

By: **Cabinet Working Group on Climate Change (Alex King (Chairman), Keith Ferrin & Kevin Lynes)**
Cabinet Member for Chief Executive's Department (Alex King)
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To: Corporate Policy Overview Committee, 26 September 2008

Subject: **A summary of progress towards delivering Kent County Council's Climate Change Action Plan (which implements Select Committee on Climate Change recommendations as adopted by Council in January 2007). An overview of the next phase of opportunities for Chief Executive's Department (CED).**

Classification: Unrestricted

Summary: The Select Committee on Climate Change published its recommendations in October 2006. Kent County Council produced its first response in January 2007 in which it committed to a series of actions since drawn together in a Climate Change Action Plan, overseen by the Cabinet Working Group on Climate Change. This report summarises progress and outlines further opportunities for CED to contribute to the next phase of the programme.

Recommendation: That Members:

- a. Note progress made to date;
- b. Agree proposed next steps for CED (see **3.2, 4.4 and 5.6**);
- c. Invite CED officers to report back progress to the POC at six-monthly intervals.

1. Introduction

- 1.1. The Select Committee on Climate Change published wide-ranging and ambitious recommendations in October 2006. The Council approved action in response to the 12 sets of recommendations in January 2007. This action was a first response to the recommendations, focused on immediate priorities and on bringing together several existing areas of work into a coherent strategy.
- 1.2. The climate change agenda is moving rapidly. A reconvened review meeting of the Select Committee on Climate Change in March 2008 recognised that significant progress had been made and identified the next phase of work now needed in each Directorate in KCC, which has been further supplemented by an independent review from Climate South East and the outcomes of KCC's recent CPA review.
- 1.3. In response, the Cabinet Working Group on Climate Change has asked that each Policy Overview Committee considers a next set of opportunities for their respective Directorate, in order to further raise awareness and embed action across KCC.
- 1.4. The purpose of this report is to bring Members up-to-date with progress relevant to the CED portfolio; and to present proposed next steps for CED, focusing on win-wins between climate change objectives and the vision for the Directorate.

2. An overview of KCC's Climate Change Action Plan

- 2.1. KCC's Climate Change Action Plan is grouped into three workstreams as defined in the Nottingham Declaration Action Pack (this is the definitive source of good practice for local government on tackling climate change to which KCC signed up in 2001), underpinned by cross-cutting leadership, governance and communication.
- 2.2. The three workstreams are:
- a. ***KCC as an estate manager: Mitigation and carbon management:*** We are leading by example to reduce our own carbon emissions to meet a series of targets; 10% reduction by 2010, 20% by 2015, working towards the Government's current UK-wide target of a 60% reduction by 2050.
 - b. ***KCC as a service provider: Adaptation and resilience:*** We are working to ensure all the services we deliver understand the impacts of climate change and make provisions to adapt as necessary, reflected in business planning across KCC from 08/09 onwards. We are also making sure our policies and decisions support adaptation across Kent.
 - c. ***KCC as a community leader:*** We have agreed new Kent Agreement 2 targets to take action across Kent, both to reduce carbon emissions and to ensure businesses, infrastructure, services, communities and landscapes across Kent are able to adapt to the opportunities and challenges presented by climate change.
- 2.3. Further information is attached in case of interest:
- **Annex 1** summarises current KCC policy on climate change.
 - **Annex 2** summarises the Climate Change Action Plan, some successes so far, and next steps as identified by the Select Committee on Climate Change (asterisked* in the table), an independent review by Climate South East and the emerging regulatory framework on climate change.

The remainder of this paper focuses on action CED may wish to take to contribute.

3. Specific action owned directly by CED

- 3.1. CED takes a specific lead in implementation of Select Committee on Climate Change Recommendations 1/11 on corporate leadership. In 2007 the Chief Executive took on an overarching role as climate change champion, further supported by Director-level champions from Property Group, Finance and the Kent Partnership for each workstream respectively. Further details are at **Annex 3**.
- 3.2. Significant progress has been made; the next set of opportunities for CED includes:
- a. Further to the Climate South East review, to support delivery of "**breakthrough project case studies**" through two high-profile and transformational areas of work (Better Workplaces Programme and Building Schools for the Future, both of which have significant potential benefits for carbon management and wider climate change objectives). These will inject some focused training, awareness-raising and expertise into these teams; test what is feasible in terms of direct carbon savings, climate change adaptation and broader sustainability issues; identify barriers and consider how these could be addressed; communicate lessons learned as a high-profile case study within KCC in order for other staff and projects to benefit from the experience; and leave a legacy of project team

members who worked on a high-priority, high-profile project for KCC who now have a deeper understanding of the issues that they can take into their next role. Work is just beginning to engage with these projects. Some limited funding is available from the Climate Change Programme and from the Carbon Trust to support this work.

