



BUILDING ON NEW BRIGHTON'S SUCCESSES

ECONOMIC PLAN



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Brief history of New Brighton

New Brighton is located on the north eastern tip of the Wirral Peninsula on the bay of Liverpool where the River Mersey meets the Irish Sea. The development of New Brighton can be traced back to 1826 when the construction of Fort Perch Rock began. The fort was completed in 1830 which led to a Liverpool merchant, James Atherton, acquiring the land around the fort to develop an elegant residential and leisure destination. Desirable housing was built up the hillside overlooking the estuary and at the same time it attracted many of the local middle classes as a visitor destination. By the turn of the century, New Brighton was a bustling seaside resort with hotels, bathing pools, a pier, the promenade, a tower, a ballroom, the historic fort and lighthouse as well as many other attractions and amenities.

The popularity of New Brighton as a holiday resort began to decline after the Second World War and like so many other British seaside destinations this decline was exacerbated by the growth in foreign package holidays from the 1960s onwards. By the 1990s, New Brighton had become a shadow of its former self. The tower, the ballroom, the pier, the lido and many of the hotels were now gone and whilst still popular as a day visitor destination for local people, it was no longer attracting day visitors from further afield whilst 'staying tourism' had all but dried up.

In a bid to attract private investment into the resort, public funds were spent on smartening up the streetscape and the public realm in the early 1990s but it would take another decade and a half for major private sector investment to come to fruition. The Marine Point development (an £80m scheme) is now fully complete and included the development of a cinema, restaurants, bars, cafés, a children's play centre, a new hotel, a new supermarket as well as residential apartments and an upgrade to the Floral Pavilion Theatre. Other attractions in the resort include amusements, bowling, adventure golf, Vale Park and the Fort Perch Rock (now Grade 2* listed).

There is a genuine sense of renewed confidence and excitement in New Brighton as new businesses are opening on the back of increasing numbers of visitors to the resort.

Community Context

New Brighton is a ward within the local authority area of Wirral. The ward of New Brighton has a population of approximately 15,000 according to the last census in 2011.

The population has an older profile than the national average (10% of the New Brighton population is over 75). The 18-29 age group is under represented in New Brighton compared to the national average as people tend to move away for work or study. Of the 15,000 people living in New Brighton: 20% are children, 20% are retired; 47% are in employment and the remaining 13% are students or not working (which includes unemployed, sick, disabled or caring for other adults).

The population of 15,000 lives within 6,800 households with the proportion of people living alone (40%) *much* higher than national averages. Around 25% of the households are family groups (much lower than average) and 35% are living as couples (also much lower than average).

The housing stock in New Brighton is characterised by an abundance of apartments and flats with many people living in the private rented sector. Car ownership is lower than average and 24% of people have an illness or disability which limits them in some way. In general, there are higher levels of deprivation than national averages.

Whilst there is clearly a mix of people living within New Brighton, all of the indicators above highlight that New Brighton is characterised by an ageing, less affluent population. One of the underlying objectives of this plan is to help make New Brighton an attractive place in which families and younger people can settle and grow.

Economic Context

The economic base of New Brighton is largely reliant upon tourism, leisure and the visitor economy. This action plan recognises the value of the visitor economy and as part of the work, the value of the visitor economy to New Brighton has been quantified. Through this work, it has been demonstrated that there has been a resurgence in the value of the visitor economy in New Brighton as more visitors are coming to the resort and in some cases, staying overnight.

There is no doubt that the physical improvements to the resort and the success of quality operators has fuelled this growth in the economy. The resort now boasts a very high quality 'boutique' cinema operator, a well programmed theatre, a number of national restaurant chains which are complemented by new home-grown independent cafés and restaurants and a new Travelodge hotel. This investment has led to increased confidence amongst existing business owners who can now see the viability of investing in New Brighton.

Research undertaken whilst compiling this action plan shows that the number of tourists staying (for at least one night) in New Brighton has increased by 65% between 2009 and 2014 from 31,000 visitors to 52,000. The average length of stay is 2.2 nights. These additional 21,000 visitors per annum are injecting an additional £5m into the New Brighton economy each year. In addition to the 52,000 staying visitors, it is estimated that New Brighton now attracts over 470,000 day visitors annually (excluding those living in other parts of Wirral). This figure has grown by 60,000 (14%) between 2009 and 2014. The additional day visitors are worth an additional £4.73m to the New Brighton economy each year. Much of the additional footfall to New Brighton will come from residents of Wirral which is not counted in these figures. Our estimate is that a further 400,000 to 500,000 day trips are made by residents of the Wirral (see data section later in this document).

