



Cabinet

Date:	Monday, 7 November 2016
Time:	10.00 am
Venue:	Committee Room 1 - Wallasey Town Hall

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AGENDA

1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Cabinet are asked to consider whether they have any disclosable pecuniary and/or any other relevant interest, in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

2. MINUTES

The minutes of the last meeting have been printed and published. Any matters called in will be reported at the meeting.

RECOMMENDATION: That the minutes be approved and adopted.

LEADER'S UPDATE

3. EXECUTIVE KEY DECISIONS TAKEN UNDER DELEGATED POWERS

Key Decisions – taken under delegated powers. Period 23 September, 2016 (date of publication of last agenda) to date.

- Leader of the Council
Wirral Business Support
Effective from 22 October, 2016
- Cabinet Member for Transport and Infrastructure
Award of Contract for Arboriculture Services – Tree Maintenance
Call-in expires on 31 October, 2016.

CABINET MEMBER REPORTS

4. **HOYLAKE GOLF RESORT (Pages 1 - 8)**
5. **CORPORATE RISK MANAGEMENT POLICY (Pages 9 - 52)**
6. **NOTICE OF MOTION - GREEN BIN COLLECTION CHANGES (Pages 53 - 54)**

At the meeting of the Council held on 17 October 2016 (minute 67 refers), the attached Notice of Motion proposed by Councillor Stuart Kelly and seconded by Councillor Dave Mitchell was referred by the Mayor to the Cabinet for consideration.

In accordance with Standing Order 7 (6), Councillor Kelly has been invited to attend the meeting in order for him to be given an opportunity to explain the Motion.

7. **CLIMATE CHANGE ANNUAL REPORT AND ACTION PLAN 2016 (Pages 55 - 128)**
8. **IT DISASTER RECOVERY SCRUTINY REVIEW (Pages 129 - 162)**
9. **CUMULATIVE IMPACT ON PUBLIC HEALTH SCRUTINY REVIEW (Pages 163 - 196)**
10. **ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

To consider any other business that the Chair accepts as being urgent.

11. **EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following items contain exempt information.

RECOMMENDATION: That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

12. **HOYLAKE GOLF RESORT - EXEMPT APPENDIX (Pages 197 - 318)**

Appendices to agenda item 4

Exempt by virtue of paragraph 3 as they contain commercially sensitive information.

**13. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR
(PART 2)**

To consider any other business that the Chair accepts as being urgent.

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COUNCILLOR PHIL DAVIES
LEADER OF THE COUNCIL

CABINET
7 November 2016

HOYLAKE GOLF RESORT

Councillor Phil Davies, Leader of the Council - Strategic Economic Development, Finance and Devolution, said:

‘Hoylake Golf Resort promises to be an iconic international project bringing new jobs, prosperity and tourists to Wirral, boosting our economy and visitor numbers. Tourism is an important part of our growth plan, and supports our pledges around a vibrant economy and jobs.

This report will take our plans nearer reality by consulting a range of commercial, technical and legal experts who can help us draw up a blueprint and a process for moving forward. I would like to reassure residents and all other interested parties that we will be continuing to consult and talk to people who live in Wirral, to make sure that we are all move forward as partners in delivering these plans.’

REPORT SUMMARY

Following the selection of the Nicklaus Joint Venture Group (NJVG) as the Council’s Preferred Development Partner detailed discussions have taken place to conclude a Development Agreement to take the Hoylake Golf Resort project forward to the Funding and Viability stage. This report updates Members on progress, outlining an indicative timetable for moving forward and seeks Cabinet approval to sign the Framework Development Agreement and formally close the Competitive Dialogue Procurement process. It also requests approval of an additional fee and works budget of £595,969 to allow essential expertise to be retained to advise the Council on a range of commercial, technical and legal aspects of the proposed development. The previous fee budget of £237,000 has been expended. It is also necessary to undertake geotechnical investigations of the Council owned former landfill site at

Greenbank Road to ensure that it can be safely used for a golf course. The total cost of these investigations including specialist supervision and the ground work itself is £252,469 and is included in the total reported above (£595,969). Members are asked to endorse the Council entering into the Framework Development Agreement (FDA). The signing of the Agreement will allow the NJVG to work up a comprehensive Funding Strategy for future Council approval that it is envisaged will trigger the preparation of a full planning application.

The Hoylake Golf Resort project supports the business category of the 2020 pledges and in particular the priority to create a vibrant tourism economy. It also links to the priorities to increase inward investment and create greater job opportunities in Wirral. The report is of greatest relevance to the Hoylake and Meols ward but the wider economic impacts will have implications for all wards. The subject of this report is a key decision for the Council.

Further detail of the Framework Development Agreement provisions is appended together with an assessment of the implications of signing the FDA and the protection measures in place to protect the Council. This appendix is exempt from publication under Schedule 12A of the Local Government Act 1972 due to the commercial sensitivities of that information.

RECOMMENDATION/S

- That Member's authorise the signing of the Framework Development Agreement under the terms reported and the formal closing of the Competitive Dialogue procurement process.
- Members agree that the land required for the purposes of the golf resort be appropriated for planning purposes under Section 237 Town and Country Planning Act 1990. Any objections received following public notice of the intended appropriation and disposals shall be considered by the Assistant Chief Executive.
- That Members agree to a new fee and site investigation works budget of £595,969 to take the project forward as set out in this report.
- Members agree to undertake a geo-technical Site Investigation of the former landfill site at Greenbank Road owned by the Council and the necessary works to ensure the land is suitable for use as a golf resort.
- That once the Funding Strategy has been submitted by the NJVG and assessed by the Council, a further report will come to Cabinet.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure the Hoylake Golf Resort project progresses and that the project has sufficient financial and consultant resource to protect the Council's position and facilitate the appropriation of land for planning purposes.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A range of development options were presented as part of the competitive dialogue process but the solution presented by the Nicklaus Joint Venture Group (NJVG) was rigorously tested and selected as the preferred option. A preliminary public consultation exercise designed to raise awareness of the golf resort concept was undertaken in November / December 2015 and the result of this was made available on the Council's web site. The feedback gained will be considered further and will inform the development of the proposals by the NJVG.

3.0 BACKGROUND INFORMATION

- 3.1 Members will recall a report to Cabinet 20th July 2015 seeking to appoint the Nicklaus Joint Venture Group (NJVG) as the Council's preferred development partner and the outcome of the negotiations to date. The benefits to Wirral of a world class golf resort are many particularly viewed within the wider context of England's Golf Coast which links Royal Liverpool, Royal Birkdale and Royal Lytham into an attractive and highly marketable offer for international and UK based visitors. The addition of a new Nicklaus signature course, hotel and a links course academy lifts the existing offer onto a significantly more attractive level. England's Golf Coast currently lacks a quality hotel on site and the clustering of venues in close proximity together with the links academy will be unique in England. The involvement of international trading names on the golf and hotel fronts will have an immediate positive economic impact creating interest and demand in the area. The NJVG are currently exploring very strong interest from the Celtic Manor Hotel Group which if realised would be a major bonus to an already high profile offer. It would be very difficult to attract bigger names in the golf industry than that of Jack Nicklaus and Celtic Manor.

4.0 FRAMEWORK DEVELOPMENT AGREEMENT

- 4.1 The Framework Development Agreement is the key to moving forward as it will commit the NJVG to funding the preparation of a planning application and all of the associated studies required to support an application of this size and complexity. The Framework Development Agreement is now ready to be entered into by the NJVG and the Council subject to Members approval. The agreement covers how both parties will move forward and all aspects normally associated with agreements of this nature. A summary of the Framework Development Agreement is attached as a confidential appendix to this report.
- 4.2 The resource required to take the project forward to the Funding Strategy stage is as follows.

Heading	Estimated Budget
Former Landfill Site Study and Works	£200,000
Remediation Management and Supervision of Works	£52,469
Sub Total	£252,469
Commercial and Legal Support	
AECOM	£200,000
Legal Fees	£143,500
Total	£595,969

- 4.3 This fee budget represents just over 0.3% of the overall potential development value of the resort (£190m). The benefits to the Council and the wider economy from the completed scheme include increased Business Rates and Council Tax receipts. In respect of the fees the Council has negotiated with the NJVG that, subject to planning permission being approved, NJVG will meet the full cost of the AECOM (Architecture, Engineering, Consulting, Operations and Maintenance) fees (£200,000) and make a contribution of 50% towards the cost of the Site Investigation works equal to a sum of £100,000. Therefore in the event of the scheme securing planning permission the Council support would be £295,969. The planning application in itself will generate a large fee income that would offset the costs associated with determining the application. This would cover the cost of the support from the Merseyside Environmental Advisory Service, Natural England and the Environment Agency which is estimated to be in the region of £40,000.

5.0 APPROPRIATION OF LAND

- 5.1 The land area proposed for the golf resort is predominately agricultural and leisure related land uses within Wirral's Greenbelt. The proposal is for the NJVG to seek planning permission for the golf resort development which, if approved, will change the use of the land to a mixture of hotel, golf courses with associated clubhouse (and other golf related uses), residential and a new access road. The existing land uses are no longer required for the purpose for which it is currently appropriated. For the proper planning of the area approval is requested to appropriate the land shown on the attached plan for planning purposes under section 237 Town and Country Planning Act 1990. Appropriation occurs where the Council hold land for one particular purpose but wishes to declare it will hold the land for a different purpose in the future. By this method the Council is able to clarify the designation of the land in question. Without prejudice to the decision of Members regarding the merits of the planning application this action will also facilitate the carrying out of development which will significantly contribute to the economic well-being of the area.
- 5.2 Section 122 of the Local Government Act 1972 requires the Council to advertise the intention to appropriate open space for two successive weeks in a newspaper circulating in the area. Section 123 of the Local Government Act requires the Council to similarly advertise any proposed disposal of open space land. Any objections need to be notified to the Council for consideration prior to such appropriation or disposal. Approval is requested, subject to there being no objections to approve the appropriation and disposal of the land under the terms set out in the Development Agreement. It is also requested that this decision is delegated to the relevant Portfolio holder who shall then have the authority to determine the appropriation and disposal.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The previously agreed allocation of £237,000 has been spent and an additional allocation of £596,000 is required for the reasons set out in this report. This is to be met from the Business Rates Reserve.
- 6.2 This commitment would be reduced to £296,000 if the scheme progresses and planning approval is obtained. There would be a large fee for the planning application which would also meet the £40,000 required to cover the cost of support from Merseyside Environmental Advisory Service, Natural England and the Environment Agency during the planning process.

7.0 LEGAL

- 7.1 The Framework Development Agreement sets out all the legal parameters relating to the project. An Executive Summary Report is provided in the exempt appendix. Whilst the Development Agreement sets out the roles and responsibilities of the Council and the NJVG in moving the project forward the Council retains at its absolute discretion the ability to withdraw from the project should the Funding Strategy not prove to be acceptable to the Council.
- 7.2 It is necessary that the land be formally appropriated for planning purposes and that the required notices under s122 of the Local Government Act 1972 be served. Also a notice for the disposal of open space with regards to land within the project area be served under s123 of the Local Government Act 1972.
- 7.3 The final bid was evaluated against four criteria (as set out in the invitation to Tender). These were:
- Meeting the Council's vision;
 - The projects deliverability;
 - The projects commercial viability and;
 - The commercial terms offered to the council by the NJVG.
- 7.4 The scoring criteria was outlined in the tender documentation and ranged from zero to five, where zero indicated an unacceptable response from the JV with five being excellent. Three was the mid-range score and this indicated that the submission was relevant and acceptable and the response addressed a broad understanding of the Council's requirements.
- 7.5 The bid was evaluated against the criteria by officers of the Council and members of the retained consultancy team. The scores were moderated across the team and weighted relevant to their importance to the project.
- 7.6 Following completion of the scoring exercise the NJVG's final submission is considered 'relevant and acceptable and addresses a broad understanding of the Council's requirements' in all four of the evaluation criteria, with a score of at least three being recorded for each category.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 The project will continue to be delivered by the Council's Regeneration Team with external specialist support as outlined in this report.

9.0 RELEVANT RISKS

- 9.1 The risks associated with this project and the proposed measures to mitigate risks were reported at Cabinet 20th July 2015. The retention of specialist commercial and legal advice will protect the Council's position and identify key stages within the project at which the Council can re-evaluate the project against the Council's objectives. The Funding Strategy will present financial issues that will require further detailed assessment by the Council. These will be reported to a future Cabinet.
- 9.2 The works to manage the former landfill site will reduce the risk to the Council posed by the existence of the site in relation to possible liability for environmental impairment. These works will have the benefit of additional insurance and the professional indemnity insurance provided by the consultant Engineers.

10.0 PLANNING IMPLICATIONS

- 10.1 The facilities associated with the proposed Golf Resort would be located within the Green Belt (subject to Policy GB2 of the Council's adopted Unitary Development Plan), and within an Area Requiring Landscape Renewal (Policy LAN1, Policy LA3 and Proposal LA4 refer).
- 10.2 The developers must seek to prove that the proposal is of particular significance and importance to merit the "very special circumstances" criteria necessary for building on Green Belt land. This principle is a fundamental policy consideration that must be made to the satisfaction of the Local Planning Authority and is in addition to all of the other planning considerations relating to developments of this nature. The planning application seeking permission must be robust in order to address all concerns and will be considered on its merits in due course.
- 10.3 The National Planning Policy Framework (NPPF) will be an important material consideration alongside the emerging Core Strategy Local Plan. The Proposed Submission Draft Core Strategy Local Plan for Wirral was published in December 2012 and seeks to preserve and enhance the openness and rural character of the Rural Area, subject to national Green Belt controls. The final Core Strategy Local Plan is expected to be published in 2017 before being submitted to the Secretary of State for public examination. The Hoylake Community Planning Forum (Hoylake Vision) submitted their proposed Neighbourhood Development Plan to the Council for publicity and independent examination in September 2015. The draft Neighbourhood Plan and the comments received were submitted to an independent Examiner, who recommended in April 2016 that the plan should proceed to a local referendum, subject to a number of modifications. The local referendum on the Neighbourhood Development Plan for Hoylake, as modified following independent examination, will take place on 1st December 2016.
- 10.4 While a golf course could potentially be consistent with Green Belt policy set out in the NPPF and the Unitary Development Plan (UDP), any new built facilities associated

with the Golf Resort and enabling housing development would, in all likelihood, be classed as ‘inappropriate development’, which is by definition, considered harmful to the Green Belt and should not be approved, except in very special circumstances. Very special circumstances will not exist unless the potential harm to the Green Belt, by reason of inappropriateness and any other harm, is clearly outweighed by other considerations. The intention to approve inappropriate development must be referred to the Secretary of State before planning permission can be granted. Any planning application for the golf resort project would also need to be supported by a range of other assessments including:

- Environmental Impact Assessment (subject to screening)
- Traffic Impact Assessment/Transport Assessment
- Flood Risk Assessment
- Habitats Regulations Assessment (subject to screening)
- A Design and Access Statement
- A Planning and Regeneration Statement

11.0 ENGAGEMENT / CONSULTATION

11.1 An informal consultation exercise was undertaken in November/December 2015. This was to introduce the golf resort concept and was designed to impart basic information regarding the principal scheme elements and the understanding as to how the golf resort could work and how it could be accessed by vehicles and relate to the surrounding land uses. The outcome of this was publicised on the Council’s web site. Further informal consultation will follow once additional survey work has been undertaken and designs have been formulated into a planning application by the NJVG. When the planning application is submitted there will be additional statutory consultation undertaken.

12.0 EQUALITY IMPLICATIONS

12.1 Impact review is attached – <http://www.wirral.gov.uk/my-services/community-and-living/equality-diversity-cohesion/equality-impact-assessments/eias-2010>

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APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	20th July 2015

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**COUNCILLOR
ANN MCLACHLAN
CABINET MEMBER FOR
TRANSFORMATION, LEISURE
AND CULTURE**

CABINET
7 November 2016
CORPORATE RISK MANAGEMENT
POLICY

Councillor Ann McLachlan, Cabinet Member – Transformation, Leisure and Culture said:

‘Effective risk management is a key element of good corporate governance. As with other areas of governance the Council’s approach to managing risk has improved greatly in recent years.’

‘But it is important that our approach supports how the Council is seeking to deliver the outcomes in the Wirral Plan and reflects developments in good practice’.

REPORT SUMMARY

This report confirms the process behind the annual update to the Council’s Corporate Risk Management Policy and sets out the factors that have influenced its development in particular the application of risk management to support delivery of Wirral Plan strategies. The Policy was approved by Audit & Risk Management Committee on 26 September. In accordance with Cabinet’s ultimate responsibility for corporate governance Members are invited to consider and formally adopt the Policy on behalf of the Council

This matter affects all Wards within the Borough.

RECOMMENDATION

That the revised Corporate Risk Management Policy be formally adopted.

SUPPORTING INFORMATION

1.0 REASON FOR RECOMMENDATION

- 1.1 The adoption of a refreshed Risk Management Policy is a key element of the Council's improved approach to managing risk

2.0 OTHER OPTIONS CONSIDERED

- 2.1 None. Changes within the Council and in good risk management practice make it appropriate to adopt a revised Risk Management Policy.

3.0 BACKGROUND INFORMATION

INTRODUCTION

- 3.1 The Council, like all organisations, has to deliver its objectives in the face of a complex and increasingly dynamic environment. The uncertainty created by that environment presents it with both opportunities and threats. So having a robust and effective framework for addressing risk and uncertainty is vital to the authority's success.
- 3.2 Amongst the Council's key values and behaviours are that it will be 'risk aware, not risk averse'. This makes the need for an effective approach to handling risk even more important.
- 3.3 The purpose of a risk management policy is to set out an organisation's overall attitude to risk and uncertainty, to confirm its commitment to managing risk, to provide a high level view of the risk management process itself and to set out corporate requirements around how risk is to be handled. It is a key element of any organisation's overall risk management framework.

THE PROCESS

- 3.4 Several significant developments with implications for the Council's approach to managing risk have taken place in the past year. Chief amongst these are the adoption of the Wirral Plan, a new Operating Model, a revised Transformation Programme with improved governance arrangements and move towards integrated reporting. These have been taken into account in the revised Policy document following discussions with the relevant teams.
- 3.5 Participation in the 2015 CIPFA/Alarm risk management benchmarking exercise confirmed further progress in the Council's risk management framework but highlighted areas where improvement was still needed. Other areas for improvement were identified in the annual Internal Audit investigation into the Council's risk management framework. These too have influenced the content of the revised Policy
- 3.6 As required by the governance structure for risk management the revised Policy was considered by the Strategic Leadership Team (SLT) on 13 September and was approved by Audit & Risk Management Committee on 26 September.

PROPOSED CHANGES

- 3.7 All amendments are highlighted in shaded text within the body of the document.

ACTION PLAN

- 3.8 To respond effectively to changes within the Council and the Wirral Partnership and to address the areas for improvement highlighted by the benchmarking exercise in the Internal Audit report will require the implementation of a number of actions. These are set out in page 29 of the draft policy.

NEXT STEPS

- 3.9 If adopted by Cabinet the Policy would be signed by both the Leader of the Council and the Chief Executive in order to demonstrate commitment from the top of the organisation.
- 3.10 The Policy would be disseminated through roll out the Council's revised approach to business planning, through presentations to Wirral Plan Pledge Strategy Groups, publication on the Council Intranet and through completion by managers and staff of the mandatory risk management e-Learning courses.
- 3.11 The Policy will be reviewed in 2017. The review process will draw upon any further changes to the governance and structure of the Council the output from future Internal Audit reports and wider developments in good risk management practice.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from this report

5.0 LEGAL IMPLICATIONS

- 5.1 Adoption of the Policy will support compliance with Regulation 3 (c) of the Accounts and Audit Regulations 2015.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 Improvements to the Concerto system referred to within the action plan on page 29 of the Policy will require some input from IT services.

7.0 RELEVANT RISKS

- 7.1 Implementation of the policy could be frustrated by the limited capacity within the Risk & Insurance team. This risk will be mitigated in part by the use of Risk Champions and through support from officers in other teams (for example Policy Performance & Scrutiny, Internal Audit and Organisational Development) in the delivery of key components of the policy.
- 7.2 If the management of risk is not considered as a standard part of the planning and delivery of strategies services and programmes it would limit the benefits envisaged in the Policy. Commitment from the Council's political and executive leadership will help to avoid this. Compliance with the policy will be verified through regular audits. In the longer term the cultural change needed would be achieved at least in part through training for officers and Members.
- 7.3 The incorporation of risk management practice into all areas of Council business will inevitably place some additional demand on the capacity of officers and Members. But this impact should be limited by incorporating risk management into existing Council processes wherever possible.

8.0 ENGAGEMENT / CONSULTATION

8.1 Consultation undertaken in drafting the revised policy is as indicated in paragraphs 3.4 – 3.6

9.0 EQUALITY IMPLICATIONS

9.1 There are no direct equality implications

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APPENDICES

Corporate Risk Management Policy 2016

REFERENCE MATERIAL

Not applicable

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Audit & Risk Management	26 September 2016
Corporate Risk Management Policy	18 March 2015
Corporate Risk Management Policy	28 January 2014
Corporate Risk Management Policy	
Cabinet	
Corporate Risk Management Policy	4 June 2015
Corporate Risk Management Policy	13 March 2014

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RISK MANAGEMENT POLICY

Performing, Improving



Current Document Status					
Version		Approving Body	Cabinet		
Date		Date of formal approval			
Responsible officer(s)	Mike Lane	Review date	February 2016		
Document Location					
Version History					
Date	Version	Author/Editor	Comments		
08/06/2016	0.1	Mike Lane			
22/08/2016	0.2	Mike Lane	Takes account of comments from Policy & Performance team		
31/08/2016	0.3	Mike Lane	Takes account of comments from Transformation team		
13/09/2016	0.4	Mike Lane	Takes account of comments from Strategic Leadership Team		
Equality Impact Assessment Record					
Date	Type of assessment conducted	Stage/level (where applicable)	Summary of actions taken/decisions made	Completed by	Impact Assessment review date
Corporate Quality Assessment Record					
Date	Insert date				
Completed by	Insert name(s)				
Document Retention					
Document retention period			Five years in hard and electronic copies		

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1. Policy Statement

We accept that uncertainty and risk are inevitable features of the environment in which the Council and its partners seek to deliver its ambitious vision for the area set out in the Wirral Plan. We believe that how successful we are at dealing with the risks we face can significantly impact on the achievement of our priorities and the trust placed in us by the community and we will work to manage these risks down to an acceptable level.

However, we appreciate that uncertainty also presents opportunities and that we must innovate if the Council is to meet the challenges that it faces. We believe that risk management should not stifle innovation, but rather should support the taking of risks, provided that they are understood, actively managed and justified.

We also recognise that the increasing pace and complexity of the environment in which the Council operates could create combinations of events that cannot reasonably be envisaged. So we will also act to improve agility and organisational resilience.

Our goal is to become a risk aware organisation, in which risk management is fully embedded in all aspects of the Council's business.

We plan to achieve this goal by:

- Establishing clear roles, responsibilities and reporting lines within the Council and the wider partnership for risk management;
- Encouraging maturity and candour in discussions between officers and members about the uncertainties associated with our objectives
- Incorporating risk management into the Council's decision making and operational management processes;
- Reinforcing the importance of effective management of risk through training and provision of opportunities for shared learning;
- Incorporating risk management considerations into Strategy and Business Planning, Commissioning, Shared Services, Project Management, Partnerships, Alternative Delivery Mechanisms and Procurement Processes;
- Monitoring our risk management arrangements on a regular basis;

LEADER OF THE COUNCIL

CHIEF EXECUTIVE

CLlr Phil Davies

Eric Robinson

Risk Management Policy

2. Background

The Wirral Plan: A 2020 Vision sets out an ambitious vision for the borough in the years ahead.

Everything we do is focused on achieving this vision and ensuring that we deliver the best possible outcomes for the community, whilst ensuring that we provide good value for our stakeholders.

Effective governance arrangements are essential to help us achieve that vision and risk management is a key element of those arrangements. How successful we are at dealing with the risks that we face has a major impact on our ability to deliver our Plan.

We recognise that our plans and objectives have to be delivered within a complex and increasingly dynamic environment. The interplay of social, political, economic and technological change creates uncertainty which poses threats to the delivery of the Council's vision, but also presents us with opportunities. Effective risk management will help ensure that we are resilient and able to withstand any threats that emerge and exploit opportunities for improvement.

3 Drivers for Change and Improvement

Over recent years, the authority has made significant progress with improving the incorporation of risk management into the governance of the Council. This point was evidenced in a 2015 CIPFA Risk Management benchmarking exercise, which concluded that risk management was “*working*” across the organisation. However, further improvements are needed to ensure that the Council keeps pace with developments in good practice and derives the maximum benefit from the time, energy and resource invested in managing risk.

In a local authority context, good risk management is largely concerned with helping Members and officers to make better strategic and tactical choices. The scale of the decisions which need to be taken in the coming years, about the very nature of our organisation, its role and how it relates to the community, make it more critical than ever for the Council to have a robust approach to addressing risk and uncertainty.

This corporate policy will ensure that there is clarity on what we are trying to achieve with, and through, risk management and an agreed corporate process by which risk management is carried out.

In revising this policy we have drawn on the guidance contained in the current British Standard for risk management, as well as output from Internal Audit reports and the 2015 CIPFA Risk Management benchmarking exercise.

4. Why we need a risk management policy

It is important that we have a clear policy so that -

- Everyone has a good understanding of the terminology we use in relation to risk and risk management
- Everyone has a common understanding about the purpose, structure and approach to risk management
- Everyone is clear about their responsibilities in relation to risk management
- There is a consistent methodology to identify and assess the key risks and opportunities associated with our aims and objectives
- There is clarity around the arrangements for reporting information on risks
- Risk management is embedded into all our business processes.

5. What are the aims of our policy?

- To embed risk management into the culture of the Council.
- To support the Council's value of being 'risk aware, not risk averse'
- To integrate risk management with other management practices to ensure that risks are managed effectively at strategic and operational level and for all key programmes and strategies.
- To identify and effectively manage the key risks facing the Council.
- To maximise the opportunities for the achievement of objectives and minimise the risk of service failure.
- To ensure that we learn from risk failures to improve risk management awareness, systems and processes.
- To support Members and officers in carrying out their responsibilities.
- To support the decision making process at all levels within the Council.
- To ensure that effective risk management arrangements are in place to support the Annual Governance Statement and corporate governance arrangements.
- To support compliance with the requirements of the Account & Audit Regulations 2011.

6. What are the principles that underpin our policy?

- **Risk management should be systematic and structured:** The approach should be consistently applied within the Council. To help ensure that outputs are both reliable and comparable and to give managers increased confidence to make effective decisions.
- **Risk management should be based on the best available information:** The inputs should be based on available information sources such as experience, subject knowledge, expert judgement and projected forecasts. Managers should be aware of any limitations to the data or divergence of opinion among specialists.

- **Risk management should explicitly address uncertainty:** It should be used to help clarify the nature of uncertainty affecting decisions and how it might be treated.
- **Risk management should be part of decision making:** To help Members and officers choose the option that is most appropriate for the Council in terms of its risk appetite and ability to manage risks effectively.
- **Risk management should take into account organisational culture, human factors and behaviour:** It should recognise the capabilities, perceptions and intentions of external and internal people that might hinder attainment of Council objectives.
- **Risk management should create and protect value:** It should contribute to the demonstrable achievement of objectives and maximize overall business and commercial benefits. It should support corporate governance, be integrated with management processes, provide assurance to stakeholders and reflect legislative and compliance requirements.
- **Risk management should be tailored:** It should be proportionate and scaled to address the internal and external circumstances.
- **Risk management should be transparent and inclusive:** Management and stakeholders should be actively involved so that risk management remains relevant and up to date.
- **Risk management should be dynamic, iterative and responsive to change:** It should continually identify and respond to changes effecting the operating environment by having an open, positive culture that encourages managers to disclose, discuss and respond to risk.

7. What benefits can we expect to see?

Improved business planning: through the use of risk-based decision making processes for establishing priorities and objectives

Enhanced corporate performance: by identifying and addressing threats to achievement there is an increased likelihood of achieving objectives, both across the Partnership and within the Council itself. More informed decision-making, added value across service areas and improved service delivery that matches organisational priorities, an increased number of targets achieved and improved internal controls

Improved financial performance: improved forecasting and support for a balanced approach to the setting of balances and reserves, more effective allocation and use of resources for risk treatment, providing value for money, assets safeguarded, reduced level of fraud and increased capacity through a reduction in decisions that need reviewing or revising

A more balanced approach to risk: as well as understanding and tackling the most significant threats to the Council's objectives, there would be a greater awareness of the opportunities which are available and an increased willingness and ability to exploit them fully

Better outcomes for the community: as risk management focuses us to consider potential impacts if the risk were to occur for the council and the wider community. So, if risks are successfully managed, this could lead to improved customer relations and increased public satisfaction, confidence and trust

Improved corporate governance and compliance: greater adherence to legal and regulatory requirements, fewer regulatory visits, reduction in legal challenges and an improved corporate governance statement

Improved insurance management: reduction in the number and costs of claims and uninsured losses, containing the cost of insurance premiums.

Improved organisational resilience: fewer disasters and surprises and an enhanced ability to recover quickly from those that might occur

More effective partnership arrangements: maximising the benefits from our relationships with public, private and voluntary sector partners

8. How Risk Management is Governed

Ultimate responsibility for the effective management of risk rests with Cabinet and the Leader of the Council as part of their wider responsibilities for effective corporate governance. The Cabinet Member for Transformation, Leisure and Culture is responsible for oversight of improvements to the risk management framework.

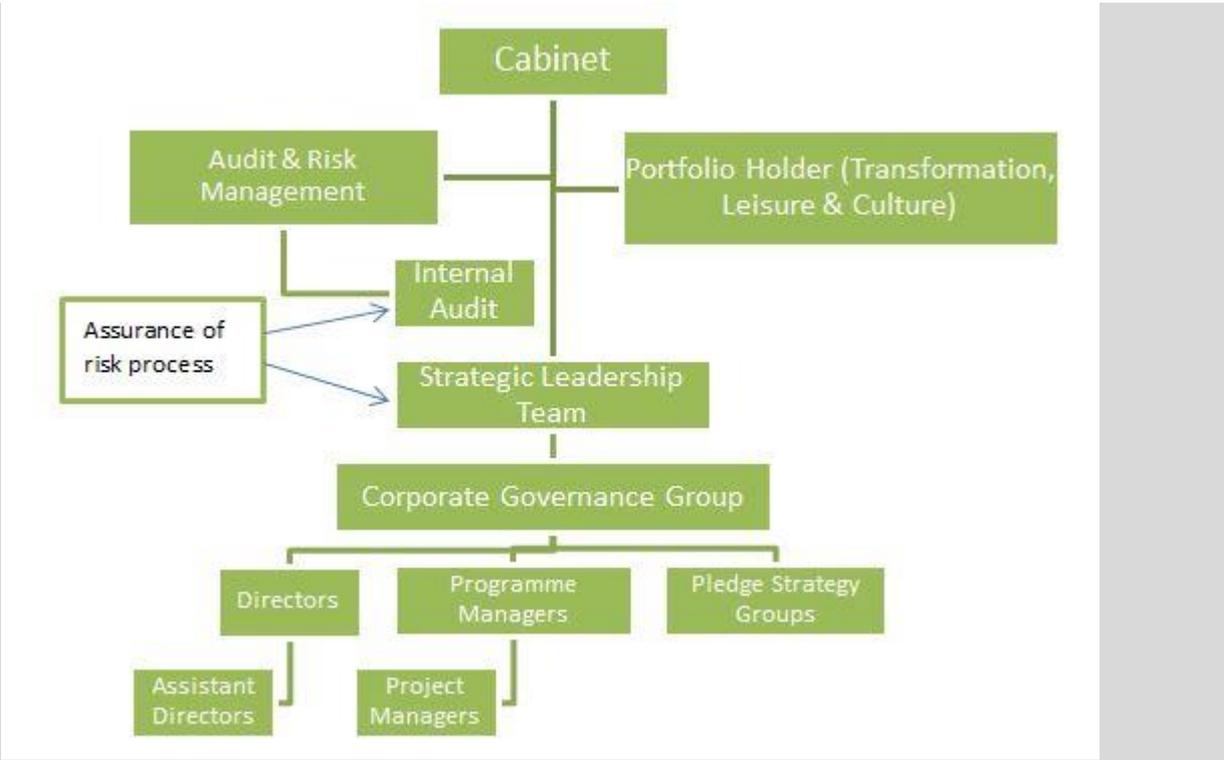
The Risk Management Policy and action plan are approved by the Strategic Leadership Team and by Audit & Risk Management Committee and are adopted by Cabinet on behalf of the Council. They are subject to review on an annual basis and will be communicated to all those with a responsibility for managing risk.

The Council’s Annual Governance Statement is informed by a review of the governance framework undertaken by Internal Audit, which includes a review of the effectiveness of the risk management framework. The Chief Executive and Leader of the Council endorse the statement and this is presented to the Audit and Risk Management Committee for approval.

Internal Audit undertakes an annual assessment of the Council’s risk management maturity using a CIPFA framework. The audit programme is directly informed by the Council’s key risks.

Individual managers are responsible for managing the risks associated with their service, strategy or project objectives, but will escalate specific risks in accordance with the risk escalation criteria.

The Strategic Leadership Team maintains an overview of the Council’s risk profile.



9. Application of the Policy

This policy applies to Council Members and to Officers at all levels.

The management of risk applies to all of the Council's business processes and should inform all areas of activity, including, but not limited to:

- Setting strategic objectives → Wirral Plan
- Setting business objectives → Strategies and business plans
- Budget setting process → investment and savings decisions, establishing levels of balances, evaluating bids for capital funding
- Developing policies and strategies
- Programme and project management
- Establishing and managing Alternative Delivery Mechanisms
- Workforce planning
- Procurement exercises

10. The Risk Management Process

The risk management process is intended to ensure that the key risks to achieving our objectives are identified and managed. Too little awareness and management of these key risks can adversely affect our performance. But attempting to mitigate all possible risk could divert too many of our limited resources away from providing services. Between these two extremes is a turning point, a balanced area of high performance through the sensible management of risk. This is the status the Council aims to achieve through implementation of its Risk Management Policy.

