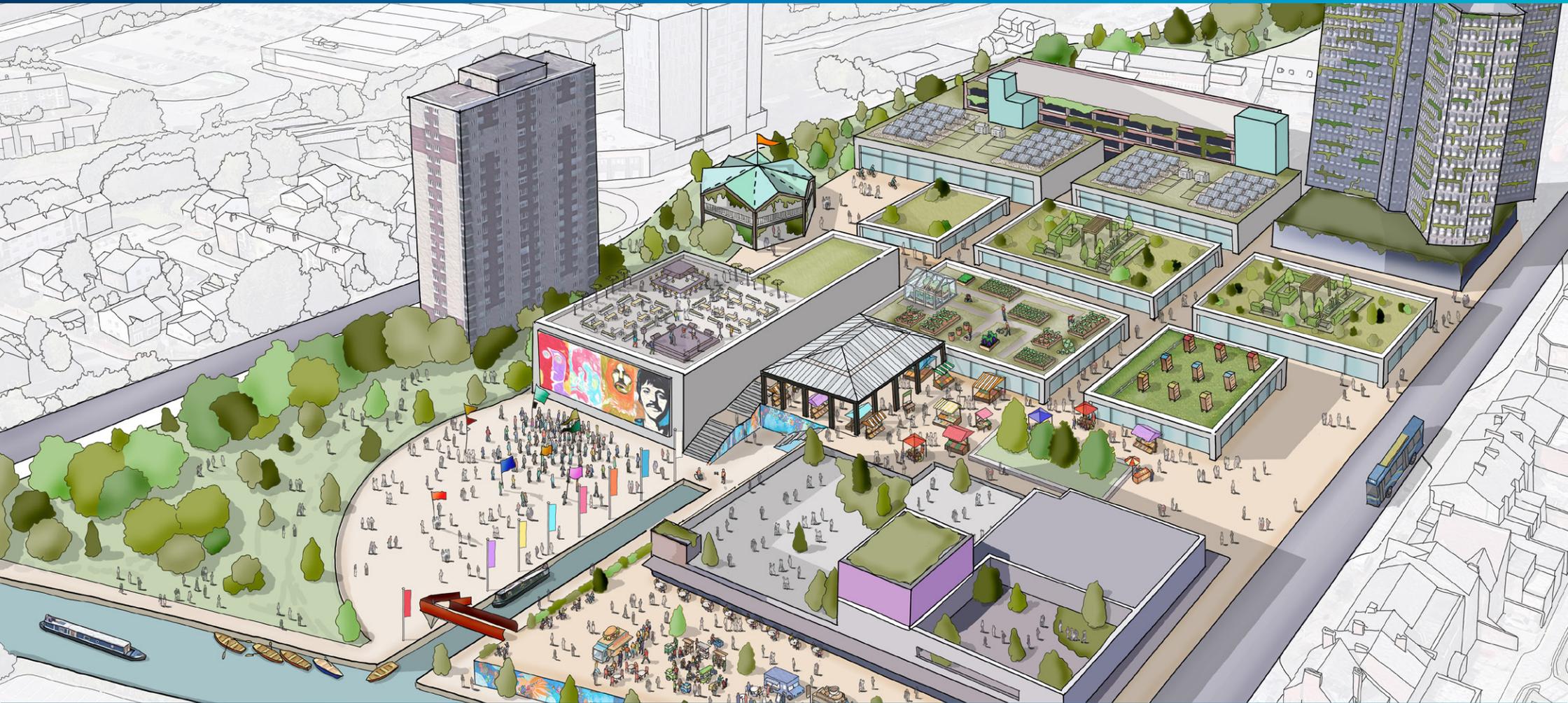


THE STRAND SHOPPING CENTRE, APPENDIX 1



Business Plan

2022-23 to 2024-25

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Executive Summary

The current macroeconomic trends in the retail sector are severely impacting The Strand and will continue to do so over the coming years. Inflationary pressures, the cost of living crisis and continued supply chain pressures are all affecting the sector significantly, but the impact of the escalating cost of living is greater on our local communities, and therefore on The Strand, than elsewhere given levels of deprivation in several wards in and around Bootle.

The Strand was acquired for regeneration purposes, and the current economic climate reinforces the importance not only of the acquisition itself, but the proposed repurposing of the asset, on which Sefton Council has shared its emerging vision and plans about which consultation and engagement with stakeholders and communities is ongoing. Although the Council remains wholly committed to the vision and to the project, feedback is awaited on Sefton Council's bid submission for Levelling Up funding for Bootle, and work is ongoing on a more detailed delivery strategy as well as other funding options for the project.

Therefore, at this time, with continued support with operational management from Ellandi, our strategy is to maintain flexibility in approach in the short-term to ensure that no decisions or commitments are made that will prejudice the future repurposing proposition of the Strand. It is also evident that occupiers have begun to change their behaviour and decision-making processes, not only in the context of the macroeconomic challenges that the sector and the centre are facing, but in the context of the need for shorter-term solutions while conversations about the long-term are ongoing.