In summary, New Brighton now has a visitor economy which is worth £25.5m to the resort compared to just £15.8m in 2009 (these figures exclude the expenditure made by Wirral residents). This additional expenditure is supporting an additional 110 full time equivalent jobs. New Brighton's regeneration has helped Wirral now become the fastest growing visitor economy in the Liverpool city region.

This action plan is intentionally focussed on the visitor economy since that is where economic growth has been demonstrated in the last five years. The plan acknowledges that tourism and the visitor economy can be seasonal by its very nature but a high quality offer of the type which has been developed in New Brighton can be sustained all year round.

Related Initiatives

The economic plan and the projects within it attempt to encompass most of what is going on in New Brighton (in terms of development and improvement) and is as comprehensive as can be. Some projects such as the work to conserve and improve St James's with Emmanuel church and the illumination of the church of Ss Peter, Paul and St Philomena ('The Dome of Home') are being progressed outside of this plan but have the full support and backing of the team.

The main reference document at the point of writing is the 'Wirral Plan: a 2020 vision' which has been led by the local authority and has been signed up to by its partners. Published in June 2015 it sets out a series of 20 pledges focusing on three key themes: protecting the vulnerable; driving economic growth; and improving the local environment. The Wirral Plan encompasses all of the Wirral local authority area (New Brighton accounts for around 5% of the Wirral population).

Specific pledges with some relevance include helping to:

- create 5,000 new jobs in Wirral;
- create 250 new businesses in Wirral;
- secure £250m of private sector investment into Wirral;
- improve local high streets and town centres;
- increase the value of Wirral's visitor economy from £350m to £450m per annum by 2020¹; and
- increase access to cultural, leisure and sporting activities and events.

¹ New Brighton's visitor economy is currently estimated to be £25.5m representing 7% of all Wirral's visitor economy

Ambition for this plan

The collective vision for New Brighton is that it builds upon its strengths to become a **year round premier destination, attracting increased day trippers and overnight stays and increasing employment**, whilst supporting and responding to the needs of the local community.

The people of New Brighton are also realistic in recognising the visitor economy as the vehicle for incremental and sustainable economic growth. This resurgence of the resort over the last few years on the back of major investment is proof of the inherent appeal that New Brighton has for visitors.

Our community in New Brighton is rightly concerned about issues of parking, noise, pollution, litter and anti-social behaviour that might occur as a result of increased visitor numbers. The plan aims to mitigate these issues where possible and does not intend to support any projects which would have a negative or detrimental impact on the quality of life for residents. This plan is also underpinned by existing strong partnership working across the area including businesses, community organisations and Wirral Council to co-ordinate day-to-day activity to tackle and minimise quality of life issues.

Encouraging economic growth in New Brighton by improving the visitor economy **must** benefit the residents of New Brighton and make it a more attractive place to live and in doing so, the aims of this plan reflect those of the Wirral Plan for 2020. In broad terms, this plan aims to:

- attract more year-round visitors to New Brighton (not just on busy summer and other school holidays);
- increase the number of staying visitors and/or encourage people to extend from a day visit to an overnight stay;
- bring new jobs and training opportunities to New Brighton;
- encourage new businesses to open in New Brighton;
- encourage existing businesses to invest and expand;
- improve the quality of the public realm and streetscape in New Brighton;
- increase access (for local residents) to high quality cultural, arts, leisure, sporting and entertainment activities and events; and
- build upon the strong sense of community.

Evidence to support the intentions of the plan

As part of the funding for developing this plan, a major on-street survey was commissioned to understand more about visitors to New Brighton. In parallel, an online survey was conducted with residents and local people.

With visitors, 400 on street surveys were conducted during throughout October 2015 in and around Marine Point and Fort Perch Rock. The survey days included a mix of weekdays, weekends and school half term (a busy week in New Brighton). Some interviews were undertaken in the evening. New Brighton residents were filtered out of the survey but residents from the rest of Wirral were retained provided that they were making a leisure trip i.e. not just routine shopping.

89% of those interviewed were day visitors whilst 8% of those interviewed were staying overnight in New Brighton, 3% were staying overnight elsewhere. Most visitors to New Brighton are from Wirral (52%), followed by Liverpool (14%), Cheshire (11%), Sefton (4%), Greater Manchester (4%), St Helens (3%).