Communication and Consultation

The risk management process cannot be effective without an appropriate level of communication between all internal and external stakeholders. This will require engagement with all those who have an interest in the risks to our objectives, at whatever level we are assessing. This may include the public, our partners, programme and project boards, sponsors, management teams and other specialists, whose assistance may be beneficial when identifying and evaluating risks.

Communication and consultation should occur at all stages of the risk management process.

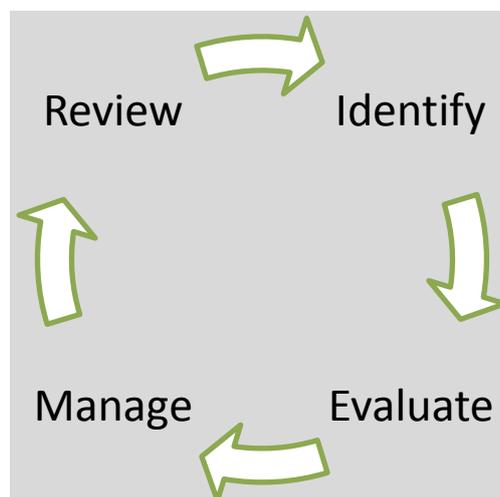
Establishing the Context

Establishing the context defines the basic parameters for managing risk and sets the scope and criteria for the rest of the process. This first stage is an essential precursor to core process. It should involve consideration of:

- The external and internal operating environment
- What we are looking at, strategic or service objectives, programme/project or partnership objectives, budgets or policies, procurement or commissioning, options for decisions.
- Who will be involved, be they internal or external stakeholders. They should all be considered as they may have an interest in or a valuable contribution to add to the rest of the process
- Who will be responsible for the process: define responsibilities for review, monitoring and reporting
- The risk criteria and appetite, whether it is political, economic, legal, environmental, etc. The impact criteria to be included and how they will be measured
- If looking at partnership risk, which partner's processes will be adopted

The Core Risk Management Process

The Council has a four-stage process for managing risks, shown in the graphic below.



This process provides Officers and Members with an improved understanding of the risks that could affect the achievement of their objectives and the adequacy and effectiveness of existing controls. It also provides the basis for decisions about the most appropriate approach to be used to tackle risks.

The process will be applied to all key business processes, including:

- Setting strategic and service objectives and priorities
- Creating business cases for programmes and projects
- Managing Wirral Plan pledge strategies
- Procuring and/or commissioning goods or services
- Setting of short and medium term budgets
- Establishing or refreshing policies and strategies

The core process should be dynamic and applied continuously.

Stage 1: Identification

The Council defines a risk as:

“An uncertainty that could have adverse or beneficial effects on the achievement of objectives”

This initial stage of the process sets out to identify the exposure to these uncertainties. Risks will be identified in relation to the objectives for the service area, project, strategy or activity. So it is important that those objectives are clear and meaningful.

Risk identification should be a continuous process. However, there are times when formal identification exercises should be undertaken. The table below indicates when they should be carried out, why they are necessary and who should undertake this task.

Activity	When	By Whom
Wirral Plan	A strategic risk analysis will be undertaken as part of a strategic options appraisal, to inform decisions about priorities and objectives.	Strategic Leadership Team
Wirral Plan Pledge Strategies	Initial high level risk identification will be undertaken as part of the development of the strategy, to inform the action plan. After action plans have been set more detailed identification of the key threats to their delivery will be undertaken.	Pledge Sponsor and Strategy Delivery Groups
Service Plans for Business Support and Delivery Units	After operational objectives have been set, to establish the key threats to their delivery.	Assistant Directors
Establishment of programmes and projects	During the development of business cases the key risks to delivery of the programme/project will be identified, to inform the decision as to whether to proceed. Additionally during Programme Definition and Project Initiation full risk management will be applied	Programme Manager and Project manager
Development of alternative delivery mechanisms	During the development of business cases, to inform the decision as to whether to proceed.	Officer(s) responsible for development

Activity	When	By Whom
Procurement or commissioning exercises	During the development of business cases, to inform the decision as to whether to proceed and how the exercise will be conducted.	Officer(s) responsible for the exercise
Development/updating of policies or strategies	During the drafting of the document, to give decision-makers an understanding of the threats to its delivery	Officer responsible for producing the document
Resource allocation	During the development of options for investment or reducing resources, to inform decisions around which to select	Officer responsible for developing the options
Producing Committee reports on key decisions	Prior to drafting of the report, to give Members an understanding of the risks and benefits associated with different options.	Report author

A variety of tools are available to complete the identification stage of the process, including brainstorming workshops, one-to-one interviews and reviewing ‘lessons learnt’ logs. Reference to standard risk categories can also be helpful and a list of categories relevant to strategies and business plans is shown in **Appendix B**.

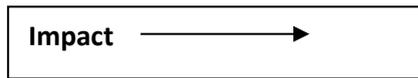
Each risk identified will be allocated to a risk owner who is accountable for its management. In respect of Corporate risks, the risk owner will be a member of the Strategic Leadership Team.

Stage 2: Evaluation

In order for us to make informed decisions about how best to use our limited resources to tackle risks, we need to understand their relative significance. This will be done by evaluating risks in relation to their likelihood and their impact.

The significance of all risks will be evaluated using the 5 by 5 likelihood and impact matrix adopted by the Council shown below. Evaluation of risks to the delivery of programmes and projects will use different definitions of impact and likelihood to those for used for risks to Pledge strategies and business plans.

Wherever possible, evaluation will be undertaken by a range of stakeholders with an interest in the strategy, service, project, partnership or other initiative and a consensus reached. This will help to avoid the assessment being skewed by the views any one individual.



	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	5 Very low impact but very high likelihood	10 Low impact but very high likelihood	15 Medium impact but very high likelihood	20 High impact and very high likelihood	25 Very high impact and very high likelihood
High (4)	4 Very low impact but high likelihood	8 Low impact but high likelihood	12 Medium impact but high likelihood	16 High impact and high likelihood	20 Very high impact and high likelihood
Medium (3)	3 Very low impact and medium likelihood	6 Low impact and medium likelihood	9 Medium impact and medium likelihood	12 High impact but medium likelihood	15 Very high impact and medium likelihood
Low (2)	2 Very low impact and low likelihood	4 Low impact and low likelihood	6 Medium impact and low likelihood	8 High impact but low likelihood	10 Very high impact but low likelihood
Very Low (1)	1 Very low impact and very low likelihood	2 Low impact and very low likelihood	3 Medium impact and very low likelihood	4 High impact but very low likelihood	5 Very high impact but very low likelihood

Step 1 – Current Risk

Once the risk has been identified and defined, the current (also called *residual*) risk score will be calculated. This score is a measure of the risk as it is today, taking account of what is currently in place to manage (i.e. mitigate) it. Understanding what controls are already in place and their effectiveness is a vital part of the evaluation and these will be considered before judgements are made on impact and likelihood.

The potential impact of a risk will be judged in relation to its consequences (effects) and the current controls, action or management arrangements in place. The likelihood of a risk occurring will be judged by considering the risk description and the current controls, action and management arrangements that are in place.

The results of the evaluation of impact and likelihood will be recorded in the risk register.

Step 2 - Unmanaged Risk

Once the current risk score has been calculated, the risk will be re-evaluated to consider the position if there were no controls, actions or management arrangements in place. This is done to establish the unmanaged (also called ***inherent***) risk rating. The difference between the Unmanaged and the Current risk scores helps to demonstrate the value of the existing controls, but should prompt consideration of whether all of the controls are required. It may be possible to identify risks which are over-controlled and where resources presently used for control could be freed up.

Stage 3: Management

Under the management stage, responses (controls) are selected for risks and plans are developed to implement those controls.

The broad nature of the possible responses to a given risk is shown in the following table:

Risk Management Response Strategies
Mitigate – Reducing the scale of the risk in order to make it more acceptable, by reducing the likelihood and/or impact.
Accept – Recognizing that some risks must be taken and responding either actively by developing appropriate contingency arrangements or passively doing nothing except for monitoring the status of the risk.
Transfer – Identifying another stakeholder better able to manage the risk, to which the responsibility can be passed.
Avoid – Eliminate the uncertainty by making it impossible for the risk to occur (e.g. discontinue activity), or by executing a different approach to eliminate the risk.

Resource and Cost / Benefit Analysis

The responses to the risks identified need to be appropriate, achievable and affordable. There will be some occasions when the cost of the response will outweigh the benefits to be gained from the proposed course of action. So an assessment of the cost / benefit of implementing the response will be carried out as part of the management stage. In determining the most appropriate response to a risk, care should be exercised to ensure that the response selected does not create other risks. The resourcing of risk controls should be considered as part of business and financial planning.

Any control selected for implementation will be made the responsibility of a given individual (the control 'owner'). The owner and the planned implementation (target) date will be recorded in the relevant risk register.

Target Risk

When the management response and implementation plans have been determined the risk will then be re-evaluated to determine the Target Risk Rating. This evaluation will take into account all of the controls (existing and additional) that were identified earlier in the management stage.

This provides an estimate of the future rating that will be achieved when all the controls (both existing and planned) have been implemented. This information will also be recorded in the risk register.

Stage 4: Review

The environment in which the Council operates is dynamic and the management of risk needs to be also. To support the risk management process strategy, service, project and other risk registers will be kept up to date.

The reviews of risk registers will involve;

- Identifying potential new risks and the controls already in place to help mitigate them. Considering whether additional controls are needed.
- Reviewing the effectiveness of the existing controls for risks already on the register.
- Reviewing control actions that were scheduled to be carried out and considering whether any additional actions should be implemented.
- Re-evaluating the current and target scores for likelihood and impact in relation to existing risks, by reference to the effectiveness of the existing controls and progress in implementing additional controls.
- Reviewing contingency arrangements in response to changing internal and/or external events
- Considering whether any risks on the register no longer present a threat and should be removed
- Considering whether any risks on the register should be escalated (or de-escalated) in accordance with the criteria shown below.

Responsibilities for Review

The following table highlights how the Council’s review process will operate:

What	By Whom	When
Corporate Risk Register	Strategic Leadership Team	Quarterly
Risk Registers for Service Plans for Business Support and Delivery Units	Directors and Assistant Directors	No less than once a quarter.

What	By Whom	When
Programme Risk Registers	Programme Boards	As indicated in the relevant governance arrangements. But no less than once every 4 weeks.
Project Risk Registers	Project Boards	As indicated in the relevant governance arrangements. But no less than once every 4 weeks.
Wirral Plan Pledge Strategy risk registers	Pledge Sponsor and Strategy Delivery Groups	No less than once a quarter

In undertaking reviews, those responsible will take account of the results of internal and external audit reports.

Following each review, the relevant risk register will be updated. A copy of each updated Business Plan and Pledge Strategy risk register will be provided to the Risk & Insurance Officer and the Performance Management team.

In addition to the continuous review process outlined above, risk registers for service plans and pledge strategies will be reviewed annually as part of the corporate planning process.

11. How We Will Record Risks

Information on risks will be recorded in risk registers. The different levels of risk register that we will maintain are shown below -

Corporate risk register

This register is the responsibility of the Strategic Leadership Team and will be maintained by the Risk & Insurance team.

Business Plan risk register

These registers are the responsibility of each management team and will be maintained by the relevant Director or Assistant Director.

Programme

These registers are the responsibility of the relevant Programme Sponsor and will be maintained by the Programme Manager

Project

These registers are the responsibility of the Project Sponsor and will be maintained by the project manager

Wirral Plan Pledge Strategies

These registers are the responsibility of the Pledge Sponsor and Strategy Delivery Groups.

To help ensure that risk information is captured in a consistent format, a standard risk register template will be used. A copy of the template is shown at **Appendix C**.

Programme and project risk registers will be maintained in the Council's 'Concerto' system.

12. How We Will Determine Whether Risks Are Acceptable

It is vital that we have a consistent approach to evaluating the significance of risks and that those responsible for managing them understand the boundaries of acceptability and the thresholds for escalation and for reporting to senior managers and to Members.

Political and executive leaders have undertaken an exercise to consider the acceptability of many of the most critical risk areas faced by the Council. This work confirmed that overall the leadership is prepared to confront a significant degree of risk to pursue delivery of the Wirral Plan. However, there is less willingness to accept risks involving significant potential adverse effects on people (whether employees or the public) or interruption to service delivery.

At an operational level, the significance of a risk will be determined by two factors – its likelihood and its impact. Each of these factors has a value of between 1 and 5. When mapped onto the Council’s risk matrix shown on page 11, the values indicate which of 3 categories the risk falls into – red, amber or green.

In broad terms, the response to risks in each category will be as shown in the table below:

Risk Colour	Risk Level	Descriptor	Action Required
Green	Low	Minor risks that are well controlled and/or which have a modest impact.	Additional control actions are unlikely to be needed. But the risk needs to be kept under periodic review.
Amber	Medium	Important risks that may potentially affect the achievement of operational or strategic objectives and/or the delivery of key services	The introduction of additional control actions should be considered. For risks with a high or very high impact, a contingency plan may be necessary.
Red	High	Critical risks which are likely to significantly affect the achievement of operational or strategic objectives and/or the delivery of key services.	Immediate action to address the risk should be considered. The risk should be kept under regular review.

13. Escalation of Risks

Critical to the effective management of risks is the reporting of information to the appropriate level of management. To ensure that risks are considered at the appropriate level, the following criteria have been established:

Corporate Risks

Risks at this level will be managed by the Strategic Leadership Team (SLT) and will have the following characteristics:

- Risks identified by the SLT and/or Members which impact directly on the Wirral Plan outcomes or objectives.
- Corporate or cross cutting issues that are likely to impact upon more than one service.
- Strategic issues that are likely to have an impact on the medium to long term goals and tend to link to the priorities and objectives in the Wirral Plan.
- Risks at business plan, programme/project or pledge strategy level that if realised would impact on the Wirral Plan priorities and objectives and/or which need intervention by SLT or Cabinet.
- Risks with significant financial, service or reputation impact that require SLT overview and management.

Programme Risks

Risks at this level tend to be identified and managed by Programme Boards. Risks assigned to this level will have the following characteristics:

- Risks that have a wide-ranging impact on the objectives of the programme as a whole, but which can be managed by the Programme Board
- Risks with a significant impact on the objectives for a particular project but which require Programme Board intervention.

Business Plan Risks

Risks at this level tend to be identified and managed by the relevant management team. Risks assigned to this level will have the following characteristic:

- Risks that impact solely on the objectives for an individual business plan
- Risks of potentially wider impact but which can be managed effectively by the management team.

Pledge Strategy Risks

Risks at this level tend to be identified and managed by the service management team. Risks assigned to this level will have the following characteristic:

- Risks that impact solely on the outcomes for the individual strategy
- Risks of potentially wider impact but which can be managed effectively within the strategy.

Project Risks

Risks at this level tend to be identified and managed by project boards or teams. Risks at this level will have the following characteristic:

- Risks that impact on individual project objectives and which can be managed by the project board, manager or team.

The escalation of risks to the Corporate Risk Register is considered by the Strategic Leadership Team in a quarterly review. The Team will review the issue against the escalation criteria and take appropriate action. This may include:

- Escalating the risk and adding it to the Corporate Risk Register for monitoring and reporting to Members.
- Incorporating the risk into an existing entry on the Corporate Risk Register if the risk is related to it, for ongoing management and review.
- De-escalating the risk to business plan, pledge or programme level for ongoing management and review.

14. How Risks will be reported

It is important that we are clear about what information on risks and opportunities is to be reported, the format for this and to whom and when it should be reported. The following table summarises our reporting arrangements:

Stakeholder(s)	What information do they need?	How will this be provided?	When will this be provided?
Cabinet	<ul style="list-style-type: none"> • A detailed, current knowledge of the principal risks and opportunities facing the Council, the principal controls and their effectiveness 	Inclusion of key risks in integrated performance reports Inclusion of a risk assessment in the Medium Term Financial Strategy	Quarterly (in line with the Performance Management Framework) Annually
	<ul style="list-style-type: none"> • A working knowledge of the corporate risk management framework and its effectiveness 	Publication of the Corporate Risk Management Policy document. Publication of the Annual Governance Statement	Annually Annually (in September)

Stakeholder(s)	What information do they need?	How will this be provided?	When will this be provided?
Audit & Risk Management Committee	<ul style="list-style-type: none"> A detailed, current knowledge of the principal risks and opportunities facing the Council, the principal controls and their effectiveness 	Presentation of the full Corporate Risk register Updates on management of the Corporate risks	At least annually Each meeting of the committee.
	<ul style="list-style-type: none"> A detailed knowledge of the corporate risk management framework and its effectiveness 	Publication of the Corporate Risk Management Policy document Regular updates of progress towards implementation of the risk management action plan An assessment of the Council's risk management maturity from Internal Audit	Annually Each meeting of the committee Annually
	<ul style="list-style-type: none"> An understanding of compliance with the corporate risk management policy by services, strategy groups and programmes 	Publication of the Annual Governance Statement Publication of Internal Audit reports on individual service areas	Annually As determined by the Internal Audit programme
Overview & Scrutiny committees	<ul style="list-style-type: none"> A good, current knowledge of the principal risks associated with the areas for which they are responsible for providing scrutiny, the principal controls and their effectiveness 	Inclusion of key risks in integrated performance reports	Quarterly (in line with the Performance Management Framework)

Stakeholder(s)	What information do they need?	How will this be provided?	When will this be provided?
Portfolio Holder (Transformation, Leisure & Culture)	<ul style="list-style-type: none"> A detailed knowledge of the corporate risk management framework and its effectiveness 	Publication of the Corporate Risk Management Policy document Updates of progress towards implementation of the Risk Management Strategy Publication of the Annual Governance Statement Reports to Portfolio Holder briefings	Annually Each meeting of Audit & Risk Management Committee Annually (in September) As required
	<ul style="list-style-type: none"> An understanding of individual service areas compliance with the corporate risk management policy 	Publication of Internal Audit reports on individual service areas	As determined by the Internal Audit Plan
Strategic Leadership Team	<ul style="list-style-type: none"> A detailed, current knowledge of the principal risks facing the Council the principal controls and their effectiveness 	Updates on progress in managing existing Corporate risks (as part of the quarterly review)	At the end of each quarter
	<ul style="list-style-type: none"> An understanding of significant emerging risks 	A summary of significant new risks (as part of the quarterly review)	At the end of each quarter
	<ul style="list-style-type: none"> A good knowledge of the corporate risk management framework and its effectiveness 	Publication of the Annual Governance Statement An assessment of the Council's risk management maturity from Internal Audit	Annually (in September) Annually (in September)

Stakeholder(s)	What information do they need?	How will this be provided?	When will this be provided?
Directors	<ul style="list-style-type: none"> • A detailed, current knowledge of the principal risks and opportunities associated with the areas for which they are responsible, the principal controls and their effectiveness • An understanding of significant emerging risks and opportunities • A good understanding of adherence to the corporate risk management policy by those the areas for which they are responsible 	<p>Summaries of risks from Assistant Directors.</p> <p>Risks highlighted within Internal Audit reports</p> <p>Publication of Internal Audit reports on individual service areas</p>	<p>No less than once a quarter.</p> <p>As determined by the Internal Audit Plan.</p> <p>As determined by the Internal Audit Plan.</p>
Assistant Directors	<ul style="list-style-type: none"> • A detailed, current knowledge of the principal risks and opportunities associated with the areas for which they are responsible, the principal controls and their effectiveness • An understanding of significant emerging risks and opportunities • A good understanding of adherence to the corporate risk management policy by those the areas for which they are responsible 	<p>Summaries of risks and opportunities from managers and, where relevant, Internal Audit reports.</p> <p>Publication of Internal Audit reports on individual service areas</p>	<p>No less than once a quarter</p> <p>As determined by the Internal Audit Plan</p>

Stakeholder(s)	What information do they need?	How will this be provided?	When will this be provided?
Programme Boards	<ul style="list-style-type: none"> A good understanding of the principal risks and opportunities presented by the programme 	An assessment of risks and benefits	As part of developing the business case for the programme
	<ul style="list-style-type: none"> A detailed, current knowledge of the principal risks to delivery of the programme 	Presentation of the programme risk register	As determined by the Programme governance arrangements, but not less than once every 4 weeks
	<ul style="list-style-type: none"> A good understanding of the risk management arrangements 	Inclusion of risk management arrangements in the Outline Business Case	As part of the business case.

15. Roles and Responsibilities

The Council is a large and complex organisation. So it is important that we are clear about what should be done and who it should be done by. The table below details the roles and responsibilities in relation to risk management for all stakeholders.

We will communicate these through the distribution of this policy, the provision of training and the issue of guidance.

Stakeholder	Role and Responsibilities
Leader of the Council and Cabinet Members	<p>Role: To oversee the effective management of risk as part of good corporate governance.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Adopt the Council’s risk management Policy and ensure that risk management is delivered on behalf of the Cabinet by the Chief Executive and the Strategic Leadership Team. • Drive the effective management of risk and a positive risk culture from the top of the organisation • To work with SLT to define the Council’s risk appetite and risk criteria • Ensure that a corporate risk register is established and that this is regularly monitored. • Consider risk management implications when taking decisions.
Portfolio Holder– Transformation, Leisure and Culture	<p>Role: To provide leadership and efficient, co-ordinated and commissioned management of risk management.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Oversee the development, implementation and review of the Council’s risk management arrangements
Audit & Risk Management Committee	<p>Role: To provide independent assurance of the Council’s risk management framework and associated control environment. To act as the Member champion for risk management (Chair).</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Consider the risk management policy, strategy and associated action plan • Monitor, review and scrutinise the effectiveness of the Council’s risk management framework and its implementation. • Consider the effectiveness of risk management arrangements and any improvements required as indicated in the Annual Governance Statement • Consider the adequacy of the authority’s insurance and risk financing arrangements • Receive and challenge quarterly reports on the Corporate Risk Register from the Strategic Leadership Team • Approve the Internal Audit Plan • Receive and consider Internal Audit reports on risk management • Receive assurances that action is being taken to mitigate key risks identified by internal and external auditors

Stakeholder	Role and Responsibilities
Corporate Governance Group	<p>Role: To support the embedding of strong governance arrangements across the Council</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Review and challenge corporate performance and risk management arrangements, and support SLT in ensuring that performance and risk management are aligned with the aims, priorities and objectives contained in the Council’s policy framework, strategies and plans • Consider areas of good practice and propose improvements to the Council’s risk management framework • Challenge senior management on how Directorate risks are identified, defined, evaluated and managed, including the plausibility of mitigating actions. • Support SLT in refreshing the Corporate Risk Register and recommend potential changes to SLT. • Propose the escalation of risks from Business Plans, Strategies and Programmes to the Corporate Risk Register.
Overview and Scrutiny Committees	<p>Role: To oversee the effective management of risk in those areas of service for which they provide scrutiny.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Receive and challenge reports on risk management, including relevant risk registers • Gain an understanding of the key risks affecting the areas for which they provide scrutiny and ensuring that sufficient action is being taken to control them. • Consider risk management implications when making recommendations to Cabinet
Strategic Leadership Team	<p>Role: To ensure that the Council manages risk effectively.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Agree the risk management framework and the arrangements for the management of strategic/corporate risks • Lead and co-ordinate the delivery of the risk management framework, including the nomination of a SLT lead on risk management. • To work with Cabinet to define the Council’s risk appetite and risk criteria. • Identify, monitor and take ownership of strategic / corporate risks • Establish a culture and working practices which promote openness and learning in relation to the management of risk • Review the effectiveness of the risk management framework and make arrangements to address any improvements needed • Advise Members on effective risk management and ensuring that members receive regular monitoring reports.

Stakeholder	Role and Responsibilities
<p>Directors</p>	<p>Role: To manage risk within their area of the organisation in line with the Council's risk management policy.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Ensure that risks to the objectives for their areas of responsibility are identified and evaluated and that action on them is prioritised and implemented. • Scrutinise and sign off the risk register for their area. • Ensure that the key risks for their area and the effectiveness of associated controls are reviewed on a regular basis • Report significant risks to the Risk & Insurance Officer to be considered by the Strategic Leadership Team for possible escalation to the Corporate Risk Register • Provide regular reports on significant risks to the relevant Overview & Scrutiny Committee. • Take responsibility for the production, testing and maintenance of Business Continuity plans and allocation of resources. • Ensure that a culture of risk awareness is embedded across their area of the organisation.
<p>Risk & Insurance Officer / team</p>	<p>Role: To support the effective management of risk throughout the Council.</p> <p>Responsibilities</p> <ul style="list-style-type: none"> • Design and drive the implementation of the Council's risk management framework, policy, strategy and process. • Provide the Council with consultancy and advice on risk management. • Lead, co-ordinate and develop risk management activity across the Council with the support of the Risk Champions. • Ensure that officers and Members are adequately trained in risk management tools and techniques. • Facilitate risk identification and evaluation workshops. • Assist management teams to identify evaluate and record key risks to service, project and partnership objectives. • Provide quality assurance and challenge of risk information provided by directorates and services. • Ensure that the corporate risk register is regularly reviewed by the Strategic Leadership Team. • Collate and manage the Council's Corporate Risk Register. • Undertake an annual review and update of the Risk Management Policy and Strategy for consideration by the Strategic Leadership Team and Audit & Risk Management Committee. • Ensure that the Council's approach to risk management fits within the Council's overall policy, strategy and performance ethos.

Stakeholder	Role and Responsibilities
Risk Champions	Role: To provide a focus for and co-ordinate risk management activity across their area of the organisation.
	Responsibilities <ul style="list-style-type: none"> • Provide support on risk management. • Encourage staff to embed risk management principles into their daily work • Identify training needs in relation to risk management and reporting these to the Risk & Insurance team • Co-ordinate information on risks and opportunities • Maintain risk registers • Share examples of good risk control practice and lessons learned
Assistant Directors	Role: To effectively manage risk in their service area in line with the Council's risk management policy.
	Responsibilities <ul style="list-style-type: none"> • Ensure that risks to the objectives for their area of responsibility are identified, evaluated and addressed. • Produce and regularly review a register of those risks, including the implementation of control measures. • Report significant risks to the relevant director in line with the Council's escalation criteria. • Guide their staff in risk assessing their priorities at the beginning of the year and ensuring they identify risks that may affect their ability to deliver their objectives. • Communicate the corporate approach to risk management to managers. • Support the Risk Champion with identifying the training needs of staff. • Ensure that managers and employees are aware of the corporate requirements and seek clarification from the Risk Champion, when required.
Pledge Sponsors and Strategy Delivery Groups	Role: To oversee the effective management of risks to the delivery of individual pledge strategies.
	Responsibilities <ul style="list-style-type: none"> • Ensure that risks to the delivery of the strategy are identified, evaluated and addressed. • Produce and regularly review a register of those risks, including the implementation of control measures. • Report significant risks to the Risk and Insurance team in line with the Council's escalation criteria

Programme and Project Boards	Role: To oversee the effective management of risk within programmes and projects.
Programme and Project Managers	Responsibilities <ul style="list-style-type: none"> • Set and confirm the programme/project’s risk appetite • Understand the key risks to delivery of the programme/project objectives and ensure that sufficient action is being taken to manage them • Make decisions as regards risk response options proposed by project managers • Maintain oversight of the continued viability of the programme or project’s business case. • Propose the escalation of risks in line with the Council’s risk escalation criteria.
Internal Audit	Role: To effectively manage risks to the programme and project in line with the Council’s risk management policy.
Employees	Responsibilities <ul style="list-style-type: none"> • Identify and evaluate risks of and to any proposed project as part of the development of the business case. • Ensure that key risks to project objectives are identified, evaluated and managed • Undertake regular reviews of the project risk register throughout the lifecycle of the project. • Report key risks and potential responses to the Project Board on a regular basis • Identify and propose the escalation of risks to the programme level in line with the Council’s risk escalation criteria.
	Role: To provide independent and objective assurance in relation to the Council’s risk management arrangements.
	Responsibilities <ul style="list-style-type: none"> • Conduct reviews into the effectiveness of the risk management framework and its application. • Undertake an annual evaluation of the Council’s risk management maturity. • Produce a risk based audit plan that takes into account key strategic, operational and project risks across the Council • Ensure robust risk management techniques in their audit work.
	Role: To contribute to the effective management of risk.
	Responsibilities <ul style="list-style-type: none"> • Contribute to the identification and evaluation of key risks for their area. • Contribute to risk control measures, where appropriate. • Report promptly to management potential new risks or failures in existing control measures. • Supporting continuous service delivery and any response to business disruption.

16. Performance Management and Risk Management

Performance Management is “...a process and set of behaviours to support the partnership in delivering outcomes that improve the lives of Wirral residents”. (Wirral Plan Performance Management Framework)

By contrast, risk management is the process of identifying and managing matters that could impact on the delivery of outcomes. Although, both processes are different in emphasis, they share the same goal - the achievement of organisational objectives. Risks cannot be identified without an understanding of priorities, objectives and targets. Equally, the setting of performance targets needs to be informed by an understanding of the risks which may threaten performance.

So it is important, that the risk management framework is developed to take account of and to support the Council’s performance management framework.

The links between the performance management process and risk management are detailed in the following diagram:



17. How does this policy relate to other Council policies?

Corporate Health & Safety Policy: sets out the Council's broad approach to the management of risks to health and safety

Business Continuity Policy: defines the approach to and requirements for managing risks to the continuity of Council services

ICT Security Policy: indicates the Council's broad approach to the management of information security and sets out the key control actions to be undertaken to manage risks to information security and ICT equipment.

Financial Regulations: cross reference the corporate Risk Management Policy and set out the requirements for managing resource-related risks

Council Constitution:

Contract Procedure Rules: – confirm the rules around procurement which act as controls in relation to procurement risk

Financial management: – confirms the key controls adopted to ensure effective financial planning and management

Risk Management and Control of Resources: – confirms the need for effective risk management and the controls intended to achieve this.

External Arrangements: - requires an agreement to be in place for each partnership, the development of which is to be subject to a risk management process to establish and manage all known risks

Code of Corporate Governance: summarises how the Council will deliver the six principles of effective governance and how the risk management framework contributes to this.

Performance Management Framework: sets out the Council's approach to performance management and its links with risk management.

18. What Level of Capability Do We Want to Achieve?

Our current ambition is to increase the number of key areas of our framework evaluated as 'Risk Managed' (Level 4 of the CIPFA document - "It's a Risky Business: A Practical Guide to Risk Based Auditing").

19. What Additional Actions Are We Going to Take to Achieve This?

The following have been informed by the output from the 2015 ALARM/CIPFA Benchmarking exercise and the March 2016 Internal Audit report on risk management.

Action	Target Date
Embed the Wirral Plan performance management framework	Quarter 3 2016/17
Implement enhanced risk management arrangements for the Transformation Programme.	December 2016
Introduce risk management arrangements for Wirral Plan pledge strategies	Quarter 3 2016/17
Implement revised risk management arrangements to support the new Operating Model	Quarter 3 2016/17
Identify risk champions	October 2016
Provide training to risk champions	December 2016
Revise e-Learning modules for managers and employees	March 2017
Review functionality of Concerto in relation to the capture, analysis and reporting of information on risks to business plans and pledge strategies.	March 2017

20. What Resources Will We Need?

We recognise that, particularly in the current financial environment, our Policy will need to be delivered within existing resources. Key officer resources will be the Risk & Insurance team and the Risk Champions. However, implementation of the Policy will also require input from functions across the Council, including Internal Audit, Policy, Performance & Scrutiny, Health, Safety & Resilience and the Change Team.

21. How Will We Evaluate Our Progress?

Progress reports on the above actions will be provided to each meeting of the Council's Audit & Risk Management Committee.

Internal Audit will undertake an annual assessment of the Council's risk management maturity, using the framework contained in the CIPFA document - "It's a Risky Business: A Practical Guide to Risk Based Auditing". This will be reported to the Strategic Leadership Team and to Audit & Risk Management Committee.

Appendix A - Glossary

Control

A measure that mitigates a risk, including any process, policy, device, practice, or other action

Control Owner

Individual responsible for the maintenance of an existing control or the implementation of a additional control

Corporate Governance

The systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities

Current risk score

Assessment of the combined scores, for the likelihood and impact of the risk happening, **after** taking into account any controls in place to manage the risk.

Impact

The evaluated effect or result of a particular risk happening

Likelihood

A qualitative description of the probability or frequency of the risk happening

Risk

An uncertainty that could have adverse or beneficial effects on the achievement of the Council's objectives

Risk Appetite

The amount and type of risk that the Council is prepared to seek, accept or tolerate in pursuing its objectives

Risk Management

Co-ordinated activities to direct and control an organization with regard to risk

Risk Management Policy

A statement of the overall intentions and direction of the Council relating to the management of risk

Risk Matrix

A graphical table which facilitates the risk analysis process, showing the scales of likelihood and impact and plot risk scores

Risk Owner

The person responsible for the objective which would be affected by the risk

Risk Register

A summary of information relating to the risks to the achievement of an objective or set of objectives

Unmanaged risk score

Assessment of the combined scores, for the likelihood and impact of the risk happening, **before** taking into account any controls in place to manage the risk.

Appendix B – Risk Categories

Categories are widely used to identify sources of risk. Some will be of greater concern at the corporate/strategic level and some at the directorate/service level. However there is no clear distinction and all levels of management should be concerned, to varying degrees, with the majority of categories.

The categories below will assist at the risk identification stage in order to provide prompts to help identify risks. Risks can, of course, fall into one or more categories.