Challenges in the retail sector also reinforce the importance of the repurposing project to the long-term sustainability of the centre. Subject to receipt of Levelling Up funding to enable progression of the first phases of the project, the centre would deliver an ongoing financial surplus to the Council once the project is completed, alongside the wider economic, social and environmental outcomes that the project must and will deliver. Therefore, the three-year Business Plan summarised below and presented herein comprises both "business as usual" forecast (i.e. with no change or progression of the project), and "repurposing programme" (i.e. assuming receipt of Levelling Up funding and progression of the project as anticipated).

Notwithstanding the sector-wide challenges described above, the Council has negotiated to regain control of units 28-34, 259-273 The Esplanade and 283-289 Stanley Road, which not only enables progression and delivery of the early phases of the Strand repurposing, but also delivers a surrender premium receipt to the Council during the Business Plan period. Delivery of the repurposing programme will enable replacement of the existing rental income promptly enough to ensure that the transaction is financially, as well as strategically, favourable to the Council. More information on the key assumptions used to develop these projections is included within a confidential separate appendix to this report.

The Business Plan data underpins the third-party advice received from industry experts (including but not limited to Ellandi) that reinforces the fact that against the current macroeconomic backdrop of increasing inflation, a cost of living crisis, and a potential recession, the repurposing of the Strand as part of the revitalisation and diversification of Bootle and its town centre is vital – not just financially to the Council, but economically and socially for Bootle and its residents.

Figures outlined below:

	2022/23	2023/24	2024/25
Net Council Return - BAU	1,723,021	-1,837,238	-2,084,686
Net Council Return - Repurposing	1,723,021	-1,194,947	-1,583,506



The Impact of Macroeconomic Pressures on the Sector and the Strand

In putting together future forecasts for the Strand, we have taken into account advice and guidance from sector-specific expertise on the wider macro-economic environment that our occupiers and consumers operate within.

The current pressures are overwhelmingly negative, with consumer sentiment now at its lowest point shown throughout the whole pandemic, with nearly all households cutting back on spending during 2022. Any post-pandemic pent-up demand for retail or additional leisure experiences has been spent and the cost-of-living crisis has hit all demographics, notably the poorest in society which affects the Strand shoppers. This is affecting spending habits in new ways, with consumers buying less or trading down.

Ellandi have shared a range of key findings that are relevant for The Strand:

- 9 in 10 UK consumers intend to cut back on spending amid sharp rises in the cost of living. With the average household set to cut back £887 of their discretionary spending through to April 2023, UK retail and consumer industries are at risk of losing out on £24.9 billion of spending this financial year.
- The Retail Economics Cost of Living Tracker shows the average household saw their spare cash plummet 10.6% in May 2022 compared to last year, leaving them with £127 less to spend on non-essential purchases during the month.
- The least affluent are projected to cut back 9.6% of their annual household spending, compared to 8.1% for the average household and 7.6% for affluent households.
- For most consumers, cutting back on the weekly food shop will involve switching to cheaper private-label brands or discounters (52%), making better use of loyalty cards/vouchers (40%), and buying in bulk more frequently (32%). This may benefit the Strand's discount retailers from new customers looking for bargains, but with 48% of our customers in the 3 least affluent CACI groups (compared to 24% North West average), there is little room for down trading with the centre's loyal catchment base. These shoppers are already price-sensitive and will shop according to available deals and pricing strategies across several retailers.
- Consumers cutting back on fashion intend to do so by shopping for new clothes less often (47%) and conduct more research and price comparison (45%) before committing to a purchase.
- 44% of UK consumers plan to cut back on hospitality and leisure spending to counter rising living costs. The average household is expected to cut back 9.3% of their spending on restaurants, bars and cinemas, wiping out a potential £8.3 billion of business across the hospitality and leisure sector this financial year (FY22/23).
- 43% of consumers plan to go shopping less frequently in response to the cost-of-living crisis. This has obvious implications for footfall, as retailers and leisure operators will need to provide stronger incentives for consumers to visit their stores or pay for their services.

Inflation currently stands at its highest rate in 40 years and is anticipated to hit 11% over the course of 2022 as a rise in the energy price cap comes into effect from October 2022, and to continue at elevated levels through 2023, with UK recession expected next year as well. This will hit consumer spending as household finances are stretched. The least affluent are already experiencing inflation of almost 12%, compared to around 9% for the wealthiest households. The least affluent spend close to two-thirds of their household budget on staples such as food and energy, compared to less than half among the most affluent. This will be relevant in Bootle given the socio-economic profile of the residents. The OECD cut its UK growth forecast for 2023 to zero - the lowest in the G20 (except Russia), adding pressure to households. Given the low-income profile of the majority of Bootle residents,

they are less likely to have savings and are more likely to have higher debt levels than affluent households which will expose them further to the cost-of-living crisis and they will feel the effects of these pressures faster and more keenly.

