



Wirral Waters

Strategic Regeneration Framework

Guiding Principles: 5. Ports

11 December 2009

Contents

1	INTRODUCTION AND SUMMARY	1
2	ISSUES AND OPTIONS	5
3	GUIDING PRINCIPLES	11
4	RECOMMENDATIONS & NEXT STEPS	13
5	MONITORING AND REVIEW	14

Introduction and Summary

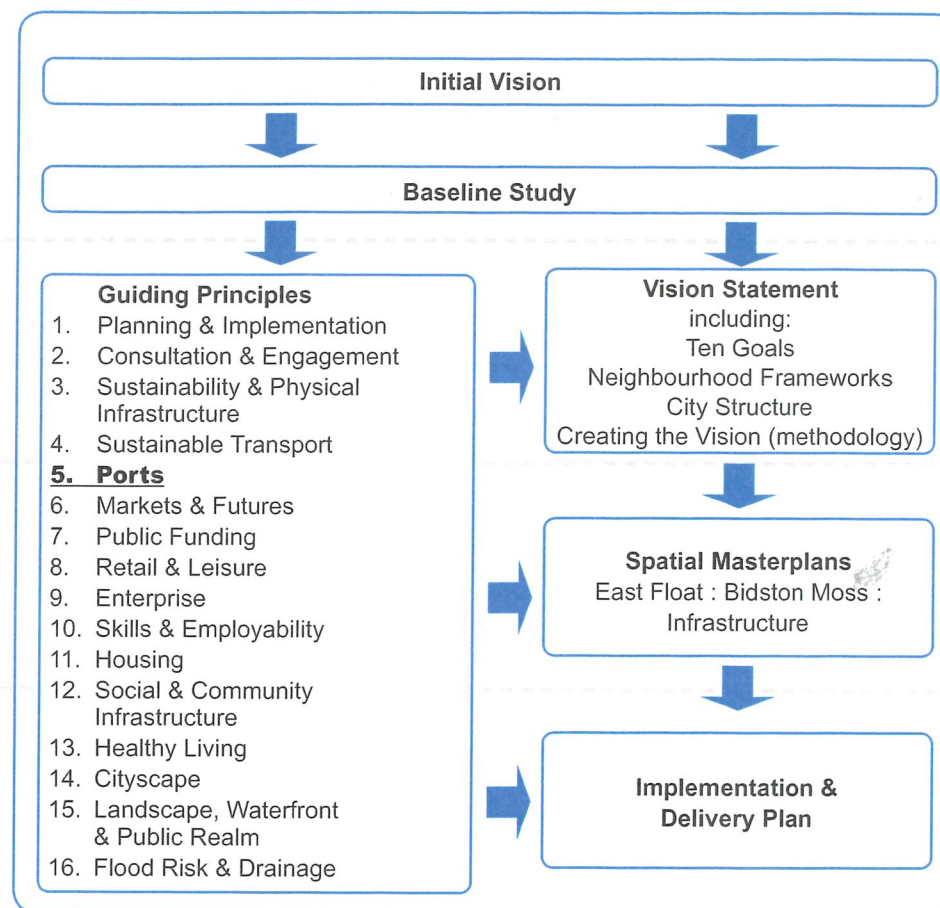
Strategic Regeneration Framework

- 1.1 The vision for Wirral Waters is to create a new city waterfront focussing upon the transformation of Birkenhead and Wallasey Docks and their surrounding neighbourhoods. East Float is to be the principal focus for significant investment, delivering a new residential, commercial, cultural and leisure destination. Delivery of the vision starts immediately and will be continued over a 30+ year timescale.
- 1.2 Wirral Waters is being brought forward through a Strategic Regeneration Framework (SRF). This includes five key stages. Following the Initial Vision (Stage 1) and Baseline Study (Stage 2), a Vision Statement has been produced for Stage 3, which refreshes and expands the Initial Vision through the production of Ten Goals and a series of Spatial Frameworks across 15 neighbourhoods.
- 1.3 The Vision Statement demonstrates how Wirral Waters will act as a catalyst to the sustainable regeneration and growth of Inner Wirral and the wider City Region. It will guide and inform the future evolution of spatial masterplans and the project implementation process.

