Borough Council of
King's Lynn &
West Norfolk

Environment and Community Panel

Agenda

Tuesday, 3rd December, 2019
at 5.30 pm

in the

Council Chamber
Town Hall
Saturday Market Place
King's Lynn

Borough Council of
King's Lynn &
West Norfolk

King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

Friday 22nd November 2019

Dear Member

Environment and Community Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 3rd December, 2019 at 5.30 pm** in the **Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 6 - 13)

To approve the minutes of the previous meeting.

3. Declarations of interest

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business

To consider any business which, by reason of special circumstances, the Chair proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and what items they wish to be heard before a decision on that item is taken.

6. Chair's Correspondence

If any.

7. Presentation from Friends of Horsey Seals - Keeping Seals Safe from Plastic Flying Rings (30 minutes)

Members will receive information on the above campaign from a representative from Friends of Horsey Seals.

8. Update on Waste Collection Contract Procurement (30 minutes) (Pages 14 - 25)

All Councillors are invited to attend for this item to receive an update from the Waste and Recycling Manager.

9. Corporate Business Plan (30 minutes) (Pages 26 - 37)

10. Climate Change Update (30 minutes) (Pages 38 - 103)

11. Hunstanton Coastal Management Plan (20 minutes) (Pages 104 - 117)

Members will receive a presentation from officers.

12. Work Programme and Forward Decision List (Pages 118 - 125)

13. Date of the next meeting

To note that the next meeting of the Environment and Community Panel is scheduled to take place on Tuesday 21st January 2020 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

To:

Environment and Community Panel: Miss L Bambridge, C Bower (Vice-Chair), A Bubb, A Bullen, S Collop, M de Whalley, A Kemp, J Kirk, J Lowe, C Sampson (Chair), S Squire and M Wilkinson

Portfolio Holders:
Councillor I Devereux – Portfolio Holder for Environment
Councillor B Long – Leader of the Council

Officers:
Barry Brandford – Waste and Recycling Manager
Ged Greaves – Senior Policy and Performance Officer
Honor Howell – Assistant Director
Dave Robson – Environmental Health Manager (Environment)

By Invitation:
Representatives from Friends of Horsey Seals.
All Councillors are invited to attend for the Update on Waste Collection Contract Procurement.

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

ENVIRONMENT AND COMMUNITY PANEL

Minutes from the Meeting of the Environment and Community Panel held on Tuesday, 15th October, 2019 at 5.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors C Sampson (Chair), L Bambridge, C Bower, A Bubb, S Collop, M de Whalley, A Kemp, J Kirk, J Moriarty (substitute for A Bullen), S Squire and M Wilkinson.

PORTFOLIO HOLDERS:
Councillor I Devereux – Portfolio Holder for Environment
Councillor P Kunes – Portfolio Holder for Commercial Services
Councillor E Nockolds – Portfolio Holder for Culture, Heritage and Health

PRESENT UNDER STANDING ORDER 34: Councillors J Bhondi, C Morley and A Ryves.

OFFICERS:
Sarah Dennis – Partnerships and Funding Officer
Lorraine Gore – Chief Executive
Ged Greaves – Senior Policy and Performance Officer
John Greenhalgh – Environmental Health Manager
Duncan Hall – Housing Services Manager
Honor Howell – Assistant Director

BY INVITATION:
Dr Mark Osbourne – Norfolk County Council
Dan Wilson – Norfolk County Council

EC38: **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bullen, Lawrence and Long.

EC39: **MINUTES**

RESOLVED: The Minutes from the previous meeting were agreed as a correct record and signed by the Chair.

EC40: **DECLARATIONS OF INTEREST**

There were no declarations of interest.

EC41: **URGENT BUSINESS**

There was none.

EC42: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Bhondi – EC47
Councillor Morley – EC47
Councillor Ryves – EC44, EC45, EC46 and EC47

EC43: **CHAIR'S CORRESPONDENCE**

There was none.

EC44: **PREVENT AND COUNTY LINES**

The Panel received a presentation from Dr Mark Osbourne, Prevent Co-ordinator and Dan Wilson, Operations Manager, Child Criminal Exploitation Team at Norfolk County Council on Prevent and Child Criminal Exploitation.

A copy of the presentation is attached.

The Chair thanked the representatives from Norfolk County Council for their presentation and invited questions and comments from the Panel, as summarised below.

Councillor Bambridge asked about the Safeguarding duty in Schools. Dan Wilson outlined the role of schools in relation to the Prevent duty and explained that training would be looked at to ensure that schools were spotting the signs of vulnerability and aware of the reporting process.

Councillor Ryves addressed the Panel under Standing Order 34. In response to his question the County Lines process was outlined and it was explained that if Members had any specific concerns, they should be reported to the Police.

The Panel was informed that Norfolk County Council were looking at how awareness could be raised within the community and workshops were being held around the County to look at what was working well, areas to focus on and how awareness can be raised.

It was explained that Prevent and Child Criminal Exploitation was linked with hate crime and radicalisation. Nationally and locally hate crime had increased, therefore it was important that information was shared, hence the multi-agency approach.

In response to a question from the Vice Chair, regarding reporting issues, it was explained that the risk would be assessed and reported to the Police who would conduct an initial assessment within five days. The case would then be presented to the next Channel Panel, which

usually met on a monthly basis, however a special meeting could be called if required.

Councillor Moriarty referred to Safeguarding training and it was confirmed that all Members had been offered Safeguarding training, and in accordance with the statutory duty, the relevant officers had also received training. Mark Osbourne explained that the Home Office had free online training which was available to Councillors and further training could also be provided if necessary.

Councillor de Whalley asked about training in schools and it was explained that there was an early intervention youth fund which had enabled presentations and education to be provided. Work was also ongoing to look at the provision for transition from primary to secondary school.

Mark Osbourne explained that the Prevent duty applied to schools and that they were also required to promote British Values which included tolerance and democracy etc. How schools were meeting their Prevent duty was assessed as part of Ofsted.

Councillor Wilkinson referred to an incident at a local Pharmacy and it was explained that issues should be reported to the Police as required and the Panel was informed that work was ongoing to look at how awareness could be raised within the community and this could extend to businesses and the private sector, but currently the duty did not apply to them.

Councillor Ryves addressed the Panel under Standing Order 34 and asked for information on the number of individuals involved in Child Criminal Exploitation in West Norfolk. It was explained that figures were unavailable for West Norfolk, but across the County it was estimated that eighty to ninety young people had been exploited.

Councillor Ryves also asked if there was a leaflet or information sheet which could be made available for inclusion in Parish newsletters. It was explained that this was something that could be looked at as part of the workshop sessions.

Councillor Kemp asked for information on the process once a risk had been identified. It was explained that all information and evidence would be collated and the Police would meet with the individual and their family. The case would also be presented to the Channel Panel so that a multiagency response could be provided.

In response to a question from Councillor Morley it was explained that there was a Prevent Strategy in place which came under the Community Safety Partnership and ways of raising awareness were continuing to be looked at. It was also explained that Home Office guidance was followed and there was currently limited comparative research available.

Mark Osbourne referred to the increase of individuals who were coming through the system who were on the autistic spectrum. Councillor Squire referred to the vulnerability of children with autism and asked if Norfolk County Council worked with autism charities and organisations. Mark Osbourne explained that work was ongoing to engage with different organisations and build resilience and he would welcome the opportunity to provide information and raise awareness with organisations.

RESOLVED: 1. Members with any further queries should contact John Greenhalgh, Environmental Health Manager at the Borough Council.
2. The Panel to receive further updates or training as necessary.

EC45: **FINANCIAL ASSISTANCE SCHEME - THEMED FUND**

The Partnerships and Funding Officer presented the report and reminded Members that in July 2019 they had received a report asking for their suggestions on the use of the Financial Assistance 'themed' Fund. The Panel had suggested some ideas which required further investigation and this was now presented to the Panel for consideration.

The Chair thanked the Partnerships and Funding Officer for her report and invited questions and comments from the Panel, as summarised below.

Councillor Bower suggested that the fund be used for musical teaching in schools and the purchase of instruments. The Portfolio Holder for Culture, Heritage and Health explained that there were already several outlets in West Norfolk which provided this such as Norfolk Music Hub, Creative Arts East, West Norfolk Girls Schools Trust and King's Lynn Festival.

Councillor Kemp suggested that the fund be used for tree planting and made reference to Hardings Way. The Chair explained that the Woodland Trust could provide assistance with tree planting. The Partnerships and Funding Officer explained that there was also an open spaces fund available through the financial assistance scheme as a result of Government Funding being awarded. The fund was being administered by Norfolk Community Foundation and was open for bids until 31st October 2019. More information was available at https://www.norfolkfoundation.com/funding-support/grants/groups/open-spaces-fund/?area=west-norfolk

The Portfolio Holder for Culture, Heritage and Health, Councillor Nockolds explained that Groundworks Gallery and other businesses in the town centre were also raising funds for "street trees".

Councillor Bambridge asked for information on the funding being made available for VE and VJ day celebrations and it was explained that organisations could apply for grants of up to £100. More information was available on the Norfolk Community Foundation website.

Councillor Collop referred to a suggestion she had made at the previous meeting regarding a memorial bench for the late Ian Gourlay and it was explained that the best route to apply for funding for this would be through the open spaces fund, which was currently available for applications.

Councillor Squire suggested that the themed fund be used to improve the environment and the local community and be kept quite generic. Applications could then be considered on their merits.

Councillor Moriarty commented that he supported option one as set out in the report and that the fund should be publicised so that the local community were made aware of the opportunity available to them.

Councillor Bubb referred to the disabled toilet at RSPB Titchwell and was informed that organisations could apply for funding through Norfolk Community Foundation who administered the financial assistance scheme on behalf of the Borough Council.

Councillor Kemp made reference to community litter picks and explained that at a recent event there was a charge for taking the waste to the tip. She asked if funding could be made available to help with any disposal costs after community litter picks.

Councillor Squire commented that if the fund was allocated for the reduction of single use plastics this should not cover the purchase of any single use items, for instance wooden or bamboo cutlery. She stated that items should be reusable.

RESOLVED: The Panel supported that the £4,000 be allocated to promote environmentally friendly initiatives in local communities such as the reduction of the use of single use plastics and local community litter picks.

EC46: **QUARTER 1 2019-2020 PERFORMANCE MONITORING REPORT**

The Senior Policy and Performance Officer presented the report. He explained that the amount of indicators which fell under the remit of the Environment and Community Panel had increased as it included new ways of measuring and homelessness.

It was also explained that because of the ongoing work on the refuse and recycling contract there was no data available for those indicators for quarter 1.

The Panel's attention was drawn to the four indicators which had not met target, as set out on page 19 of the agenda along with the Service Managers explanation of why the indicators had not met target.

The Chair thanked the Senior Policy and Performance Officer for his report and invited questions and comments from the Panel, as summarised below.

The Chair referred to the indicators relating to the Careline service and commented that it was a very important service that the Borough provided.

Councillor Wilkinson highlighted specific issues that she was aware of in relation to the Careline Service and was advised to inform the Assistant Director of the issues.

Councillor Kemp referred to HS2 – Spend on Bed and Breakfast Accommodation (gross). She explained that the figure within the Corporate Performance Monitoring report was different to the figure in the Homelessness and Rough Sleeper Strategy report that the Panel were considering later on in the meeting. The Housing Services Manager agreed to check the correct figure and inform Councillor Kemp.

RESOLVED: The Panel reviewed the performance monitoring report and agreed the actions outlined in the Action Report.

EC47: **HOMELESSNESS AND ROUGH SLEEPER STRATEGY CONSULTATION**

The Housing Services Manager presented the report which sought the view of the Panel Members on the new draft Homelessness and Rough Sleeper Strategy.

A presentation was provided to Members, as attached.

The Chair thanked the Housing Services Manager for his report and invited questions and comments from the Panel, as summarised below.

Councillor Moriarty commented that debt often meant that people could not bid for properties on the register and asked how this was recognised and if assistance was provided. The Housing Services Manager explained that the Housing Allocations Policy was constructed in association with partner landlords and as part of the Action Plan this policy would be reviewed.

Councillor Bubb referred to Bed and Breakfast spend and it was explained that there was the new provision of seven units at Broad Street which had impacted the amount spent on Bed and Breakfast.

There was also a legal duty not to put families in Bed and Breakfast for longer than six weeks.

Councillor Bambridge referred to Freebridge Community Housing properties and explained that sometimes these could not be used for temporary housing due to structural issues or subsidence. She also explained that Freebridge were also looking further into what they could do to prevent rent arrears, which could ultimately result in someone becoming homeless. The Housing Services Manager explained that there had been a Government consultation last year which included Section 21 no fault notices to end tenancies.

Councillor Bhondi addressed the Panel under Standing Order 34 and commented that tax issues and restrictions meant that some private landlords were moving out of the business which could have an impact on the amount of private rented housing stock available.

Councillor Kemp referred to rent relief, assistance with deposits and discretionary housing relief. The Housing Services Manager explained that costs had increased due to demand and requests for deposits and rent advances had increased. Assistance would be provided as required and discretionary housing payments could be made and there was not a cap on the amount which could be provided.

In response to a further question from Councillor Kemp, it was explained that the Council was looking at various different ways to increase the housing supply and this could include looking at the Policies within the Local Plan, which was currently under review.

Councillor Squire commented that social housing policies should be built into the Local Plan, along with incentives for developers.

Councillor Morley addressed the Panel under Standing Order 34. He commented that the links with Freebridge Community Housing should be included within the Strategy as they were a key partner.

Councillor Bhondi commented that proactive work carried out to prevent homelessness should also be highlighted in the report.

RESOLVED: 1. The comments made by the Panel regarding the draft Strategy would be considered.
2. The Panel supported the draft Strategy.

EC48: **WORK PROGRAMME AND FORWARD DECISION LIST**

The following items were identified for consideration on the Work Programme:

- Campaign regarding keeping seals safe from flying rings and Frisbees.

- Alive West Norfolk update.
- Norfolk County Council Balloon and Lantern release charter.

RESOLVED: The Panel's Work Programme was noted.

EC49: **DATE OF THE NEXT MEETING**

The next meeting of the Environment and Community Panel would be held Tuesday 3rd December 2019 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 7.30 pm

Agenda Item 8

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	2nd December 2019		
TITLE:	**Update on Waste Collection Contract Procurement**		
TYPE OF REPORT:	Information		
PORTFOLIO(S):	Environment		
REPORT AUTHOR:	Barry Brandford		
OPEN/EXEMPT	OPEN	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	*Yes*

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
This report is to update members on the procurement process undertaken to let a new contract for various services including the collection of household waste, garden waste and trade waste jointly with North Norfolk DC & Breckland DC.
OPTIONS TO BE CONSIDERED:
1. Determine if further reports on the details of the contract services its mobilisation are required in the period up to service commencement on 1st April 2021.
RECOMMENDATIONS:
1. Note the report. 2. The Waste and Recycling Manager arrange update reports during the mobilisation period and before contract start as appropriate for the panel.
REASONS FOR RECOMMENDATIONS:
1. To allow the Panel opportunities to gain a better understanding of the contract arrangements, particularly around mobilisation of the contract and to maximise the ability to respond to resident questions that arise appropriately.

REPORT DETAIL

1. Introduction

1.1 At its meeting on 1st August 2017 the Council determined to undertake a joint procurement exercise with North Norfolk District Council and others for refuse and recycling services. (Cabinet Minute CAB 39 refers).

1.2 The decision was for the process of the procurement to be delegated to the Executive Director Commercial Services up to the point of award of a contract.

1.3 The tendering process has sought the same arrangements for services as currently delivered as a minimum. A price for the removal of the food waste service was additionally obtained so that the net cost of the service could be fully established. The benefit of this is it provides a benchmark for claiming additional burdens funding should national policy change.

1.4 The procurement exercise was carried out in accordance with the regulations of the OJEU (Official Journal of the European Union). Given the length of the contract (9 years although services are only delivered in this borough for eight

years from April 2021) and the importance to residents, the tender process was carried out using the "Competition with Negotiation" process. The use of this process ensures that the Contractor has a complete understanding of the process and that the Council obtain best value.

1.5 The three councils involved in the procurement entered in to an Inter Authority Agreement for the procurement of the contract. Failure to award the contract at this stage would be non compliant with this agreement and expose the council to a risk of challenge and costs.

1.6 Tenders were received on 15th November 2019 for all elements of revenue expenditure and 3rd December 2019 for capital costs and evaluated by a joint staff team from King's Lynn & West Norfolk, North Norfolk District Council and Breckland District Council supported by specialist consultants on legal and technical aspects of the evaluation.

2. Procurement Process

2.1 Since the 1970s, the EU has adopted legislation to ensure that the EU public procurement market is open and competitive and that suppliers are treated equally and fairly. The rules cover aspects such as advertising of contracts, procedures for assessing company credentials, awarding the contracts and remedies (penalties) when these rules are breached.

2.2 The EU rules are contained in a series of directives that are updated from time to time. Member states have to make national legislation (regulations) to implement the EU rules in domestic law by certain deadlines.

2.3 Following an update of the EU procurement directives in April 2014 the Government implemented the changes, which enable a contracting authority to run procurements faster, with less red tape, and with a greater focus on getting the right supplier and best tender in accordance with sound commercial practice, in the Public Contracts Regulations 2015.

2.4 Where a contracting authority has to comply with the full regulations, it can choose to run a competitive procedure from among five types – open, restricted, competitive with negotiation, competitive with dialogue or innovation partnership.

2.5 Each of the types suits different size and type of procurements. For complex procurements where the requirements are clearly defined but there is scope for variation around the delivery of those requirements then either Competitive Dialogue or Competitive Negotiation are appropriate.

2.6 Competitive Dialogue is ideal for complex relationships where specifications or outcomes of a solution have not yet been clearly defined. It is often used where those procuring need assistance from suppliers to develop the design of the solution.

2.7 Competitive Procedure with Negotiation (CPN) is a slightly different procedure to Competitive Dialogue. They both are suited to complex contractual relationships and projects, but CPN requires that you have a clear idea of your

requirements from the outset. One advantage of CPN is that it allows a client to award the contract to a supplier once proposals have all been evaluated, but offers the flexibility to enter into negotiations if necessary. This procedure can be seen as a truncated version of Competitive Dialogue.

2.8 Having considered the five types of procedure it was decided to use a Competitive Procedure with Negotiation (CPN) as it was felt that the requirements of the contract were well defined but, there were multiple ways in which a bidder could deliver a solution to the contract and it provided the authorities with an ability to consider innovation and emerging practices in the waste industry. This in turn could lead to better value for money which is a key requirement under the Procurement Regulations.