External

Category	Definition	Examples
Political	Associated with the political environment in which the Council operates	<ul style="list-style-type: none"> • New political arrangements • Member support / approval • Electorate dissatisfaction • Impact of electoral changes
Economic	Associated with changes in the economic environment, their impact on the community and Council's own financial position.	<ul style="list-style-type: none"> • National and regional economic situation • HM Treasury – investments, reforms, budget cuts • Key employment sectors (current and future) • Borrowing, lending situations, investments and interest rates • Inflation
Social	Relating to the effects of changes in demographic, residential or socio-economic trends.	<ul style="list-style-type: none"> • Residential patterns / profile (state of housing stock, public / private mix) • Health trends / inequalities • Demographic profile (age, race etc.) • Lifelong learning • Crime statistics / trends
Legal / Regulatory	Associated with current or potential changes to legislation and the regulatory environment at national and international level.	<ul style="list-style-type: none"> • Government policy • Inspection / regulation (e.g. Ofsted) • European Directives (e.g. procurement) • Legal challenges • Statutory duties / deadlines (e.g. FoI)
Technological	Associated with the impact of the pace/scale of technological change on the community and the Council, or our ability to use technology to address changing demands.	<ul style="list-style-type: none"> • Technology driving demand – customer needs and expectations • Digital exclusion • Increasing reliance on technology • Resilience of key IT systems • Capacity to deal with change

Environmental	Relating to the environmental consequences of realising our objectives and the impact of environmental change on the Council and the community.	<ul style="list-style-type: none"> • Impact of planning and transport policies • Nature of environment (urban / rural) • Land use – green belt, brown field sites • Contamination, pollution • Storage / disposal of waste • Climate change and impact of severe weather
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Internal

Financial	Arising from the financial planning and control framework	<ul style="list-style-type: none"> • Quality of financial forecasting, profiling and cost/benefit analysis • Effectiveness of financial controls • Lack of investment • Failure to prioritise budgets • Level of financial skills and knowledge • Adequacy of financial reporting • Management of budgetary pressures
Customer / Citizen	Arising from the need to meet the changing needs, choices and expectations of customers and citizens	<ul style="list-style-type: none"> • Effectiveness of safeguarding • Relations with community leaders and groups • Extent and nature of consultation • Managing expectations • Reputation management • Management of complaints and compliments • Visibility of services (e.g. refuse collection)
Partnership / Contractual	Arising from the ability of contractors and partnership arrangements to deliver services or outcomes to the agreed cost and specification	<ul style="list-style-type: none"> • Resilience of partners / supply chains • Accountability frameworks and partnership boundaries • Managing performance • Experience and expertise in commissioning • Governance arrangements
People	Arising from the capability, competency and capacity of those who work for the Council and their welfare and safety.	<ul style="list-style-type: none"> • HR / employment policies • Quality of industrial relations • Reliance on key staff • Recruitment and retention • Health and safety duties • Level of staff morale • Adequacy of skill set

Tangible Assets (Physical)	Relating to the availability, security, safety and adequacy of land, buildings, plant and equipment	<ul style="list-style-type: none"> • Nature and state of asset base • Resilience and service continuity arrangements • Maintenance practices and policies • Security arrangements
Processes & Professional Judgements	Arising from internal protocols management processes and the nature of individual professions	<ul style="list-style-type: none"> • Quality of professional judgements • Effectiveness of project management and performance management processes
Managerial / Leadership	Arising from managerial ability and the quality of leadership	<ul style="list-style-type: none"> • Stability of officer structure • Quality of internal communications • Professional standing of key officers • Management culture • Workforce planning • Authority
Data and Information	Arising from data or information which the Council uses or manages. Access to, the management of and effectiveness of, information generated or required by the organisation.	<ul style="list-style-type: none"> • Data security • Data processing arrangements • Data reliability / quality • Effective use and interpretation of information • E-government
Governance	Relating to the adequacy of the Council's governance arrangements and adherence to them	<ul style="list-style-type: none"> • Speed / effectiveness of decision-making processes • Clarity of purpose • Level of accountability and openness • Limits of authority • Standards of conduct and behaviour • Enforcement of corporate policies / standards

Appendix C – Risk Register Template (Strategies and Business Plans)

Priority / Objective	Risk Ref.	Risk Description	Unmanaged Scores			Risk Category	Risk Owner	Existing Controls	Current Scores			Risk Review Frequency	Planned Additional Controls	Control Owner	Target Date	Target Scores			Current Risk Status (▲ ▼ ◀ ▶)	Risk Action Update
			Likelihood	Impact	Total (LxI)				Likelihood	Impact	Total (LxI)					Likelihood	Impact	Total (LxI)		
					0				1	2	2	HY						0		
					0				1	2	2	HY						0		
					0				4	5	20	M						0		
					0				3	4	12	Q						0		

NOTICE OF MOTION - GREEN BIN COLLECTION CHANGES

Proposed by Councillor Stuart Kelly

Seconded by Councillor Dave Mitchell

Council notes:

- (1) The Cabinet's consultation proposals to potentially change Wirral's residual (green bin) collections by introducing three weekly collections or by reducing the size of the bin from 240ltr to 140ltr at a cost of £1.5 million.
- (2) The proposed food collection is intended to divert 10% of the volume of residual waste but that the reduction in capacity for residents will be up to 41%; Council believes this difference will be difficult for families to manage and could result in increased fly-tipping.
- (3) The residual waste stream will no longer be sent to landfill and will no longer attract landfill taxes and that the waste will instead be used to generate electricity at the Teesside plant.

Council believes:

- (i). That funding from the Waste Development Fund should be used to improve the sorting facilities at the Bidston MRF, enabling the full range of plastics to be recovered and that strenuous efforts should be made to develop markets for the materials obtained.
- (ii). Any changes to current residual green bin collections is unnecessary and wasteful and calls upon Cabinet to work with, rather than against, householders in increasing recycling yields.

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**COUNCILLOR
BERNIE MOONEY
CABINET MEMBER FOR
ENVIRONMENT**

CABINET
7 November 2016

CLIMATE CHANGE ANNUAL REPORT
AND ACTION PLAN 2016

Councillor Bernie Mooney, Cabinet Member - Environment, said:

“Action on climate change matters. There needs to be action at all levels from global to local, and from all quarters -at home, at work, and in our communities.

An historic international agreement was reached in Paris last year. It seems fitting to affirm our support for this agreement as we take stock of local progress and set out further actions. These actions will help to both limit climate related pollution from Wirral and better adapt Wirral to current and future climate impacts. We can all play a part in rising to the challenge of climate change and we all need to do so.”

REPORT SUMMARY

This report provides the latest annual update on climate change activity in Wirral as requested by Cabinet. The report gives an overview of the new UN Paris Agreement on Climate Change and introduces the Paris Pledge for Action - an initiative through which organisations can confirm their support for the new UN framework. It documents the activities of the Wirral Climate Group, introduces the group’s second annual progress report on the Wirral climate change strategy 2014-19, and the latest version of the ‘rolling’ action plan to advance the strategy’s implementation.

The climate strategy supports the delivery of 17 of the 20 pledges in the Wirral Plan.

Climate change affects all wards within the Borough. The report is considered a key decision in view of the implications of climate change.

RECOMMENDATION/S

The second annual progress report on the climate strategy and the latest version of the rolling action plan be noted, endorsed and used to fulfil the council's commitments to public reporting.

Wirral Council signs the Paris Pledge for Action in support of the UN Paris Agreement on Climate Change.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Council is a signatory to Local Government Association's "Climate Local" initiative which requires regular public reporting on actions and on progress implementing them.
- 1.2 The Paris Pledge for Action presents an opportunity to show support for the international Paris Agreement on climate change and by doing so to draw attention and encourage wider action in support of the climate change strategy for Wirral.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 None. Cabinet have previously requested an annual report on climate change.

3.0 BACKGROUND INFORMATION

- 3.1 Climate change requires action at global, national and local level. In practice we need to cut 'green-house' pollution that drives global temperature rises. We also need to adapt to the changes to the climate already set in train. At a local level that primarily means cutting fossil fuel use for heat, power and travel directly and reducing indirect impacts through consideration of the wider influence that our decisions have (e.g. through the amount of waste we produce, or type of food we eat). It also means considering what the main risks from the changing climate are and putting in place plans and actions to limit their impact.
- 3.2 Wirral Council has a long-held public commitment to climate action most recently expressed as a signatory to the Local Government Association's (LGA) 'Climate Local' initiative (Sustainable Communities Overview and Scrutiny Committee, 29 January 2013, Minute 63). As a signatory to Climate Local the council is committed to set out its actions to reduce climate pollution and to adapt to unavoidable change and to regularly report progress publicly. The council's first submission under Climate Local detailed actions to complete a new climate change strategy for Wirral. This strategy was developed via the Wirral Climate Change Group and endorsed by cabinet in October 2014. When cabinet endorsed the new climate change strategy it also requested an annual report on climate change – this report is the second progress report submitted.

Paris Agreement

- 3.3 At the United Nations Conference of the Parties held in Paris in December 2015, participants reached a new global agreement to combat climate change. The agreement is designed to take forward and strengthen international work started with the Kyoto Protocol agreed in 1997. It is due to come into force from 2020 subject to ratification by enough member states. Unlike the Kyoto Protocol which focused on emissions from industrialised nations, the Paris Agreement requires all countries to formulate and submit a "nationally determined contribution" and then to work to progress and develop this further. To ensure transparency and help drive improvement, the agreement also requires countries to report regularly on their plans. To this end, a global stocktake is planned every five years. The agreement sets a long term goal to limit global temperature rise this century to "well below 2 degrees Celsius above pre-industrial levels" while pursuing efforts to limit the increase to 1.5 degrees. It sets out various mechanisms to support action

by developing countries and countries most vulnerable to climate change to strengthen their ability to mitigate and deal with the impacts of climate change.

- 3.4 The Paris Agreement acknowledges the efforts and value that other stakeholders, including local government, have in addressing and responding to climate change. To show support for the Paris Agreement, non-party stakeholders have been invited to sign the Paris Pledge for Action (Appendix 1). Doing so demonstrates publicly that stakeholders are ready to play their part to support the objectives of the Paris Agreement to meet or exceed the ambition set out by the Paris Agreement. The Pledge is intended to “provide a political signal that demonstrates the breadth of support and scale of momentum for a transition to a low-emission and climate resilient economy.”

The Wirral Climate Change Group’s work to advance the climate change strategy

- 3.5 Since last year’s annual report, the Wirral Climate Change Group has met three times - in December, 2015, and June and September, 2016. The group has received presentations on:

- Work on meat free menus by St George’s primary school. Children at the school worked with teachers and kitchen staff on the topic of going meat free including the associated benefits for climate-related pollution. The school subsequently introduced a meat free menu one day a week. The success of the initiative has led to it being emulated by other schools across Wirral.
- The Wirral 2020 Plan and Pledges. An initial review indicates the climate strategy will contribute to meeting 17 of the 20 pledges in the Wirral Plan. Reports on specific activities linked to the plan will be brought to the group at future meetings.
- The development of an award winning energy efficient home in West Kirby by the owner and architect. The building was inspired by the German ‘Passivhaus’ standard though adapted slightly for a maritime climate. It combines high standards of insulation, airtightness and controlled ventilation to create a comfortable living environment that is very energy efficient in use. The property has received national media coverage as an example of what is possible. A website outlining some of the lessons learnt is now planned to promote wider awareness.

A planned presentation on the council’s severe weather plan did not take place as anticipated. Further discussion of this topic remains a priority for the group in view of the likelihood that extreme weather events will be more frequent.

- 3.6 Since the last progress report the Wirral Climate Change Group has helped to:
- Develop a public event to celebrate the first year of progress with the climate strategy. The event took place in December 2015 at the Williamson Art Gallery. It was timed to coincide with the UN climate conference in Paris. The event was used to publicise the first annual progress report and featured a variety of activities.
 - Update the Joint Strategic Need Assessment (JSNA) climate and health

paper. This forms part of the JSNA evidence base and it is subject to regular review. It has been updated to include more recent information, for example to take account of local flooding experienced in 2015.

- Produce the second annual progress report on the climate change strategy (Appendix 2). This is designed as a brief overview and highlights some of the recent steps taken that help progress climate objectives. It also flags up some changes in context that have limited progress. There has been some progress under all of the strategy aims, although changes in context may make it more difficult to meet some objectives going forward. For example reductions in incentives for solar generation may limit its uptake. The second year report includes some actions pursued by others beyond the climate change group to underline the importance of widespread action and that no single organisation can tackle climate change alone, e.g. a new sun tracking solar array launched by a local company.
- Develop the climate strategy rolling action plan. In the last twelve months the group has started to trial the use of an on-line platform so that the action plan can be updated by partners direct at any time. A 'snap shot' of the action plan as at August 2016 is reproduced in Appendix 3. This is annotated to show where progress has been reported or new actions added to the plan since last year's version. It captures the broad range of actions being pursued by members of the climate change group in support of the climate strategy.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The action plan does not commit the Council to any additional expenditure. Savings may be associated with actions to save energy.

5.0 LEGAL

- 5.1 There are no legal issues foreseen associated with recommendation to endorse the progress report and action plan, or sign the Paris Pledge for Action.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The action plan does not commit the Council to any additional resources.
- 6.2 Asset rationalisation provides an opportunity to reduce the council's carbon footprint.

7.0 RELEVANT RISKS

- 7.1 A failure to develop and pursue an appropriate response to climate change will likely increase the risk of negative impacts from climate change locally and further afield.
- 7.2 A failure to fulfil obligations under Climate Local could pose reputational risk for the Council.

8.0 ENGAGEMENT / CONSULTATION

- 8.1 The latest annual progress report and action plan have been developed via the Wirral Climate Change Group which includes representation from partner organisations. The climate change strategy 2014-2019 to which these reports relate was developed through a wider public consultation process.

9.0 EQUALITY IMPLICATIONS

9.1 An equality impact assessment has been completed.

9.2 Climate change will have impacts for all but is expected to have more severe consequences for vulnerable groups including people with existing health conditions, children and older people, and people on low incomes. In this light efforts to tackle climate change as advanced in the action plan have potentially positive impacts for these groups.

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APPENDICES

1: Paris Pledge for Action

2: Cool Steps: Wirral Climate Change Strategy 2014-2019 2nd Annual Progress report July 2016

3: Climate Change Strategy Action Plan, August 2016 version

REFERENCE MATERIAL

Cool: Wirral Climate Change Strategy- 2014-2019

[<http://www.wirral.gov.uk/downloads/7555>]

Wirral JSNA Climate and Health

[<http://info.wirral.nhs.uk/ourjsna/climate&health.html>]

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy and Performance - Regeneration and Environment Committee	September 2014
Cabinet	October 2014
Policy and Performance - Regeneration and Environment Committee	September 2015
Cabinet	October 2015

Appendix 1: The Paris Pledge for Action

“As cities, regions, businesses, investors, civil society groups, trade unions and other signatories, coming from every sector of society and every corner of the world, we realize that dangerous climate change threatens our ability and the ability of future generations to live and thrive in a peaceful and prosperous world. We also realize that taking strong action to reduce emissions can not only reduce the risks of climate change but also deliver better growth and sustainable development.

As a result, we the undersigned, affirm our strong commitment to a safe and stable climate in which temperature rise is limited to under 2 degrees Celsius.

In support of this, we welcome the adoption of a new, universal climate agreement at COP21 in Paris, which is a critical step on the path to solving climate change. We pledge our support to ensuring that the level of ambition set by the agreement is met or exceeded.

We will do this by taking concrete steps now, and without waiting for the entry into force of the agreement in 2020, both individually and cooperatively, to reduce greenhouse gas emissions to a safe level and build resilience against those changes already occurring.

We will look back at this moment as our turning point, when the transition to a low-emission and climate resilient economy became inevitable, irreversible and irresistible. We must, we can and, together, we will solve climate change.”

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COOL

STEPS

WIRRAL CLIMATE CHANGE STRATEGY 2014-2019

2nd Annual Progress report - July 2016



Background

This report is the second in a series of planned annual reports to detail progress with *Cool*, Wirral's climate change strategy 2014-2019.

Cool seeks to encourage and co-ordinate climate change-related action and investment by people and organisations with an interest in Wirral. Its goals are to cut local climate pollution and to adapt Wirral to unavoidable change.

This progress report outlines some recent advances towards meeting the strategy's aims. It also highlights some areas where changes in context present a challenge.

Many of the actions highlighted in this report have been advanced by organisations directly involved in the Wirral Climate Change Group – the partnership tasked with co-ordinating local climate-related action. This year the report also features some actions from those beyond the group. Readers are asked to reflect about their own potential roles to help take the strategy forward. Widespread action from all quarters is vital to the success of the strategy.

Since *Cool* was adopted by the Wirral Climate Change Group in 2014, Wirral Council has developed a 2020 vision plan supported by several partners. Many of the aims and objectives in the climate strategy have potential to contribute to the pledges in this plan. An appendix to this report shows some of the possible connections.

Aim 1: Reducing demand for energy and making Wirral more energy efficient

Recent steps...

- 7553 LED lanterns and controls were fitted to Wirral street lights as part of Wirral Council's street lighting strategy.
- The £5.6M capital investment programme in Combined Heat and Power, energy efficient lighting and insulation at Wirral University Teaching Hospital NHS Trust hospitals was completed.
- Local businesses from the environmental sector were showcased at the International Festival of Business during the energy and environment week in June 2016.



- Energy Projects Plus' Save Energy Advice Line provided telephone advice to 380 Wirral clients in the 12 months to August 2015, covering a broad range of issues including fuel debt, energy tariff switching, grants for measures, and renewable energy options.
- Magenta Living installed solid wall insulation in 191 of their properties in 2015/16 (157 in Bromborough and 34 in Moreton).

A reduction in access to funding to support household energy efficiency has made progress more difficult than anticipated. The Government's Energy Company Obligation (ECO) was envisaged as a key means to support energy efficiency improvements in houses in the east of Wirral but changes to ECO have limited prospects here. The Government's 'Green Deal' mechanism was envisaged as a route for householders in the west of Wirral to improve their properties. This loans-based mechanism drew criticism about its attractiveness from the outset and ultimately failed to meet expectations. This led the government to stop funding the Green Deal Finance Company which lent money to Green Deal providers. Cuts to budgets for registered housing providers following the imposition of rent controls have also impinged on the finance available for energy efficiency improvements in social housing.

Aim 2: Meeting more of our energy needs from renewable sources

Recent steps...

- 2801 kWp of solar photo voltaic (PV) panels were installed (registered for Feed in Tariff (FiT)) in 2015/16, bringing the total installed to 8,277 kWp. (DECC, Sub-regional Feed-in Tariffs statistics, April 2016). Wirral Council has now installed 571 kWp of solar PV across 24 council buildings, up from 391 kWp across 18 buildings last year.



50 kWp solar installation at West Kirby Concourse

- The fledging community renewable energy group Wirral Community Renewables made a successful bid to the Urban Community Energy Fund to support a feasibility study looking at potential sites for solar developments. At the time of writing the group was looking into formal registration as community benefit society to enable it to take up the grant offer. The group had previously had its proposal for solar PV on a Pensby Library short-listed in the

M&S Energy Community Fund. Unfortunately after a public vote across the region the group finished second by a narrow margin and so missed out on the funding.

- Moreton-based Mole Group launched the Smart Flower Pop sun tracking solar array in the UK market in May 2016.



Smart Flower Pop, on display at Mole Group

Changes to the Government's Feed in Tariff (FiTs) scheme have reduced incentives for renewable energy installations. It is likely there was an increase in installations in the run up to December 2015 as people sought to take advantage of the higher incentive rates available prior to the changes being introduced. The lower incentive rates now available will have implications for the feasibility of future proposals.

The change in FiTs has had implications for the strategy objective to develop a local renewable energy co-operative. FiTs income has been an important element in the business model adopted by other renewable energy co-operatives. In this context, the offer of funding from the Urban Community Energy Fund (UCEF) provides Wirral Community Renewables with an opportunity to explore different business models. UCEF has since been closed for further applications. Existing offers will be honoured but are time limited.

The prospect of pursuing a small scale wind turbine trial has been limited by a change in planning criteria following a ministerial statement issued in June 2015. This statement indicates that local planning authorities should only grant planning permission for on-shore wind developments if the site is in an area identified as suitable for wind energy development in a local or neighbourhood plan (there is no specific allocation at present locally) and following consultation, it can be demonstrated that the planning impacts identified by affected local communities have been fully addressed and therefore the proposal has their backing.

Aim 3: Making use of more sustainable means for transport

Recent steps...

- 2008 people living in east Wirral received support from Travel Solutions in 2015/16.

- Secure sheltered cycle stores have been introduced at all Merseyrail stations on the Wirral line in Wirral, bar one.
- Living Streets has worked with over 60 primary schools, 13 secondary schools and six workplaces to promote walking, with five community street audits completed.
- Over a million public transport tickets have been sold on Merseyside's Walrus cards since its launch in 2014. 'Solo' and 'Saveaway' tickets are now available to purchase as electronic tickets on Walrus with more tickets planned.
- A new public electric vehicle charging point has been introduced at Elgin Way Car Park

Aim 4: Reducing indirect climate pollution

Recent steps...

- A Wirral Waste Strategy has been developed setting out Wirral's aim of recycling 50% of household waste by 2020.
- Wirral Council is part way through introducing the Warp-it system to enable surplus items to be shared within the council, between local schools and with community and voluntary sector organisations. The WARP-IT portal was previously introduced by the Cheshire and Wirral NHS Partnership where it has resulted in savings of over £178,000.
- St. George's Primary School introduced a meatless Monday menu following a pupil-directed process involving teachers, canteen staff and parents. The meatless menu approach has subsequently been spread across local schools via the eco-schools network.
- Work to establish a network and develop a 'Better Food Wirral' brand is progressing with a second round of Better Food innovation grants on offer.

Aim 5: Adapting to unavoidable changes in Wirral's climate

Recent steps

- A guide to climate resilience for small and medium sized businesses in the Liverpool City Region has been produced by CLASP.
- An update to the Joint Strategic Needs Assessment Climate and Health paper was completed and a further update is in progress.

The UK Climate Change Committee has recently produced an assessment of the risks and opportunities associated with climate change (UKCCC, 2016). This identifies the impacts of flooding and coastal change and those of high temperatures as immediate risks where there is a need for more action.

There was widespread flooding across Wirral at the end of August and beginning of September 2015 following heavy rainfall. This significant flooding event triggered a formal investigation.

A local business resilience workshop aimed at helping small and medium enterprises prepare for climate risks was planned to take place in June 2016. Unfortunately the event was postponed due to limited bookings. The Environment Agency's 'climate ready' programme to encourage businesses and councils to prepare for climate-related risk was closed in March 2016.

Aim 6: Building capacity for action

Recent steps

- An award winning energy efficient house in West Kirby achieved widespread media and press coverage.



- A home in Eastham that was refurbished to meet the 'Super Home' standard opened its doors to interested parties during Super Homes week.
- Transition Town West Kirby and partners held a successful Wirral Earth Fest Event in September 2015
- A first year public celebration of progress with *Cool* was held in December 2015 to coincide with the United National Climate Change Conference in Paris
- Transition Town West Kirby Energy Group is running a programme of public events on energy themes. This has included a presentation on *Cool*
- There have been regular updates for @CoolWirral twitter feed. There were 584 tweets during 2015/16 financial year with 116,748 tweet impressions recorded.
- Five journal blogs were added to Cool Wirral group pages on www.projectdirt.com during 2015 attracting a 'top blogger' award.
- A school 'Cool Climate Challenge' event was held in March 2016 with nine schools taking part.

Wirral Council's website has been redesigned and content edited to fit this design. As a result some of the information previously created about climate change and what people can do about is no longer available via this platform.

Next steps

The Wirral Climate Change Group co-ordinates efforts across various organisations through a rolling plan of action in support of the strategy. A 'snap shot' of this plan is reported to Wirral Council each year, which is available publicly. Success will ultimately depend on wider support and action. To get involved and find out how you can help put Cool into practice, at home in your community and in your workplace:

- Read the strategy available at: www.wirral.gov.uk/climatestrategy
- Join the free mailing list to keep in touch via www.wirral.gov.uk/coolwirral
 - Follow @CoolWirral on twitter.
- Connect with others via our Cool Wirral group at www.projectdirt.com.

Appendix: Topics in the climate strategy that may contribute to Wirral 2020 pledges

Wirral plan 2020 pledges	Climate strategy aims					
	<i>Make Wirral more energy efficient</i>	<i>Generate and source more of our local energy needs from renewable sources</i>	<i>Use more sustainable modes of transport, more fuel efficient vehicles and less polluting means of getting around</i>	<i>Reduce the indirect negative impacts that decisions have for climate pollution</i>	<i>Identify risks and vulnerabilities from expected changes and bring forward plans and actions to limit negative impacts and improve resilience</i>	<i>Build capacity for action by strengthening local networks and partnerships and by developing wider awareness and education initiatives.</i>
<i>Older people live well</i>	Fuel poverty/energy efficiency measures		Public transport improvements		Community resilience	Lifelong learning
<i>Children are ready for school</i>						
<i>Young people are ready for work and adulthood</i>						Eco schools
<i>Vulnerable children reach their full potential</i>						
<i>Reduce child and family poverty</i>	Fuel poverty/energy efficiency measures	Renewables in collective switch				
<i>People with disabilities live independently</i>			Public transport improvements		Community resilience	
<i>Zero tolerance to domestic violence</i>						
<i>Greater job opportunities</i>	Directory/ expo	Directory/ expo	Directory/ expo	Directory/ expo, green procurement fair, local inter-trading		
<i>Workforce skills match business needs</i>	Building skills	Renewable skills				Vocational training to support transition to low carbon economy
<i>Increase inward investment</i>	Wirral waters	Renewable energy co-op, sites for solar investment, renewable energy tech, centre of excellence for wind				
<i>Thriving small businesses</i>	Directory/expo	Directory/expo	Directory/expo	Local food, reduce waste	Business resilience, directory/expo	
<i>Vibrant tourism economy</i>			Co-ordination of timetables and ticketing, cycle network, cycle hire	Local food	Green infrastructure	

Wirral plan 2020 pledges	Climate strategy aims					
	<i>Make Wirral more energy efficient</i>	<i>Generate and source more of our local energy needs from renewable sources</i>	<i>Use more sustainable modes of transport, more fuel efficient vehicles and less polluting means of getting around</i>	<i>Reduce the indirect negative impacts that decisions have for climate pollution</i>	<i>Identify risks and vulnerabilities from expected changes and bring forward plans and actions to limit negative impacts and improve resilience</i>	<i>Build capacity for action by strengthening local networks and partnerships and by developing wider awareness and education initiatives.</i>
<i>Transport and technology infrastructure fit for the future</i>			All infrastructure measures	Online working		
<i>Assets and buildings are fit for purpose for Wirral's businesses</i>	Property improvement, smart grid	Exploit wind, solar, biomass	Electric vehicle charging, alternative fuels		Asset adaptation, water conservation	Exemplar eco buildings
<i>Leisure and cultural opportunities for all</i>		Biomass heat and power in parks	Active transport - walking, cycling	Community cultivation		
<i>Wirral residents live healthier lives</i>			Active transport - walking, cycling, safety initiatives	Local food, reduce consumption of meat	Climate & health links	
<i>Community services are joined up and accessible</i>			Co-ordination of timetables and ticketing			Community hubs
<i>Good quality housing that meets the needs of residents</i>	Property improvement	Micro renewables			Adaptation	Exemplar eco buildings
<i>Wirral's neighbourhoods are safe</i>	Upgrade lighting		Secure cycle parking, cycle security, safety initiatives		Adaptation, community capacity	
<i>Attractive local environment for Wirral residents</i>					Green infrastructure	

Key

 Topic in climate strategy that could contribute to a 2020 pledge



Wirral Climate Strategy Action Plan – August 2016

<p>Key</p> <p>Status = No change reported since August 2015 * Progress update/s added since August 2015 + Action added to rolling action plan since August 2015</p>
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Goal: Substantially cut climate pollution associated with Wirral

Aim 1: Make Wirral more energy efficient

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S t a t u s	Objective 1:01 Contact the owners/occupiers of at least 95% of the remaining “easy to treat” homes to highlight the opportunities for improvement		Justification: There remain around 26,000 residential properties with un-insulated cavities and 4,700 with less than 100 mm of loft insulation. These measures are relatively easy to implement and are thus usually amongst the most cost effective.		
	Action	Lead	Measure	Timescale	Progress
	<i>Completed</i>				
=	Identify areas where easy to treat homes are concentrated	Housing Strategy, Wirral Council	List of priority areas	Dec 2014	A list has been compiled based on energy company funding data and estimates of cavity walled properties.
<i>To progress or on-going</i>					
*	Publicise national and local energy efficiency initiatives in priority areas.	Housing Strategy, Wirral Council	No. of phone calls to freephone advice line	Oct 2016	Two contracts were tendered to deliver energy efficiency and fuel poverty promotional work. These contracts began in September 2015*

S t a t u s	Objective 1:02 Improve a minimum of 200 properties each year mainly in the east of Wirral using a range of funding streams including ECO investment		Justification: The Energy Company Obligation (ECO) is a key current investment stream for improving residential energy efficiency. The properties and households most likely to benefit from ECO are more concentrated in the east of Wirral.		

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	Change in context since strategy adopted: Reduced funding via the Energy Company Obligation				
	Action	Lead	Measure	Timescale	Progress
	<i>Completed</i>				
*	Appoint delivery partner to engage households in areas of high fuel poverty with advice and referrals to reduce energy bills.	Housing Strategy, Wirral Council	Contractor appointed Contract outputs met	Sep 2014 Aug 2015	Contract awarded to Energy Projects Plus (EPPlus) to concentrate work in fuel poor areas. At August 2015, EPPlus had: provided telephone support to 380 clients; attended 17 community events; engaged with community groups across the target Ward of Birkenhead & Tranmere working with three social housing providers and giving talks to five community groups; worked with St. Werburgh's Primary School; delivered three training sessions, engaged 676 residents directly at home and delivered four campaigns to 2,508 homes. Referrals for support led to over £18,000 of fuel debt being removed from residents bills and over £1,000 being saved on bills through the collective switch campaign.
	<i>To progress or on-going</i>				
*	Work with Housing Associations to provide cross-tenure offer for areas where they are installing solid wall insulation	Housing Strategy, Wirral Council	Private households benefit from economies of scale	Mar 2016	Funding opportunities for schemes have reduced significantly due to reduced funding from ECO and the need for Registered Providers to cut budgets as a result of the Government imposing a 1% rent reduction each year over the next four years. Despite this, Magenta Living has installed solid wall insulation in 191 of their properties in 2015/16 (157 in Bromborough and 34 in Moreton).
+	Provide grants to allow a minimum of 55 households in the Selective Licensing (of private landlords) areas to install solid wall insulation	Housing Strategy, Wirral Council	No. of households receiving grants	March 2017	

+	Explore innovation to deliver schemes to target solid wall properties	Magenta Living			Pilot scheme underway to two properties in Bromborough using a new external wall insulation system which is still in prototype phase. If successful, the system could form part of Liverpool City Region funding bid for VIRIDIS partners
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S t a t u s	Objective 1:03 Identify and refer vulnerable and 'fuel poor' households to available support via social, health, housing and education services and community and faith groups		Justification: Support is often available for vulnerable and fuel poor households, but it can be difficult to identify those eligible for support. Those who work in community settings have an important potential role in helping to refer those who could benefit to such support.			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	=	Appoint delivery partner to deliver training sessions to front-line organisations, talks to community organisations and work with primary school.	Housing Strategy, Wirral Council	Sep 2014 Aug 2015	Contractor appointed Two training sessions and four talks and partnership with primary school	Energy Projects Plus appointed in September 2014. Training session delivered to councillors in February 2015. Two training sessions for Fire Service and Age UK Wirral booked for June 2015. Drop-in sessions held for parents in St Werburgh's Primary, Birkenhead.
	=	Energy Champions training programme delivered through Liverpool City Region Viridis partnership with largest housing associations.	Housing Strategy Wirral Council	Mar 2015	Training sessions delivered	Training sessions completed.
=	Work with the child poverty group to identify families who may be in need of support	Public Health, Wirral Council	June 2015	Number of families identified as fuel poor	Item at child poverty group on 16 th June 2015	

S	Objective 1:04 Lobby Government for support to improve take-up	Justification: The Green Deal is the government's flag ship energy			
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t a t u s	of energy efficiency measures including steps to make the Green Deal more attractive	efficiency initiative offering loans to support investment in energy efficiency at no upfront cost. The initiative has had a relatively slow start and it is not yet delivering levels of investment widely considered necessary.			
Change in context since strategy adopted: <i>The Green Deal failed to meet expectations and the Government stopped funding the Green Deal Finance Company</i>					
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Contribute to any Government consultations relating to Green Deal, ECO and the Fuel Poverty Strategy	Housing Strategy, Wirral Council	When required by Government	Consultation responses	Responses submitted to consultations as follows: Private Rented Sector Energy Efficiency Regulations (Domestic) Aug 14, Government's Fuel Poverty Strategy Oct 2014, Housing Standards Nov 2014. Contributed to: LCR Viridis response to Government's Feed-in Tariff consultation October 2015 Meeting with Viridis representatives on 1st August 2016 to submit joint response to ECO 3 consultation
*	Provide opinions to Government through NEA membership and the North West Carbon Action Network	Housing Strategy, Wirral Council	Ongoing	Attendance at meetings or respond to calls for evidence	NEA membership renewed for 2015/16, NW Carbon Action Network and Association of Local Energy Officers responses to Government's Warm Home Discount consultation April 2015
S t a t u s	Objective 1:05 Target high energy use households in the west of Wirral with information about the Green Deal and other energy efficiency opportunities	Justification: There is a greater concentration of high energy use households in the west of Wirral, although the relative affluence of this part of the Wirral make it less likely benefit from ECO investment. It thus makes sense to target efforts to raise awareness about the Green Deal here.			
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Assist people to calculate their carbon footprint at Wirral Earth Fest	TTWK Energy Group	September 2015	Number of people calculating	Event held

				their carbon footprint	
	<i>To progress or on-going</i>				
*	Publicise national and local energy efficiency initiatives utilising the free phone advice line	Housing Strategy, Wirral Council	August 2015	No. of phone calls to freephone advice line	Energy Projects Plus' Save Energy Advice Line provided telephone advice to 380 Wirral clients in the 12 months to August 2015, covering a broad range of issues including fuel debt, energy tariff switching, grants for measures, and renewable energy options.

S t a t u s	Objective 1:06 Create targeted locally relevant support to complement national energy efficiency opportunities taking into consideration existing barriers to local participation		Justification: The take up of national support opportunities varies. Targeted interventions can be more sensitive to local needs.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Appoint delivery partner to engage households in areas of high fuel poverty with advice and referrals to reduce energy bills.	Housing Strategy, Wirral Council	September 2014	Contractor appointed	Contract awarded to Energy Projects Plus to concentrate work in fuel poor areas.