The research revealed that visitors of all age groups are now coming to New Brighton. 34% of visitors are aged under 24. It is doubtful that these visitors were coming to New Brighton before the introduction of the cinema and the restaurants. New Brighton is also attracting visitors from the higher socio-economic groups in a way that it probably was not able to do before the introduction of the new facilities. 27% of visitors are in the socio-economic groups 'AB' (professional and managerial occupations).

71% of visitors come to New Brighton via car, 10% by train, 9% by bus, 5% by ferry, 3% walk and 2% cycle. Of the 5% that came by ferry 40% walked up from the Seacombe terminal, 35% got a bus, 18% got collected in a car and 6% used trains.

Two thirds of visitors said that they would use a restaurant, café or bar whilst in New Brighton demonstrating the importance of a high quality food and beverage offer, although this is only cited by 4% of people as the *main* reason for their visit. Whilst important, the quality of the restaurant/café offer is only ever a *secondary* reason to visit a destination.

36% said that the main reason for their visit was simply to 'explore New Brighton' or for a 'general day out'. 28% of visitors cited a particular attraction or the cinema as the main reason for their visit to New Brighton, whilst 9% came to visit friends and relatives and 8% came to walk their dog. Only 6% cited shopping as the main reason for their visit.

Visitors tend to be frequent visitors to New Brighton: 18% come at least once a week, 29% come at least once a month, 23% come every few months whilst 20% come less frequently.

On a scale of 1 to 5 (with 1 being very poor and 5 being very good), 97% of visitors rated New Brighton 4 or 5 (good or very good).

80% of visitors go to the Marine Point leisure development and 76% visit the promenade. There was a much lower inclination to visit some of the attractions/amenities beyond Marine Point. Only 15% of visitors went to New Palace Adventureland, 4% went to the bowling centre, 4% went to the adventure golf and 2% went to the Bubbles children's play centre. Only 13% of visitors ventured away from Marine Point and up to Victoria Road. There is a fledgling restaurant scene on Victoria Road and a key part of this plan will be how to encourage more visitors to venture beyond Marine Point and the promenade.

On average, day visitors are spending £25 per trip to New Brighton (£10 on food and drink, £7 on shopping, £4 on attractions or entertainment, £3 on travel and £1 on other things). The research demonstrates that New Brighton is attracting regular visitors that for decades it had struggled to attract. The contemporary leisure offer appeals strongly to young people and families who are prepared to spend money in restaurants, cafés and bars. It is a concern that most visitors tend to stay around the Marine Point area rather than venture into other streets such as Victoria Road and Seabank Road.

In addition to the visitor survey, an online (and paper based) survey with residents of Wirral and visitors to New Brighton was conducted which had over 350 respondents. In response to the question, 'what could be improved about New Brighton' or included as other comments, the following responses were gathered in ranking order:

- tackling environmental issues – such as littering and dog fouling;
- improving the facades of business units that have not benefitted from previous regeneration;
- parking – more bays, better marking and more disabled spaces;
- transport links – rail, bus and the link to the ferry terminal;
- dereliction and empty units including Lacy's bar, the former Grand Hotel;
- anti-social behaviour;
- public realm – paving, shelters, benches, parks;
- traffic management;
- lighting – Harrison Drive, promenade and parks; and
- landscaping and planting.

In response to the question 'what would you like to see or be made available in New Brighton' or included as other comments, the following responses were most cited and are in ranking order:

- more leisure facilities and activities – pool, lido, ice skating, roller rink, outdoor gym, extended fairground, skate park, animals;
- more shops and restaurants - national chains and independents; greater variety;
- more events and festivals – Christmas, markets, concerts, fireworks, outdoor cinema;
- more facilities – cash points, toilets, signage, petrol station;
- reinstate the pier and the ferry service;
- art, history and cultural activities; and
- greater provision for tourists - guides, maps, signage, tours, souvenirs.

In response to the question 'how do you think Marine Lake can best be used', the following responses were most cited and are in ranking order:

- water sports and activities – canoeing, zorbing, surfing, boating, pedaloes, scuba, kayak, bungee etc.;
- events, festivals and races;
- sailing lessons and demonstrations;
- swimming;
- fishing and crabbing; and
- model boating.

Economic Plan Projects

New Brighton Coastal Community Team welcomes the opportunity presented by this government initiative to think strategically about the resort's future. The NBCCT is determined to be action-focused and not just another forum for debate and it already has a track record of success despite its relatively short existence thus far. In responding to the call for an economic plan, the NBCCT has devised an action plan and a detailed series of projects which respond to the context and objectives set out above.

The economic plan projects are set out in the tables below and are grouped into three themes: marketing and events; commercial and development; visitor infrastructure and facilities.