We have these negative spending pressures in our cashflow assumptions for both scenarios, assuming poor trading performance for those occupiers that rely on discretionary spending. It is clear against this backdrop that the longer-term aspiration to repurpose The Strand is the correct decision. This is reinforced by feedback from third-party perspectives with extensive expertise in the sector. In the short term, this will show a decline in income but as The Strand evolves to be less reliant on retail these macro-economic factors should be far less prevalent, and the asset will be more resilient.



Background to Business Plan projections

Repurposing Counterfactual

Sefton Council, with external support from partners including but not limited to Ellandi, is developing the plans for repurposing The Strand. Further information on this exciting vision is included in the final section of this Appendix but generally comprises:

- A reduction in the amount of retail provision in The Strand
- Introduction of alternative uses including health, education, and technology
- Further development of the Canalside site and adjacent land to provide cultural and leisure uses
- A significant improvement to the public realm, including the removal of the roof from major parts of The Strand
- Introduction of green corridors

These proposals in the immediate term remain contingent on the receipt of Levelling Up funding, following a strong bid submission in Summer 2022 to Government, on which feedback is awaited at the time of producing this Business Plan. As the detail of the project and delivery strategy is developed further, revisions may be made to the detailed (and commercially sensitive) cash flow model that underpins these forecasts.

This is included as part of this Business Plan on the basis that the acquisition was undertaken for regeneration purposes, hence the Council's commitment to development and delivery of the repurposed Strand that supports economic recovery and resilience in Bootle town centre.

It remains the case that, as landlord, Sefton Council can have an exciting, medium- to long-term vision for the Strand, which the private sector would not be able to.

Moreover, Sefton Council is able to lead on a vision for growth in Bootle that is reflective of community ambitions and aspirations, delivering a viable project that also drives positive economic, social and environmental outcomes for all residents.



Our Business Plan and the emerging vision remain committed to the same four principles stated previously:

The future of The Strand must be:

People First

A plan developed through consultation and engagement with communities, delivering positive economic, social and environmental outcomes for those communities

Connected

Building on proximity to Liverpool and to the new Everton FC stadium, and on strong transport and digital connectivity

Green

An environmentally-sustainable asset that aligns with Sefton Council's strategy for climate emergency

Resilient

A diversified proposition that complements the wider town centre offering and is regionally competitive through its distinctiveness



Please see further information on the emerging vision at the end of this Appendix 1 to the Cabinet Report.

“Business as usual”

This Business Plan “business as usual” assumptions are as follows.

Public announcements have been made about the Council’s exciting plans for The Strand, and engagement with tenants, stakeholders and communities is ongoing. However, in addition to the severe macroeconomic challenges outlined within this Business Plan, uncertainty is viewed negatively in modern retail, and in addition to the absence of feedback on the Levelling Up funding bid submission, several tenants have expressed concern about the potential for disruption to their business from the plans, particularly those that are affected by the earlier phases of work. As a result, tenants have started to request to regear their leases or exercise lease breaks to seek a more advantageous rent position in return for giving the Council the flexibility they may require.

Our approach is not to make recommendations or take actions now that will negatively impact these proposals in the future (for example, long new leases in areas that will potentially be redeveloped).

Any additional requirement for flexibility in leases, and a requirement for them to be excluded from the 1954 Landlord and Tenant Act (thereby avoiding the payment of statutory compensation when terminating the lease for redevelopment) both negatively impact the rents achievable. Where a tenant’s future occupation of a unit is uncertain when taking a new unit, they are reluctant to invest in opening stores, paying for fit-out, etc. As such, new interest is likely only to be converted into “nil rent” deals where occupiers cover some, or all occupational costs. Where possible we are seeking to regear “in Act” leases to take them outside the security of tenureprovisions provided for by the 1954 LTA, and this also comes at a cost as occupiers are not prepared to pay the same rent for an unprotected lease.

With Ellandi’s expertise, we have been able to robustly forecast the future outcome of these discussions based on knowledge of The Strand and its occupiers. Ellandi has previously already mapped out its medium to long-term forecast for the centre if there is no transformational intervention (i.e., the repurposing programme), a process which commenced last year with the update of the preceding Business Plan, taking account of the general trend in high street shopping centres in towns like Bootle to decline because of changing retailer and consumer needs.

This Business Plan is therefore an updated version of that plan, taking into account further negative impacts on net operating income NOI due to the macro-economic trends described in the previous section.

When combined, these factors produce a “Business as usual” Business Plan and accompanying set of financial forecasts that show a deterioration in the net operating income for the centre over the next three years, and an ongoing and increasing deficit. Although the asset was acquired for regeneration purposes, the aim would remain for the operational shopping centre to still be an income-producing asset. Without intervention and investment in regeneration as originally planned, it is not recommended to forecast a return to positive income.



