A new way forward for Court Hey Park

Planning to develop the positive use and offers of the buildings and land formerly occupied by the National Wildflower Centre

Expression of Interest prospectus
An invitation to interested parties to provide their outline proposals to the council
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The recent closure of the National Wildflower Centre is very sad news and the unique attributes of the Centre’s staff, projects and services will certainly be greatly missed by Knowsley Council. Whilst this organisation has concluded its tenure, the buildings and land that it occupied are now available to be put to new exciting uses. Identifying and securing the wide ranging opportunities that these assets can provide is of significance to the Council, especially in light of the priority it has placed on finding new ways of funding and managing all of Knowsley’s public parks and green spaces from April 2019. Therefore establishing and applying pioneering solutions to this newly available potential hub of enterprise in Court Hey Park offers an early insight into how an alternative means of maintaining the wide ranging value of public parks could develop.

Given this driver for change the Council wishes to understand the nature and extent of interested parties who may wish to apply their expertise and resources to establishing a new and sustainable business model that utilises the variety of buildings and land formerly occupied by the National Wildflower Centre; plus potentially the wider Court Hey Park in which these are situated. The Council anticipates that this venture will be of wide interest, with the Council being especially keen to hear from the social enterprise, health and social care, academic, environmental protection, land and property development, business start-ups and the hospitality industry sectors.

Given the Council’s freehold land ownership of the Park and its buildings it has a direct management responsibility to ensure that these vacated public assets are utilised moving forward in a manner that retains their community value, maximises best value to the Council and reflects its strong desire for alternative delivery models (to replace traditional public sector funding arrangements) and its Co-operative Principles. The Council recognises that at least part of any new venture will need to focus on an innovative approach to income generation, with profit margin being an essential factor, to ensure its viability. Given these expectations the Council is very interested to hear from sectors that have not traditionally seen themselves being hosted, or delivering their business, in a public park or green space. The Council expects that a mix of new service offers is likely to be needed in this new approach with the available buildings and land being versatile to accommodate this. Therefore it anticipates that responses to this Expression of Interest may come from consortia formed to demonstrate to the Council how a blend of public, social and commercial value can all be maximised from this opportunity. Ideally involving the creation of a legacy for the National Wildflower Centre.

Appendices

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Introduction

Parks and green spaces make a significant contribution to the quality and sustainability of Knowsley’s neighbourhoods. There is a strong evidence base that quantifies the multiple economic, social and environmental benefits that individual and wider networks of green infrastructure can provide for communities. The Council understands these benefits well and they feature within many of its current corporate strategies and planning policies. These documents, and the actions they have enabled, have steered the development, investment, management and maintenance of Knowsley’s parks and green spaces for a decade. Today all of Knowsley’s residents have access to good, and in many cases excellent, quality parks and green spaces close to their homes and places of work. These positively improve their health and wellbeing, and greatly contribute to the liveability of their neighbourhoods. Importantly such resources also provide a strategic tool through which the Council can market the borough to prospective new home buyers plus encourage business to invest in, and locate to, Knowsley; making it the ‘Borough of Choice’.

To illustrate such worth, Knowsley’s green space assets have been assessed in terms of the economic value they offer the borough. This demonstrates that they:

a. make a £72.8m contribution to Gross Value Added (GVA) - the contribution to the economy through increased profit, reduced costs and salaries etc.

b. have a £231m positive impact on land and property values and
c. provide £129m of other economic benefit through contribution to the broader economic context such as value in terms of improved health, tackling climate change, reducing flood risk or the value that society puts on biodiversity

Whilst such attributes are apparent (and the social, financial and environmental risks associated with their loss are prominent) their traditional method of provision by annual funding by the Council has become unsustainable with a tipping point into notable decline now being reached. This is a national trend, which has been highlighted by the recently published State of UK Public Parks 2016 Report, and has been caused principally by on-going and significant reductions in the funding the Council receives for providing public services by central government. Consequently the functions of the Council that enable these outcomes to be delivered are the subject of substantial further annual revenue and capital budget reductions over the course of the next few years.

Therefore through this Expression of Interest, interested parties are invited to present their outline proposals on how they would use the buildings and land formerly occupied by the National Wildflower Centre in their business models and how this might impact on the use of the wider Park; thereby bringing a fresh, exciting and sustainable undertaking to one of Knowsley’s most well-used, historic and valued parks. This will inform a subsequent dialogue between the Council and those parties that demonstrate, through their Expression of Interest response, that they are either:

a. willing to rent accommodation at the site until April 2019 or
b. likely to fit with the overarching plans of the Council in respect to the future funding and management of Knowsley’s parks and green spaces by having the necessary credentials to deliver their plan and make it a success in the longer term post April 2019

The Council very much looks forward to hearing from you.

Councillor Eddie Connor
Cabinet Member - Neighbourhoods
of the next three financial years (2017/18 to 2019/20); with all of their annual controllable financial resources funding from the Council being withdrawn from April 2019. Without a new approach this will lead to a dramatic decline in the quality of parks and their positive use.

Given this reality, and the Council’s desire to retain and grow the benefits that its parks and green space offer, it has established, through its Protecting the Future of Knowsley’s Parks Notice of Motion 25 January 2017 (see Appendix A), the Knowsley Parks and Green Spaces Review Board. The Board is working independently from the Council during the period March to October 2017 to undertake a full appraisal of alternative funding and management models that could be applied to these public assets as a collective from April 2019.

The purpose of the Board’s work is to identify a tangible delivery model for sustaining Knowsley’s public parks and green spaces forever, whilst negating the need for the Council’s annual controllable financial resource expenditure to maintain their upkeep and deliver their outcomes. Their work is being undertaken against the context of the Council’s current Green Space Strategy policy intent plus a firm focus on the Council’s Corporate Plan and Co-operative Principles (see Appendix B and C), and the associated necessity to consider transformational alternative delivery models. Furthermore the Board is considering the findings of recent national and regional studies including the Council led Liverpool City Region Parks Study, the State of UK Public Parks Reports of 2014 and 2016 and the national Rethinking Parks programme. It will also draw on good practice and innovative case studies across the UK.