Marketing and Events

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
<p>Extend the content of the resort's website and continue to update regularly. www.visitnewbrighton.com</p> <p>Also create a new visitor guide to New Brighton – hard copy.</p>	Short term	Ideally, the resort website and the visitor guide would be controlled by the NBCCT. The controller of the website is a member of NBCCT which enables that link. The guide is being developed by an independent operator (with good intentions and capability).	Both the website and the visitor guide rely on a small amount of commercial advertising to cover their costs. As part of the NBCCT, grant funding could be applied for and a more vigorous approach to selling the advertising spaces could be adopted.	£3,000 - £6,000	An attractive resort website is crucial to attracting visitors and ensuring repeat visits. MEDIUM	Advertising income. Grant funding (to be explored).
Work with coach and bus tour operators as well as cruise ship ground handlers to add New Brighton on to itineraries.	Short term	NBCCT to work with the Tourism Team within Wirral Council to draw up an action plan and target list of operators. Approach the operators and work with them to develop a 'New Brighton Package'.	Competition from established destination including other places within Wirral. Work with the Council's Tourism Team to understand any conflict of interest.	£0	MEDIUM	N/A
Establish a dialogue with Merseytravel to explore whether a ticket deal can be developed for travel plus attractions/discounts. Also explore a 'New Brighton' pass whereby holders obtain discounts and special offers in return for email address and demographic information.	Short term	NBCCT to work with the Tourism Team within Wirral Council to approach Merseytravel. NBCCT to work with operators in the resort to explore the New Brighton pass.	Poor co-ordination amongst the tourism businesses which is why a 'pass' that offers discounts rather than joint tickets would work best.	£0 to explore the ideas. £1,500 - £3,500 for initial marketing materials and print.	MEDIUM	Wirral Council, private sector, Merseytravel.

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Host a launch event for the new lighting on Perch Rock Lighthouse.	Short term	NBCCT will co-ordinate.		£0	The event will lead to an increased level of trade for businesses on the evening of the event as a result of higher footfall and visitors. LOW	N/A
Support existing events in New Brighton such as the Love New Brighton Parade, the Vale Park Band Festival amongst others.	Short term for 2016 and medium term beyond that	Existing events are being organised by various community groups. NBCCT will lend support (publicity, logistics etc.) to assist the various organising committees to deliver successful events, ensuring that traders and businesses are fully aware of the events.		N/A	The events will lead to an increased level of trade for businesses on the day as a result of higher footfall and visitors. MEDIUM	N/A

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Explore the possibility of a Sunset Dawn Festival	Medium term	This is an event proposed by a local artist and poet which aims to create links between international locations where the sun is setting and places where dawn is breaking. It would be a festival of music, dance, literature and art. It would build on the pilot event that was held in 2011 in New Brighton. NBCCT to explore ideas further with the promoter, Tim Kingham.	Lack of funding. A full exploration of the aspirations of the promoter should be undertaken together with an understanding of the likely costs and logistical requirements.	Unknown as yet but likely to require funding of over £10,000	Should the festival take place over the course of a few days and attract staying visitors and become an annual fixture, its impact could be significant. MEDIUM	N/A

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Develop a comprehensive events plan for New Brighton – including the events above and others not mentioned here such as those hosted by Fort Perch Rock and Vale Park.	Short to medium term	NBCCT to explore all of the different events that could be held and devise a plan. Work with Wirral Council and in particular the Youth Support Service. Explore the possibility of a major annual outdoor music festival – see Lytham Proms as a case study. Identify locations around the town for events and assess where any supporting infrastructure is required (e.g. hosting major events on the dips whilst at the same time protecting the dips from any permanent development). Work with private and public sector partners to attract major events and to encourage and disperse more visitors to New Brighton and across the Liverpool City Region as a whole.	At this stage, it is just exploring a possible programme and the potential feasibility. It may be useful to establish an events sub-group to take this forward.	Unknown at this stage but some funding will almost certainly be required to develop major events.	Potentially high economic impact – see events programme in Southport (Flower Show, Fireworks, Air Show) – as events attract many visitors. They could deliver much needed footfall outside of peak times. HIGH	Grants, private sector, sponsorship, Wirral Council.