2.9 A full analysis of the procurement process is attached at Appendix 1.

3. Evaluation of Tenders

3.1 The award criteria are:

Cost and Commercial Criteria - 50 %

Quality Criteria - 50%

3.2 The overarching Cost and Commercial Criteria and Quality Criteria are known as the Tier 1 criteria. In order to allow for effective evaluation, the Tier 1 Criteria are split into sub-criteria or Tier 2 criteria. For the Quality Criteria the Tier 2 criteria are then further broken down into Tier 3 criteria which reflect the individual Method Statements that bidders submit as part of their Final Tender submission.

3.3 Following the completion of the evaluation of the bids against the Award Criteria a report will be made to Cabinet, on the 6th December, with recommendations from officers on the Award Decision, including elements of the contract relating to the inclusion or exclusion of costed options. Following this meeting, and the Award Decision being made at the other Councils a Notification of Intention to Award will be issued to the bidders. Debriefing unsuccessful bidder will be undertaken.

3.4 The Procurement Regulations require that a 10-day standstill period is observed to allow for any challenge to the Award being made. Once this standstill period has ended, assuming that no challenge has been made then Contract Award documentation can be prepared and issued and then the Contract can be signed.

3.5 At present we are on track for the contract to be signed on or around the 19th or 20th of December.

3.6 An analysis of the evaluation of Tenders is Provided at Appendix 2

4. Policy Implications

4.1. The Council currently has a policy of collecting general waste on a fortnightly basis in a 240 litre wheeled bin. Recycling materials are collected on an alternate weekly basis in a 240 litre wheeled bin. The policy also includes for a weekly collection in bags of residual waste in those areas without suitable storage for wheelie bins.

4.2. The collection of garden waste in 240 ltr wheeled bins as a charged for service with 25 collections each year, no collections in the week containing Christmas Day and New Year's Day remains unaltered.

4.3. The council will continue to provide a charged for Bulky Waste Collection Service for householders within the borough.

4.4. The weekly food waste collection scheme is retained, with the ability to review its delivery.

4.5. Litter bins in parish areas are currently emptied on a weekly basis in most circumstances. Under the proposal arrangements this would remain weekly. Consultation will be held with Parish Councils on how greater efficiency can be delivered in litter bin emptying including through the use of technology.

4.6. The ability to divert Bulky Waste from disposal to re-use will be examined during the mobilisation of the contract and this has positive environmental and social benefits.

5. Performance Management

5.1. The council retains the ability to manage the performance of the contractor and a robust Performance Management Framework exists which incentives good performance. The contract is performance based, in which the Contractor's performance in delivering the Services will be assessed against the requirements of the specification using Performance Standards set out in a Performance Management Framework.

5.2. The Performance Management Framework is designed to manage and incentivise the Contractor's performance and is not intended to be a mechanism for the recovery of the Authorities' losses. This is covered elsewhere in the contract.

5.3. The Performance Management Framework will be applied to each individual Authority's Contract Area in which the delivery of the respective Service element is required, i.e. the Contractor is required to submit individual performance reports against the Performance Management Framework to each Authority.

5.4. The primary objective of the authorities is to ensure the collective delivery of a good standard of Service and discretion will be used where appropriate in the application of this Performance Management Framework to promote a collaborative working relationship with the Contractor.

5.5. Within the PMF there are a number of Performance Standards set out, these cover all of the services included in the Specification.

5.6. In the event that the contractor fails to meet the Performance Standards set out in the contract then a Performance Failure Deduction may apply, although a number of Performance Standards provide the contractor with a degree of leeway before the PFD is applied as explained below.

5.7. A number of the Performance Standards include a period of time in which the contractor has opportunity to rectify the failing without any performance deductions being applied where the failing is rectified in this Rectification Period (RP).

5.8. The PMF also allows for further deductions should the contractor fail to address the performance standard failure within a subsequent time period referred to as the Repeated Failure Period (RFP).

6 Environmental Considerations

6.1 The joint procurement is intended to deliver environmental benefits through the use of fewer vehicles being deployed across the three councils through vehicle sharing and cross boundary working. This reduces carbon impacts through a reduction in vehicles deployed and reduced emissions in service delivery.

6.2 The delivery of a new fleet of collection vehicles will help to reduce emissions during operations. Waste collection fleet requirements for the large rural community of the borough means that diesel is the only practical fuelling option. A new fleet will be compliant with the latest emissions reduction legislation.

6.3 The retention of Food Waste Collections provides positive environmental benefits including displacement of inorganic fertilisers, reduced carbon impacts and the generation of renewable electricity.

6.4 The retention of the Garden Waste collection service provides for composting of garden waste and the provision of soil improver for the agriculture industry in West Norfolk and enhances soil structure and ability to hold moisture supporting the health of agricultural land locally.

6.5 The intention to identify and deliver routes for the diversion of bulky waste to re-use locally during the mobilisation period will reduce immediate disposal of items as waste and provide opportunities for repair and re-use of household items.

6.6 The requirements of the council that litter bin services in the Parished parts of the borough and tourism areas of the north coast remain unchanged. The requirement that litter bins are emptied each day during peak periods on the promenade at Hunstanton along with those at Heacham North and South Beaches are retained. Issues of safe access prevent increased levels of servicing. Litter bins in other tourism areas will be emptied to prevent them from being over flowing by the end of the working day. Litter bins in villages will be emptied weekly, unless otherwise agreed. The control of litter by the

provision and emptying of bins helps prevent the fugitive release of waste in to the environment.

6.7 The council will consult with parish councils on the introduction of technology to reduce the number of visits to empty bins that are unnecessary as the bin is not full.

7 Statutory Considerations

7.1 The arrangements of the collection of materials comply with the requirements of the Household Waste Recycling Act 2003, meet the duties imposed on the UK, currently subject to consultation on regulations and guidance, to comply with the Revised Waste Framework Directive to have arrangements which comply with the 'waste hierarchy' to minimise waste, reuse waste, recycle, recover value or energy, disposal.

7.2 The arrangements proposed meet the requirements imposed under Sections 45, 45A, 46, 47 & 48 of the Environmental Protection Act 1990, as amended, as they relate to the collection of waste, its disposal or delivery for recycling.

7.3 The proposed arrangements support the requirements to maximise recycling of specific wastes and to reduce the landfilling of biodegradable wastes where separate food waste collections are implemented.

7.4 The disposal of collected residual waste is the responsibility of Norfolk County Council. Currently they treat residual waste collected in west Norfolk by processing in to Refuse Derived Fuel which is sent to Holland for incineration.

7.3 Nothing in this contract precludes the delivery of the Waste Strategy 2018 'Our Waste, Our Resources: A Strategy For England'.

8 Risk Management Implications

8.1 The council has had to manage the risk profile within this procurement very carefully and key decisions on risk acceptance and allocation have been subject to specific advice from the Executive Director or Section 151 officer.

8.2 The council will purchase the refuse collection and other vehicles used to provide the services and provision is made within the Capital Programme.

8.3 The council will pay for the vehicles necessary for the provision of the service, and the vehicles have been identified as needed by the contractor. The contractor will order these with the supplier and council will pay the supplier directly on delivery of the vehicles and the presentation of the vehicles. The contractor will hold specification risk on the vehicles.

8.4 The option for the council to own the fleet of vehicles reduces the cost of the vehicles as the contractor due to their purchasing power can obtain best price whilst not passing on specification risk to the council. The council can pay directly for the vehicles and avoid paying overhead and profit on the capital cost of the vehicles to the contractor. The council has a more favourable cost of capital compared to the private sector.

8.5 Ownership of the vehicles also reduces risk to the councils in the future provision of services in the unlikely circumstances of contractor failure.

8.6 The council is provided with protection of contractor failure and poor performance by virtue of contract termination clauses which covers the cost procuring a replacement contract and any additional costs associated with a replacement contract up to a capped value of £20 million.

8.7 The costs associated with any damage to either vehicles or depots are excluded from the termination clauses as are issues contract deductions for performance failures.

8.8 The interests of the council in providing services in the event of contractor failure will additionally protected by either a Parent Company Guarantee or a Bond.

8.9 Due to uncertainty around Brexit and tariffs vehicle manufacturers will not hold prices for vehicles for more than 30 days. This means that the cost for the vehicles for the commencement of the service in this borough may be higher than initially indicated but any claim for additional cost will have to be evidenced.

8.10 Additionally, uncertainty has caused the councils to have accept additional risk associated with change in law relating to both capital and revenue costs. Political and Brexit uncertainty along with the risk of change in policy on waste means that the contractor will be responsible for the first £25,000 in cost of change in law and beyond that in each year for any new changes in law the council will be liable. This liability does not relate to issues around taxation or employment costs such as National Insurance contributions.

9. Background Papers

APPENDIX 1

PROCUREMENT PROCESS

1. Given the size of this contract the Councils' had to follow the requirements of the EU Procurement Regulations. The councils appointed both technical and legal advisers to provide detailed support to ensure that the best available outcome was achieved from the procurement. Following discussion between the officers of the councils', and taking into account the advice of SLR and Bevan Brittan our retained consultants, it was decided to employ the Competition with Negotiation procedure. ESPO were appointed as procurement handling agents to deliver the mechanics of the procurement.
2. The procurement process commenced on 13 November 2017 with a Market Engagement Day following the publication of a Prior Information Notice. Eight companies accepted the invitation and attended the day and received presentations and informal discussions with officers. At this stage Kier the incumbent contractor for both North Norfolk DC and KLWNBC announced their intention not to bid
3. A Contract Notice was published in the OJEU (Official Journal of the European Union) on 19th February 2019. Several companies decided not to bid at this stage with the most consistent comment being that they did not have the resources available to bid for the contract at this time. By the deadline on 17th April 2019 two completed Standard Questionnaires were received.
4. A detailed and thorough evaluation of the SQs was carried out and officers conducted a financial evaluation of each company and S 151 Officers consulted on the findings to make sure that the councils were content as to the financial stability of each participant. Officers evaluated the Health & Safety submissions of each firm. The evaluation was against weighted criteria which were published in the OJEU Contract Notice.
5. The two companies in the evaluation were invited to participate in the procurement process.
6. They were also issued with a formal Invitation to Submit Initial Tenders (ISIT). The ISIT was based on the requirements identified by the councils and were prescriptive in substantial elements as it was feasible to award the contract on these documents. The second purpose of the ISIT was to reduce the numbers going forward in to the Negotiation phase of the procurement.
7. After extending the initial deadline, at the request of the participants, the Initial Tenders were received back on 2nd August 2019. None of the submissions was

judged to be compliant. On receiving legal advice it was concluded that there was no evident requirement to reduce the number of companies involved in the process so the tenders were not evaluated. All parties agreed that the two bidders were to be retained within the process.

8. The Councils then moved on to the negotiation phase, which was broken down into three stages. In the first two stages meetings were held with each of the participants between 5th September and 19th September.
9. Each company was allocated four days over two sessions and distinct sessions were timetabled for operational and technical discussions, financial matters and legal matters. During these meetings the Initial Tenders put forward by each company were discussed. Feedback was provided on the relative merits of each submission and the innovations proposed were discussed in order to establish the practicality of a number of the ideas put forward. The bidders provided submissions in relation to the contract documentation and the allocation of risk as well as technical information on the deliverability of the project. Additional information was also provided in response to questions from bidders. This stage was concluded with a final day of negotiation with each bidder held during week commencing 7th October. This provided each bidder with detailed responses to issues raised during the negotiation.
10. The councils gave further consideration to the issues of the Invitation to Submit Final Tender (ISFT) in the light of the earlier stages of the procurement and consequences of market difficulty on vehicle provision in volatile circumstances related to Brexit.
11. Invitations to Submit Final Tenders (ISFT) were issued on 18th October and submissions are due to be received by the deadline on 18th November for all items excluding vehicle purchases and the cost of vehicles and other plant on the 3rd December.
12. The companies were each required to supply 13 method statements on how they proposed to supply various elements of the specified services. They were also required to supply tendered prices for each element of the service, including some “provisional” items for some services currently provided 3rd party contractors. Furthermore, they were required to tender prices for the introduction of a separate weekly food waste collection for domestic properties in North Norfolk and Breckland councils areas or its omission for BCKLWN. This was to ensure adequate cover for the risks associated with service change previously consulted upon by DEFRA under the proposals outlined in the Waste Strategy 2018.
13. In line with the evaluation criteria established at the start of the process, and notified to all of the bidders, 50% of the score was allocated to price and 50% to quality, which was split as shown in Appendix 2. Each of the 13 method statements were

allocated to Tier 2 Creteria and allocated weightings according to the perceived importance of each. These weightings were also notified to the participants in advance.

14. Over a two week period, each method statement was evaluated by a panel of officers, drawn from the Councils, and a score out of 10 was awarded to each participant. A consensus evaluation was conducted with SLR and independently supervised by Bevan Brittan to ensure legal compliance. Where discrepancies existed discussions took place to agree a final score. The final scores were then fed into a spreadsheet which had been constructed to adjust for both the relative weightings of each method statement and the split between the three quality elements. .
15. At the same time ESPO evaluated the tendered prices and made adjustments to allow for projected growth in household numbers and for inflation in order to arrive at a whole life cost (this is the total cost for the 9 years of the initial contract term) for the contract.
16. Subsequently following submission of the Second element of the Pricing Schedule and its incorporation in to the cost evaluation scheme by ESPO meetings took place on the evaluation on the 4th and 5th December to determine the Final Evaluation and confirm the identity of the Most Economically Advantageous Tender.

APPENDIX 2 – EVALUATION CRITERIA

Cost

This criterion is used to assess over the life of the contract which tender has the most advantageous economic cost to the three councils and includes the cost of delivery of the service (revenue) and the cost of the plant (capital). The cost of the plant is being met by the council as purchase by the councils offers the greatest value.

Tier 2 Cost and Commercial Criteria	Available Scores	Required Minimum Weighted Score	Maximum Weighted Score
Total Contract Cost	0-10	n/a	45.00%
Contractor Risk Position	0-10	2.50%	5.00%
Total			50.00%

The Total Contract Cost criterion will be evaluated in accordance with the following formula to calculate the Tenderer's weighted score for that criterion:

(Lowest 'Total Contract Cost' ÷ Tenderer's Total Contract Cost) x 45%

The remaining Tenders will then receive scores expressed as an inverse proportion of the lowest price. All results will be rounded to two decimal places.

Contractor Risk Position

The Authorities invited Tenderers to provide comments/mark-ups on the updated Contract with exception to the following areas, as these were considered critical to the successful delivery of the outcomes to the contract.

Schedule 2 – Authority's Requirements;
Schedule 4 – Performance Management Framework;
Schedule 5 – Payment Mechanism;
Schedule 9 – Performance Bond; and
Schedule 14 - Parent Company Guarantee.

The mark-up submitted as part of the Final Tender submission should reflect the position agreed with the Authorities during the negotiation stage. The requirement is set this way because detailed negotiations were held with bidders on the contract terms during the process.

Quality Criteria

These criteria are used to assess how the bidder intends to deliver the service whilst meeting the requirements of the councils. It should be noted that the elements labelled Related Services apply to North Norfolk and Breckland only as these services will remain delivered in house in the area of this Council.

Tier 2 Quality Criteria	Tier 3 Quality Criteria (Method Statement)	Available Scores	Individual Question Score	Required Minimum Weighted Score	Maximum Weighted Score
Mobilisation	MS1 – Mobilisation Plan	0-10	2.50%	n/a	2.5%
Management	MS2 – Contract Management Plan	0-10	2.50%	n/a	6.50%
	MS3 – Health & Safety Plan	0-10	2.50%	1.25%	
	MS4 – Customer Care Plan	0-10	1.50%	n/a	
Resources & Deliverability	MS5 – Depot Management Plan	0-10	1.00%	n/a	10.00%
	MS6 – Plant & Resourcing Plan	0-10	6.00%	n/a	
	MS7 – Maintenance Plan	0-10	3.00%	n/a	
Waste Services	MS8 – Household Recyclables Collection Service Plan	0-10	7.00%	3.50%	22.00%
	MS9 – Household Residual Waste Collection Service Plan	0-10	7.00%	3.50%	
	MS10 – Other Household Collection Services Plan	0-10	3.00%	0.90%	
	MS11 – Commercial Waste Collection Service Plan	0-10	5.00%	1.50%	
Related Services	MS12 – Street Cleansing Services Plan	0-10	4.50%	n/a	9.0%
	MS13 – Grounds Maintenance Services Plan	0-10	4.50%	n/a	
Total			50.0%		50.0%

Agenda Item 9

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	3 December 2019		
TITLE:	Corporate Business Plan 2020-2024		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Ged Greaves		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
The Corporate Business Plan sets the broad framework for the council's work over the next four years. . Following the borough elections, it is timely to review the four year plan and this report sets out a summary of feedback and a final version of the proposed priorities and objectives for the panel to consider.
KEY ISSUES:
• Current Corporate Business Plan ends in 2019/20. • Member induction identified a range of potential issues. • Initial draft priorities and objectives developed for member consideration. • Panels consulted in October cycle of meetings. • Final version of the priorities for consideration ahead of approval by Cabinet.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to: i. endorse the draft Corporate Business Plan in Appendix A.
REASONS FOR RECOMMENDATIONS:
To progress the development of the council's Corporate Business Plan.

1. Developing the new Corporate Business Plan

1.1 The Corporate Business Plan sets the broad framework for the council's work over the next four years. The current plan was developed at a time when the council faced severe financial challenges as the government continued with its austerity approach to addressing the nation's financial deficit. It also sought to enhance the economic and social prosperity of west Norfolk. The current plan has the following priorities:

1. Provide important local services within our available resources
2. Drive local economic and housing growth
3. Work with our communities to ensure they remain clean and safe
4. Celebrate our local heritage and culture
5. Stand up for local interests within our region
6. Work with our partners on important services for the borough

1.2 These priorities were further defined in 18 objectives and reflected in directorate and service plans and individual objectives set during staff appraisals. Monitoring reports are provided to Management Team and the Corporate Performance Panel and quarterly updates on performance indicators are provided to the three scrutiny panels.

1.3 A variety of potential priorities were identified during the member induction programme. Management Team and Cabinet shaped these into high level priorities and objectives. Consultation with the 3 policy development panels provided members across the council with an opportunity to engage in the development of the corporate business plan and a summary of feedback is included in this report.

1.4 The outline Corporate Business Plan is at Appendix A.

2. Indicative process and timetable for developing the Corporate Business Plan

2.1 The proposed timetable below sets out the remaining stages of development:

Consultation with scrutiny panels	CPP – 26 November 2019 E&C – 3 December 2019 R&D – 17 December 2019
Cabinet consideration and approval	7 January 2020
Council approval	23 January 2020
Dissemination	February 2020

3. Issues for the panel to consider

3.1 A composite of feedback from the three policy and development panels is attached at Appendix B. An article in Members Bulletin provided an additional route for comment although no responses were received.

3.2 In overall terms, the proposed corporate business plan priorities were supported. Suggestions for new and adapted services and activities were put forward and these will be considered as part of more detailed service planning that will take place after January 2020 and in the development of key documents and initiatives such as the Local Plan, climate change policy, ongoing regeneration work, etc.