Key Assumptions

For both Business Plan scenarios, we have assumed the following:

- Rent collection has returned to a normal pattern post covid, i.e., retailers pay 100% of their contracted rent as per the terms of their lease.
- A structural vacancy rate of 5% across the cash flow to reflect that there are always unforeseen arrears in large, operational assets.
- No further classifications of retailers (e.g., essential, non-essential, those we understand are using the moratorium to avoid paying rent, etc.) as our advisors no longer consider these relevant. The provisions of the moratorium are due to come to an end in Q3 2022.
- 25% of the outstanding arrears (currently standing at £1,822,764) are repaid over the last two quarters of the 2022/23 financial year.

Both iterations of the Business Plan are based on a detailed line-by-line breakdown of assumptions made by unit and occupier. Given the commercial sensitivity of such information this detailed model is not published within this Business Plan.

34.9% of the centre's income is due to expire during the Business Plan period. A "business as usual" only approach would make it difficult to persuade retailers to commit to new leases at ERV (estimated rental value levels), or to attract new tenants to the Strand on non-concessionary terms. This reinforces the importance of the delivery of the repurposing vision, and in the first instance of a Levelling Up funding award.

Relative to the previous Business Plan, most of the negative changes to net income are in units that will form part of the initial phases of the programme.



Engagement is ongoing regarding regarding the surrender of the long lease on the vacant units at 259-273 The Esplanade and 283-289 Stanley Road. This is intended to unlock a critical element of the repurposing plan, as well as delivering best financial value through a surrender premium and replacement of lost rental income in a newly repurposed unit as part of the project. Cabinet is being requested to approve the negotiated surrender

premium, with delegated authority for the Executive Director of Place to conclude the transaction subject to approval by the Council's external auditor.

This receipt has been modelled into the Business Plan projections.



Strand Repurposing

Town Centre Transformation

The Strand Re-purposing programme will support the growth of the local economy, attracting inward investment and generating sustainable jobs and increased skills.

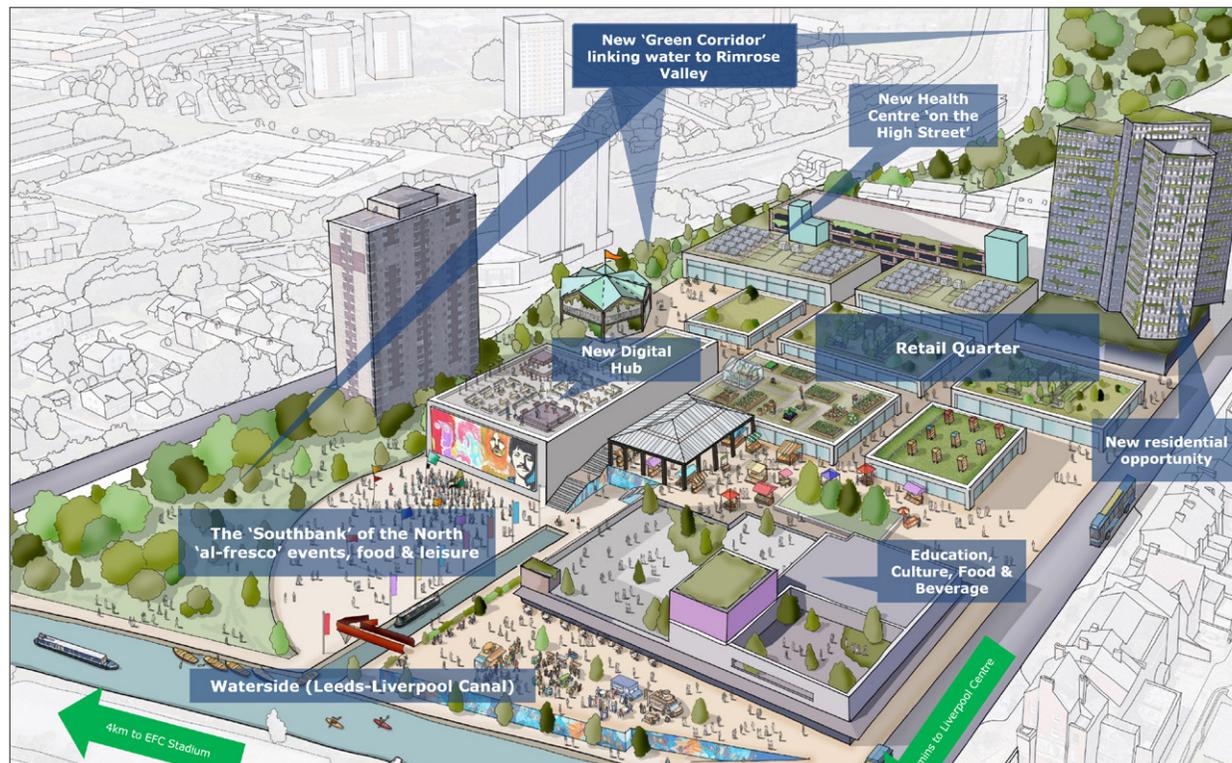
The programme will create an enhanced and more diversified town centre offer, support the growth of a night-time economy and deliver new amenities that local people and business need and want in their town centre.