- b. To continue a **corporate leadership** role in developing and embedding KCC's organisational capacity to tackle climate change, in line with feedback from the recent CPA report. This includes leading by example, taking relevant climate change challenges and opportunities to a range of KCC Boards for action (e.g. Property Board, Procurement Board, ICT Boards, Resource Directors), being prepared to invest-to-save where there is a sound business case, and asking challenging questions in order to "climate-proof" decisions. To reach a stage of organisational maturity on climate change issues where we regularly influence our strategic partners in Kent to do the same.
- c. To ensure that the **financial costs and benefits** of tackling climate change across KCC are well reflected in MTP and MTFP processes, including appropriate use of Directorate-level carbon budgets and polluter-pays principles as and when this is appropriate under the Carbon Reduction Commitment regulations.
- d. Now that use of the new KCC Environment Policy and Decision Report Form are well-established, it may be appropriate for the Climate Change Programme to work more closely with Performance and Democratic Services colleagues to assess the quality of implementation, in order to evaluate success and identify any areas where service areas need further support to "climate-proof" decisions.
- e. For **Personnel** to work to further embed an understanding of climate change into all management training and other relevant opportunities. To endorse and support a range of further upcoming **communication and awareness-raising** initiatives.
- f. To consider a further reconvening of the Select Committee on Climate Change at a future date in order to continue to provide constructive challenge in shaping further phases of the programme.

4. Mitigation and carbon management in CED

- 4.1. Representatives from Property, Procurement and Commercial Services attend the KCC Environment Board, which has agreed a prioritised strategic action plan on environmental performance for KCC. The Directorate is also well represented on a range of cross-Directorate sub-groups.
- 4.2. CED has recently achieved ISO 14001 environmental management system accreditation, and is therefore increasingly committed to tackling all aspects of environmental performance, including making a proportionate contribution to the KCC-wide carbon reduction targets.
- 4.3. Specific highlights to date include:
 - a. Initial implementation of **greener office practices**, such as reducing wasted energy, using recycled paper, reduced printing and reducing staff travel.
 - b. Use of the KCC Energy Loan Fund to fund **capital investment in energy efficiency measures** in some KCC buildings. CED has so far received £70,072 of loans that has so far resulted in annual savings of £18,600 and 119 tonnes carbon dioxide.
- 4.4. Looking forward to March 2009 and beyond, the next set of opportunities for CED are:

- a. To **invest-to-save** in further carbon-saving and energy-saving measures across the Directorate, taking advantage of high energy prices and increasingly attractive payback periods. This includes, but is not limited to, making full use of the corporately-funded Energy Loan Fund and of upcoming Energy Performance of Buildings analysis where feasible;
- b. To lead a corporate drive to significantly reduce costs and carbon emissions arising from KCC's business and commuter **travel**. Travel makes up some 40% of the organisation's carbon footprint and continues to be a challenging area to address.
- c. The rising carbon emissions associated with increased **ICT** use across KCC risks counteracting carbon savings made elsewhere. There are a range of opportunities and solutions for both reducing costs and improving the energy efficiency of ICT and work is ongoing to explore these, for which corporate support is encouraged.
- d. To further develop understanding of the impacts of the Carbon Reduction Commitment on the Directorate, and indeed for KCC as a whole;
- e. To consider opportunities for monitoring and reducing more of the Directorate's wider carbon footprint, including exploring whether or not it is appropriate and practical to include those arising from some outsourced functions and services, in such a way that supports both corporate objectives and future CAA performance monitoring on carbon emissions.

5. Service adaptation and resilience in CED

- 5.1. KCC is taking a risk-based approach to identifying vulnerabilities and opportunities for its services arising from the changing climate. A standard methodology has been developed based on national good practice, which the corporate Climate Change team has been using successfully to engage both senior managers and frontline staff across service areas, often as a supplement to the standard business planning process.
- 5.2. The method reveals some interesting relationships between the changing climate, service delivery and the resilience of wider "receptors", for example patterns in service demand, impacts on staff and customers, implications for all long-term policies, strategies and decisions, implications for local budget structures, insurance, logistics and management structures. These are often subtle, but are critical to understand and respond to on a risk-based basis in order to maintain high standards of service delivery, not least when it is critical to retain continuity of service during extreme weather events. In many cases, business models are not yet optimally adapted to the current climate, let alone any future changes.
- 5.3. Extreme weather events, nested within longer-term trends, cause the most disruption and economic impact. An innovative initiative is being taken forward by Kent partners to develop a **Kent Local Climate Impacts Profile**, with support from the UK Climate Impacts Programme and a national network of pilot projects. This quantifies the impacts of recent extreme weather events on services, communities and businesses in Kent, establishes thresholds, and combines these with predicted climate and weather trends in order to improve decision-making about what adaptive response is appropriate. Products from this will continue to inform the risk-based approach.
- 5.4. Some further information about the analysis process, including some possible impacts and adaptive responses is at **Annex 4**.
- 5.5. The KCC Climate Change Action Plan as agreed by Cabinet requires each Directorate service area to demonstrate an understanding of climate change impacts and begin to deliver appropriate adaptive responses from 08-09 business plans onwards. With the exception of Property Group, where a very useful initial workshop has already