KEY STAGES

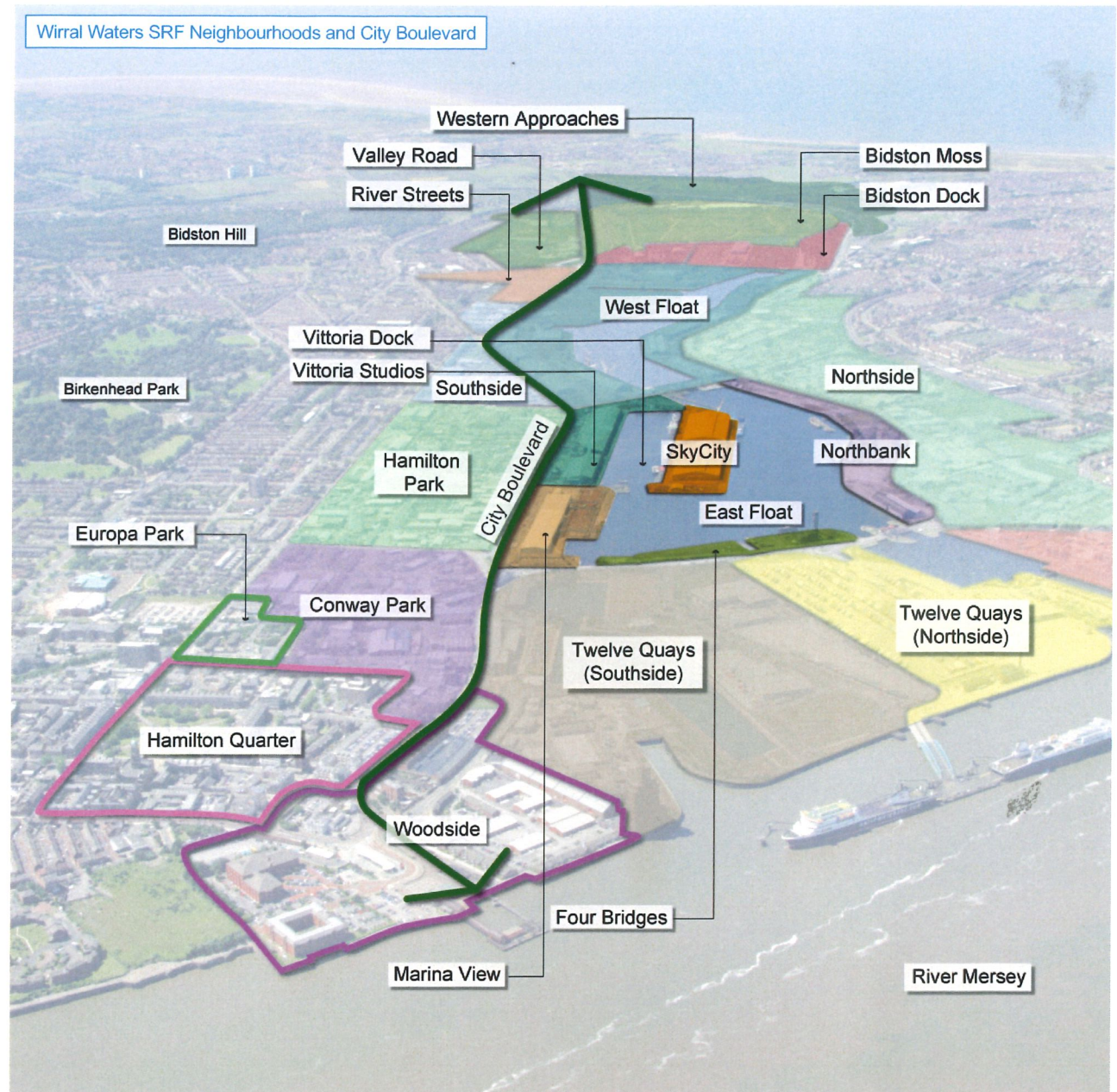
1. Initial Vision
2. Baseline Study
3. Refreshed & Expanded version
4. Masterplanning
5. Implementation & Delivery

STRATEGIC REGENERATION FRAMEWORK STRUCTURE



Guiding Principles

- 1.4 Alongside the Vision Statement, a number of documents have been produced that set out the 'Guiding Principles' of the project. These are the working embodiment of how Wirral Waters will deliver the Vision. Each Guiding Principles Document is owned by one of the Working Groups established between partners to inform, guide, shape and crucially, realise, the project.
- 1.5 It is intended that each Guiding Principles document can be read and understood in isolation. Further information relating to Wirral Waters can be ascertained by reference to the Vision Statement or other Guiding Principles documents, or indeed other aspects of the SRF such as the Baseline Study or individual project proposals. All such information is available on the Wirral Waters website:
<http://www.peelwaters.co.uk/wirralwaters.html>
- 1.6 Each Guiding Principles document is a snapshot in time and whilst they are intended to be timeless, the implementation process will evolve and be shaped by them. Wirral Waters will also be shaped by and need to respond to external factors, such as economic conditions and climate change, so it is important that the Guiding Principles are maintained and reviewed as and when necessary.
- 1.7 Each Guiding Principles document will be taken forward and delivered through individual masterplans and proposals brought forward within the SRF area, and through partnership working between Peel Holdings, Wirral Council and other key stakeholders such as the Homes and Communities Agency, the North West Regional Development Agency, Merseytravel and a range of other local, regional and national groups.



Document Structure

1.8 For simplicity, each of the Guiding Principles documents is structured in a similar manner, as follows:

- Section 1 introduces the document;
- Section 2 outlines the key issues and, where applicable, the options and opportunities available for addressing the issues;
- Section 3 sets out the overall Guiding Principles;
- Section 4 provides recommendations and next steps;
- Section 5 establishes requirements for monitoring and review.

Consultation

1.9 This document has been published in advance of the submission of the East Float planning application. The Wirral Waters proposals have been the subject of considerable consultation since 2006 to date, as set out within Guiding Principles (2) Consultation and Engagement. It is therefore hoped that these Guiding Principles reflect the aspirations of a wide range of consultees, both community groups and other interested stakeholders, locally, regionally and nationally.

