



# Conservation Management Plan 2018-2028





## Chapter 7: Action Plan





## Introduction

Port Sunlight Village Trust (PSVT) developed this action plan to identify opportunities for and to address risks to the significance, condition and integrity of the heritage in the Port Sunlight Conservation Area, as covered in chapters 3, 4 and 6 of this report and further described in the appendices. The plan was informed by the results of a landscape conditions survey, the exterior conditions survey of the houses, a 2016 householder survey, the findings from a visitor survey completed in 2017, and issues raised by residents and stakeholders during PSVT's robust CMP consultation process.

Arranged by heritage aims and objectives, the plan includes a brief description of a proposal, identifies the party responsible for delivering the work, projects a timescale for completion and where relevant, references national or local policies.

The action plan was written to align with:

- the mission, vision and values articulated in PSVT's strategic plan (2018);
- PSVT's heritage policies (adopted July 2017);
- National Planning Policy Framework (NPPF, 2012);
- Planning (Listed Buildings and Conservation Areas) Act 1990, amended to 2017;
- Climate Change Act (2008);
- Equality Act (2010) and
- Wirral Borough Council's Unitary Development Plan (UDP), adopted February 2000. For a complete list of the UDP sections, see the last page of this chapter.

## The bigger picture and the future

The CMP is part of a suite of core documents for PSVT. Examples include community engagement and communications strategy and with an estate management plan. The estate management plan outlines PSVT's approach to site management and includes policies and actions to maintain high standards in the followings areas: access, safety, maintenance, environmental impact, climate change, biodiversity, conservation, community involvement, marketing and communication.

Please contact Reception at PSVT (0151 644 4800) to request the current list of core documents and to request paper copies of the ones most relevant to your concerns. The action plan will be reviewed annually to reflect current funding and strategic positions and to achieve the heritage aims and objectives.

## Critical actions for the sustainability of heritage in Port Sunlight

PSVT has identified actions that are critical to the sustainability of the organisation in managing the heritage, as well as those that are critical to the sustainability of the heritage itself. These actions are highlighted in yellow.

## Funding

PSVT is ambitious for the future of heritage in the village. PSVT's work will be funded by a combination of revenue, capital investments and fundraising initiatives. PSVT adopted its first fundraising strategy in June 2018.

External stakeholder actions will be dependent upon the budget and priorities for those entities. PSVT will lobby and support stakeholders to ensure the sustainable management of the heritage in the village.

**Aim 1: Protect and conserve the character and appearance of Port Sunlight Conservation Area**

1.1 Be a centre of excellence for heritage conservation and champion best practice materials, methods and standards.				
Actions		Responsibility	Target date	Policy reference
a	Launch PSVT's new 10-year Conservation Management Plan and promote our heritage aims to workforce and key stakeholders.	PSVT	2018-19	
b	Develop and implement an emergency plan.	PSVT	2018-19	
c	Develop a strategy for reinstating lost heritage sites and features.	PSVT	2019-20	NPPF, 2018, Section 12 (137), page 32.
d	Implement and enforce heritage policies across all areas of the organisation.	PSVT	Ongoing	
e	Implement a workforce development programme to ensure our workforce are fit to deliver the new Conservation Management Plan.	PSVT	Ongoing	
f	Develop incentives for supporting and recognising excellence in heritage conservation, including accreditation schemes, grants and case studies.	PSVT External	Ongoing	Conserving and Enhancing the Historic Environment (2014, updated 2/2018)
g	Adopt a policy to manage the care and enhancement of monuments and memorials.	PSVT	2018-19	
h	Identify policy initiatives and lobby central and local government to improve opportunities and resources for care of heritage.	PSVT	Ongoing	
1.2 Advocate for heritage skills and develop schemes to increase access to qualified tradespeople and conveyancing professionals.				
Actions		Responsibility	Target date	Policy reference