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Explore the possibility of a Business Improvement District (BID) for New Brighton which could create an annual fund for marketing and events.	Medium term	NBCCT to explore the total rateable value of all properties in New Brighton to understand the potential 'prize' available. Embark on a feasibility exercise with Wirral Council. Liaison with Wirral Chamber of Commerce.	It may be that the total rateable value in New Brighton does not represent a viable BID proposition. Give consideration to a 'town centre management' approach, which may be in partnership with other town/s within Wallasey Constituency.	£0 to explore the initial feasibility.	MEDIUM	N/A
Introduce a markets offer – Christmas Markets, Arts, Crafts, Farmers' Markets, Antiques, summer markets, Victorian markets.	Medium term	NBCCT to explore the different options for hosting market type events (cost of purchasing, maintaining and operating high quality units). Identify companies that operate such markets. Identify good examples from elsewhere. Identify potential locations around the resort.	Costs – lack of funding. A detailed exploration of all the issues will be undertaken over the next 12 months.	The early cost of exploring options should be nil. Development costs are unknown as yet.	Potentially high economic impact should it become a regular feature. It could deliver much needed footfall outside of peak times. HIGH	Grants, private sector investment, sponsorship.

Commercial and Development

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Introduce modern outdoor children's adventure play equipment and (or) outdoor gym equipment.	Medium term	In the first instance, NBCCT should explore possible locations with Wirral Council and identify examples of successful projects elsewhere (Stanley Park in Blackpool) and identify funding sources and operating models.	There is nothing to stop NBCCT from exploring options but funding may be an issue.	£0 in the first instance. The total cost of a new adventure play area could be anywhere between £100k and £1m depending on the scope and scale.	A modern, high quality adventure play offer will attract more visitors and encourage visitors to stay longer in the resort. MEDIUM	Grants, private sector, sponsorship, Wirral Council.
Facilitate the introduction of a new hotel (branded).	Medium term	NBCCT will work with Wirral Council to identify appropriate sites and to develop an investor prospectus as well as test the market feasibility. It is likely that the Council will need to take a lead role but NBCCT will want to help shape and direct the plans/proposals.	Availability of appropriate sites, market demand, planning restrictions and financial viability are likely to be issues with developing major new hotels in New Brighton which is why effort should be invested now to understand these issues.	£20,000 for professional fees, feasibility and consultancy.	The impact of introducing the 66 bed Travelodge has been high. A similar sized hotel could generate an additional £5m for the economy. HIGH	Wirral Council and the Local Enterprise Partnership (Liverpool Hotel Futures) for feasibility work. Private sector for development.

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Facilitate the introduction of more restaurants.	Medium term	NBCCT will work with Wirral Council to identify appropriate sites and to develop an investor prospectus as well as test the market feasibility. It is likely that the Council will need to take a lead role but NBCCT will want to help shape and direct the plans/proposals.	Availability of appropriate sites, market demand, planning restrictions and financial viability are likely to be issues with developing major new restaurants in New Brighton which is why effort should be invested now to understand these issues.	£10,000 for professional fees, feasibility and consultancy.	Restaurants are not necessarily the primary motivator for people visiting destinations but they are an essential component of a successful destination offer. HIGH	Wirral Council for feasibility work. Private sector for development.
Explore the feasibility of a major visitor attraction e.g. viewing attraction/tower; indoor waterpark; art gallery; aquarium, outdoor lido etc.	Medium term	NBCCT will work with Wirral Council to identify appropriate sites and to develop an investor prospectus as well as test the market feasibility. It is likely that the Council will need to take a lead role but NBCCT will want to help shape and direct the plans/proposals.	Availability of appropriate sites, market demand, planning restrictions and financial viability are likely to be issues with developing a major new attraction in New Brighton which is why effort should be invested now to understand these issues.	£20,000 for professional fees, feasibility and consultancy.	HIGH	Wirral Council for feasibility work. Private sector and/or potential major grant support depending on proposal.

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Explore the possibility of re-introducing a pier.	Long term	Wirral Council to lead the feasibility process with Merseytravel. NBCCT to be represented on steering group.	Funding and long term viability.	A full technical and commercial feasibility could cost £50,000. The pier itself could be £10m to £50m.	HIGH	Wirral Council, Merseytravel and Local Enterprise Partnership for feasibility. Major grants and private sector for the development.
Support Fort Perch Rock in its conservation efforts.	Medium term	Fort Perch Rock requires a very significant amount of investment to address a backlog of maintenance issues. In the medium term, two of the towers and the roof require attention. NBCCT to support Fort Perch Rock's efforts to bid for funding.	Funding - the total sum required to fully address all of the maintenance issues is very significant and will take time to assemble.	£10m circa	Fort Perch Rock (together with the Lighthouse) represents New Brighton's unique heritage. Preservation is essential. MEDIUM	Grants.
Floral Pavilion.	Short term	NBCCT to work with Wirral Council to develop the offer of the Floral Pavilion to continue to benefit the renaissance that has taken place on the New Brighton waterfront.		A specialist commercial consultant will be engaged to look at this as part of the Council's 2020 vision. Estimated cost £15,000.	Development of the Floral Pavilion will contribute towards the continued economic growth of New Brighton. HIGH	Wirral Council.