1.10 Comments are nonetheless welcomed and can be made in a number of different ways:

- By email to enquiries@wirralwaters.co.uk
- By completing the form on the website <http://www.peelwaters.co.uk/wirralwaters.html>
- By letter to Peel Holdings, Peel Dome, The Trafford Centre, Manchester, M17 8PL

OUR TEN GOALS

1	Celebrating the past, shaping places for the future	<ol style="list-style-type: none"> 1. Revealing the contrasting identities of the 'Wallasey Pools', and the northern and southern riverbanks 2. 'Completing' and responding to the Laird Town gridiron 3. Restoring the Great Floats as a 'seam' of waterside activity 4. Creating a City Boulevard
2	Creating an internationally recognisable city waterfront	<ol style="list-style-type: none"> 1. Creating signature skylines, buildings and structures 2. Creating city approaches and arrival points 3. Creating a world class waters edge 4. Responding to cultural and environmental assets
3	Creating places of distinction, destinations and market concepts for the 21st century	<ol style="list-style-type: none"> 1. Creating a critical mass of investment centred upon East Float and Bidston Dock capable of triggering the wider regeneration of the adjacent 'partnership' neighbourhoods and beyond 2. Defining East Float as a new city waterfront 3. Defining Bidston Dock as a new destination in the heart of the Wirral Peninsula 4. Creating opportunities for new ways of living, working, learning and playing within a lush parkland and waterside setting – all right in the heart of the City Region
4	Creating a dynamic, prosperous Inner Wirral at the heart of the City Region	<ol style="list-style-type: none"> 1. Shaping clear roles for 'partnership' neighbourhoods joining 'catalysts' neighbourhoods to Wallasey, Birkenhead and the River Mersey waterfront 2. Supporting adjacent regeneration proposals and initiatives through partnership working, joined up thinking and actions 3. Defining West Float and 12 Quays as long term operation port facilities 4. Working in partnership with skills and training agencies
5	Creating world class connections, and access for all	<ol style="list-style-type: none"> 1. Working with partners to promote and deliver a 21st century international, national and regional rail, port, and public transport system 2. Placing people at the heart of high density walkable neighbourhoods with a choice of public transport connections 3. Creating a legible 'City Structure' with safe, easily understood, attractive and animated streets, city parks and public realm
6	Sharing prosperity, health and well-being	<ol style="list-style-type: none"> 1. Supporting existing and creating new community 'hubs' and networks 2. Defining City Boulevard as a neighbourhood 'seam', a structural community, landscape, wildlife and recreational resource 3. Encourage healthy living and active lifestyles
7	Creating an exemplar regional environmental resource	<ol style="list-style-type: none"> 1. Defining Bidston as a pivotal destination at the heart of a Wirral 'Windows on the Waterfront' parkland 2. Placing Bidston and East Float at the heart of a 21st Century waste, water and energy infrastructure network 3. Bringing about transformational change in environmental quality by working with partners in 'greening the city' through long term investment in green and blue infrastructure
8	Securing long term success, starting today	<ol style="list-style-type: none"> 1. Bringing forward 'Early Win' projects and events 2. Creating a critical mass of projects to build confidence 3. Raising the quality and profile of developments to set high quality benchmarks for others to follow
9	Engage & inspire	<ol style="list-style-type: none"> 1. Creating an international profile for Wirral Waters to attract new markets and growth sectors 2. Engaging with local communities and interest groups to explore how Wirral Waters may influence established projects and networks 3. Building confidence and leading by example through our long term vision and investments
10	A robust delivery framework	<ol style="list-style-type: none"> 1. Setting in place a shared programme of action that allows all partners and communities to play a role in realising the Vision 2. Ensure that the benefits and critical mass of the 'catalysts' neighbourhoods trigger and shape change across the 'partnership' neighbourhoods and Liverpool City Region

RELEVANCE OF THIS GUIDING PRINCIPLE

medium
major
major
major
medium
minor
medium
major
medium
major

Summary: Guiding Principles for Ports

- 1.11 The Guiding Principles for the Port consider the issues relating to the Birkenhead Dock estate, part of the Port of Liverpool, which arise through the Vision and Development Framework. Peel Holdings is both the promoter of Wirral Waters and the owner and operator of the Port of Liverpool. This means that all land within the core/catalyst areas of the Vision is within a single ownership.
- 1.12 The Vision seeks to redevelop the East Float area of the docks for major mixed-use development and rationalise the West Float area to receive relocations from East Float. The Bidston Dock site is disused and infilled, whilst the Twelve Quays Ro-Ro terminal will not be directly affected by the proposals.
- 1.13 In rationalising West and East Floats, policy tests need to be met, to ensure that the overall effect of Wirral Waters does not harm the wider port and more specifically the Birkenhead Dock estate. A combination of reusing derelict/vacant land, relocating businesses who do not require a port relocation, relocating businesses from East to West Float and freeing up land for redevelopment will ensure that the necessary tests can be met in full.
- 1.14 The redevelopment of East Float raises issues in respect of existing port businesses and employment that needs to be carefully handled and approach by Peel. The aim of this document is to set out the overall approach to be taken in facilitating the redevelopment of East Float through the relocation of port businesses to new premises that are equally or better suited to their needs. It sets out an overall relocation strategy that will be legally binding through planning. The approach will require further consultation, in particular with port tenants and public sector bodies through the planning system.