produced a first outline adaptation plan, there has been relatively little work on this within CED to date.

5.6. The next set of opportunities are:

- a. The Climate Change Programme offers to hold workshops for senior managers across the rest of CED, with a view to supporting CED in developing a more comprehensive climate change adaptation strategy in time for 09/10 business plans. There are certainly implications for a range of CED teams as well as Property Group, for example the Communications & Media Centre, Finance and Risk Management.
- b. To participate fully in the development of the Kent **Local Climate Impacts Profile** upon request.
- c. In line with the KCC Environment Policy, to build capacity towards developing a clear approach within the Directorate for “**climate-proofing**” all decision-making and policy work.

6. CED’s community leadership role

- 6.1 CED has an important community leadership role in tackling climate change across the county, in particular in influencing partners to take action on climate change through the Kent Agreement 2. It will be important that the final shape of the revised Kent Partnership governance arrangements are such that the economic, social and environmental challenges and opportunities are addressed, enabling some real progress during the 2008-11 period and beyond.

7. Conclusion

- 7.1. Kent County Council has made good progress towards delivery of the Climate Change Action Plan in the last 18 months. However, as the economic, regulatory, public opinion and scientific drivers become stronger, CED will wish to demonstrate a further significant contribution towards the next phase of the Action Plan as outlined above. This in turn will be a sound basis upon which the Directorate can also support delivery of Kent-wide targets on carbon reduction and climate change adaptation under Kent Agreement 2.

8. Recommendations

8.1 Members are asked to:

- a. Note progress to date and the general shape of the Climate Change Action Plan going forward;
- b. Agree the proposed next steps for CED, in particular as outlined at **3.2, 4.4 and 5.6** above;
- c. Invite CED officers to report back progress to the POC at six-monthly intervals starting March 2009.

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Annex 1: Current KCC policy on climate change

Kent County Council recognises that climate change is happening and that KCC has a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts. Some climate change is already unavoidable and will require us to adapt to the inevitable as well as reducing emissions to minimise future climate change.¹

- KCC has been signatory to the *Nottingham Declaration on Climate Change* since 2001 (now signed by most local authorities in the UK, including most in Kent)².
- The implications of climate change cut across all work areas of KCC's work and services, and as such require a corporate, organisation-wide response across the themes below³. KCC will ensure staff are aware of the relevance of climate change for all its services and activities⁴.
- KCC's vision, as stated in the KCC Environment Policy¹, is to stabilise and progressively reduce the Council's environmental footprint; to progressively reduce carbon dioxide emissions and make sure the KCC estate and services are adapted to the future impacts and opportunities of climate change. KCC will 'climate proof' decisions to ensure it reduces its contribution to climate change and help to prepare for the impacts and opportunities of unavoidable climate change.
- Tackling climate change has been identified as a priority for 2008-09 in KCC's Annual Plan⁴.

Climate change mitigation & carbon management within KCC

- Through implementation of the KCC Environment Policy and the ISO 14001 environmental management system, KCC will make continuous improvements in reducing the impact of KCC's buildings, vehicles and operations on the environment⁵.
- KCC has a special responsibility to lead by example and will ensure that carbon emissions arising directly from the delivery of its services are minimised. KCC is committed to reducing carbon emissions arising from its own estate by 10% by 2010 and 20% by 2015 (from a 2004 baseline), in line with current Government targets towards 60% by 2050⁶.
- KCC is extending its carbon reduction work to include emissions from arising from business travel, commuter travel, outsourced services and other sources, in line with the approach in the *Cabinet Paper on KCC Energy Reduction Targets (2007)* and the new Government national indicator on carbon emissions from local authorities.
- These will be real reductions arising from increased energy efficiency and use of on-site renewable energy. Carbon offsetting will only be considered as a last resort when all other options have been explored – e.g. for some essential car use⁶.
- KCC is committed to continuing the Energy Loan Fund (which funds capital investment for energy-saving, water-saving and renewable energy measures across the KCC estate)^{5,6}.
- KCC is preparing for the impact of the Carbon Reduction Commitment on KCC from 2010 onwards by joining the Local Government Information Unit (LGiU's) innovative *Carbon Trading Councils* scheme for 2008-2009. This stimulates the idea of operating within carbon budgets and trading with other councils⁴.
- Towards 2010 Target 41: KCC will ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying an evidence-based approach to sustainability using energy-efficient, robust and built to last materials⁵.