4. Corporate priorities

The Corporate Business Plan sets the broad framework for the council's work over the next four years and corporate priorities.

5. Financial implications

None

6. Any other implications/risks

None

7. Equal opportunity considerations

None

8. Consultation

Policy and Development Panels, portfolio holders, Management Team and Extended Management Team.

9. Conclusion

The Corporate Business Plan is actively monitored and reported to Management Team and Corporate Performance Panel. Following the borough elections, it is timely to review the four year plan. Members should use the report to consider the council's future priorities and objectives.

10. Background papers

Corporate Business Plan 2015/16 – 2019/20

Appendix A – Draft Corporate Business Plan

The borough we serve

The Borough of King's Lynn and West Norfolk extends from the north Norfolk coast, along the eastern side of The Wash, through the Marshlands, Fens and Brecks to the borders of Lincolnshire, Cambridgeshire and Suffolk. King's Lynn is a service centre and economic driver to a sub-region with in excess of 200,000 population. It is the fourth largest district in England covering an area of some 550 square miles (142,879 hectares) with a population of 151,900 (2017 estimate). The main population centre is King's Lynn (41,590) though the borough also includes the market town of Downham Market (9,994), the coastal resort of Hunstanton (4,210) and more than 100 villages of varying sizes.

By 2036 some 29% of the population will be over retirement age, with 17% of residents aged over 75; while the proportion of those under 25 will be below the national average.

Main transport routes include the A47(T) trunk road (Leicester to Lowestoft), three principal roads (A10, A17 and A134), a direct electrified rail service to Cambridge and London, sea links to northern and eastern Europe and an extensive system of navigable waterways.

The Borough has a large rural area with a diverse landscape. Tracts of unspoilt coast, attractive countryside and numerous historic settlements and buildings form major attractions to the area and there are many examples of national and internationally important designations protecting aspects of the built and natural environments.

West Norfolk has extensive tracts of high quality and productive agricultural land, meaning agriculture is a key sector in the Borough's economy. A low-wage economy stemming from relatively low skills levels and associated low aspiration levels is a significant economic challenge. Pockets of isolation and deprivation are real issues, both in King’s Lynn and in some of the more rural parts of the borough. Nevertheless, the economic base is changing and the borough is now home to world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals. The key employment sectors now fall within advanced engineering and manufacturing, added value food activity and tourism.

Access to high quality communications technology is important for our communities. However, the borough currently lacks consistent access to quality broadband services, even in urban areas, such as King’s Lynn.

The coastal areas of the borough are a major asset in terms of providing tourism, employment, homes, recreation, and habitats for species. Nevertheless these assets also introduce significant challenges in the management of visitor related development, environmental and ecological assets, and physical processes including erosion.

The services we provide

The Council provides a wide range of services to residents, businesses and visitors. We have a legal duty to provide many of these services such as community safety, elections, emergency planning, environmental health, housing and homelessness, internal audit, licensing, planning control, planning policy, revenue and benefits and waste collection and recycling.

In addition to our statutory services, we provide a comprehensive range of discretionary services to help meet and support community needs such as business operations, corporate projects, economic development, events, leisure, parks and open spaces, regeneration and tourism.

To support the effective delivery of our services we have corporate functions such as communications, the council information centre, democratic services, finance, information technology, legal, personnel, policy and performance, procurement and property services.

We continue to face ongoing financial challenges, demands and new pressures. Insightful planning, collaboration with partners, prioritization of core functions, innovation and the encouragement of commercial approaches have enabled us to maintain our services and will be necessary for the future.

Our corporate business plan is underpinned by key documents such as our Medium Term Financial Plan, directorate and service plans and a performance management framework.

Our vision

West Norfolk is a place where businesses and people can flourish; where communities are active and healthy; where residents and visitors can access fulfilling cultural, leisure and sporting activities; and where a good quality of life and environment are available to all.

As part of our vision, the council is committed to ensuring equality for all residents of and visitors to west Norfolk, and to its employees.

Our priorities and objectives

1. Focusing on delivery

a) Delivery of value for money services.
b) Enhancing governance.
c) Ensuring the council's financial sustainability.

2. Delivering growth in the economy and with local housing

a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.
b) Develop and facilitate the range and quality of business premises available.
c) Promote, lobby and support infrastructure improvements across the district.
d) Increase the supply of suitable housing in appropriate locations.

3. Protecting and enhancing the environment including tackling climate change

a) Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.
b) Encourage sustainable living through our local plan and development policies.
c) Work with partners and the community to improve our natural environment.
d) Improve recycling levels.
e) Support measures that protect our communities from flooding.

4. Improving social mobility and inclusion

a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.
b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.
c) Work with partners to improve education attainment levels and the skills of local people.

5. Creating and maintaining good quality places that make a positive difference to people's lives

a) Protect, promote and enhance the borough's natural and built environment.
b) Maintain accessible, clean, pleasant and safe public places and communities.

6. Helping to improve the health and wellbeing of our communities

a) Provide early help support to communities and individuals who are vulnerable.
b) Support our local communities to be healthy and more active.

Appendix B – Composite of feedback from the Policy and Development Panels

Proposed priority and objectives	Panel feedback	Response
1. Focusing on delivery	• OK • Home working/flexible working – has it been applied to council staff, has a study been undertaken by council staff? • General principle of working closely with NCC and partners to achieve our aims. • Need more detailed actions. • Need to define what we mean by available resources and the things that we will prioritise or are not priorities.	1. A limited number of roles involve home working. 2. Collaborative working referred to in the business plan introduction. 3. Detailed actions will be developed in service plans and reported within quarterly monitoring reports.
1a) Delivery of value for money services	• Revise to say "ensuring delivery of value for money services". • Need to understand how we measure /compare /benchmarking our services. • VFM is important.	4. Wording has been revised. 5. Scheduled review of the council's performance management framework to follow publication of the corporate business plan.
1b) Enhancing governance	• Better legal coverage – as we become more commercial we need business oriented legal support. • Lifeblood of good management • How do these objectives take forward the 7 principles of public life (Nolan principles)?	6. To be considered as part of a Commercialisation Plan. 7. Nolan principles taken forward via Code of Corporate Governance and Member/Officer Code of Conduct and assessed by Annual Governance Scheme, Monitoring Officer's report, internal audit and external reports etc.
1c) Ensuring the council's sustainability	• OK. • Searching for new funding streams. • Exploring potential from new government policy and legislation and available funding and resources to find new funding and start up projects. • Need to be looking for innovative projects which are supported with due diligence and controls when implemented. • Resources to promote the borough and raise our national / international profile. • Maximise rental of existing business units and dispose of those that are difficult to let. • Ensure business units are fit for	8. To be considered within future plans such as commercialisation, destination management plan, Future High Streets Fund, adopted Local Plan, etc. 9. We will continue to maintain our strong track record of attracting external funding. This will be progressed through existing opportunities such as the Future High Streets Fund and new opportunities that arise. 10. Due diligence enhanced by application of project management principles, new boards, ongoing reviews, etc.

	modern usage – internet access, power supply. • The Borough Council is involved with provision of infrastructure. Such as doctors surgeries, open spaces, etc. • Need to define what we mean by infrastructure. • Ensure co-operation on CIL operation. • Increase supply application houses in suitable locations supporting neighbourhood plans. • Can we lobby government regarding scale and impact of development. Large parts of West Norfolk are in a flood zone and cannot be built upon. Government should take this into consideration with targets. • What is happening with the CITB site? • Develop relationships with parish councils.	
2. Delivering growth in the economy and with local housing		
2a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.	• OK • Need to stimulate people to move into the borough who work in key occupations to ensure public services are provided and for commerce. • Technology hub/manufacturing/agricultural • Encourage agricultural economy/diversification.	11. West Norfolk Strategy Group commissioned activities such as LoveWestNorfolk, updating the Destination Management Plan, working with West Norfolk Tourism Forum, maintaining Visitwestnorfolk website, tourism apps and seeking inward investment. 12. Explore as part of industrial strategy with New Anglia LEP. 13. Consider as part of Future High Streets Fund activities and explore potential of Towns Fund.
2b) Develop and facilitate the range and quality of business premises available.	• OK • Support for small businesses to access 3 phase electricity supplies. • Building business premises away from King's Lynn for local people.	14. Part of Local Plan review – allocation of commercial space. 15. Consider within ongoing regeneration activities such as the Enterprise Zone and explore potential of Towns Fund.
2c) Promote, lobby and support infrastructure improvements across the district.	• OK • Lobby and pressure for improvements to road systems e.g. northern relief road/road bridge.	16. Continue lobbying work. 17. Take forward via CIL, planning processes, ongoing regeneration activities.

	• Invest in infrastructure e.g. healthcare, schools, etc. • Better local shopping facilities including villages.	
2d) Increase the supply of suitable housing in appropriate locations.	• OK • "Affordable" housing – need more help for young residents who are unable to afford to raise deposits. Shared ownership and involve private landlords. • Housing figures – Government needs to recognise amount of land which is flood risk. • Sustainable housing and in areas that can serve the local community not just second homes.	18. Take forward via ongoing regeneration activities. 19. Subject to planning processes. 20. Business plans and work programmes for West Norfolk Housing and Property companies.
3. Protecting and enhancing the environment including tackling climate change.		
3a) Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.	• Need to define our policy and approach regarding renewables and links with use of brownfield sites. • Can we do more with water such as generation of power (tidal barrage, hydro-electric schemes). • Education on energy usage – climate change strategy. • Support for small businesses with climate change adaptations and access to 3 phase electricity supplies. • New builds should have solar panels, ground source heat pumps, air source heat pumps. • Retro-fitting energy efficiency in homes/buildings/social housing resulting in reductions in running costs. • Scrutiny of council contracts to assess environmental impact. • All our policies have affect. Develop a way of assessing decisions relating to climate change, bio-diversity, disability and equal opportunities. • Reduction carbon footprint – borough council needs to get involved with other bodies.	21. Climate Change Officer Working Group established to develop carbon footprint and strategy and the council's Chief Executive will be chairing a new county-wide group addressing climate change. 22. Liaison with New Anglia LEP on climate change. 23. Implementation of existing Tree and Woodland Strategy. 24. Local Plan review considering climate change policy approach. 25. Wider policy influences and changes e.g. sector responses to net zero by National Farmers Union, Confederation of Passenger Transport, car manufacturers, potential changes to national policy on building regulations, domestic and commercial energy, etc. 26. Revised Cabinet report template introduces "Environmental consideration" section.

	• Promote tree planting • Improve council's carbon footprint education/awareness events to influence others. • Encourage renewable energy production. • Reduce environmental impact of all of our own buildings e.g. solar panels. • Energy efficiency. • Working with local bus companies to reduce environmental impact.	
3b) Encourage sustainable living through our local plan and development policies.	• We are promoting Hunstanton which only encourages day trips from visitors – idling vehicles in traffic jams resulting in air pollution, CO2 emissions. • Park and ride. • Parking in West Lynn to encourage use of the ferry. • Improve infrastructure for the ferry. • Buses – improve bus routes and availability. • Issues with transport, especially in rural areas and access to services. What do we mean by sustainable living?	27. Local Plan review considering climate change policy approach. 28. King's Lynn Transport Study and Strategy to consider a variety of options that aim to provide a safe environment for travel by all modes, encourage town centre accessibility by all modes, whilst conserving and enhancing King's Lynn's rich historic environment, support sustainable housing and economic growth, reduce the need to travel by car through development planning, manage traffic congestion in King's Lynn, increase active travel mode share for short journeys, promote and encourage the use of public transport and reduce harmful emissions and air quality impacts. 29. Carbon audit and related strategy will refer to active travel, use of public transport, etc. 30. Explore potential of the Towns Fund to contribute towards local transport improvements.
3c) Work with partners and the community to improve our natural environment.	• OK • Promote tree planting. • Need for wildlife corridors.	31. Implementation of existing Tree and Woodland Strategy. 32. Climate Change strategy to be developed. 33. Local Plan review. 34. Continued support to the Norfolk Biodiversity Partnership and implementation of its Action Plan (BAP). 35. Continuing to encouraging volunteers.

3d) Improve recycling levels.	• Education – promoting a clean borough, civic pride, more responsible behaviour with recycling, energy use, etc. • Engagement with schools, community groups, etc. • Need to consider ways of improving recycling by commercial sector. • Need to research why businesses sign up to our competitors for commercial waste services, what incentives may attract business to the council? • Ask explain recycling principles to wider community to encourage recycling and reduce contamination. • Can we improve the recycling facilities available in town centres? Some councils provide different facilities to ours. • Issues with recycling of paper, plastics, food, packaging. Need to encourage people to reuse and reduce more.	36. Continued collaboration with Norfolk Waste Partnership on behaviour change and recycling awareness. 37. Response to changes within national policy on waste collection and recycling. 38. Commercialisation plan to refer to measures such as increasing income generated by commercial waste services.
3e) Support measures that protect our communities from flooding.	• OK • Don't build on flood plains.	39. Planning processes. 40. Existing policies/plans on shoreline management and emergency planning. 41. Continued liaison with IDBs.
4. Improving social mobility and inclusion		
4a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.	• OK • Social mobility – public transport in rural areas is an issue and can prevent people from attending events such as evening classes. • Improve transportation with rural areas (NCC function).	42. Liaison with and lobbying of NCC to seek improvements to rural transport services. 43. Currently fund West Norfolk Community Transport and community car schemes.
4b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.	• Homelessness not just about providing housing. People need help! • Define what is meant by accessible. • Homelessness is often caused by issues such as mental health and addiction – need to ensure these services and support are available.	44. Continue work with local agencies on response to homelessness and root causes. 45. Emerging Homelessness and Rough Sleeping Strategy.
4c) Work with	• OK.	46. Liaison with Norfolk County

partners to improve education attainment levels and the skills of local people.	• Is there anything we can do to support older people and access to education? • Rural areas have issues with access to opportunities due to lack of local provision and transport issues. • Educational attainment – need opportunities for those leaving education – work with local businesses. • Show what is possible in the Borough. • Practical skills/ambition/life skills • Work with NCC. • Need to inspire young people. • Opportunities for higher education locally. • How to encourage people back to the area after university. Imaginative ways to involve students.	Council and funding of community transport and car schemes regarding rural transport services. 47. Ongoing activities with the Local Cultural Education Partnership to raise attainment via culture. 48. Explore potential of Towns Fund. 49. Explore via Inclusive Growth Framework and Norfolk Inclusive Growth Coalition.
5. Creating and maintaining good quality places that make a positive difference to people's lives	• Access to 5G and 4G mobile services. • Closing amenities – forcing people to travel. Requirement to invest in doctors surgeries and dentists. • Already doing lots under these but we need to promote it more.	50. National initiative led by Dept of Culture, Media and Sport working with mobile providers to improve mobile service coverage in not spots. 51. Ongoing regeneration and housing growth related activities will lead to improvements in physical spaces and raise funding to invest in new facilities.
5a) Protect, promote and enhance the borough's natural and built environment.	• Tree planting – appropriate types of trees in planned locations.	52. Deliver Tree and Woodland Strategy. 53. Consider within Climate Change Strategy and InBloom activities.
5b) Maintain accessible, clean, pleasant and safe public places and communities.	• OK • Improve (not just maintain) accessibility and cleanliness/look of public spaces.	54. Future High Streets Fund, Anglia In Bloom, Green and Blue Flag awards driving standards.
6. Helping to improve the health and wellbeing of our communities	• Already doing lots under these but we need to promote it more.	55. Delivery of Alive West Norfolk business plan, Local Plan, King's Lynn Transport Strategy and related regeneration activities. 56. Ongoing activities regarding Norfolk Health and Wellbeing Strategy.
6a) Provide early help support to communities and	• OK • Once people have recognised they need help do we have a	57. Continuation of District Direct West. 58. Housing Assistance Policy.

individuals who are vulnerable.	range of activities and services to help them in practical ways? • Residents experience mental health issues, social isolation, leading to prescribing of medication that does not deal with underlying causes. Need to continue to tackle this with social isolation work, Lily, social prescribing.	59. Integrated Housing Adaptations Team Continuous Improvement Plan. 60. Progress LILY activities.
6b) Support our local communities to be healthy and more active.	• OK • Encourage cycling, improve cycle routes and improve cycle safety. • Access to facilities for children to improve health and fitness – free/subsidised activities. • Alternative uses for the high street – leisure offers, etc.	61. Alive West Norfolk business plan and initiatives. 62. Local Plan review, King's Lynn Transport Strategy and carbon audit will consider ways to increase active travel to encourage more cycling and walking. 63. Future High Streets Fund and related regeneration activities to improve physical spaces. 64. Service level agreement with Norfolk Museums Service. 65. Ongoing work with Creative Arts East and Heritage Forum.

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	3rd December 2019		
TITLE:	Climate Change Update		
TYPE OF REPORT:	Update		
PORTFOLIO(S):	Environment		
REPORT AUTHORS:	Dave Robson, Ged Greaves & Henry Saunders		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
To give an update on the climate change work completed and currently ongoing since the September update.
KEY ISSUES:
• Set up Climate Change Officer Working Group (CCOWG). • Agree Terms of Reference and work plan for CCOWG. • Appoint Student Intern. • Start the Carbon Audit of the BCKLWN. • Engage with NA LEP regarding district CO2 emissions work. • Consider use of UEA environmental consultancy module. • Start background work on policies/ best practice/ strategy options. • Start background work on district CO2 bubble. • Engage and participate in the county group.
RECOMMENDATIONS:
This report is for noting.
REASONS FOR RECOMMENDATIONS:
To advance the BCKLWN's work on climate change.

REPORT DETAIL

1. Introduction

1.1 We have been asked to conduct a carbon audit of the borough council, look into the district carbon bubble and identify policies for the borough council going forward. In September a climate change officer working group was established, with the view of feeding into ongoing and future work regarding the council's climate change activities.

1.2 We have been recently exploring opportunities with the UEA to get 3rd year environmental science students to conduct a number of useful projects for us. This also forms part of their final year Environmental Consultancy module.

1.3 In November a county group was established by Norfolk Chief Executives, in order to look at climate change on a larger, multi-authority and county scale.

1.4 A work plan has been drawn up, highlighting our aims and providing a timeline for our work to be completed by.

2. Update Report

2.1 Set up CCOWG

- The climate change officer working group was established and had its first meeting in September 2019.
- The second meeting will be held on the 25th November 2019.
- The Group feeds into ongoing and future work regarding the council's climate change activities.

2.2 Agree Terms of Reference and work plan for CCOWG

- The work plan was agreed, detailing key functions and responsibilities and the time frame.
- The time frame and key functions and responsibilities can be found in the provided Climate Change Work Plan 2019 to 2020.

2.3 Appoint Student Intern

- A UEA intern was appointed on the 30th September 2019 for 4 months.
- This internship has now been extended until 25th September 2020.