The programme seeks to refurbish and repurpose existing buildings, reducing the carbon impact of the development by up to two thirds and

enabling a phased delivery over time allowing The Strand to continue to provide amenities to the town throughout the development period.

The diversified offer, tailored to the needs of local people and businesses includes, in addition to an enhanced retail offer, new amenities for: health, education, leisure and food and beverage (“F&B”), as well as new hi-tech digital facilities.

The concept design for this newly re-purposed Strand is shown in the illustration below.



- **Canalside park and festival/event spaces** – bringing back in to use the area along the waterside as high quality public realm and leisure spaces will improve the attractiveness and appeal of the town; encourage people into the area, increasing footfall and dwell time, reanimating the town centre and boosting the local economy.
- **New high-quality public realm** – providing attractive spaces that bring back in to use neglected areas to become great places for community gatherings, active lifestyles and sustainable active travel.
- **Digital Creative Hub** – developing high-tech flexible facilities for use by local people, community groups, education and businesses will help respond to changing working patterns and office space needs as well as supporting the creation of new jobs through start-up/SME companies and attracting high value growth businesses.
- **Leisure and F&B uses** – create an evening and night-time economy increasing dwell time and visitor numbers; supporting businesses to return to the centre for the enhanced environment and linked amenities; supporting the college to relocate to the town centre, bringing 3,000 students into the town each day, capturing vibrancy and spend.
- **Integrated Health and Social Care Hub** – bringing together a wider range of health and social care services in an integrated end to end service tailored to the individual person that can be more easily and quickly accessed, on the high-street in the heart of the community.
- **Enhanced retail** – retaining a strong retail offer, in better facilities and surrounded by a wider range of other amenities, focused on the shopping needs of local people.

Sefton Council and its local partners are committed to the long-term regeneration of Bootle starting with and enabled by the Repurposing of Bootle Strand Shopping Centre, at the heart of the town centre and local community.

By 2030 the aim is that Bootle will have been reshaped and grown its reputation as a desirable residential, education and business location. To achieve this physical, social and economic regeneration plans have been developed to repurpose the Strand, to signify the start of a wider programme of change and act as a catalyst for wider regeneration, inward investment and local economic growth. These plans will be delivered in 4 phases over the next 10 years with the 1st phase already underway and progressing towards construction.

We have a clear, strong vision for the future of the Strand and Bootle Town Centre, jointly developed by the Leadership of Sefton Council and key stakeholders:

The repurposing of the Strand will catalyse development of a more sustainable and resilient town centre that provides improved opportunities for local communities, residents and businesses. It will increase pride and raise ambition across Bootle whilst improving perception and brand beyond Bootle. Under this vision we have established four key principles that have shaped the project concept design and delivery approach:

We have agreed a clear set of desired outcomes from the Strand Transformation process, including:

Outcomes

<p>Improved resident well-being</p> <ul style="list-style-type: none"> Supporting mental health through improved outdoor space and amenity Improved public services, with better access to health, employment and learning support Supporting community activity and ventures Encouraging community growing environmental projects <p>   </p>	<p>Inclusive Growth</p> <ul style="list-style-type: none"> Supports future inward investment into Bootle Job creation and improving access to employment and training Building on extensive community networks and voluntary participation Developing seedbed for community enterprise <p>  </p>	<p>Connected and integrated town centre</p> <ul style="list-style-type: none"> The repurposed Strand is seen as the heart of Bootle It better connects with the town centre (visually, permeability and access to other assets) Mixes public services and community activity in the heart of the town, creating a more animated space Encouraging biodiversity and greening the urban landscape <p>   </p>	<p>A sustainably repurposed asset</p> <ul style="list-style-type: none"> Reduced level of retail space with surplus space repurposed Creating a sustainable balance between commercial, public service, residential and community uses Improved quality, configuration and flow of the asset Creating new opportunities for business and a thriving evening economy <p>   </p>
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Diversification to improve the town centre offer

The Bootle Strand Repurposing will diversify the town centre offer with a range of new and improved amenities and services including:

- **A new education hub** – enabling Hugh Baird College to have an increased presence in the town centre and providing the facilities it needs to help its students gain the skills they need for an increasingly skilled and technological economy.
- **A new Integrated Health and Social Care Hub** - providing accessible integrated health and social care services at the heart of the town centre, which, combined with the improvements to public realm and the local environment, will help to tackle health inequalities in an area of high need, improving life chances and outcomes for local people.