Climate change adaptation and resilience

- KCC will ensure that the impacts of climate change on all KCC work areas and services are understood and that appropriate adaptive responses are identified in business planning from 2008 onwards³.
- KCC is committed to continuing development of a Kent Local Climate Impacts Profile in order to inform a risk-based approach⁴.

Community leadership

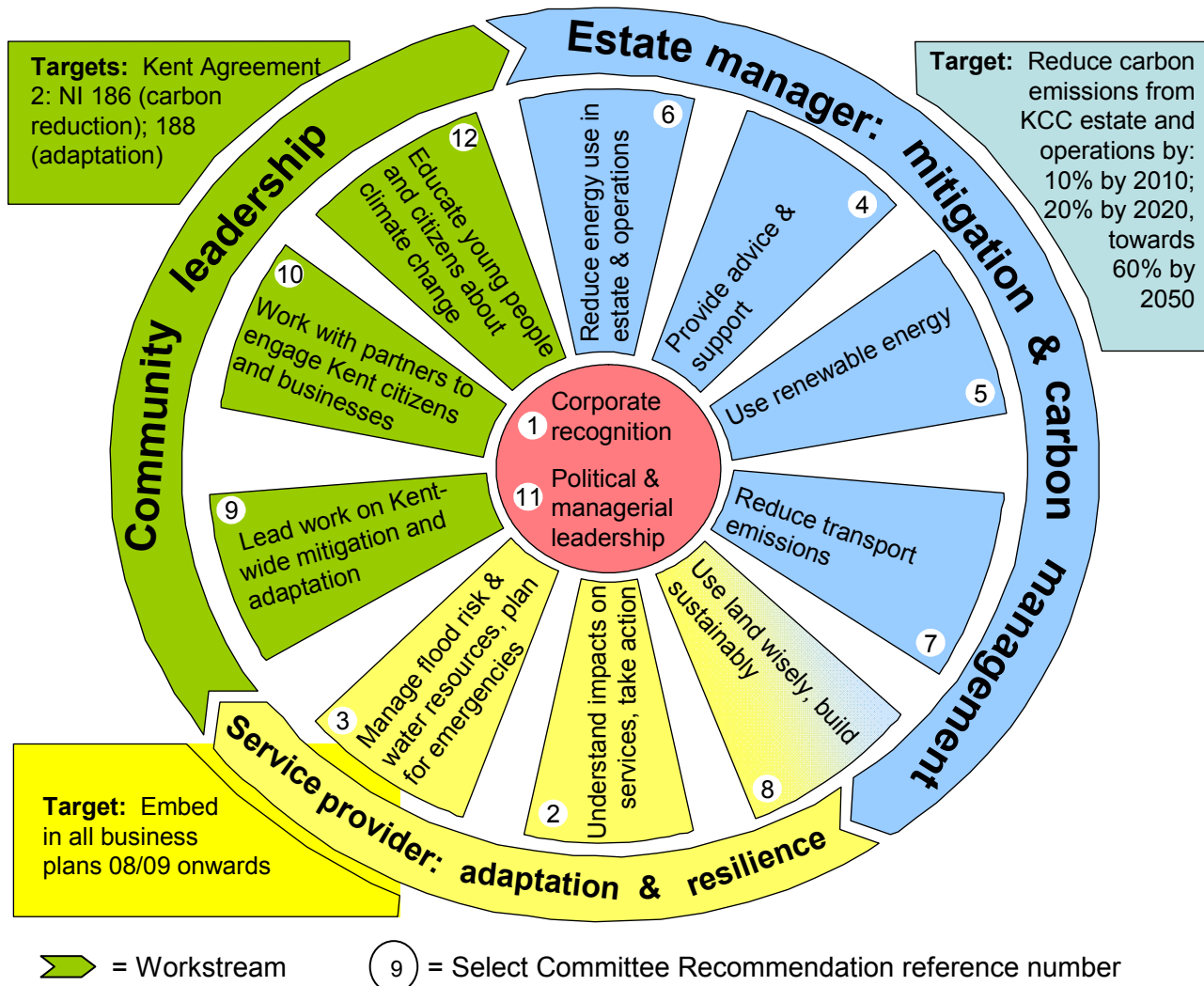
- KCC will develop plans and projects with its partners and local communities to progressively address the causes and impacts of climate change, according to local priorities and securing maximum benefit for communities.
- KCC will lead work through the Kent Partnership and Kent Public Service Board to deliver the Vision for Kent, which contains a goal to reduce Kent's contribution to climate change by reducing energy use and increasing energy efficiency and to prepare for its impacts⁷.
- Specifically, KCC will continue to lead activities under the *Kent Agreement 2* to help the county to reduce carbon emissions and adapt to the changing climate, moving towards creation of a low-carbon and climate change resilient economy⁴.
- On Kent-wide carbon reduction, KCC will play its part towards achieving an 11.2% ($\pm 2.5\%$) reduction in per capita CO₂ emissions across Kent by 2011 in line with National Indicator 186⁸.
- KCC will play its part towards planning to adapt to climate change across Kent by 2011 in line with National Indicator 188⁸.
- **Energy policy⁹**: KCC will take an evidence-based, case-by-case approach to influencing decisions about the future energy mix in the UK, following the energy hierarchy⁹:
 1. *Reduce*: We will support energy efficiency measures thereby reducing the need for new power stations and sources;
 2. *Renewables*: We will support new opportunities for renewable energy sources where practical and in the best interests of the people of Kent;
 3. *Rethink*: Where there is a need, for the best interests of the people of Kent, to build new fossil fuel / nuclear power stations as part of the energy mix, we will support the most efficient technologies possible.
- **Biomass and biofuels⁹**: KCC is exploring opportunities for using biomass and biodiesel.
- It is important that the source of biofuels and biomass is sustainable and each proposal will be considered on a case-by-case basis with the aim of balancing locally-sourced sustainable supply and demand for biofuels.
- KCC recognises that there are opportunities in Kent to make better commercial use of our own available biomass, notably coppiced woodlands. KCC supports such schemes where they are of benefit to the people of Kent.
- **Water policy³**: KCC recognises that supporting efforts to ensure the maintenance of a healthy water environment is central to its community leadership role.
- KCC will adopt and adhere to a *water policy hierarchy* based on an evidence-based, case-by-case approach:
 1. *Reduce*: We will support a reduction in the use of water and leakages thereby minimising the need for the development of new resources
 2. *Rethink*: Where there is a business need for recycling water or developing new resources we will call for further work to compare the feasibility and sustainability of options and support those which offer the best practicable environmental outcome.