2.4 Start the Carbon Audit of the BCKLWN

- Work started on the audit in late September 2019 and is expected to be completed in January 2020.
- 3 scopes have been identified and their contents have been agreed by management.
- The audit was based on the 2017/2018 Norwich City Council carbon footprint report.

- Service areas have been contacted to provide appropriate data for the carbon audit.
- There are a number of areas identified in the current audit for the 2018/2019 financial year that will need updating and refining for future audits.
- The audit is roughly 75% complete.

2.5 Engage with NA LEP regarding district CO_2 emissions work

- We had a conference call with the New Anglia Local Enterprise Partnership about what their work on climate change includes.
- We discussed possibilities for further work together, so that work is not repeated by the NA LEP and BCKLWN.

2.6 Consider use of UEA environmental consultancy module

- We are engaging in the UEA, Environmental Sciences environmental consultancy module as a way to further research into areas we feel we need some further understanding on.
- We have had a conference call with the module leader who was very positive about the BCKLWN's involvement.
- Management Team and Cabinet are supportive of this venture.

2.7 Start background work on policies/ best practice/ strategy options

- We are reviewing policy publications that give suggestions for local authority emissions reductions (Friends of the Earth and ADEPT – listed as background papers).
- We are collecting current policies and potential policies from BCKLWN service areas. This will help to inform future policies going forward.
- A county group has been set up by Norfolk Chief Executives, which will help us to establish common policies and strategies to implement on a wider scale (multi-authority and county level).
- It is hoped the first meeting will take place in December to report back to the next Chief Officers Group in January 2020.

2.8 Start background work on district CO_2 bubble

King's Lynn and West Norfolk emitted 1405.3 $ktCO_2$ in 2017.

- 50% came from Industry and Commercial (697.5 $ktCO_2$).
    - Emissions are relatively high because the district's economy is mainly in the industrial and agricultural sector.
    - The district is home to a number of large point source emitters (A1 Installations).
    - The largest point source emitters are regulated by the Environment Agency (EA) and some are commissioned by the government (e.g. power plants).

- The BCKLWN is unable to influence these installations to reduce their emissions.
- Consequently, the district is a high emitter, but the BCKLWN has very little power to tackle the large point source emitters.
- There are 28 A1 installations in the district regulated by the EA.

- 28% came from Road Transport (389.4 $ktCO_2$).
  - We have main A roads coming in and out of the district, which are the only/main routes in and out. As a result, emissions from this sector are also relatively high.
  - Roads include the A10, A134, A17, A47, A149, A148 and rural areas with many B roads.
  - A roads contributed 56% of Road Transport emissions in 2017.
    - (217.8 $ktCO_2$).
  - Minor (B) roads contributed 41% of Road Transport emissions in 2017.
    - (159.9 $ktCO_2$).
  - Other transport contributed 3% of Road transport emissions in 2017.
    - (11.6 $ktCO_2$).

- 17% came from Domestic (245.9 $ktCO_2$).
  - Not all houses in the district are able to access mainline gas. Therefore, other less efficient sources of energy are used (e.g. oil).
  - This is often the case in rural areas within the district.
  - Another challenge is getting private sector houses to improve their energy efficiency.

- 5% came from Land Use, Land Use Change & Forestry (77.2 $ktCO_2$).
  - Whilst many districts have a CO_2 sink with forestry, we (like other fen districts) are a net CO_2 contributor.
  - This is due to methane/CO_2 emissions from the fen peat deposits.
  - Fenland and East Cambridgeshire have similar LULUCF emissions.
    - Fenland: 83.3 $ktCO_2$ in 2017
    - East Cambridgeshire: 132.2 $ktCO_2$ in 2017

In October the Tyndall Centre for Climatic Research published a report, stating that King's Lynn and West Norfolk had an 8,000,000 tonne lifetime carbon budget. This is in order for King's Lynn and West Norfolk to align with the Paris Agreement target of 2°C, ideally 1.5°C of warming. They suggested a reduction pathway, bringing the King's Lynn and West Norfolk district to 95% carbon neutrality by 2041.

Work is ongoing in this area and will require further work. We do not predict this work to be completed by the end of the 2019/2020 financial year. We are looking to talk to large point source emitters in the area to obtain an understanding of their net emissions, and emissions reduction strategies.

2.9 Engage and participate in the county group

- In November a county group was set up to look at climate change policies, strategies and projects.
- We are aiming to have the first meeting in December 2019.
- Information has been circulated regarding what all local authorities in the county are working on, with regards to climate change.
- This group will be chaired by Lorraine Gore.

2.10 Outstanding work

- Other areas of work in the climate change work plan will be completed or are ongoing in 2020.

3. Issues for the Panel to Consider

This update is to report our progress on implementing the climate change work plan.

4. Corporate Priorities

This work aligns with the proposed corporate business plan priority, to protect and enhance the environment including tackling climate change.

5. Financial Implications

A student intern was appointed for 4 months. The internship has now been extended until 25th September 2020. Funding has been provided for this.

6. Any other Implications/Risks

Not applicable at this time.

7. Equal Opportunity Considerations

Not applicable at this time.

8. Environmental Considerations

This work will highlight the BCKLWN's carbon footprint, through the carbon audit. This will allow for decisions to be made for the borough council to mitigate and adapt to climate change in the future.

The policy work undertaken will feed into and influence future policy in relation to climate change, the borough council's carbon footprint and the review of the district CO_2 bubble.

9. Consultation

This is an update report and no consultation will be required.

10. Conclusion

The panel are asked to note the content of the report and progress made to date.

11. Background Papers

- ADEPT: *Good Practice Guidance for Local Government*.
- BCKLWN: *Climate Change Work Plan 2019 to 2020.*
- Friends of the Earth: *33 Actions Local Authorities Can Take on Climate Change*.
- Norwich City Council: *Carbon Footprint Report [2017/2018].*
- Tyndall: *Setting Climate Commitments for King's Lynn and West Norfolk*.

Preparing for a changing climate:

GOOD PRACTICE GUIDANCE FOR LOCAL GOVERNMENT

June 2019

Department for Environment Food & Rural Affairs

Developed in partnership between ADEPT, Defra and the Local Adaptation Advisory Panel

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

About the Local Adaptation Advisory Panel (LAAP)

The LAAP was formed in 2011 by Defra to act as a forum for dialogue between local government, central government and arms-length delivery bodies. It made a significant contribution to shaping the role of local government in the first and second National Adaptation Programmes (NAPs). The LAAP is a group of 15 members including local authority representatives and partners and government departments. Its key roles are to:

- provide a strategic steer on local government adaptation issues;
- advise on evolving government policy / work programmes to ensure that climate change adaptation is integrated as far as practicable;
- engage with sectoral organisations that have a national adaptation interest to provide mutual support in adaptation delivery, recognising the role that local authorities play across the piece as a cross cutting delivery body; and
- support the delivery of NAP objectives relating to local government.

About the Association of Directors of Environment, Economy, Planning and Transport (ADEPT)

ADEPT represents directors of place from county, unitary, metropolitan and combined authorities along with Local Enterprise Partnerships, Sub-national Transport Bodies and corporate partners drawn from key service sectors. ADEPT members are at the very heart of maximising sustainable growth, delivering the projects that are fundamental to creating more resilient communities, economies and infrastructure. It represents members' interests by proactively engaging central government on emerging policy and issues, responding to consultations and enquiries, and promoting initiatives aimed at influencing government policy.

Acknowledgements

The LAAP is grateful for the advice, insight and contributions from its members and from others in putting this guide together. Thank you to Sylvie Allen, Jerome Baddley, Hannah Bartram, Martin Budd, Emma Davies, Matt Ellis, Margaret Enstone, Kristen Guida, Nick Jackson, Eamon Lally, Carolyn McKenzie, Jonathan Mullard, Chitra Nadarajah, Beth Richards, Lucy Rees, Nigel Riglar, Will Spendlove, Victoria Tink and Christine Wissink. We are also grateful to Kit England for his external challenge and input in preparation of this guidance.

Citation

This guide should be cited as: ADEPT, Defra and Local Adaptation Advisory Panel (2019) *Preparing for a changing climate: good practice guidance for local government.*

Contents

About the Local Adaptation Advisory Panel (LAAP) 2

About the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) 2

Acknowledgements 2

Foreword 4

Who is this guide for? 5

How to use this guide 5

How this guide was produced 5

Introduction 6

England's changing climate 7

England's framework for adaptation to climate change 8

- Broader legislative requirements 8
- The Global Covenant of Mayors on Climate and Energy 8
- Private sector 8
- Climate change risks for England 9

Why local government should adapt to climate change 12

The local government role in adaptation 13

- Corporate plans, policies and performance 14
- Business & Industry 16
- Natural capital and green infrastructure 18
- Infrastructure 20
- Land use planning and the built environment 22
- Public health, social care and community resilience 24

Contributing case studies and sharing good practice 26

REFERENCES 26

Foreword

The UN Special Report on the Impacts of Global Warming of 1.5°C presents a stark portrait of our options. Humanity is at a crossroads; we can choose to respond positively and bring about the radical changes required to meet the challenges of climate change. To do this we need to both drastically reduce our carbon emissions and build climate resilience into our systems and services.

The focus of this guide is on the steps local authorities can take to boost climate change resilience. Local authorities have significant powers to influence how climate change is experienced in local areas through the decisions they make today. Authorities can address the risks highlighted in the UK Climate Change Risk Assessment (CCRA17) as well as use local data on population, and the latest national climate projection data (UKCP18), to prioritise areas for action.

Decisions around local place shaping can help to protect local populations and local authority services, infrastructure and finances over the coming decades as well as securing new local economic opportunities. For these reasons this agenda must be at the heart of local authority decision making.

This guidance outlines a practical range of adaptation measures that can be taken and implemented by local authorities into corporate plans, policies and performance monitoring systems. The guide provides solutions for councils to support business and industry, and looks at how to protect our critical infrastructure. Furthermore, it provides measures to adopt in land use planning and the built environment, and guidance on how to boost natural capital and build public health, social care and community resilience.

Sharing our skills, knowledge and experience is key to accelerating local authority adaptation action and this guide provides a blueprint for steps that all local authorities can take to deliver on this urgent agenda.

Nigel Riglar
Chair, Local Adaptation Advisory Panel
Director for Environment and Community Services, South Gloucestershire Council
1st Vice President, ADEPT







Who is this guide for?

This guide is designed for a wide range of officers working to implement adaptation within local government – whether that is a combined authority, district council, county council or unitary authority. This includes those responsible for adaptation planning, managing civil contingencies, and contributing to longer term planning, as well as those who want to make their services more resilient.

It is relevant both for organisations that are just starting out on adaptation planning, as well as for those who already work in adaptation, who are looking for new ways to move the agenda forward in their own area. It is also applicable to relevant stakeholders and partners who have a role in working alongside local authorities to progress adaptation in their local areas.

How to use this guide

This guide focuses on preparing for the impacts of climate change, a process known as climate change adaptation. It does not cover approaches to reducing emissions of greenhouse gases, which are the drivers of climate change, often referred to as mitigation.

The guide is designed to assist local government with its work on climate change adaptation. You can use it to find out about the general business case for adapting to climate change, or why it matters in relation to key services and functions provided by local authorities. It also showcases techniques from around the country to provide inspiration for your own approaches.

How this guide was produced

The guide was developed by the LAAP with input from others including the Local Government Association, Core Cities, ADEPT, Defra and NHS England Sustainable Development Unit. It was then independently reviewed and developed by an adaptation specialist.

Introduction

The world's climate is changing. Even if all emissions ceased today, our climate would continue to change as a result of historic emissions. Already, compared to pre-industrial levels, the UK has seen approximately 20cm sea level rise and temperatures are 1 degree higher.

How much our climate changes in the future also depends on the success of global emissions reductions. Therefore, cutting carbon emissions remains the most cost-effective step that local authorities can take, but adaptation needs to be considered alongside, not instead of, mitigation.

The 2015 Paris Agreement of the UN Framework Convention on Climate Change, marked a step change in political ambition, with a globally binding commitment to reduce emissions and keep the world's temperature rises below two degrees, and ideally below one and a half degrees. Even at these temperature rises, the world will experience significant impacts. The temperature rises to date have already profoundly altered human and natural systems, bringing increases in some types of extreme weather, droughts, floods, sea level rise and biodiversity loss, and causing unprecedented risks to vulnerable persons and population (IPCC, 2018). As temperature rises continue these impacts will increase, making the need to both drastically cut emissions and adapt to a changing climate, even more imperative.

However, the world is currently not on track to meet these targets. Work by Climate Action Tracker, assessing the pledges and targets submitted under the Paris Agreement, currently puts the world on track for around three degrees of warming at the end of this century. In the most recent Intergovernmental Panel on Climate Change (IPCC) report, on the impacts of global warming at 1.5°C, it states that 'global warming is likely to reach 1.5°C between 2030 and 2052 if it continues to increase at the current rate' (IPCC 2018). In order to limit global warming to 1.5°C, global CO_2 emissions must roughly halve by 2030, reaching net zero around 2050. In this context, there is a strong case for both accelerating emissions reductions but also preparing for the impacts of a changing climate.

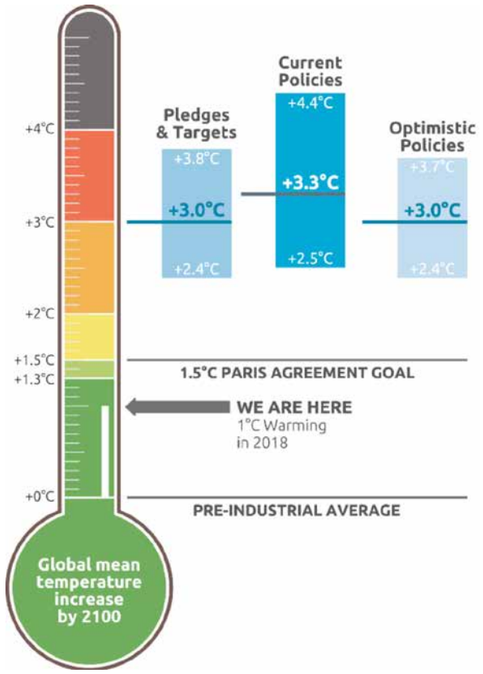


Fig 1. Projections of Global Temperature increase by 2100, Climate Action Tracker, 2018

England's changing climate

England's climate has already changed and will continue to change, as a result of historic emissions. The potential changes for the UK until 2100 are illustrated by the UK Climate Projections 2018 (Met Office, 2018). These show that the UK is projected to see increasing summer temperatures, more extreme weather and rising sea levels.

The updated projections provide the tools to help local government better understand the changes to climate and its risks, and make decisions on that basis. UKCP18 will be followed by high resolution projections (at 2.2km resolution) later in 2019, however the headline results set out a range of possible outcomes over the next century based on different rates of greenhouse gas emissions into the atmosphere. The high emission scenario (which closely parallels the current global emissions trajectory) shows:

- Summer temperatures could be up to 5.4°C hotter by 2070, while winters could be up to 4.2°C warmer.
- The chance of a summer as hot as 2018 is around 50% by 2050.
- Sea levels in London could rise by up to 1.15 metres by 2100.
- Average summer rainfall could decrease by up to 47 per cent by 2070, while there could be up to 35 per cent more precipitation in winter.

Sea levels are also projected to rise over the 21st century and beyond under all emission scenarios – meaning we can expect to see an increase in both the frequency and magnitude of extreme water levels around the UK coastline.

However, the extent of these changes, and their associated impacts, depends on the effectiveness of both emissions reductions and preparing for a future climate. The changes and their impacts will not be felt evenly across the UK, and will depend upon not just physical climate change, but its interactions with our surrounding environment and the extent to which our infrastructure, built environment, social systems, economy and natural environment have been prepared for them.

As previously mentioned, this process of change is commonly called 'adaptation' and refers to the adjustment of systems in response to actual or expected climate or its effects. Adaptation can be incremental, or transformational. Incremental adaptation is an action that maintains the essence and integrity of a system or process at a given scale, whilst transformational adaptation is a process that changes the fundamental attributes of a socioecological system in anticipation of climate change and its impacts. For more reading on the differences, you can read UKCIP's guidance on Transformational Adaptation: What it is, why it matters and what is needed.

England's framework for adaptation to climate change

England's legislative adaptation, and mitigation, framework is primarily set out in the Climate Change Act 2008. The Act places a number of legal requirements on the UK Government and Committee on Climate Change, including to:

- **Assess and report climate change risks** – the UK Government must prepare an assessment of the risks of climate change to the UK before Parliament every five years. The second Climate Change Risk Assessment (CCRA) was published in January 2017. The third CCRA is due in 2022. The Government has formally commissioned the Adaptation Sub-Committee of the Committee on Climate Change (CCC) to deliver the evidence report to support its risk assessment.

- **Prepare a National Programme of Adaptation** – objectives, policies and proposals for addressing these risks. The second National Adaptation Programme (NAP) was published in July 2018 (Defra, 2018) and includes a chapter on local government.

- **Assess progress on implementing the National Programme of Adaptation** – the Committee on Climate Change must report on progress on implementing this programme every two years after a programme is laid.

The Act also allows the Secretary of State to ask certain organisations to report on the current and future predicted effects of climate change on their organisation, and their proposals for adapting to climate change. These are predominantly organisations associated with the operation of key energy and transport infrastructure such as ports, aviation, electricity and gas supply and distribution, and local authorities are not in scope. The approach to the third round of this process was published as part of the NAP and Defra invited organisations to report on a voluntary basis. The reporting aims to support the ongoing integration of climate change risk management into the work of reporting organisations, as well as contributing to national and local governments' understanding of the level of preparedness, and feeding into the Committee on Climate Change's reports to Parliament. As of December 2018, 90 organisations had confirmed their participation in the third Adaptation Reporting Power (ARP) reporting round.

Broader legislative requirements

There are also a number of other areas where adaptation is required through national legislation and guidance, including the Civil Contingencies Act (2004), Flood and Water Management Act (2010), the Town and Country Planning (Local Planning, England) Regulations 2012, the National Planning Policy Framework, and, shortly, accompanying Planning Practice Guidance, the Town and Country Planning (Environmental Impact Assessment) Regulations 2017 and within section 19 (1A) of the Planning and Compulsory Purchase Act 2004, as amended under the Planning Act 2008. The 2011 Localism Act includes a general power of competence, which gives local authorities the legal capacity to do anything that an individual can do that is not specifically prohibited.

The Global Covenant of Mayors on Climate and Energy

At the sub-national level, local government bodies can voluntarily become members of the Global Covenant of Mayors on Climate and Energy, providing a global, common reporting framework on mitigation and adaptation progress. Forty-eight local governments are already signatories to the framework.

In joining, organisations make a political commitment and agree to submit regular reports every two years through one of the registered reporting platforms, such as the Covenant itself, or through the Carbon Disclosure Project (CDP) or International Council for Local Environmental Initiatives (ICLEI).