Court Hey Park is a cornerstone of the wide ranging public benefits that Knowsley’s green spaces offer. Its landscape features, varied contemporary and historic buildings plus significant community interest provide fantastic resources that need to be fully utilised in the drive to identify and secure new means of funding Knowsley’s parks and green spaces. Therefore the site is seen by the Council as offering a wide range of opportunities to the Review Board’s considerations.

The closing of the National Wildflower Centre places an impetus on the Council to consider how the areas it leased from the Council at Court Hey Park can be put to new and positive use, whilst retaining their public benefit and if possible a legacy for the Centre.

Given these spaces are largely now vacant it is important that the Council takes steps in the near-term to ensure that these are accommodated. However it is acknowledged that the Review Board, and subsequently the Council, may identify a longer-term proposal for their use (post April 2019) that is needed to contribute to the management and development of all of the public parks and green spaces in Knowsley. Such short-term arrangements (pre April 2019) may lead to the basic renting of space that provides an income to the Council that covers its overhead costs for managing the vacated premises. However, the Council is optimistic that through this Expression of Interest proposals will be made that offer much more than this in terms of delivering added social, environmental and public value outcomes with a commercial profit margin for the delivery agent(s) to sustain their presence at the site. So it is the Council’s desire that ideas for such innovative approaches that reflect the Review Board’s mandate will be identified through this Expression of Interest that can be incorporated into the longer-term plans (post April 2019) for managing Court Hey Park in a manner that sustains its value and cascades this into the wider upkeep of parks in the borough.

Therefore the Council is wishing to enter into dialogue with both the parties who have an interest in simply renting space previously occupied by the National Wildflower Centre and those parties who have an interest in working with the Council to identify a new and innovative offer at the site that reflects the Council’s and the Review Board’s priority of completely re-thinking how parks and green spaces are utilised in Knowsley. This Expression of Interest provides the gateway for both types of parties to commence dialogue with the Council during June and July 2017. It is anticipated that the outcomes of these discussions will inform a formal commissioning exercise during September to December 2017 to secure detailed proposals from the:

a. parties the Council identified as offering either the best short-term solution to occupancy at the site or (ideally)

b. parties providing this plus the added-value sought from the Council’s and Review Board’s objectives
Background

Court Hey Park is located within the Metropolitan Borough of Knowsley at its boundary with Liverpool, adjacent to the M62 motorway at Junction 5. Court Hey Park is near Huyton on the A5080 Roby Road. In addition to the former National Wildflower Centre, the park contains open space, mature trees, play areas, bowling-green and cricket wicket. Whitefield Cricket Club, situated in the park, is one of the oldest sporting clubs in Merseyside first established in 1902. The location of the Park and a full description and site plan and its features are provided as Appendix D.

The Park was part of the Lord Derby estate and was acquired by Robertson Gladstone (1805-1875) for a new hall which he built in 1836. Robertson Gladstone was a Director of the Liverpool Manchester railway, which opened in 1830. The original stone sleepers were removed (when the line was upgraded) and used to line the main driveway into the Park and are visible today. Other original features remain including the rose garden, stables and walled garden.

Court Hey Park is a popular park, hosting a range of annual activities and events. The following information is taken from a visitor survey report carried out by Sustaining Places on behalf of Knowsley Council during the summer of 2014:

• Court Hey Park receives an estimated 524,000 visits per annum
• The Park receives on average between 20 and 65 visitors per hour
• 75% of visitors to Court Hey Park are adults, 9% are teenagers and 16% are children respectively and
• 80% of visitors to the site were walking with 10% of visits were by bicycle and 5% were joggers

Regular major events are held in Court Hey Park throughout the year including the Knowsley Flower Show and the Winter Celebration:

• The Knowsley Flower Show regularly attracts between 18,000 and 22,000 visitors to the site across the first weekend of August
• The Winter Celebration attracts around 400 to 600 visitors a year during December and
• The Autumn Scarecrow Festival also attracts around 500 people to the site
During opening hours, these facilities served a core regular client base and occasional visitors to the Park and National Wildflower Centre. The facilities also supported the community activities delivered at the site such as the walking and cycling groups delivered by the Park Ranger and two cycling community/social enterprises that were hosted by the National Wildflower Centre.

The National Wildflower Centre building and stables have supported the following use:

- Offices
- Meetings and exhibitions
- Café
- Retail
- Community use/public access/events
- Car parking c180 spaces

Adjacent to the stable buildings are several units suitable for workshops and storage, either in connection with other activities or stand alone. There is also a secure walled garden area.

In August 1995 planning permission was granted to Landlife for the following at Court Hey Park:

- "Change of use of parkland from to form a national wildflower centre including laying out of areas for gardens, meadows, car park, conversion of existing quarantine buildings and ranger base and erection of glazed foyer structure to form ecological interpretation centre; shop and cafe retaining existing bowling green, cricket pitch and tennis court."

These requirements remain in place and any new proposals for the site may be subject to planning consent.

The National Wildflower Centre was created with the restoration of the original stable buildings and a linear new building (funded by The Big Lottery) aligned to the historic garden walls in 2000. This provided the community hub of Court Hey Park and was formed from the publically accessible external and internal areas of the National Wildflower Centre including its café, external areas and toilets.

Table 1 below shows how frequently survey respondents used Court Hey Park.