1. Revised KCC Environment Policy (2007)
 2. KCC's Nottingham Declaration on Climate Change commitment (2001)
 3. Council response to Select Committee on Climate Change Report (2007)
 4. KCC Annual Plan 2008-2009
 5. Towards 2010 targets (2007 update)
 6. Cabinet paper on KCC energy reduction targets (2007)
 7. Vision for Kent (2006)
 8. Kent Agreement 2 (2008)
 9. Agreed by Cabinet Working Group on Climate Change (2008)

Annex 2: KCC Climate Change Action Plan overview

Overview

The following diagram shows the Select Committee recommendations grouped into 3 strands of action, together with the high-level targets for each strand:



Benchmarking

An independent assessment of the KCC Climate Change Action Plan by Climate South East in February 2008 concluded that:

- Full implementation of all the outcomes intended by the Select Committee on Climate Change would position KCC at Level 5 on a scale of 1 to 6, and therefore amongst the leading public and private sector organisations responding to climate change.
- Significant progress has been made in the first phase of the Climate Change Action Plan; a strong foundation upon which to build. KCC is now averaging Level 3, with some leading edges into Level 4.
- Implementation of next steps identified above and in the full range of papers going to all Directorate POCs will enable KCC to make significant further progress towards Level 5 and even beyond.

Several of our Climate Change Action Plan projects and initiatives are now being held up as exemplars across the South East, the UK as a whole and internationally.

Highlights to date and next steps

The full plan runs to some 30 pages. Some brief highlights only are listed here.