S t a t u s	Objective 1:07 Develop local capacity in the skills to design, build and refurbish buildings to the highest energy efficiency standards by promoting education and training opportunities and linking them with local building programmes		Justification: If the local area is to benefit fully from investments needed in energy efficiency, it makes sense to ensure the skills to design, build and refurbish buildings to the highest standards are available locally		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Work with City Region REECH programme and partner housing associations to continue to develop local capacity for energy efficiency refurbishment of social housing	Housing Strategy, Wirral Council	End of 2014 for bid outcome.	Successful City Region bid for ERDF funds for	The REECH programme has now ended. Although the number of social housing properties in Wirral which directly benefited from REECH funding was low (around 40), local companies such as

				energy efficiency improvements to social housing. Outputs dependent on funding awarded.	Thextons engaged with the programme and increased their installation capacity directly by being contracted for works in other Merseyside areas.
To progress or on-going					
=	Engagement with businesses regarding their skills and training requirements. Linking this activity to work of economic policy (skills) team.	Wirral Chamber of Commerce	Ongoing		

S t a t u s	Objective 1:08 Bid to the LCR Local Enterprise Partnership or other sources of funding to work up the feasibility of potential heat networks in Wirral in support of the LCR SEAP		Justification: Heat networks can deliver major energy efficiency benefits. The Liverpool City Region (LCR) Sustainable Energy Action Plan (SEAP) identifies the potential for heat networks locally. The Local Enterprise Partnership endorses the SEAP and may be a source of support to develop heat networks in Wirral			
	Action	Lead	Timescale	Measure	Progress	
	Completed					
	=	Introduce CHP-based network at Trust hospital campuses utilising NHS carbon and energy fund mechanism.	WUTH NHS Trust	January 2015	Scheme implemented	Scheme implemented. £5.6M capital investment secured and invested in Combined Heat and Power (CHP), energy efficient lighting and insulation
To progress or on-going						
=	Work with Peel Holdings to understand the timing & phasing of the Wirral Waters scheme such that an assessment could be made of the potential for a heat network to serve the entirety of the site.	Regeneration and Environment, Wirral Council working via Wirral Waters S106 "Sustainability, Energy and Waste Working Group"				

S t a t u s	Objective 1:09 Promote investment in ‘Wirral Waters’ as an exemplar sustainable energy opportunity		Justification: ‘Wirral Waters’ is a major development proposal centred on the regeneration of dock lands into mixed residential commercial and leisure uses. It is anticipated that the development will be an exemplar sustainable community. The LCR Sustainable Energy Action Plan identifies Wirral Waters a key opportunity for a major district heating scheme.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
=	Work with Peel Holdings to understand the timing & phasing of the Wirral Waters scheme such that an assessment could be made of the potential for the incorporation of sustainable energy measures within the scheme.	Regeneration and Environment, Wirral Council working via Wirral Waters S106 “Sustainability, Energy and Waste Working Group”			

S t a t u s	Objective 1:10 Assemble the market evidence to identify areas where it is feasible to demand more than minimum energy efficiency standards through the planning system		Justification: There is a need for evidence to justify ‘more than minimum’ energy efficiency standards through land use planning. Without such evidence it is likely that policies to support them will not be upheld at appeal.		
	Change in context since strategy adopted: <i>The Deregulation Act 2015 removed a clause from the Planning and Energy Act 2008 that enabled Local Authorities to require new housing developments to reach higher energy efficiency standards. A ministerial statement sets out guidance to local planning authorities. For energy performance, authorities will continue to be able to ask for energy performance standards that exceed the Building Regulations until the national zero carbon homes policy is introduced, expected to be in late 2016. Until that time, authorities should not ask for developments to achieve energy standards higher than a Code Level 4 equivalent. Local authorities will still be able to ask for BREEAM standards on non-residential development.</i>				
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Viability Assessment in preparation to support the Core Strategy Local Plan	Planning, Wirral Council	Adoption of Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow.	Core Strategy found “sound” at Examination	In progress; finalisation linked to completion of Strategic Housing Market Assessment. Core Strategy at Pre-Submission Stage, Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council’s assessment of the land that

					may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017
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S t a t u s	Objective 1:11 Develop targeted energy efficiency campaigns for places of work, leisure, education and worship		Justification: Different settings raise different energy efficiency issues. Targeted campaigns can have a greater impact.			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	=	Promote 'Switch off fortnight' and associated assessments as part of Eco schools	Eco Schools, Wirral Council	November 2014	Number of schools participating	
	=	Promote Green Office 2015 Week via Council intranet	Sustainability, Wirral Council	May 2015	Items posted	Items posted
	+	Promote 'Switch off' fortnight 2015 and associated assessments as part of Eco Schools	Eco Schools, Wirral Council	November 2015		All eco schools took part in Switch off fortnight which had a spy theme in 2015.
	+	Promote Green Office 2016 Week via Council intranet	Sustainability, Wirral Council	May 2016	Items posted	Items posted
+	Initiate student project to investigate existing resources aimed at places of worship	Sustainability, Wirral Council	June 2016	Investigation completed	Student project initiated and completed looking at church communities. The investigation included a focus group session to explore the type of interventions favoured for energy efficiency and climate change interventions. The favoured approach recommended was to organise a church conference on the topic to bring together	

Wirral Climate Change Group – rolling Action Plan – Version at August 2016

					interested parties from across the church community.
	<i>To progress or on-going</i>				
=	Seek funding to develop climate-related work with faith communities in Wirral	Faiths4Change	July 2016	Funding secured	
+	Promote Green Office 2017 Week via Council intranet	Sustainability, Wirral Council	May 2017	Items posted	
+	Explore opportunity to organise a church conference on energy efficiency and climate change	Sustainability, Wirral Council	July 2017	Opportunities identified. Conference organised	
+	Promote 'Switch off fortnight 2016 and associated assessments as part of Eco Schools	Eco Schools, Wirral Council	November 2016		

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S t a t u s	Objective 1:12 Seek support for improving the energy efficiency of community buildings	Justification: The consultation flagged up that those who run community buildings often struggle to fund building improvements including energy efficiency measures. Local grant support has been available in the past. Improvements to community buildings not only benefit climate change but can help groups cut running costs enabling community buildings to operate on a more sustainable basis.			
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Seek opportunities and develop/encourage bids for support where appropriate	Community Action Wirral	Ongoing	Support secured	Opportunity identified for community buildings along coast via Burbo Bank Extension Community Fund. Preliminary work to develop bid concept undertaken. No bid yet submitted.
=	Provide funding advice to groups seeking to make community building improvements	Community Action Wirral	Ongoing		

S	Objective 1:13 Assemble a set of “good house-keeping”	Justification: It makes sense to pool existing promotional resources to
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t a t u s	promotional resources to support energy awareness campaigns		avoid the 're-inventing the wheel' and to make it easier to run energy awareness campaigns.		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 1:14 Create a mechanism to promote voluntary peer review of energy efficiency efforts in different organisations and to encourage the sharing of resources to support the work of energy/eco champions		Justification: With finite resources available, it makes sense to work together and share good practice.		
	Action	Lead	Timescale	Measure	Timescale

S t a t u s	Objective 1:15 Create a directory of local suppliers of accredited energy efficient goods and services and promote these through an expo event		Justification: If the local area is to benefit fully from investments in energy efficiency, it makes sense to highlight local suppliers offering energy efficient goods and services		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Investigation by University of Chester students	Sustainability Wirral Council			Survey undertaken but limited response
+	Showcase Wirral's low carbon and environmental goods and services companies at IFB2016	Wirral Chamber of Commerce			Nine Wirral businesses with goods and services in the environment sector were showcased at the International Festival for Business 2016. Wirral Chamber of Commerce partnered with Wirral Council to showcase these businesses on 21st June during the Festival's 'Energy and Environment Week'. Products and

					<p>promotional materials were on display utilising exhibition space at Exhibition Centre Liverpool. Between 1500 and 2000 business people attended that day</p> <p>The Business showcased were: Inteb Managed Services, Stiebel Eltron Ecogrid, Mole Group, Bibby HydroMap LEClight Ltd, B&M Waste Services, Feedwater and Aqualogic</p>
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S t a t u s	Objective 1:16 Upgrade outdoor lighting fixtures and controls including street lights		Justification: Outdoor lighting presents an opportunity to introduce energy saving fixtures and controls.			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	=	Develop street lighting strategy	Highway Management Wirral Council	2014	Strategy in place	Street lighting strategy and action plan 2014 approved by Wirral Council in October 2014
	*	Implement retrofit and replacement LED lanterns with a wireless central management systems to the 7,553 high energy consuming street lights across Wirral in line with the street lighting strategy.	Highway Management Wirral Council	July 2015 – March 2016	Number of lanterns to be replaced is 7553	Completed. 7553 lanterns replaced
<i>To progress or on-going</i>						
+	Commission investigation into column condition for all the remaining street lights in order to determine their suitability to support new LED lanterns. Subject to the results of the investigation which will determine the extent of the lamp column asset that could require	Highway Management Wirral Council	Estimated start November 2016 for completion by the end April 2017.			

	removal and replacement the cost of this work will determine whether further phases of retrofit and replacement with LED lanterns are affordable				
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S t r a t e g y	Objective 1:17 Create a Wirral-focussed energy efficiency campaign linked to the roll out of smart meters		Justification: Utility companies will be rolling out new smart meters to their customers over coming years. This presents a potential opportunity to engage people about energy saving practices			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	=	Obtain timetable for roll-out in Wirral	Housing Strategy, Wirral Council	2015	Plan activity around timetable	Roll-out began early 2015. Each individual energy company decides when it will roll-out to Wirral households and so the ability to have a high profile localised campaign over a short time-frame is no longer possible. May be opportunities to piggy-back on marketing messages.
	<i>Abandoned</i>					
	=	Create plan of engagement around key milestones for roll-out	Housing Strategy, Wirral Council	2015	Activity plan	See above. Because of roll out by individual companies this action was abandoned
<i>To progress, or on-going</i>						
*	Explore the potential for piggy-backing on the marketing messages of energy companies linked to their smart meter roll outs	Housing Strategy, Wirral Council	2016	Opportunities identified	*Energy Projects Plus have submitted bid to Smart Energy GB in Communities programme to obtain funding for awareness raising of smart meter roll-out.	

S t r a t e g y	Objective 1:18: Pilot a ‘smart grid’ in at least one Wirral community		Justification: Electricity networks are critical to achieving climate change objectives. A shift from a tradition grid designed to distribute energy one-way from large centralised power stations, to smart grids is anticipated. Smart grids utilise information and communication technologies in an automated way to improve reliability; efficiency and		

s			flexibility of the electricity distribution network– including coping with two way flows from more decentralised smaller scale generation sources including renewable energy sources. The transition to a smarter grid presents opportunities to pilot new technologies.		
	Action	Lead	Timescale	Measure	Progress

Goal: Substantially cut climate pollution associated with Wirral

Aim 2: Generate and source more of our local energy needs from renewable sources

S t a t u s	Objective 2:01: Create a renewable energy co-operative to pool local investment		Justification: Incentives are in place to make investment in renewable energy attractive, but not everyone is in a position to exploit the technology directly. Co-operatives have been used elsewhere to enable those who support renewable energy to pool their resources and develop community renewable energy projects. Community-led projects give local people a stake in projects and help ensure the benefits are enjoyed locally.		
	Change in context since strategy adopted: The business model adopted by many community-based renewable energy co-operatives elsewhere in the country is based on income from the Feed-in-Tariff. Changes in the Feed-in-Tariff have undermined this model.				
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Gather information about renewable energy co-operatives elsewhere and support for the creation of community renewable energy schemes	Sustainability, Wirral Council		Information held	Information gathered and used at public event held in March 2015
=	Convene a meeting of interested parties	Sustainability, Wirral Council	February 2015	Meeting held	Public event “Community Energy for Wirral & Liverpool City Region” held in in partnership with LCR Local Enterprise Partnership and hosted by Magenta in March 2015. 41 people took part. The event featured presentations from Lymm Community Energy, Liverpool Community Renewables and MORE (Morecombe Bay Renewables) in Lancaster. 16 people recorded their interest in setting up a similar Wirral

					initiative.
=	Follow-up contact with interested parties	Energy Projects Plus	March 2015	Contact made	Contact made to identify 'core group'.
=	Bid for support from the Co-operatives UK Energy Mentoring programme to develop a community energy group	Energy Projects Plus	April 2015	Bid progress	Bid submitted. Mentoring support secured June 2015
*	Facilitate meetings to encourage formation of Wirral Community Renewables as a Community Benefit Society	Energy Projects Plus	June -October 2015	Meetings held. Community Benefit Society Formed	Several meetings have been held to progress the formal incorporation of the group. In parallel a funding bid to develop a scheme ahead of proposed changes in the Feed in Tariff was advanced (see 'Solar Enlightenment' action below). With the uncertainty created by subsequent changes to the FiT incentive, progress with forming the group was frustrated. A second bid to fund a feasibility study (see Urban Community Energy Fund action below) has added new impetus to the process. Registration papers have now been completed
*	Promote "Solar Enlightenment" bid to M&S Community Energy Fund	Wirral Community Renewables with support from EPPlus TTWK Energy Group, Wirral Council	August-September 2015	Support secured for bid	Proposal for installation of 4KWp Solar PV array at Pensby Library submitted and shortlisted for the public vote. The bid was ultimately unsuccessful finishing in second place in the Merseyside, Cheshire and North Wales area - approximate 40 votes short of the winners. Wirral Council eventually implemented a 11KWp scheme at Pensby Library.
+	Seek to mount a bid to the urban community energy fund (UCEF)	Wirral Community Renewables with support from EPPlus and Sustainability, Wirral Council	March 2016	Support secured	A UCEF Bid was submitted in March 2016 for study looking into the feasibility of sites for community-owned solar PV. Following requests for further information a grant offer has been made. This offer is subject to the formal registration of Wirral Community Renewables as a Community Benefit Society.

*	Support formation of Wirral Community Renewables Group	TTWK Energy Group	August 2015- August 2016		Promotion of Wirral Community Renewables M&S Community Energy Bid at Wirral Earth Fest 2015
<i>To progress or on-going</i>					
+	Manage consultant to conduct feasibility study in accordance with UCEF terms	Wirral Community Renewables	December 2016	Bid outcomes achieved.	This action is dependent on agreement to the terms of the UCEF grant offer, which includes a requirement for incorporation of the group

S t a t u s	Objective 2:02: Identify potential sites for solar energy investment		Justification: Solar energy proved to be one of the more popular types of renewable energy in the climate strategy consultation process. Wirral enjoys sufficient sunlight (solar insolation) to make solar energy viable in the right locations both to capture heat (solar thermal) and generate electricity (solar thermal). National Planning Policy Guidance indicates that large scale solar farms should be focused on previously developed and non-agricultural land, provided that it is not of high environmental value. This is likely to limit the potential for large scale solar farms within Wirral.		
	Change in context since strategy adopted: Changes in the Feed-in-Tariff have had an impact on potential income generation which is a factor in investment decisions				
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Review potential for solar PV on Wirral Schools owned by Wirral Council	Sustainability, Wirral Council	September 2015	Priority sites identified	Desk-top review of 90 primary schools and three Early Years Centres completed to identify top 20 sites for further investigation
*	Seek investment in solar PV projects on Wirral Council buildings with most potential to exploit solar energy	Sustainability, Wirral Council	Ongoing	Number of sites with installations and kWp installed	Final planned installation stage (phase-3) now completed. A total of 24 installations are now operating at 24 locations across Wirral. All installations are registered to receive the 'Feed in Tariff' and will reduce reliance on imported electricity and carbon emissions. The total installed capacity on council property 571 kWp
<i>To progress or on-going</i>					
=	Encourage the incorporation of active	Planning, Wirral	Adoption of	Core	Core Strategy at Pre-Submission Stage,

	solar and Solar PV in new developments, including through inclusion of appropriate policies in Wirral's Local Plan and guidance in Supplementary Planning Documents	Council	Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow	Strategy found "sound" at Examination	Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council's assessment of the land that may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017
=	Seek investment in solar PV projects on schools	Sustainability, Wirral Council	Ongoing	Number of schools with installations and kWp installed	

S t r a t e g y	Objective 2:03: Establish a small-scale wind turbine trial		Justification: Parts of Wirral have a suitable wind conditions to make wind turbines viable, although constraints exist. In the strategy consultation process wind energy was supported although opinion was more divided. Investigating the potential of wind through a small-scale wind turbine trial will enable local experience to be built.		
	Change in context since strategy adopted: A ministerial statement issued in June 2015 changed planning criteria for on shore wind. The statement indicates that local planning authorities should only grant planning permission for on-shore wind developments if in an area identified as suitable for wind energy development in a local or neighbourhood plan. There is such allocations at present in Wirral.				
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Research existing wind turbines in Wirral as a basis for consideration of developing a potential small-scale wind turbine trial	Sustainability, Wirral Council	June 2015	Report produced	Report presented to Wirral Climate Change Group June 2015. Subsequent Government Ministerial Statement appears to limit opportunity to develop a trial.

S	Objective 2:04: Identify the potential for the use of bio-mass heat	Justification: The consultation workshop included a presentation that
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t a t u s	and power in parks and countryside facilities		featured an example of the use of bio-mass heat and power in parks and countryside facilities. This proved to be popular in subsequent discussion and merits some further investigation.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Consider implementing household and/or commercial food waste collection schemes to provide source of biomass energy	MRWA	To be determined		The Joint Municipal Waste Management Strategy for the Liverpool City Region is to be reviewed this year. Wirral is currently consulting with its residents about implementing a food waste collection service and downsizing residual waste bins.

S t a t u s	Objective 2:05: Promote the availability of support to establish the feasibility of on farm anaerobic digestion plant and explore other opportunities to produce biogas from wastes		Justification: The On-Farm Anaerobic Digestion (AD) Fund administered by WRAP exists to help farmers build AD plants on their farms. There may be other opportunities to produce biogas from different waste streams.		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 2:06: Highlight the availability of incentives to support installation of micro-renewable energy including FiTs and RHI		Justification: Incentive payments – The Feed-in-Tariff (FITs) for renewable electricity and more recently Renewable Heat Incentive (RHI) for renewable heat - are a major driver in the uptake of renewable energy.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
=	Awareness raising among businesses by email, online and during face-to-face meetings	Wirral Chamber of Commerce	Ongoing	Emails sent to all members of	

				Businesswirral.com	
=	Promote the availability of FiTs and RHI via relevant social media channels and web pages	Sustainability Wirral Council			

S t a t u s	Objective 2:07: Promote the use of biomass fuels in off-grid locations and raise awareness about the use of correct appliances in smoke control areas		Justification: Biomass-based fuels, e.g. wood pellets and logs, are an important potential renewable derived heating source. Biomass boilers are a good low carbon alternative for those with heating needs off the gas grid that currently rely on bottled gas, oil or coal fired systems. Much of Wirral is a smoke control area where only smokeless fuels can be burnt unless they are burnt in an exempted appliance		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
=	Promote biomass fuels and awareness via relevant social media channels and web pages	Sustainability, Wirral Council			

S t a t u s	Objective 2:08: Win further resources to develop Wirral as a centre of excellence for wind energy		Justification: Wirral’s existing dock and maritime industrial assets make it an obvious location for supporting the development of off -shore wind farms. There has already been some public and private sector investment to make Wirral a centre of excellence in this growing industry.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	New infrastructure projects for development of offshore wind cluster.	Investment Strategy Wirral Council	Complete expenditure by end of March 2015.	Invest £5m in supporting low carbon offshore energy supply chain	Entire £5m budget spent - supporting offshore energy and related projects. Leveraging £8.6m million private sector investment, creating 67 jobs and safeguarding 483. The £2.5m Lightbox development in Birkenhead comprises six super energy efficient commercial units, including

				projects in Wirral.	research, laboratory, and development space, which are now available to lease. The development will be able to support more than 50 jobs. Turbine Business Park will attract £7m of private investment in offshore wind supply chain and related sectors. DONG energy is to create 50 jobs in Birkenhead at new offshore wind facility to service Burbo Bank wind farm extension.
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S t a t u s	Objective 2:09: Promote Wirral’s value as a location for investment in emerging renewable energy technologies		Justification: Wirral’s location, skill base and proximity to existing centres of research make it a potentially attractive location for investment in emerging renewable energy technologies		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 2:10: Build local skills to assess, install and service renewable energy equipment by promoting education and training opportunities and linking them with local renewable energy investments		Justification: If the local area is to benefit fully from investments in renewable energy, it makes sense to ensure the skills to assess, install and service renewable energy equipment are available locally.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	New infrastructure projects for development of offshore wind cluster.	Investment Strategy Wirral Council	Complete expenditure by end of March 2015.	Invest £5m in supporting low carbon offshore energy	Entire £5m budget spent - supporting offshore energy and related projects. Leveraging £8.6m million private sector investment, creating 67 jobs and safeguarding 483. DONG energy is to create 50 jobs in

				supply chain projects in Wirral.	Birkenhead at new offshore wind facility to service Burbo Bank wind farm extension.
<i>To progress or on-going</i>					
=	Skills and education shows to have a low carbon element	Economic Policy Team, Wirral Council			

S t a t u s	Objective 2:11: Create a directory of local suppliers and installers and promote them through an expo event		Justification: If the local area is to benefit fully from investments in renewable energy, it makes sense to highlight local suppliers and installers.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Investigation by University of Chester Students	Sustainability, Wirral Council			Survey undertaken but limited response

S t a t u s	Objective 2:12: Highlight renewable energy tariffs in collective switching and related campaigns		Justification: There have been some recent collective switching campaigns designed to help consumers get a better deal from utility companies. There appears to be an opportunity to promote switching to renewable energy tariffs.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Specify a renewable energy tariff be provided as part of collective switching offers	Housing Strategy Wirral Council	Next collective switch Sep 14	Tariff offered in every collective switch	A renewable energy ("Green") tariff was offered in the Collective Switch in February 2016. Out of 178 Wirral households that switched to one of the tariffs offered three opted for the renewable energy tariff. The next Collective Switch is planned for September & October 2016.

Goal: Substantially cut climate pollution associated with Wirral

Aim 3: Use more sustainable modes of transport, more fuel efficient vehicles and less polluting means of getting around

S t a t u s	Objective 3:01: Establish a Wirral cycle route network map and develop the network		Justification: The creation of - and awareness about - a cycle network is an important element in supporting cycle journeys		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
	* Construction of cycle pathways through the Local Sustainable Transport Fund. Cycle links to businesses and to tourism sites	Cycling, Wirral Council	Until end of funding 2014/15	Construction completed	LSTF finished year end 2014/15. Construction completed on schemes Woodchurch Rd / Singleton Ave, Ellens Lane, Lever Causeway, A41 Croft Retail Link, A41 Torr Rd, A41 Caldbeck Rd, Pasture Road Link, The Fender, Boundary Rd, Birkenhead Road, Ivy Street, Bidston Link, Borough Road / Balls Road, New Brighton Marine Lake, and Bayswater Rd.
	<i>To progress or on-going</i>				
= Construction of cycle pathways / crossings etc. funded through the Integrated Transport Block (ITB)	Cycling, Wirral Council	Annual budget allocation	Construction completed		
= Wirral Cycle map published and regularly updated	Cycling, Wirral Council	Map to be re-printed Sept '14	Published map	Map re-printed	
S t a	Objective 3:02: Promote cycle skills training, cycle maintenance and cycle security measures		Justification: Concerns about safety and security can be a barrier to the more widespread use of cycles.		

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	Action	Lead	Timescale	Measure	Progress
	<i>To progress, or on-going</i>				
*	Dr Bike maintenance sessions held at businesses to provide a free service to employees bikes	Sustainable Travel Wirral Council	Initially to funding period March 2015 Programme extended to March 2017	Number of sessions provided at businesses	19 Dr Bike sessions held at businesses during 2014/15 A series of Dr Bike sessions has been planned for 2016/17 with five delivered as at June 2016
*	Bikeright to deliver Bikeability to National Standards in Wirral Schools.	Bike Right/ Road Safety Team, Wirral Council	Until end of school year summer 2016. Funding in place to end of school year 2017	Numbers of pupils trained	In 2015-16 academic year: SEN pupils: 67 pupils Level 2: 2028 pupils Level 3: 311 pupils Bikeability Catch up: 117 pupils Bikeability Plus: 227 pupils Bikeability Fix: 66 pupils Bikeability Learn to Ride: 64 pupils Bikeability Ride: 40 pupils

S t a t u s	Objective 3:03: New 20 MPH zones in residential areas to improve pedestrian and cycle safety		Justification: The speed of motor traffic can be a deterrent to pedestrians and cyclists.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress, or on-going</i>				
*	Instigate 20mph zones as casualty reduction schemes or via Constituency Committees.	Road Safety Wirral Council	As required	Number of schemes implemented	Three new 20mph schemes were introduced on Wirral during 2015/16.

S t a t u s	Objective 3:04: Run an awareness campaign to discourage pavement parking and take enforcement action where necessary to improve the pedestrian environment		Justification: Pavement parking can create a more dangerous and restricted environment and act as a deterrent for walking journeys		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Direction of travel: Safer and more convenient routes for pedestrians		Justification: Creating safer and more convenient routes for pedestrians is likely to make walking a more attractive option		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Meet with local groups to promote walking and look at ways of overcoming challenges	Living Streets	March 2016	Questionnaires	Community Street Audits have taken place with 5 community groups across the Wirral between April 15 and March 16. Black and Ethnic minority groups were consulted through focus groups and questionnaires to establish barriers to walking in December 2015. Work with communities was funded to the end of March 2016 and has now ended.
	<i>To progress or on-going</i>				
*	Work with community groups, businesses or schools where a need for improvements has been highlighted or where existing issues exist.	Living Streets	Initial work funded to March 2016 Extended for businesses and schools	Improvements identified	Living Streets have worked with over 60 Primary Schools, 13 secondary schools, 6 workplaces and 5 community groups to encourage more people to walk and improve walking routes in those areas. Initially work was funded to the end of

			to March 2017		<p>March 2016 with five route audits carried out around schools, businesses and communities. These highlighted issues that may prevent people walking. Recommendations were shared with the relevant parties concerned that have the power to make the change. Some of the recommendations were based on behaviour change for those involved. Funding for work with schools and workplaces is continuing with a further five audits due to be completed before the end of March 2017.</p>
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S t a t u s	Objective 3:05: Ensure that the majority of households are aware of journey planning tools		Justification: Increasing access to information about transport options and connections between them should help support more sustainable travel choices.		
	Action	Lead	Timescale	Measure	Progress
	<i>In progress or on-going</i>				
*	<p>Travel solutions – Team provides bespoke advice and information on travel from and within the East Wirral area, to help people who are entering employment. This could be:</p> <ul style="list-style-type: none"> • Personalised journey planning • Help with travel costs • Bike to work scheme • Scooter Commuter • Travel Training 	Wirral Travel Solutions, Wirral Council	Initially funding period to 2014/15 Programme now extended to 16/17	Number of solutions provided	<p>2014/15 figures</p> <p>Total individual engagements: 2720</p> <p>Total travel passes given out: 1252</p> <p>Total bikes given out: 593</p> <p>Total scooters given out: 9</p> <p>Number of job seekers receiving personal journey plans: 474</p> <p>Number of individuals receiving travel training: 45</p> <p>Number of Maxi Taxi cards issued: 57</p> <p>In 2015/16 Travel Solutions received 2201 referrals, 2008 (91%) met the criteria.</p> <p>Number of people receiving a travel card</p>

					1085 Number of people receiving a cycle 484 Number of people receiving a Personal Journey Plan or Info / Advice 392 Number of people receiving Travel Training 47
=	Merseytravel roadshows and education programme	Merseytravel	Ongoing	Merseytravel roadshows Via Employers Network to 41 Wirral organisations Via Education programme to secondary schools	Merseytravel's engagement team promote sustainable travel behaviour to a wide audience, specific programmes engage newly employed jobseekers, major and smaller employers, educational establishments including apprenticeship providers. This work is core and ongoing year on year. Journey planning tools are a key part of the offer promoted. The team also engage with the public via 50 roadshows per year, targeted to reach a Merseyside population of 5,000 individuals. This work is all on target for this year.

S t a t u s	Objective 3:06: Develop travel plans at key employment sites, leisure facilities and retail centres		Justification: Travel Plans are a way to manage travel to and from a site more effectively. They are commonly used to address growing congestion and improve travel choices.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Travel plans developed with businesses through business travel support funded by the LSTF/Public Health	Sustainable Travel, Wirral Council	Until end of funding LSTF 2014/15. Programme extended with support from	20 travel plans developed	21 Travel plans completed and signed off

			Public Health March 2017		
*	Baseline travel surveys	Sustainable Travel, Wirral Council	Until end of funding 2014/15 Programme extended to 2015/16	22 surveys undertaken (782 staff a 19.5% response rate)	27 surveys undertaken (2764 staff a 19% response rate) SOV 57.9% Car share 13.7% Bus 10.9% Walk 6.7% Train 4.8% Bicycle 4.2% Follow up surveys with 6 businesses with 329 participants
*	Hold Walk Doctor events, walking challenges and do walking promotion in at least 5 local businesses before March 2016, engaging an average of 60 employees at each site.	Living Streets	Initially funded to March 16 Extended to March 17	Target achieved and evaluation completed	Walk Doctor event at Premier Foods engaged 50 staff, walking promotion taken place in at least 5 other business and online challenges promoted during walk to work week in May. Over 350 employees have been directly engaged in walking activities throughout Living Streets 'Walk to' project funded by the LSTF extension fund until March 2016. Funding for work with employers has been extended until March 2017 so may include Walk Doctor events as appropriate. The aim is to get employees to make a written pledge to walk more, which may later be followed up. In one particular business in 2015/16 over 300 employees signed up to take part in an online walking challenge. Work will continue with that employer plus four others during 2016/17
*	Promote walking maps during business engagement events	Living Streets	Until end of funding 31st	Uptake of maps	Living Streets are helping to distribute the Council's walking maps at activities and

			March 16 General employers walking programme extended to March 2017		events throughout the year. It is possible new employer specific maps could be produced if a need arose but this is unlikely to happen in 2016/17
*	Run WoW (Walk once a Week) in 55 primary schools	Living Streets	Until end of school year summer 2016 Extended to July 2017	Hands up questionnaires	58 Primary Schools received free resources to run WoW in their schools until July 2016. This has now been extended to include an additional 10 primary schools across the Wirral. Existing schools are still able to continue receiving WoW resources free of charge. The additional schools will be recruited to run WOW until the end of the school year July '17. Eight additional schools have already taken up the offer
*	Run (FyF) Free your Feet walking challenge in 10 secondary schools	Living Streets	Until end of funding 31st March 16 Extended to March 17	Hands up questionnaires	10 Secondary schools across the Wirral have run Free your Feet events between April 2015 and March 2016. The average increase in walking rates during the week of the challenge was 20% (3 mins per person). Wirral Grammar (Girls) and Calday Grammar increased their walking rates by 31% (5 mins per person). Funding is in place for five secondary schools to take part in Free Your Feet free of charge before the end of March 2017.
=	Consider travel plans received with planning applications	Planning, Wirral Council	Ongoing		

S t a t	Objective 3:07: Complete the introduction of secure cycle parking at all Wirral railway stations	Justification: Improvements in cycle parking facilities at stations make it more convenient for combined cycle and rail journeys
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	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Introduction of secure and sheltered cycle parking at Wirral stations	Merseytravel	2014/15	Bike stores built	Bike stores now at Bebington, Bidston, Birkenhead Central, Birkenhead North, Birkenhead Park, Bromborough, Bromborough Rake, Conway Park, Eastham Rake, Green Lane, Hamilton Square, Hoylake, Leasowe, Manor Road Meols, Moreton, New Brighton, Port Sunlight, Rock Ferry, Spital Cycle, Wallasey Grove Road and West Kirkby.
*	Bike hire at select Wirral stations	Merseyrail	Ongoing	Bikes hire facilities introduced	'Bike and Go' introduced at Bidston, New Brighton, West Kirby, Port Sunlight. Plans for Hamilton Square abandoned

S t a t u s	Objective 3:08 Introduce local bus quality partnerships to extend the co-ordination of timetables and ticketing between operators	Justification: Bus quality partnerships provide a means to better integrate services provided by rival operators to make them more convenient and attractive to users			
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 3:09: Promote the development and uptake of flexible ticketing options and ensure the introduction of new ticket systems include consideration of the opportunities for new flexible ticket products.	Justification: Convenient and flexible ticketing can make public transport journeys more attractive			
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Implementation of 'Walrus' travel card system - an electronic version of the	Merseytravel	Autumn 2014	Use of cards	Merseytravel's smart ticketing scheme is already the most active outside London:

	Saveaway ticket is being rolled out initially				<p>over a million tickets have been sold on Walrus cards since they launched in November 2014. The tickets currently available include pre-paid weekly and adult four-weekly Solo tickets which can be used on any bus across Merseyside, and Saveaways – the off-peak day ticket for buses trains and ferries.</p> <p>There are plans for more tickets to go ‘smart’ including some commercial operators’ weekly bus tickets and Merseyrail tickets. There are also plans for the introduction of carnet tickets for bus travel. These will allow people to load a number of tickets on their cards for use on non-consecutive days, making them particularly suitable for part time workers.</p> <p>Walrus cards can be ‘loaded’ at around 800 PayPoint outlets across Merseyside, which has more than doubled the number of places from which Saveaways can be purchased and has significantly increased the availability of Solos, which were originally available from only 50 outlets.</p>
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S t a t u s	Objective 3:10 Establish a network of publicly accessible electric vehicle charging points with at least one rapid charger to serve the strategic road network	Justification: If electric vehicle use is to grow, there is a need for an adequate network of charging facilities. Electric vehicle use can help reduce climate pollution – assuming the carbon intensity of grid supplied electricity continues to fall.			
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
*	Implement OLEV funded charging points on public sector estate	Sustainable Travel, Wirral Council	Until end of funding	Introduction of charging	Charging points have been put in at: Cleveland Street (x2), Treasury Building

			2014/15	points. Measure use of charging points	Elgin Way and Wallasey Town Hall. Plans for charging points at Marine Promenade, Green Lane and West Kirby Concourse were abandoned. 348 charging sessions had been recorded at end of August 2016
To progress or on-going					
=	Investigate the potential for future bids / funding streams	Sustainable Travel, Wirral Council	Ongoing	Successful bids	Bid submitted to lease hire 2 electric vehicles with 75% of the cost being covered by OLEV
*	E-Vehicle Charging Strategy to establish 11 publicly available electric charging points	Merseytravel	On-going		There are currently 36 publically available Recharge posts in the Liverpool City Region with a further four in development to be added to the network before April '17

S t a t u s	Objective 3:11: Promote the availability of 'alternative' fuels at filling stations through online maps		Justification: Alternatives fuelled vehicles can help reduce climate pollution. Increasing knowledge about the location of filling stations that offer alternative fuels makes the use of alternative fuelled vehicles more likely.		
	Action	Lead	Timescale	Measure	Progress
To progress or on-going					
=	Back office and online support for public electric charging points so that the public can see whether a car charging point is available.	Merseytravel	On-going	Website hits / use of charging points	All Recharge posts are linked to the 'Charge Your Car' back office portal which means any EV driver can use the posts

S t a	Objective 3:12: Create a directory of local suppliers of alternative fuelled vehicles and vehicle convertors and promote these through an expo event	Justification: If Wirral is to benefit fully from investments in the transition to more sustainable travel, it makes sense to highlight local suppliers and convertors of alternative fuelled vehicles and			
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t u s			fuels/charging points		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Investigation by University of Chester Students	Sustainability, Wirral Council			Survey undertaken but limited response
	<i>Abandoned</i>				
*	Hold an event for electric vehicle expo for taxi drivers	Merseytravel	N/A	Expo held	Taxi expo was planned but never held. Green fuel event took place at Aintree in Feb 2015, although this wasn't explicitly aimed at taxi drivers. No current plans to pursue an electric vehicle expo for taxi drivers as feasibility study into EVs was quite negative.