Scope

- 2.1 The geographical footprint of Wirral Waters extends from Twelve Quays on the river frontage to the long disused and filled Bidston Dock to the west, and includes both East and West Floats. In broad terms, Peel's proposals are that port operations in these areas be rationalised and concentrated at Twelve Quays and West Float, with East Float and Bidston Dock being redeveloped for non-port related uses.
- 2.2 This document sets out Peel's proposed strategy both for safeguarding the future prosperity of the operational port in Wirral and for ensuring business occupiers in the East Float part of the docks, who will be affected as a result of the Wirral Waters proposals, can secure a satisfactory relocation to alternative premises in the local area. The document is one of a number of "Guiding Principles" that have been prepared as part of the Strategic Regeneration Framework (SRF) for Wirral Waters.
- 2.3 Peel's proposals for Wirral Waters recognise that port activity within Birkenhead is a component of the local economy. However, there is a need to place Birkenhead Docks in a broader perspective, within a Port Master Plan which will cover the emerging Strategy for Port of Liverpool and The Manchester Ship Canal, the 'Super-Port' concept and Birkenhead Docks as well as the Manchester Ship Canal. This is being progressed, but will not be finalised until early 2011.
- 2.4 The Guiding Principles for the Port therefore relates to Birkenhead Docks only. It is in itself a strategic document that will sit as part of the Strategic

Regeneration Framework. It will be a requirement of masterplan-led development proposals to ensure that detailed communication principles and decant proposals are put and in place and implemented to discharge the key principles of this document.



History Of The Port of Liverpool

- 2.5 When reference is made to the Port of Liverpool, it include the Birkenhead Dock Estate. Liverpool has been a port since King John used the creek to embark troops for Ireland. It was however during the 17th century that Liverpool started developing a docks system and became the dominant port of northern England. The growth of the United States provided Liverpool with increasing volumes of trade and new docks opened in the Mersey in quick succession; Canning 1822, Clarence 1830, Brunswick 1832, Waterloo 1834, Victoria and Trafalgar 1836, Cockburn 1840, Toxteth 1842 and Albert Dock in 1845.
- 2.6 In Birkenhead, the first docks were opened in 1847 around the natural inlet known as the Wallasey Pool. This catalysed a period of port competition between Birkenhead and Liverpool until the Liverpool Corporation purchased the Birkenhead Dock Trustees' interests and brought the control of the docks, at both Liverpool and Birkenhead, under one single authority.
- 2.7 By 1900 the value of goods passing through the Port was estimated to be circa £207m and 2,085 vessels with a total tonnage of over 2 million tonnes were registered at the port. Dock construction was interrupted by the outbreak of the First World War and Birkenhead itself was bombed heavily during the Second World War.
- 2.8 The port continued to be active but the end of the 1960s and the early 1970s saw a period of financial crisis and the port came close to closure. The Mersey Docks & Harbour Board struggled to adjust to the technological changes of the shipping industry. With the Board unable to meet its debts, a Bill was put to Parliament in 1970 to make the Port Authority a statutory company and in 1971 the passing of the Mersey Docks & Harbour Act changed the formal Dock Board to the Mersey Docks & Harbour Company.
- 2.9 During the early 1970s Seaforth Dock was developed to provide a new container terminal, a grain terminal and forest products terminal and in the 1980s the £950,000 freight liner rail terminal at Seaforth was opened. However, by 1982 cargo through the Port of Liverpool had fallen to 9.3m tonnes and Mersey Docks faced a £10m trading deficit. The impact of containerisation and adverse changes in North West industry were

compounded by Britain's entry into the Common Market, which favoured South and East coast ports.

- 2.10 This prompted the Mersey Docks & Harbour Company to implement a major rationalisation programme to bring the Port back to good health. In 1984 the Mersey Docks made a profit of £800,000 on a turnover of some £50m but this marked a turning point in the fortunes of the Docks. It also marked the launch of Liverpool Freeport, Britain's largest tax free zone. Located on both sides of the Mersey the Freeport has been a focal point for maritime regeneration initiatives by Mersey Docks, working in partnership with Wirral and Sefton Borough Councils under the Governments City Challenge schemes, including a major expansion of the Port and Freeport in Bootle in the 1990s.
- 2.11 Since 2000, Seaforth Container Terminal has undergone a £25m refurbishment programme, involving the expansion of the container park and the construction of new facilities. Another £25m was invested in the development of the Twelve Quays river terminal at Birkenhead for Irish Sea roll on roll off ferries which was completed in 2002.