a	Work with local conveyancing professionals to increase understanding of heritage policy and best practice in the care and maintenance of listed properties.	PSVT External	2018-19	
b	Develop heritage skills traineeships in partnership with further and higher education organisations and other heritage sites.	PSVT External	2020-21	
c	Promote the value and importance of certified heritage skills tradespeople and professionals.	PSVT	Ongoing	
d	Increase PSVT's approved heritage tradespeople list.	PSVT	Ongoing	
<b>1.3 Deliver a coordinated and consistent programme of maintenance, conservation and improvement for all heritage.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Commission a stock conditions survey for all PSVT commercial, community and residential properties.	PSVT	2018-19	
b	Commission a hydrological survey of the village to better understand the conditions, maintenance and repair work required.	PSVT Wirral Borough Council	2019-20	
c	Audit and re-issue PSVT's specifications and guidance documents for care and enhancement of heritage to comply with current best practice standards.	PSVT	2019-20	
d	Explore the potential to develop survey methodology and analysis through use of GIS (Geographic Information Systems).	PSVT	2019-20	
e	Implement cyclical conditions surveys, and maintenance and restoration programmes for residential properties, monuments and memorials, public realm and community and commercial buildings.	PSVT	Ongoing	
f	Develop and implement new horticultural standards and embrace new efficiencies where possible.	PSVT	Ongoing	

g	Ensure a consistent level of investment in cyclical work across the estate	PSVT	Ongoing	
h	Communicate cyclical work to private owners and businesses to facilitate a coordinated approach, increase access to qualified tradespeople and improve cost.	PSVT	Ongoing	
<b>1.4 Engage stakeholders to inspire and increase awareness of their role in the sustainability of Port Sunlight.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Implement the resident communication strategy	PSVT	2018-19	
b	Launch a new dedicated residents' website for Port Sunlight	PSVT	2018-19	
c	Deliver education and engagement sessions for the Port Sunlight Local Listed Building Consent Order (LLBCO)	PSVT	2018-19	
d	Implement the community engagement strategy	PSVT	2018-19	
e	Publish residents' and tenants' handbooks for Port Sunlight	PSVT	2018-19	
f	Develop and implement a stakeholder engagement strategy	PSVT	2018-19	NPPF Section 8
<b>1.5 Develop and maintain public realm features that are appropriate for the Port Sunlight Conservation Area</b>				
<b>Action</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Develop a public realm improvement strategy, including partnership agreements, design guidelines and maintenance plan for key features.	PSVT Wirral Borough Council	2019-20	UDP Sections CH1, CH2, CH9 and CH26
b	Enhance public realm features through a phased implementation of the improvement strategy.	PSVT Wirral Borough Council	2021-28	UDP Sections CH1, CH2, CH9 and CH26
c	Address poor street lighting provision and broken and uneven pavements.	PSVT Wirral Borough Council	Ongoing	

## Aim 2: Manage change within and around the Conservation Area in a sustainable way

2.1 Work with stakeholders to resolve heritage enforcement issues.				
Actions		Responsibility	Target date	Policy reference
a	Identify high priority enforcement cases.	PSVT	2018-19	NPPF Section 12 (126). Page 30.
b	Review PSVT's restrictive covenants and assess feasibility of enforcement.	PSVT	2019-20	
c	Develop and implement an enforcement strategy.	PSVT Wirral Borough Council	2019-20	NPPF Section 12 (126). Page 30 and Decision Taking, "Enforcement" (207) on page 47.
d	Work with key stakeholders to remove redundant fixtures, including broken street lights, redundant bus stops, bollards and sign posts.	PSVT Wirral Borough Council Merseytravel	2019-20	NPPF Section 12 (126) Page 30
2.2 Mitigate the impact of visitor activity on the community and the heritage. (See Objective 4.3 for actions related to traffic, public transportation and parking. See Action 2.6c for speeding and Action 4.2b for pedestrian crossings.)				
Actions		Responsibility	Target date	Policy reference
a	Enforce PSVT's 'no drones' policy in Port Sunlight.	PSVT	2018-19	
b	Conduct a feasibility study on the impact of World Heritage Site inscription for Port Sunlight.	PSVT	2018-20	UDP Sections: CH1, CH2, CH9, CH26, GR1, GR2, TL1 and TL2
c	Develop and implement visitor etiquette	PSVT	2018-19	
d	Develop and implement a visitor accommodation strategy for Port Sunlight and the local area.	PSVT Chamber of Commerce Wirral Borough Council	2020-22	UDP Sections: CH1, CH2, CH9, TL1, TL2, HS15,
e	Create opportunities for residents to play a key role in the visitor destination.	PSVT	Ongoing	
2.3 Develop 21st-century facilities and services.				