S t a t u s	Objective 3:13: Promote smarter driving tips and techniques		Justification: The manner in which people drive can make a big difference to fuel use and resultant pollution produced. Promoting smarter driving should help improve efficiency and reduce pollution.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Smarter driver leaflet produced	Sustainable travel, Wirral Council	Ongoing	Number of leaflets distributed	Distributed through ongoing business travel support engagement
	<i>To progress or on-going</i>				
*	Mind Your Business Project– offers driver training sessions (practical and theory) which include safer and more economical driving advice	Road Safety, Wirral Council	Until end of funding March 2016. Extended to March 2017 (funded by Public Health)	Take up of sessions	Promoted to individual businesses, through marketing and promotion and during seminars. Driver Profiling (online) rolled out to all local businesses (funded by STEP programme) enabling engagement with staff without taking up valuable time within businesses and allowing staff to

					<p>assess their own areas for improvement. Proving popular.</p> <p>To date, Wirral Council have worked with 73 workplaces. Each workplace has received tailor made support from the MYB package. In addition to the sessions in workplaces, quarterly seminar events are organised.</p>
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S t a t u s	Objective 3:14: Promote car sharing for journeys when applicable		Justification: Sharing journeys can help cut traffic congestion and the associated pollution		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Car sharing promoted where applicable through business travel support team	Sustainable Travel, Wirral Council	Until end of funding 2014/15 Extended for 2015/16	Mode share of staff car sharing will be measured through travel surveys	2014/15 stats, driving assessments offered: 235 sessions offered 5 delivered

Goal: Substantially cut climate pollution associated with Wirral

Aim 4: Reducing the indirect negative impacts that our decisions have for climate pollution in Wirral and elsewhere

S t a t u s	Objective 4:01: Host a green procurement fair to promote the greening of local supply chains and encourage the spread of environmentally sensitive procurement practice		Justification: Purchasing decisions can have many indirect impacts including those on climate pollution.		

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	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
=	SME engagement regarding event. Support with promotion and venue.	Wirral Chamber of Commerce	To be determined		

S t a t u s	Objective 4:02: Promote local inter-trading to shorten supply chains through Invest Wirral and local trade associations		Justification: Shortening supply chains can limit climate pollution by reducing unnecessary transportation.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
	=	Businesswirral.com online platform exists to promote and support local inter-trading. Businesses can use this to find local providers of goods and services. Improvements to this system will enable greater number and range of opportunities to be realised.	Wirral Chamber of Commerce	Completed	
	<i>To progress, or on-going</i>				
=	Promote business to business inter-trading and collaborations via Wirral Chamber of Commerce relationship managers	Wirral Chamber of Commerce	Ongoing		

S t a t u s	Objective 4:03: Reduce the need to travel through online working or online meetings		Justification: Modern technologies enable transactions and interactions to take place on-line reducing the need to travel along with the associated climate impacts of this travel.		

	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Leaflet for businesses	Sustainable Travel Wirral Council	Until end of funding 2014/15	Dissemination of leaflets	Leaflet produced and ongoing dissemination

Page 106	S	Objective 4:04: Create a recognisable brand to aid the development of Wirral's local food movement and promote the consumption of local and seasonal produce		Justification: Wirral has an emergent local food movement. Developing a clear brand should help develop this movement and promote the consumption of local and seasonal produce.		
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		Action	Lead	Timescale	Measure	Progress
		<i>Completed</i>				
	*	Better Food Wirral identified as brand for local food movement	Public Health, Wirral Council	April 2014		Brand now established. A company called SO-MO was commissioned in June 2015 to start to further promote the work of Better Food Wirral. Better Food Wirral is now established as a brand with strong and active Twitter and Facebook pages
	=	Priorities identified as – increase access to good food, supporting the local food market to thrive, allowing people to make good food choices	Public Health, Wirral Council	April 2014		Priorities are still relevant- move to look at adapting these priorities in different settings e.g. hospitals, care homes, schools etc.
=	Great Grove Street 'eco pie' harvest event	Eco Schools, Wirral Council	October 2014		Successful event held. To be followed up October 2015 with an 'eco pudding' event	
+	Eco-pudding harvest event	Eco Schools, Wirral Council	October 2015		Successful event held.	
	<i>In progress or on-going</i>					
*	Steering Group established to influence agenda, included on the steering group is the sustainability Liaison Officer	Public Health, Wirral Council	On-going		Establishing this group has proved difficult so SO-MO have been commissioned to take this work forward	
=	Work with VCFS such as luncheon clubs, to source food locally	Community Action Wirral				

=	Monthly West Kirby farmers' market and local food newsletter	TTWK Core Group & Mellow Yellow	Ongoing	Number attending farmers' market Number of downloads of local food newsletter	Monthly market is progressing There were 2,870 downloads of the newsletter in August 2015.
=	Promote local food foraging, seed swaps and re-skilling	TTWK Food Group, Incredible Edible Mellow Yellow	Ongoing		ongoing
*	Love Food Hate Waste [Campaign objective is to get people to reduce the amount of food they waste]	MRWA	2012 onwards	Tonnes	MRWA has been leading and continues to lead the region with regards to this national campaign. A Waste Composition Analysis (2010) identified that 109,000 tonnes (28%) of food waste was disposed in household bins. The 2016 analysis identified that food waste in household bins has increased to 39% (148,000 tonnes). For Wirral, this means that in the residual (28,228 tonnes), dry recycling (265 tonnes) and garden waste (156 tonnes) bins collectively, there was a total of 28,649 tonnes of food waste discarded. Equivalent to 19,195 tonnes of carbon emissions as most would have ended up in landfill.
*	Mersey Munchers	Children's Food Trust/MRWA	2015 onwards	Tonnes	11 cookery clubs established. Provide cooking lessons and offer cascade training to the community as part of a Big Freeze campaign In 2015/16, 20 additional clubs will be formed, saving approximately 500 tonnes of food and avoiding 210 tonnes of carbon. There will be 3 – 5 Food Clubs in Wirral

+	'Eco pie' harvest event 2016	Eco Schools, Wirral Council	October 2016		
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S t a t u s	Objective 4:05: Develop community cultivation on suitable vacant or underutilised land through: asset transfer to create allotments, land sharing and cultivation agreements		Justification: Growing demand for allotments has seen new sites brought into use - although Wirral still has below average allotment provision. The demand for land for growing might also be met through land sharing and cultivation agreements			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	*	Public Health meeting with Local Authority colleagues re: better use of allotments and green spaces	Public Health, Wirral Council	Ongoing		A meeting has been held with a view to developing a strategy on this.
	*	Big Picnic Project in West Wirral distributing baskets of seeds and plants for schools and community groups to grow, culminating in a big picnic at Thurstaston	Eco School, Wirral Council	October 2015		Event held July 2015 in Thursaston Country park
	<i>To progress or on-going</i>					
	*	Better Food Wirral Innovation Fund available to community groups to promote innovate projects such as land sharing etc.	Public Health, Wirral Council, Community Action Wirral	August 2014 Second round of funding in 2016/17		6 community projects funded under first round of innovation fund. Innovation fund open again for applications
	*	Seek funding opportunities for tarmac to cultivation raised beds project	Eco Schools, Wirral Council		Opportunities identified	Held eco garden course each term for co-ordinators at Wirral Environment Network. Wirral schools "in Bloom" completed July 2016. Garden courses planned for Sept 2016
	=	Seek to develop council managed land situated at Slatey Rd as a teaching centre for cultivation for both adults and children.	Wirral Environment Network			Contact made with Council asset management
	=	Promote locally grown food through Incredible Edible, Apple avenue and	TTWK Food Group, Incredible Edible,	Ongoing		Ongoing

allotments	Mellow Yellow			
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S t a t u s	Objective 4:06: Create a directory of local food producers and promote these through an expo event.		Justification: If Wirral is to benefit fully from the transition to more local and seasonal food system it makes sense to highlight local producers			
	Action	Lead	Timescale	Measure	Progress	
	<i>Complete</i>					
	*	Investigation by University of Chester Students	Invest Wirral, Wirral Council			Survey undertaken but limited response
	<i>To progress or on-going</i>					
*	Better Food Wirral to hold four food exchange events in September with the idea of promoting local community projects and creating a network/directory of food producers/ suppliers etc.	Public Health, Wirral Council	September 2014		The food exchange events did not happen, due to the contract for the communications plan going out to tender. A company called SO-MO was successful and have held a co-production event looking at how the network would like to communicate.	
=	Monthly West Kirby farmers’ market and local food newsletter	TTWK Core Group & Mellow Yellow	Ongoing	Number attending farmers’ market Number of downloads of local food newsletter	Monthly market is progressing There were 2,870 downloads of the newsletter in August 2015.	

S t a t u s	Objective 4:07: Ensure climate change issues are reflected in Wirral’s local food programme		Justification: There are many connections between climate and food. Our current energy intense food system is a problem for climate pollution and changes in the climate will have an impact on food production. The creation of a local food programme presents an opportunity to consider and address food-related climate issues		

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	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Develop Better Food Wirral network	Public Health, Wirral Council	Ongoing		Contract awarded to SO-MO is to establish a network both physically and virtually - to include the sustainability officer - and to focus on developing sustainable cities agenda locally through the Better Food Wirral network. Public Health are regularly represented at the climate change group so issues can be reflected in food work as appropriate
=	Make the connection between local food and the distance (Food miles) that some produce travels with respect to carbon emissions	MRWA	On-going	CO2 emissions	Supported university food technology modules
+	Promotion of OLIO.		Start date Sept 16	Tonnes of food diverted / CO2-e avoided	OLIO is an online Food Sharing App that connects people with unwanted food to those that would like to make use of it. https://olioex.com/

S	Objective 4:08: Highlight the benefits of reducing consumption of meat		Justification: Meat forms an important part in the nation’s diet. However, there are some concerns about excessive meat consumption and its consequences. The energy intensity of dominant meat production processes and emissions from ruminant livestock pose some climate concerns.		
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	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
+	Presentation to Wirral Climate Change Group on Meatless meals work developed at St George’s Primary	Wirral Climate Change Group	December 2015	Presentation given	Presentation given
	<i>In progress or ongoing</i>				
*	Highlight links to relevant resources and	Sustainability, Wirral	ongoing		Three tweets posted this year linking to

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	materials via social media and web pages	Council			articles about the benefits of reduced consumption of meat
+	Encourage take up of Meatless meals work developed at St George's Primary	Eco Schools, Wirral Council	ongoing		Meat free meals work has spread across most primary schools. Edsential now offer a meat free Monday option. The original meat free material developed at St George's Primary was pitched at primary schools. It is now being modified and made more in depth by Woodchurch High.

S t a t u s	Objective 4:09: Bring forward new initiatives - and strengthen existing ones - to reduce waste and encourage the re-use of materials		Justification: The 'waste hierarchy' highlights the importance of waste reduction and re-use.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
	+	Develop a Wirral Waste Strategy – setting out Wirral's aim of recycling 50% of household waste by 2020	Waste & Environmental Services, Wirral Council	End 2015	Strategy agreed by Cabinet
<i>To progress of on-going</i>					
*	Use WARP-IT portal to reduce waste of surplus Trust materials and furniture	CWP NHS Trust	Ongoing	-	The introduction of WARP-IT has seen savings of over £178,000 in avoided costs and related waste savings in the last two years at Cheshire and Wirral NHS Foundation Trust. Staff are starting to put items they no longer need on the system themselves for other staff to claim. The Trust has 10 charity partners who have benefited from donations of surplus items. The Trust is introducing a loan facility via WARP-IT for high value items that can be

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					shared with teams for events, e.g. Mascot costumes and bikes, gazebos etc.
*	Introduce WARP-IT portal to reduce waste of surplus council materials and furniture	Facilities management and Sustainability, Wirral Council	September 2015 – 2016	-	System set up, pilot conducted. System now ready to launch and promote
+	Establish a WARP-IT portal for Wirral Schools	Sustainability and Eco Schools, Wirral Council		-	System set up and pilot in progress
+	Establish a WARP-IT portal for voluntary and community sector organisations in Wirral	Sustainability, Wirral Council and Community Action Wirral	Autumn 2016	-	Work in progress
*	Develop school 'Big Bin' challenge	Eco Schools, Wirral Council	July 2016	Number of schools reducing waste collection.	65 schools improved their recycling as a result of the Big Bin Challenge The programme was based on Big Bin Challenge Awards launched with schools combined with visits, audits and guidance. Now looking at waste allocations per pupil head for April 2017
=	Merseyside Textile Forum Events. Partners include MRWA, national and local charities and local community groups	Merseyside Textile Forum	On-going	Tonnes	Waste Composition Analysis identified that 22,000 tonnes (4%) of textiles was disposed of in household bins
=	Promote national 'Love your clothes' and 'Pass it on' campaigns that encourage repair and re-styling of old clothes.	MRWA		Tonnes	
=	Develop Really Useful Skills Hubs (RUSH) across the region. RUSH will include re-use, repair and upcycling of unwanted household items. A networks of third sector organisations, community groups and volunteers will come together to swap ideas and support skills and training opportunities.	MRWA	April 2015	Tonnes	A pilot study is in progress to seek partners and develop the project
=	To continue to distribute 'Junk the Junk' Mail stickers at events and via requests.	MRWA	April 2014	Tonnes	Unsolicited mail and flyers are resident's biggest pet hate. Stickers are distributed

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					at events attended by MRWA
=	'Donate and Create Change' project to utilise four community hubs to act as 'pop up' charity shops to resell donated goods and stop them going to landfill	Community Action Wirral			
=	Publishing Wirral recycling directory	TTWK core group in association with Wirral Environment Network	Ongoing		Ongoing
=	Wirral Earth Fest focus on not using plastic bottles, recycling and activities such as the community art project which will reuse plastic to make a banner	TTWK core group. Mellow Yellow	September 2015	Uptake of water from sources provided. Successful recycling	Wirral Earth Fest 2015 held. Recycled banner made. Festival included a dedicated recycling and rubbish area and a water station do dispense water into compostable cups, rather the disposable plastic bottles.
+	Launch a new 18-month recycling information campaign based on WRAP's "Good to Know" campaign.	Recycling Team and PR, Wirral Council	November 2015 – March 2017	Recycling %	Ongoing – Leaflet delivered to all properties in Nov 2015, social media and traditional advertising campaigns ongoing.
+	Commence options appraisal exercise, to consider future waste management arrangements for households in Wirral	Waste & Environmental Services, Wirral Council	FBC due to Cabinet	Preferred option agreed by Council for implementation	Ongoing
+	Full public consultation regarding shortlisted final two waste management options	Waste & Environmental Services, Wirral Council	25th July 2016 – 9th September 2016	Report results of consultation as part of FBC	Ongoing
+	Carry out audit of current schools waste collection provision and develop plan for future collections.	Waste & Environmental Services, Wirral Council	End March 2017	Audit completed, plan developed and approved for implementation.	Ongoing

S t a t u s	Objective 4:10: Encourage the use of sustainability appraisal to ensure climate sensitive decision making and utilise the skills of stakeholders in the Wirral Climate Change Group		Justification: Concerns were expressed during the consultation process that some strategies, plans and decisions are contradictory. Sustainability appraisal is a means to check the compatibility of strategies, plans and policies with commonly accepted sustainability criteria		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 4:11: Ensure the policies of Wirral’s Core Strategy Local Plan (and related supporting documents) that help minimise climate pollution are implemented		Justification: The Local Plan has several policies that can help minimise climate pollution. Some concerns were expressed during the consultation that these need to be implemented.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Progress the Core Strategy Local Plan and supporting Supplementary Planning Documents to adoption	Planning, Wirral Council	Adoption of Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow	Core Strategy found “sound” at Examination	Core Strategy at Pre-Submission Stage, Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council's assessment of the land that may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017

Goal: Adapt Wirral to unavoidable climate change

Aim 5: Identify risks and vulnerabilities from expected changes and bring forward plans and actions to limit negative impacts and improve resilience

S t a t u s	Objective 5:01: Develop a co-ordinated adaptation response through Wirral’s climate partnership		Justification: Co-ordinated work on adaptation is less well developed than that on mitigation. It makes sense to utilise the existing partnership to develop coordinated adaptation work further.			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	=	Present results of updated local climate impact profile to Wirral Climate Change Group	Sustainability, Wirral Council	June 2015	Presentation	Updated LCIP was presented in June 2015
	<i>To progress or on-going</i>					
*	Present emerging Wirral Council Severe Weather Action Plan to Wirral Climate Change Group	Health, Safety and Resilience, Wirral Council	To be determined	Presentation	A presentation was due to be given to the group in June 2016 but was cancelled and a short written report tabled instead.	

S t a t u s	Objective 5:02: Engage key stakeholders in a risk assessment process using UKCIP’s adaptation wizard to identify risks, vulnerabilities and priority actions		Justification: One of the key initial steps in any adaptation response is to consider existing risks and vulnerabilities. The UK Climate Impacts Programme has developed a variety of tools to assist such an assessment			
	Action	Lead	Timescale	Measure	Progress	
	<i>Completed</i>					
	*	Share updated local climate impacts profile with key stakeholders	Sustainability, Wirral Council	June 1015	Update shared	Updated draft produced and shared at June 2015 Wirral Climate Change Group meeting. Local climate impact profile also featured in Wirral JSNA
	<i>To progress or on-going</i>					
=	Develop severe weather plan for Wirral Council to manage risks to service disruption from severe weather episodes	Health Safety and Resilience, Wirral Council	August 2015	Plan in place	Initial meeting to discuss severe weather preparedness held in December 2014	
*	Organise climate change resilience	Sustainability, Wirral	2016		A business resilience workshop for SMEs	

	event [Engage key stakeholders in a risk assessment process using UKCIP's adaptation wizard to identify risks, vulnerabilities and priority actions] Promote use of existing adaptation tools through an adaptation event	Council, Chamber of Commerce			was organised for June 2016 but was postponed due to a lack of bookings. Those who had booked were sign-posted to a similar event held in Liverpool as part of the International Festival of Business. The intention is to reorganise the postponed workshop later in 2016
=	Consider potential for using the tool as part of the Local Plan evidence base	Planning, Wirral Council	Adoption of Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow	Core Strategy found "sound" at Examination	Core Strategy at Pre-Submission Stage, Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council's assessment of the land that may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017

S t a t u s	Objective 5:03: Produce community-specific adaptation information		Justification: Climate adaptation requires a response from households, business and community organisations. Different communities in Wirral may face specific climate-linked challenges. For example, some may be at risk of flood others vulnerable to transport disruption. The provision of community specific information should help encourage an appropriate adaptation response.		
	Action	Lead	Timescale	Measure	Progress
	Completed				
=	Implement the CLASP funded Wirral Resilient Parks project to survey five sites with existing weather impacts in order to develop potential alternative management regimes that might be applied more widely in anticipation of further impacts from climate change	Parks & Countryside, Wirral Council	March 2015		Five sites reviewed Friends groups involved. Project report completed and disseminated
=	Develop schools climate convention workshop linked to Resilient Parks	Eco Schools Wirral Council	December 2014		Workshop held. St Alban's and Heswall Primary took park in Resilient Parks

	project				session
	<i>To progress or ongoing</i>				
*	Maintain and develop the Climate & Health content in Wirral JSNA	Public Health / Sustainability, Wirral Council	On going Bi-annual	JSNA section is updated periodically based upon contributions and active involvement of Climate Change Strategy Group and others	2 nd update in progress with JSNA Climate & Health section circulated to Climate Strategy Group for comment. Public version for publication in October 2016. Sustainability Officer to attend Public Health Open Forum in October 2016 to discuss elements of JSNA content with particular linkage to Public Health work and population resilience
+	Explore potential to use capital programme funding to implement ideas from Resilient Parks Project	Sustainability and Parks & Countryside, Wirral Council			Two site meetings held.
+	School flood risk project - Schools in flood risk areas will take part in a day long workshop looking at issues and ways they can mitigate problems such as sustainable drainage, swales, flood zones, wetland areas, community hubs. Schools will experiment in the morning than draw up plans in the afternoon.	Eco Schools, Wirral Council	Autumn term 2016	Workshop held	

S t a t u s	Objective 5:04: Promote awareness of the links between climate change and health so that local health planning takes climate issues into account		Justification: Anticipated unavoidable changes in the climate will have implications for health and health provision. The links between health and climate change and the need for action in these areas were both highlighted in the strategy consultation.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or on-going</i>				
*	Maintain and develop the Climate &	Public Health /	Ongoing	JSNA	2nd update in progress with JSNA

	Health content in Wirral JSNA	Sustainability, Wirral Council	Bi-annual	section is updated periodically based upon contributions and active involvement of Climate Change Strategy Group and others	Climate & Health section circulated to Climate Strategy Group for comment. Public version for publication in October 2016. Sustainability Officer to attend Public Health Open Forum in October 2016 to discuss elements of JSNA content with particular linkage to Public Health work and population resilience
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S t a t u s	Objective 5:05: Promote the use of porous materials in gardens, driveways and landscaping schemes and the use of green roofs and walls in buildings to limit run-off, provide shade and ameliorate temperatures		Justification: ‘Hard’ impermeable building and surfacing materials can speed rainfall run-off so contributing to flooding. Such materials can also store heat energy contributing to an ‘urban heat island’ effect where urban areas become hotter than the surrounding rural hinterland. Alternative porous surfaces and ‘living’ structures that incorporate plant life can help reduce these problems. Planning regulations already cover use of impermeable materials for paving over front gardens. From April 2015 the Government requires that Local Planning Authorities ensure that for developments of 10 dwellings or more; or equivalent non-residential or mixed development, sustainable drainage systems for the management of run-off are put in place, unless demonstrated to be inappropriate.		
	Action	Lead	Timescale	Measure	Progress
	=	Implement the new requirements for Sustainable Drainage Systems in new developments	Planning, Wirral Council	From April 2015	

S t a t u s	Objective 5:06: Promote water saving practices and the use of rainwater harvesting systems		Justification: The importance of water saving was highlighted through the consultation process. With longer dry spells and the potential for drought anticipated, there is a need to adopt water saving practices. Rainwater harvesting systems can reduce demand for mains supplied water and divert rainfall to storage during periods of intense rain.		

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S	Action	Lead	Timescale	Measure	Progress
	Completed				
*	Schools leak detection programme 2015/16	Sustainability, Wirral Council	School summer holidays 2015		Schools were visited and water meter readings taken. This highlighted some schools with higher usage including a site which needed the urinals controls replacing. Also bursts were highlighted during this monitoring process.
+	Wirral Council Water Management Programme 2015/16	Sustainability, Wirral Council			Ongoing water monitoring has been carried out by looking at the billing data and focusing on water consumption then reacting when higher usage is identified.
	To progress or ongoing				
=	Promote water saving as part of eco schools review	Eco Schools, Wirral Council			
*	Incorporate findings of Wirral Water Cycle study 2013 into Planning Policies in Core Strategy Local Plan and guidance in Supplementary Planning Documents as appropriate	Planning, Wirral Council	Adoption of Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow	Core Strategy found “sound” at Examination	Core Strategy at Pre-Submission Stage, Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council's assessment of the land that may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017
+	Schools leak detection programme 2016/17		School summer holidays 2016		
+	Wirral Council Water Management Programme 2015/16	Sustainability, Wirral Council			

S	Objective 5:07: Raise awareness of the role of the natural environment in combating adverse impacts in order to support investment in Wirral's green infrastructure and green and open	Justification: Local green infrastructure and parks and open spaces strategies have an important role to play in local adaptation to a changing climate. Green and blue 'infrastructure' (e.g. gardens, parks,
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t u s	spaces strategies		verges, trees and hedges; ponds, lakes, rivers and streams) provide a range 'services' important in climate adaptation (e.g. managing flooding by reducing surface runoff, providing natural storage and slowing water movement; and managing temperatures through evaporative cooling and shade).		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or ongoing</i>				
*	Planning Policies in Core Strategy Local Plan and guidance in Supplementary Planning Documents to provide guidance to plan positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure	Planning, Wirral Council	Adoption of Core Strategy Local Plan and SPDs before end of 2016. Site specific Local Plan to follow	Core Strategy found "sound" at Examination	Core Strategy at Pre-Submission Stage, Scope of SPDs subject to consultation in 2013. No further progress to report. The Council is currently consulting on the need for additional housing in Wirral and on the Council's assessment of the land that may be available to accommodate this. The Core Strategy Local Plan and accompanying draft Supplementary Planning Documents are due to be re-published for public consultation in the first half of 2017

S t a t u s	Objective 5:08: Seek funding to extend Wirral Green Streets-type projects in the east of Wirral		Justification: The east of Wirral is less well served with 'green infrastructure' than other parts of the borough. The Wirral Green Streets programme has seen major investment in street trees helping to address this imbalance.		
	Action	Lead	Timescale	Measure	Progress

S t a t u s	Objective 5:09: Run a campaign to promote engagement with the Environment Agency's 'Climate Ready' programme		Justification: The climate ready programme, led by the Environment Agency, provides advice and support to the public, private and voluntary sectors to enable them to adapt to the changing climate		
	Change in context since strategy adopted: The 'climate ready' programme to encourage businesses and councils to prepare for climate-				

	related risk was closed in March 2016.				
	Action	Lead	Timescale	Measure	Progress
	<i>Abandoned</i>				
=	Highlight 'Climate Ready' support via social media	Sustainability Wirral Council	To be determined		
*	SME engagement regarding programme.	Wirral Chamber of Commerce	To be determined		See SME event under Objective 5:02

S t a t u s	Objective 5:10: Develop community capacity to respond to weather events.		Justification: Communities can be more resilient to extreme weather if they can harness resources from within the community to help prepare for, respond to and recover from such weather events. Building community capacity promotes self-help in ways that complement responses from local agencies and emergency services.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Develop Wirral Emergency Volunteers scheme	Health Safety and Resilience, Wirral Council	Ongoing		Scheme established

S t a t u s	Objective 5:11: Create a directory of local firms that provide goods and services that help with adapting to climate change and promote them at an expo event		Justification: If Wirral is to benefit fully from investment in adaptation it makes sense to highlight local providers of good and services that may help producers		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Investigation by University of Chester students	Sustainability Wirral Council			Survey undertaken but limited response

Building capacity for action in support of both goals

Aim 6: Building capacity for action by strengthening local networks and partnerships and by developing wider awareness and education initiatives

S t a t u s	Objective 6:01: Create an independent Cool Wirral Partnership from the Wirral Climate Change Group		Justification: It is important that the strategy is seen to be a strategy for Wirral, not a Wirral Council strategy. The existing climate change group has evolved over time from an internal council officer group to a wider forum with representatives from various groups. The further evolution of the group into an appropriately constituted partnership appears to be a logical next step consistent with fostering wider ownership. Such a move could also present new opportunities to develop action.		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or ongoing</i>				
=	Consult on future direction and format of Wirral Climate Change Group	Building Services and Sustainability, Wirral Council	Autumn 2016	Report identifying options for development	

S t a t u s	Objective 6:02: Develop a Cool Wirral campaign to promote the desirability of climate actions and gather pledges in support of the strategy from individuals and from organisations in the public, private, voluntary, community and faith sectors		Justification: The success of the climate change strategy rests on its uptake more widely across Wirral. A local ‘carbon reduction’ pledge campaign (CRed Wirral) has previously been developed, but the system upon which it was based is no longer supported. There is an opportunity to build on work undertaken on the CRed Wirral campaign in support of the wider strategy.		
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Develop Cool Wirral ‘brand’ for online media	Sustainability, Wirral Council	October 2014	Logo, web banners, and social media styles developed	Logo developed for twitter and project dirt profiles. Banners developed for web site but not implemented
=	Agree final Wirral climate strategy	Sustainability, Wirral Council	July 2014	Final version agreed	Final strategy agreed by Wirral Climate Change Group July 2014
=	Seek endorsement of final Wirral climate	Sustainability, Wirral	Autumn 2014		Climate strategy endorsed by Wirral

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	strategy	Council			Council
=	Develop and implement launch programme for Wirral climate strategy	Sustainability, Wirral Council	Winter 2014/Spring 2015	Launch programme implemented	Launch events held and press release issued December 2014
=	Promote Cool Wirral team in national Big Energy Race 2015	Community Action Wirral	February 2015-April 2015		Cool Wirral team came third on the national leader board and was second in the region to the ultimate national winner
*	Establish 'Cool Wirral' web presence building on material developed for CRed Wirral campaign	Sustainability, Wirral Council	January 2015	Web presence established Statistics collected via Google analytics	Cool Wirral pages included at: www.wirral.gov.uk/coolwirral Limited content and functionality. The council's website has subsequently been redesigned and the amount of climate change information cut further.
To progress, or on-going					
*	Maintain @CoolWirral twitter feed	Sustainability, Wirral Council	Ongoing	Monthly number of follows	601 tweets during 2015 calendar year with 115,529 tweet impressions. 584 tweets during 2015/16 financial year with 116,748 tweet impressions recorded.
=	Develop content for Cool Wirral group on 'Project Dirt' networking website	Sustainability, Wirral Council	Ongoing	Number of group members	Five journal blogs added to Cool Wirral group during 2015. Listed on Project Dirt as a 'top blogger'
=	Seek funding to develop climate-related work with faith communities in Wirral	Faiths4Change	July 2016	Funding secured	

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S	Objective 6:03: Develop a network in support of Cool (building on existing networks) and provide opportunities for interaction between participants through an e-bulletin, social media and public events	Justification: The success of the climate change strategy rests on its uptake more widely across Wirral. Growing a supportive network and using this to share information and learning is seen as an important foundation for encouraging action. Electronic communication, social media and face-to-face meetings all have a part to play			
	Action	Lead	Timescale	Measure	Progress
	<i>Completed</i>				
=	Organise a 'Cool Yule' Christmas event linked with strategy launch activities	Eco Schools/ Sustainability, Wirral Council	December 2014		Cool Yule launch event held

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=	Organise Festi-velo as part of Festival of Firsts	TTWK Core Group	July 2014 July 2015	Number participating	2014 event 130 cyclists took part 2015 event 200 cyclists took part
=	Wirral Earth Fest 2015	TTWK Core group and Mellow Yellow in partnership with St Bridget's Church	10-12 th September 2015		Event held
=	Collaboration with Sustrans/Wirral Bike Hubs at Wirral Earth Fest	TTWK Core Group	12 th September 2015		
+	Wirral Earth Fest Climate Change Walk to Hilbre Islands	TTWK	November 2015		Approximately 70 people took part in the walk to coincide with the UN climate change conference in Paris
+	Organise a 'Cool Yule' catch-up event to celebrate progress during first year to coincide with COP21 in Paris	Sustainability and Eco Schools Wirral Council	December 2015	Event held	Event held. Media release issued gaining coverage.
+	Cool Wirral stall at Road Safety Team's Mock Trial 17 March 2016 to engage with local Wirral Businesses	Sustainability, Wirral Council	March 2016	Stall held	Stall held
<i>To progress or on-going</i>					
*	Establish and maintain general Cool Wirral mailing list	Sustainability, Wirral Council			Cool pages now link to council mailing list page but Cool Mailing list is not yet an option. This option has been requested but has not been implemented
=	SME engagement	Wirral Chamber of Commerce			
*	Transition Town West Kirby lecture series on energy and climate change	TTWK Energy Group	June 2015 and ongoing	Numbers attending event	In progress. Talk on Cool Strategy held in May 2016.
+	Wirral Earth Fest 2016	Transition Town West Kirby, St Bridget's Church	Sept 2016	Event Held	
+	Organise a 'Cool Yule' catch-up 2016 event to celebrate two years of progress	Sustainability and Eco Schools Wirral Council	December 2015	Event held	

S t a t u s	Objective 6:04: Encourage the formation of low carbon communities/transition towns-type groups to promote climate action at community level with at least one group in each constituency committee area		Justification: Community led 'Transition town' and low carbon community-type groups have been set up around the country and are often at the forefront of local climate initiatives. Not all parts of Wirral have such groups in place. The consultation flagged up the need to support the formation of such groups in different parts of the Wirral.			
	Action	Lead	Timescale	Measure	Progress	
	<i>To progress or on-going</i>					
	=	Provide infrastructure support to new groups	Community Action Wirral			
	=	Develop Transition Town West Kirby activities	TTWK core group and all subgroups	Ongoing		Ongoing
+	Support efforts to establish a Planet Heswall group with a planned event on 3rd October 2016	Planet Heswall and Sustainability, Wirral Council			Initial meeting held to discuss potential support for the initiative	

S t a t u s	Objective 6:05: Develop a network of exemplar eco buildings including examples of different building types with at least one Superhome in each constituency committee area and promote 'open house'-type events		Justification: Visible and accessible examples of good practice can provide a powerful catalyst for wider change. The consultation workshops identified exemplar eco buildings as having an important role to play.			
	Action	Lead	Timescale	Measure	Progress	
	<i>To progress of on-going</i>					
	*	Identify and promote existing exemplar buildings		Ongoing	Exemplar buildings identified	One 'Superhome' has been identified in Eastham. Open days during SuperHomes week were promoted via twitter. Contact has been established with owner and designer of an award winning passivhaus. A presentation on the property will be given to the climate change group in September 2016
	=	Seek opportunities to develop new exemplar buildings				

S t a t u s	Objective 6:06: Expand the number of good practice case studies on-line and encourage connections between organisations in different parts of the borough to spread good practice and avoid 'reinventing the wheel'		Justification: There are already a number of examples of good practice and associated experience although this practice is not always visible. The importance of showcasing good practice and sharing experience to help avoid reinventing the wheel was a common theme to emerge in workshop discussions		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress or ongoing</i>				
*	Establish case studies section as part of 'Cool Wirral' web presence utilising material collected for CRed Wirral campaign and updating to include new examples	Building Services and Sustainability, Wirral Council	January 2015	Web presence established Statistics collected via Google analytics	Revisions to council website have prevented this. Alternative options for web presence are under discussion.

