



Wirral Regeneration Partnership – OBC Summary

7 March 2025

Wirral Regeneration Partnership Business Case | Summary

1. In 2019, MHCLG established the 'New Development Corporation Competition' which offered revenue support to explore options for delivery vehicles and governance arrangements to support and accelerate regeneration delivery.

2. Wirral were selected as one of six locations in 2021 and received revenue support to prepare a business case.

3. In 2021, the Birkenhead 2040 Regeneration Framework was approved, setting out the vision and ambition for the future of Birkenhead and the left Bank.

4. A range of options were considered including a Locally Led Development Corporation, and engagement took place with MHCLG.

5. Following establishment of the WRP in early 2024, MHCLG invited Wirral Council to prepare a business case setting out the governance arrangements and presenting any revenue support requirements.

6. The business case has been prepared to present

- The governance arrangements of the WRP
- The resource required to support the WRP in accelerating the delivery of the 2040 regeneration programme.
- The likely scale of capital funding support to deliver the programme over the next ten years

The business case does not make a case for the regeneration programme – instead, it is focussed on delivery, resourcing and governance requirements to facilitate and accelerate implementation.

Business Case Update | Strategic Case

The strategic case aims to establish the compelling reasons for undertaking both the Regeneration Programme and the ongoing governance provided by the Regeneration Partnership

Programmes & Progress

This submission presents the regeneration governance arrangement for the regeneration programme. The regeneration programme is presented as five neighbourhoods to aid MHCLG navigation

