decommissioning costs following closure of the libraries on 1 November 22 that have also not been budgeted. These are estimated to be £0.062m and will be reflected within Regeneration Directorate as they have responsibility for running the assets from November 2022. The Directorate is looking at ways that this can be mitigated but with other significant pressure risks resulting from increasing inflation, it is unlikely that these costs can be mitigated. If this is the case, a bid will need to be made from the £3m contingency for non-achieved savings at the end of the year.

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

|                                 | Budget<br>£000 | Forecast<br>£000 | Variance<br>(+ Fav / - Adv) |             | Adverse/<br>Favourable |
|---------------------------------|----------------|------------------|-----------------------------|-------------|------------------------|
|                                 |                |                  | £000                        | %           |                        |
| Public Health Outcomes          | -5,917         | -5,914           | -3                          | 0%          |                        |
| Leisure Libraries and Theatre   | 7,584          | 10,432           | -2,849                      | -38%        | Adverse                |
| Neighbourhood Safety            | 3,327          | 3,706            | -379                        | -11%        | Adverse                |
| Culture and Visitor Economy     | 265            | 409              | -143                        | -54%        | Adverse                |
| <b>Total Surplus/ (Deficit)</b> | <b>5,259</b>   | <b>8,633</b>     | <b>-3,373</b>               | <b>-64%</b> | <b>Adverse</b>         |

- 3.6 **Cross Cutting Funding and Neighbourhoods Management Team:** A broadly balanced position is forecast for 2022/23. This area comprises Neighbourhoods management costs and cross cutting funding.
- 3.7 **Community Safety and Transport:** An adverse variance of £0.379m is forecast for 2022/23. £0.223m relates to the adjustment for the national public sector pay award.

The remaining £0.196m mainly relates to adverse variances within Children's and Adult Transport due to increased demand and tender price increases. The Community Patrol service continue to be involved in activities associated with the long-term response to COVID-19 in addition to their usual monitoring and response team duties. These employees are funded from the remaining COVID-19 tranche funding. This is temporary funding utilised in 2022/23 only, which will mitigate the £0.096m of lead in pressures whilst a review of the service is underway.

**3.8 Leisure, Libraries and Customer Engagement:** An adverse variance of £2.849m is reported for 2022/23. This is made up of the following adverse variances. This has improved from Quarter 2 where an adverse variance of £3.5M was reported. This is mainly due to an improvement in income generation and forecasts.

- £0.267m relates to the adjustment for the pay award. This has resulted in a Council wide financial impact, and as Leisure, Libraries and Customer Engagement has the largest workforce, this area has been impacted the most.
- £1.302m within Sports and Recreation relating to income pressures as it has still to see full recovery of membership and casual user numbers, which reduced as a consequence of the pandemic. However, this is an improving trend. This position reflects the worst-case scenario assuming no further recovery in membership and casual usage levels for the remainder of 2022/23 and £1.0m of this shortfall is due to one Leisure Centre. Committee are aware of these reasons and there has been no significant improvement since Quarter 2. Marketing opportunities and pro-active sales will continue across the whole estate to mitigate this position in year.
- £0.384m within Theatre, Catering and Hospitality relates to income pressures due to the impact of coastal works, recovery from the pandemic and cost of living pressures
- £0.530m relates to energy pressures due to inflationary increases.
- £0.200m of this relates to ongoing holding costs for Woodchurch Leisure Centre
- £0.380m relates to ongoing holding costs for Libraries whilst the Community Asset Transfer process is finalised.
- This is mitigated in part by a favourable variance of £0.081m within One Stop Shops and Customer Contact, and a favourable variance of £0.133m within Sports and Recreation due to the part year effect of employee vacancies.

**3.9** Overall footfall is approximately 75% of 2019/20 levels which has adversely impacted income generation. This level of reduced recovery rate is consistent with national averages. At the start of the year, it was expected that income would not fully recover to pre pandemic levels and as such a £0.5m income contingency budget was set aside. Until the year continues, it will not be fully known what the level of recovery will be as it is anticipated that footfall will increase as the year goes on, as it did in 2021/22. However, it is expected that the full £0.5m will be required in-year. If it appears that recovery will not be back to pre-pandemic levels going into 2023/24 then the value of the Leisure expenditure will have to be decreased to ensure there is not a recurrent pressure going forward. This is being considered as part of the 2023/24 budget proposals.

**3.10** The service faces pressures associated with energy price increases and a rise in general costs due to increasing inflation. In a response to mitigate and improve footfall, the following initiatives are being driven:

- The service continues to review all expenditure with a view to reducing or stopping non-urgent expenditure to mitigate the risk of further lost income. As at Quarter 3, costs relating to supplies and premises have been reviewed and areas where efficiencies can be achieved have been identified. To seek to compensate for these challenges, the service is looking to further maximise income generation and the identification of new opportunities as follows:
- Memberships & Income – A drive on usage and memberships including bespoke offers at appropriate sites such as the new Europa Gym, and the introduction of offers for targeted groups. Direct Debits and memberships have increased slightly in Quarter 3 and income generation continues to improve at the remaining sites as some customers have transferred from closed sites and services.
- New Offers - Les Mills exercise classes have now been introduced at 4 principal Leisure sites, offering a new, interactive and revolutionary style of group fitness classes, designed to appeal to new and existing audiences.
- Golf – Two council eighteen-hole golf courses are currently not in use (Hoylelake and Brackenwood) and two leisure courses are also not in use at Kings Parade (Foot golf and Chip and Put). Together with price and membership remodelling, this has seen the anticipated transition of players to our two remaining sites at Arrowe Park (predominantly) and the Warrens – successfully reducing costs while increasing income.
- Introduction of activities aimed at children and young people such as holiday camps and pool-based inflatables at selected sites to improve income generation. This increased income generation at Guinea Gap during Quarter 2 and 3, which has significantly contributed to the improved position.
- A new marketing campaign was launched in the final month of Quarter 2 to promote the service and the new “Active Wirral” brand, which demonstrates attractive rates and benefits compared to competitor offers. This has improved income generation in Quarter 3 and will continue to impact memberships and income generation which will be reflected in Quarter 4.
- As at Quarter 3, some additional income has been generated which is aligned to corporate outcomes to improve health and wellbeing, this includes funding from NHS / Social Care / third sector partner organisations. This has contributed towards the improved position in Quarter 3 and the forecast position for Quarter 4. The service is also expected to be bidding for approximately £750k of grant income during Q4 although this may not be guaranteed, and any benefits not realised until the next financial year.
- Energy Reduction and Conservation. A contract to install pool covers at all principal Leisure sites was awarded in January 2023 and work will commence imminently. The impact of this on energy bills will be reflected once the work is finalised later in the year. The service is also working with Asset Management to identify energy reduction measures within buildings and increasing the returns from solar panel installations.
- Working with national sporting governing bodies such as the Football Association and Lawn Tennis Association to identify and introduce delivery models that generate income and reduce cost for example the new 3G pitch builds / new operating model for tennis at Wirral Tennis & Sports Centre, and the introduction of wider offers for children and young people through soft play and interactive activity. Capital work is currently underway at Wirral Tennis & Sports Centre. However, the impact of this on income generation will not be reflected until next financial year when the work is finalised.

3.11 Theatre, Catering and Hospitality Services are currently forecasting an adverse position of £0.384m at Quarter 3 as follows:-

- £0.149m relates to the Sail Loft, as income has been severely impacted by a demonstrable fall in customers as a consequence of the coastal works on the West Kirby Sea Defence wall. The team have had some positive success in repositioning the venue as a private hire destination and reducing the opening hours during Winter months to reduce costs. From April 2023, a new operational model will be in place at the Sail Loft which will be in partnership with Wirral Evolutions based on the successful and established model at Royden Park. This is expected to have a significant positive effect on the staffing budget whilst providing great employment opportunities. This will hopefully coincide with the forecast completion of the sea wall in April and the start of the Spring / Summer tourism season.
- £0.235m relates to projected income shortfalls within the Floral Pavilion Theatre. In 2022/3 the Theatre was set an ambitious £0.350m savings target which has mostly been achieved. There is however a legacy saving of £0.5m within the Floral pavilion budget that was left in its accounts following the unsuccessful attempt to outsource the venue in 2018/19. The Theatre has continuously struggled to mitigate the effect of this saving being left in the budget. Income wise, the Theatre had a record breaking pantomime year and is continuing with a third party options appraisal to identify opportunities to redevelop the non-profitable areas of the site, in particular the conferencing centre as part of the New Brighton Masterplan. There are no further issues with the other catering sites as at Quarter 3. The Directorate is taking urgent action to mitigate the costs through reducing staffing expenditure and reviewing expenditure against non-essential items to ensure the budget can still be balanced.

3.12 **Culture and Visitor Economy:** An adverse variance of £0.143m is reported for 2022/23. This is mainly due to projected income shortfalls and agency costs within the area.

### **Budget Virements**

3.13 There have been no budget virements requiring committee approval in quarter 3.

### **Progress on delivery of the 2022-23 savings programme.**

3.14 In terms of savings, £2.256m of the £3.517m savings targets are either delivered or on track to be delivered. This represents 64% of the total savings target with a further 36% or £1.261m anticipated to be delivered. The table below summarises this progress:

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

| Committee                                 | Approved Saving | Green   | Amber   | Red     | Mitigation | Actual Savings Delivered to Date |
|---|-----------------|---------|---------|---------|------------|----------------------------------|
| Tourism, Communities, Culture and Leisure | £3.517m         | £2.256m | £0.681m | £0.580m | £0.681m    | £1.854m                          |

3.15 For savings rated as Amber, an equal amount of temporary in-year mitigation has been identified to cover any shortfalls which may occur. For saving rated as red, a bid will need to be made from the £3m contingency fund set up for non-achieved savings at the end of the year.