S t a t u s	Objective 6:07: Develop climate change-related resources to support local 'eco' work in schools		Justification: Wirral has a successful eco schools programme. This presents an opportunity to engage school communities in climate related-action and learning		
	Action	Lead	Timescale	Measure	Progress
	<i>To progress, or on-going</i>				
+	Develop 'Cool Science' resources	Eco Schools Wirral Council	July 2016		

S t a t u s	Objective 6:08: Develop leading schools and community buildings as hubs for wider community learning on climate change		Justification: Schools and community buildings (often run by community or faith groups) can act as hubs for wider community learning. They thus present an opportunity to facilitate wider learning on climate change and the actions which can be taken		
	Action	Lead	Timescale	Measure	Progress
	Completed				
=	Run school climate workshops as part of strategy launch activities to initiate school projects linked to strategy themes	Eco Schools, Wirral Council	December 2016	Event held Number of schools involved	Workshop held on 10 th December as part of launch programme. Topics covered included energy efficiency (LED lighting); adaptation (resilient parks, coastal management); renewable energy (scope for solar PV); waste reduction (composting and waste electrical equipment)
=	Hold school climate convention at which schools taking part in the climate workshops will share their projects and lead activities with other schools	Eco Schools, Wirral Council	July 2015	Event held	Event held
+	School Climate Challenge 2016	Eco Schools, Wirral Council	March 2016	Event held	Climate challenge event rebranded as Cool Climate Challenge. Successful event held. Nine schools took part
	To progress or on-going				
=	Utilise the CAW community shops in Prenton, Overchurch, West Kirby and Bromborough	Community Action Wirral			
+	“Lights Out” project - Schools will be given an old bell shaped street light and a species that is in decline in Wirral due to habitat loss or climate change. The school will create a fact file and work with an artist to create an installation in their light about that species. The lights will be exhibited with a booklet showing the schools fact files.	Eco Schools, Wirral Council	Autumn term 2016	Project complete	
+	“Making the most out of your space” A one day workshop for schools to	Eco Schools, Wirral Council	Spring term 2017	Workshop held	

Wirral Climate Change Group – rolling Action Plan – Version at August 2016

	consider their school grounds including use for teaching and learning, play, curriculum use, biodiversity, water, climate mitigation and zoning.				
+	School Cool Climate Challenge 2017	Eco Schools, Wirral Council	Spring term 2017	Event held	Climate challenge event rebranded as Cool Climate Challenge. Successful event held. Nine schools took part



**COUNCILLOR
ANN MCLACHLAN
CABINET MEMBER FOR
TRANSFORMATION, LEISURE
AND CULTURE**

CABINET
7 November 2016

IT DISASTER RECOVERY SCRUTINY
REVIEW

Councillor Ann McLachlan, Cabinet Member - Transformation, Leisure and Culture, said:

“Ensuring Wirral’s IT systems are fit for purpose and robust, with adequate safeguards in place to continue providing services when issues occur is incredibly important.

“I am grateful to the Members who took part in this scrutiny review and believe their work and the recommendations it has led to will be hugely valuable.”

REPORT SUMMARY

This report sets out the findings of a scrutiny review set up to review the Council’s IT disaster recovery arrangements. The review was commissioned by the former Transformation and Resources Policy and Performance Committee then approved and referred to Cabinet by the Business Overview and Scrutiny Committee at its meeting on 12 July 2016. The report sets out a series of recommendations that the scrutiny panel have put forward aim to help improve the Council’s response to disaster recovery.

This work supports enabling project activities to support the delivery of the Wirral Plan. The report affects all wards in the borough, but is not a key decision.

RECOMMENDATION/S

- Cabinet endorses the findings of the report and approves all the recommendations arising from this review.
- The Cabinet note the progress made since 2014 to address the historic weaknesses across the Wirral Council ICT estate and to improve the Council's ability to cope with and recover from a variety of Business Continuity risks.
- A future report is brought back to Cabinet by the Chief Information Officer setting out how the Council is responding to this review and taking forward this work.

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 For Cabinet to endorse the findings of this review so that implementation of the recommendations can commence.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 The scrutiny report appended to this cover report sets out the findings and recommendations arising from a Scrutiny Review completed in May 2016. The Review was commissioned by the former Transformation and Resources Policy and Performance Committee.

- 3.2 A Report to the Transformation & Resources Policy & Performance Committee on 21 September 2015 revealed that Wirral Council's IT infrastructure had suffered from underinvestment for a number of years. It emerged that there was some uncertainty regarding the existence of a comprehensive and up to date IT disaster recovery plan for Wirral Council. Disaster Recovery had also been identified as a significant risk in the Council's risk register.

- 3.3 The Review Panel's objectives in doing this work were to receive assurances that the Council establishes effective IT disaster recovery arrangements and takes steps to mitigate risks relating to IT disaster recovery highlighted in the Council's risk register. It was also an aim of the Panel to raise the profile of IT disaster recovery across the Council.

- 3.4 Since October 2014, the Wirral Council Digital Service has been working to mitigate the vulnerabilities and weaknesses across the Council's ICT infrastructure. As part of this programme of work, the Digital Service investigated locations that could be used to separate the two data centres which are situated in the same building complex at the Treasury in Cleveland Street, Birkenhead.

- 3.5 Following the options appraisal, the Digital Service recommended that the Council enter into a contract with Merseytravel to occupy space in their data centre in Liverpool. This option was approved because it demonstrated exceptional value for money reduces the risk of a total ICT infrastructure failure to almost zero.

- 3.6 The contract with Merseytravel was signed in early July 2016. Since then the Digital Service has engaged specialist partners to:

- (1) Link Wirral Council's optical fibre network to the Merseytravel network;
- (2) Design the network equipment architecture that will be installed in Wirral Council's data centre and in the Merseytravel data centre;

- 3.7 In addition, The Digital Service has started the procurement process to identify and engage a specialist partner to plan and deliver the final equipment move (servers, storage, etc.) and commissioning ensuring that service disruptions are avoided wherever possible.

4.0 LEGAL

5.1 A full assessment of the legal implications will be undertaken in developing the approach to implementing the recommendations of this review. This will be included in a report back to Cabinet.

5.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 A full assessment of the resource implications will be undertaken in developing the approach to implementing the recommendations of this review. This will be included in a report back to Cabinet.

6.0 RELEVANT RISKS

7.1 There are none arising from this report.

7.0 ENGAGEMENT / CONSULTATION

8.1 Consultation with relevant service departments and partners has been undertaken as part of this scrutiny review.

8.0 EQUALITY IMPLICATIONS

9.1 Consideration of an appropriate Equality Impact Assessment will be completed as part of the work to implement these recommendations.

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APPENDICES

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

MINUTE EXTRACT

BUSINESS OVERVIEW AND SCRUTINY COMMITTEE

12 JULY 2016

7 DISASTER RECOVERY SCRUTINY REVIEW

The Chair welcomed Councillor Adam Sykes to the meeting and asked him to introduce the report on the findings and recommendations of the IT Disaster Recovery Scrutiny Review, which he had chaired and which had been undertaken by five members of the former Transformation and Resources Policy and Performance Committee, Councillors Chris Carubia, Steve Foulkes and former Councillors Leah Fraser and John Salter.

The review was conducted over a small number of meetings held with appropriate officers and information was provided as requested by the Review Panel to allow detailed question and answer sessions to be carried out.

The Panel's objectives in doing this work were to receive assurances that the Council established effective IT disaster recovery arrangements and took steps to mitigate risks relating to IT disaster recovery highlighted in the Council's risk register. It was also an aim of the Panel to raise the profile of IT disaster recovery across the Council. The Panel commended the Council on a number of projects undertaken to increase IT resilience and reduce risks of IT failure via the data centre project and other associated work. The Panel believed that it was important to ensure progress continued with these projects in order to enhance and update the Council's IT infrastructure following a period of underinvestment.

The report provided a number of recommendations which the Review Panel believed would assist the Council in providing a suitable IT platform to support delivery of the Wirral Plan pledges.

Councillor Sykes responded to comments from Members and informed the meeting that it was the expectation of officers that the alternative data centre location would be set up by April 2017. He thanked all the members and officers involved in the review for all their help and support.

Resolved -

(1) That the contents and recommendations of the Scrutiny Report, 'IT Disaster Recovery' be supported.

(2) That the report be referred to the next appropriate Cabinet meeting.

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**BUSINESS OVERVIEW & SCRUTINY COMMITTEE
TUESDAY 12TH July 2016**

REPORT TITLE:	IT DISASTER RECOVERY
REPORT OF:	MEMBERS OF THE IT DISASTER RECOVERY SCRUTINY REVIEW PANEL

REPORT SUMMARY

This report (included as Appendix 1) provides the findings and recommendations emanating from the IT Disaster Recovery Scrutiny Review.

Members of the Business Overview and Scrutiny Committee are requested to consider the contents of this report and support the recommendations arising from this review.

RECOMMENDATION/S

1. Members of the Committee are requested to support the contents and recommendations of the Scrutiny Report, 'IT Disaster Recovery';
2. The report be referred to the next appropriate Cabinet meeting;

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

The Scrutiny Review report is subject to review by Members of the Committee and is required to be referred to Cabinet for consideration.

2.0 OTHER OPTIONS CONSIDERED

Not Applicable

2.0 BACKGROUND INFORMATION

- 3.1 A Report to the Transformation & Resources Policy & Performance Committee on 21 September 2015 revealed that Wirral Council's IT infrastructure had suffered from underinvestment for a number of years. It emerged that there was some uncertainty regarding the existence of a comprehensive and up to date IT disaster recovery plan for Wirral Council. Disaster Recovery had also been identified as a significant risk in the Council's risk register.
- 3.2 Committee Members agreed to carry out a task & finish review of the Council's IT disaster recovery arrangements. Five Members of the Committee volunteered to undertake this work; Cllr Chris Carubia, Cllr Steve Foulkes, Cllr Leah Fraser, Cllr John Salter and Cllr Adam Sykes.
- 3.3 At the first meeting of the Review Panel, it was agreed Cllr Adam Sykes would be the Chair of the Panel. The review was conducted over a small number of meetings held with appropriate officers and information was provided as requested by the Review Panel to allow detailed question and answer sessions to be carried out.
- 3.4 The Panel's objectives in doing this work were to receive assurances that the Council establishes effective IT disaster recovery arrangements and takes steps to mitigate risks relating to IT disaster recovery highlighted in the Council's risk register. It was also an aim of the Panel to raise the profile of IT disaster recovery across the Council.
- 3.5 The Review Panel commended the Council on a number of projects undertaken to increase IT resilience and reduce risks of IT failure via the data centre project and other associated work. The Review Panel believes that it is important to ensure progress continues with these projects in order to enhance and update the Council's IT infrastructure following a period of underinvestment.
- 3.6 This report provides a number of recommendations which the Review Panel believes will assist the Council in providing a suitable IT platform to support delivery of the Wirral Plan pledges.

4.0 FINANCIAL IMPLICATIONS

Not Applicable

5.0 LEGAL IMPLICATIONS

Not Applicable

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

Not Applicable.

7.0 RELEVANT RISKS

Not Applicable

8.0 ENGAGEMENT/CONSULTATION

Not Applicable

9.0 EQUALITY IMPLICATIONS

This report is for information to Members and there are no direct equality implications.

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APPENDICES:

Appendix 1: IT Disaster Recovery Scrutiny Review Report

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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**IT Disaster Recovery
Scrutiny Review**

A report produced by

The Transformation and Resources Policy & Performance Committee

WIRRAL BOROUGH COUNCIL
IT Disaster Recovery Scrutiny Review
FINAL REPORT

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1 EXECUTIVE SUMMARY

- 1.1 It is good practice for large organisations to have in place effective and up to date IT disaster recovery plans. These plans are designed to provide a detailed overview of an organisation's key IT systems and an assessment of risks and potential threats to its IT infrastructure. IT Disaster recovery plans should also provide step-by step procedures for recovering and restoring key systems to full operation, minimising disruption to services in the event of an IT failure. Plans should be reviewed and tested annually and key system owners across an organisation should have a good understanding of the impact an IT disaster would have on their systems and the effect this would have on service delivery. The Review Panel considered a number of IT disaster recovery documents from other local authorities as part of this review.
- 1.2 In reviewing the data, it was clear to the Panel that Wirral does not have a current, fit for purpose IT disaster recovery plan. In comparison with industry good practice and other local authorities, Wirral performs poorly in this regard. The IT disaster recovery plan presented to the Review Panel was out of date and did not provide a comprehensive overview of the Council's IT infrastructure. The plan did not outline steps to take to recover key systems in the event of an IT disaster and it was clear to the Review Panel that this plan had not been reviewed or tested for a number of years. It was reported that Wirral Council's IT infrastructure had suffered from underinvestment for a number of years. The Council's Corporate Risk Register (2015) stated that there was a risk of a sustained catastrophic failure in the Council's IT systems and improvements to Council's IT disaster recovery arrangements were required, alongside a programme of IT improvements.
- 1.3 A number of projects in progress are expected to greatly increase the IT resilience of the Council and mitigate risks associated with a catastrophic IT failure. The Review Panel were informed of the Data Centre Project. This project aims to source a suitable partner and location to house one of the Council's two data centres. Wirral Council currently houses its primary and back-up data centres in the same location and this co-location is not considered to be good practice. It is recommended that an organisation's primary and back-up data centres are located at different geographical sites to reduce the risk of IT failure in the event of loss of power or communications at one location. A suitable partner and site have been identified which would provide a clear geographical divide between data centres. Discussions with the partner are ongoing and further testing and preparation is required to ensure that the migration of one of the data centres can take place. If the partnership goes ahead it is expected that the data centre will be set up by April 2017.
- 1.4 Industry good practice suggests that IT disaster recovery plans should be created using business impact assessments from around an organisation. A business impact assessment evaluates the effect an IT disaster would have on critical IT systems and service delivery. A business impact exercise carried out by the Review Panel attempted to gauge the level of staff understanding of IT systems around the Council

and the consequences an IT failure would have on services. The responses revealed a need for training to take place to raise awareness of and improve the general understanding of the effects of IT disaster around the Council.

- 1.5 The review panel were concerned that the IT disaster recovery arrangements of partners with linked IT systems, or who delivered services on behalf of the council was not known. It was agreed that the Council should seek assurances from all partners of their IT disaster recovery arrangements and incorporate this into discussions with future partners.
- 1.6 Overall the Panel were impressed with a number projects underway or completed which will increase IT resilience and reduce the risks of IT disaster. The Review Panel believes that it is important to ensure progress continues with these projects in order to enhance and update the Council's IT infrastructure following a period of underinvestment. However, it was felt that there is a need for this work to be consolidated into a comprehensive IT DR plan for the, to provide clarity in the steps required to recover key systems as quickly as possible in the event of a disaster. More could be done through training to raise staff awareness of IT disaster recovery and the impact on services across the Council. Additionally, consideration should be given to the disaster recovery arrangements of current and potential partners, particularly if their systems are linked to the Council, or if they are providing an IT related service on behalf of the Council. A number of recommendations to this effect are set out below.

Recommendations

- 1) IT Services should develop and document a comprehensive IT Disaster Recovery Plan in conjunction with key officers from the Council. It should be ensured that:
 - i) The plan is consistent with industry best practice;
 - ii) Roles and responsibilities of those involved in implementing the plan are fully detailed;
 - iii) All critical IT systems are documented and include appropriate recovery time objectives;
 - iv) A full test of the plan is carried out to ensure its effectiveness and to ensure that key staff are aware of their responsibilities and actions in a disaster recovery situation; and
 - v) A copy of the plan is held in more than one secure place (including off-site) for resilience purposes.
- 2) To provide ongoing assurance that the IT Disaster Recovery Plan remains current and fit for purpose, IT Services should ensure that the plan is reviewed, tested and updated annually or immediately following the installation of key IT systems.
- 3) A report should be presented to the Business Overview and Scrutiny Committee to update Members on the progress towards delivery of the Council's data centres within the next six months.

- 4) The provision of appropriate training for senior officers should be explored as part of a drive to increase understanding and awareness of the impact of IT system failure and business continuity management. As part of the training, consideration should be given to developing appropriate scenario based exercises which could be carried out without a disaster recovery plan in place.

- 5) Where partners provide and administer IT systems on behalf of the council, assurance should be obtained that effective disaster recovery plans are in place which meet the council's defined standards.

2. INTRODUCTION

At the meeting of the Transformation and Resources Policy & Performance Committee on 21 September 2015, Members proposed a review of the Council's IT Disaster Recovery Arrangements. A Scrutiny Review Panel consisting of five Members of the Committee was established and a single evidence gathering session was planned. The purpose of the review was for the Review Panel to receive assurances that the Council is taking the appropriate steps to ensure that effective IT Disaster Recovery arrangements are put in place.

3. ORIGINAL SCOPE AND METHODOLOGY

3.1 Scope

A scoping meeting was convened with the Review Panel and the Information Technology Infrastructure Manager in October 2015. The agreed scoping document is included as Appendix 1. It was agreed that the focus of the review would concentrate on the following key areas:

1. To understand what constitutes a disaster for the Council.
2. To provide assurance that the Council establishes effective disaster recovery arrangements.

3.2 Methodology

To provide the Review Panel with a comprehensive overview of the principles of disaster recovery, a briefing paper was prepared by the Scrutiny Support Officer. This briefing paper provided a definition of IT disaster recovery to assist in developing the scope of the Task & Finish scrutiny review.

It was determined that the scrutiny review would be held over a single evidence session with the focus being maintained on the Council's progress in implementing a number of projects which would greatly increase the ICT resilience of the organisation. To support Members in these sessions, the Review Panel requested or it was suggested by officers that further information and specific data analysis should be considered as part of the review. Information / analysis included:

- Examples of ICT Disaster Recovery Plans from other authorities
- The existing Wirral Council IT Disaster Recovery Plan
- Results of an internal impact analysis exercise

4. FINDINGS AND RECOMMENDATIONS

4.1 What is an IT Disaster?

IT disasters are rare but when they do occur they can have devastating consequences for an organisation. Key services will quickly come to a standstill in the event of a prolonged computer breakdown. As local authorities increasingly rely on computerised systems to manage services and store information, their vulnerability to the effects of catastrophic IT failure has also increased. An IT disaster can be defined as the loss or damage of part of, or an authority's entire IT infrastructure, which would have a significant business impact on the authority.

What is an IT Disaster Recovery Plan?

An information technology (IT) disaster recovery (DR) plan provides a structured approach for responding to unplanned incidents that threaten an IT infrastructure, which includes hardware, software, networks, processes and people. Protecting an organisation's investment in its technology infrastructure, and protecting an organisation's ability to conduct business are the key reasons for implementing an IT disaster recovery plan.

IT disaster recovery plans provide step-by-step procedures for recovering disrupted systems and networks, and help an organisation resume normal operations. The goal of these processes is to minimise any negative impacts to operations. An effective IT disaster recovery plan identifies critical IT systems and networks; prioritises their recovery time; and outlines the steps needed to restart, reconfigure, and recover them. A comprehensive IT disaster recovery plan also includes all the relevant supplier contacts, sources of expertise for recovering disrupted systems and a logical sequence of action steps to take for a smooth recovery.

Assuming organisations have completed risk assessments and have identified potential threats to IT infrastructure, the next step is to determine which infrastructure elements are most important to the performance of the organisation's business.

According to industry good practice, the following summarises the ideal structure for an IT disaster recovery plan:

Develop the contingency planning policy statement. A formal policy provides the authority and guidance necessary to develop an effective contingency plan.

Conduct the business impact analysis (BIA). The business impact analysis helps to identify and prioritise critical IT systems and components.

Identify preventive controls. These are measures that reduce the effects of system disruptions and can increase system availability and reduce costs for contingencies.

Develop recovery strategies. Thorough recovery strategies ensure that the system can be recovered quickly and effectively following a disruption.

Develop an IT contingency plan. The contingency plan should contain detailed guidance and procedures for restoring a damaged system.

Plan testing, training and exercising. Testing the plan identifies planning gaps, whereas training prepares recovery personnel for plan activation; both activities improve plan effectiveness and overall agency preparedness.

Plan maintenance. The plan should be a living document that is updated regularly to remain current with system enhancements

Evidence of IT Disaster Recovery plans in other Local Authorities

In preparation for this review, officers researched other local authorities' approaches to IT disaster recovery. A number of IT disaster recovery plans and reports from other authorities were examined. The Review Panel was impressed by a number of features of these plans, such as: Thurrock Council's disaster recovery plan which nominated Disaster Management and Service Delivery Teams with defined responsibilities. The Thurrock plan also included a step by step description of disaster recovery arrangements including command centre & backup centre locations and requirements. An IT Disaster Recovery Internal Audit Report by Aberdeen City Council in 2015 recommended that an annual walkthrough of disaster recovery plans by those involved in their operation should take place to identify any weaknesses and to ensure that key people are aware of their responsibilities and actions in a disaster recovery situation. A table summarising the main features of each document reviewed is included in Appendix 2.

In reviewing these plans, the Review Panel identified a number of features which could be included in an IT disaster recovery plan for Wirral Council, including:

- An overview of IT infrastructure and identification of key services.
- Identification of key staff and their roles and responsibilities in a disaster recovery situation.
- Annual testing of systems and plans.

4.2 Current IT Disaster Recovery Arrangements in Wirral

During a report on IT Services Business Continuity and Disaster Recovery to the Transformation and Resources Policy & Performance Committee on 21 September 2015, it was reported that Wirral Council's IT infrastructure had suffered from underinvestment for a number of years. A number of risks and issues related to IT reliability, resilience and availability needed to be addressed. Committee Members were informed that a series of projects designed to deliver a fit for purpose IT infrastructure were underway.

Despite this it emerged that there was some uncertainty regarding the existence of a comprehensive and current IT disaster recovery plan for Wirral Council. In preparation for this review, a set of documents were presented to the Review Panel by IT services as the Council's IT disaster recovery plan. The majority of the documents were dated 2004 or 2005. The documents included an overview of the Council's machine rooms including risks and controls, lists of IT applications, site security information and building power down arrangements. A Business Resilience Model document contained a number of system maps and described the process, impact and response in the event of different IT failure scenarios. Finally, the plan was also comprised of a

series of emails which provided names, contact details and roles and responsibilities of key staff. It was noted by the Review Panel that many of the named staff were no longer working at the Council. Although the plan contained some features expected in a disaster recovery plan, the documents were at least ten years old and were therefore unlikely to be relevant to much of today's IT infrastructure. In its presented format, the plan did not provide a comprehensive picture of the Council's IT estate and did not provide clarity regarding the actions to be taken in the event of an IT disaster. The Review Panel concluded that the IT disaster recovery plan presented could not be considered as a current or fit for purpose disaster recovery plan for the Council.

An extract from the Council's Corporate Risk Register from November 2015 (below) highlights the importance of having in place effective disaster recovery arrangements in order to ensure that the Council is suitably prepared in the event of an IT failure. A number of projects are underway which will improve the Council's IT resilience and greatly mitigate the risks and impact of an IT disaster. These projects are described in more detail later in this report. However, the absence of an overarching Council wide IT disaster recovery plan clearly presents a significant risk to the Council in terms of its ability to co-ordinate and implement an effective response and recovery in the event of a major IT disaster.

Risk Description	Lead Officer	Potential Impact	Principal Controls (Existing)	Current Risk Scores			Principal Controls (Planned)	Responsibility and Date
				Impact	Likelihood	Total		
A sustained catastrophic failure in the Council's ICT systems (PH3)	Strategic Director Trans & Resources	Huge impact on service delivery, possibly affecting the public (especially the vulnerable) damage to reputation, breach of contracts, inability to share data with partners and government	<ul style="list-style-type: none"> • Second machine room • Fire suppressant system in rooms • Additional backup /security based at Cheshire Lines implemented 	5	2	10	<ul style="list-style-type: none"> • Implement programme of ICT improvements • Improve IT disaster recovery arrangements 	<ul style="list-style-type: none"> • Strategic Director – Transformation & Resources • Strategic Director – Transformation & Resources (ongoing)

After reviewing details of IT disaster recovery plans in other authorities and considering the Council's own risk rating concerning its existing disaster recovery arrangements, the Review Panel was concerned that no clear and up to date IT disaster recovery plan is in place. The Review Panel concluded that the Council should prioritise the development of a comprehensive IT disaster recovery plan. Learning from industry best practice and existing examples of IT disaster recovery plans, the Review Panel further concluded that Wirral's IT disaster recovery plan should contain a number of features which, it is hoped, would ensure clarity across the organisation regarding responsibilities of key staff and raise awareness of key IT systems. It is also the conclusion of the Review Panel that the plan should be tested for effectiveness prior to its implementation.

Recommendation 1. IT Services should develop and document a comprehensive IT Disaster Recovery Plan in conjunction with key officers from the Council. It should be ensured that:

- i) The plan is consistent with industry best practice;**
- ii) Roles and responsibilities of those involved in implementing the plan are fully detailed;**
- iii) All critical IT systems are documented and include appropriate recovery time objectives;**
- iv) A full test of the plan is carried out to ensure its effectiveness and to ensure that key staff are aware of their responsibilities and actions in a disaster recovery situation; and**
- v) A copy of the plan is held in more than one secure place (including off-site) for resilience purposes.**

A key feature of all IT disaster recovery plans viewed by the Review Panel was annual testing. As Wirral's IT disaster recovery plan had been allowed to become obsolete due to a lack of testing and review, and in line with the pace of change in the area of IT, the Review Panel concluded that for Wirral to have an effective and up to date IT disaster recovery Plan, it should be tested and reviewed on an annual basis.

Recommendation 2. To provide ongoing assurance that the IT Disaster Recovery Plan remains current and fit for purpose, IT Services should ensure that the plan is reviewed, tested and updated annually or immediately following the installation of key IT systems.

4.3 IT Projects

The Review Panel was informed of a number of significant IT projects underway designed to remove risks associated with historical underinvestment in the IT infrastructure.

Data Centre Project

The most significant project currently underway is the data centre project. Data centres are facilities used to house an organisation's physical IT infrastructure assets, such as hardware, servers, network and communications equipment. Data centres are designed to protect IT systems and ensure high levels of availability of those systems. Industry best practice suggests that there should be a primary data centre and a secondary or back-up data centre, which replicates the primary data centre. Both centres should have sufficient capacity, storage, data and communications services to run all live Council IT services independently in the event of a data centre loss. Wirral Council currently houses both data centres in the Treasury Building (one in each computer room). It was explained to the Review Panel that co-location of data centres in close proximity on the same site is not considered to be good practice and represents a business risk. A geographical divide between data centres is recommended, to provide increased IT resilience and mitigate the risk of IT

failure in the event of a major incident involving the loss of power or communications at one site.

The project is exploring options to relocate one of the council data centres to an off-site location. Discussions with a local public sector organisation are at an advanced stage. It is proposed to relocate one of Wirral's data centres to a building in Liverpool which currently houses this organisation's server rooms. Further testing is to take place and some enhancements and modifications would be required at the proposed site to increase capacity and functionality to ensure that there is sufficient capability to run all of the Council's computing facilities out of one data centre.

Officers are confident that the proposed site, subject to minor modifications, is an appropriate environment to host one of Wirral's data centres. The physical security of the site is already superior to existing arrangements in the Treasury Building and Wirral's equipment would have an additional layer of security. Staff access control protocols would also be agreed as part of the contract, which would allow Wirral staff to access the site at any time.

Should the proposal go ahead, Wirral's two data centres would be separated by the River Mersey providing a good geographical divide. The data centres would run from different power and communications supplies, representing good risk management in case of full loss of power on either side of the river.

This project will require some initial set-up costs (associated with physical and IT preparations at the new and existing sites) and will involve an annual running cost. Officers are confident however that this would be financially prudent for the council as other commercial options explored to date would involve significantly higher set up and annual running costs.

The proposed contract length of five years with an option to renew, works well for Wirral Council as it provides some years of stability whilst allowing a break after five years if technological changes provide other opportunities, such as a cloud based solutions.

There is cautious optimism over this partnership as it is believed to represent a good deal for both parties and in line with moves towards shared services.

Once contracts have been signed the Council will enter into a tendering and procurement phase to appoint IT specialists with experience and expertise in this field. Moving infrastructure on this scale creates a number of risks, both known and unknown. Consequently specialist IT support will be required to ensure that the migration of services to the new data centre is appropriately planned, risk assessed and delivered.

Assuming that the project continues according to plan, completion is expected by April 2017. If the project is delivered successfully, IT officers believe the project is of significant importance in terms of increasing IT resilience and reduction of risk, that

the risk rating attached to this issue in the corporate risk register would be downgraded.

Target Operated Environment

A project to refresh the Council's back office Windows infrastructure (Targeted Operating Environment) is currently running. There are up to 600 virtual/physical servers running on an end of life Microsoft operating system. These servers are currently in an extended support period for security updates from Microsoft which is due to expire in July 2016. The project will involve a migration of these systems to the most up to date version of the Microsoft Windows Server which has a longer life span and will require fewer annual upgrades than the existing version.

The Chief Information Officer explained that IT in local government is more complex than similar sized commercial sector organisations due to the high number of separate applications running. There would be very few commercial organisations with 375 separate IT applications running. This project will identify each application and then map processes and system requirements from servers to the user screen. Once this is understood and documented, this will allow some rationalisation of systems and may reduce duplication and costs. Suppliers can also be approached regarding running applications in a virtual environment.

Office 365 Project

Another project underway is the Office 365 project. There are 5000 email accounts at the council containing 20tb of data. This will remove the Council's reliance on a legacy email infrastructure and provide a more agile and robust email system.

The Review Panel was reassured that these projects, when complete, will significantly increase the Council's resilience against IT disaster. In particular, it was agreed that the delivery of the data centre project alone would remove a considerable risk associated with housing the Council's data in a single location. Consequently, the Review Panel request to be kept informed of progress regarding the data centre project at regular intervals until its successful completion.

Recommendation 3. A report should be presented to the Business Overview and Scrutiny Committee to update Members on the progress towards delivery of the Council's data centres within the next six months.

4.4 Officer Awareness of IT Disaster Recovery

Industry good practice suggests that IT disaster recovery plans should be informed by business impact analysis exercises, usually carried out at department or service level. Business impact analysis is a systematic process to determine and evaluate the potential effects of an interruption to critical business operations as a result of a disaster.

In order for the Review Panel to appreciate the extent to which officers around the Council are aware of the impact an IT failure would have on their ability to deliver

services, an impact analysis exercise was carried out in advance of the evidence session. Key officers from services around the Council were contacted and asked to provide details of the IT systems / applications that they used and to provide a summary of the business processes that would be affected through short and prolonged IT systems failure. They were also asked to describe the impact this would have on service delivery. The Review Panel received responses from 18 service areas around the Council. A full table of responses was collated and presented to the Review Panel and officers.

In relation to the responses from managers across the Council on the impact of IT failure for their service, the Chief Information Officer agreed that there is a clear need to work with colleagues to improve understanding of business impact. In particular it was suggested that colleagues should have a clearer understanding of how long their services could operate without key systems. In IT disaster recovery terminology, there are two key issues to understand:

Recovery Time Objective: The length of time a service can operate without a key system before major disruption to service is caused.

Recovery Point Objective: The amount of data a service can afford to lose without causing a major disruption to service.

The Review Panel queried if this was the first time that the issue of business impact analysis had been explored widely at Wirral. Officers acknowledged that they had not previously conducted exercises like this to measure colleagues understanding of business impact. It was further acknowledged that in conducting this research, the Review Panel has identified a gap in current practices and a need to work with and educate colleagues to better understand the business impact a major IT disruption would have on their services. Only after this could valuable business impact analyses take place around the organisation.

When asked if the council possessed the resources and expertise to train colleagues on the area of business impact, officers acknowledged that the expertise does not currently exist to conduct this and training would need to be procured.

The Review Panel concluded that the Council may wish to explore the possibility of utilising the expertise of specialist IT providers to provide training to raise awareness and understanding of business impact. The exploration and negotiation of free Business Impact Analysis training / workshops with specialist IT providers could be built in to the tender and procurement process for the infrastructure transfer to the new data centre.

The Review Panel also suggested that in line with good practice and other IT disaster recovery plans, and to ensure that business continuity and impact is given sufficient prominence around the Council, annual scenario training for managers should take place. The use of scenario training as a means to regularly test managers' response to a range of different IT failure scenarios should be explored by the Council. It is the Review Panel's opinion that annual scenario training could be implemented quickly

and the outputs of these sessions could be used to inform the development of the Council IT disaster recovery plan.

Recommendation 4. The provision of appropriate training for senior officers should be explored as part of a drive to increase understanding and awareness of the impact of IT system failure and business continuity management. As part of the training, consideration should be given to developing appropriate scenario based exercises which could be carried out without a disaster recovery plan in place.