Peel's Port Operations and Objectives

- 2.12 Ports play a vital role in moving goods and people between the UK and our trading partners. It is an ever changing market with patterns of manufacture and consumption also constantly changing. Links with the economies of the Far East and South East Asia are increasingly important. Access to global port and airport hubs is also essential in sustaining supply chains. In addition, Ports are important employers and the freight handling support businesses and supply chains beyond the site boundaries are also important components of the economy.
- 2.13 As owner and operator of the Port of Liverpool, Manchester Ship Canal (MSC), Birkenhead Docks, Sheerness and the Port of Heysham, Peel Ports is a major stakeholder in regional port activity and is committed to continued investment in these facilities and operations to ensure their future success.
- 2.14 The Mersey Ports currently handle a combined throughout of well over 40 million tonnes of freight per annum, more than any time in its history, and the Port



1

2

1. East Float, Birkenhead Docks
2. Royal Seaforth

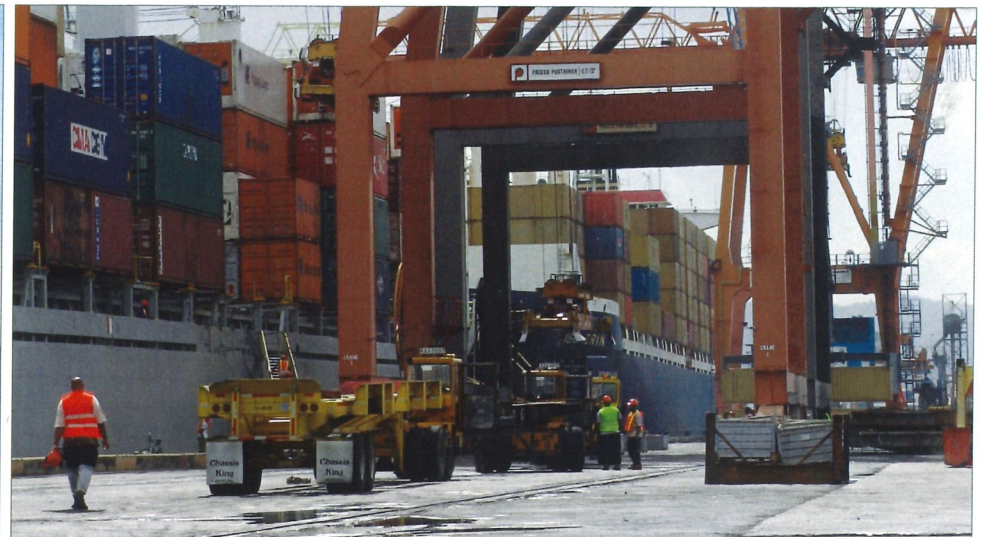
- of Liverpool is currently the sixth busiest port in the UK. It accommodates freight traffic predominantly for the Irish and transatlantic market, regular passenger ferry services to Ireland and the Isle of Man, and a cruise liner terminal. The Manchester Ship Canal is a significant port facility in its own right and provides a freight transport corridor that links the two cities of Liverpool and Manchester. Manchester Ship Canal carries approximately 8 million tonnes per annum but has the potential to carry approximately 16 million tonnes.
- 2.15 Birkenhead Docks is part of the Port of Liverpool and as such its traffic is not separately identifiable from any published statistics. The Birkenhead Docks handle a range of bulk items, such as fertilisers, steel and timber. Twelve Quays roll on and roll off (Ro-Ro) terminal completed in 2002 is a major facility handling significant freight traffic to and from Ireland.
- 2.16 Peel has also recently acquired the former Cammell Laird Ship Yard site. Although ship building has largely ceased and the site does not currently form part of the cargo handling operations of the Port, the site remains in use by maritime related businesses including North Western Ship Repair Company (now Cammell Laird). The site is, however, under review in terms of its suitability for port related operations as well as other maritime employment generating options.
- 2.17 With the Port now under the ownership of Peel Ports Limited there is an opportunity to exploit the potential of one of the North West's key economic drivers. As part of a long term vision, the Peel Group is reviewing the future of the Mersey Ports through the Strategy review. It is the Group's objective to increase the amount of trade and activity from the port and to analyse the diverse trade sectors, clustering activity where appropriate.
- 2.18 Prior to its acquisition of the Mersey Docks and Harbour Company in September 2005, Peel Holdings had been a shareholder within the MDHC Company for over 20 years. The rationale for the acquisition of the MDHC resulted from Peel's ability in managing and developing underutilised land assets over long time frames whilst restructuring and improving the management and the focus of the core business itself.
- 2.19 However, the continued success of the Port is dependent upon its ability to respond to the demands

- and opportunities as existing and new markets. Put simply, the Port must be able to accommodate larger vessels and provide for quicker turnaround times. The £25m Twelve Quays, which opened in 2002, achieved this by cutting c.90 minutes off of ferry crossing times to Ireland and has since gone from strength to strength.
- 2.20 Peel Ports are committed to expanding and developing new port activities across its North West ports operations. This will require large scale capital investment in new and improved Port infrastructure and it is likely that the returns on this major investment will take several years to materialise.
- 2.21 This investment is being made in a number of projects being promoted as part of Peel's Ocean Gateway initiative including a £100m project to develop a new, in-river "Post Panamax" terminal which can accommodate the very largest transatlantic container ships that are simply too large to access the impounded dock system. Such investment is crucial to maintaining the competitiveness of the Port.
- 2.22 With specific regard to Wirral there are emerging proposals for 'Port Wirral' which is an initiative focussed around Eastham. A feasibility study is being carried out to investigate enhancing facilities for bulk, dry and liquid cargos as well as container traffic. This could replace and expand outdated facilities at Ellesmere Port and Runcorn Dock. Port Wirral could offer a much larger site, which is capable of accommodating growth in import activity, which Ellesmere Port and Runcorn could not accommodate. The new port would also facilitate direct rail connectivity, which offers the potential for true multi modal freight transfer including opportunities for components from Vauxhall to be transferred on rail and water. The new port is proposed to be located adjacent to the QE2 Dock at the entrance to the Ship Canal at Eastham.
- 2.23 Peel's strategy for Birkenhead Docks is based upon safeguarding as much of the existing port activity (and income) as possible and enabling port customers the opportunity to grow their business. The strategy entails the full utilisation of the undeveloped land at West Float for potential business relocations from East Float.
- 2.24 As a consequence of this continued investment it is projected that the Port of Liverpool will almost double