**Table 1: Visitor frequency to Court Hey Park**

<table>
<thead>
<tr>
<th>Frequency of use</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than once per day</td>
<td>17</td>
</tr>
<tr>
<td>Daily</td>
<td>12</td>
</tr>
<tr>
<td>More than once per week</td>
<td>27</td>
</tr>
<tr>
<td>Weekly</td>
<td>22</td>
</tr>
<tr>
<td>Fortnightly</td>
<td>2</td>
</tr>
<tr>
<td>Monthly</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
</tr>
</tbody>
</table>


The National Wildflower Centre

Landlife founded the National Wildflower Centre as a Millennium Project at Court Hey Park in 1999. Landlife promoted new wildflower landscapes, learning, creative conservation and better health and wellbeing. The National Wildflower Centre attracted over 30,000 visitors per annum and secured over £21m of investment into its projects. The National Wildflower Centre was created with the restoration of the original stable buildings and a linear new building (funded by The Big Lottery) aligned to the historic garden walls in 2000. This provided the community hub of Court Hey Park and was formed from the publically accessible external and internal areas of the National Wildflower Centre including its café, external areas and toilets.

During opening hours, these facilities served a core regular client base and occasional visitors to the Park and National Wildflower Centre. The facilities also supported the community activities delivered at the site such as the walking and cycling groups delivered by the Park Ranger and two cycling community/social enterprises that were hosted by the National Wildflower Centre.

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These requirements remain in place and any new proposals for the site may be subject to planning consent.

The Council’s Local Plan identifies Court Hey Park as Urban Greenspace and Educational Land, with the Park also designated as a Local Wildlife Site. Further details can be found at https://localplanmaps.knowsley.gov.uk/

A site plan of this area of the Park is provided as Appendix D.
Landlife was placed into Voluntary Creditors Liquidation by its members on the 16 February 2017 and Landlife has now closed all of its trading and operational activities, including those it delivered through the National Wildflower Centre. The lease it held for the land and buildings it occupied at Court Hey Park (the stable offices and Millennium Building) have subsequently been surrendered to Knowsley Council as the freehold owner of the land who is now in direct control of these assets.

Furthermore the Big Lottery Fund has confirmed, given the investment it placed in the Millennium Building and related assets, that it is in support of the Council’s future intentions for developing the site via this Expression of Interest on the basis that the facilities will continue to provide public benefit and that a legacy for the National Wildflower centre is sought. Please note that The Big Lottery will not be involved in any decision making arising from this Expression of Interest.

Therefore, the following areas of Court Hey Park are within the scope of this Expression of Interest:

- Millennium building
- Walled garden
- Offices and rooms within the converted stable block and courtyard
- Garages
- Wider parkland areas, either whole or in part
- Barn (former Seed Barn)
- Car park areas

However, excluded from this Expression of Interest are the following areas:

- Cricket club and pavilion, bowling green and pavilion and tennis courts
- Play areas
- Heritage area (site of the Robertson Gladstone house)
- Mersey Biobank
- Any residential property within the park
A site plan that shows these areas that are now available for new uses, and are therefore relevant to this Expression of Interest, is provided as Appendix D.

The estimated running costs for the buildings subject to this Expression of Interest can be found at Appendix F.

A detailed structural and condition survey has been carried out on the courtyard, garages and Millennium Building respectively. The key findings of this report are provided in Appendix E and the estimated ten year maintenance costs can be found in Table 2 below.

Table 2: Estimated ten year building maintenance costs

<table>
<thead>
<tr>
<th>Maintenance year</th>
<th>Cost £ (excluding VAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>£272,380</td>
</tr>
<tr>
<td>2</td>
<td>£52,645</td>
</tr>
<tr>
<td>3</td>
<td>£33,215</td>
</tr>
<tr>
<td>4</td>
<td>£23,280</td>
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<tr>
<td>5</td>
<td>£150,140</td>
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<tr>
<td>6</td>
<td>£12,940</td>
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<td>7</td>
<td>£19,370</td>
</tr>
<tr>
<td>8</td>
<td>£17,255</td>
</tr>
<tr>
<td>9</td>
<td>£8,870</td>
</tr>
<tr>
<td>10</td>
<td>£22,970</td>
</tr>
<tr>
<td>Total</td>
<td>£613,605</td>
</tr>
</tbody>
</table>

The full structural and condition survey can be provided upon request.

New opportunities

The Council has identified a number of sectors that may have specific interest in developing their business model through the buildings and land now available at Court Hey Park. These are highlighted below, not in any order of priority, along with the reasons why the Council thinks they may be interested.

a. Care and health

Attracting new ideas, initiatives and programmes of physical and mental health across the borough and encouraging community led programmes. Court Hey Park could establish itself as a Care and Health Hub promoting and facilitating organisations and groups in the delivery of events and activities that care for vulnerable members of the community and improve physical and mental health of all those who participate. This could be linked to the development of a care home (option (g) below) and new ideas for a GP Surgery in the Park with health and wellbeing activities managed by on site rangers and prescribed by GPs on site e.g. Legacy Hub Glasgow. Legacy hub services shaped by the community could include a new purpose-built community hall, a nursery, GP surgery, pharmacy, dentist, training and educational facilities and a community café. The hub is central to the community benefits of the site and works towards building confidence and capacity of local people, encouraging all to achieve their potential within their specific field of interest.

b. Community hub

Focused on the needs of the local community and managed by a social enterprise (or established local charity) bringing together social enterprise, local groups and volunteer supported initiatives to deliver a range of amenities (including a community café) and services to local people and visitors to the park. This option has the potential to support delivery of Council services and link into many of the options outlined above.
There are many established park based retail and recreation based attractions that combine food and beverage options with a unique retail offer. Large scale retail attractions such as Trentham Gardens combine a park offer with a wide range of retail, food and beverage options, but working equally well on a smaller scale are Forestry Commission sites such as those at Grizedale and Whinlatter that combine outdoor activities (e.g. Go Ape, running and biking trails) with shop and café facilities. There are also possibilities to explore a ‘destination restaurant’ idea to fully utilise the Millennium Building and potentially support option (e) above.