1. Hind Street
2. Wirral Waters
3. Central Birkenhead
4. Waterfront
5. Dock Branch

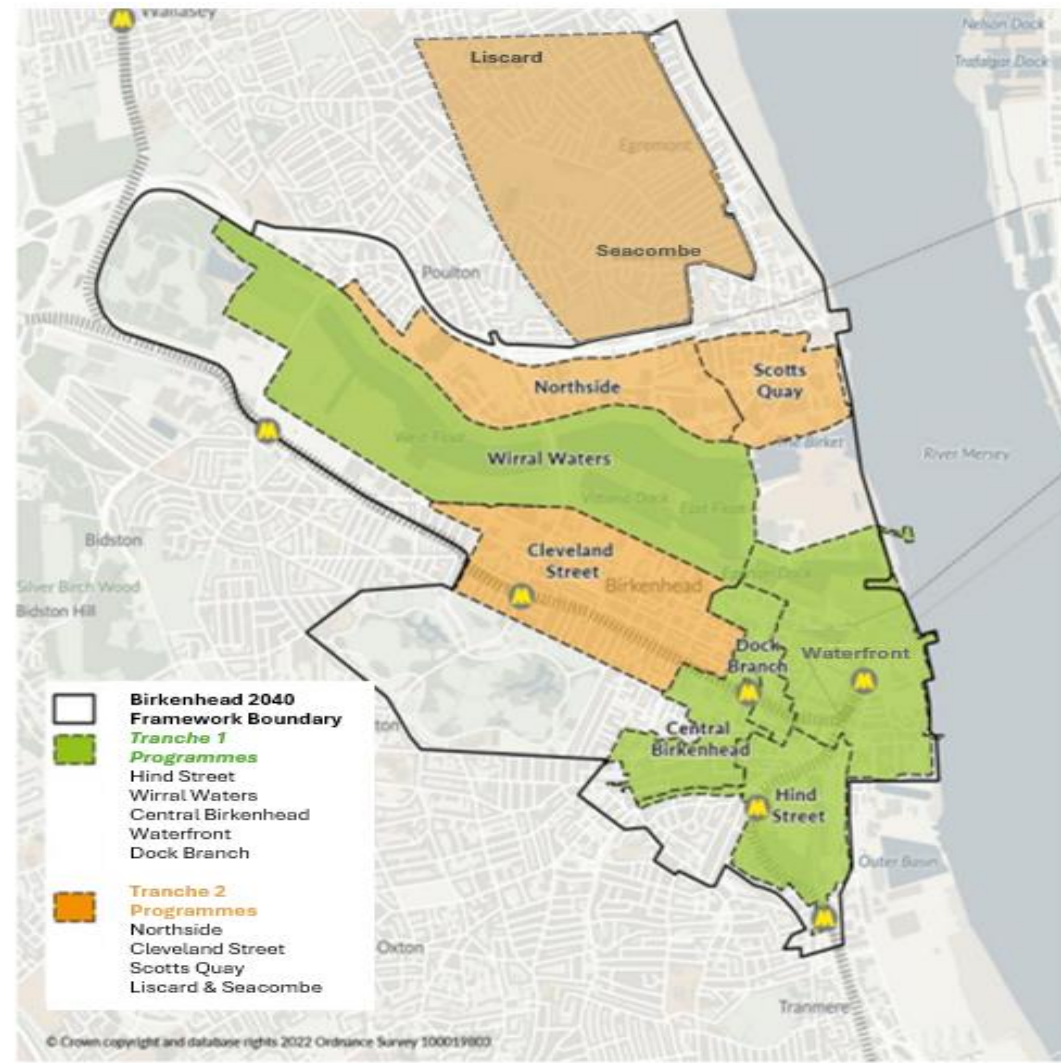
Case for Change^{1,2}

- Delivering at **scale** and **pace**
- Delivering **economic growth**
- **Resource** and **expertise**
- Increased **collaboration** across teams and governance
- Attraction of **funding**
- **Risk management**

77th Most deprived Borough in England

24% Economically Inactive

1 in 4 Children living in poverty in Birkenhead & Tranmere



¹ Wirral Indices of Deprivation: [Wirral Indices of Deprivation - Wirral Intelligence Service](#)

² Local Indicators for Wirral – Office for National Statistics [Local indicators for Wirral \(E08000015\) – ONS](#)

Business Case Update | Strategic Case

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Strategic Objectives

- Provide a ***governance arrangement*** that: ***manages*** and ***escalates risk , challenges*** the ***Officer Group*** and seeks to ***accelerate development*** and ***infrastructure delivery***
- ***Support sufficient capacity*** within the Council to effectively manage and coordinate the Regeneration Programme
- Increase the ***profile and brand*** of the Borough to help drive investment
- ***Foster collaboration between the public and private sectors*** to accelerate project delivery
- Develop a ***thriving diverse community*** that is proud to live and work in Birkenhead
- ***Prioritise economic growth*** as a means to ***reduce the socio-economic disparities***
- ***Contribute to Wirral Council's Net Zero*** target through the delivery of this Programme

Benefits

- ✓ Greater **market interest** in developments
- ✓ Increased **local employment**
- ✓ Increased **business rates** and **council tax**
- ✓ Increased **community engagement**
- ✓ Increased **brownfield housing delivery**
- ✓ Improved **health outcomes**
- ✓ Improved **public amenity**
- ✓ Increased **visitor numbers**
- ✓ Improved **delivery capacity** and **capability**
- ✓ Increased **opportunities** for current regeneration delivery team
- ✓ Improved **cross-departmental collaboration**

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Business Case Update | Economic Case

The economic case develops from the strategic case and considers the best approach that could be taken forward for the Regeneration Programme

A shortlist of options was created by evaluating a longer list against six critical success factors. This assessment considered the performance of each option relative to these factors. Based on their performance against the critical success factors, Options 1, 6, 11, and 12 were shortlisted. The next phase of analysis assessed these options on their ability to achieve the strategic outcomes outlined in the strategic case.

Option 12 was evaluated as having the greatest likelihood of achieving the potential outcomes and was therefore selected as the preferred option.