As the Council moves more towards partnership working and commissioning of services, it can be expected that more partner IT systems will be linked to the Council's infrastructure. It can also be expected that partners may use IT systems to deliver services on the Council's behalf.

The Review Panel queried the extent to which the disaster recovery arrangements of partner organisations were documented internally. The Review Panel also asked if the risks associated with linked IT systems were routinely assessed. It was acknowledged by officers that any such arrangements would reside at department / service level and there was no central log of such information. It was further explained that officers were not aware of the disaster recovery arrangements of other organisations.

It was agreed that a serious IT system failure of a partner organisation had the potential to affect services delivered to Wirral residents on behalf of the Council. This also represented a reputational risk to the Council. The Panel concluded that assurances over IT disaster recovery arrangements should be sought from all partners engaged in the delivery of services using IT systems. This consideration should also form part of the tender process for future partnerships which involve shared, or linked IT systems.

Recommendation 5. Where partners provide and administer IT systems on behalf of the council, assurance should be obtained that effective disaster recovery plans are in place which meet the council's defined standards.

5. CONCLUSION

It is clear to the Review Panel that it would be unacceptable for the Council to continue without a comprehensive IT disaster recovery plan in place. A plan should be implemented and should contain amongst its contents a comprehensive list of key IT systems, an assessment of risk and the arrangements in place both to mitigate risks and to recover IT systems in the event of an IT failure.

There needs to be wider staff understanding of the impact of IT disaster on key systems and the effect this would have on services across the Council. It is important that key system owners have an understanding of disaster recover principles, including business impact analysis as a Council wide disaster recovery plan must be informed by business impact assessments from around the organisation. Staff training to raise awareness of disaster recovery and business impact is therefore important.

The Review Panel congratulates the Council's on steps taken to increase IT resilience and reduce risks of IT failure via the data centre project and other associated work. The Review Panel believes that it is important to ensure progress continues with these projects in order to enhance and update the Council's IT infrastructure following a period of underinvestment. The Review Panel also believes that by implementing these proposed recommendations, it will assist the Council in providing a suitable IT platform to support delivery of the Wirral Plan pledges.

6. MEMBERS OF THE REVIEW PANEL

Chair's Statement:

“As we began this Review, Wirral Borough Council had experienced some incidents of down-time due to IT systems failure. The reliance of the organisation on IT, as any other today, can cause a significant operational risk, as outlined by both internal and external audits. Whilst the council's IT departments have been taking steps to update the overall infrastructure of the organisation's systems, the need for highlighting disaster recovery as a priority had become clear.

This Scrutiny Panel has investigated the current disaster recovery position of the Council, and I would like to thank the officers involved for their engagement in this process.

The recommendations that have come out of this investigation aim to help to improve the Council's response to disaster recovery, through implementation of a full disaster recovery planning and testing regime. Secondly, it was found to be important that the potential impact was outlined to staff across the council, with better training and clear accountability. Finally, with increased partner working by the Council, it was recommended that serious thought be given to disaster recovery, when working with outside organisations, ensuring that they meet with the standards that the council would expect.”

Review Panel Membership

Councillor Adam Sykes
(Chair)



Councillor Chris Carubia



Councillor Steve Foulkes



Former Councillor
Leah Fraser



Former Councillor
John Salter



***This Report was produced by the ICT Disaster Recovery Scrutiny Review Panel
(which reports to the Transformation and Resources Policy & Performance
Committee)***

Review Title: Disaster Recovery

Date: 29th October 2015

1. Contact Information:	
<p>Scrutiny Panel Chair: Councillor Adam Sykes adamsykes@wirral.gov.uk</p> <p>Panel members: Councillor Steve Foulkes Stevefoulkes@wirral.gov.uk</p> <p>Councillor Chris Carubia Christophercarubia@wirral.gov.uk</p> <p>Councillor Leah Fraser leahfraser@wirral.gov.uk</p> <p>Councillor John Salter johnsalter@wirral.gov.uk</p>	<p>Scrutiny Officer(s): Michael Lester Scrutiny Support Officer michaellester@wirral.gov.uk 691-8628</p> <p>Departmental Link Officers: Mike Zammit Chief Information Officer mikezammit@wirral.gov.uk 666-3029</p> <p>Phil Moss IT Infrastructure Manager philipmoss@wirral.gov.uk 666-3868</p>
<p>Other Key Contacts: Appropriate IT Officers (To be determined)</p>	
2. Review Aims:	
<p>Which Wirral Plan Pledge does this review relate to? Scrutiny Review is linked to enabling projects as disaster recovery underpins the delivery of the Wirral Plan.</p>	
<p>What are the main issues?</p> <ul style="list-style-type: none"> • There is a Disaster Recovery Plan but this has not been updated for ten years resulting in all or parts of it being ineffective. • Disaster Recovery has been identified as a significant risk in the Council's risk register. • It is not clear what business continuity plans are in place to ensure services can continue in the event of a disaster. There is a legal requirement to have business continuity plans. 	
<p>The Panel's objectives in doing this work:</p> <ul style="list-style-type: none"> • To understand what constitutes a disaster for the Council • To provide assurance that the Council establishes effective disaster recovery arrangements 	
<p>The desired outputs/outcomes:</p> <ul style="list-style-type: none"> • The profile of disaster recovery is increased across the Council. • Risks relating to disaster recovery in the Council's risk register can be mitigated further. 	
3. Review Approach	
<p>How will the Panel engage with the Executive?</p> <ul style="list-style-type: none"> • The findings and recommendations arising from the review will be discussed with the Portfolio Holder. • The final report will be referred to Cabinet for consideration of the recommendations 	
<p>Who will the Panel be trying to influence as part of its work?</p>	

<ul style="list-style-type: none"> • Senior Managers • Cabinet
<p>Duration of review? It is anticipated that this will be short review conducted over a single evidence session. An additional session can be scheduled if required.</p>
<p>Extra resources needed? Would the investigation benefit from the co-operation of an expert witness? Not identified at this stage</p>
<p>4. Sources of Evidence:</p>
<p>Secondary information (background information, existing reports, legislation, central government documents, etc.).</p> <ul style="list-style-type: none"> • Disaster Recovery Committee Report • Copy of the existing Disaster Recovery Plan • Information around the legal requirements for DR and business continuity. • Copy of the risk register (risk relating to the review) • Details of off-site storage and all other mitigations in place. • Background information on Public Services Network
<p>Primary/new evidence/information</p> <ul style="list-style-type: none"> • Feedback from Senior Managers on impact of IT going down and details on what services would be affected (including what business continuity arrangements are in place to mitigate this). • Details of security breaches relevant to disaster recovery. • Details of off-site storage and all other mitigations in place.
<p>Who can provide us with further relevant evidence? (Cabinet portfolio holder, officer, service user, general public, expert witness, etc.). council officers to include: Council officers (See Section 4)</p>
<p>What specific areas do we want them to cover when they give evidence? See Section 4</p>
<p>What processes can we use to feed into the review? (site visits/observations, face-to-face questioning, telephone survey, written questionnaire, etc.).</p> <ul style="list-style-type: none"> • Face to face questioning • Written questionnaire
<p>In what ways can we involve the public and at what stages? (consider whole range of consultative mechanisms, local committees and local ward mechanisms). Not applicable at this stage</p>
<p>Should we involve the Press & Public Relations Team at any stage of the review? (Homepage news release, press releases etc.) Not applicable</p>

Appendix 2:

Existing Disaster Recovery Arrangements

Authority	Disaster Recovery Arrangements	Features	Date
Merton	Strategic Business Continuity Plan merton strategic business continuity plan 2014.pdf	<ul style="list-style-type: none"> • Section on Disaster Recovery with DR Plan as Appendix. • DR Plan written using departments Business Impact Assessments (BIA). • Stated aim of DR Plan is to have all critical IT services restored within 24 hours. 	April 2014
Dartmoor	Disaster Recovery & Business Continuity Plan for ICT Services Dartmoor ICT-Disaster-Recovery-Plan-Rev-0810.pdf	<ul style="list-style-type: none"> • Overview of ICT infrastructure and key services • Detailed risk assessment and recovery plan. • Section on testing of systems. 	August 2010 (reviewed annually)
Thurrock	ICT Service Disaster Recovery Plan for Serco Contract Thurrock Disaster Recovery Plans for IT.pdf	<ul style="list-style-type: none"> • Nomination of Disaster Management and Service Delivery Teams with defined responsibilities. • Step by step description of DR arrangements including Command Centre & Backup Centre locations and requirements • List of critical business services • Key vendor and supplier contacts. 	Jan 2015

Recommendations / Findings from Review and Audit of Disaster Recovery Arrangements

Authority	Source	Main Findings / Recommendations	Date
<p>Worcestershire</p>	<p>Internal audit to evaluate the effectiveness of the processes and controls surrounding the councils ITDR management.</p> <p>Worcestershire Disaster Recovery.pdf</p>	<p>The audit returned the following findings:</p> <ul style="list-style-type: none"> • The current ITDR arrangements are limited in capability should an event such as fire cause damage to the IT infrastructure • There is no formal agreement in place to procure replacement servers in a disaster situation beyond standard Council procurement processes. • It is noted that with the outsourcing of IT Services completing next calendar year, it is important for the County Council to consider risks for ITDR in the current state, and future state once the outsourcing has migrated to the new provider. <p>Recommendations included:</p> <ul style="list-style-type: none"> • Develop a recovery sequence for a major incident occurring at either of the main server rooms to coordinate recovery of IT systems against worst case scenarios. • Senior Management to consider options for ITDR including: <ul style="list-style-type: none"> (a) Whether to accept the current limited ITDR capability; (b) Further invest in ITDR capability to enhance recovery times. Options for consideration could potentially include: <ul style="list-style-type: none"> - Upgrade of County Hall server room to install fire suppression system; - Upgrade of Wildwood server room to act as a ITDR site; - 3rd party contract for disaster recovery, potentially including data centre space and infrastructure 	<p>Aug 2014</p>
<p>Rochdale</p>	<p>Report to Overview & Scrutiny Committee outlining current ICT DR provision, recommending a course of actions to meet audit requirements.</p>	<p>The report delivered the following finding:</p> <ul style="list-style-type: none"> • The current level of IT DR maturity is level 1 (level 5 being highest). “Many systems and processes are undocumented and uncontrolled. Documentation about system resilience is 	<p>Oct 2011</p>

	Rochdale Disaster Recovery Report.pdf	<p>also limited”</p> <p>Recommended actions to rectify this included:</p> <ul style="list-style-type: none"> • Creation of an IT Disaster Recovery plan which will meet minimum requirements • A risk assessment detailing all remaining risks and mitigating actions • A report making recommendations for longer term improvements including an options appraisal based on service requirements, cost and acceptable risk. 	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 160</p> <p>Aberdeen</p>	<p>IT Disaster Recovery Internal Audit Report</p> <p>Aberdeen City Council DRIT Report FINAL.pdf</p>	<p>The audit identified four low-risk findings:</p> <ul style="list-style-type: none"> • There has been no formal review, of the ICT Disaster Recovery Plan, to ensure that plans are an accurate representation of current practice and considers all critical systems; • Staff involved in disaster recovery are not provided with any specific training; • There are variations in the robustness of Disaster recovery testing across outsourced IT systems and DR responsibilities are not reflected in the DR Plan. • Not all departments provide staff to assist with the data centre DR testing. <p>The following remedial actions were recommended:</p> <ul style="list-style-type: none"> • Future updates of the ICT Disaster Recovery Plan will be scheduled annually and after any significant changes to systems, and will incorporate changes to current practice, levels of system criticality and lessons learned from any Disaster Recovery exercises. • ICT will undertake an annual walkthrough of the plans by those involved in their operation to try and identify any weaknesses and to ensure that key people are aware of their responsibilities and actions in a disaster recovery situation (a table top review). • DR processes will be updated and tested for outsourced IT systems where they are not robust and with the support of 	<p>Jan 2015</p>

		<p>the providers, as per their contractual arrangements.</p> <ul style="list-style-type: none">• System Owners should consider and document the risk of not testing their systems during disaster recovery testing of the data centre. IT will ensure that they request and retain copies of risk assessments prior to all future IT Disaster Recovery exercises.	
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**COUNCILLOR
JANETTE WILLIAMSON
CABINET MEMBER FOR
PUBLIC HEALTH**

CABINET
7 November 2016

**CUMULATIVE IMPACT ON PUBLIC
HEALTH SCRUTINY REVIEW**

Councillor Janette Williamson, Cabinet Member for Public Health, said:

“Ensuring Wirral residents live healthier lives is one of our 20 Pledges, and remains extremely important to the Council. Making sure our policies and approach to services throughout the organisation support our ambitions is vital.

I think the work completed by Members through this Scrutiny Review is very helpful and will go a long way towards helping us achieve our pledge.”

REPORT SUMMARY

At its meeting on the 23th June 2015, the Policy and Performance Coordinating Committee agreed to undertake a scrutiny review into the potential for developing a Cumulative Impact Policy. This was due to concerns raised about negative public health and public order impacts in localities with high concentrations of off-licences and fast food outlets.

The scope of the work was widened during the review process to incorporate other powers and approaches at the Council’s disposal to mitigate the harmful impacts of over-concentration of these premises. Members were keen to establish what powers and tools are at the Council’s disposal and to what extent these are being fully realised.

On 8 September 2016, a report on the findings of the review was presented to the People Overview and Scrutiny Committee. The committee endorsed the report findings and recommendations referring these on to Cabinet for approval. The report of the Scrutiny Review Panel is included as Appendix 1 to this report.

This report outlines the actions being undertaken in response to the scrutiny review. These are included as Appendix 2 to this report.

This work links to the Wirral Plan Pledge to support Wirral residents to lead healthier lives and supports the actions that are being developed to deliver that pledge.

This matter affects all Wards within the Borough, it is not a key decision.

RECOMMENDATION/S

- Cabinet approves the contents and recommendations of the Cumulative Impact on Public Health Scrutiny Review.
- Cabinet supports the Officer response to the recommendations outlined in the report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 For Cabinet to endorse this work which supports delivery of the Wirral Plan Pledge – Wirral Residents Live Healthier Lives.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Scrutiny Report details the options considered by the panel.

3.0 BACKGROUND INFORMATION

- 3.1 In June 2015 the Policy & Performance Coordinating Committee established a review panel to explore the issue of Cumulative Impact on Public Health. Cumulative impact refers to the principle that the increased presence of licenced premises and hot food takeaway's is responsible for negative impacts on the health of people living in that locality.
- 3.2 The review commenced in September 2015 with the following objectives:
- To understand Wirral's profile in terms of the prevalence and density of licenced premises and fast food outlets,
 - To understand Wirral's profile in terms of excessive alcohol consumption and poor diet,
 - To establish what powers, policies and initiatives are at the Council's disposal to mitigate against the harmful impact of high levels of alcohol consumption and poor diet,
 - To determine if the Council is fully realising these powers as opportunities to improve public health outcomes.
- 3.3 A cross-party Panel of 4 Members was established and over a number of months convened a series of sessions with Council officers from related service areas and representatives from Merseyside Police. The report setting out the findings of the review and the recommendations arising is attached as Appendix 1.
- 3.4 Concern about levels of alcohol consumption and poor diet on public health are national issues that resonate strongly at the local level. The link between excessive drinking and poor diet with poor health outcomes is well documented. In reviewing the data for Wirral, it was clear to the review Panel the borough performs poorly against the national averages in relation to a number of key public health indicators linked to diet and alcohol consumption.
- 3.5 The 'Wirral Resident's Live Healthier Lives' Pledge of the Wirral Plan sets out the Council's commitment to improving local public health outcomes. The need for coordinated action to tackle these issues is clear. This work cuts across a range of different disciplines and Council teams including Licensing, Public Health, Trading Standards, Environmental Health and Planning. Joint working between

these teams is improving but needs to be further integrated and coordinated in order to have the maximum impact.

- 3.6 In conducting this review, the Panel were impressed with a number of innovative schemes and initiatives that officers have collectively developed and implemented. However, the panel concluded that more could be done through formal mechanisms, specifically the Council's planning and licencing policies. The Panel believes that a bolder and more ambitious approach should be articulated through the Council's licencing and planning policies in line with steps that other authorities have already taken. This would contribute more explicitly towards improving public health outcomes in the borough. Based on the findings set out in section 5 of the report, the Panel developed seven recommendations, Appendix 2 details the activities delivered or being planned in response.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications as no additional investment is being sought to implement these recommendations.

5.0 LEGAL

- 5.1 The implementation of recommendations in respect of Licensing and Planning policies, will lead to changes in the Council's policy framework and these will be reported separately to Council.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 Implementation of the recommendations from this scrutiny review will be met from within existing resources.

7.0 RELEVANT RISKS

- 7.1 If the recommendations outlined in the report are not implemented the achievement of the Wirral Plan pledge to support local people to lead healthier lives would be at risk.

8.0 ENGAGEMENT / CONSULTATION

- 8.1 The Review was undertaken through a process of discussion with council officers and partners involved in planning and delivering services to mitigate the risk of unhealthy lifestyle choice on health outcomes for local people.

9.0 EQUALITY IMPLICATIONS

- 9.1 This report sets out progress implementing the recommendations of the review. Equality Impact Assessments will need to be undertaken as part of any changes to Council policies which will be separately reported to Council.

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APPENDICES

Appendix 1: Cumulative Impact on Public Health Scrutiny Review
Appendix 2: Officer Response to the Cumulative Impact on Public Health Scrutiny Review

REFERENCE MATERIAL

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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MINUTE EXTRACT

PEOPLE OVERVIEW AND SCRUTINY COMMITTEE 8 SEPTEMBER 2016

18 CUMULATIVE IMPACT ON PUBLIC HEALTH SCRUTINY REVIEW

The Chair of the People Overview and Scrutiny Committee introduced her report that set out the findings and recommendations arising from a Scrutiny Review completed in July 2016. The report informed that the Review had been commissioned by the former Policy and Performance Coordinating Committee and had been set up to explore the issue of cumulative impact in relation to the prevalence of off licences and fast food takeaways, and their impact on public health.

The Chair expressed her thanks to Mike Callon, Team Leader Performance and Scrutiny and Patrick Torpey, Scrutiny Officer for their assistance in progressing the review and the preparation of the summary report. She further expressed the Committee's wishes to Patrick Torpey for a speedy recovery from a recent bout of ill health. The Chair additionally thanked Councillors Gilchrist, Hayes and Williamson for their involvement in the review, evidence gathering and preparation of the summary report.

At the invitation of the Chair, Janette Williamson, Cabinet Member Public Health addressed the Committee who also expressed thanks to those involved in the report, stating the importance of taking Public Health into account in all Council decisions, and the need to lobby Government in respect of licencing and planning matters identified in the report.

Members made reference to the targeting of town centre outlets, suggested supplementary planning guidance and update of existing planning and licencing policies, and requested (fully endorsed by the Chair) that a follow up report be timetabled to provide the Committee with an update on actions arising from the report recommendations.

The Committee noted the content and endorsed the recommendations within the Cumulative Impact on Public Health Scrutiny Review, namely that:

Recommendation 1: The Council's Leadership is encouraged to lobby for a Public Health licencing objective in the Liverpool City Region and where possible at national level to ensure public health outcomes are given greater priority in licencing decisions.

Recommendation 2: The Council's Statement of Licensing Policy is refreshed to accommodate the renewed priorities as set out in the Wirral Plan. It is also recommended that consideration be given to introducing a Cumulative Impact Policy in areas where there is strong evidence to suggest such a policy would address the negative impact of over-saturation of licenced or off-licenced premises.

Recommendation 3: The Panel recommends that a statutory Supplementary Planning Document is urgently developed and consulted upon (thus becoming a

material consideration), in line with the approach taken in St Helens, as part of the preparation of the Council's Core Strategy Local Plan.

Recommendation 4: The Panel encourages the planning and public health teams to work closely together to address the borough's public health issues in relation to poor diet and obesity, as outlined in the 2020 pledge to support Wirral Residents to Live Healthier Lives.

Recommendation 5: The Panel acknowledges the wide ranging benefits of the voluntary participation of businesses in the Reduce the Strength campaign in promoting responsible selling of alcohol. It is recommended that priority be given to encouraging the take up of this initiative so the number of outlets taking part is increased. The Council should also explore the possibility of approaching national supermarket chains to adopt this as a policy.

Recommendation 6: It is recommended the effective delivery and marketing of the 'Eat Well Wirral' and 'Takeaway for a Change' initiatives is prioritised and the schemes are properly evaluated to demonstrate their long term impact. The development of EWW takeaways and their locations should be a matter drawn to the attention of the planning committee at regular intervals.

Recommendation 7: The Panel supports the creation of a cross-departmental working group and action plan for selling alcohol responsibly. The Health and Wellbeing Board should oversee the activities of this group and ensure they are joined up with the Wirral Resident's Live Healthier Lives pledge delivery group so that further partnership opportunities and targeted initiatives are explored.

Resolved - RECOMMENDATION TO CABINET - That the "Cumulative Impact on Public Health" Scrutiny Review and recommendations contained within be endorsed.



**Cumulative Impact on Public Health
Scrutiny Review**

**A report produced by a Scrutiny Panel of
the former Policy & Performance Coordinating Committee**

July 2016

WIRRAL BOROUGH COUNCIL

CUMULATIVE IMPACT ON PUBLIC HEALTH SCRUTINY REVIEW

FINAL REPORT

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1.0 INTRODUCTION

In June 2015 the Policy & Performance Coordinating Committee established a review panel to explore the issue of Cumulative Impact on Public Health. Cumulative impact refers to the principle that the increased presence of licenced premises and hot food takeaway's is responsible for negative impacts on the health of people living in that locality.

The review was commissioned by Coordinating Committee because it was seen to cut across a range of Council Service areas. It commenced in September 2015 with the following objectives:

- To understand Wirral's profile in terms of the prevalence and density of licenced premises and fast food outlets,
- To understand Wirral's profile in terms of excessive alcohol consumption and poor diet,
- To establish what powers, policies and initiatives are at the Council's disposal to mitigate against the harmful impact of high levels of alcohol consumption and poor diet,
- To determine if the Council is fully realising these powers as opportunities to improve public health outcomes.

A cross-party Panel of four Members was established and over a number of months convened a series of sessions with Council officers from related service areas and representatives from Merseyside Police. This report sets out the findings of the review and the recommendations arising.

2.0 CHAIR'S STATEMENT & REVIEW PANEL

Councillor Moira McLaughlin (Chair)



There is a clear understanding by policy makers that misuse of alcohol and poor diet are major factors which contribute to poor health and reducing life expectancy. It is also clear that people who live in the more deprived areas of our communities are more likely to be victims of these. Alcohol misuse can also lead to increased levels of anti-social behaviour and costs society a lot of money. This report carried out by a panel of the Coordinating committee did not set out to re-examine the detrimental effects of alcohol and diet, but to look at ways in which the local authority and other partner agencies can use existing policies to reduce them.

How can the consumption of the most damaging high strength alcohol be reduced? How can people be encouraged to eat more healthily and reduce the reliance on the much healthier fast food? Are the existing policies robust enough and, if not how can they be strengthened? How can they be implemented to maximum effect? These were the questions we asked and the findings have informed our recommendations. As a community, as a society, we welcome the fact that people are living longer, but we want lives to be both longer and healthier and the gaps in life expectancy to be reduced.

Councillor Janette Williamson



Councillor Paul Hayes



Councillor Phil Gilchrist



3.0 EXECUTIVE SUMMARY & RECOMMENDATIONS

Concern about levels of alcohol consumption and poor diet on public health are national issues that resonate strongly at the local level. The link between excessive drinking and poor diet with poor health outcomes is well documented. In reviewing the data for Wirral, it was clear to the review Panel the borough performs poorly against the national averages in relation to a number of key public health indicators linked to diet and alcohol consumption.

The 'Wirral Resident's Live Healthier Lives' Pledge of the Wirral Plan sets out the Council's commitment to improving local public health outcomes. The need for coordinated action to tackle these issues is clear. This work cuts across a range of different disciplines and Council teams including Licensing, Public Health, Trading Standards, Environmental Health and Planning. Joint working between these teams is improving but needs to be further integrated and coordinated in order to have the maximum impact.

In conducting this review, the Panel were impressed with a number of innovative schemes and initiatives that officers have collectively developed and implemented. However, the panel concluded that more could be done through formal mechanisms, specifically the Council's planning and licencing policies. The Panel believes that a bolder and more ambitious approach should be articulated through the Council's licencing and planning policies in line with steps that other authorities have already taken. This would contribute more explicitly towards improving public health outcomes in the borough. Based on the findings set out in section 5 of this report, the Panel has developed the following recommendations:

Recommendation 1: *The Council's Leadership is encouraged to lobby for a Public Health licencing objective in the Liverpool City Region and where possible at national level to ensure public health outcomes are given greater priority in licencing decisions.*

Recommendation 2: *The Council's Statement of Licensing Policy is refreshed to accommodate the renewed priorities as set out in the Wirral Plan. It is also recommended that consideration be given to introducing a Cumulative Impact Policy in areas where there is strong evidence to suggest such a policy would address the negative impact of over-saturation of licenced or off-licenced premises.*

Recommendation 3: *The Panel recommends that a statutory Supplementary Planning Document is urgently developed and consulted upon (thus becoming a material consideration), in line with the approach taken in St Helens, as part of the preparation of the Council's Core Strategy Local Plan.*

Recommendation 4: *The panel encourages the planning and public health teams to work closely together to address the borough's public health issues in relation to poor diet and obesity, as outlined in the 2020 pledge to support Wirral Residents to Live Healthier Lives.*

Recommendation 5: *The panel acknowledges the wide ranging benefits of the voluntary participation of businesses in the Reduce the Strength campaign in promoting responsible selling of*

alcohol. It is recommended that priority be given to encouraging the take up of this initiative so the number of outlets taking part is increased. The Council should also explore the possibility of approaching national supermarket chains to adopt this as a policy.

Recommendation 6: It is recommended the effective delivery and marketing of the 'Eat Well Wirral' and 'Takeaway for a Change' initiatives is prioritised and the schemes are properly evaluated to demonstrate their long term impact. The development of EWW takeaways and their locations should be a matter drawn to the attention of the planning committee at regular intervals.

Recommendation 7: The Panel supports the creation of a cross-departmental working group and action plan for selling alcohol responsibly. The Health and Wellbeing Board should oversee the activities of this group and ensure they are joined up with the Wirral Resident's Live Healthier Lives pledge delivery group so that further partnership opportunities and targeted initiatives are explored.

4.0 METHODOLOGY

Written Evidence

The Review was informed by written evidence including reports from other local authorities and documents from Public Health England and the Local Government Association. To support the evidence gathering sessions officers prepared a number of briefing papers and presentations.

Evidence Gathering Sessions

In order to further understand the issues, the panel met with a number of key stakeholders including Council Officers from different services and Merseyside Police. The timetable of sessions is set out below:

Evidence Gathering Session 1

Licensing and Community Safety, Wednesday 14th October 2015

Evidence Gathering Session 2

Public Health, Thursday 26th November 2015

Evidence Gathering Session 3

Environmental Health & Trading Standards, Wednesday 13th January 2016

Evidence Gathering Session 4

Merseyside Police & Licensing, Thursday 11th February 2016

Evidence Gathering Session 5

Planning, Thursday 7th April 2016

5.0 FINDINGS

Wirral's Health Profile

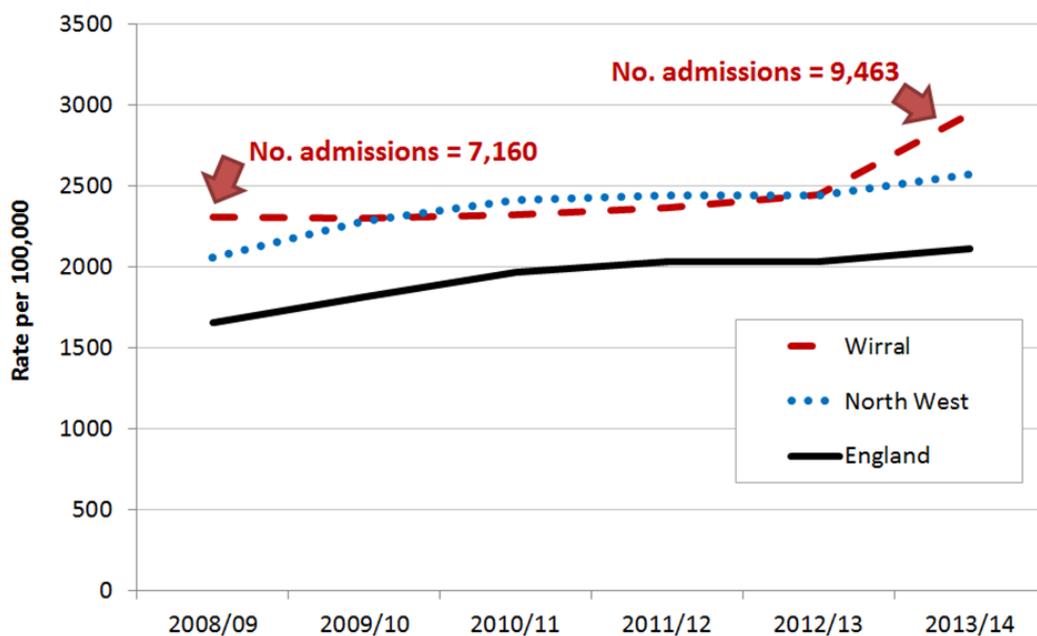
Alcohol

Life expectancy in Wirral is lower than the England average for males and females. A breakdown of the causes of the life expectancy gap between Wirral and England (2012) highlights a significant number of deaths from alcohol linked diseases such as cancer and digestive issues.

Wirral had significantly higher rates of alcohol related hospital admissions than the England average in 2013/14, as shown in the figure below.

Source: Local Alcohol Profile for England (LAPE) data, 2015.

Admission rate for all alcohol related conditions in 2013/14 (actual numbers for Wirral also shown in red)



44% increase in admissions in the last 5 years

LAPE data also shows that Wirral had a significantly higher rate of alcohol specific hospital admissions (741 per 100,000 persons) than the England average (374 per 100,000 persons) in 2013/14.

The rate of alcohol related mortality in Wirral (55.9 per 100,000 persons) was also significantly higher than the England average (45.3 per 100,000 persons) in 2013.

Data suggests a correlation between the density of off licenses across Wirral and rates of alcohol related hospital admissions in these areas (see Appendix 1 and 2). Officers believe there is a

strong case to link the density of availability of alcohol to alcohol related illness, particularly in the most deprived areas of Wirral.

The economic cost to Wirral of alcohol problems in terms of health, social cost, criminal justice, and lost productivity is estimated at £127million per year, of which £25million is healthcare costs.

Public Health has commissioned a Local Alcohol Inquiry. The aim of the project is to bring together a diverse and representative group of residents to deliberate and discuss, over a number of sessions, the question, “What can we all do to make it easier for people to have a healthier relationship with Alcohol?” The Inquiry will hear from a variety of expert witnesses from the field, providing them with a wide range of experience, knowledge and perspective.

The group’s findings and recommendations will help to inform a Local Wirral Alcohol Strategy and the group will become its ambassadors. From the Public Health perspective, there are three factors that have a significant impact on levels of alcohol consumption: Availability, Accessibility and Affordability.

Wirral’s Poor Diet Profile

The total number of obese people on Wirral is estimated at 66,803 with a further 97,184 estimated to be overweight. The annual cost to Wirral of healthcare for overweight and obese people was £109m (end of year 2015). The majority of this figure is spent on the treatment of type 2 diabetes.

Data from the National Child Measurement Programme showed that Wirral had more overweight Year 6 children than the national average. There is a clear link between deprivation and obesity for children and adults, particularly amongst adult women. Appendix 3 shows a geographic link between the density of available fast-food takeaways and overweight / obese children in the borough.

The Regulatory Environment in Wirral

Licensing Powers

The primary legislation governing Wirral Council’s licensing powers is the Licensing Act 2003 which came into force in 2005. This transferred responsibility for licensing from the Magistrates Court to the Local Authority. The other major change was the removal of the 11:00 pm limit on closing time, with applicants being able to apply for any closing time subject to upholding licensing objectives.

The Licensing Act sets out four licensing objectives:

- The prevention of crime and disorder

- The prevention of public nuisance
- Public safety
- Protection of children from harm

Under the legislation, the presumption is always to grant an application unless there is concern that the applicant is unable to satisfy all of the objectives. Any representations to challenge applications have to be made against one or more of the objectives. The process requires a 28 day notice period, where all Responsible Authorities are made aware of the application. Responsible Authorities include:

- The Licensing Authority
- The Police
- Trading Standards
- Environmental Health
- Planning
- Public Health

Public Health is not one of the four licensing objectives under current legislation. However, the issue of a public health licensing objective is gathering momentum nationally. A Local Government Association report, 'Rewiring Licensing' (2014) proposes that: "Licensing decisions should be reached locally based on a broader set of licensing objectives that includes the protection of public health." Directors of Public Health England are also lobbying for the adoption of a fifth licensing objective on public health, as is the case in Scotland - 'Protecting and Improving Public Health'.

As a Responsible Authority, Public Health makes regular representations to challenge licensing applications, but these tend to be on an area basis rather than in relation to the specific premises. As there is no public health objective within the licensing framework, representations based on national public health data do not tend to have sufficient relevance to the licensing objectives.

Recommendation 1: *The Council's Leadership is encouraged to lobby for a Public Health licencing objective in the Liverpool City Region and where possible at national level to ensure public health outcomes are given greater priority in licencing decisions.*

Cumulative Impact Policies were introduced as a tool for licensing authorities to limit the growth of licensed premises in problem areas. Cumulative Impact is not referred to in licensing legislation although the statutory guidance issued under section 182 of the Licensing Act 2003 does refer to Cumulative Impact Policies (CIP) and provides advice regarding their implementation.

If a licensing authority wishes to introduce a CIP it must set out the detail of its CIP in its Licensing Policy Statement. Before implementing a CIP, a licensing authority will usually conduct a consultation exercise and consider the effect that additional premises will have on the cumulative impact in a defined area.