One option may be the development of a care home within the wider grounds of Court Hey Park to enable the development community led activities and delivery of public value within the land and buildings of the former National Wildflower Centre. This could also support the occupation of the Millennium Building and adjacent properties with ancillary uses such as hairdressing, pharmacy, general shop, café and other community services. Such an offer would serve visitors to the park as well as residents and visitors to the care home. It would enable added public and social value to be secured from the site.

Court Hey Park has been home to several small businesses for over ten years. The Park provides a unique setting for start-up business and small businesses in that it provides a park setting, in architecturally interesting spaces with easy motorway access and convenient public transport. This option could explore links to existing incubator facilities in the area and wider city region and form effective partnerships with them and universities. Specialists in business incubators would be required to manage the site and effectively support new start-up businesses on a path into longer term business premises.

The location has worked well as a conference facility and location for special events. The conference market combined with a quality restaurant / café offer should be explored with supporting special events, including weddings. Such activities require a range of supporting businesses and professions who would benefit from co-locating on site. The existing car park, good internal roads and excellent motorway links all support the case for a destination and visitor focused option.
Court Hey Park is a unique location which offers not only the social and environmental value which has been the primary driver of Landlife since 1997 but also a commercial profit making opportunity. A new approach is needed to harness such business growth potential in order to fund the upkeep of the site properly and allow the social, public and natural habitat attributes of the site to be sustained. As explained in the introduction to this Expression of Interest this reflects the core principles of the method to collectively fund and manage parks across the borough that is currently being researched by the Knowsley Parks and Green Spaces Board.

Since Landlife announced the closure of the National Wildflower Centre in November 2016 the Council has received a range of informal proposals from individuals, community groups, social enterprises and businesses over its future plans for the vacated premises and how they might be able to provide some form of legacy to the Centre’s former presence at the site or bring a completely new approach. Whilst the Council has been pleased to receive these contacts it has been unable to specifically and officially respond to these during the Centre’s close-down processes or indeed explain how it plans to take matters forward. However the Centre has closed and the associated financial and legal matters concluded, therefore the Council is able to explain its intentions for managing the site moving forward.

The Council’s intention is that the premises / land vacated by the national Wildflower Centre will be managed in four distinct phases highlighted and explained below. It is important to note that the residential properties, Whitefield Cricket Club Pavilion, the Bowling Green Pavilion and the premises occupied by Mersey Biobank (all adjacent to the buildings / land previously occupied by the Centre) will remain and are not part of the scope of the premises available for alternative use. The existing play areas, tennis courts and bowling green are also excluded.

- Phase A - Expression of Interest and dialogue with appropriate interested parties (May to September 2017)
- Phase B - Commissioning of parties to take accommodation / land (September to December 2017)
- Phase C - Short-term occupation of accommodation / land (January 2018 to March 2019 – 15 months)
- Phase D - Long-term occupation of accommodation / land (April 2019 onwards)
Phase A - Expression of Interest and dialogue with appropriate interested parties (May to September 2017)

a. During Phase A the Council will seek Expressions of Interest and have dialogue with relevant interested parties. This engagement will inform the Council’s subsequent Phase B formal commissioning / appointment of an organisation(s) in respect to them implementing their Expressions of Interest proposals for using the buildings and land. This commission will either be solely on the basis of them occupying premises for the duration of Phase C (January 2018 to March 2019) or to seek through their demonstration of how their business model will fit to the longer-term overarching objectives of the Council and Review Board to take forward their plans into Phase D (April 2019 onwards)

b. Expressions of Interest will be invited by the Council and replies to this must respond to the lines of enquiry shown below:
   - Reason for interest in the opportunity, identifying the sector(s) represented
   - Outline of the proposal, the method that would be applied to delivering it, projected timescales and key dependencies
   - Expected outcomes of the proposal and when these would be secured (linked to the requirements identified in section 7)
   - Whether the proposal is for Phase C or Phase D, with an explanation as to why this is
   - Relevant experience and resources of the individual(s) or organisation(s) submitting the proposal (and of those who would be responsible for delivering it); and
   - Case studies and references of similar initiatives that demonstrate capability of delivering the proposal and the outcomes these have secured

c. The Expressions of Interest process will be managed in accordance with the timetable shown in Table 3 below and must be submitted via The Chest (see Section 8 of this Expression of Interest)

d. If interested parties wish to visit the Park and discuss the opportunity and their proposals with Council officers in advance of submitting their Expression of Interest this can be arranged by them contacting Lesley Barnabas or Chris Birtles in the Council’s Environmental Sustainability Service email lesley.barnabas@knowsley.gov.uk or telephone 0151 443 2485 / christopher.birtles@knowsley.gov.uk or telephone 0151 443 2480

e. The Council will ask the interested parties it deems to have sufficiently robust credentials and business plan proposals (determined from their Expression of Interest submission) into dialogue during June and July 2017 on how their proposal could be developed. At this time the Council will inform all parties it has dialogue with if their proposals fit with the longer-term Phase D plans

f. The Expressions of Interest responses and subsequent dialogue will inform a formal commissioning process that will take place during September to December 2017 to allow the Council to appoint (in December 2017) a party or parties to occupy the buildings and land for the period of Phase C (and potentially into Phase D) from January 2018

g. During Phase A the parties that have taken accommodation, at the invitation of the National Wildflower Centre and in the buildings that they occupied, will be offered new licences with the Council to occupy areas of the site for the period May to December 2017. The running costs (known costs and estimates can be found as part of Appendix F) of operating this accommodation (e.g. heating, utilities, cleaning and security) will be split on an area occupied basis between the licensees and they will be required to pay this in addition to the monthly rental rate they agree with the Council. These parties need to respond to this Expression of Interest if they wish to be considered for remaining on the site during Phases C and D

h. The Council will use the available premises and land to run part of its Adult Social Care Green Care pilot during May to December 2017. This pilot is an exciting new offer to provide personalised and innovative alternatives for people that are currently engaged within the Council’s Adult Social Care system. Green Care is a collective term used to describe a variety of nature-based activities and interventions which can reduce the need for traditional care and support services. Green Care aims to support the development of self-reliant communities, promoting greater independence, choice and control over which services they use and how they access those services
b. If they have been selected on the basis of their potential involvement in Phase D they will be required to demonstrate how their business model is providing the added values required (and has the potential to grow). This will be assessed by the Council on the basis of their initial business plan proposal and subsequent quarterly performance reports.

c. Phase A occupants must respond to this Expression of Interest so the Council can determine their suitability for inclusion in Phase C and potentially Phase D.