CSF	DETAILS	Longlist Options		BENEFITS	Do Nothing	Option 6	Option 11	Option 12
Strategic Alignment	The option provides a holistic fit and synergy with other strategies, programmes and projects	1 Do Nothing *		Outcomes				
Business Needs	The option: <ul style="list-style-type: none"> Establishes a set of efficient decision-making processes, enabling accelerated infrastructure and development delivery where appropriate Attracts required skills and capacity to support large-scale regeneration delivery Retains local accountability Ring-fences / manages risk from the Regeneration Programme 	2 Strategic Partnership		Increased Brownfield Housing Delivery Numbers	Low Likelihood	Moderate Likelihood	Moderate Likelihood	Greater Likelihood
Capacity & Capability	The option is able to be delivered in the current / expected legislative environment	3 Separate development company		Increased Amount of Commercial Space Delivered	Low Likelihood	Moderate Likelihood	Moderate Likelihood	Greater Likelihood
Value for Money	The option maximises socio-economic benefits and drives external and internal investment into the area	4 Local Authority Sponsored Company		Improved Town Centre Employment Figures	Low Likelihood	Moderate Likelihood	Greater Likelihood	Greater Likelihood
Affordability	The option does not create substantial revenue funding uplift for the parties involved	5 Corporate Joint Venture		Increased Private Sector Investment	Low Likelihood	Moderate Likelihood	Greater Likelihood	Greater Likelihood
Achievability	The option does not create significant resourcing or delivery risks for the parties involved	6 LA Urban Regeneration Company		Increased Residential Population	Low Likelihood	Moderate Likelihood	Greater Likelihood	Moderate Likelihood
		7 Mayoral Development Corporation		Increased Council Tax and Rates Income	Low Likelihood	Moderate Likelihood	Greater Likelihood	Greater Likelihood
		8 New Town Development Corporation		Positive Improvements across a range of sustainability measures	Low Likelihood	Greater Likelihood	Greater Likelihood	Greater Likelihood
		9 Locally led New Town Development Corporation						
		10 Urban Development Corporation						
		11 Locally led Urban Development Corporation (LLUDC)						
		12 Updated WRP Governance Arrangement and Ring-fenced Funded Team						

*Taken forward as a comparison

Business Case Update | Commercial Case

The commercial case details the commercial delivery strategy for the refreshed governance arrangements and delivery team

Approach to Delivering the proposed Governance Arrangements



- **WRP** is already established and will continue to do so under current Wirral Council governance, **not as a separate legal entity**.
- Proposed additional membership on the WRP of the **Chief Executive Officer**.
- There will be **no transfer of risk**, therefore the underlying project delivery risk remains with the Council.

Resourcing Commercial Approach



- The **Director of Regeneration will be responsible for filling additional identified positions** within the Regeneration Team. This will involve recruitment activity to source and secure suitable candidates.
- **Posts** recruited will be employed and under the **remit of the Council**.
- **Capital and revenue** costs associated with the **programme** will remain with the **Council's remit**.
- **Specialist advice** and consultant support will be **procured** when required.

Delivery Routes



Alongside WRP, there will be bespoke project delivery routes which could include:

1. **Private Sector Master Developer**
2. **Masterplan Led Development Programme**
3. **Corporate Joint Venture with private sector partners**
4. **Sponsorship and Collaboration**
5. **Pilot Projects**