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

**Earmarked Reserves**

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

**TABLE 4: SUMMARY OF EARMARKED RESERVES**

| Committee                                 | Opening Balance £000 | Forecast Use of Reserve £000 | Forecast Contribution to Reserve £000 | Closing Balance £000 |
|---|----------------------|------------------------------|---------------------------------------|----------------------|
| Tourism, Communities, Culture and Leisure | 307                  | -237                         | 0                                     | 70                   |

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

**Capital Monitoring**

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

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

| Capital Programme | 2022/23        |                  |                  | 2023/24        | 2024/25        | 2025/26        | 2026/27        |
|-------------------|----------------|------------------|------------------|----------------|----------------|----------------|----------------|
|                   | Budget<br>£000 | Forecast<br>£000 | Variance<br>£000 | Budget<br>£000 | Budget<br>£000 | Budget<br>£000 | Budget<br>£000 |
| Leisure           | 7,535          | 3,171            | 4,364            | 4,155          | 187            | 0              | 0              |
| Library           | 1,290          | 500              | 790              | 779            | 0              | 0              | 0              |
| Museum            | 361            | 361              | 0                | 0              | 0              | 0              | 0              |
| Parks             | 211            | 64               | 147              | 147            | 0              | 0              | 0              |
| <b>Total</b>      | <b>9,397</b>   | <b>4,096</b>     | <b>5,301</b>     | <b>5,081</b>   | <b>187</b>     | <b>0</b>       | <b>0</b>       |

3.20 Table 5 summarises the forecast expenditure against Capital Budgets. A full breakdown of each Capital Scheme with details can be found in Appendix 3. The favourable variance of £5.301m relates to slippage of schemes within Libraries and Leisure which have been reprofiled into 2023/24.

## **4.0 FINANCIAL IMPLICATIONS**

- 4.1 This is the Quarter 3 budget monitoring report that provides information on the forecast outturn for the Council for 2022/23. The Council has robust methods for reporting and forecasting budgets in place and alongside formal Quarterly reporting to Policy & Resources and Service Committees, the financial position is routinely reported at Directorate Management Team meetings and corporately at the Strategic Leadership Team (SLT). In the event of any early warning highlighting pressures and potential overspends, the SLT take collective responsibility to identify solutions to resolve these to ensure a balanced budget can be reported at the end of the year.

## **5.0 LEGAL IMPLICATIONS**

- 5.1 The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget. These provisions require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.
- 5.2 The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- 5.3 It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

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

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

## **7.0 RELEVANT RISKS**

- 7.1 The Council's ability to maintain a balanced budget for 2022/23 is dependent on a static financial position. This is an impossible scenario due to estimated figures

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

- 7.2 A robust monitoring and management process for the 2022/23 budget is in place. If at any time during the year an adverse position is forecast, remedial action must be agreed and implemented immediately to ensure the budget can be brought back to balanced position.
- 7.3 The risk of this not being able to be achieved could mean that the Council does not have enough funding to offset its expenditure commitments for the year and therefore not be able report a balanced budget at the end of the year. This could result in the Section 151 Officer issuing a Section 114 notice.
- 7.4 A key risk to the Council's financial plans is that funding and demand assumptions in particular can change as more information becomes available. Significant inflation and cost of living pressures have already impacted the quarter 1 forecast position. and the impact of these pressures will be reviewed and considered in the MTFP as part of routine financial management.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Consultation has been carried out with the Senior Leadership Team (SLT) in arriving at the governance process for the 2022/23 budget monitoring process and the 2022/23 budget setting process. This report will also be shared and reviewed by the Independent Panel.
- 8.2 Since the budget was agreed at Full Council on 28 February, some proposals may have been the subject of further consultation with Members, Customer and Residents. The details of these are included within the individual business cases or are the subject of separate reports to the Committee

## **9.0 EQUALITY IMPLICATIONS**

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

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

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

## **11.0 COMMUNITY WEALTH IMPLICATIONS**

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

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

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

### **APPENDICES**

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

### **TERMS OF REFERENCE**

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section 6.2 (part k) of its Terms of Reference, providing a view of performance, budget monitoring and risk management in relation to the Committee's functions.

### **BACKGROUND PAPERS**

Policy & Resources Committee Report (see below for details)  
Bank of England – Monetary Policy Report  
CIPFA's Financial Management Code  
Guidance on flexible use of capital receipts

**SUBJECT HISTORY (last 3 years)**

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

|  |                         |
|--|-------------------------|
| <b>Committee</b>   |                         |
| <b>Tourism, Communities, Culture and Leisure Committee</b> | <b>25 October 2022</b>  |
| <b>Tourism, Communities, Culture and Leisure Committee</b> | <b>01 December 2022</b> |
| <b>Tourism, Communities, Culture and Leisure Committee</b> | <b>02 February 2023</b> |



APPENDIX 1

| Saving Proposal   | Approved Saving | Green   | Amber   | Red     | Mitigation | Comment   | Actual Savings Delivered to Date |
|---|-----------------|---------|---------|---------|------------|---|----------------------------------|
| <b>Tourism, Communities, Culture and Leisure Committee</b>  |                 |         |         |         |            |   |                                  |
| Closure of Europa Fun/Leisure Pool & Enhanced Gym Offer     | £0.266m         | £0.266m | £0.000m | £0.000m | £0.000m    | Fun Pool has remained closed since March 2020; therefore this saving is expected to be fully achieved. A new staffing structure was put in place last financial year to reflect the reduced costs associated with running a gym in place of the fun pool.   | £0.200m                          |
| Catering Pod at Leasowe Leisure Centre for Football Traffic | £0.021m         | £0.021m | £0.000m | £0.000m | £0.000m    | Catering pod has been purchased and located at Leasowe. Trading commenced mid-September to coincide with the football season when income generation opportunities are greatest. Since commencing trading, the catering pod is currently achieving an average of £600 per weekend, meaning it is on track to fully achieve the target by the end of the year if trends continue. | £0.007m                          |

| Saving Proposal                                      | Approved Saving | Green   | Amber   | Red     | Mitigation | Comment  | Actual Savings Delivered to Date |
|--|-----------------|---------|---------|---------|------------|--|----------------------------------|
| Deletion of Vacant Posts                             | £0.302m         | £0.302m | £0.000m | £0.000m | £0.000m    | Saving is fully achieved.  | £0.302m                          |
| Reduction in budget for office related expenditure   | £0.023m         | £0.023m | £0.000m | £0.000m | £0.000m    | Saving is fully achieved.  | £0.023m                          |
| Review of Leisure service                            | £0.178m         | £0.130m | £0.048m | £0.000m | £0.048m    | This has been fully achieved from EVR/VS requests within the service.  | £0.178m                          |
| Increase catering across all Leisure Sites           | £0.060m         | £0.040m | £0.020m | £0.000m | £0.020m    | Introduction of new rotas which are more efficient will reduce spending and an increase income generation at the remaining sites. There is a risk that the continuing cost of living increases will impact income. Mitigation to be achieved through part year vacant posts and a review repairs and maintenance to ensure only essential work relating to Leisure Centres is carried out. | £0.015m                          |
| Outdoor Water Sports Offer at West Kirby Marine Lake | £0.015m         | £0.000m | £0.015m | £0.000m | £0.015m    | This saving is at risk. Visitors, footfall and income at the site are still recovering following the impact of COVID-19 and have also been negatively impacted by inflation increases. No actual savings achieved to date. This will be mitigated through a review of non-essential expenditure within Leisure.  | £0.000m                          |

| Saving Proposal  | Approved Saving | Green   | Amber   | Red     | Mitigation | Comment  | Actual Savings Delivered to Date |
|--|-----------------|---------|---------|---------|------------|--|----------------------------------|
| Temporary Closure and Remodelling of Bidston Tennis Centre | £0.114m         | £0.114m | £0.000m | £0.000m | £0.000m    | On target to be achieved. On 16/06/22 Tourism, Communities, Culture and Leisure Committee agreed that the Authority would work in partnership with the Lawn Tennis Association to run this site. Options relating to cost and income contributions have been finalised which will mean this saving is fully achieved. No savings have been achieved to date as the LTA only commenced operations from mid-September and invoices will be issued to the LTA in Quarter 4. | £0.000m                          |
| Review of Golf Offer                                       | £0.328m         | £0.246m | £0.082m | £0.000m | £0.082m    | Prices have been increased from April 2022 and sites linked to this saving have closed. Savings have been achieved through deleting posts relating to employees who have now left the Authority and through additional income from the revised price offer. Approximately £0.100m additional income has been achieved due to retention rates with customers transferring to Arrowse Park and Warrens.  | £0.328m                          |

| Saving Proposal                           | Approved Saving | Green   | Amber   | Red     | Mitigation | Comment  | Actual Savings Delivered to Date |
|---|-----------------|---------|---------|---------|------------|--|----------------------------------|
| Exercise referral programme               | £0.100m         | £0.080m | £0.020m | £0.000m | £0.020m    | The service is working with health partners to achieve this saving. However, agreement was not reached until after 1st July. It was announced in April 2022 that the Weight Management grant had been discontinued which was not foreseen when the budget was set. There is a risk this could impact income generation associated with this saving. Mitigation will be achieved through new grant applications as opportunities arise throughout the year. Confirmation of new grants and funding applications will be finalised before the end of the year. | £0.013m                          |
| Floral pavilion - plans to reduce subsidy | £0.350m         | £0.150m | £0.200m | £0.000m | £0.200m    | Income generating opportunities could be impacted by increases in the cost of living which was unforeseen at the time the saving was approved and may cause delays in fully implementing this proposal. Mitigation to be achieved through part year vacant posts and a review repairs and maintenance to ensure only essential work relating to the Theatre is carried out. No actual savings achieved to date, as most of the income associated with this service relates to the annual pantomime and does not materialise until Quarter 4.                 | £0.000m                          |