- **Development of community, cultural and creative activities and resources** – all within the heart of the town centre to help people live more fulfilling lives and to revitalise the town centre, attracting visitors, businesses and inward investment.
- **Development of new F&B and leisure facilities** - making the town centre and especially the Canalside a destination for local people and visitors and supporting the development of a night-time economy that will help retain and attract new businesses to locate in and around the town centre.
- **Retention and enhancement of a retail offer** – one that continues to fully meet the needs of local people and the community in a commercially sustainable way.
- **Revitalisation of the Stanley Road corridor** - including a key green transport corridor route into Liverpool and north to Southport, improving connectivity, cohesion and the transport infrastructure serving Bootle and encouraging and supporting more active travel and lifestyles.
- **Place making** - through provision of improved biodiversity and a greener environment, linking the canal corridor with the new open spaces, Derby Park, South Park, North Park and Rimrose Valley, creating further new opportunities for active lifestyles and improved health and wellbeing.

The Integrated Health and Social Care Hub

NHS, Council and Voluntary Sector partners have been working together to integrate their services in a way that will provide end to end support to individuals in a seamless and easily accessible way. A key part of this new approach is to co-locate the organisations involved in providing support to people all together, in a location that is easy for those local people to access everything they need in one place.

The Strand re-purposing programme provides an ideal opportunity to develop an integrated health and social care facility that enables these objectives, located at the heart of the community, on the High Street, making access to health and care services much easier and more seamless.

Integrating health and social care provision and making it more accessible within the heart of the community will enable more person focused care and support, improving health outcomes and avoiding duplication, as well as driving greater efficiency and better value for money.

The plans include the provision of a wide range of services from the Hub, such as Public Health and wider community development services; community-based wellbeing support (including social prescribing activities); voluntary sector provision; as well as a range of clinical and diagnostic services.

Clinical services could potentially include phlebotomy, physiotherapy and diagnostic services (such as ECG and exercise tests) as well as community mental health care and support for ongoing management of long-term conditions, all helping to reduce referrals to acute care services.

The Digital Hub

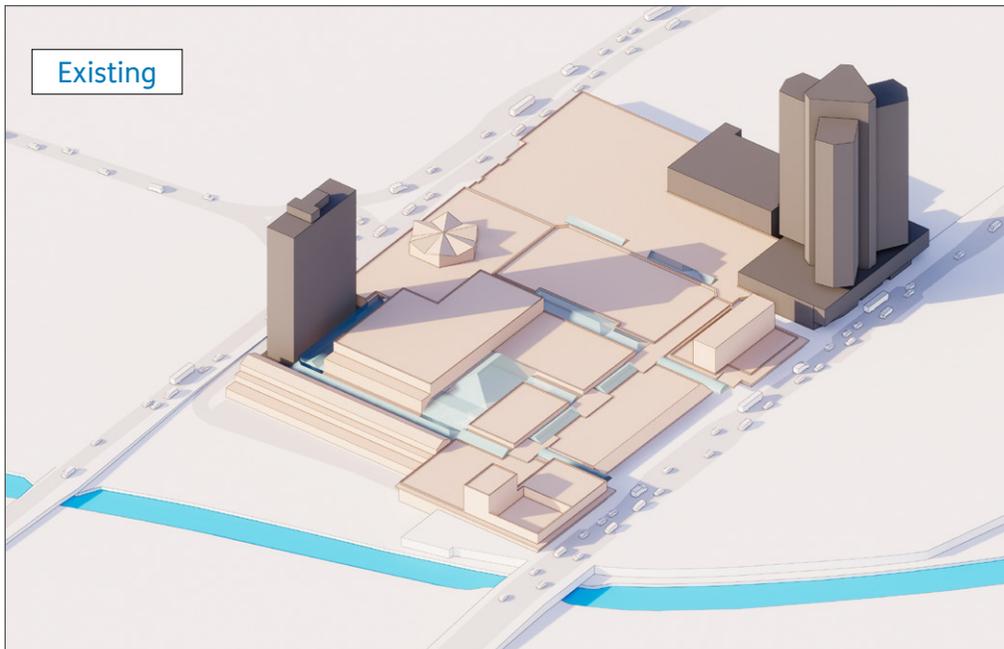
The Council has been working closely with the LCRCA as well as Hugh Baird College to ensure that the Repurposed Strand takes full advantage of the emerging digital opportunities for the town and the wider region, which will help to accelerate the growth of the local economy and regeneration of Bootle.

The inclusion of a new Digital Hub facility (combined with the investment in new high-speed gigabit fibre network connectivity) in the repurposed Strand will position the town to take full advantage of new opportunities for high quality jobs, with higher wages and help drive a significant multi-million increase in local GVA per annum.

This new Digital Hub would provide at the heart of the town centre access to the latest digital technology for educational, community and commercial use, building on the investment already made by the Combined Authority, along with its private sector partner ITS, in “LCR Connect”, which is a 212km new full-fibre, ultrafast, gigabit-capable network spanning the Liverpool City Region to access next generation future-proofed and cloud enabled technologies.