Infrastructure and Visitor Facilities

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Identify appropriate uses for Marine Lake which bring activity and animation.	Short term	The NBCCT has undertaken a fact finding exercise and fed into Wirral Council and Promenade Estates with its ideas around: length of lease, days of operation, use of the associated building, community access, rents and fees. A tender will be released in early 2016. NBCCT should stay close to the process and work closely with the eventual operator.	Lack of demand from operators. Excessive rent/service charge from landlord. Continue to work closely with Promenade Estates and Wirral Council.	£0	MEDIUM	N/A
Permanent lighting for Marine Lake.	Medium term	NBCCT to re-submit its application for £50,000 funding to install Marine Lake so that it looks welcoming during the evening.	The bid for funds failed first time around and it potentially could fail again. It may be sensible to obtain other smaller grants before re-applying to the original fund.	£50,000	The direct economic impact will be low but it will indirectly make New Brighton a more attractive place to visit at night and could lead to increased visitors. LOW	Grant funding, Wirral Council, Promenade Estates.

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Introduce a land train between Seacombe ferry terminal and New Brighton.	Medium term	An operator has expressed an interest in providing the service. NBCCT is working with Wirral Council to seek the necessary changes to the bye-law which will require approval from the Secretary of State. Procurement processes will be required.	Public opposition or rejection by Secretary of State. NBCCT should communicate the benefits of introducing the land train.	£0 (land train will be operated by private sector).	The land train will bring more visitors from the Mersey Ferries directly to New Brighton. MEDIUM	N/A
Introduce 'mermaid' art trail and time capsule around New Brighton.	Medium term	NBCCT was unsuccessful with its application to the Burbo Bank Extension Community Fund. It has been permitted to re-submit to the current round. NBCCT will further refine the plans and resubmit in early 2016.	The bid may fail again. NBCCT has obtained feedback on the unsuccessful bid and will split the project in two. The first element to seek funding will be the art trail.	£25,000	MEDIUM	Burbo Bank Extension Community Fund and other grants, trusts or foundations.
Explore the feasibility of introducing beach huts for rent.	Medium	NBCCT to explore the different options for purchasing units. Identify examples that operate in other destinations. Identify potential locations around the resort and scope out a potential business model.	Funding, planning, market demand. All of which will be covered during the feasibility stage.	Unknown at this stage	MEDIUM	N/A

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Create a family friendly area of the beach.	Short term	A small area of the beach will be identified as a potential family friendly zone where dogs would not be permitted. A consultation process in accordance with relevant legislation will be led by Wirral Council who will also explore the practical considerations of implementation.	Public opposition – important to communicate the rationale and reasons for doing it.	£500 for signage	LOW	Wirral Council (funding already allocated by Wallasey Constituency Committee).
Create a dedicated dog exercise area (dog friendly area).	Medium term	Explore the options for creating a large fenced area in which dogs can be exercised off the lead. Locations to be identified and relevant consultation undertaken. Obtain necessary consents and secure funding for fencing, signage and other infrastructure. Led by Wirral Council.	Public opposition – important to communicate the rationale and reasons for doing it.	Unknown	LOW	Wirral Council.
Conduct a review of signage and wayfinding in the town.	Medium term	NBCCT to undertake a comprehensive review of existing signage in the town. Identify examples of good practice from other destinations. Identify funding sources for new visitor signage and wayfinding before procurement by Wirral Council. Also explore the potential for visitor apps.	Funding. NBCCT to open dialogue with Wirral Council to identify funding sources.	Unknown at this stage	Better wayfinding in the town could lead to increased levels of business for traders who are not located in the honeypot areas. MEDIUM	Wirral Council and grant funding.