Market Engagement

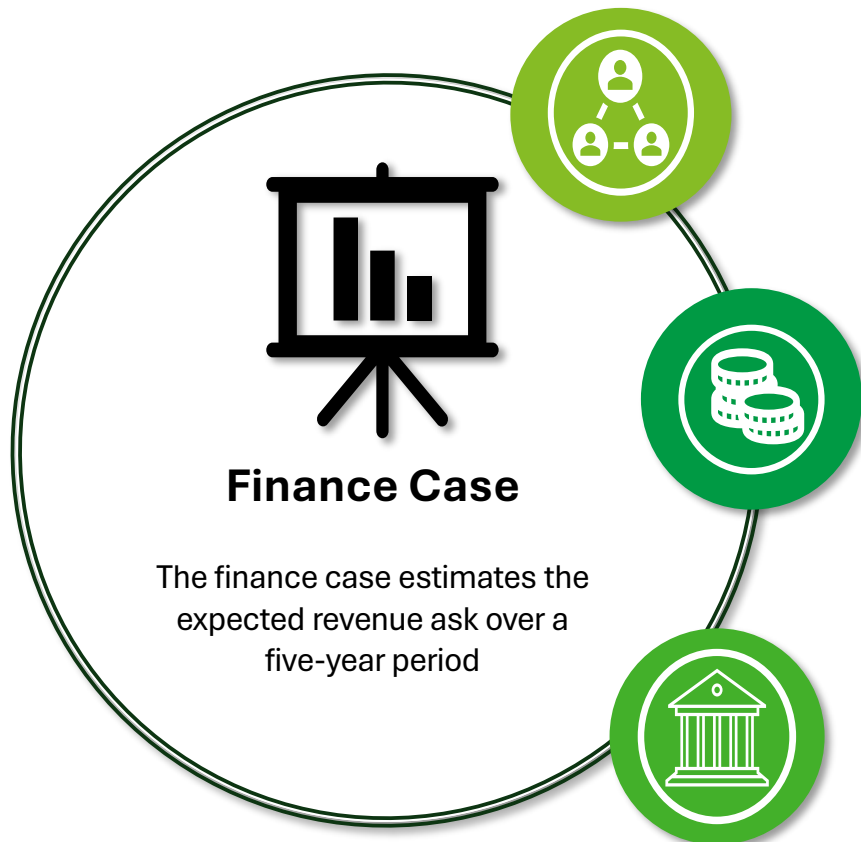


Following the submission of the business case, a stakeholder and market engagement plan is required to be drafted, which will include:

- **Key milestones** to be communicated to the market
- **Opportunities** for parties to comment and **feedback**
- How the **role of the WRP** will be **communicated**
- How the **WRP** will **engage** with **stakeholders** over time
- **Approach to SMT** during the transition

Business Case Update | Finance Case

The finance case details the key costs driver for the additional proposed resource and the total estimated capital ask for the programme



12*
FTE

Number of FTE Required

- **12 FTE** for the **Delivery Team**
- This includes roles for **additional delivery and development managers**, alongside **officers** from **varying departments** across the **Council**

£5.6*
million

Revenue Ask over 5 years

- Over a **5-year** period to **establish and operate** the **updated resourcing model**
- This includes **additional posts and budgets for legal commissioning**
- **This is in addition to existing posts totaling £7.9m over 5 years.**

£350*
million

Capital Requirement over 10 years

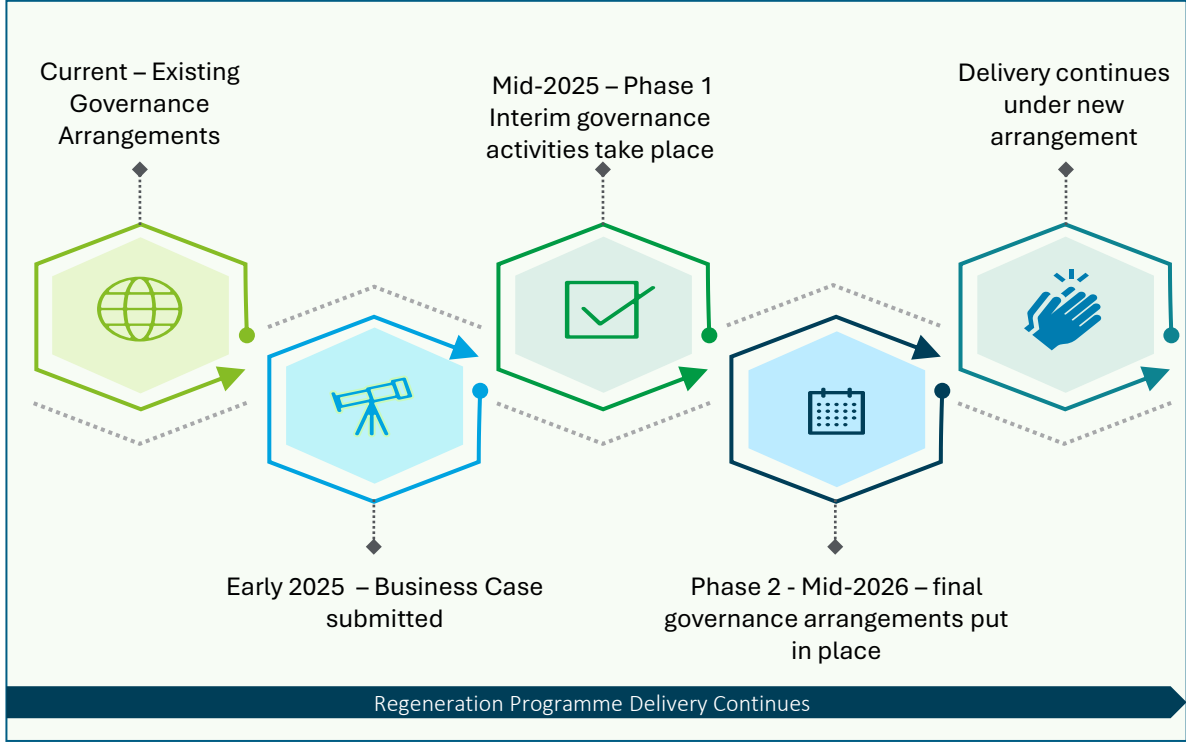
- **Estimated capital requirement** across the **Regeneration Programme** over ten years from April 2026. This represents **the value of capital investment** required to deliver the council's regeneration priorities.
- Excludes existing public sector funding and private sector investment. Will require support from LCRCA single settlement funding, HE and MHCLG programmes.