Phase D - Long-term occupation of accommodation / land (April 2019 onwards)

b. Depending on the arrangements that relate to Phase A and B (above) the occupiers of the buildings and land will either vacate or be incorporated into such a new working model.
In responding to the Council’s invitation to express interest in this opportunity it is important that such parties understand the Council’s expectations from their submissions. Respondents’ proposals will be assessed against their ability to deliver against the Vision, Objectives and Outputs identified below.

The Council’s vision for Court Hey Park
Proposals must demonstrate how the interested parties will make a meaningful contribution to achieving the Council’s vision for Court Hey Park in terms of:

- A vibrant public park that offers a destination of choice for the people of Knowsley and the wider Liverpool City Region to receive a full range of social, health, leisure and environmental Place shaping benefits - sustained through a robust business model founded if necessary on a commercial approach.

The Council’s objectives for Court Hey Park
In accordance with this vision, the Council has a number of objectives that it wishes to see reflected in Expression of Interest responses. These importantly have regard to the Council’s Corporate Plan ambitions to develop alternative delivery models in light of the continuing pressures the Council faces as a consequence of increasing demand for services and significant cuts in national Government spending. They also recognise the Co-operative Principles that the Council has committed to following which encourage collective action and co-operation.

a. Community leadership
   The Council seeks to enable a suitable new enterprise, or enterprises, to locate themselves in Court Hey Park

b. Partnership and co-operation
   The Council will work with interested parties to consider how Court Hey Park can play a wider role in the support of Knowsley’s families, communities and businesses

c. Retaining and creating jobs and investment locally
   The Council wishes to build on the enterprise base active within the park, widen the employment and skills opportunities available and bring new ventures to the site that facilitate greater revenue generation that can, in part, be used to sustain the management and maintenance of the whole Park
d. **Building social, public and economic value**
The Council is keen to secure outcomes from the Park that create the conditions for improvements in the economic, social and environmental wellbeing of Knowsley

e. **Empowering residents to take an active role in their communities**
The Council is keen to continue the work to facilitate a greater role for the community in the management of the Park

f. **Delivering the Council’s Green Space Strategy (2015)**
The Council wishes to maximise the ability of the new approach to align its management model and part / all of its sources of income with the running costs of part / all of Court Hey Park

New Business Model outputs
The following key outputs are of interest to the Council, they are not listed in any priority order nor are they mutually exclusive:

a. **Establish a recognised visitor attraction at Court Hey Park**
The Council is interested in assessing the potential of establishing a new visitor offer in Court Hey Park which could reflect the natural habitat and conservation credentials that the National Wildflower Centre was founded on.

b. **Retain a centre of excellence in parks and open space management**
Knowsley has been proud to be the ‘Wildflower Borough’ and has enjoyed the benefits of collaborating with Landlife and the National Wildflower Centre in projects to improve environmental quality and community engagement in Knowsley. The Council would be keen to forge a new relationship of this type and so enable a legacy for the National Wildflower Centre.

c. **Expertise from the borough is frequently ‘exported’ to other parts of the country and internationally**
A centre of excellence in wildflowers, natural environments and creative approaches to environmental challenges is strategically a good fit for Knowsley that has an excellent track record in raising standards in public open spaces and parks across the Borough.

d. **Develop a ‘Community Hub’ offer serving interests of all park visitors**
The Millennium Building and external areas of the former National Wildflower Centre enhanced the visitor experience by offering a shop, café, covered areas and toilet facilities as well as exhibitions and regular community activities and events. The Council is very keen to see this community hub re-established (which may be in a completely different way to what has been seen previously) and is very interested in commercial opportunities that will enable this to happen and flourish.

e. **Develop an ‘Organisational Hub’ offer serving the interests of new uses and occupiers to barns and stable buildings**
Several synergies existed between users and occupiers of the barns and stables and the communal facilities of the former National Wildflower Centre. There are also several known opportunities that could be facilitated within the Millennium Building and former National Wildflower Centre site. As above the Council is very interested to explore new ways of aligning these opportunities through a commercially led business model.

f. **A solution that is consistent with the Alternative Delivery Model for Parks and Open Spaces**
As explained the Council and the Review Board are currently exploring new and innovative ways for sustaining Knowsley’s public parks and green spaces in perpetuity. Therefore, proposals that can be up-scaled or used to support other parks and green spaces will be most welcomed (for Phase D).

g. **Retain and expand employment opportunities on site**
Court Hey Park has facilitated over 20 full and part time roles and many thousands of volunteer days over the last 10 years. The future operation should look to fully explore the use of the buildings and assets within the park for their economic and employment value.

h. **Retain and expand social and commercial outcomes and benefits on site**
The range of public benefits delivered from the many operations within Court Hey Park is extensive and covers many aspects of public benefit important to the Council and the wider community.
Responding to this Expression of Interest

Parties wishing to respond to this Expression of Interest invitation must register to use the Council’s procurement portal called The Chest. Via The Chest they will need to upload an Expression of Interest submission as set out below by 09:00hrs Monday 26 June 2017.

The Council is specifically interested to receive outline information from interested parties against the lines of enquiry shown in Table 4 below. The responses to these points will be considered by the Council in advance of inviting appropriate parties into dialogue over their proposals. There is a 5,000 word limit on the whole Expression of Interest submission i.e. for points (1) to (6) inclusive in Table 4.