Actions		Responsibility	Target date	Policy reference
a	Ensure the continuation of a community hub facility.	PSVT	2018-19	NPPF Section 8
b	Develop and implement a site master plan for the use of all commercial and community buildings and open spaces.	PSVT	2018-23	NPPF Sections 8, 11 and 12; UDP Sections: CH1, CH2, CH9, CH26, GR2, TL1, TL2
c	Undertake regular household surveys.	PSVT	Ongoing	
d	Undertake regular visitor surveys.	PSVT	Ongoing	
e	Complete the Wharf Street development for new family housing in Port Sunlight.	PSVT	Ongoing	UDP Sections: CH1, CH2, CH9,
2.4 Ensure all new developments are in-keeping with the proportions, palette and character of the conservation area, but discernible as modern improvements.				
Actions		Responsibility	Target date	Policy reference
a	Develop design guidelines for new work, extensions and additions, and public realm.	PSVT Wirral Borough Council	2019-20	UDP Sections: CH1, CH2, CH9, CH26, GR1, GR2, HS4, HS11
b	Site new developments on previously enhanced plots or areas identified for development in Lever's original scheme.	PSVT	Ongoing	NPPF, Section 11: Conserving and enhancing the natural environment, 111
2.5 Improve PSVT's environmental credentials.				
Actions		Responsibility	Target date	Policy reference
a	Develop and implement an environmental strategy.	PSVT	2019-20	NPPF Section 11
b	Map sites identified for improved biodiversity and assess feasibility.	PSVT	2019-20	NPPF Section 11
c	Introduce new uses and planting/maintenance strategies at suitable sites.	PSVT	2019-20	NPPF Sections 11 and 12
d	Develop a 50-year tree management plan.	PSVT Wirral Borough Council	2019-20	UDP Sections: CH2, CH9, CH26, GR1
e	Achieve a Green Tourism Business Gold Award.	PSVT	2019-20	



f	Work with partners to analyse thermal performance of houses and public buildings, and pilot improvement programmes.	PSVT External	Ongoing	Climate Change Act (2008) and Regulations 23, 28 and 40 and Part L1B and L2B of Building Regulations
<b>2.6 Ensure the successful implementation of an anti-social behaviour plan.</b>				
<b>Action</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Introduce signage and bins to reduce dog fouling in Port Sunlight	PSVT	2019-20	UDP Sections: CH2, CH9, CH26, GR1
b	Work with stakeholders to develop initiatives to reduce speeding in Port Sunlight.	PSVT Wirral Borough Council Merseyside Policy	Ongoing	UDP Sections: CH2, CH9, CH26, GR1
c	Work with Merseyside Police to minimise the threat of vandalism	PSVT Merseyside Police	Ongoing	

### Aim 3: Increase understanding of Port Sunlight's significance

<b>3.1 Harness the value of Port Sunlight's heritage as a learning resource.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Commission and implement a learning strategy for Port Sunlight	PSVT	2018-20	
b	Commission research to enhance understanding of the significance of the village, including its planning, design, materials, landscape, use and alteration history, as well as the founder, William Lever.	PSVT External	Ongoing	
<b>3.2 Raise the profile of Port Sunlight's unique heritage and PSVT's conservation work and their relevance to the modern world.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Establish a planned communities network in the UK to promote and advocate for our heritage and communities.	PSVT	2018-19	
b	Develop and implement a three-year marketing and PR plan.	PSVT	2019-22	

c	Write publications and deliver papers at sector conferences.	PSVT	Ongoing	
<b>3.3 Tell the complete story of Port Sunlight's significance.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Commission an interpretive master plan for the village.	PSVT	2018-19	
b	Undertake a feasibility study for a new museum proposition.	PSVT	2019/20	UDP Sections: CH1, CH2, CH9, CH26, GR1, GR2, HS15, TL1, TL2
c	Launch a new Port Sunlight Museum	PSVT	2023-24	
d	Develop a Memorandum of Understanding with key partners and a programme of planned activities.	PSVT	Ongoing	
<b>3.4 Develop Port Sunlight Museum's collection and archive to support PSVT's work.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Work with private collectors and other museums and archives to increase access to their collections.	PSVT	Ongoing	
b	Create a dedicated village archive to support ongoing conservation, maintenance and repair programmes.	PSVT	Ongoing	
c	Ensure collections management and care meets Arts Council Accreditation standards.	PSVT	Ongoing	