Some selected highlights	Important next steps ¹
Corporate leadership	
<ul style="list-style-type: none"> ▪ Governance arrangements established, including Cabinet Working Group on Climate Change ▪ Programme team established ▪ Programme funding baselined ▪ New KCC Environment Policy ▪ Energy-saving measures for Directorates embedded into ISO 14001 accreditation programme ▪ Targets embedded in Towards 2010, business plans, Annual Plan ▪ New sustainability appraisal for decisions ▪ KCC climate change officers are leading and actively participating in several regional and national good-practice networks 	<ul style="list-style-type: none"> ▪ Stronger Directorate-led ownership of next steps through Policy Overview Committees* ▪ Further corporate improvement on climate change and sustainability through CPA Improvement Plan and linked to audit processes* ▪ New internal “hearts and minds” engagement on climate change and environmental issues, including staff training, regular written briefing for Members, Kent Graduate Programme project on climate change autumn 2008 (with Carbon Trust funding)* ▪ New external and internal webpages on climate change autumn 2008 ▪ New “breakthrough” projects to be scoped around which to focus staff development, testing what is possible: Better Workplaces and Building Schools for the Future projects*
Estate manager: mitigation & carbon management	
<ul style="list-style-type: none"> ▪ Carbon reduction targets agreed by Cabinet ▪ Carbon emissions reduced by ~3% so far ▪ Energy Loan Fund extended, achieving significant carbon savings ▪ Set of working groups established to drive progress in estates, travel & transport etc. ▪ Participating in Carbon Trading Councils initiative 2007-08 to help prepare for Carbon Reduction Commitment (mandatory cap and trade scheme from 2010) ▪ Commitment in principle to BREEAM “very good” design standard for KCC buildings. Government now requires all new buildings to be “excellent / zero carbon” by 2019. ▪ Ongoing training programmes for energy management for facilities managers, school caretakers etc. ▪ KCC commercial fleet now runs on 5% biodiesel. ▪ Most schools now have travel plans. ▪ Switch to low-energy traffic signals, streetlighting pilot. 	<ul style="list-style-type: none"> ▪ New drive for energy efficiency and take up of renewable energy across KCC directorates (due to energy price rises, improved progress towards carbon targets, “early action” credit for Carbon Reduction Commitment, regulatory requirements under Energy Performance of Buildings legislation*) ▪ Develop and implement (as opportunities arise) expanded breadth of KCC’s measured carbon footprint to include all forms of travel, IT, operations, outsourced services, procured goods (also CAA requirement). Review and extend KCC’s internal carbon targets in line with this* ▪ Develop and implement sustainable procurement strand (an outline sustainable procurement action plan has now been agreed that starts with a few pilot projects across KCC spend areas, including ways to incorporate carbon management into assessment criteria)* ▪ Travel and transport remains about 40% of KCC’s carbon footprint. New drive to reduce emissions / costs of transport and travel across KCC, new policies to be

¹ Those steps that are **asterisked*** were identified or re-emphasised in the 12-month review of progress by the Select Committee on Climate Change in March 2008.

Some selected highlights	Important next steps ¹
implemented by March 09*	
Service provider: adaptation & resilience	
<ul style="list-style-type: none"> ▪ All 2008-09 business unit operating plans had some initial reference to developing an understanding of how the changing climate will impact service delivery and what action to take in response. ▪ KCC-specific methodology (based on good practice) established for all service areas to use to climate-proof their services. Now an exemplar. ▪ Report published and implementation in progress about impacts of climate change in Kent on biodiversity. ▪ Separate Select Committee on Flood Risk convened summer 2007, recommendations adopted by Council March 2008 (together with Pitt Review actions). Significant work now being taken forward in KHS, Kent Resilience Forum and elsewhere. ▪ Water policy adopted by KCC in 2007. 	<ul style="list-style-type: none"> ▪ Significant further work to be completed during 2008-09 to support each service area in developing a comprehensive climate change adaptation plan. ▪ Now that PPS1 (climate change) and other guidance is available, a new focus is needed in KCC to ensure planning decisions in Kent are “climate-proof”, including district LDFs.* ▪ Ensure sufficient up-to-date guidance available for new development and retro-fitting, including updating Kent Design Guide if needed* ▪ Further work on Kent flood risk management ▪ Further work to influence water company plans including re. balancing supply and demand, water efficiency, carbon emissions arising from water treatment
Community leadership	
<ul style="list-style-type: none"> ▪ Climate change mitigation and adaptation targets for the county agreed under the Kent Agreement 2 (2008-11), under both the Environmental and Economic themes. Comprehensive yet pragmatic delivery plans created, opportunities for drawing in external funding being pursued. ▪ Initial pilot Kent Local Climate Impacts Profile project a significant success and best practice exemplar ▪ Kent Low Carbon Communities pilot project has created significant public interest, has the potential to make real carbon savings, and has produced what is probably the most comprehensive and practical community toolkit currently available ▪ Kent Schools Climate Change Action Pack completed and will be published October 2008. ▪ Work has started with several district councils to help them develop their climate change programmes 	<ul style="list-style-type: none"> ▪ Secure extension of Energy Loan Fund to support Kent district councils too as far as possible* ▪ Programme of workshops and activity to share good practice between and further support action in district councils ▪ To provide further advice to parish councils ▪ Extension of Kent Low Carbon Communities pilot project (wider reach of resources into other communities, revision of toolkit, Kent-wide challenge fund and related activity) ▪ Broader citizen and business-focused engagement, communication and support (with other Kent partners) ▪ Kent-wide Local Climate Impacts Profile next phase project involving range of key partners. Preparation for release and use of new UK climate scenarios to be issued November 2008 ▪ To improve how Local Boards can continue to support Kent-wide climate change objectives.* ▪ To continue work and engagement with young people in Kent* ▪ To consider how best to apply the Sustainable Communities Act to deliver Kent Agreement 2 climate change objectives.