| Saving Proposal   | Approved Saving | Green   | Amber   | Red     | Mitigation | Comment  | Actual Savings Delivered to Date |
|---|-----------------|---------|---------|---------|------------|--|----------------------------------|
| Cessation of Constituency Team and Remodelling of Section     | £0.346m         | £0.300m | £0.046m | £0.000m | £0.046m    | The restructure of this area is now complete and employees have moved to new roles from Q2 onwards. Due to these delays, mitigation is being achieved through the Community Safety Grant   | £0.259m                          |
| Review of Neighbourhoods Service Directorate                  | £0.360m         | £0.110m | £0.250m | £0.000m | £0.250m    | Delay in commencing whilst EVR/VS requests are considered in line with the new requirements for the service and links with other service reviews and consultations. Mitigation to be achieved through part year vacant posts. This saving will be fully achieved this year through mitigation.   | £0.270m                          |
| Permanent Closure and Demolition of Woodchurch Leisure Centre | £0.402m         | £0.202m | £0.000m | £0.200m | £0.000m    | As full Council agreed to keep the centre open until September to explore the opportunities for Community Asset Transfer, holding costs are being incurred that were not forecast, resulting in the full saving now being unachievable. If alternative savings cannot be found in year, a bid will be made to the contingency budget for non-achievement of savings at the end of the year. Small actual savings recorded to date further saving dependent on outcome of CAT. Some employees are still working their notice periods/awaiting redeployment. | £0.150m                          |

| Saving Proposal                    | Approved Saving | Green          | Amber          | Red            | Mitigation     | Comment  | Actual Savings Delivered to Date |
|------------------------------------|-----------------|----------------|----------------|----------------|----------------|--|----------------------------------|
| Reprovision of the Library Service | £0.652m         | £0.272m        | £0.000m        | £0.380m        | £0.000m        | Due to the agreement by Council to delay the closure of the libraries in scope until 1 November due to CAT opportunities, it was agreed that if mitigating savings could not be found in-year as a result of the delay, then a bid would be made to access monies from the £3m contingency pot to offset costs at the end of the year. Actual savings will not be achieved until 1 November when the libraries will be closed. | £0.109m                          |
| <b>Total TCCL Services</b>         | <b>£3.517m</b>  | <b>£2.256m</b> | <b>£0.681m</b> | <b>£0.580m</b> | <b>£0.681m</b> |  | <b>£1.854m</b>                   |

## Appendix 2 – Earmarked Reserves

| <b>Reserve</b>               | <b>Opening Balance<br/>£000</b> | <b>Use of Reserve<br/>£000</b> | <b>Contribution to Reserve<br/>£000</b> | <b>Closing Balance<br/>£000</b> |
|------------------------------|---------------------------------|--------------------------------|---|---------------------------------|
| Community Safety Initiatives | 195                             | -195                           | 0                                       | 0                               |
| Les Mills Classes            | 89                              | -42                            | 0                                       | 47                              |
| Sports Development Reserve   | 22                              | 0                              | 0                                       | 22                              |
| Library Donations            | 1                               | 0                              | 0                                       | 1                               |
| <b>Total</b>                 | <b>307</b>                      | <b>-237</b>                    | <b>0</b>                                | <b>70</b>                       |

### Appendix 3 – Breakdown of Capital Programme

| Area                            | Scheme   | Budget<br>2022/23<br>£000 | Forecast<br>2022/23<br>£000 | Variance<br>2022/23<br>£000 | Budget<br>2023/24<br>£000 | Budget<br>2024/25<br>£000 | Budget<br>2025/26<br>£000 |
|---------------------------------|--|---------------------------|-----------------------------|-----------------------------|---------------------------|---------------------------|---------------------------|
| Leisure                         | Arrowe Park Sports Village Redevelopment Feasibility Study | 1                         | 0                           | 1                           | 0                         | 0                         | 0                         |
|                                 | Catering Provision   | 0                         | 0                           | 0                           | 0                         | 0                         | 0                         |
|                                 | Defibrillators   | 67                        | 67                          | 0                           | 0                         | 0                         | 0                         |
|                                 | Fitness Equipment  | 4                         | 4                           | 0                           | 0                         | 0                         | 0                         |
|                                 | Future Golf - Project 1.1                                  | 420                       | 46                          | 374                         | 187                       | 187                       | 0                         |
|                                 | Library Radio Frequency Identification Kiosks              | 0                         | 40                          | -40                         | 80                        | 0                         | 0                         |
|                                 | New Brighton Gym Equipment                                 | 59                        | 3                           | 56                          | 0                         | 0                         | 0                         |
|                                 | Solar Campus 3G  | 30                        | 30                          | 0                           | 0                         | 0                         | 0                         |
|                                 | Studio refurbishment Les Mills classes                     | 138                       | 43                          | 95                          | 0                         | 0                         | 0                         |
|                                 | Studio refurbishment Les Mills classes new bid             | 30                        | 0                           | 30                          | 0                         | 0                         | 0                         |
|                                 | Wirral Tennis Centre - 3G Pitch                            | 1,000                     | 32                          | 968                         | 900                       | 0                         | 0                         |
|                                 | Woodchurch Sports Pavillion                                | 1,600                     | 32                          | 1,568                       | 1,750                     | 0                         | 0                         |
|                                 | Bebington Oval Facility Upgrade                            | 701                       | 5                           | 696                         | 685                       | 0                         | 0                         |
|                                 | Floral Pavilion  | 175                       | 25                          | 150                         | 75                        | 0                         | 0                         |
|                                 | Hoylake Golf works depot demolish and replace              | 83                        | 13                          | 70                          | 0                         | 0                         | 0                         |
|                                 | People's Pool Feasibility Study                            | 67                        | 0                           | 67                          | 0                         | 0                         | 0                         |
|                                 | Pool Covers  | 72                        | 252                         | -180                        | 0                         | 0                         | 0                         |
| Soft Play Areas Leisure Centres | 410  | 410                       | 0                           | 0                           | 0                         | 0                         |                           |
| West Kirby Concourse/Guinea     | 351  | 0                         | 351                         | 351                         | 0                         | 0                         |                           |

|                    |   |              |              |              |              |            |          |
|--------------------|---|--------------|--------------|--------------|--------------|------------|----------|
|                    | Gap Reception upgrade / improve                         |              |              |              |              |            |          |
|                    | West Kirby Marine Lake/Sailing Centre – accommodation   | 197          | 40           | 157          | 127          | 0          | 0        |
|                    | Wirral Tennis & Sports Centre                           | 1,364        | 1,364        | 0            | 0            | 0          | 0        |
|                    | Wirral Tennis Centre - Facility Upgrade                 | 766          | 765          | 1            | 0            | 0          | 0        |
| <b>Library</b>     | Consolidated Library Works Fund                         | 290          | 0            | 290          | 279          | 0          | 0        |
|                    | Moreton Youth Club & Library                            | 1,000        | 500          | 500          | 500          | 0          | 0        |
| <b>Museum</b>      | Williamson Art Gallery Catalogue                        | 73           | 73           | 0            | 0            | 0          | 0        |
|                    | Williamson Art Gallery Ventilation 21-22                | 288          | 288          | 0            | 0            | 0          | 0        |
| <b>Parks</b>       | Ashton Park Lake  | 147          | 0            | 147          | 147          | 0          | 0        |
|                    | Essential H&S Access Improvements @ Wirral Country Park | 64           | 64           | 0            | 0            | 0          | 0        |
| <b>Grand Total</b> |   | <b>9,397</b> | <b>4,096</b> | <b>5,301</b> | <b>5,081</b> | <b>187</b> | <b>0</b> |

## Appendix 4 – Breakdown of Revenue Budget Monitoring

|   | Budget       | Forecast     | Variance                |             | Adv/ Fav       |
|---|--------------|--------------|-------------------------|-------------|----------------|
|   | £000         | £000         | (+ Fav / - Adv)<br>£000 | %           |                |
| <b>Public Health Outcomes</b>   |              |              |                         |             |                |
| Public Health Outcomes  | -5,917       | -5,914       | -3                      | 0%          |                |
| <b>Neighbourhood Safety</b>   |              |              |                         |             |                |
| Assisted Travel and Transport   | 2,153        | 2,336        | -183                    | -8%         | Adverse        |
| Neighbourhood Safety – Operations   | 1,174        | 1,370        | -196                    | -17%        | Adverse        |
| <b>Leisure, Libraries and Theatre</b>                                     |              |              |                         |             |                |
| Customer Contact Centre Estate and Facilities Management – Neighbourhoods | 807          | 726          | 81                      | 10%         | Favourable     |
| Libraries   | 2,934        | 3,314        | -380                    | -13%        | Adverse        |
| Museums   | 530          | 530          | 0                       | 0%          |                |
| One Stop Shops  | 909          | 909          | 0                       | 0%          |                |
| Theatre   | -527         | -143         | -384                    | 73%         | Adverse        |
| Golf  | -8           | -22          | 14                      | -173%       |                |
| Europa Pools  | 488          | 758          | -270                    | -55%        | Adverse        |
| Guinea Gap  | 119          | 252          | -133                    | -112%       | Adverse        |
| Leasowe Recreation Centre   | 167          | 416          | -249                    | -149%       | Adverse        |
| Oval Sports Centre  | 373          | 1,346        | -973                    | -261%       | Adverse        |
| West Kirby Concourse  | 189          | 495          | -306                    | -162%       | Adverse        |
| Tennis Centre   | 132          | 132          | 0                       | 0%          | Adverse        |
| Woodchurch Leisure Centre   | 82           | 82           | 0                       | 0%          | Adverse        |
| West Kirby Marine Lake  | -31          | 54           | -85                     | 278%        | Adverse        |
| Aquatics Management   | 398          | 398          | 0                       | 0%          |                |
| Leisure Call Centre   | 94           | 94           | 0                       | 0%          |                |
| Leisure Management  | 761          | 925          | -163                    | -21%        | Adverse        |
| Sales and Retention   | 100          | 100          | 0                       | 0%          |                |
| Sports Development  | 66           | 66           | 0                       | 0%          |                |
| <b>Tourism and Visitor Economy</b>  |              |              |                         |             |                |
| Culture and Visitor Economy   | 265          | 409          | -144                    | -54%        | Adverse        |
| <b>Surplus / (Deficit)</b>  | <b>5,259</b> | <b>8,633</b> | <b>-3,374</b>           | <b>-64%</b> | <b>Adverse</b> |

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**TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE  
THURSDAY, 9 MARCH 2023**

|                      |   |
|----------------------|---|
| <b>Report Title:</b> | <b>TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE PERFORMANCE REPORT</b> |
| <b>Report of:</b>    | <b>DIRECTOR OF NEIGHBOURHOODS</b>   |

**REPORT SUMMARY**

This report provides performance information in relation Community Safety. This encompasses community safety delivered by the Council and partner organisations in Wirral. The intention in terms of quarterly reporting is for Community Safety to be reported twice a year to the committee. Other Neighbourhood Services with oversight by the committee will report in the two other quarters of the year. Monitoring the performance of Community Safety supports the delivery of the Wirral Plan 2021-2026.