Table 4: Expression of Interest lines of enquiry

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Reason for interest in the opportunity, identifying the sector(s) represented</td>
</tr>
<tr>
<td>2.</td>
<td>Outline of the proposal, the method that would be applied to delivering it, projected timescales and key dependencies</td>
</tr>
<tr>
<td>3.</td>
<td>Expected outcomes of the proposal and when these would be secured (linked to the requirements identified in the previous section)</td>
</tr>
<tr>
<td>4.</td>
<td>Whether the proposal is for Phase C or Phase C and D, with an explanation as to why this is</td>
</tr>
<tr>
<td>5.</td>
<td>Relevant experience and resources of the individual(s) or organisation(s) submitting the proposal (and of those who would be responsible for delivering it)</td>
</tr>
<tr>
<td>6.</td>
<td>Case studies and references of similar initiatives that demonstrate capability of delivering the proposal and the outcomes these have secured</td>
</tr>
</tbody>
</table>

Please note that the occupiers of the premises during Phase A will need to respond to this Expression of Interest if they wish to be considered as part of Phases C and D.

For example, the former café and existing gardens provide opportunities for social interactions and meetings and events managed on site and facilitated creative, artistic, health based activities of real benefit to the participants. Proposals should evaluate the delivery of these activities, and further explore opportunities to deepen the range of social outcomes and benefits delivered on site.

i. Retain and improve environmental outcomes on site

Court Hey Park is partly designated as a Local Wildlife Site and is of significant heritage value. The established gardens and mature trees and planting are of significant environmental and ecological value. Consideration should be given to expand the quality of the wider park and the ‘private gardens’ within the Millennium Building boundary.

j. Explore ways of enhancing value and creating new income streams from the park to ensure future sustainability consistent with the wider Park’s Review

The Council is keen to explore how, through a new commercial approach and delivery vehicle, funds generated through the Park’s hosted activities can be aligned to meeting its management and maintenance requirements.
Appendices
Appendix A

Knowsley Council - ‘Protecting the Future of Parks’
Notice of Motion

Proposed by Councillor E Connor and seconded by Councillor G See:

Knowsley Council recognises:

a. that its parks have benefited from significant investment in infrastructure which has enabled these green assets to become the focus for much community activity whilst contributing towards shaping Knowsley the Place
b. the significant and positive impact parks make for the Council and its partners in supporting people to lead healthier lives and so improve their wellbeing; supporting improved educational achievement; enabling social value outcomes; and promoting Knowsley as a prime location to live, work and invest
c. continued investment and community use of these spaces are fundamental to improving outcomes, however, the Council has lost £86m in funding cuts with a further £17m to find over the next three years. Therefore, the Council needs to find a new solution to achieve this given Parks are a discretionary funded service
d. it is no longer sustainable for the Council to provide funding to develop, manage and maintain its parks and with continued funding cuts these will quickly decline and become a cost liability risking closure of some parks which is already happening in some local authority areas across the country
e. co-operative Principles are a Council key priority to address its funding constraints and their application to parks creates an opportunity to explore an alternative delivery funding and management model to deliver social value whilst enabling the Council to better support communities, businesses and environment
f. exploring a new funding and innovative governance model, reflecting the Council’s ethos and priorities, could provide a solution to sustain the wide ranging benefits parks provide to the people of Knowsley in perpetuity

This Council therefore resolves:

a. that an all-party and stakeholder task and finish working group be set up to explore options to create an alternative funding and governance model for parks so that their continued maintenance, development and investment delivers against a host of priority outcomes for the Council, its partners and our communities, and
b. that such a new delivery model will ensure that our parks can be maintained, supported and protected in perpetuity for generations to come

Appendix B

Knowsley Council strategic objectives

Knowsley Council’s Corporate Plan 2017-2020 sets out the Council’s priorities for the next four years. The plan earmarks a step change in the way the Council will do business in order to meet the current financial challenges facing Knowsley. The key strategic objectives in the plan aim to support sustainable growth and reform public services in the borough.

- Priority 1
  Maximise the council’s contribution to education in Knowsley
- Priority 2
  Maximise the council’s contribution to the health and wellbeing of Knowsley residents
- Priority 3
  Provide high quality and sustainable adult social care
- Priority 4
  Accelerate business growth, new jobs and new housing
- Priority 5
  Create a sustainable borough
Appendix C

Knowsley Council co-operative principles

To meet the needs of Knowsley in this increasingly difficult financial climate, the Council must operate in a different way. Building on its long-standing Co-operative Principles, the Council will aim to:

**Be a strong community leader and always champion Knowsley**
Connecting the Council and local communities is important in terms of encouraging residents to play their part. The benefits of promoting and lobbying for Knowsley on a regional and national level are clear.

**Build better partnerships and work with others co-operatively to improve Knowsley**
The Council and its partner agencies have an opportunity to focus on where each can maximise its impact and empower residents to play active parts in their communities.

**Listen to the community when making decisions**
Listening to the community when making decisions is essential in developing genuinely co-produced solutions. The Council has a clear responsibility to do so.

**Spend locally, invest locally and recruit locally to build social value**
The Council aims to prioritise spending, investment or recruitment locally to build social value.

**Help people to be independent, doing more for themselves and each other**
The Council always aims to help people to remain independent of public services, thereby living their lives on their own terms and as an active part of the community.

**Prevent problems occurring or stop them getting worse**
By intervening early or preventing problems occurring, the Council can best enable independence, improve lives, and be more efficient with resources. This approach is best achieved in collaboration with the efforts of partner agencies and the capacity of the Borough’s communities.

**Use the best way of delivering services that leads to improved outcomes for Knowsley**
The Council will continue to look for new ways of working and alternative models of delivery which can enable outcomes for Knowsley to be improved.

Appendix D

Court Hey Park site plans

**Court Hey Park (Liverpool City Region location)**
Court Hey Park (site plan)

A layout of the site are included in this expression of interest can be found below.
Court Hey Park (building plans)

Stable building 1

This building comprises a series of offices, male and female toilets and a conference meeting room with small kitchen. This building is centrally heated with a dedicated gas boiler.