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Convert the redundant former bowling pavilion in Marine Park to a Shopmobility facility to be operated by Wired (charity) which will include public toilets.	Short term	Wirral Council is to progress the project, secure the funding and procure the works as well as negotiate terms with the Wired Charity. Wired will operate the facility every weekend during the year (they will seek additional funding from external sources should the opening hours extend into week days).	£25,818 has already been secured from the Wallasey Constituency Committee. £41,707 is needed for the rest of the works.	£67,525 (£25,818 has been secured already)	The project will have a small economic benefit in allowing people with limited mobility more opportunities to visit (and spend) in New Brighton. LOW	Private sector, Wirral Council.
Conduct a review of parking and traffic movement in the resort.	Medium term	Wirral Council to progress a review. There is a strong feeling amongst the NBCCT to retain free parking in the resort in order to continue to attract visitors and encourage longer stays. However, it is recognised that parking provision, locations and traffic flow could be improved.		£0 to review	The review itself will have a low economic impact but free parking is considered a major selling point in New Brighton. Introducing charging would have a detrimental impact. LOW	

Project	Timescale	Resources	Barriers/Contingencies	Costs	Economic Value	Potential Funding Sources
Conduct a review of public transport provision to the resort.	Medium term	Wirral Council to liaise with Merseytravel.		£0 to review	The review itself will have a low economic impact but increased use of public transport will help alleviate the pressure on parking. LOW	

Consultation

The New Brighton Coastal Community Team (NBCCT) started meeting in May 2015 and since then it has engaged with a wide range of stakeholders from the public, private and community/not for profit sectors. The group is committed to openness and transparency, underpinned by effective communication which reaches out to the community and beyond.

In autumn 2015, the New Brighton Coastal Community Team developed an on line (and paper based) survey called 'Building on New Brighton's Successes' which sought the views of the wider community about the key issues and opportunities for the town. The survey was promoted through a range of public spaces such as community noticeboards and through the New Brighton Coastal Community Team's page on the Wirral Council website, as well as through social media. The survey asked people to comment on the things that could be improved in the town, to identify what they would like to be made available, and to think about the future for some of the key features such as Marine Lake. Around 350 people completed the survey of which over 90% live within the borough. The findings from the survey were used to inform this plan and are detailed earlier in this document.

In developing this plan, several dedicated workshops have taken place with members of the NBCCT to discuss the vision for New Brighton and to formulate the key actions and projects which will help us to deliver this vision.

In addition, a number of consultations have been held (over the telephone) with business owners, community groups and local council officers.

Communications Plan

The New Brighton Coastal Community Team will develop and deliver a Marketing and Communications Plan which aims primarily to engage the local community in the economic plan and its delivery. With support from Wirral Council's Marketing and Communications team, the New Brighton Coastal Community Team will use a range of community based and social media channels to engage residents, businesses and community groups in an ongoing dialogue. **The plan below is not a 'Visitor Marketing Plan'** – that is picked up in the projects above. Rather, it is a plan for the New Brighton Coastal Community Team to engage and communicate with residents, businesses, community groups and other stakeholders. The NBCCT will also work with Wirral Council's Tourism Team to communicate the positive changes happening within the resort to a wider national audience when it is relevant and appropriate to do so.

As part of this process, we have identified the core communications messages/principles for New Brighton as a starting point. These principles are:

- New Brighton is Wirral's premier year-round seaside destination.
- New Brighton is proud of its Victorian seaside heritage and its many attractions and its sandy beach.
- New Brighton holds a special place in the hearts of many people who remember fondly their holidays and special trips to the resort.
- Today, New Brighton is benefitting from a significant programme of regeneration which has reinvigorated the resort's unique features, brought new attractions and is attracting a new generation of visitors.
- New Brighton is also home to a thriving community who are passionate about the town's future and have come together to develop and support the town's economic plan through its Coastal Community Team.

The Council's Constituency Manager within the NBCCT team will be responsible for communications and will allocate responsibility for specific aspects of the plan to agreed individuals on the group. Communications will be a regular item on the NBCCT meeting agenda. Discussion will focus on up and coming actions and stories that should be communicated. Feedback from existing communications will also be discussed. The key elements of the plan are:

Action	Objective and audiences	Who will do what and by when
Develop a communications delivery plan	To identify what will be done, key milestones and actions. Aimed at engaging with the New Brighton community and wider Wirral resident market. The plan will also identify appropriate points to work with Wirral Council's Tourism Team to communicate key developments to wider national and regional audiences (travel trade and consumer).	Wirral Council's Senior Manager for Marketing & Communications will meet with the NBCCT to discuss the development and delivery of the plan. NBCCT representatives to meet with Wirral Council's Tourism Team. Deadline: by end March 2016
Design and print copies of the economic plan	To develop printed material to share at events and have available in key community outlets in New Brighton.	NBCCT Deadline: Feb 2016
Set up and/or maintain social media and online communications channels: <ul style="list-style-type: none"> • CCT Facebook page • CCT Twitter account • CCT Linked In account • CCT Instagram account • CCT page on Wirral Council website (established) 	To encourage New Brighton residents, community organisations and businesses to engage in a dialogue about the plan and its delivery. Social media channels will also engage with a wider audience across Wirral and other people nationally and internationally who have connections with the area.	Responsibility for establishing and maintaining/ updating the channels to be agreed within the group. Protocols to be established to ensure consistency of message and appropriate messaging. Channels will be used for two way dialogue. Deadline: early April 2016
Develop and deliver a launch event for the Economic Plan	To share the plan with residents, community organisations and businesses and to encourage people to engage in the delivery of the plan going forward. Suitable venue to be agreed and events to be promoted in the local area.	NBCCT to agree responsibilities. Deadline: mid April 2016
Launch media event targeting local media	To work with Wirral Council's Marketing & Communications team to promote the launch of the plan. Story to include the positive findings from the primary research and consultation survey. Target media will include Wirral Radio, Bay TV, Wirral Globe, Wirral News, Liverpool Echo, Walrus etc.	NBCCT to work with Wirral Council Marketing & Communications team. Deadline: mid-April 2016
Ongoing profile on community noticeboards	To ensure that there is information about the plan which is regularly updated on community noticeboards, inviting local residents and workers to become involved in	NBCCT to draw up a comprehensive list of suitable noticeboards and community spaces including public buildings, supermarkets etc.

	delivery of the plan.	NBCCT to discuss availability and usage with building/business owners. NBCCT to agree responsibility for updating the sites and to agree content at CCT meetings.
Ongoing media coverage	To 'drip feed' suitable stories to local, regional and when appropriate national media about the key elements of the plan, focusing on major schemes and successes as well as key issues of relevance to the town.	NBCCT to work with Wirral Council Marketing & Communications team. Deadline: ongoing
Engage with residents and community groups through talks at meetings	To inform community groups and associations by talking at meetings. Presentation material will be developed for use at suitable events such as Neighbourhood Watch meetings, residents associations meetings etc.	NBCCT to draw up a list of community meetings and to contact them to arrange a talk. NBCCT to agree a small team of presenters who will represent the NBCCT and deliver talks.
Engage with residents and community groups at events	To engage with residents and workers at events and in busy public spaces to inform them about the plan and to invite them to become involved. Stands or tables will be taken at suitable local events, in local supermarkets, in The Floral Pavilion etc. on busy days. Copies of the plan and/or flyers will be handed out and the social media channels will be promoted.	NBCCT to draw up a list of suitable events and locations and agree how these will be staffed.
Ongoing dialogue with Wirral Council as the accountable body, Coastal Communities Alliance (CCA) and Department for Communities and Local Government (DCLG)	To ensure that all relevant departments within Wirral Council are kept informed of the ongoing development of the plan and that the needs of New Brighton are taken account of in the authority's strategic planning. To ensure that CCA and DCLG are kept informed and that the NBCCT is aware of developments and best practice from other teams.	Regular monthly meeting between Wirral Council's representative on the NBCCT (Constituency Manager) and the Head of Regeneration & Planning for the Council. Information prepared as required for Council meetings for dissemination of information with Councillors. Regular bi monthly updates prepared for CCA and DCLG.

Logistics

The NBCCT will continue to meet at least every month or more frequently if required to progress with the delivery of the plan.

The team recognises the importance of maintaining a good mix of representation from local businesses and community organisations. It is also recognised that it must not become unwieldy to ensure that progress can be made. Membership of the team will be reviewed annually each May to ensure that the group remains both representational and effective. If members leave within any given year, alternative members will be discussed at the next team meeting to identify if new members of the team need to be found.

Wirral Council will continue to support the NBCCT through the provision of the Constituency Manager who will provide management services to the team. The Constituency Manager will continue to provide secretariat services to the team (arranging the monthly meetings, circulating minutes and performing the enabling tasks required to allow the team to operate). Members of the team will provide meeting room facilities to reduce costs and ensure sustainability. Wirral Council will also provide support from Regeneration, Marketing & Communications and other departments as required and when relevant.

The Chair of the team will remain responsible for ensuring that agreed actions are delivered or for making alternative arrangements when necessary, through the group. The role of Chair will be re-elected by the team every two years, with the next re-election being in May 2017. All members of the team will be invited to stand for the role of Chair if they can commit to the time required to undertake the function.

A series of Working Groups will be agreed to deliver specific actions within the plan. Members of the team will be invited to volunteer to work on these groups and where necessary, a Chair will be agreed for the Working Groups. The Working Groups will be expected to make progress on the agreed actions and to report on progress at the monthly meetings.



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