its capacity from 800,000 tonnes to nearly 1.5m tonnes. The new post-panamax container terminal will add another 500,000 teus of capacity and will be capable of simultaneously accommodating 2 of the new generation of post panamax container ships at any one time.

Future Markets

- 2.25 The Government has commissioned forecast activity looking ahead to 2030. The North West Development Agency commissioned similar forecasts for the north west. These forecasts identified the need for additional Lo Lo (lift on lift off) and Ro Ro (roll on and roll off) port capacity in deep water locations.
- 2.26 Peel is undertaking an ongoing review of its existing port operations on the River Mersey and Manchester Ship Canal to assess how these facilities can meet the requirements of modern port operators and cargo vessels. The review has identified the following potential growth opportunities:-
- Container traffic
 - Ro Ro traffic
 - Semi bulk and bulk dry cargo and bulk liquids (petro chemical and pharmaceutical and oil).
- 2.27 As noted in the Introduction to this document, Peel Ports are in the process of producing a new Port Strategy and Masterplan to guide its continued investment across its port operations in the North West and it is expected that a draft of this strategy and masterplan will be shared with the relevant local authorities and other stakeholders in 2010.
- 2.28 In the interim, this Guiding Principles document focuses on the broad proposals for rationalisation and further enhancement of port operations in the Birkenhead and Wallasey docks part of the Port and on the implications of the Wirral Waters development proposals for the businesses that are located within the dock estate in this part of Wirral.



1	2
3	4

1. Container Ship, River Mersey
2. Royal Seaforth
3. Maasdam Cruise Ship, River Mersey
4. Cargo Ship, Royal Seaforth

Birkenhead Docks

- 2.29 The Birkenhead Dock estate comprises of 4 distinct areas; Twelve Quays, West Float, East Float and Bidston Dock. The latter is now filled in.
- 2.30 There are significant areas of vacant land at Birkenhead Docks which the Peel Group are proposing to utilise for the Wirral Waters project. This will involve a potential rationalisation and improvement of port activity at West Float, with the enhanced utilisation of land within this area providing decanting space for the occupiers who will need to be relocated from East Float. Options for the rationalisation of Birkenhead Docks have been tested as part of the SRF Stage 2 work.

Twelve Quays

- 2.31 Twelve Quays forms the eastern part of the dock system. This is the location of the filled Albert and Wallasey Docks and provides the location for the Twelve Quays roll on roll off ferry terminal. The Twelve Quays site was one of the North West Development Agency's portfolio of 25 strategic regional sites. The Ro Ro facility serves Ireland with both passenger traffic and freight and allows 2 ferries to berth simultaneously to offer a service across the Irish Sea. Twelve Quays has been successful since its opening and has the potential to accommodate growing passenger and freight between the northwest and the Irish markets.
- 2.32 As part of the Wirral Waters project, this area will remain as a roll on roll off ferry facility with proposals for its expansion planned over the next 3 to 4 years.

East Float

- 2.33 East Float is the area between Tower Road to the east and Duke Street to the west. It includes the land north of the East Float and inside the Dock Road. It includes the Corn Warehouse buildings which were subject to refurbishment and conversion to new apartments which has been carried out by Gregor Shore. It also includes the North Vittoria and South Vittoria Transit Sheds as well as Cathcart Quay. This area extends to the dock wall to the south.
- 2.34 This is the proposed location of the major scale mixed use component of the Wirral Waters proposals, which

requires existing occupiers here to be relocated to provide vacant possession to enable the scheme to be delivered. The delivery of East Float is envisaged to take 30-40 years and hence many of the East Float tenants will not be affected for some considerable time.

West Float

- 2.35 West Float is the area located between Duke Street to the east and Poulton Bridge Road to the west with the Wallasey Dock Road providing the northern extent of the site and Corporation Road/Beaufort Road the southern extent. It includes Duke Street Wharf, Cavendish Quay, Gilbrook Basin, Grain Docks, the Mobil site, Lewis Quay, Cheshires Quay, QIL Quay, Grandidges Quay, Esparto Quay and Henderson Quay.
- 2.36 On site at present is a combination of derelict and vacant land, some more modern sheds together with some older style storage units and liquid storage tanks. The area is partly occupied by some port related businesses and others who have no functional connection with the Port or reliance on the Port for revenue.
- 2.37 West Float is the area which will be improved for port activity and to provide a potential receptor area for occupiers from East Float.