Private sector

To manage risks effectively, it is important for local authorities to be able to understand the adaptation plans and activities that companies, which operate in their area, have in place. The Task Force on Climate-Related Financial Disclosure (TCFD, 2017) sets guidance for companies on how to assess and disclose their exposure to the physical risks from climate change, with recent work enhancing and standardising how to assess and report physical risk (GCA and EBRD, 2019). It is estimated that two-thirds of the top 500 companies in the UK are planning to disclose their risks from climate change in 2019 under this framework (Carbon Trust, 2019).

The Prudential Regulation Authority (PRA) has recently implemented mandatory reporting for banks, building societies, insurers and reinsurers using the TCFD framework. The PRA published a draft supervisory statement for consultation, with the aim of ensuring that firms take a strategic approach to managing the financial risks arising from climate change (PRA, 2019). The statement is focused on ensuring effective governance, risk management, use of scenario analysis and disclosure.

Climate change risks for England

The climate change risks and opportunities that the UK will experience are most recently set out in the evidence report of the 2017 Climate Change Risk Assessment (ASC, 2016). The key terms (as defined by IPCC, 2014) are:

- **Exposure** – the presence of people and livelihoods, species and ecosystems, environmental functions, services, and resources as well as infrastructure and economic, social, or cultural assets - in places and settings - that could be adversely affected.

- **Hazard** – the potential occurrence of a natural or human-induced physical event or trend that may cause loss of life, injury, or other health impacts, as well as damage and loss to property, infrastructure, livelihoods, service provision, ecosystems and environmental resources.

- **Vulnerability** – the propensity or predisposition to be adversely affected. Vulnerability encompasses a variety of concepts and elements including sensitivity or susceptibility to harm and lack of capacity to cope and adapt.

- **Risk** – the potential for adverse consequences where something of value is at stake and where the occurrence and degree of an outcome is uncertain. In the assessment of climate impacts, the term risk is often used to refer to the potential for adverse consequences of a climate-related hazard on lives, livelihoods, health and well-being, ecosystems and species, economic, social and cultural assets, services (including ecosystem services), and infrastructure.

Climate change risk results from the interaction of vulnerability (of the affected system), its exposure over time (to the hazard), as well as the (climate-related) hazard and the likelihood of its occurrence. Together these form potential risks, and, along with the consequences of these, form impacts as shown in figure 2.

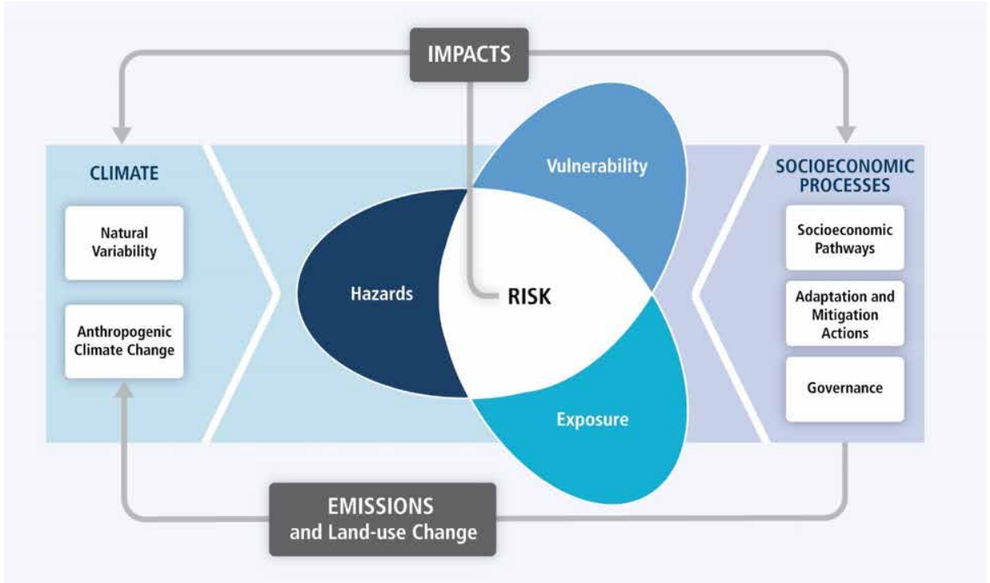


Fig 2. Core concepts of climate change risk. Source: IPCC, AR5, (2014)

The second UK Climate Change Risk Assessment (2017) identified 56 risks and opportunities facing the UK. Each of the risks or opportunities were given an 'urgency' score, which identifies where more action is needed in the next five years to ensure the UK manages risks effectively to the end of the century. The assessment identified six priority areas due to the need for additional, coordinated steps:

Fig 3: Priority areas of climate change risks. Source: ASC, 2016

A fuller overview of the risks, is set out below:

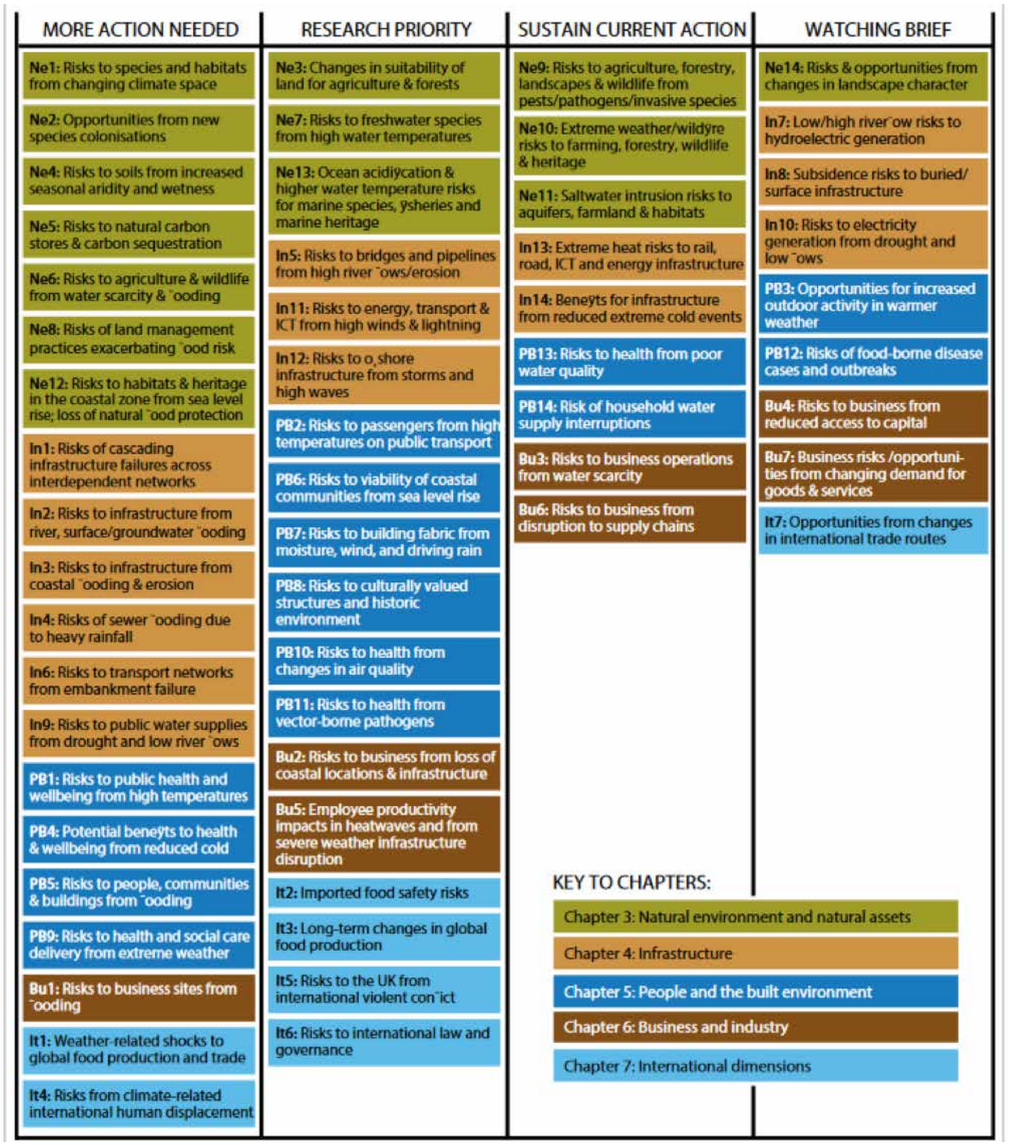


Fig 4. Urgency of risks and opportunities identified in CCRA2. Source: ASC, 2016

Why local government should adapt to climate change

Local government is under significant demands to reduce spending, at the same time as facing rising demands for its services. In view of these shorter-term pressures, it can be easy for organisations to shift a focus away from longer-term objectives. However, adaptation underpins many core local government activities:

- **Achieving strategic objectives** – in most cases, ensuring projects, plans and processes are resilient to climate change strengthens the ability to achieve their original objectives over the long-term, helping local authorities achieve a wide range of other plans and ambitions. For example, screening public regeneration plans for climate risks can make them more attractive to inward investors, whilst ensuring buildings have adequate heating and cooling supports workforce productivity.

- **Reducing impacts on service demand and delivery** – adapting to climate change ensures/ allows assets and activities to continue performing as our climate continues to change.

- **Reduced financial costs** – although individual actions need careful evaluation, many studies show that adaptation action is generally cheaper, and more effective over time than the costs incurred responding to the impacts over time. Similarly, local authorities can endure significant short-term costs from the impacts of extreme weather. For example, in the aftermath of a flood event, there may be costs for highway and building repairs, temporary accommodation, mental health and social care support, and insurance excesses. Proactive adaptation is a key part of ensuring local authorities continue providing value for money to the taxpayer.

- **Meeting statutory requirements** – in some areas of local government, adaptation is a statutory requirement. These differ by organisation but generally include planning, flood risk management, public health and Environmental Impact Assessment. The need for statutory requirements is kept under regular review by the UK Government.

- **Delivering co-benefits** – through careful planning, adaptation actions can deliver multiple wider benefits to projects or activities such as improving health and wellbeing, property values, skills and employment, reducing emissions and supporting biodiversity.

The local government role in adaptation

Local government has a significant role to play in ensuring effective adaptation across all areas identified in the UK Climate Change Risk Assessment and the National Adaptation Programme – whether by providing local leadership, adapting the services they deliver, or through working collaboratively with others in their local area to achieve broader goals.

This guidance outlines a range of actions that can be taken in relation to six key areas:

- corporate plans, policies and performance;
- business and industry;
- natural capital;
- infrastructure;
- land use planning and the built environment; and
- public health, social care and community resilience.

It is important for local government to implement adaptation actions within the range of services it delivers across all six areas, though the emphasis will vary between organisations based on individual context. Each section outlines the strategic rationale for local government action, and relevant statutory drivers. It also includes illustrative adaptation activities, drawn from best practice all over the world. To help readers benchmark and compare against their own organisation, the illustrative adaptation activities have been separated into two broad categories – 'initial adaptation' and 'maturing adaptation':

- **Initial adaptation** – the typical activities undertaken by a local authority just starting work in this space, such as collecting impacts of past weather, or identifying key contacts across organisations. They represent the basic level of action required by local authorities to meet statutory commitments, or to take the initial steps towards ensuring their area is adapting to the most significant and relevant climate risks and seizing opportunities.

- **Maturing adaptation** – the typical activities undertaken by local authorities with a more developed adaptation approach. They represent the types of activities needed for an in-depth understanding of risks, and an informed, robust approach to managing climate risk that is embedded across the organisation.

Each illustrative activity contains links to relevant examples or guidance to help organisations take action across both stages, and will be updated periodically to include new practices and examples. The activities are drawn from a range of best practice approaches in use in local government. However, the right approach for a local authority will vary based on political priorities, resources, capacity and skills, and experienced or projected impacts. As such, the activities are not a step-by-step guide for adaptation to be followed in sequence, or to be implemented as a comprehensive adaptation strategy. Instead, they should be viewed as a library of actions, which local authorities can use to compare against their own organisations, and to help them prioritise and plan their adaptation activities to support development of a comprehensive adaptation approach.

Corporate plans, policies and performance

Strategic context

Adaptation is a strategic long-term matter for local authorities, which should be considered alongside other economic, social and environmental policy issues. Managing climate risks can support a council to achieve its vision for an area and corporate objectives, for example, by ensuring infrastructure continues to contribute to wider economic performance, minimising revenue costs (e.g. by offsetting increased demand for cooling), or minimising risks of disruption to supply chains. Managing climate risk effectively can contribute to ensuring these are achieved.

Effective corporate adaptation approaches ensure climate impacts, and their ability to impact on a council's strategic objectives, are well understood by chief executives, leaders and decision makers, with appropriate levels of political support and human and financial resources in place to address them. It should also ensure that the council has clear plans in place to manage risks within relevant strategic processes, policies and plans, and provide feedback loops so that senior managers and decision makers understand how the organisation and area are progressing, and where more work is needed.

Ideally, climate risks, adaptation plans and progress should be published so that taxpayers understand how the approach is ensuring services and activities are resilient to climate change, adding value to their delivery over the long term. Such strong approaches enable local authorities to minimise the overall financial, economic or reputational impacts on their local areas from extreme weather and climate change.

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
1.1	Resources, training and capacity building	• Identify existing officers within local authority responsible for adaptation in key services (e.g. planning, emergency planning, flood risk management) and provide support to enhance their knowledge	• Assign appropriate resources and build capacity, knowledge and understanding to support action	• TRIOSS Adaptive Capacity Assessments
1.2	Policy, plans and mainstreaming action	• Integrate adaptation measures in statutory plans, strategies and functions, ensuring that all legal requirements are met. This includes meeting national legislation and guidance as specified on page 8 covering planning, flood risk management and civil contingencies. • Appoint a political leader/ councillor with responsibility for adaptation • Conduct a gap analysis of current activity to identify further actions which could be undertaken	• Ensure adaptation and climate resilience measures are considered systematically across other policies and plans • Implement a dedicated adaptation plan or strategy designed to address the key climate risks for an area. Ensure actions are SMART, with clear owners and resources. • Ensure a lead member is identified to champion climate adaptation and take ownership of relevant issues shared across political leadership. • Maximise the synergies with other agenda, such as health improvement or carbon reduction • Consider the role of management systems (e.g. ISO14001) in supporting adaptation efforts	• London Resilience Strategy • ISO14090 (forthcoming) Adaptation to climate change -- Principles, requirements and guidelines • ISO14092 (forthcoming) requirement & guidance of adaptation planning for organizations including local governments and communities
1.3	Strategic risk management	• Need for / failure of adaptation on the strategic risk register, with assessments of financial and reputational consequences	• Regular review and discussion of the risks at political and senior management levels	
1.4	Risk and vulnerability assessment	• Compile a local climate impacts profile by gathering data on impacts of past weather events • Undertake a local climate change risk assessment for most vulnerable services such as education or social care • Include weather risks and associated impacts (such as flooding or overheating in corporate risk register	• Undertake a climate change risk assessment for the area and services, and publish them online • Implement requirements for climate risk and vulnerability assessment for all capital investments	• ISO14091 – Climate risk and vulnerability assessment • CCC (2017) Second UK Climate Change Risk Assessment • UKCP18 – climate analysis tool. UKCP18 information
1.5	Monitoring and evaluation	• Report progress in key statutory areas, such as flood risk management and Local Plans at a corporate level (e.g. to management team)	• Include climate resilience and adaptation indicators in relevant plans and strategies • Sign up to the Global Covenant of Mayors voluntary reporting framework • Publicly report on progress implementing plans and strategies for adaptation • Ensure a feedback loop from emergency responses into longer term planning and delivery	• Global Covenant of Mayors • Newcastle Scrutiny Review of Extreme Events
1.6	Investment screening	• Map longer-term decisions and investments across service areas to determine opportunities to build in resilience	• Proactively engage with stakeholders for investment to reduce climate risks	
1.7	Partnership working	• Identify key contacts in other organisations and begin to understand shared priorities for climate resilience in key statutory areas • Collaborative working through local government networks and other key partners, such as third sector, health and emergency services, to increase efforts to embed adaptation	• Co-fund a partnership to support co-ordinated action across sectors and an area	• Northumbria Integrated Drainage Partnership • Manchester Climate Change Agency • London Climate Change Partnership
1.8	Procurement	• Embed contractual requirements for climate resilience or adaptation into key contracts and services, particularly for those provided by local businesses, to stimulate private sector adaptation	• Audit critical supply chains for climate change exposure and vulnerability, prioritise risks and act on them	• New Anglia Local Enterprise Partnership Supply Chain Risk Mapping Tool

Business & industry

Strategic context

Climate hazards and their impacts can present a serious threat to businesses and industry, with climate potentially providing risks to sites, supply chains, productivity and therefore overall economic output. Whilst local authorities have a duty to promote business continuity under the Civil Contingencies Act (2004), building business' resilience in turn contributes to a more stable supply of business rates, and therefore local authority income.

Local businesses can also be key suppliers to local authorities, which, in turn, can affect service delivery and contract reliability. This is more likely following the Public Services (Social Value) Act 2013, which requires local authorities to consider how they can secure greater economic, social and environmental benefits from their area as part of the procurement process.

This is particularly important for small and medium-sized enterprises (SMEs) – they make up 99% of the UK economy (FSB, 2019), but are particularly vulnerable because they are likely to be underinsured, and they have limited financial reserves to fund recovery. Indirect impacts can be particularly high as their localised sales and supply networks are likely to be impacted by flooding (Kingston University, 2015).

Therefore, local authorities should adopt a strategic approach, working with local enterprise partnerships (LEPs) to minimise risks to existing businesses, and ensure that new economic development approaches adequately account for climate change risks. These approaches should cover a wide range of activities, including engaging with businesses to understand their risks and build resilience, as well as wider supply chains, distribution networks, and markets.

Adapting to climate change also offers the potential to provide benefits to businesses, which operate in the 'adaptation economy'. These companies provide products and services that support others to adapt to climate change, such as architectural services, cooling and ventilation services or flood protection measures. Experimental data from the UK Government identified that in 2009/10 the sales value for adaptation and resilience to climate change was £11.3bn, with 32% relating to construction (BIS, 2010).