This matter affects all Wards within the Borough.

This is not a key decision.

**RECOMMENDATION**

The Tourism, Communities, Culture and Leisure Committee is recommended to note the content of the report and highlight any areas requiring further clarification or action.

## **SUPPORTING INFORMATION**

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

- 1.1 To ensure Members of the Tourism, Communities, Culture and Leisure Committee have the opportunity to monitor the performance of the Council and partners in relation to Community Safety.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 This report has been developed in line with a request from members of this Committee. No other options have been considered.

### **3.0 BACKGROUND INFORMATION**

- 3.1 This report contains performance information relating to Community Safety. Regular monitoring of performance will ensure public oversight and enable Elected Members to make informed decisions in a timely manner.
- 3.2 Performance information for Community Safety is also reported through the Safer Wirral Partnership Board.
- 3.3 Wirral Intelligence Service has developed the Safer Wirral Tracker for the Council and Partnership. This is an interactive Power BI report which provides access to a range of Community Safety insight. All committee members have access to this Tracker.

### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications arising from this report.

### **5.0 LEGAL IMPLICATIONS**

- 5.1 There are no legal implications arising from this report.

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

- 6.1 There are no resource implications arising from this report.

### **7.0 RELEVANT RISKS**

- 7.1 Information on the key risks faced by the Directorate and the organisation and the associated mitigations and planned actions are included in the Directorate and Corporate Risk Registers. There are no further specific risk implications relating to this report, which is a general performance position update.

### **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Neighbourhood services and partner organisations including the Police carry out a range of consultation and engagement with residents to work to optimise service delivery and outcomes for residents.

### **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. There is no impact for equality implications arising directly from this report. This report has no direct implications for equalities.

## 10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 There are no environmental and climate implications generated by the recommendations in this report.

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

## 11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 The Community Safety Tracker and associated activity supports the reduction of crime in the borough which has a range of community wealth implications. This includes increasing safety for people, protecting community assets and local businesses and the ability to tackle any inaccurate perceptions of crime in Wirral. The impact of these can lead to investment in the borough, increase footfall in businesses including retail and the night-time economy and creation of local employment opportunities.

**REPORT AUTHOR:** **Nancy Clarkson**  
Head of Intelligence  
email: [nancyclarkson@wirral.gov.uk](mailto:nancyclarkson@wirral.gov.uk)

## APPENDICES

Appendix 1 - Tourism, Communities, Culture and Leisure Committee. Community Safety Performance Report 2022-23 Quarter 3

## BACKGROUND PAPERS

Data sources: Merseyside Police Management Information Systems Corvus and Delphi.

## TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with Section 6.2 (part k) of its Terms of Reference, providing a view of performance, budget monitoring and risk management in relation to the Committee's functions.

## SUBJECT HISTORY (last 3 years)

| Council Meeting                                     | Date            |
|---|-----------------|
| TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE | 1 December 2022 |
| TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE | 26 July 2022    |
| TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE | 12 October 2021 |

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# Tourism, Communities, Culture & Leisure Committee

## **Community Safety Performance Report**

2022-23 Q3

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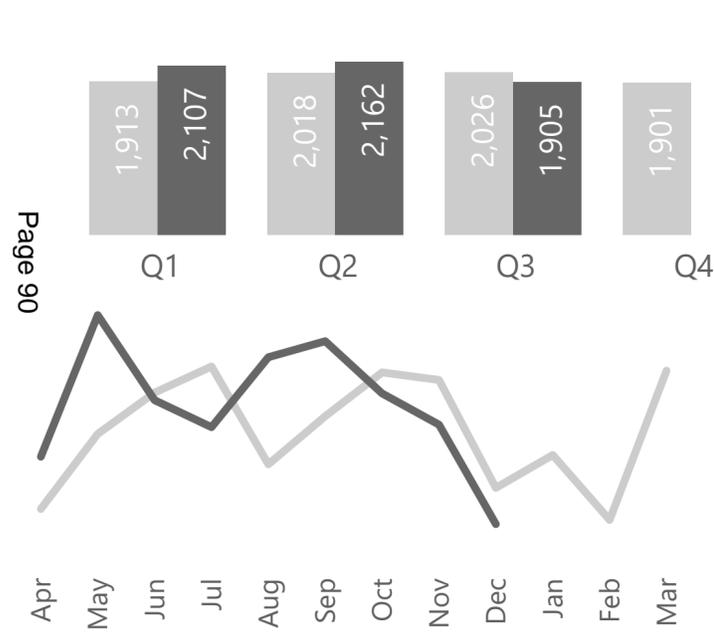
## Violent Crime

Year To Date

# 6,174

Previous Year: 5,957 (+4%)

● 2021-22 ● 2022-23



### Top Wards YTD Crime

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 992 |
| Bidston and St. James   | 569 |
| Rock Ferry              | 475 |

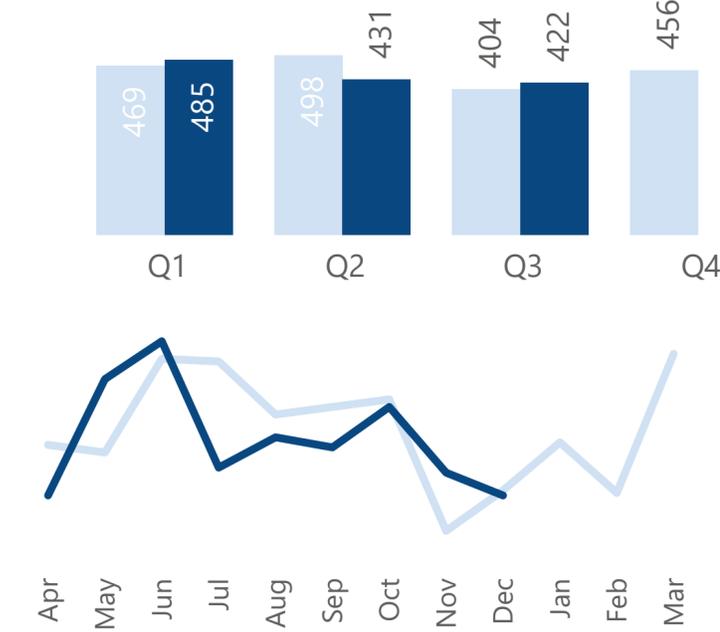
## Violent with Injury

Year To Date

# 1,338

Previous Year: 1,371 (-2%)

● 2021-22 ● 2022-23



### Top Wards YTD Crime

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 274 |
| Bidston and St. James   | 117 |
| Rock Ferry              | 95  |

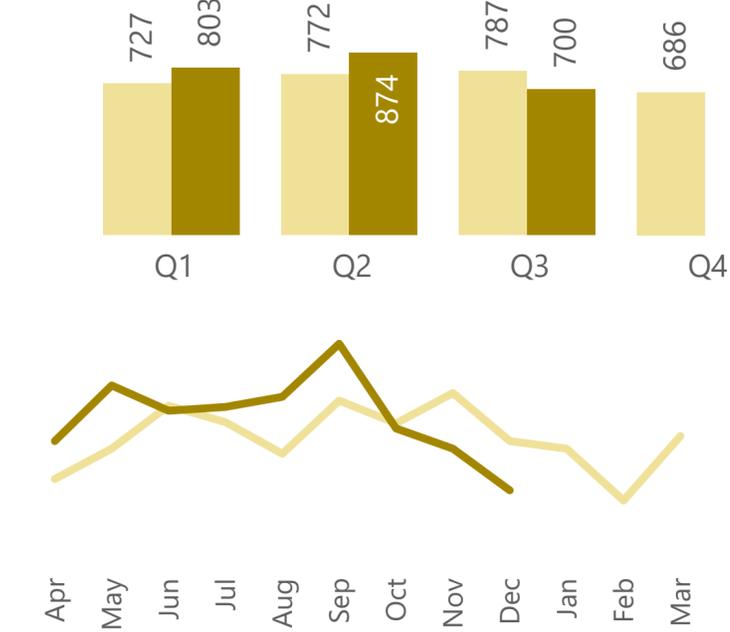
## Violent without Injury

Year To Date

# 2,377

Previous Year: 2,286 (+4%)

● 2021-22 ● 2022-23



### Top Wards YTD Crime

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 426 |
| Bidston and St. James   | 237 |
| Rock Ferry              | 189 |