Bidston Dock

- 2.38 Bidston Dock forms the western extremity of the dock system and comprises the area bordered by Poulton Bridge Road to the east, the waste transfer station to the south, Bidston Moss to the west and the M53 motorway and slip road to the north. The site forms the area of the filled in Bidston Dock, this infill having been undertaken to provide a development site for MDHC. The site is vacant and clear of buildings or structures. It has no functional water or dock edge and, hence, does not fulfil any port or maritime function.
- 2.39 This is the proposed location for a leisure and retail scheme which forms one of the catalyst neighbourhoods under the SRF for Wirral Waters.

Cammell Laird

- 2.40 The entire Cammell Laird site was bought by Peel Holdings in 2006. The site was previously owned by a development consortium who had proposals

for a mixed use development scheme, although it was unlikely that this would ever have been realised. Peel bought the company and the site with the intention of utilising the site for port or maritime related, employment generating activity.

- 2.41 Cammell Laird site is subject to separate Options studies, one of which is investigating the provision of decanting areas for non port related employment generating uses.



1	2
3	4

- 1. Twelve Quays, Birkenhead Docks
- 2. East Float, Birkenhead Docks
- 3. Bascule Bridge, East Float, Birkenhead Docks
- 4. West Float, Birkenhead Docks

- 3.1 When the Wirral Waters project was launched in 2006 there was an early recognition by Peel that the Birkenhead Dock system offered Wirral a major, employment-led mixed-use regeneration opportunity in an area of severe need. However, it was also recognised that the Docks underpinned some element the local economy but that there were substantial areas of vacant land available for consolidation, especially in the area known as West Float.
- 3.2 Following the announcement of Peel's initial Vision for Wirral Waters, it was agreed with Wirral Council that the potential impact of this major development on the existing operational port and on supply chain operators in and around the dock, would form an important consideration in influencing the future shape of the project. It was recognised that, as part of the planning process, these impacts would need to be addressed and a Birkenhead specific relocation strategy would be required.
- 3.3 There is a need to address policy requirements at local, regional and national level and to protect land which is essential to the future development of the Port. This is fully in alignment with Peel Port's ethos to expand and create the environment within which port occupiers can thrive. It was felt necessary that within any planning application, concerns relating to port employment sources and jobs will be a material consideration of our submission. Peel also recognised that being explicit about the plans for the docks area, explaining these to the public and indicating how we were to approach the various port tenants, would be of paramount importance.
- 3.4 As far as port operations are concerned, the emphasis in the Wirral Waters proposals is on retaining (and enhancing where possible) the important asset of the Twelve Quays Ro-Ro terminal, retaining existing employment uses at Cammell Laird whilst seeking to maximise use of vacant or under-used land, and assessing how the remaining land at West Float can be used more effectively.
- 3.5 This will ultimately mean concentrating Port activities at West Float, as set out above, with an emphasis on the following points:
- Retaining existing levels of industrial port activity;
 - Rationalising West Float into one focused area for a modern Port, concentrating on meeting secondary markets ie. not major vessels or those requiring quick turnaround;
 - Addressing site issues which may have hindered delivery of development for port activity at West Float;
 - Improving the environmental quality of the area and effecting measures to improve the performance of existing occupiers to be retained;
 - Improving the efficiency of land use both of existing and new occupiers;
 - Ensuring that buildings and sites in dock-side locations within the Freeport are reserved for businesses that have a genuine need for this location;
- Identifying potential markets that could be attracted to West Float.
- 3.6 Although it may be necessary or expedient to relocate some existing businesses who occupy premises in West Float but have no functional need to be there, it is mainly occupiers within East Float that will need to be relocated in order to free up land for the mixed use development.
- 3.7 There is now a need to maintain clear and open communication with potentially affected tenants of progress with Wirral waters generally and East Float specifically. Peel Ports and Peel Land and Property will need to work together closely to ensure an effective programme of communication, option testing and relocation, with minimal disturbance and disadvantage to the businesses involved. Peel has reviewed the leases and tenancy arrangements of those occupiers within the East Float area. Peel has also met with the tenants within East Float to explain the proposals and likely timescales for the redevelopment of the area.
- 3.8 Based on its initial assessment Peel considers that those business that will need to be moved from East Float can, in spatial terms, be satisfactorily re-accommodated at West Float and some preliminary site planning for West Float has already been undertaken to inform this assessment.
- 3.9 There are indeed emerging proposals for West Float to remediate 11 ha of contaminated, derelict, and vacant land. The land forms part of the operational dockland area, and previously accommodated wharfs and graving docks with various uses including, among other things, shipbuilding, a foundry, oil storage, brick