Annex 3: Action for which CED has specific responsibility

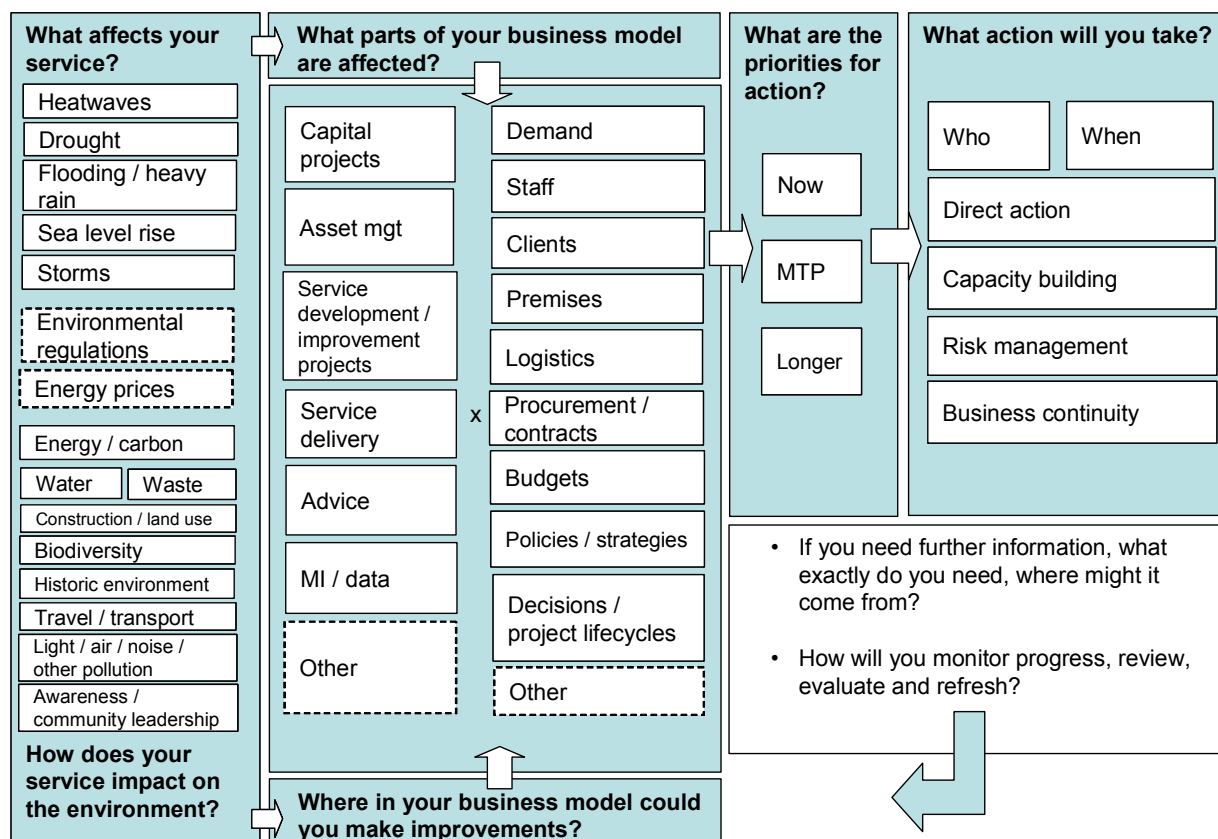
Progress updated to best of knowledge as at 28 August 2008