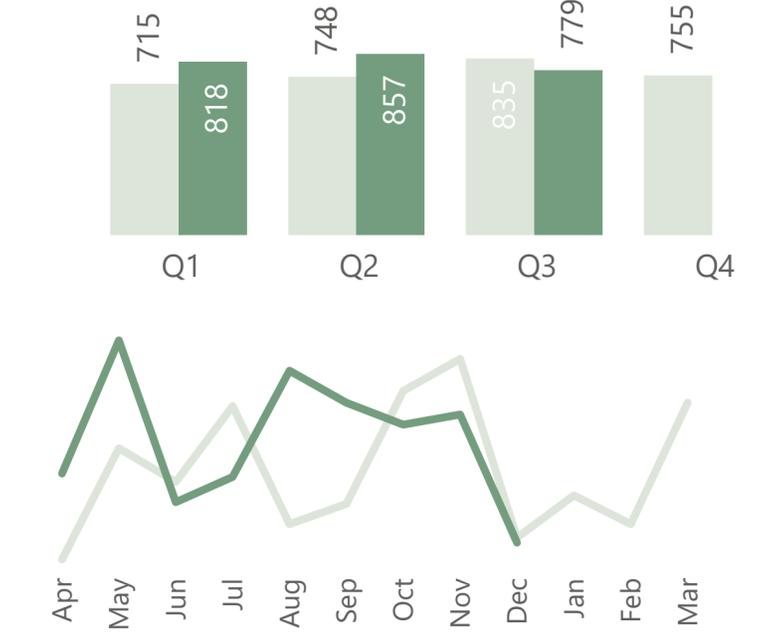
## Stalking & Harassment

Year To Date

# 2,454

Previous Year: 2,298 (+7%)

● 2021-22 ● 2022-23



### Top Wards YTD Crime

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 292 |
| Bidston and St. James   | 215 |
| Rock Ferry              | 190 |

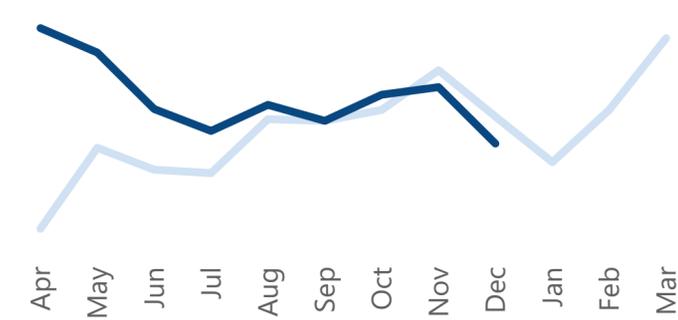
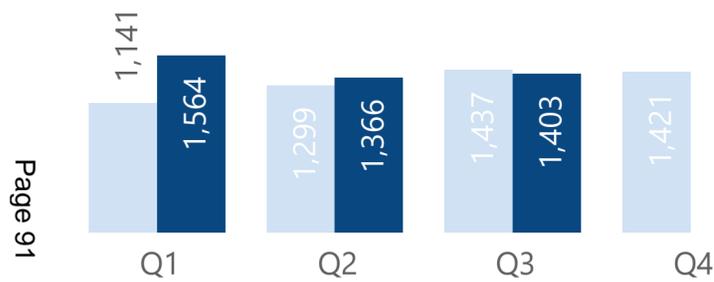
## Acquisitive Crime

Year To Date

# 4,333

Previous Year: 3,877 (+12%)

● 2021-22 ● 2022-23



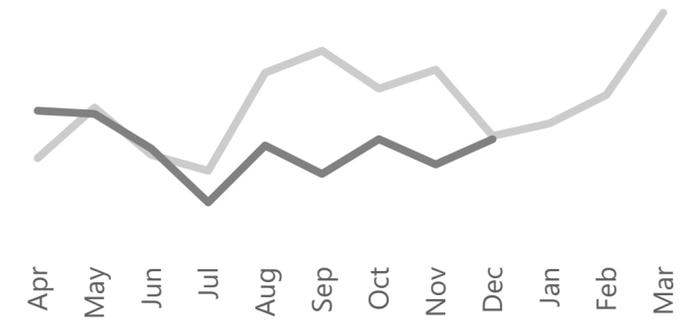
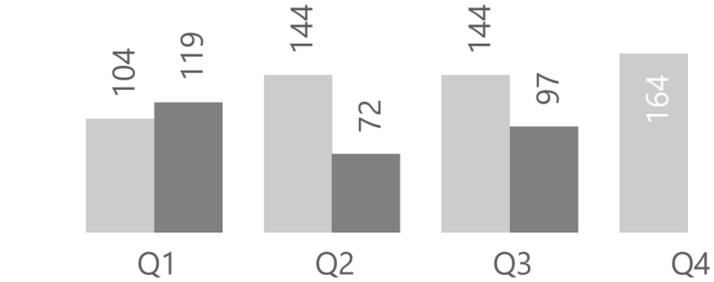
## Theft from Motor Vehicle

Year To Date

# 288

Previous Year: 392 (-27%)

● 2021-22 ● 2022-23



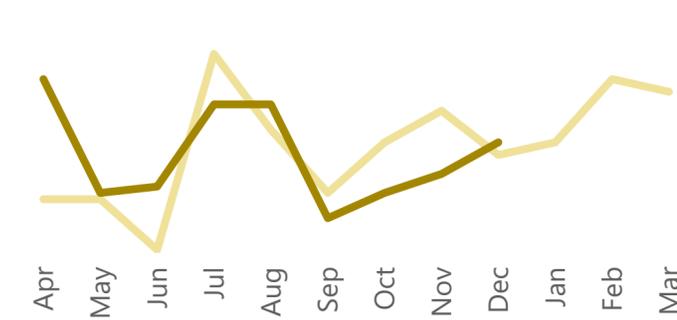
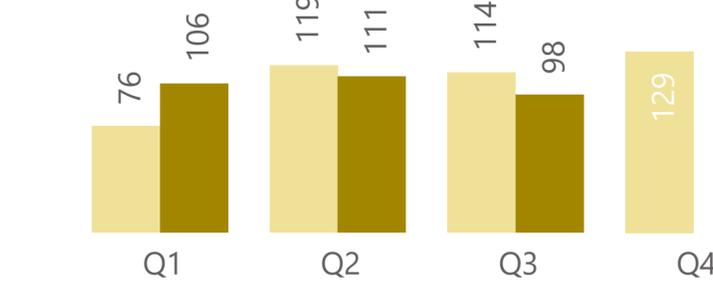
## Theft of Motor Vehicle

Year To Date

# 315

Previous Year: 309 (+2%)

● 2021-22 ● 2022-23



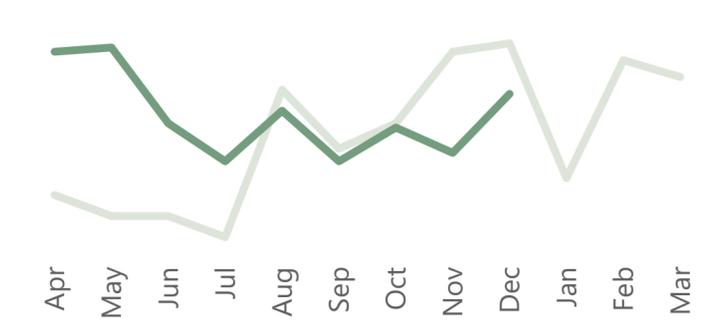
## Residential Burglary

Year To Date

# 649

Previous Year: 580 (+12%)

● 2021-22 ● 2022-23



### Top Wards YTD Crime

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 807 |
| Bidston and St. James   | 401 |
| Bromborough             | 327 |

### Top Wards YTD Crime

|                         |    |
|-------------------------|----|
| Bromborough             | 38 |
| Birkenhead and Tranmere | 34 |
| Bidston and St. James   | 24 |

### Top Wards YTD Crime

|                         |    |
|-------------------------|----|
| Birkenhead and Tranmere | 54 |
| Seacombe                | 30 |
| Bidston and St. James   | 29 |

### Top Wards YTD Crime

|                         |    |
|-------------------------|----|
| Claughton               | 80 |
| Birkenhead and Tranmere | 71 |
| Bidston and St. James   | 55 |

Note: This page demonstrates 'volume' acquisitive crime. All acquisitive crime types are: Robbery of Business Property, Robbery of Personal Property, Burglary - Business and Community, Burglary - Residential, Theft of Motor Vehicle, Theft from Motor Vehicle, Interfering with a Motor Vehicle, Theft from the Person, Bicycle Theft, Shoplifting and Other theft

Source: Merseyside Police Management Information Systems: Corvus and Delphi

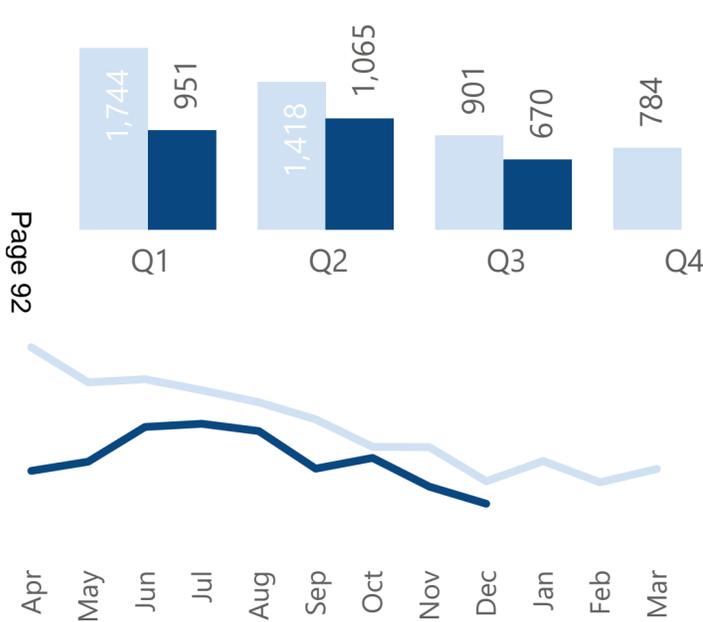
## ASB

Year To Date

**2,686**

Previous Year: 4,063 (-34%)