<table>
<thead>
<tr>
<th>Room reference</th>
<th>Area in m²</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/G-1</td>
<td>31.86</td>
<td>Ranger office, meeting room, sink</td>
</tr>
<tr>
<td>1/G-2</td>
<td>7.33</td>
<td>Storage area</td>
</tr>
<tr>
<td>1/G-3</td>
<td>1.88</td>
<td>Doorway</td>
</tr>
<tr>
<td>1/G-4</td>
<td>7.94</td>
<td>Meeting room</td>
</tr>
<tr>
<td>1/G-5</td>
<td>19.94</td>
<td>Office provision</td>
</tr>
<tr>
<td>1/G-6</td>
<td>16.90</td>
<td>Staff room</td>
</tr>
<tr>
<td>1/G-7</td>
<td>6.72</td>
<td>Corridor</td>
</tr>
<tr>
<td>1/G-8</td>
<td>4.19</td>
<td>Doorway</td>
</tr>
<tr>
<td>1/G-9</td>
<td>12.82</td>
<td>Staff kitchen area</td>
</tr>
<tr>
<td>1/G-10</td>
<td>12.39</td>
<td>Office provision</td>
</tr>
<tr>
<td>1/G-11</td>
<td>7.00</td>
<td>Corridor</td>
</tr>
<tr>
<td>1/G-12</td>
<td>34.65</td>
<td>Toilets</td>
</tr>
<tr>
<td>1/G-13</td>
<td>5.47</td>
<td>Toilets</td>
</tr>
<tr>
<td>1/G-14</td>
<td>6.82</td>
<td>Kitchen</td>
</tr>
<tr>
<td>1/G-15</td>
<td>5.87</td>
<td>Storage</td>
</tr>
<tr>
<td>1/G-16</td>
<td>51.08</td>
<td>Conference room/workspace</td>
</tr>
<tr>
<td>1/G-17</td>
<td>16.90</td>
<td>Office provision</td>
</tr>
<tr>
<td>1/G-18</td>
<td>21.80</td>
<td>Office provision</td>
</tr>
<tr>
<td>Total</td>
<td>271.56</td>
<td></td>
</tr>
</tbody>
</table>

Stable building 2

Ground floor

This building comprises three ground floor rooms and a first floor room accessed via a central stairway.

<table>
<thead>
<tr>
<th>Room reference</th>
<th>Area in m²</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/G-1</td>
<td>97.95</td>
<td>Multi-functional space</td>
</tr>
<tr>
<td>2/G-2</td>
<td>15.87</td>
<td>Kitchen</td>
</tr>
<tr>
<td>2/G-3</td>
<td>46.82</td>
<td>Multi-functional space</td>
</tr>
<tr>
<td>2/G-4</td>
<td>16.25</td>
<td>Storage</td>
</tr>
<tr>
<td>2/G-5</td>
<td>15.95</td>
<td>Seed storage space</td>
</tr>
<tr>
<td>2/1-1</td>
<td>49.18</td>
<td>Multi-functional space</td>
</tr>
<tr>
<td>Total</td>
<td>242.02</td>
<td></td>
</tr>
</tbody>
</table>
This building comprises a corrugated tin constructed single storey store, segregated into three main rooms with skylights and solar panels within the roof line. Attached is a brick constructed flat roof storage unit.

<table>
<thead>
<tr>
<th>Room reference</th>
<th>Area in m²</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/G-1</td>
<td>15.93</td>
<td>Store</td>
</tr>
<tr>
<td>4/G-1</td>
<td>71.60</td>
<td>Workshop space</td>
</tr>
<tr>
<td>4/G-2</td>
<td>22.63</td>
<td>Entrance/workshop space</td>
</tr>
<tr>
<td>4/D-3</td>
<td>96.50</td>
<td>Workshop space</td>
</tr>
<tr>
<td>Total</td>
<td>206.66</td>
<td></td>
</tr>
</tbody>
</table>

This building comprises a mixed double and single storey height storage units separated into five separate units.

<table>
<thead>
<tr>
<th>Room reference</th>
<th>Area in m²</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/G-1</td>
<td>84.88</td>
<td>Workshop space</td>
</tr>
<tr>
<td>5/G-2</td>
<td>9.73</td>
<td>Storage</td>
</tr>
<tr>
<td>5/G-3</td>
<td>31.92</td>
<td>Storage</td>
</tr>
<tr>
<td>5/G-4</td>
<td>61.91</td>
<td>Storage/workshop space</td>
</tr>
<tr>
<td>5/G-5</td>
<td>106.21</td>
<td>Storage/workshop space</td>
</tr>
<tr>
<td>Total</td>
<td>294.65</td>
<td></td>
</tr>
</tbody>
</table>
Millennium building

The Millennium building provides 625m² of accommodation. Originally conceived to suit exhibitions (hence each room leading to the next), it has been adapted to suit offices, a shop and café and open space with kitchen.