Merseyside Police made an application for a CIP to cover an area around Charing Cross in Birkenhead in 2014. The Police area command team had highlighted and collected evidence of an increasing problem with street drinkers and associated anti-social behaviour in the area. It was hoped that the introduction of a CIP in this area would assist in restricting access to strong alcohol and therefore help to reduce the impact on local residents and businesses.

As part of the CIP application process, the Licensing Act required the licensing authority to undertake a consultation exercise which included businesses within the area of the proposed policy. A 6 week consultation took place and the team were disappointed that no comments were received from either businesses or local residents. It was considered that although the application was supported by local Councillors, the lack of response to the consultation weakened the overall case for the CIP.

During the consultation period Merseyside Police undertook a review of their evidence and gave consideration to new initiatives within the Birkenhead area to address anti-social behaviour. Merseyside Police also had regard to the Council's revised Statement of Licensing Policy. Taking these factors into consideration at that time, Merseyside Police subsequently advised that they were no longer seeking the introduction of a Cumulative Impact Policy within the Birkenhead area.

At the time of withdrawal, it remained the aim of the Police to re-consider applying for a CIP in future should there be sufficient local support and evidence to do so. In the meantime, the Police would continue to challenge license applications on an individual basis, should there be concerns that businesses would contribute to public disorder.

It is difficult to gather robust evidence to link crime and disorder to particular off license premises. It was noted that it is easier to attribute (and gather evidence of) occurrences of crime and ASB to licenced premises such as pubs than it is for off licenses.

Other local authorities have implemented CIPs and the Panel were informed that Liverpool City Council has introduced CIPs in five areas. Only one of these (Kensington) relates to off sales. In order to support the CIP application in Kensington, the local authority commissioned an independent body at a cost of £20k to gather evidence of anti-social behaviour linked to specific premises.

Data provided on a CIP introduced in Lark Lane, Liverpool suggests that CIPs appear to be more effective when applied to areas with a proliferation of on-licences, where it is easier to make the link between specific premises and disorder. This is more difficult with off-licences and other initiatives to encourage responsible alcohol sales may be a more effective approach.

Merseyside Police informed the Panel that they were not opposed to CIPs in principle and believe that CIPs may have some impact alongside other initiatives. However, CIPs should not be viewed as the singular answer to problems around over-saturation of licenced premises. The introduction of a CIP in a particular area will not guarantee that no licenses will be granted in that area, but the presence of a CIP could lead to improvements in the quality of licensees and applicants.

The Public Health view is that Cumulative Impact Policies could be beneficial if they were applied to specific areas of high deprivation and high density of alcohol availability.

Recommendation 2: *The Council's Statement of Licensing Policy is refreshed to accommodate the renewed priorities as set out in the Wirral Plan. It is also recommended that consideration be given to introducing a Cumulative Impact Policy in areas where there is strong evidence to suggest such a policy would address the negative impact of over-saturation of licenced or off-licenced premises.*

Planning Powers

As a Local Planning Authority, Wirral Council's Planning department responsibilities include determining planning applications and producing a Local Plan. Local plans must be positively prepared, justified, effective and based on up to date relevant evidence about the economic, social, environmental characteristics and prospects for the area consistent with national policy in accordance with the Planning and Compulsory Purchase Act 2004. A Local Plan cannot be formally adopted as part of the statutory development plan unless it is found to be legally compliant and sound following independent examination.

The Council is currently preparing a Core Strategy Local Plan which will be reported to members submitted for public examination during 2017.

Current legislation requires planning applications to be determined in accordance with the statutory Development Plan unless material considerations indicate otherwise. Supplementary Planning Documents can additionally be used to provide detailed advice on policies in the development plan and help applicants make successful applications, but must not conflict with the development plan nor add unnecessary financial burdens on development.

Material considerations include the National Planning Policy Framework, which sets a presumption in favour of sustainable development, a Council's Local Plan and Supplementary Planning Documents. Other material considerations can also include past appeal decisions, case law, loss of privacy, noise and disturbance etc.

Current Development Plan for Wirral

The statutory Development Plan for Wirral currently consists of the Unitary Development Plan (UDP). The overall strategy of the UDP is urban regeneration to encourage investment and development particularly in areas suffering the worst conditions by making effective use of land and ensuring neglected land or buildings are brought into use.

Hot food takeaways are currently permitted in all the Borough's existing centres and shopping parades, subject to the criteria in UDP Policies SH1, SH2, SH6, SH4 and Supplementary Planning Document (SPD) 3 'Hot Food Takeaways, Restaurants, Cafes and Drinking Establishments'.

The Council's Supplementary Planning Document SPD3 for hot food takeaways, restaurants, cafés and drinking establishments specifies that:

"All proposed uses within Use Classes A3, A4 and A5 i.e. restaurants, cafes, drinking establishments and hot food takeaways should be at least 40 metres away from the main elevation of a dwelling house or a building used solely for self-contained flats, when measured along the public highway."

The Review Panel referred to examples of supplementary planning guidance from other local authorities which specifically relate to the location of hot food takeaways near schools. Stoke City Council's draft SPD (which following objections in 2013 has not yet been formally adopted), proposed to place a 400 metre exclusion zone around the boundary of secondary schools for hot food takeaways (Use Class A5). Wirral's planning officers explained there are no reported planning appeals where proximity to schools has been cited as the sole reason for refusal, referring to briefings from the Local Government Information Unit highlighting the importance of providing local evidence specific to proposals being considered. It is suggested a lack of evidence on effectiveness weakens the argument for preparation of such policies in Wirral. Research into planning decisions regarding hot food takeaways, shows that there is normally a combination of reasons why a planning application for a hot food takeaway is refused. Because of the multiple factors that are taken into account when assessing a planning application and appeal, it is not possible to give a precise number of hot food takeaways that have been rejected due to public health influenced policies developed by local authorities across the country.

Planning officers highlighted the need for caution in that reasonable grounds to refuse planning applications must be clearly demonstrated and supported by expert witnesses. There must be confidence in the evidence base to support such decisions as refused planning applications can be subject to appeal and claims for costs, which would be decided by the Planning Inspectorate.

In order to develop a successful health argument in relation to planning, substantive evidence which clearly shows a negative impact on health in specific cases would be required. Officers noted the importance of working alongside Public Health colleagues to produce such detailed evidence and to defend refusal reasons on health grounds if needed at appeal. There are issues

regarding the availability of data and evidence linking individual fast food outlets to harm caused. There is a need for more specific and detailed data to oppose the granting of planning consent that would withstand appeal and legal challenge.

An example of the level of detail required in evidence, would be if a street contained five fast food outlets in close proximity and an application was received for a sixth to occupy a vacant shop, an assessment would be required to measure the difference in health and other impacts between having five outlets in the vicinity and having a sixth.

The Planning Team shares the Panel's concern regarding the proliferation of fast food outlets and the public health impact in certain parts of Wirral, emphasising the need for robust policies, based on sound evidence, to tackle these issues. The Planning Team are working with Public Health with regard to incorporating public health considerations into the emerging Core Strategy Local Plan.

Public Health and Planning Policy

The Department of Health's public health strategy "Healthy Lives, Healthy People: A call to action on obesity in England" (October 2011) explicitly recognises that "health considerations are an important part of planning policy" and refers to maximising the contribution of the planning system to promote and support healthy living. It refers to a number of local authorities taking steps to use existing planning powers to limit the growth of hot-food takeaways.

In this context and responding to concerns from Planning colleagues, the Panel was keen to explore whether other local authorities were taking a bolder approach to their use of planning powers as a tool to improve public health outcomes. In particular, the emergence of supplementary planning guidance to aid planning decisions over the location and clustering of hot food takeaways became a key area of focus.

The Public Health team highlighted Stoke on Trent City Council's Hot Food Takeaway draft Supplementary Planning Document (SPD) which seeks to introduce principles to be considered when considering new hot food outlet applications. Principle 1 of the SPD proposes to introduce Secondary School Exclusion Zones and states that planning permission will not be granted for new hot food takeaway premises within School Exclusion Zones, i.e. within 400m of all secondary schools. The document also contains a section on Healthy Eating Options. In response to concerns in Stoke over obesity levels, (reported as 31.2% of adults compared to the national average of 24%) the Council aims to promote interventions and policies which improve health outcomes, particularly for children and young people.

It is the view of Public Health that Supplementary Planning Guidance (such as Stoke City Council), could be used to prevent fast food takeaways opening in areas such as near schools or areas of high deprivation. Guidance could also be used to encourage local businesses to provide healthier alternatives and engage with local campaigns / initiatives.

Further research around supplementary planning guidance revealed the existence of a St Helens Council SPD for hot food takeaways, adopted in 2011. St Helen’s Council has implemented a wide-ranging policy including a number of restrictions, granting planning approval only “within identified centres, or beyond a 400m exclusion zone around any primary or secondary school and sixth form college either within or outside local education authority control”. The council’s SPD is a material consideration in determining planning applications. As well as proximity to schools and health impact, it covers issues such as over-concentration and clustering, highway safety, cooking smells, and litter, which are also included in Wirral’s own existing planning policies.

The Panel were encouraged by evidence which demonstrated that the St Helens policy is robust and effective. An appeal against a decision to refuse a hot food takeaway application referenced the SPD as a material consideration when the appeal was dismissed in 2012. Whilst it is acknowledged that the decision was not solely based on public health grounds, the Planning Inspector’s decision notice stated:

“The objective of the SPD, to establish healthy eating habits and reduce childhood obesity, is important, and whilst not determinative in this case, the failure to comply with it adds weight to my decision.”

Recommendation 3: *The Panel recommends that a statutory Supplementary Planning Document is urgently developed and consulted upon (thus becoming a material consideration), in line with the approach taken in St Helens, as part of the preparation of the Council’s Core Strategy Local Plan.*

Research into the Stoke City Council Supplementary Planning Document and discussions between colleagues from Wirral Public Health and their Stoke counterparts highlighted a recent decision at Stoke to locate a Public Health funded officer within the Planning Policy team:

“Since November 2014, Public Health has funded a specific city council Healthy Urban Planning Officer who works within the Planning Policy team. He has reviewed the SPD document and carried out further research on the weight being given to health considerations by inspectors at planning appeals at a national level, in order to ensure the SPD is robust and defensible and can respond to objections being made by national fast food chains.” City of Stoke on Trent Planning Committee Policy Group, Report – Hot Food Takeaway Supplementary Planning Document, 30 September 2015.

Feedback from Stoke Public Health (via Wirral Council Public Health Officers) suggests that this arrangement has proved beneficial in strengthening links between Planning and Public Health.

Recommendation 4: *The panel encourages the planning and public health teams to work closely together to address the borough's public health issues in relation to poor diet and obesity, as outlined in the 2020 pledge to support Wirral Residents to Live Healthier Lives.*

Wirral's innovative response to the issues of alcohol consumption and poor diet.

In response to issues around alcohol consumption and poor diet in Wirral, a number of campaigns and initiatives have been implemented by Wirral Council and partner agencies.

Reduce the Strength (RtS) Campaign

'Reducing the Strength' refers to initiatives designed to tackle the problems associated with street drinking by removing from sale low price high-strength alcohol products through voluntary agreements with local retailers.

Wirral Council Environmental Health and Trading Standards department implemented RtS in Wirral following discussions with the Admissions Consultant at Arrowe Park Hospital. There was concern over the number of emergency beds being taken by patients suffering from the effects of severe intoxication, alcoholism and alcohol related injuries or illnesses.

A pilot area was selected for the campaign and the '7 Beats' area in the Birkenhead & Tranmere ward was chosen due to the density of alcohol availability (6.7 licensed premises per 1000 head of population) and the high level of alcohol related ASB incidents and crimes in the area.

RtS is a voluntary scheme which encourages local retailers in targeted areas to voluntarily cease sales of cheap super-strength alcohol, to limit the supply to problem drinkers. RtS focussed on two areas – the impact of super-strength alcohol on the local community and the impact of super-strength alcohol and associated issues on the businesses themselves.

The campaign has been successful with 23 retailers in the 7 Beats area now signed up to RtS and demonstrating a responsible approach to alcohol retailing. Other successes include increased public sector partnership working and the identification of criminality associated with off licenses, such as illegal alcohol and tobacco sales, tax evasion, utilities fraud and people trafficking.

The Public Health team view the RtS initiative as a good example of joined-up working with Council and agency partners. RtS has had a significant impact in reducing the availability of cheap super-strength alcohol in a targeted area.

Feedback from retailers signed up to the initiative is positive. The success of the campaign comes from the face to face approach taken by the team, their patience and their ability to talk to retailers. The campaign is being rolled out slowly targeting specific areas of concern. It would not be possible to replicate this approach across the entire borough at one time with current

resources. However, the campaign's success has encouraged some retailers from outside the pilot areas to sign up to RtS.

Following the success of the RtS pilot, the team has applied for public health funding of £135k to enable the campaign to be continued in other areas of the borough where there are concerns about high levels of alcohol related crime, ASB and high densities of Off Licences.

Recommendation 5: *The panel acknowledges the wide ranging benefits of the voluntary participation of businesses in the Reduce the Strength campaign in promoting responsible selling of alcohol. It is recommended that priority be given to encouraging the take up of this initiative so the number of outlets taking part is increased. The Council should also explore the possibility of approaching national supermarket chain to adopt this as a policy.*

Takeaway for A Change (TFAC) and Eat Well Wirral (EWW)

Wirral has a higher than national average number of overweight children living in its most deprived socio-economic wards. These communities have a high density of takeaway premises. Data from the British medical Journal shows a direct link between exposure to takeaway food outlets and consumption of takeaway food. Trading Standards and Environmental Health officers introduced the TFAC and EWW projects as an innovative approach to tackling these issues in targeted areas of Wirral.

The aims of TFAC and EWW were to work with parents, children and fast food businesses to improve the healthiness of takeaway food, and to increase understanding and encourage a more positive attitude towards healthier diets. TFAC acknowledges the role of fast food businesses as a vehicle for positive change and seeks to work alongside local businesses rather than treating them as the enemy.

A pilot study of 214 families showed that most choose a takeaway outlet based on its proximity to home, supporting existing evidence that the 'food environment' has an impact on meal choices. Officers felt that making small, healthier changes to the food that children are already eating was the most realistic way of making significant impact.

The campaigns have faced significant barriers and challenges, such as local businesses' reluctance to changing their practices, particularly changing frying oil, using less salt and MSG as these affect the taste of their food and this represented a risk to their business. Financial incentives were provided, e.g. paying for new cooking oil, in order to share the risk with businesses. Families were also initially wary and reluctant to engage, not wanting to admit or share their unhealthy eating habits. Officers spent weeks engaging with families to build trust, resulting in 214 out of 285 families signing up to the TFAC scheme at the first (pilot) school.

Using a joined up approach with EWW, businesses were guided to introduce and highlight healthier options menus and include healthier drinks and snacks in their offer. TFAC delivered workshops and awareness-raising sessions to families and issued vouchers to exchange for free healthy takeaway meals at EWW businesses.

The families' responses to trying the healthier option were positive; with the majority of consumers saying they had 'no reason' not to continue choosing the healthier option. Short booster / catch-up sessions to keep in touch with families would maintain engagement and work towards sustained change. Schools, nurseries, health trainers and EHP's could be well placed to administer such sessions.

Funding has been secured to roll TFAC out to another 10 schools across the borough, selected using National Child Measurement Programme (NCMP) data (Percentage year 6 Overweight & Obese). These schools are situated in some of Wirral's most deprived areas.

It was acknowledged that the quality of marketing and publicity for EWW retailers was below the desired level. A bid for public health funding has been submitted to improve marketing.

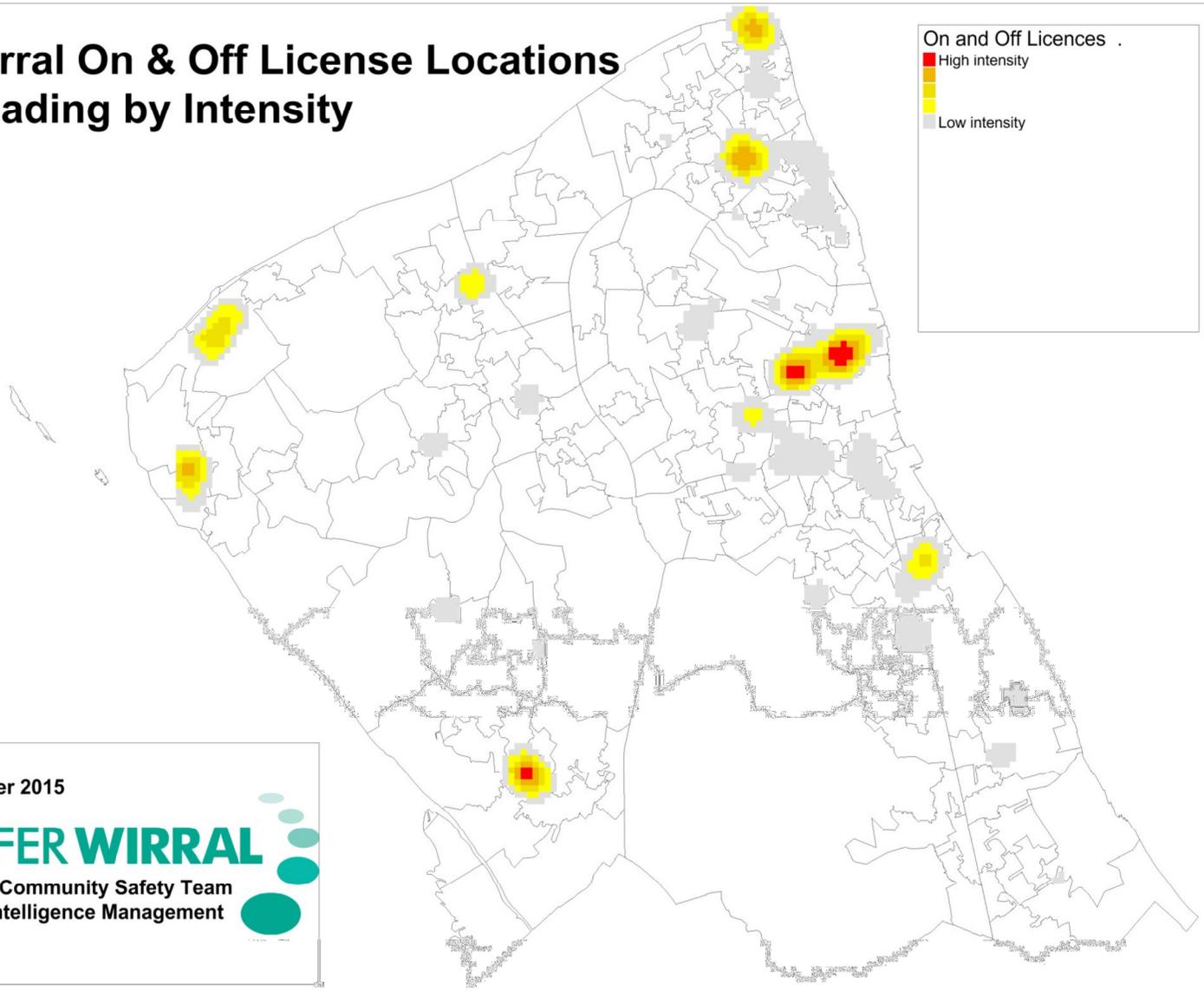
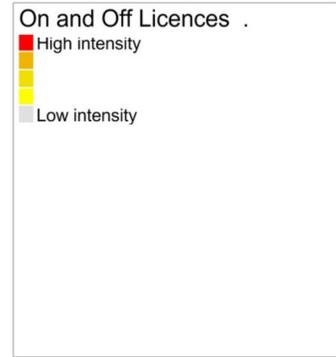
The Public Health Team works alongside Environmental Health and Trading Standards to promote EWW. This is an example of the benefit of more integrated working across Council teams.

Recommendation 6: *It is recommended the effective delivery and marketing of the Eat Well Wirral and Takeaway for a Change initiatives is prioritised and the schemes are properly evaluated to demonstrate their long term impact. The development of EWW takeaways and their locations should be a matter drawn to the attention of the planning committee at regular intervals.*

Policy changes are not the only tools available to control licencing or planning. The initiatives described above demonstrate the effectiveness of partnership work. All stakeholders have emphasised to the Panel the importance of joint working, to better understand issues and to develop innovative solutions. A cross-departmental officer group is developing an action plan to improve joint working across teams and partners. This places a strong focus on whether licensed premises are selling alcohol responsibly. This is a broader approach which considers the wider data available to provide a comprehensive local picture of impact.

Recommendation 7: *The Panel supports the creation of a cross-departmental working group and action plan for selling alcohol responsibly. The Health and Wellbeing Board should oversee the activities of this group and ensure they are joined up with the Wirral Resident's Live Healthier Lives pledge delivery group so that further partnership opportunities and targeted initiatives are explored.*

Wirral On & Off License Locations Shading by Intensity



October 2015

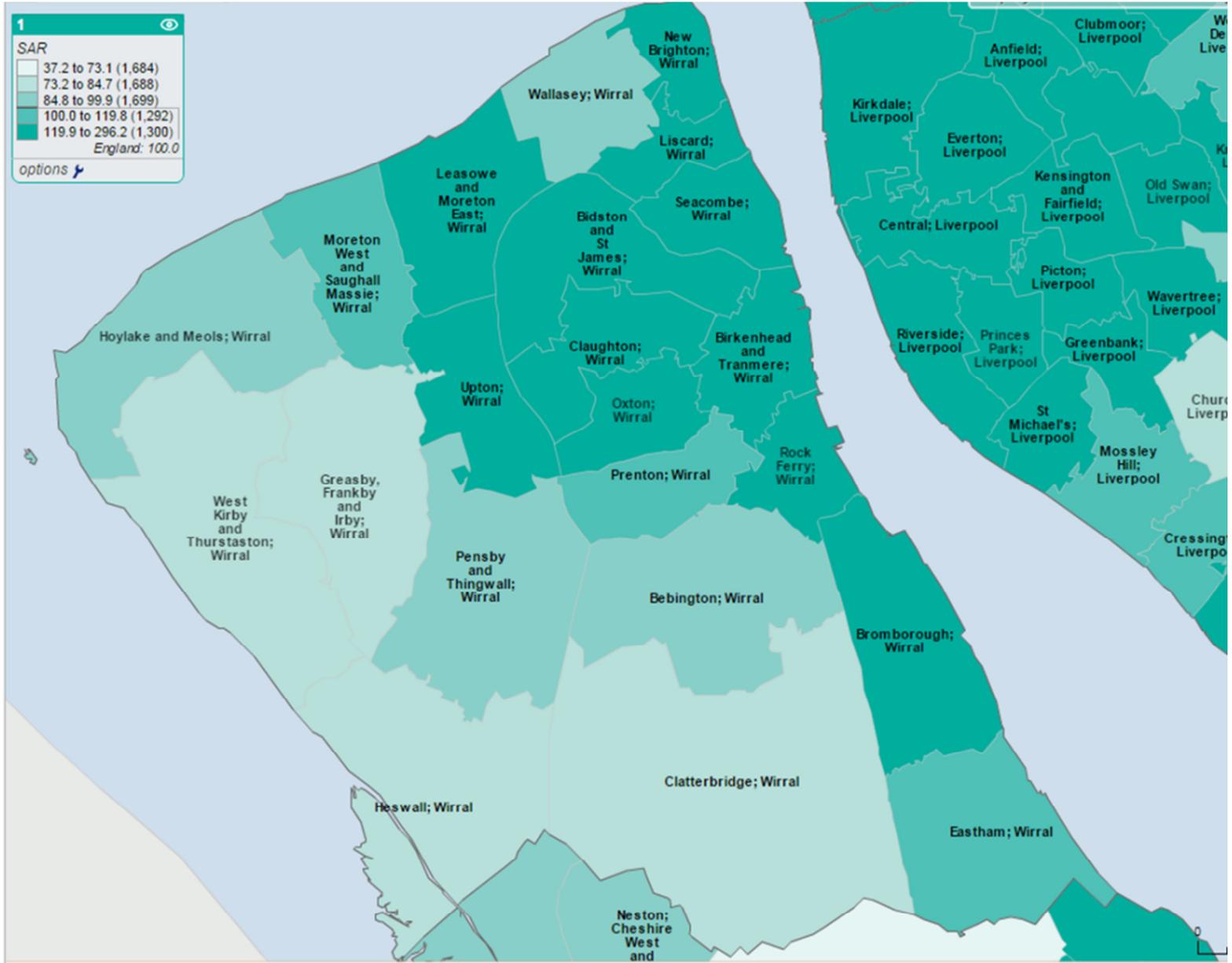
SAFER WIRRAL

Wirral Community Safety Team
Data Intelligence Management

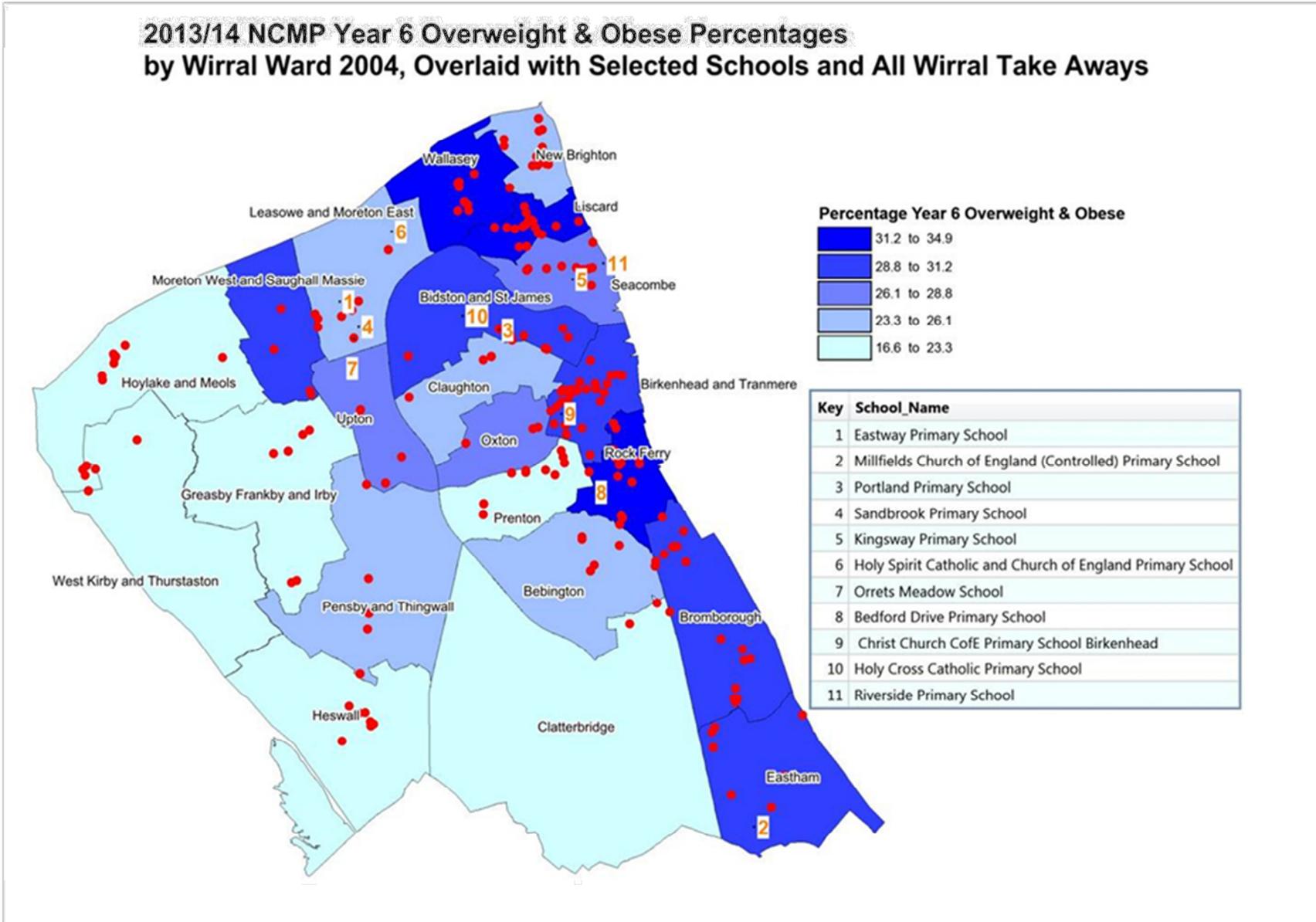


Appendix 2 - Hospital admissions for alcohol attributable conditions 2008/09 to 2012/13

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2013/14 NCMP Year 6 Overweight & Obese Percentages by Wirral Ward 2004, Overlaid with Selected Schools and All Wirral Take Aways



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**APPENDIX 2 - Cumulative Impact on Public Health Scrutiny Review
Recommendations – Next Steps**

	Recommendation	Responsible Officer	Commentary re current action and next steps to implement the recommendation	Timescale
1	The Council's Leadership is encouraged to lobby for a Public Health licensing objective in the Liverpool City Region and where possible at national level to ensure public health outcomes are given greater priority in licensing decisions.	Director of Health and Wellbeing (DPH)	<p>On behalf of Councils in Cheshire & Merseyside, the public health network has submitted a response to a call for evidence by the Select Committee on the Licensing Act 2003. This includes making the case for public health to be a licensing objective.</p> <p>A programme of action on licensing is now in place, which has been agreed by the city region health leadership and Cheshire Council Leaders.</p> <p>These work areas will provide training and information to people involved in the licensing process, people employed in alcohol retail and the residents and communities where licensed activities take place. They will range from enabling greater enforcement of the law around providing alcohol to people who are already drunk, to recruiting and training interested community champions in the effects of alcohol on their communities, signing local retailers up to voluntary agreements and producing guidance and training on the available evidence and its interpretation within the current licensing process.</p>	Ongoing
2	The Council's Statement of Licensing Policy is refreshed to accommodate the renewed priorities as set out in the Wirral Plan. It is also recommended that consideration be given to introducing a Cumulative Impact Policy in areas where there is strong evidence to suggest such a policy would address the negative impact of over-saturation of licenced or off-licenced premises.	Head of Licensing	Senior leads for Planning and Public Health have met to agree the approach to the work to introduce a Cumulative Impact Policy in areas where there is evidence that justifies this and detailed work is now progressing to agree the timetable for this work, the evidence required and support of partners. The Council will review the Licensing Policy to renew the priorities as set out in the Wirral Plan	Ongoing

	Recommendation	Responsible Officer	Commentary re current action and next steps to implement the recommendation	Timescale
3	The panel recommends that a statutory Supplementary Planning Document is urgently developed and consulted upon (thus becoming a material consideration), in line with the approach taken in St Helens, as part of the preparation of the Council's Core Strategy Local Plan.	Head of Regeneration and Planning	<p>The Council is currently preparing four new supplementary planning documents to support the implementation of the Core Strategy Local Plan, including a revised Town Centre Uses SPD, which will include revised proposals for the control of hot food takeaways.</p> <p>The Council's existing adopted SPD can be viewed here: <u>SPD3 Hot Food Takeaways, Restaurants, Cafes and Drinking Establishments</u></p>	A revised draft SPD is expected to be published for statutory public consultation alongside the proposed submission draft Core Strategy Local Plan, to be published in Spring (Q2) 2017.
4	The panel encourages the planning and public health teams to work closely together to address the borough's public health issues in relation to poor diet and obesity, as outlined in the 2020 pledge to support Wirral residents to Live Healthier Lives.	Public Health Consultant	<p>Public health and planning teams are working closely together to develop the High Streets in Our Communities initiative which will provide an opportunity to test and roll out planning approaches which support health and wellbeing.</p> <p>Public Health is also supporting the planning team by submitting comments related to health and wellbeing in response to relevant planning applications.</p>	On going
5	The panel acknowledges the wide ranging benefits of the voluntary participation of businesses in the Reduce the Strength campaign in promoting responsible selling of alcohol. It is recommended that priority be given to encouraging the take up of this initiative so the number of outlets taking part is increased. The Council should also explore the possibility of approaching national supermarket chains to adopt this as a policy.	Environmental Health Strategic Manager & Interim Senior Manager Trading Standards	<p>To date forty nine businesses have signed up and thirty three have been classed by delivery officers as affiliate to the scheme because of their responsible business practices in not selling super strength cheap alcohol.</p> <p>With respect to approaching national supermarket chains the major supermarkets in general do not sell super strength products that the Reducing the Strength scheme targets (beer, lager and cider, 6.5% abv or above, in tin cans and plastic bottles). Some of these supermarkets are however counted into our figures as affiliates to the scheme.</p>	Ongoing

	Recommendation	Responsible Officer	Commentary re current action and next steps to implement the recommendation	Timescale
6	It is recommended that the effective delivery and marketing of the 'Eat Well Wirral' and 'Takeaway for a Change' initiatives is prioritised and the schemes are properly evaluated to demonstrate their long term impact. The development of EWW takeaways and their locations should be a matter drawn to the attention of the planning committee at regular intervals.	Environmental Health Strategic Manager & Interim Senior Manager Trading Standards	<p>A draft marketing plan was received 26th September; due to the delays in receiving this, we have linked up with SOMO (a social innovation company) who have provided journalists for school events and have set up marketing to highlight EWW businesses. Our 100th business is soon to be signed up and this will be widely publicised. Food officers are also informing businesses of EWW during their routine visits to promote signing up.</p> <p>EWW and TFAC are evaluated on several levels; a dashboard of key indicators, school, parent and business owners' evaluations and questionnaires and 6 month follow ups. EWW takeaways are targeted due to their location in areas with high levels of obesity. The development of EWW takeaways and their locations, as required by Members, will be drawn to the attention of the planning committee by a representative from Environmental Health when they attend Planning Committee.</p>	On-going
7	The Panel supports the creation of a cross-departmental working group and action plan for selling alcohol responsibly. The Health and Wellbeing Board should oversee the activities of this group and ensure they are joined up with the Wirral Resident's Live Healthier Lives pledge delivery group so that further partnership opportunities and targeted initiatives are explored.	Head of Licensing	A Responsible Alcohol Retail Task Group has been formed within the Council to co-ordinate effectively all of the work in relation to selling alcohol responsibly. This group will provide progress reports to the Health and Well Being Board	Ongoing

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