● 2021-22 ● 2022-23



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Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

### Top Wards YTD Incidents

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 346 |
| Bidston and St. James   | 197 |
| Bromborough             | 167 |

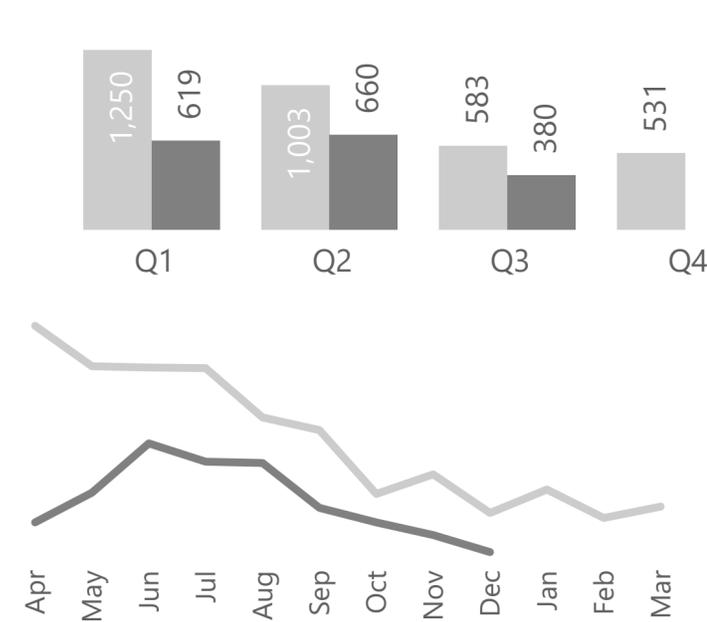
## Adult ASB

Year To Date

**1,659**

Previous Year: 2,836 (-42%)

● 2021-22 ● 2022-23



Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

### Top Wards YTD Incidents

|                          |     |
|--------------------------|-----|
| Birkenhead and Tranmere  | 225 |
| Bidston and St. James    | 111 |
| Leasowe and Moreton East | 95  |

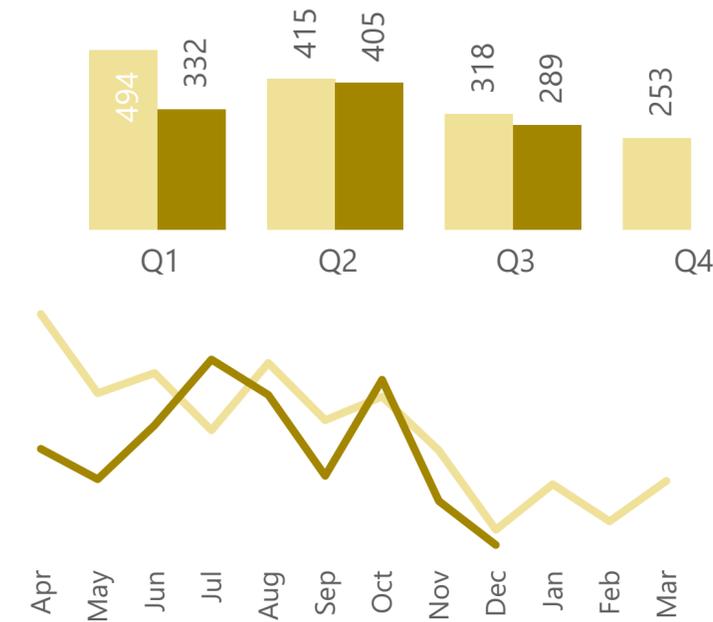
## Youth ASB

Year To Date

**1,026**

Previous Year: 1,227 (-16%)

● 2021-22 ● 2022-23



Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

### Top Wards YTD Incidents

|                         |     |
|-------------------------|-----|
| Birkenhead and Tranmere | 346 |
| Bidston and St. James   | 197 |
| Bromborough             | 167 |

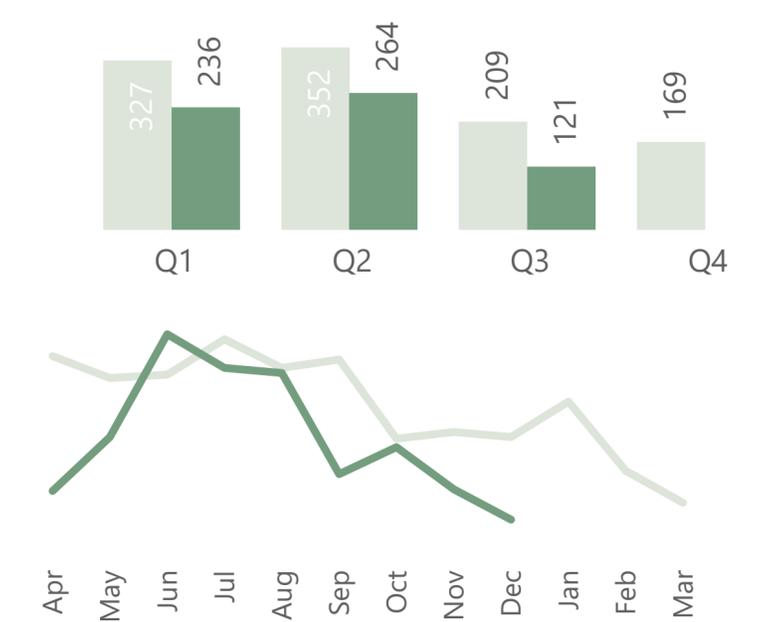
## ASB Use of Scrambler Bikes

Year To Date

**621**

Previous Year: 888 (-30%)

● 2021-22 ● 2022-23



Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar

### Top Wards YTD Incidents

|                         |     |
|-------------------------|-----|
| Bidston and St. James   | 197 |
| Birkenhead and Tranmere | 346 |
| Seacombe                | 108 |



## TOURISM COMMUNITIES CULTURE AND LEISURE COMMITTEE

Thursday, 9 March 2023

|                      |   |
|----------------------|---|
| <b>REPORT TITLE:</b> | <b>THIRD SECTOR COMMISSIONING AND COMMUNITY, VOLUNTARY AND FAITH SECTOR (CVF) SUMMARY UPDATE REPORT</b> |
| <b>REPORT OF:</b>    | <b>ASSISTANT CHIEF EXECUTIVE</b>  |

### REPORT SUMMARY

This report has been produced in accordance with the agreed work programme and following a request from the chair of the Tourism, Communities, Culture and Leisure Committee for a summary update of spend and activity on the Community, Voluntary and Faith (CVF) Sector and 3<sup>rd</sup> Sector commissioning. The Wirral Plan 2021-2026 sets out the Council and partners vision to secure the best possible future for our residents, defined by the community prosperity we create and supported by our excellent people and services. The associated work of the CVF and Third Sector assists in the implementation of the five key themes within that plan:

- Sustainable Environment
- Brighter Futures
- Inclusive Economy
- Safe and Pleasant Communities
- Active and Healthy Lives

This matter affects all wards. It is not a key decision.

### RECOMMENDATION/S

The Tourism Communities Culture and Leisure Committee is recommended to consider the summary report as an interim position statement and request that a further update report be presented to Committee within 6 months.

## **SUPPORTING INFORMATION**

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

- 1.1 To enable the Tourism, Communities, Culture and Leisure Committee to consider a summary of activity, procurement, and commissioning of CVF and the 3<sup>rd</sup> Sector undertaken by the Council.
- 1.2 This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with section 6.2 (b), of the constitution, which charges the committee with community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 No other options were considered as part of this report.

### **3.0 BACKGROUND INFORMATION**

- 3.1 The contribution and partnerships that the CVF sector make to improving the lives of Wirral residents are valued and long standing.
- 3.2 The CVF sector is dynamic, diverse, and varied, and there is a wide range of CVF activity taking place right across the Borough, enabled in part by a complex range of Council support including grants, commissioned services, voluntary activity and partnership working. Investment by the Council also results in significant additional income generated by the CVF sector. Many of the CVF groups are required, as part of their contract agreement, to actively seek additional funding through grants, philanthropists, and funders to increase the capacity of community-led activity.
- 3.3 CVF activity cuts across the whole Council and is helping us to deliver on a wide range of Council priorities – including support to children and families; adult social care and public health; environmental sustainability; safe and clean neighbourhoods; economic growth, skills and employment. This complex and rich picture means there is no one single contract or model of performance framework, and this Committee report therefore illustrates just some of the current landscape.
- 3.4 Work is underway to enable a more strategic and co-ordinated approach going forward. This includes the extensive review of CVF commissioning and infrastructure, initiated by the Health & Wellbeing Board (HWB) in March 2021, and since then reported regularly to the HWB. This work will assess requirements and inform any future commissioning model.