Recommendation "KCC should..."	Council response "KCC will..."	✓ Summary of progress to date ➔ Next steps
Recommendation 1: Corporate recognition / Recommendation 11: Political and managerial leadership		
<p>The Select Committee recommends KCC explicitly acknowledges:</p> <ul style="list-style-type: none"> i. Climate change over and above that which can be explained by natural variation is happening and accelerating. ii. The impacts of climate change pose significant risks to the services provided by KCC and to Kent's communities iii. KCC has a responsibility for Kent's residents and future generations to adapt to and mitigate climate change. <p>KCC should:</p> <ol style="list-style-type: none"> 1. Identify a leading member of the Administration to be responsible for climate change policy. 2. Ensure climate change is included in corporate risk planning, business continuity and all directorate plans and policies. 3. Challenge management arrangements for addressing climate change within KCC to ensure directorates: <ul style="list-style-type: none"> ▪ Recognise climate change is an issue for all. ▪ Dedicate resources to climate change issues. ▪ Co-ordinate climate change activity 4. Communicate to staff the impact of climate change and the need to adapt and mitigate. 	<p>We recognise that climate is happening and that:</p> <ul style="list-style-type: none"> • KCC has a critical role in helping Kent's businesses, communities and individuals understand and prepare for the impacts of climate change, as well as playing their part in reducing those impacts. • The implications of climate change cut across all work areas of KCC's work and services, and as such require an organisation-wide response. • KCC has a special responsibility to lead by example and ensure that emissions arising directly from the delivery of our services are minimised, and that the impacts of climate change on those services are being taken into account. • Some climate change is already unavoidable and will require us to adapt to the inevitable as well as reducing emissions to minimise future climate change. <p>We will ensure KCC staff are aware of the relevance of climate change for all our services and activities.</p>	<ul style="list-style-type: none"> ✓ Council approved first set of actions in response to Select Committee ✓ Chief Executive communicated to all staff and has taken on climate change champion role ✓ Cabinet Working Group on Climate Change established to oversee implementation of actions meets ✓ Project manager recruited and in post within Chief Executive's Department. Continued funding secured and baselined for 2008/09 onwards. 2 additional project officers in post autumn 2008 ✓ Director-level leads identified to champion action on each of the 3 workstreams ✓ Lead officers identified for each action within each workstream ✓ Additional governance in place where needed (e.g. working groups reporting into KCC Environment Board) ✓ Carbon reduction targets, related Towards 2010 targets now agreed ✓ KCC led work to secure Kent-wide carbon reduction and climate change adaptation targets in Kent Agreement 2 as a platform for partnership working across the county to tackle climate change (link also to Recommendation 9) ✓ KCC emissions reductions embedded in Corporate Environmental Performance and ISO 14001 delivery with continued improvements in baseline data ✓ Revised KCC Environment Policy (including carbon emissions reduction and climate-proofing all decision, policies and strategies) launched Jan 2008 ✓ 2008/09 business plans for all service areas include objectives on environmental performance and initial work on adapting to climate change; further work ongoing to prepare for 2009/10 round. ✓ Revised Cabinet Report template includes a section on sustainability implications of decisions, including climate change mitigation and adaptation (issued Nov 2007) ✓ Environmental performance and climate change now covered as part of all KCC induction <p>➔ Embedding next phase of Directorate-level engagement, including through Policy Overview Committees</p> <p>➔ Further internal staff engagement and awareness to continue (e.g. improved KNet pages, using national campaign weeks to help raise staff awareness, Kent Graduate Programme project (autumn 2008), securing additional funding</p>

Recommendation "KCC should..."	Council response "KCC will..."	✓ Summary of progress to date → Next steps
		from Carbon Trust for staff engagement activity) → Work with Personnel to further embed climate change mitigation and adaptation throughout staff training, development and performance management processes. → Applying a key recommendation from the recent Climate South East organisational behaviour change review, to focus organisational awareness-raising, learning and agency for change through some high-profile "breakthrough" projects (Better Workplaces Programme, Building Schools for the Future) → As our understanding of climate impacts improves, further work on corporate risk registers, business continuity planning and insurance → Further work on the economic costs and benefits of energy-saving and adapting to climate change in KCC, in order to continue to feed into MTP and business planning processes → Further work at decision points, including possible work with ISG Business Analysts at the project specification stage

Annex 4: Climate change and environmental performance in CED: analysing service impacts

A simple flowchart aligned to business planning:



Some further selected climate change adaptation opportunities and challenges for CED:

Higher summer temperatures affect thermal comfort	Upgrade energy efficient heating and ventilation and ensure operation to maximum efficiency. Consider stating maximum working temperature for staff. Reduce solar heating using recessed windows, roof overhangs and shades
Wetter winters cause damp, condensation and related problems	Upgrade weather-proofing systems and manage internal environment
High risk to buildings in floodplain/coastal areas	Consider flood-proofing or relocation
Increased frequency and severity of extreme weather events causes increased direct damage and indirect service impacts	Consider implications for current KCC insurance regime and whether any changes need to be made (e.g. other local authorities are considering a move away from self-insurance) Consider implications for business continuity and corporate risk register management
Changing climate results in changing demand for a range of KCC services	Consider ways in which organisation can become more agile at anticipating and responding to these, aligned to broader service transformation agenda