#### **Aim 4: Improve Port Sunlight's accessibility for people visiting, working and living in the Conservation Area**

<b>4.1 Ensure accessibility is at the heart of everything we do.</b>				
<b>Actions</b>		<b>Responsibility</b>	<b>Target date</b>	<b>Policy reference</b>
a	Develop and implement a five-year access plan.	PSVT External	2018-23	Building Regulations Part M, NPPF Section 12, UDP Sections CH1, CH2, CH9, GR1, GR2
b	Undertake regular access audits of our buildings, facilities and public realm.	PSVT	Ongoing	

c	Adopt a village-wide approach to increasing access, working with key partners.	PSVT External	Ongoing	Building Regulations Part M, NPPF Section 12, UDP Sections CH1, CH2, CH9, GR1, GR2
d	Implement a workforce development programme to support the needs of our residents, visitors and employees.	PSVT	Ongoing	
e	Ensure PSVT's websites are fully compliant with the Equality Act (2010).	PSVT	Ongoing	Equality Act (2010)
f	Print hand-outs of digital information in large type font to improve access for residents/stakeholders.	PSVT	Ongoing	

#### 4.2 Support elderly residents and residents with disabilities to enjoy a good quality of life.

Actions		Responsibility	Target date	Policy reference
a	Work with key stakeholders and care providers to identify barriers and propose strategies to improve access in and around the site.	PSVT	2019-20	Building Regulations Part M, NPPF Section 12, UDP Sections CH1, CH2, CH9, GR1, GR2
b	Explore options to implement pedestrian crossings at key areas to enable residents to easily and safely access facilities.	PSVT Wirral Borough Council	2019-20	
c	Develop design guidelines for aids and adaptations for residential properties, public buildings and public realm.	PSVT	2019-20	NPPF Sections 7 and 12. UDP Sections CH1, CH2, CH9, CH26, GR1 and GR2

#### 4.3 Develop and implement a transport strategy (ie parking, public transportation links) for Port Sunlight.

Actions		Responsibility	Target date	Policy reference
a	Assess car parking needs for all village stakeholders and identify opportunities for development.	PSVT	2019-20	NPPF Sections 4 and 8
b	Work with Merseyrail and Stagecoach to ensure the village is well served and mitigate the impact of public transport on the community and heritage.	PSVT WBC	Ongoing	NPPF Sections 4 and 8

#### 4.4 Improve signage, information and wayfinding around the site.



Actions		Responsibility	Target date	Policy reference
a	Refurbish and increase the number of finger pointing sites.	PSVT	2018-19	UDP Sections: CH1, CH2, CH9, CH26, GR1 GR2
b	Implement new signage schemes at village entry points to improve the sense of arrival.	PSVT	2019-20	
c	Increase the number of noticeboards and interpretation panels.	PSVT	Ongoing	UDP Sections: CH1, CH2, CH9, CH26, GR1 GR2
d	Better promote guided tours, trails and apps.	PSVT	Ongoing	
e	Position Port Sunlight Museum as the gateway attraction to the village.	PSVT	Ongoing	

### UDP Sections Referenced in the Action Plan

Reference	Description
CH1	Development Affecting Listed Buildings and Structures Policy
CH2	Development Affecting Conservation Areas Policy
CH3	Demolition Control within Conservation Areas Policy
CH9	Port Sunlight Conservation Area Policy
CH26	The Preservation of Historic Parks and Gardens Policy
GR1	The Protection of Urban Greenspace Policy
GR2	Land Designated as Urban Greenspace Proposal
HS4	Criteria for New Housing Development Policy
HS11	House Extensions Policy
HS15	Non-Residential Uses in Primarily Residential Areas Policy
TL1	The Protection of Urban Tourist Resources Policy
TL2	Criteria for Urban Tourism Policy