The finance case breaks down the programme's estimated revenue and capital expenditure, culminating in a total funding request. It details the primary cost drivers associated with establishing and operating the proposed resourcing model, along with key assumptions underpinning the financial projections.

Business Case Update | Management Case

The management case focuses on the steps required to achieve the successful implementation of the refreshed governance and delivery team

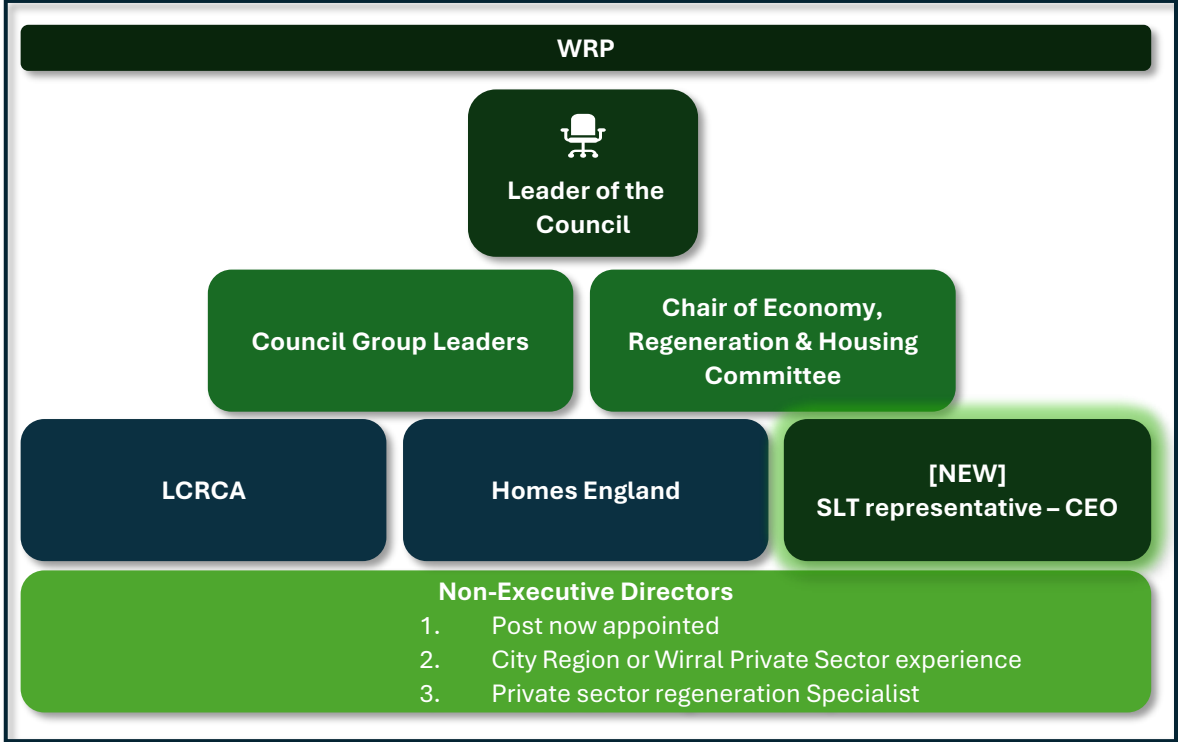
Expected Timeline for Implementation



The management case operates under the assumption that the business case will be submitted early this year. This timing allows for the initiation of **Phase 1 governance activities**, including oversight of interim arrangements, by the middle of the year.

The final governance arrangements are expected to be in place by the mid-2026.

Proposed Final Governance Arrangement



It is proposed that the **Chief Executive Officer** of the Council joins the membership of the WRP in order to represent the Council’s **Senior Leadership Team**. This will provide a link back to the Council while it retains accountable body status for the programme.

Business Case Update | Management Case (cont.)