- 3.5 The partnership working and joint development work outlined above has re-affirmed the complex and wide-ranging interrelationships between all parties, including the council, in trying together to provide the best support to residents. There are interfaces between the council and the sector across almost the entire range of activities the council does to varying degrees and at all levels within the council. Clearly, there are parts of the council structures, both organisational and political which are core foundation areas in the work the council does alongside and with the Voluntary, Community and Faith Sector. However, all parts of the council have a contribution to make, from the high-level strategy development and implementation, through matters such as contracting and commissioning, to small scale day to day operational support from the council.
- 3.6 The current key elements of the council's structures and operations with the sector are set out below. Whilst it is anticipated that some of these are longer term, some will be very significantly reduced going forward with particular reference to Covid activity.
- 3.7 The outcome of the current review will help inform a shared vision, a set of joint principles for recommissioning and appropriate levels of investment, innovative ways of procurement and performance monitoring.
- 3.8 This is part of wider strategic planning for Wirral and the next stage of developing the Wirral Plan, to take place during 2023, reflecting the strong appetite across the public, private, and voluntary sectors for a shared strategic Vision for our Borough.
- 3.9

## **HEALTH AND WELLBEING BOARD REVIEW**

- 3.10 An extensive review of CVF commissioning and infrastructure was initiated by the Health & Wellbeing Board (HWB) in March 2021, and since then a series of workshops and engagement activities have reported regularly to the HWB. Five areas were identified for further development and task and finish groups established for each on:
- Volunteering
  - Collaboration and Social Action
  - Strategic Influence and Development support
  - Tackling Inequalities Together
  - Collaboration and Equal Partnerships
- 3.11 An extensive programme of work has been undertaken with the sector to produce the Coming Together Plan. This has ensured collaboration across the sector and the various groups and forums. In June 2022 a paper taken to HWB outlined progress against the Coming Together Plan and HWB was asked to endorse the plan and ongoing work programme. Later in 2022, the Council's Strategic Leadership Team recommended a cross-directorate group develop potential options for

commissioning. This group met in October 2022 and an options appraisal is being developed to inform commissioning decisions regarding future models of working with the CVF.

3.12 Based on this work, some key principles for CVF partnership working are emerging, including:

- Acknowledge, recognise, and appreciate the CVF architecture – the overarching CVF Forum will act as the forum for partner organisations to engage with a wide group of CVF organisations.
- Create the right conditions and culture for collaboration – noting the development of the Collaboration Framework and new Social Contract
- Endorse the sector designed representative mechanism for the Community, Voluntary and Faith Sector to influence in a formal way.
- Embed this work programme within the Wirral Plan refresh and strategic partnerships review – the opportunities for this strategy and associated developments fit well with the plans and ambitions of Wirral Council and the wider system.
- Early intervention will enable independence, improve lives, and be more efficient with resources. This approach is best achieved in collaboration with the efforts of partner agencies and by building resilient communities.

The full list of HWB update reports can be found in the list of background papers included in this report.

### 3.13 **CURRENT ACTIVITY**

Alongside the current review of CVF infrastructure outlined above, extensive good practice and examples of excellent CVF partnership activity continue to take place across the Borough.

#### **(a) Partnership Summits**

This includes the role of the sector in supporting residents to face increasing Cost of Living challenges in recent months. Some of this activity was showcased at the Cost-of-Living Partnership Summit that was held in November 2022 and highlighted the positive and diverse range of activity that we are collectively working on to support residents and businesses across the borough. Partners agreed that further Partnership Summits should take place in the coming months.

#### **(b) Community Asset Transfers**

The council's Community Asset Transfer (CAT) approach is about giving local people and community groups greater control in the future of their area. It gives local groups the chance to own or manage community buildings, such as community centres or village halls, and helps to encourage a stronger community spirit by bringing people from different backgrounds together to work towards a shared goal. The CAT policy has enabled an increasing number of success stories in recent months.

For example, the Tourism, Communities, Culture and Leisure Committee has agreed to transfer the former libraries at Pensby and Prenton to community groups and subject to a report elsewhere on this agenda is recommended to transfer the former libraries at Irby, Wallasey Village and Higher Bebington to community and education groups for community benefit. The former library at Woodchurch will now be used for activities supporting special education needs. The work on other transfers continues to progress through this committee.

**(c) Responding to Covid and COMF**

As a response to the COVID pandemic in 2020, the Contain Outbreak Management Fund (COMF) provided local authorities with financial support to deliver public health and outbreak management activities. The COMF Grant has helped the Council continue its intensive work, in partnership with local agencies, third sector groups and organisations to support the most vulnerable residents and communities with the direct and indirect impacts of the pandemic. The final allocation of COMF was received by Wirral Council in April 2021. A summary of the 2022/23 funding for the community, voluntary and faith sector from the Public Health Grant and the COMF Grant is in Appendix 2.

**(d) Adult Social Care**

The total contracts commissioned by Adult Social Care equate to £2.23m. These can be split across the CVF sector and Early Intervention and Prevention. There are also several funding streams as identified in Appendix 1. The Local Reform and Community Voices grant is received by adults each year supporting the cost of additional local Healthwatch funding and independent NHS complaints advisory services. These contracts are also included in the table appended table.

**(e) Children and Families**

In 2019, the Community Matters initiative, supported by the Children and Families Overview and Scrutiny Committee and the Children, Young People & Education Committee, set out a 2-year plan to work with residents and stakeholders to develop a new model for community-led early intervention. The commitment of the contract to pay so far is £670,000, which will run for a period of 5 years, with the option to extend for a further 2 periods of 2 years each. In October 2021, the Policy and Resources Committee gave agreement to award a 5-year alliance contract, awarded to an alliance of established local community organisations.

The Family Toolbox Alliance gives access to a wide variety of supportive experiences – things families have said would help them to thrive. The Family Toolbox Alliance, as part of their contract agreement, are expected to actively seek additional funding through grants, philanthropists, and funders to increase the capacity of community-led earliest help. In addition to this, the alliance will use the Family Toolbox membership mark to recruit local organisations as part of the network for children and families in Wirral.

In addition to the DSG spend and the council's budget for providing services for children, Children's Services has previously been awarded grants and frequently bids for additional money from the Department of Education and the Department for Levelling up, Housing and Communities as well as other sources. An example of this is the Holiday Activity Fund where the Council ask organisations who may be from the CVF sector to bid for money to run activities for children.

#### **(f) Regeneration and Procurement**

The Council's Social Value Policy asks that social value is considered in every procurement for a service contract or service framework agreement valued at £100,000 and above, subject to the Public Contract Regulations 2015.

Where appropriate, tender submissions are scored on the delivery of social value components at a level between 5% and 20% (determined during tender compilation) of the total tender score. The core themes utilised in consideration of social value to be delivered through procurement exercises are:

- Promoting Local Supply & Environment,
- Supporting Growth of Responsible Regional Business,
- Healthier, Safer & More Resilient Communities,
- Decarbonising & safeguarding our World.

#### **Social Value through Planning**

Wirral's Local Plan submission includes a Social Value Policy. Aligned with the timetable for adoption of the Local Plan, work is currently underway to develop the most appropriate monitoring framework to ensure that the Council has a clear approach to delivering social value through the planning process.

A review of the Council's Social Value Policy and Framework is currently underway to review options for maximising social value return.

#### **(g) Merseyside Pension Fund**

More money being paid out in pensions to Wirral residents means more money potentially being put back into the local economy. Therefore, the higher the value of pensions paid out; the more potential community wealth is generated.

The Merseyside Catalyst Fund was established to meet Merseyside Pension Fund's criteria of investing in projects to help deliver economic growth to the Liverpool City Region, with particular regard to environmental and social impacts. This includes upgrading the housing offer, regenerating deprived communities, and maximising the use of new spaces.

### **4.0 FINANCIAL IMPLICATIONS**

4.1 There are no direct financial implications to the recommendations of this report.

### **5.0 LEGAL IMPLICATIONS**

- 5.1 In Commissioning Services from the CVF Sector, the Local Authority must comply with the public contract regulations 2015 and Wirral Council Contract Procedure Rules.
- 5.2 The Local Government and Public Involvement in Health Act 2007 places great emphasis on the role of the third sector and explicitly states that local authorities have a duty to inform, consult and involve local citizens, local voluntary and community groups and businesses. It sets out clear expectations that the third sector should be involved in designing and shaping key decisions across the country, and that the sector should be a key partner to local government in creating strong and sustainable communities.
- 5.3 The Council has power to provide grants to voluntary and community sector organisations under the general power of competence set out in section 1 of the Localism Act 2011.

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

- 6.1 This report is for information purposes and as such, there are no direct resource implications.

## **7.0 RELEVANT RISKS**

- 7.1 This report is for information purposes and as such, there are no direct risk implications.

## **8.0 ENGAGEMENT/CONSULTATION**

- 8.1 Meeting structures have been organised with the Director of Regeneration and Place, the Leader of the Council, the Chair of the PCN, Senior Council Officers, HWB Reference Group, and Elected Members. They will need to include other key partners represented on the HWB in due course. Any proposals will also need to align with other emerging work streams and delivery infrastructures being developed by the National Health Service and Wirral Borough Council which are currently in progress.

## **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.

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

- 10.1 This report is for information only and there are no direct Environment or Climate Implications, however grants used to fund activities can have a range of environmental impacts which may help reduce carbon emissions. These include energy and water use in buildings, the purchase of goods with supply chain impacts and the generation of waste.

## 11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 By its nature, the activity identified in this report will take place across Wirral and will be based around the local public sector and community organisations active in the Borough.

**REPORT AUTHOR: David Armstrong**

Email: davidarmstrong@wirral.gov.uk

## APPENDICES

Appendix 1 – Summary of Contract Spend 2022-23

Appendix 2 – Summary of Grant Funding 2022-23

## BACKGROUND PAPERS

Health and Wellbeing Board 31<sup>st</sup> March 2021 Working with the Community, Voluntary and Faith Sector

Health and Wellbeing Board 20<sup>th</sup> July 2021 Working with the Community, Voluntary and Faith Sector

Health and Wellbeing Board 29<sup>th</sup> September 2021 Working with the Community, Voluntary and Faith Sector

Health and Wellbeing Board 15<sup>th</sup> December 2021 Working with the Community, Voluntary and Faith Sector

Health and Wellbeing Board 15<sup>th</sup> June 2022 Working with the Community, Voluntary and Faith Sector

## TERMS OF REFERENCE

This report is being considered by the Tourism, Communities, Culture and Leisure Committee in accordance with section 6.2 (b) of the constitution, community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value.