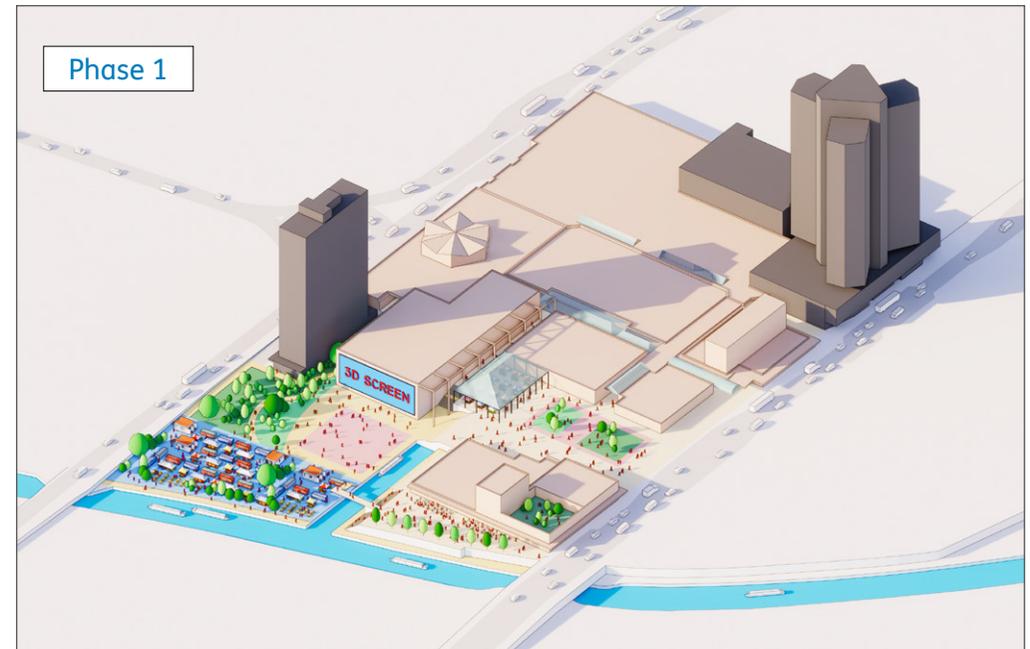
Phased Delivery

The programme has been designed to be delivered in phases to enable The Strand to continue to operate throughout the period of works and to de-risk the development. This approach recognises both the complexity of the change required, and the need to create the right foundations for long term resilience through early phase enabling development.



There are four main phases planned:

- **Phase 1:** Bootle Canalside; the ‘Southbank of the North’ cultural centre; the new Town Square and the Digital Hub. The improvement of the Canalside has already commenced with the remainder of this work planned between 2023 and 2025, with Digital Hub planned for completion by March 2027.





Phase 2

- **Phase 2:** Opening up the 'Green Corridor' from the canal; and revealing the Hexagon (an architectural structure currently hidden in the northwestern corner of The Strand). This work is planned for between March 2027 and July 2028.



Phase 3

- **Phase 3:** Completion of the new Integrated Health and Social Care Hub. This work is currently planned for between July 2028 and November 2030, although discussions are on-going about the potential to accelerate the delivery of this facility to make it available to local people earlier.



Phase 4

- **Phase 4:** Completion of opening up and refurbishment of the ‘retail Quarter’. This work is currently planned for between August 2027 and December 2028.

The Future Strand



Early work on the Bootle Canalside Event Space

After acquiring The Strand shopping centre, Sefton Council then went through the process of acquiring the largely unused land south of the Strand, along the canal, to establish as a ‘meanwhile use’ outdoor community social event space bringing the area back in to use, opening access to the canal and helping to re-animate the town centre.

The area is a cleared open site that has flexible use with no negative impact on day to day operations of Strand. The meanwhile uses help the community to see the Strand and the town centre in a more positive way and to appreciate the potential for F&B and leisure as well as the development of an evening economy in Bootle.

This meanwhile use site already has temporary container installations, seating and greenery and has already hosted a range of events. A larger events programme of activity is being developed for 2023 ahead of the roll-out of the wider Bootle Strand repurposing works.



Work is now underway to brand the space for a range of different uses and activities throughout the year, capitalising on the canal side location and great connectivity. This includes partnership with the Canal and River Trust to support the reopening of the underutilised canal towpath and animate this section of the Leeds Liverpool (“Bootle”) canal.

The Canalside meanwhile uses site will be a vibrant recreation and leisure area that makes full use of its fantastic setting and brings a new element to Bootle’s local economy.

The Council have also working with NCASS (National Catering Association) who have been brought on board to help facilitate a street food pilot programme including new skills training for aspiring local street food creators. This pilot programme has been supported by the Government’s Department for Business Energy and Industrial Strategy (BEIS), the Nationwide Caterers Association, Hugh Baird College and Everton in the Community.(EITC) and a local business influencer Nisha Katona of the growing Mowgli empire who has expressed excitement and support for the project.