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
2.1	Economic development	• Outline the relationship between climate change risks and opportunities and economic prosperity in Strategic Economic Plans	• Work with LEPs to screen new enterprise zones, risks to major businesses, enterprise zones and inward investments for climate resilience using future flood risk mapping and other hazards • Assess quality of adaptation requirements in European Regional Development Fund (ERDF) applications and embed requirements in Local Growth Fund or Regional Growth Fund projects	• Assessing climate risks and opportunities for growth sites - Cheshire and Warrington Local Enterprise Partnership
2.2	Evidence development	• Identify critical at-risk businesses and infrastructure (Gross value added and employee numbers)	• Quantify the indirect risks to the economy	• Flood Footprint in Lower Don Valley, Sheffield, SESAME project
2.3	Awareness raising, advice and support	• Provide basic information on climate change adaptation to businesses online, including local flood risk • Promote sign up to the Environment Agency's flood warning service • Promote business continuity across the local area as required under the Civil Contingencies Act • Raise awareness of relevant climate risks with local businesses through local business groups	• Promote adaptation through existing business support activities, including training business advisers on climate risks and how businesses can adapt. • Develop dedicated programmes of resilience/adaptation support for businesses in flood risk areas	• Environment Agency Flood Warning Services • BSI – Adapting to Climate Change using your Business Continuity System • IEMA (2013) Climate Change Adaptation – Building the Business Case • Kent County Council Steps to Environmental Management scheme
2.4	Business opportunities	• Communicate key benefits to businesses from climate change (e.g. reduced heating demand, growth in business/ new opportunities)	• Put in place plans and activities to support and develop key sectors associated with adaptation	

Natural capital and green infrastructure

Strategic context

Natural capital assets (the stocks of geology, soils, air, water and living things) are a net contributor to economic growth, with their goods and services underpinning many social and economic functions, such as food production, materials and resources for construction, tourism, health and well-being, and better quality of life. Despite this, nature and biodiversity are in significant decline in England, with insufficient progress on many targets (JNCC, 2019).

Wildlife and natural systems are shaped by the climate and so are sensitive to changes. The 25 Year Environment Plan outlines that climate change is one of the most significant long-term risks to our natural environment. A warmer climate will only be able to support a richer and more diverse wildlife than we have in the UK if there is enough habitat in the right area and in good ecological condition to colonise – this depends on the extent to which woodlands, grasslands and heathlands are ecologically degraded (AECOM, 2015). If our rivers, lakes and estuaries are polluted, then species will find it harder to adapt. Climate change could, therefore, act as an additional pressure and accelerate species loss.

Nature can also play an important role in adapting our built environment, with nature-based solutions providing urban cooling and flood management as well as a range of other benefits for health, biodiversity, and the attractiveness of places. Green infrastructure is also potentially vulnerable to climate change; for example, a shortage of water could diminish the quality of green spaces and their ability to function as adaptation solutions.

Section 40 of the Natural Environment and Rural Communities Act (2006) places a duty on all public authorities in England and Wales to have regard, in the exercise of their functions, to the purpose of conserving biodiversity. The 2019 Spring Statement went further, with the Government announcing that it will soon mandate that all new development in England is required to deliver net gains in biodiversity (GOV.UK, 2019).

Local authorities can help ensure that natural capital assets in their area and the benefits and services provided by them are protected, valued and used sustainably to deliver a net gain in local natural capital. They also have a role in helping ecosystems adapt, providing new habitats that allow nature to migrate.

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
3.1	Evidence development	• Identify where natural capital assets are within the local area	• Assess risks to natural capital assets and put in place robust protection strategies • Review habitat vulnerability using Natural England's National Biodiversity Climate Change Vulnerability Model • Identify priority locations for nature-based adaptation interventions	• Natural England and CEH maps of natural capital • Natural England's National Biodiversity Climate Change Vulnerability Model • London Green Infrastructure Focus Map • London Tree Canopy Cover Map
3.2	Policy development	• Review local biodiversity action plans and species action plans to develop actions for particular species' vulnerable to future climate	• Develop a dedicated plan (in conjunction with others) to mitigate these risks • Catchment-wide GI strategy and natural capital investment strategy with requirement for developer contribution, and identify, other investment mechanisms	• London Environment Strategy Green Infrastructure Chapter
3.3	Collaboration	• Use natural capital accounting approaches to monetise benefits of assets and build a shared picture of local value • Engage key partners such as the Environment Agency, Natural England and local nature partnerships to develop adaptation actions for natural capital	• Engage wider partners (such as NHS, schools and universities) on adaptation priorities for natural capital to align actions and activities	• London Sustainable Drainage Action Plan
3.4	Biodiversity and habitat protection and development	• Ensure biodiversity net-gain proposals in new development are screened to ensure they are suitable under future climate scenarios • Integrate adaptation principles into nature improvement areas	• Create integrated habitat networks that provide space for species and habitats to respond to shifts in changes to climate (wildlife corridors) • Review common land / open spaces and agricultural land intercropping of trees / shrubs to protect against extreme weather events	• Biodiversity Net Gain – Good Practice Principles for Development • Greater Manchester Spatial Framework (Draft)
3.5	Green infrastructure and forestry	• Fund and implement a tree planting policy (protect existing species) • Use green infrastructure to providing shading and cooling for buildings or to protect walking and cycling routes	• Ensure selection of tree species and planting regime takes into account future climate	• RHS Gardening in a Future Climate

Infrastructure

Strategic context

Infrastructure underpins the achievement of many wider aims and objectives of local authorities, and its failure causes much wider economic, social and environmental disruption. Local authorities have a clear remit for, and interest in, co-ordinating development in their local areas, given that infrastructure such as energy, water, transport and communications underpin the economic, social and environmental activity in local places. They also have a role in direct delivery, particularly in relation to local highways and transport, broadband and telecoms, food growing and waste management.

As such, it is important that local authorities play an active role in working with infrastructure providers to minimise climate risks to existing assets in their local area, as well as ensuring any new infrastructure appropriately accounts for climate change over the lifetime of the asset.

Emergency planners already understand locations of critical infrastructure, in particular power, water and transport, in their areas. They should also understand their vulnerabilities to extreme weather events, and how the latter may impact on the ability of infrastructure to function.

There are also important interdependencies between sectors, for example with services like transport and water increasingly reliant on electricity and communications technology. Climate change could increase the threat of disruptive events such as flooding or heatwaves, with potential knock-on impacts across dependent infrastructure. Local resilience teams can support providers and local communities to prepare for disruption and increase resilience.

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
4.1	Evidence development and risk assessment	• Identify and understand critical and local infrastructure • Review Adaptation Reporting Power reports of local organisations to understand key infrastructure issues	• Conduct detailed modelling and analysis to better understand future risks from a variety of hazards • Use impact chains	• RESIN Impact Chain editor and guidance
4.2	Climate proofing of infrastructure	• Use green infrastructure and other nature-based solutions to provide resilience (flooding alleviation, shading, cooling)	• Screen new or changing infrastructure with long lifetimes or decisions that are hard to reverse (e.g. siting) for climate risks (e.g. bridges) • Work with infrastructure owners and operators to develop proposals for retrofitting at-risk infrastructure • Produce supplementary guidance to support screening	
4.3	In-house assets and activity	• Reviewing materials and approaches to highway maintenance to ensure they are resilient • Develop a local authority asset register to support recovery efforts after an extreme weather event • Review the extent to which service delivery depends on critical infrastructure	• Require sustainable drainage in highways network retrofit • Ensure cost-effective adaptation in new roads infrastructure (e.g. oversizing of culverts)	
4.4	Infrastructure interdependencies	• Engage with infrastructure providers as part of Adaptation Reporting Power Process to understand impact on local authority infrastructure assets and develop plans to reduce risks • Work across infrastructure providers and agencies to understand interdependent risks	• Engage with the Infrastructure Operators Adaptation Forum to understand national level risks and how they could apply locally • Facilitate coordinated action	• Northern Gas Networks Adaptation Reporting Power Report 2015 • London Resilience (2013) Anytown framework for mapping interdependencies

Land use planning and the built environment

Strategic context

Effective land use policy and a high-quality built environment make significant contributions to placemaking – ensuring local places are great places to live, work and do business.

In relation to planning, section 19 (1A) of the Planning and Compulsory Purchase Act, as amended under the Planning Act 2008, local authorities are required to reduce future climate risks through the planning system. The National Planning Policy Framework (MHCLG, 2019) requires local authorities to ensure local plans contribute to climate adaptation. In this context, developers need to consider potential climate risks to development and minimise the potential for proposed projects to lock in future risk.

Failure to adapt the built environment to the range of climate risks will undermine the long-term viability of places. Whilst it is important to ensure new development is resilient, there is also a need to address risks to existing building stock since 80% of it will continue to exist in 2050. Building retrofit programmes should be designed to consider adaptive interventions, ideally alongside energy efficiency or other types of upgrades and improvements.

Under the Flood and Water Management Act (2010), local authorities have a key role in working alongside the Environment Agency and water companies to reduce flood risk in their areas. The Act requires local authorities to prepare Local Flood Risk Management Strategies and a register of structures or features which are likely to have a significant effect on a flood risk in the area.

Modifying the built environment presents a significant opportunity to manage many climate risks that interact or relate to wider risks to society, business and industry, and the natural environment. Retrofitting nature-based solutions (such as green roofs and walls) is a good example. Effective siting can provide health benefits, support biodiversity, improve air quality and reduce carbon emissions as well as help manage flood risk and excess heat.

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
5.1	Planning policy	• Include policies in local plans, growth plans, and spatial frameworks, related to climate risks for the area • Provide an evidence base for developers, to support development of adaptation policies as part of local plans (e.g. through Strategic Flood Risk Assessments, and Water Cycle Studies) • Ensure new development is located and designed in accordance with sequential and exception tests set out in National Planning Policy Framework • Prepare local policies on delivery of NPPF Sustainable Drainage Systems (SuDS) policies (all major development and development in flood risk areas should include SuDS) to ensure SuDS proposals in development address local needs	• Include detailed policies outlining preferred adaptation approaches for climate hazards (e.g. a cooling hierarchy for heat, siting decisions for sea level rise) • Use the duty to cooperate to work on adaptation in key sectors at the right economic geography (e.g. the housing market or transport system scales) • Allocate and safeguard land in local plans for blue / green infrastructure or other adaptation action • Develop supplementary planning guidance on how to identify and address current and future climate risks in new development • Identify locations that might become unsustainable in the future due to climate change (NPPF policy 157d)	• National Planning Policy Framework • Climate Change Allowances Guidance • TCPA (2016) Planning for the Climate Challenge? Understanding the performance of English Local Plans • TCPA and RTPI (2018) Rising to the Climate Crisis: A guide for Local Authorities on Planning for Climate Change • GLA (2018) London Plan – Draft for Examination in Public (policies for heat risk, flood risk and green infrastructure) • Greater Manchester Spatial Framework • Bristol Local Plan Review – Draft Policies
5.2	Retrofit of built environment, including own assets and sites	• Promote water, energy efficiency and flood resistance and resilience measures to the public and in social housing • Develop a programme of water, energy retrofit and flood resistance and resilience measures for any council-owned housing stock or support Registered Social Landlords to deliver on this • Require energy, water efficiency and flood resistance and resilience measures in any local authority-enabled development • Specify requirement of the Building Research Establishment Environmental Assessment Method (BREEAM) adaptation credit in both new build and refurbishment and fit out of council assets • Specify use of Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL) in Public Realm / Infrastructure projects • Review current and future flood risk to council buildings and assets	• Conduct a risk assessment of the area's building stock for overheating / flooding under a range of future climate scenarios • Work with partners to deliver larger scale retrofit of nature-based solutions such as local authority-scale green roofs, green walls, SuDS or blue infrastructure • Ensure there are robust arrangements in place for long-term adoption and maintenance of sustainable drainage systems • Develop targeted building retrofit programmes for adaptation, ideally combined with mitigation to minimise disruption to home-owners	• BREEAM UK Refurbishment and Fit out 2014 – Non-domestic buildings • CEEQUAL version 5 • Your Home in a Changing Climate: retrofitting existing homes for climate change impact • Your Social Housing in a Changing Climate • Retrofitting Housing: a business case and checklist for retrofits • Innovate UK (2014) Design for Future Climate
5.3	Flood and coastal erosion risk management	• Work in partnership with Environment Agency and local authorities • Embed climate change in local flood risk management strategies • Ensure future impacts of climate change (from sea level rise and coastal erosion) are incorporated into shoreline management plans	• Proactively develop schemes with multiple benefits and diversify range of funding sources on offer (e.g. European Regional Development Fund, or health funds)	• Flood Risk Management – information for flood risk management authorities, asset owners, and local authorities • CIRIA Benefits of SUDS Tool • Shoreline Management Plans Guidance • Adapting to Climate Change: Advice for Flood and Coastal Erosion Risk Management Authorities

Public health, social care and community resilience

Strategic context

The impacts of climate change will affect people's health and wellbeing in a number of ways:

- direct impacts on public health, e.g., from heatwaves or floods;
- impacts on the ability to deliver health and social care services, and on demand for those services; and
- increasing frequency and intensity of extreme weather events requiring an emergency response and a need for community resilience.

These effects will not be experienced evenly across society, and explicit consideration of the risks to vulnerable people is needed to ensure socially just adaptation responses. A wide range of social and economic factors, including age, income and tenure, as well as the extent to which people are involved in the process of developing adaptation plans all having a bearing on how communities are affected by climate risk. The use of socially just principles (such as those identified in Welstead et al, 2012), can ensure socially equitable responses.

The Civil Contingencies Act (2004) requires local authorities to assess the potential for, and plan responses to, emergencies over a five-year period, based on the National Risk Register (NRR) (Cabinet Office, 2017) and local circumstances. The NRR includes a wide range of natural hazards whose severity and frequency will increase with climate change, including flooding, drought, and wildfires.

Such hazards can also affect the ability to deliver direct or commissioned health and social care services, for example through risks of flooding or overheating to premises, the ability of staff, patients or deliveries to access premises, or indirect impacts such as failure of infrastructure.

The Marmot Review recognised that wider social, economic and environmental factors have a bearing on people's health outcomes. The Health and Social Care Act (2012) places broad duties on Directors of Public Health to improve health outcomes, whilst Department of Health guidance on Joint Strategic Needs Assessments and Health and Wellbeing Plans require local authorities to consider the impacts of climate change on current and future health and social care needs (DH, 2013).

Climate change will cause risks to health and worsen existing medical conditions. For example, heatwaves can exacerbate respiratory conditions such as asthma and COPD, whilst flooding can have serious physical and mental health impacts. In contrast, targeted adaptation solutions can also deliver health co-benefits – for example, appropriately sited green space can simultaneous support climate proofing, whilst improving air quality or mental health.

Planning effectively to minimise climate impacts will also reduce longer-term financial costs to the health system and to communities by reducing the need for emergency response and excess demands on health and social care. Avoiding disruptions that close schools, care homes, hospitals, and workplaces will also improve community resilience.

Guide to adaptation activity

	Area of activity	Initial adaptation	Maturing adaptation	Examples & Guidance
6.1	Civil contingencies and community resilience	• Include current weather risks on the community risk register where relevant • Work with local resilience forums to collect and share data on resource impacts of severe weather events • Implement local responses to the Heatwave Plan for England	• Ensure debriefs are fed back to key council services and partners to inform adaptation planning • Work with LRFs to seek community input into community planning, and identify exposed and vulnerable communities • Effectively communicate the longer-term risks posed by climate change to communities to help 'future proof' them for an increase in severe weather events • Consider how climate change may affect the community risk registers in future	• Newcastle City Council (2013) Newcastle Scrutiny Review of Extreme Events • Cabinet Office Community Resilience Resources and Tools
6.2	Public health	• Include possible health impacts from weather events and future climate risks in the Joint Strategic Needs Assessment • Use local data on population and health to consider social vulnerability to climate change impacts • Include adaptation health and wellbeing plans	• Review and develop adaptation actions to support health in dedicated strategies or health and wellbeing plans	• DH Statutory Guidance on JSNAs and JHWS • LCCP (2012) Linking Environment and Health in JSNAs
6.3	Health and Social Care Delivery	• Assess the range of social care assets and key routes used by staff at risk of flooding • Support commissioners to embed consideration of future climate change into the commissioning processes of care providers • Assess flood risk of residents (particularly vulnerable adults and children) who have care provided at home • Develop flexible working arrangements such as remote working or alternative visitation arrangements for staff unable to travel to sites due to extreme weather	• Assess the risk of overheating in care homes, hospitals and other assets • Work to understand climate risks to other relevant health actors including the voluntary and community sector, other health and social care providers and the NHS • Develop shared adaptation plans for Health and Social Care delivery	• JRF (2016) Care provision fit for a future climate
6.4	Climate Justice	• Ensure processes for development of plans to address climate risk involve those most likely to be affected • Target development of flood risk management schemes into areas of significant flood disadvantage • Ensure the most vulnerable groups to climate change risks are identifiable	• Develop targeted programmes for addressing future heat disadvantage • Audit plans, policies and activities for the extent to which they account for climate justice and develop further recommendations.	• Climate Just • JRF (2015) Targeting flood investment to minimise flood disadvantage

Contributing case studies and sharing good practice

This guidance is intended to be a living document, which will be updated by the LAAP on a periodic basis. To inform these updates, the LAAP would be grateful to receive examples from other local authorities that may have other practices, or examples, which are working for them, and which may be of value to others. If this is the case and you are happy to share, please get in touch with secretariat@adeptnet.org.uk.