## SUBJECT HISTORY (last 3 years)

| <b>Council Meeting</b>     | <b>Date</b>   |
|----------------------------|---|
| Health and Wellbeing Board | <b>31 March 2021</b><br><b>20 July 2021</b><br><b>29 September 2021</b><br><b>15 December 2021</b><br><b>15 June 2022</b> |

Summary of Significant Contracts in Respect of the CVF Sector in 22/23 April - Jan

| Directorate/ Subject area                         | Thematic sub-heading      | 22/23 CVF funding/ payments<br>£ | 22/23 CVF funding/ payments<br>£ |
|---|---------------------------|----------------------------------|----------------------------------|
| Adults' Care & Health                             |                           |                                  |                                  |
|   | Adult Social Care         | 788,500                          |                                  |
|   | Better Care Fund          | 1,335,900                        |                                  |
|   | Public Health Commissions | 7,900,883                        |                                  |
| <b>Adults' Care &amp; Health Sub-total</b>        |                           |                                  | 10,025,283                       |
| Children, Family & Education                      |                           |                                  |                                  |
|   | Early Intervention        | 329,300                          |                                  |
|   | Domestic Abuse            | 259,133                          |                                  |
|   | Youth and Family Support  | 1,081,736                        |                                  |
|   | Health and Wellbeing      | 330,000                          |                                  |
| <b>Children, Family &amp; Education Sub-total</b> |                           |                                  | 2,000,169                        |
| <b>Total</b>                                      |                           |                                  | 12,025,452                       |

## Appendix 2

Summary of Significant Grant Funding in Respect of the CVF Sector in 22/23 April - Jan

| Directorate/<br>Subject area    | Thematic Sub-Heading  | 22/23 CVF<br>funding/<br>payments<br>£ | 22/23 CVF<br>funding/<br>payments<br>£ |
|---------------------------------|---|--|--|
| Neighbourhoods                  |   |  |  |
|                                 | Community Grant- Domestic Violence                                      | 20,817                                 |  |
|                                 | Community Safety Grant- Community Safety Partnership                    | 28,600                                 |  |
| <b>Neighbourhoods Sub-total</b> |   |  | 49,417                                 |
| Resources                       |   |  |  |
|                                 | Energy Support  | 42,224                                 |  |
|                                 | Household Support   | 1,195,306                              |  |
|                                 | Winter Support Grant  | 656,566                                |  |
|                                 | Summer Support Grant  | 556,326                                |  |
| <b>Resources Sub-total</b>      |   |  | 2,450,422                              |
| Covid 19                        |   |  |  |
|                                 | COMF- One off Funding to Voluntary Bodies to Assist with COVID Response | 1,502,737                              |  |
|                                 | CVF- Community Centre Funding to Support Vulnerable Residents.          | 36,000                                 |  |
|                                 | Household Support   | 97,281                                 |  |
| <b>Covid-19 Sub-total</b>       |   |  | 1,636,018                              |
| <b>Total</b>                    |   |  | 4,135,858                              |



## **TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE**

**Thursday, 9 March 2023**

|                      |   |
|----------------------|---|
| <b>REPORT TITLE:</b> | <b>TOURISM, COMMUNITIES, CULTURE AND LEISURE<br/>WORK PROGRAMME</b> |
| <b>REPORT OF:</b>    | <b>DIRECTOR OF LAW AND GOVERNANCE</b>                               |

### **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**

The Tourism, Communities, Culture and Leisure Committee is recommended to note and comment on the proposed Tourism, Communities, Culture and Leisure Committee work programme for the remainder of the 2022/23 municipal year.

## **SUPPORTING INFORMATION**

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

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

### **2.0 OTHER OPTIONS CONSIDERED**

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

### **3.0 BACKGROUND INFORMATION**

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

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

### **Terms of Reference**

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

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

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

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

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

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

(f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;

(g) in relation to bereavement services and support to the Coroner's service;

(h) regarding community safety, crime and disorder and all associated matters;

(i) for trading standards and environmental health, including but not limited to:

(i) consumer protection;

(ii) product safety;

(iii) fair trading;

(iv) metrology;

(v) food standards and animal health;

(vi) air pollution control;

(vii) health and safety at work (except in so far as it relates to the Council as an employer);

(viii) public conveniences

food safety; and

(x) control of nuisances;

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

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

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

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

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

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

## **Overview and Scrutiny**

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

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

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

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

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

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

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

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

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

#### **4.0 FINANCIAL IMPLICATIONS**

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

#### **5.0 LEGAL IMPLICATIONS**

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

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

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

#### **7.0 RELEVANT RISKS**

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

#### **8.0 ENGAGEMENT/CONSULTATION**

8.1 Not applicable.

## **9.0 EQUALITY IMPLICATIONS**

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

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

## **10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS**

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

## **11.0 COMMUNITY WEALTH IMPLICATIONS**

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

**REPORT AUTHOR: Polly Price**  
telephone: 0151 666 3336  
email: pollyprice@wirral.gov.uk

## **APPENDICES**

Appendix 1: Tourism Communities Culture and Leisure Committee Work Programme

### **BACKGROUND PAPERS**

Wirral Council Constitution  
Forward Plan  
The Council's transformation programme

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

| <b>Council Meeting</b>                                   | <b>Date</b>             |
|--|-------------------------|
| <b>Tourism Communities Culture and Leisure Committee</b> | <b>26 October 2020</b>  |
|  | <b>23 November 2020</b> |
|  | <b>21 January 2021</b>  |
|  | <b>3 March 2021</b>     |
|  | <b>16 June 2021</b>     |
|  | <b>27 July 2021</b>     |
|  | <b>2 September 2021</b> |

|  |  |
|--|--|
|  | <b>12 October 2021</b><br><b>17 November 2021</b><br><b>14 December 2021</b><br><b>18 January 2022</b><br><b>8 March 2022</b><br><b>16 June 2022</b> |
|--|--|



## **TOURISM, COMMUNITIES, CULTURE AND LEISURE COMMITTEE**

**WORK PROGRAMME 2022/23**

**Contact Officer/s:** POLLY PRICE

### **UPCOMING KEY DECISIONS – WAITING TO BE SCHEDULED**

| <b>Item</b>   | <b>Lead Departmental Officer</b> | <b>Wirral Plan Priority</b> |
|---|----------------------------------|-----------------------------|
| Sport & Physical Activity Strategy Update (suggested July 23)                 | Andy McCartan                    | Healthy and Active lives    |
| Heritage and Conservation Strategy June 23                                    | Yes                              | Jane Morgan                 |
| Library Strategy & New Model (Update) Suggested June 23                       | Andy McCartan                    | Healthy and Active lives    |
| Facilities Investment Strategy Suggested October 2023 however could do with a | Andy McCartan                    | Health and Active lives     |

|   |                           |                          |
|---|---------------------------|--------------------------|
| workshop in July 23)  |                           |                          |
| Borough of Culture 2024 Planning and Governance (suggested June 23) | Jane Morgan/ Keith Keeley | Healthy and Active Lives |
| CAT – Brackenwood/Woodchurch (June 23)                              | David Ball                |                          |

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

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

#### STANDING ITEMS AND MONITORING REPORTS

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

#### WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

| Item                                  | Format | Timescale | Lead Officer | Progress |
|---------------------------------------|--------|-----------|--------------|----------|
|                                       |        |           |              |          |
| <b>Spotlight sessions / workshops</b> |        |           |              |          |

|                                    |           |      |                                      |           |
|------------------------------------|-----------|------|--------------------------------------|-----------|
| Community Asset Transfer Workshops | Workshop  | 2021 | David Ball                           | Ongoing   |
| Budget Setting                     | Workshops | 2022 | All                                  | Ongoing   |
| Performance Dashboard              | Workshop  | 2023 | Nicki Butterworth/<br>Nancy Clarkson | Completed |
| <b>Corporate scrutiny / Other</b>  |           |      |                                      |           |
| Risk                               | Workshop  | TBC  | Nicki Butterworth                    |           |
|                                    |           |      |                                      |           |

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## **Tourism, Communities, Culture and Leisure Committee – Terms of Reference**

The Tourism, Communities, Culture and Leisure Committee has responsibility for customer contact, community development and community services, including all of those functions related to community safety and also those regarding the promotion of community engagement.

The Committee is charged by full Council to undertake responsibility for the Council's role and functions:-

- (a) for customer and community contact services, including various offices and meeting points, customer contact centres and advice and transaction services
- (b) community engagement, incorporating the Council's approach to equalities, inclusion communities, neighbourhoods and the voluntary and charitable sector, community wealth building and social value;
- (c) in considering options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods;
- (d) for the provision and management of leisure, sports and recreation facilities;
- (e) for delivery of the authority's library and museums services, including but not limited to art galleries, historic buildings and their gardens and the functions of the Council regarding public records, and the Council's
- (f) concerning tourism, the arts, culture and heritage, including provision of theatre, entertainments, conferences and events;
- (g) in relation to bereavement services and support to the Coroner's service;
- (h) regarding community safety, crime and disorder and all associated matters;
- (i) for trading standards and environmental health, including but not limited to:
  - (i) consumer protection;
  - (ii) product safety;
  - (iii) fair trading;
  - (iv) metrology;
  - (v) food standards and animal health;
  - (vi) air pollution control;
  - (vii) health and safety at work (except in so far as it relates to the Council as an employer);
  - (viii) public conveniences;
  - (ix) food safety; and
  - (x) control of nuisances;
- (j) in respect of emergency planning and community resilience (community, regulatory and asset services);
- (k) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and
- (l) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to the above functions.
- m) in respect of the Police and Justice Act 2006, the functions to:

- (i) review or scrutinise decisions made or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions; and
- (ii) make reports or recommendations to the local authority with respect to the discharge of those functions