<table>
<thead>
<tr>
<th>Room reference</th>
<th>Area in m²</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/G-1</td>
<td>69.15</td>
<td>Multifunctional space</td>
</tr>
<tr>
<td>6/G-2</td>
<td>152.63</td>
<td>Cafeteria</td>
</tr>
<tr>
<td>6/G-3</td>
<td>31.87</td>
<td>Kitchen</td>
</tr>
<tr>
<td>6/G-4</td>
<td>13.78</td>
<td>Men's toilets</td>
</tr>
<tr>
<td>6/G-5</td>
<td>10.22</td>
<td>Women's toilets</td>
</tr>
<tr>
<td>6/G-6</td>
<td>5.68</td>
<td>Disabled toilet</td>
</tr>
<tr>
<td>6/G-7</td>
<td>76.30</td>
<td>Gift shop</td>
</tr>
<tr>
<td>6/G-8</td>
<td>11.21</td>
<td>Boiler room</td>
</tr>
<tr>
<td>6/G-9</td>
<td>16.90</td>
<td>Corridor</td>
</tr>
<tr>
<td>6/G-10</td>
<td>6.60</td>
<td>Boiler</td>
</tr>
<tr>
<td>6/G-11</td>
<td>5.02</td>
<td>Storage</td>
</tr>
<tr>
<td>6/G-12</td>
<td>4.56</td>
<td>Storage</td>
</tr>
<tr>
<td>6/G-13</td>
<td>5.08</td>
<td>Storage</td>
</tr>
<tr>
<td>6/G-14</td>
<td>41.92</td>
<td>Office provision</td>
</tr>
<tr>
<td>6/G-15</td>
<td>42.19</td>
<td>Office provision</td>
</tr>
<tr>
<td>6/G-16</td>
<td>40.95</td>
<td>Office provision</td>
</tr>
<tr>
<td>6/G-17</td>
<td>14.04</td>
<td>Office provision</td>
</tr>
<tr>
<td>6/G-18</td>
<td>14.32</td>
<td>Office provision</td>
</tr>
<tr>
<td>6/G-19</td>
<td>31.20</td>
<td>Storage</td>
</tr>
<tr>
<td>Total</td>
<td>593.62</td>
<td></td>
</tr>
</tbody>
</table>

Appendix E

Building survey results

The following represents a short summary of a survey undertaken during the first two weeks of February 2017:

Garages
- Replace defective gutter to left hand garage, clean down stonework and brickwork to adjoining central garage to remove all moss, plant growth etc, allow walls to sufficiently dry out to enable repointing of the stone and masonry walls to a good standard
- Install a suitable pre-cast concrete or galvanised steel inner and outer lintel above left hand garage door opening
- Make good / rebuild stonework to left hand garage front wall upon removal of the embedded timber rail
- Investigate the condition of the concrete lintel above the left hand garage infill window
- Wire brush to remove corrosion from steel beams above the cross wall opening between the left hand and central garage and subsequently paint with an approved zinc enriched primer
- Remove plant growth above the central garage door opening and repoint eaves brickwork to a good standard
- Wire brush to remove corrosion from steel beams above the central garage door opening and subsequently paint with an approved zinc enriched primer
- Rake out and repoint cracking to the perimeter of roof truss concrete padstones to central garage and repair cracking to the left hand party wall front pier incorporating 8mm diameter threaded stainless steel stitch bars resin bonded into brickwork bed joints ta every third vertical course with minimum 40mm cover
- Clean off all corrosion to the exposed steel frame and head beam to the right hand garage to allow inspection and assessment for possible welding steel plates to the base of the exposed columns. Subsequently paint exposed steel with an approved zinc enriched primer paint and
- Locally take down and reconstruct the right hand garage right hand pier fully bonding new brickwork into the existing

The National Wildflower Centre
- Replace pressed steel cappings above the garden masonry boundary wall at the rear with a profile which not only covers the full wall width but provides a projection to prevent water from running down the face of the brickwork
- Clean down the boundary wall brickwork to removal all moss, plant, fungal growth etc and repaint the wall to a good standard
- Rake out and re-form concrete frame movement joints to columns and precast concrete wall panels internally and externally using a suitable flexible joint material e.g. two part polysulphide
- Strip off the green roof construction for the full length of the building to allow thorough inspection of the underlying roof deck to assess condition. Allow at this stage for undertaking concrete tests to determine depth of cover concrete, size / location of steel reinforcement and concrete condition with respect to carbonation and chloride content. This should also include the concrete cladding
• Remediate the concrete frame construction based upon the outcome of the inspection / investigations
• Investigate and review the adequacy of the roof drainage
• Replace the front elevation window frames and independent steel frame fixed back to the structural frame to support the hydraulic louvers if reinstated
• Remove all corrosion to steel frame and remaining steel elements and treat with a suitable zinc enriched painted primer
• Clean down pre-cast concrete cladding to remove all staining and undertake a concrete repair at the base of the right hand corner and
• Inspect and at this stage allow for replacing all flashings at the abutment of the main concrete building and steel frame additions / glazed roofs

There are no recommendations for remedial works of a structural nature required to the converted stable buildings. Works of a maintenance aspect are recommended to rake out and repoint the remaining stone rear wall with BioBank car park and front elevation of the Conference & Training Room as a minimum.

Nursery boundary wall
• Carefully take down and reconstruct an assumed upper 1m high section of the right hand boundary wall between the garages / workshop from the right hand garage rear corner and courtyard wall front corner and securely re-bed the stone coping with consideration given fixing stones to the rebuilt brickwork using resin bonded stainless steel tie bars
• At the right hand garage side wall junction allow for extending the rebuilding to include the poorly bonded / weathered corner brickwork
• Clean down boundary wall brickwork to remove all moss, mould, plant growth etc and treat these affected areas of brickwork
• Allow for checking the stability of the stone copings to all walls and re-bed any stones which are loose / unstable and
• Consider raking out and re-pointing all walls to a good standard replacing any spalled / weathered bricks with suitable dense matching brick

Appendix F

Building running costs

<table>
<thead>
<tr>
<th>Estimated site running costs (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
</tr>
<tr>
<td>Gas</td>
</tr>
<tr>
<td>Water</td>
</tr>
<tr>
<td>Phone</td>
</tr>
<tr>
<td>Security</td>
</tr>
<tr>
<td>Fire alarm</td>
</tr>
<tr>
<td>Waste</td>
</tr>
<tr>
<td>Insurance</td>
</tr>
<tr>
<td>Business rates</td>
</tr>
<tr>
<td>Heating (M&amp;E Maintenance)</td>
</tr>
<tr>
<td>Total (known)</td>
</tr>
</tbody>
</table>

*Please note costs above are indicative of previous site use and other uses will impact on running costs