This early initiative has been funded by Sefton Council and the LCRC (Town Centre Commission Fund) and has already held a number of successful ‘test events’ in 2021/2022 that have generated continued interest from national event organisers, community projects as well as the public’s positive support.

This project forms a key catalyst project and first phase of the larger Bootle Strand transformation and wider Bootle town centre regeneration programme. It will help stimulate new uses, encourage and provide a platform for community uses and provide an established venue for events and activities throughout the year.

It is anticipated that the Bootle Canalside project will last for up to 5 years, and in May 2022 Sefton Council approved the business case following planning approval in August 2021 for the development which will provide a site for a range of uses, events and activities on the new outdoor public space created next to the canal. Uses proposed include a brand-new food and drink offer, street-food, market and outdoor events destination as well as a focal point and space for community uses and public events and activities to take place within the heart of the town centre, diversifying uses and generating additional footfall and additional investment.

The new site and temporary installations will enable it to be used flexibly for a range of programmed events and activities throughout the year supporting the local community, generating new business and employment opportunities, encouraging more active lifestyles and access to the canal corridor as well as greening and enhancing the landscaping of the area. The site will include a new pedestrian access to the canal edge, opening it up for activity and use as well as new seating and planters to enhance the area and create a sense of place.



More information about next steps for the Canalside Meanwhile Uses can be found in Appendix 2 to this report.

Community Development & Engagement

The Strand repurposing is a key catalyst project signifying the change and transformation of Bootle town centre. Sefton Council is working with a range of local and regional organisations to help facilitate and drive this programme, including key community and voluntary groups and young people to help inform the project.

Partnership working with key community and voluntary groups within Bootle Strand, including community enterprise development and FE training organisations will generate greater local community capacity and enterprise but also create a more robust and resilient local economy and community - where local people can develop their own business ideas, young people can learn new skills and take advantage of new employment and training opportunities within a supported and nurturing environment.

The concept of child friendly cities is a key component of the Council's ambitions for changing outcomes and addressing the way it engages with the community and how it responds. Events targeting school age children and young adults have been held to engage with and build an emerging Bootle Youth Voice to help inform and engage more effectively throughout Bootle's transformation programme.

Sefton has been working in collaboration with youth organisations, some based in the Strand Shopping Centre, including Y-Kids (Kingsley and Co). This Charity aims to help young people develop emotional resilience and cope with whatever life throws at them, have plans and hopes for their future and skills to make their dreams a reality. They 'Champion Change' through actively engaging with families, institutions and decision makers to promote a positive environment in which young people and our communities can thrive and encourages reading and imaginative learning within their premises in the Strand.



In addition Merseyside Expanding Horizons, based within the Big Onion in the Palatine section of The Strand, offer support and nurturing for self-employment through small business start-ups. The Big Onion work closely with other organisations and services to target individuals looking to develop retail businesses, providing advice, guidance and support for their development and growth in Bootle.

Ellandi, who manage the Strand Shopping centre for the Council day to day, have produced a video outlining the aspirations for building community wealth and social enterprises as part of the offer for the Strand.

<https://vimeo.com/756309880>

Delivery Strategy and Approach

Direct Delivery of Phase 1

To drive momentum and demonstrate the true potential of the Strand and Bootle for investors and businesses, the Council is proposing to directly deliver Phase with public funding from the Government's Levelling Up Fund (LUF) and the Liverpool City Region Combined Authority (LCR CA) as well as other transport and housing funds, including potentially from Homes England.

By ensuring Phase 1 is delivered as soon as possible, the programme can demonstrate the significant benefits that investment in The Strand and the town centre can realise, including 'kick starting' regeneration and delivering improvements to land and rental values all of which will help to make the delivery of the later phases more viable.

The LCR CA is actively engaged with the Council, as part of the project team developing the plans for the re-purposing programme and the Council has submitted a bid to the Department for Housing and Levelling Up for LUF funding.

The existing retail core, in the norther part of the centre, which is largely occupied by large nationals and other high value 'anchor tenants' produces a positive net operating income, whereas the southern area that is the focus of the earlier stages of delivery is primarily negative.

Maintaining the retail core throughout the earlier development phases also provides flexibility to relocate existing tenants within the centre when needed to accommodate works, ensuring the maintenance of the retail core and retention of key retailers, facilitating the delivery of new uses into the centre, including health and education.

Climate Change, Biodiversity and Environmental Sustainability

The proposal to repurpose the existing asset rather rebuilding on the site will result in a significant reduction in the carbon impact of the programme and align with the Council and LCRCA pathway to net zero. The programme aims to embrace sustainable, green principles and will reduce both carbon emissions and energy consumption.

The revitalisation of the Stanley Road corridor - a key green transport route into Liverpool and Southport will improving connectivity, cohesion and the transport infrastructure serving Bootle and beyond.

The proposal for a green biodiversity corridor linking the canal with the new open space, North and South Park and Rimrose Valley will create new opportunities for active lifestyles, promote cycling over other forms of transportation and improve health and wellbeing.