The management case focuses on the steps required to achieve the successful implementation of the refreshed governance and delivery team

Two solutions are proposed to address the resourcing needs for accelerated delivery of the Regeneration Programme including **additional resources** - as illustrated in the diagram to the left, this solution involves bringing in new staff to bolster the programme's capacity. The second is **upskilling opportunities** - this solution prioritises upskilling the current workforce through specialised training programmes, aiming to both enhance overall capability and cultivate individual specialisms.

Upskilling Opportunities:



Working with Partners



Learning Legacy

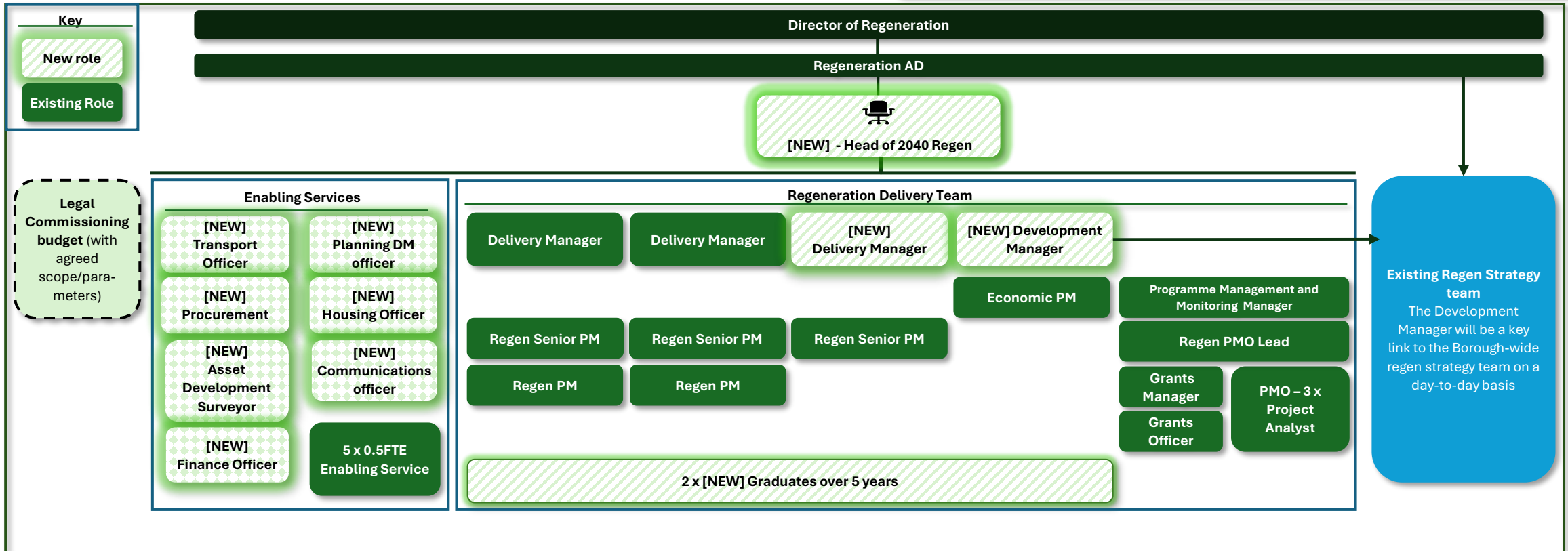


Working with Commission Teams



Training Opportunities & Learning Time

Proposed team structure including new posts



NB, all new posts are time limited and contractually relate to the funding period. It should be noted that a proportion of activity carried out by the additional resource will be BAU in nature and cover a wider Wirral area.

*Please note that the diagram above illustrates programme area resourcing channels rather than line management structures.

Business Case Update | Ask from Government

This business case presents an ask to MHCLG to aid the accelerated delivery of the Regeneration Programme through enhanced resource to support the new WRP governance arrangement.

The Ask

c.£5.5m revenue ask for 12 additional FTE to bolster the capacity of the regeneration delivery team

Awareness of the c.£350m capital requirement for the Regeneration Programme which will oversee the delivery of the five key neighbourhoods

Acknowledgement and support for the governance arrangements including additions such as the inclusion of the CX on the Partnership Board

Continued engagement between MHCLG and WMBC and need for ongoing support from stakeholders to address capital funding requirements



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