- works, boiler works, and iron works, a tar distillery, and a number of scrap yards. The site suffers from poor ground conditions and infilling, as well as various forms of significant contamination, including asbestos. A grant application has been made to the NWDA for remediation of this area. Following remediation, it is intended that the site will be redeveloped by Peel for new business, industrial, and warehousing floorspace in a high quality business environment. This will provide opportunities for new and relocated employment.
- 3.10 A more detailed exercise of engaging with each business will be required in order to ascertain its detailed needs and assess how these can best be met within the land and premises that can be made available. Accordingly, Peel will embark on a programme of discussions with individual occupiers to assess such matters as:
- nature and size of business and main operations and processes;
 - accommodation needs including quantum and type of floorspace required; special requirements/constraints due to plant and machinery needs; ability to use multi-level accommodation; servicing and storage requirements etc;
 - future growth/expansion needs;
 - location constraints including need for waterside/Freeport location and functional/revenue relationship with the Port and home location of employees;
 - rental and operational cost constraints;
 - logistics of relocation and measures required to minimise disruption to operations, fulfilment of contracts and other factors;
 - relocation costs and measures needed to avoid/minimise business losses during relocation.
- 3.11 When appropriate to do so i.e. well in advance of when it is anticipated that vacant possession will be needed, Peel will work with individual companies to test options and produce a proposal for the relocation of the business to existing or newly provided alternative accommodation. Peel will then submit to the affected business a formal offer of terms and conditions of occupation of the new premises. This offer will also detail any payments as deemed appropriate in respect of the reasonable costs of displacement and relocation and a proposed programme for the completion of the relocation.
- 3.12 It is Peel's intention that occupiers with a connection to the Port and a legitimate need for a waterside/dockside location will be offered accommodation in such a location and, accordingly, such sites will be reserved for such users. Peel may also seek to negotiate with other businesses that currently occupy dock side premises but have no operational need to be there with a view to relocating them elsewhere as this is seen as an essential component, over the medium to long term, of the rationalisation and enhancement of port activities in the Wirral. Such businesses will be offered a similar strategic approach to those moving within the dock estate.
- 3.13 The requirement for vacant possession of specific plots within East Float is directly influenced by the phasing of the delivery of East Float, Peel have acknowledged that East Float may take 30-40 years to deliver. It may therefore mean that tenants will not be adversely affected due to the lengthy duration of the project. Tenants in the meantime have full rights to enjoyment of use under their tenancy arrangements.

Recommendations & Next Steps

- 4.1 It is proposed that a relocation strategy be adopted for East Float that will include the following:
- i) Spatial Masterplanning of West Float.
 - ii) Identification of non port related tenants in West Float – it is considered that due to their proximity to the quayside, there is potential to relocate some of these tenants within the local vicinity but away from the dock into sites such as Cammell Laird, River Streets or the Stone Manganese site on Dock Road. This will free up further capacity within West Float to enable investment to take place thus facilitating greater expansion of the port.
 - iii) Identification of local receptor sites - Receptor sites have been identified to accommodate the potential decanting of non port tenants and also for the decanting of occupiers from the Woodside Business Park. Peel will work with the Council and other partners to seek to ensure that there is an adequate supply of good quality, small scale B1, B2 and B8 units in the area to accommodate these relocations.
 - iv) Analysis of site constraints in West Float – This process is ongoing along with an identification of the cost to bring land back into use for development as well as enabling and abnormal costs for remediation and quayside improvement works.
 - v) Planning Consultation: Once a draft West Float Masterplan has been prepared, consulted on and endorsed by Peel Ports and the occupiers, it will be necessary to submit a planning application to the local planning authority.
 - vi) Communication Strategy: It will be necessary to maintain communication with all of the occupiers within East Float in order to keep them updated on progress with the East Float planning application process. Further communication will thus be required to establish their detailed requirements and long term aspirations for their businesses as and when it is anticipated that vacant possession is needed.
 - vii) Wirral Waters Phasing - The decanting of East Float needs to happen in parallel with the proposed phasing for the Wirral Waters scheme itself. The phasing plan for Wirral Waters is emerging and it is envisaged that development will take place in the northern and eastern part of East Float initially. These areas are already owned by Prop Co with no port related operators on site and hence no tenants will be affected. Decanting of existing occupiers on North Vittoria and Cathcart Quay will be required before any development can commence there.
 - viii) Sign off and agreement of Masterplan for West Float.
 - ix) Phased works packages and programme for decanting agreed and progressed with individual occupiers, along with the need to agree commercial deals.
 - x) Maintained strategy of open communication with affected businesses and the Council throughout the process.
- 4.2 The key objective of such a strategy is to retain businesses in the local area and safeguard the many jobs that these businesses support. However, this programme of relocations will also involve a substantial capital investment in West Float, which will lead to a much enhanced quality of buildings and environment and improved access, services and efficiency of land use which will help to secure the long term viability of port operations and activity in this part of the dock estate. In addition, although inevitably involving an element of disruption to existing businesses, experience shows that such a process, which involves a review and reappraisal of accommodation and operational needs of each of the businesses affected, can also have a benefit in terms of helping to ensure the long term viability of those businesses.
- 4.3 During and following the planning application process for East Float, Peel will progress further discussions with tenants who would be affected by the redevelopment of the area. These discussions will seek to identify the relocation needs of the individual businesses and inform a detailed action plan for the relocation of each. It is proposed that a fully detailed schedule and programme for assisting the relocation of affected businesses be submitted to Wirral Council as part of any Reserved Matters Application for the part of East Float which would require the relocation of such businesses.

- 5.1 Wirral Council will be able to monitor progress on firming up and implementing the relocation strategy through the workings of the Economic Working Group.
- 5.2 It is also proposed, once development of East Float has commenced, that Peel should provide an annual monitoring statement to the Council setting out the current position with regard to Port occupiers in the East Float area and the effectiveness of the relocation strategy. Any review of the strategy can, therefore, be effected as necessary following the Council's assessment of the annual monitoring report.