REFERENCES

AECOM (2015) Assessment of climate change impacts on UK natural assets
https://www.theccc.org.uk/publication/aecom-assessment-of-climate-change-impacts-on-uk-natural-assets/

ASC (2016) *UK Climate Change Risk Assessment 2017 Synthesis Report*: priorities for the next five years. Adaptation Sub-Committee of the Committee on Climate Change, London
https://www.theccc.org.uk/wp-content/uploads/2016/07/UK-CCRA-2017-Synthesis-Report-Committee-on-Climate-Change.pdf

BIS (2009) *Adaptation and Resilience (Climate Change)*. [Online]. Available from:
https://www.gov.uk/government/publications/climate-change-and-the-economy-environmental-adaptations

Carbon Trust (2019) *Two-thirds of major UK companies to incorporate climate change risks and opportunities in this year's annual reporting* [Online]. Available from:
https://www.carbontrust.com/news/2019/01/two-thirds-of-major-uk-companies-to-incorporate-climate-change-risks-and-opportunities-in-this-year-s-annual-reporting/

Climate Action Tracker (2018) Projections of Global Temperature increase by 2100. [Online]. Available from:
https://climateactiontracker.org/global/cat-thermometer/

Defra (2018) *The National Adaptation Programme and the Third Strategy for Climate Adaptation Reporting: Making the country resilient to a changing climate*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727252/national-adaptation-programme-2018.pdf

Department of Health (2013) *Statutory Guidance on Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/277012/Statutory-Guidance-on-Joint-Strategic-Needs-Assessments-and-Joint-Health-and-Wellbeing-Strategies-March-20131.pdf

FSB (2019) UK Small Business Statistics [Online]. Available from:
https://www.fsb.org.uk/media-centre/small-business-statistics

GOV.UK (2019) *Spring Statement 2019: what you need to know* [Online]. Available from:
https://www.gov.uk/government/news/spring-statement-2019-what-you-need-to-know

GCA and EBRD (2018) *Advancing TCFD guidance on physical climate risks and opportunities*
http://427mt.com/wp-content/uploads/2018/05/EBRD-GCECA_final_report.pdf

IPCC (2014) Climate Change 2014: Impacts, Adaptation and Vulnerability
https://www.ipcc.ch/report/ar5/wg2/

IPCC (2018) Summary for Policymakers. In: *Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty* [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, Maycock, M. Tignor, and T. Waterfield (eds.)]. World Meteorological Organization, Geneva, Switzerland, 32 pp
https://www.ipcc.ch/2018/10/08/summary-for-policymakers-of-ipcc-special-report-on-global-warming-of-1-5c-approved-by-governments/

JNCC (2019) *United Kingdom's 6th National Report to the Convention on Biological Diversity*. [Online]. Available from:
http://jncc.defra.gov.uk/page-7731

Kingston University (2015)

Met Office (2018) UK Climate Projections 2018. [Online]. Available from:
https://www.metoffice.gov.uk/research/collaboration/ukcp

MHCLG (2019) *National Planning Policy Framework*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779764/NPPF_Feb_2019_web.pdf

Bank of England Prudential Regulation Authority (2019) *Supervisory statement SS3/19 Enhancing banks' and insurers' approaches to managing the financial risks from climate change* [Online]. Available from:
https://www.bankofengland.co.uk/-/media/boe/files/prudential-regulation/supervisory-statement/2019/ss319.pdf?la=en&hash=7BA9824BAC5FB313F42C00889D4E3A6104881C44

TCFD (2017) *Recommendations of the Task Force on Climate-related Financial Disclosures – Final Report*
https://www.fsb-tcfd.org/publications/final-recommendations-report/

UKCIP (2015) *Transformational adaptation: What it is, why it matters and what is needed* [Online]. Available from:
https://www.ukcip.org.uk/wp-content/PDFs/UKCIP-transformational-adaptation-final.pdf

Welstead et al (2012) *Socially Just Adaptation to Climate Change*
https://www.jrf.org.uk/report/socially-just-adaptation-climate-change

Department
for Environment
Food & Rural Affairs

This guidance has been developed in partnership between ADEPT, Defra and the Local Adaptation Advisory Panel. It is intended for a wide range of officers working to implementation climate change adaptation within local government, as well as relevant stakeholders and partners who have a role in working alongside local authorities to progress adaptation in their areas.

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

www.adeptnet.org.uk




Borough Council of
King's Lynn &
West Norfolk

Climate Change Work Plan 2019 to 2020

Contents

1. Introduction

2. Background

3. Profile of Council

4. Scope of Service

5. Organisation / Staffing

Table A - Key Functions and Responsibilities

Table B – Section Objectives 2019/20

Table C – Local Performance Indicators

1 Introduction

1.1 The Climate Change Officers Work Group (CCOWG) covers a wide number of teams across the Borough Council. This work plan covers how the CCOWG will implement the review of Climate Change across the Borough Council. The key functions and responsibilities are contained in Table A, Group Objectives for 2019/20 are contained in Table B and Local Performance Indicators are contained in Table C.

1 Background

2.1 Climate Change has been recently been raised at several Full Councils Meetings by members of local environmental groups. The Environment Portfolio Holder has agreed to carry out a review of the carbon foot print of BCKLWN.

2.2 In addition it was also agreed to review the combined CO2 emissions of the district. New Anglia LEP is also considering this area and this work may assist in updating the Carbon emissions inventory of the district.

2.3 Management Team considered a Climate Change discussion paper in July 2019 on what actions should be taken towards this area. They have agreed to set up the CCOWG to review and consider this area and make recommendations going forward.

2.4 As well as setting up the CCOWG it was agreed that a Student placement/ Intern from a suitable faculty be employed on a short term/ temp basis to assist with the carbon footprint review and next steps.

3 Profile of Council

3.1 The Borough has a population of 151,600 and covers an area of 550 square miles. There are approximately 64,000 households in the Borough.

3.2 There are 101 Parish and Town Councils. The Borough has a mixed urban/rural population. The largest population centres are King's Lynn, Hunstanton, Heacham and Downham Market.

3.3 There are 55 Elected Members and a Cabinet style leadership with a series of policy and performance panels. Climate Change is within the Environment Portfolio with scrutiny by the Environment & Community Panel. There are two Parliamentary Constituencies.

3.4 The Borough is one of seven District Councils within the Norfolk County Boundary.

3.5 The District has the third largest CO2 footprint of any district authority in England. The 2017 overall figure is 1400 Kt of CO2.

4 Scope of service

4.1 The key function and responsibilities of the Group are listed in Table A below.

4.2 The section objectives are listed in Table B below.

4.3 The local performance indicators are listed in Table C below.

5 Organisation / Staffing

5.1 This Section Plan will be delivered through the Climate Change Officers Work Group. Resources from other Departments are listed in 5.3 below.

5.2 The managerial and specialist responsibilities for service delivery are as follows:

Name	Position	Area	FTE
Dave Robson	Environmental Health Manager	Group Chair	0.2
Ged Greaves	Senior Policy & Performance Officer	Policy Advice	0.1
Henry Saunders	Climate Change Officer Intern	Audit & Advice	1
Robert Wiseman	Greenspace/Database Officer	Utilities Information	??

5.3 Certain aspects of this plan rely on resource from other Departments within the Borough Council

Areas for consideration:	Lead Department
Council buildings	Property Services
Vehicle fleet	Open space/ Transport Manager
Equipment	Open space
Green spaces, trees and woodland	Open space/ Planning
Lease cars	Personnel
Refuse fleet	Refuse & Recycling/ Kier
Staff travel plan	CIC
Digitalisation	CIC
Leisure buildings	Alive West Norfolk
New housing builds	Corporate Projects
Planning policy	Planning Policy
Shoreline management	Flood & Water Man/Planning Policy
Transportation	Planning Policy
ICT infrastructure	ICT
Borough housing stock	Housing

A. Key functions and responsibilities	
1	Complete audit of BCKLWN Footprint
2	Complete review of whole District emissions
3	Set up Climate Change Officer Working Group (CCOWG)
4	Consider best practice and work towards being a climate change exemplar authority
5	Help develop and implement the council's climate change policy and strategy framework including targets and action plan
6	Engage with local stakeholders and interested parties
7	Provide updates to Management Team, Cabinet and E&C Panel as required

B. Section Objectives 2019/20		*Target Date*
1	Set up CCOWG	Sept 2019
2	Agree Terms of Reference and work plan for CCOWG	Sept 2019
3	Appoint Student Intern	Sept 2019
4	Start the Carbon Audit of the BCKLWN	Sept 2019
5	Engage with NA LEP regarding district CO2 emissions work	October 2019
6	Consider use of UEA environmental consultancy module	November/December 2019
7	Start background work on policies/ best practice/ strategy options	November/December 2019
8	Start background work on district CO2 bubble	November/December 2019
9	Engage and participate in the county group.	November 2019 onwards
10	Complete Carbon Audit of BCKLWN	January 2020
11	Report to MT/Cabinet	January 2020
12	Consider best practice and develop strategy options for consideration	March 2020 onwards
13	Adopt Climate Change Strategy	April 2020 onwards
14	Engage with local stakeholders and interested parties	April 2020 onwards
15	Review borough CO2 emissions – Unlikely to be completed this financial year	April 2020 onwards

C. Section Local Performance Indicators			
Ref.	**Description**	**Target**	**Actual**
CC. 1	Complete review of BCKLWN Carbon footprint		
CC. 2	Organise and Chair CCOWG meetings		

May 2019

33 actions local authorities can take on climate change

Despite cutbacks there is still a lot local authorities can do on climate change

1. Summary
2. Context
3. Three over-arching strategic actions
4. 33 individual actions that local authorities can take
5. Acknowledgements

** Please note that the 33 actions identified in this briefing are now included in Friends of the Earth's new local Climate Action Plan, which also includes actions to address the nature emergency. **

Summary

Local authorities have an important role in delivering carbon emission reductions, particularly in transport but also in other areas such as buildings.

Because action on climate change brings many co-benefits it is also important in addressing other areas of public concern, such as public health.

Most local authorities are doing far too little on climate change and some are even making decisions that will increase emissions (e.g. investing in airport expansion, promoting new road schemes).

Austerity cuts have severely reduced local authorities' ability to act. This is particularly true for actions that require on-going spending (revenue spend).

Cuts in staff numbers has also severely constrained capacity and reduced expertise.

Borrowing for capital spend on infrastructure is easier.

But there are no cost/low cost actions they can take on climate change, including in partnership with others.

They can also raise money for action, including for revenue costs (e.g. Nottingham's Workplace Parking Levy, Haringey's zero carbon homes offset, Newham's licensing of private renting).

Local authorities don’t have a statutory duty to reduce emissions in line with the Climate Change Act but they do need to produce plans that have a big bearing on emissions (e.g. transport, local plans, minerals plans, procurement). Campaigning to influence these is very important.

What local authorities can and can’t do varies depending on the type of local authority.

There are two-tier local authorities (e.g. county councils, district councils), unitary authorities, metropolitan authorities, and combined local authorities. Some combined local authorities may have a Mayor who has a strategic overview and powers.

Responsibilities and powers also vary depending on which country the local authority is in.

Regardless of the type of local authority, all would be able to do much more if the government were to give them the responsibilities, powers and finance needed.

Powers to raise money is a crucial part of this, not all the money needs to come from central coffers.

What needs to happen in this area will be covered by a future briefing.

Friends of the Earth intends to campaign to get government to give local authorities more finances and powers.

Local campaigning is absolutely critical to securing local authority action but it needs to be informed by what particular local authorities can reasonably do within their particular constraints. Local campaigning also has to be informed by the different types, geography and demographics of local authorities.

This document is an overview of what local authorities can do right now on climate change, including three over-arching strategic actions. It also identifies 33 individual actions local authorities can take.

This briefing will be supplemented by a number of case studies that will provide more detail.

After a decade of austerity cuts and deregulation councils might not be able to do as much as they once could on climate change, but they can and should still do what they can.

Context

The Climate Change Act – which Friends of the Earth led the campaign for - has created a powerful framework for reducing the UK's carbon emissions.

A series of five-year carbon budgets leads the UK towards a reduction in UK emissions of 80 per cent by 2050 compared to 1990 levels. This longer-term target that is expected to be strengthened within the next 18 months and carbon budgets are also expected to be tightened.

However the Climate Change Act did not include a statutory duty for local authorities to develop plans and deliver cuts in line with its carbon budgets. Nor did it set local authorities their own carbon budgets.

This has not helped local councils understand what is expected from them nor helped them implement their own independent carbon reduction programmes as a contribution towards the achievement of national emissions reductions.

Putting this right will require campaigning by both national Friends of the Earth and by local campaigning groups.

Local authority funding is also very tight after many years of cuts to budgets and continues to tighten with no end in sight.

This has significantly impacted on local authorities spending power but also very significantly on their staff capacity.

Their ability to do much in areas other than statutory requirements is very limited, and in many cases they are also struggling to even deliver the minimum in these areas (e.g. social care). Taking action on climate change is not a statutory requirement.

Alongside this financial reality is the deregulation that has also occurred, which also limits local authorities' powers to act, or increases the risk to them should they do so

(e.g. appeals to the government, challenges in the courts).

Weakening of housing standards, permitted development, and a reduced ability to approve on-shore wind farms are examples of this deregulation.

That said, local authorities are not powerless.

They do make decisions that influence greenhouse gases, for example, in housing and land-use planning at District council; and transport, waste and minerals at Unitary, Metropolitan and County Council level.

In theory local authorities are also able to bid to a plethora of funds for project funding, although in practice due to staff shortages many may struggle to even bid for these.

And they can raise some funds themselves (e.g. through car parking fees, bonds or, to a limited extent, raising council tax). But unlike in many parts of the continent their powers to raise funds are very limited.

While local authorities alone don’t have the resources and powers to drive a comprehensive strategic effort to reduce greenhouse gas emissions as quickly as needed, they can make a difference and express their desire to do more.

Motions on climate change are important politically, even when they can’t be cast-iron commitments to deliver very significant reductions.

Different local authorities will have different carbon emission profiles.

In 49% of local authority areas transport is the largest source of total emissions, whereas the domestic sector is the largest in 23%, and commerce & industry in 28%.

In dense urban areas, like central London boroughs, homes are going to be responsible for the majority of emissions whereas transport may be the largest source in smaller cities or more suburban or rural areas.

The ability of local authorities to reduce these emissions will in many cases be limited (e.g. they are not able to influence industrial emissions).

For all local authorities government led action on decarbonisation of the electricity grid plus policies and resources to drive the uptake of electric vehicles (EVs), housing insulation and heat pumps will have a very significant impact on the total carbon footprint within their area.

But these government led measures alone are not enough to drive the depth of emissions reductions needed. Local authorities still have a very important role.

For example, recent research for Friends of the Earth has shown that even with a very rapid transition to EVs vehicles there is still a need to reduce traffic by 20 per cent or more in order to further reduce greenhouse gas emissions. Traffic reduction needs to be led by local authorities.

Local authority action

The Committee on Climate Change, in their 2012 report on local authority action[1] said that:

“There is currently a significant risk that local authorities will not develop and implement sufficiently ambitious low-carbon plans … given the highly constrained fiscal situation. In order to mitigate this, and the associated risk for meeting national carbon budgets, the Government should seriously consider providing additional funding … and/or introducing a statutory duty for local authorities to develop and implement low-carbon plans.”

The government failed to respond to the recommendation and the reality is that the vast majority, if not all local authorities, are not implementing “sufficiently ambitious low-carbon plans”.

There is however a growing number of authorities passing motions declaring a ‘climate emergency[2] ’ and expressing a willingness to take action.

It is important that any action they take is beyond simply improving their own estate (e.g. the buildings they own) and instead encompasses all the areas where they have powers and responsibilities.

The Committee on Climate Change recommended that local authorities concentrate efforts in areas where they can have significant influence, namely “in buildings, surface transport, and waste”[1] .

Three over-arching strategic actions

Make a political commitment to reduce greenhouse gas emissions

Any political commitment should at least be in line with the Climate Change Act carbon budgets, including when these are tightened to bring them in-line with the International Paris Agreement.

Local authorities should also identify a councillor at Cabinet level as a Climate Champion to ensure that this commitment is embedded across all local authority actions and plans. This person should also produce a publically available annual report on progress made.

Action to reduce emissions should be instigated immediately, even if the local authority decides to develop a climate action plan. Too often the process of developing strategies and plans can be used as a way of delaying action.

This briefing and associated case studies illustrate areas where ‘no regrets’ action can be rapidly pursued right now.

Real political will can be transformative, as can be seen in the rapid progress being made in cities around the world (e.g. Stockholm’s radical plan to be fossil-fuel free by 2040)[3] .

In the absence of a statutory duty on local authorities to take action, political will locally and regionally to drive reductions in carbon emissions is absolutely critical.

Develop carbon reduction pathways, climate compliant strategies and plans

The 33 individual actions that local authorities can take to reduce the carbon emissions in their area listed below are a starting point for taking action right now. But the development of **a carbon reduction pathway** and associated strategy, and

embedding these into all other strategies and plans, is also necessary.

Getting a local authority or collections of local authorities to develop a carbon reduction ought to be straight-forward given the existence of the Climate Change Act, scientific warning and public concern. But the reality is that it will often take local and regional campaigning.

For example:

- Campaigning by Manchester Friends of the Earth in the process leading up to the election of Greater Manchester Mayor Andy Burnham led him to quickly reshape and build his entire program around a commitment to Net Zero emissions by 2038 [4] .
- The officers and authorities developing the new strategy for Transport for the North, covering a population of 15 million, initially refused to incorporate a carbon reduction target or pathway, but campaigning by transport activists, including Calderdale Friends of the Earth, succeeded in imposing on it a pathway line with the Climate Change Act carbon budgets, and a commitment to if necessary reduce programmes like roadbuilding that might be incompatible with it[5] .

A number of local authorities have developed a climate strategy. For example, Bristol, Leeds, Manchester, and London.

It does take resources to develop a proper strategy but support to do so exists, for example, the consultancy Anthesis has developed a freely available tool for cities to use in doing so[6] .

The CandoCities website by the University of Leeds identifies the potential economic benefits of action on climate change for all local authorities across the UK[7] .

Some of the strategies produced to date have identified the economic costs and benefits of different pathways.

For example the Leeds and Bristol Mini-Stern Reports[8] . The Leeds Mini-Stern Report identified different strategies (cost-effective, cost-neutral, and technical potential) plus actions with the biggest climate impact and actions with the biggest economic gain. It covered actions by the councils and others.

Recent research by Imperial College has also identified the numerous co-benefits from action on climate change and how these correlate with issues the public are most concerned about[9] . The public health benefits from action on climate change are particularly significant.

Many local authorities will also develop **Local Transport Plans**. These set out their transport policies and proposals. Currently these plans do not need to be in-line with the Climate Change Act and do not need to have a carbon audit to identify the climate change impact.

But transport planning is also changing with the formation of Sub-National Transport Bodies. Transport for the North is the first Sub-National Transport Body that has statutory status. Sub-National Transport Bodies in three other regions are set to become statutory bodies - Midlands Connect, England's Economic Heartland (EEH) and Transport for the South East (TfSE)[10] .

As mentioned above, campaigning by Calderdale Friends of the Earth and others succeeded in ensuring that Transport for the North's Strategic Plan is in line with the Climate Change Act carbon budgets. It is likely that local authorities in the north are now legally required to follow suit in their Transport Plans, although this is yet to be tested.

Mayors in the combined local authority areas that have secured a devolution deal from the government will also have an important strategic role on setting the direction for transport. The powers, finance and responsibilities of mayors however significantly differs according to the outcome of negotiations with the government[11] .

Local authorities are also active in business-led non-statutory and unelected Local Enterprise Partnerships (LEPs).

These LEPs are responsible for the majority of transport spending, and two-thirds of their spending is on road projects[12] .

LEPs are very influential, including with the government. They have also been asked by the government to develop a local energy strategy[13] (see more on LEPS further below).

Most local authorities also have to develop **Local Plans**. District authorities produce local plans for housing and other development while County authorities produce local plans for minerals (including fossil fuel energy extraction) and waste.

Local plans are very significant indeed. They influence land-use and development within areas, including housing, transport and energy.

The ability of local authorities to fully control developments has however diminished over several governments as planning has been deregulated (e.g. permitted development for conversion of office buildings to residential use), centralised, or targets imposed on local authorities (e.g. housing).

Local plans need to be compliant with the National Planning Policy Framework (NPFF).

The NPPF in England is weak in a number of areas (for example on urban sprawl) but it does require local plans to "help to: shape places in ways that contribute to radical reductions in greenhouse gas emissions, minimise vulnerability and improve resilience.... and support renewable and low carbon energy and associated infrastructure"[14] .

Friends of the Earth has been active in reminding a number of local authorities of this responsibility, achieving climate change policy amendments to a number of plans across England

In Wales the National Development Framework and Planning Policy Wales is the framework - for the latter Friends of the Earth Cymru and others achieved significant gains in the latest edition published in December, while the former is currently being reviewed.

There are other statutory and non-statutory strategies and plans local authorities will develop alone or with others (other local authorities, other 'partners') but from a climate perspective the ones above (local plans, transport plans, LEP strategies, and carbon plans) are the most critical.

Raise funds for action

While austerity continues in practice (even if not in name) local authorities will need to be imaginative in securing money for delivering low carbon projects. Particularly for money that can fund on-going costs, such as employing staff (revenue costs).

Unlike many places on the continent local authorities in the UK have very few powers to raise money.

Research by Transport for Quality of Life identified that there are at 16 different ways local authorities on the continent raise money for public transport, including payroll taxes, local sales taxes, property taxes, visitor taxes and others[15] .

The following are some of the ways UK local authorities can raise funds for action on climate change:

Workplace parking levy - Nottingham City Council has used powers to charge a levy for workplace parking. This both encourages a greater use of public transport and provides funds for the council which they ring-fence for public transport. It has delivered £44 million over 5 years, after an initial £4 million set-up cost. Local authorities can also introduce a congestion charge and use the fund to address congestion.

Inspecting the private rented sector - Newham Council requires every home that is privately rented to pay for a licence. It achieved this power “after a consultation with Newham residents, and a lengthy struggle with Central Government”.

It uses the funds to check on the quality of the homes, which can include whether these homes meet minimum energy efficiency standards. There are reportedly 55 local authorities using or wanting to use licencing, but they are facing opposition from landlords[16] .

With a growing proportion of people renting this is an important approach for improving the efficiency of the housing stock.

Raising cash for energy efficiency - Haringey Council uses the requirement in London for zero carbon homes to allow builders to offset the final few per cent of making a home zero carbon through providing the council with money for low carbon

action elsewhere (at a carbon prices of around £60 per tonne for 30 years). This will soon be extended to commercial properties.

This is a type of offsetting. Outside of London new homes are not required to be zero carbon and therefore this mechanism is not readily available but Milton Keynes uses Section 106 agreements to require housing developers to provide them with £200 per tonne of first year emissions from each house. They use this for energy efficiency measures elsewhere[17] .

Borrowing - Bonds are moving back up the options for councils with the formation of the UK Municipal Bonds Agency which is owned by local councils and the Local Government Agency and based on the experience of other European countries[18] .

Bonds are not entirely new. For example in 2017 Birmingham City Council issued bonds for funding new housing.

They are cheaper than the Public Works Loan Board that currently provides the majority of lending to councils for infrastructure.

Bid for money - Local authorities can also convene others to seek funds.

For example bringing together energy companies and housing providers to pool resources and seek funds for street by street, area by area, insulation & eco-heating provision.

Or working with other public sector organisations, such as the NHS, Universities, etc. to provide attractive investment propositions for investors looking for stable long-term returns, for instance in renewable energy, district heating or large-scale fleet conversion.

There are also various government grants and potentially EU funds (or the UK's Shared Prosperity Fund post Brexit), although the council needs the resources and skills to bid for them.

However, as the Government's Green Finance Taskforce Report noted "Many Local Authorities remain unaware of the range of finance available to support low carbon energy programmes"[19] .

The Centre for Cities together with the Joseph Rowntree Foundation has identified additional ways in which local authorities can raise money[20] .

33 individual actions that local authorities can take

Below we identify 33 individual actions that local authorities can take to reduce carbon emissions; although not all local authorities will have the powers or responsibilities to do all of these.

It is very important that these aren't seen as alternatives to the 3 strategic actions listed above - political will, plans in line with a carbon reduction pathway, and raising necessary funds – because without these strategic actions there is a danger that progress on one or a few of the individual actions below is simple tokenistic or window dressing.

The ideas below are culled from a review of a number of strategies that local authorities have produced, as well as from other sources such as the international C40 Cities Network and through input into this briefing during peer review. It is not intended to be an exhaustive list.

Transport

Low or no cost actions

Stop promoting measures that increase greenhouse gases – for example, increasing road capacity. There is many years of evidence that shows that new road capacity simply encourages more traffic and therefore increased greenhouse gas emissions[21] .

Local authorities should also stop allowing for increased expansion of aviation within local plans or investing in airports and airport expansion.

Introduce work-place parking charges and/or ultra-low emission zones and/or a congestion charging area – the funds from these should be recycled to pay for active travel and public transport. London pioneered congestion charging and is now exploring road charging by the mile. Nottingham City Council pioneered a work-place

charging levy.

Require all taxis to be EVs through licensing - London is aiming for all taxis to be zero carbon by 2033.

Introduce differential change for parking permits – high carbon emission vehicles should be charged more. If residential parking exists charging more for second and third cars at the same address could also encourage greater use of public transport, cycling and walking.

Support the development of car-sharing – for example through extensive parking for car clubs.

Ensure rapid transition of own fleet electric vehicles –the Energy Savings Trust can work with the council to undertake a 'grey fleet' review and support this transition. The grey fleet is vehicles that are required to be used by council staff but not owned by the council.

Integrate the need to reduce car use into the local plan – this requires a range of measures, including: ensuring dense housing development with quality walking & cycling; restricted car parking provision; the provision of transport & delivery hubs to enable the use of cargo bikes and similar for deliveries; and support for climate adaptation measures such as green space and green architecture (e.g. roofs, walls, etc.).

More expensive actions

Invest in active travel infrastructure and quality public transport - London is aiming for 80% of journeys to be by foot, bike or public transport by 2041, up from 60% currently.

Greater Manchester has committed to a ten-year plan to build 120km of segregated cycle routes on main roads, and over 1,400 new or upgraded cycle and pedestrian crossings[22] .

Transport for Quality of Life has produced detailed briefings on how public transport and active travel needs to be developed and supported[23] .

Require the use of electric buses - on bus subsidised routes require the use of electric or hydrogen buses (but only if the hydrogen has been made using electrolysis powered by renewable energy[24]).

In England local authorities can use the Buses Act to work in partnership with bus companies to move towards low carbon buses for all routes, although the powers to achieve this differ from area to area.

Combined authorities with a mayor are likely to have the greatest powers through franchising.

Put in place EV charging - at council owned locations and facilitate rapid rollout of private-charging facilities

Buildings

Low or no cost actions

Enforce minimum energy efficiency standards in private rented sector – Newham Council in London has pioneered the use of licencing to identify rented homes and ensure full cost recovery of proper regulation and enforcement of housing standards.

Use powers to require higher standards than current national standards for new build – ideally all new homes and commercial properties should be zero carbon or even better built to Passivhaus standard. Local authorities are unable to mandate this standard.

However, thanks to the Green Building Council and Core Cities, the government has clarified that “local authorities are not restricted in their ability to require energy efficiency standards above Building Regulations”[25] .

Ipswich and Cambridge councils have included a requirement for all new homes to meet a standard equivalent to the Code for Sustainable Homes level 4. This delivers a 19% improvement on the current national standards[26] .

In London the Mayor's powers are greater and the standard for new homes is zero carbon.

Help energy companies target fuel poor or vulnerable households with energy efficiency measures – the Government has produced guidance to allow local authorities to identify the fuel poor or vulnerable houses to energy companies. The energy companies then insulate these as part of their legal ECO obligations[27] .

More expensive actions

Retrofit council-owned properties - deep retrofit of all council-owned social housing, schools and other council properties to Energy Performance Certificate c or higher. This should include fitting eco-heating and developing heat networks where appropriate.

Local authorities own around 7% of housing in England.

Enforce building standards - enforce planning/building conditions to ensure all new builds are meeting the targets they were granted permission for.

Waste

Low or no cost actions

Adopt circular economy waste policies – for example in local plans, minerals plans and waste management plans and contracts, as well as promoting community sharing, reuse and recycling

More expensive actions

Zero waste to landfill or incineration - in waste disposal contracts ensure biodegradable waste, such as food waste and paper/cardboard, is recycled, composted or used to generate biogas (see below), in accordance with the food waste hierarchy. Note local authority waste contracts tend to be very long, so in many places the ability to influence these may be very low.

Energy

Low or no cost actions

Identify areas suitable for renewable energy in the local plan - the NPPF states that new onshore wind cannot be approved outside an area "identified as suitable for wind energy" unless it is a community-led scheme.

Friends of the Earth research suggests only around a quarter of new local plans are identifying such areas. The potential for future onshore wind deployment in England will be heavily diminished unless this is rectified.

Require renewable energy such as solar thermal, PV or heat pumps – this needs to be done in local authority developments, but also private sector developments.

Switch street lighting to well-designed and well directed LED lights – well-designed and well directed LEDs can prevent urban sky-glare whereas dimming at certain times both saves energy and is less harmful for nature.

Investment in LED street lighting is expected to pay back with eight years[28] . Solihull plans to have replaced all its 24,000 street lights by 2024 cutting its total energy costs in half to just £612,000 and reducing its own greenhouse gas emissions by 43 per cent [29] .

Reduce energy use in own estate and add renewable energy - the Re-fit Framework supported by the Government and the Local Government Association and used by some local authorities, such as City of Cardiff Council, uses an Energy Performance Contracting approach to deliver guaranteed energy efficiency improvements and energy production for their own estate.

Divest from fossil fuels and invest in renewable energy projects – many local authorities have now chosen to divest their investments from fossil fuels.

Campaigners in Waltham Forest , Southwark , Haringey, Hackney, South Yorkshire and Merseyside have all persuaded their councils to move money out of the coal, oil and gas companies whose actions are fuelling climate change[30] .

Commit to opposing fracking and other fossil fuel extraction – both on council owned lands but also more widely. Greater Manchester combined authorities have committed to oppose any fracking and have embedded this opposition in their draft plan [31] .

More expensive actions

Produce biogas - in the waste contract require the production of biogas from non-recyclable biodegradable waste. Biogas is an important contribution to decarbonising the gas grid. Heating of homes and commerce using gas is one of the largest source of greenhouse gases in the UK.

Develop district heating - map out and develop district heating, as long as it's from low carbon sources. Enfield Council has formed a company that aims to provide lower carbon heat and hot water to around 15,000 residents with an explicit aim to reduce greenhouse gas emissions[32] .

Explore forming a non-profit green energy company - Bristol City Council has formed an Energy Company (Bristol Energy) which aims to be in profit in 2021 with those profits invested in the city for energy efficiency.

In a fiercely competitive energy market it remains to be seen is this approach will succeed or not.

Nottingham City Council also has an energy company which only sells green energy. Norwich is launching a 'white label' energy company. White label companies partner with an existing supplier to provide energy, in effect acting as an intermediary but benefiting from being a bulk purchaser.

These example have primarily been set-up to help resident reduce fuel bills, particularly those in fuel poverty. It is as yet uncertain if these have reduced greenhouse gases.

Procurement

No or low cost actions

Buy green energy and good food –Local authorities are major energy purchases and also influence food bought in schools, etc.

According to the LGA local authorities spend more than three-quarters of a billion pounds on energy alone.

Sheffield City Council has recently committed to only buying green electricity which it says will not cost much more than its existing source[33] . However it is important that such a shift increases the amount of renewable energy produced, for example through a Power Purchase Agreement (PPA).

A PPA is a long-term purchasing contract with a developer which gives the developer the necessary confidence to build the renewable power plant. Power Purchase Agreements could also be used to support the development of community-owned energy schemes.

On food, local authorities should develop a sustainable food procurement policy to be delivered through schools, hospitals, nurseries, care homes and prisons. Public menus should be aligned with healthy and sustainable eating advice set out in the Eatwell Guide [34] , including less and better meat. For example, Durham County Council's Sustainable and Healthy Food Policy[35] includes "Support and promote higher quality, higher welfare meat, whilst seeking to encourage reductions in overall meat consumption"

Aim to win on sustainability – Nottingham City Council were named as 'highly commended' in the category for sustainable procurement in 2018[36] . Sheffield City Council were also short-listed.

There is undoubtedly significant scope for local authorities across the UK to improve procurement processes to deliver on environmental and social goals.

More expensive actions

Require deliveries to be by electric vehicles - use procurement powers to require council deliveries to use EVs, including where appropriate electric cargo bikes.

Trees and Green spaces

Use council land to drawdown carbon (e.g. tree planting) - not all local authority land is registered but will be by 2025, but some local authorities will have sizable levels of land ownership (e.g. Hampshire has over 2000 hectares of land).

This land could be managed to offset carbon (e.g. through tree planting, soil carbon management, etc.). Managing green spaces alongside roads and in urban settings can also contribute.

This will make a positive difference in carbon emissions.

Green infrastructure in towns and cities will also aid climate adaptation. Many local authorities now produce green infrastructure strategies.

Influence

Ensure the Sub-national Transport Body strategy is in-line with carbon budgets – These and other groupings of local authorities are important for setting an agreed strategic direction and it is important that the strategies they write are in-line with the carbon budgets set by the Committee on Climate Change.

Transport is a particularly important area, but local authorities also come together in other areas, for example in purchasing of energy.

Influence LEPS - Local authorities have a very important role in cajoling or convening others. This particularly includes through non-statutory Local Economic Partnerships in England (38 in total).

These are business-led partnerships that include local authorities. They are focussed on economic growth and they access government grants in a range of areas, including for housing, transport and energy.

They do not need to address climate change but some do. For example the Leeds LEP commissioned a report from the Carbon Trust on how to support decarbonisation across the economy.

Local authorities need to actively influence the development of LEP strategies and proposals to ensure they embed carbon reduction.

Provide advice – local authorities are well placed to provide advice to individuals and businesses.

Manchester City Council has supported a charity called 'Carbon Literacy Project'. This charity aims to help individuals, businesses and others in Manchester and elsewhere better understand climate change and what can be done to tackle it. The charity is also helping educate Councillors and council officers around the country.

Local authorities can also help homes and businesses link-up with energy companies for grants, for example the Warm Up Bristol programme and the Better Homes Yorkshire programme.

Acknowledgements

Thanks you to the following people for providing comments on an earlier draft: Lisa Hopkinson, Magnus Gallie, Ali Abbas, Matthew Snedker, Anthony Rae, Tom Knowland, Ian Nesterova, Dave Merrett, Jules Todd, Neil Dawson, Quentin Given, Kevin Frea, Paul Cobbing, Phil Oliver, Simon Bowens, Ewan Hamnett, Julian Pritchard, Frank Kennedy, Paul de Zylva, Phil Hillbre, and Jeremy Wright. As always, any mistakes or errors in the briefing are those of the author alone.

---

1. a. b. Committee on Climate Change, 2012, How local authorities can reduce emissions and manage climate risk, https://www.theccc.org.uk/publication/how-local-authorities-can-reduce-emissions-and-manage-climate-risks/

2. Declare a Climate Emergency website, https://climateemergency.uk/

3. C40 Cities, 2015, Case study: Cities 100: Stockholm becoming fossil-free by 2040, https://www.c40.org/case_studies/cities100-stockholm-becoming-fossil-fuel-free-by-2040

4. GMCA, 2018, Greater Manchester's springboard to a green city region

5. Rae, 2019, February 2019: Victory! Carbon reduction pathway included in the adopted

TfN strategy, Transport North, http://www.transportnorth.org.uk/blog/victory-carbon-reduction-pathway-tfn-strategy

6. Anthesis, Scatter – city level carbon footprint & reduction tool, https://www.anthesisgroup.com/scatter-carbon-footprint-reduction-tool

7. CandoCities website, cities taking charge of their future, http://candocities.org/

8. Leeds Climate Coalition, 2017, the Economics of Low Carbon Cities: A Mini-Stern Review for the City of Leeds, http://leeds.candocities.org/our-energy-and-carbon-plan; Gouldson and Millward-Hopkins, 2015, A mini-stern review for the City of Bristol, https://www.cccep.ac.uk/publication/the-economics-of-low-carbon-cities-a-mini-stern-review-for-the-city-of-bristol/

9. Jennings et al, 2019, Co-benefits of Climate Change Mitigation in the UK, Grantham Institute Briefing Paper No. 31, https://www.imperial.ac.uk/media/imperial-college/grantham-institute/public/publications/briefing-papers/Co-benefits-of-climate-change-mitigation-in-the-UK.pdf

10. Institute of Civil Engineers, 2017, The growing importance of sub-national transport bodies https://www.ice.org.uk/news-and-insight/the-infrastructure-blog/june-2018/growing-importance-of-sub-national-transport-bodie

11. Ministry of Housing, Communities and Local Government, 2017, Devolution and Mayors: what does it mean? https://www.gov.uk/government/publications/devolution-and-mayors-what-does-it-mean

12. Transport for Quality of Life, forthcoming paper on governance for Friends of the Earth

13. BEIS, BEIS local energy team website, https://hub.communityenergyengland.org/resources/BEIS-Local-Energy-Team/

14. Ministry of Housing, Communities and Local Government , 2019, National Planning Policy Framework, https://www.gov.uk/government/publications/national-planning-policy-framework--2

15. Taylor and Sloman, 2016, Building a world-class bus system for Britain. http://www.transportforqualityoflife.com/policyresearch/publictransport/

16. The Guardian, 14 July 2018, Rented property licensing: crackdown on rogue landlords or money grab? https://www.theguardian.com/money/2018/jul/14/rented-property-licensing-landlords

17. Energy Savings Trust, 2018, HECA progress report 2017, https://www.milton-keynes.gov.uk/environmental-health-and-trading-standards/mk-low-carbon-living/home-energy-conservation

18. UK Municipal Bonds Agency, https://www.ukmba.org/

19. Green Finance Taskforce, 2018, Accelerating Green Finance, a report to the government

by the Green Finance Taskforce, https://www.gov.uk/government/publications/accelerating-green-finance-green-finance-taskforce-report

20. Centre for Cities, 2017, Funding and financing inclusive growth in cities, https://www.centreforcities.org/publication/funding-and-financing-inclusive-growth-in-cities/

21. For example see Campaign for Better Transport, 2017, Major Road Building is failing to deliver, https://bettertransport.org.uk/blog/roads/major-road-building-failing-deliver

22. Transport for Greater Manchester (2018) Beelines: Greater Manchester's cycling and walking infrastructure proposal.

23. The Transport for Quality of Life briefings are available on Friends of the Earth's Policy & Insight website https://policy.friendsoftheearth.uk/

24. Aberdeen has 10 buses operated by hydrogen as part of a pilot demonstration. The hydrogen is made using electrolysis (renewable electricity and water). Hydrogen made from natural gas will be significantly more polluting than hydrogen from renewable electricity.

25. UKGBC, 2019, Sustainability standards in new homes, policy playbook, https://www.ukgbc.org/ukgbc-work/sustainability-standards-new-homes/

26. UKGBC, 2019, Sustainability standards in new homes, policy playbook, https://www.ukgbc.org/ukgbc-work/sustainability-standards-new-homes/ https://www.ukgbc.org/wp-content/uploads/2018/09/The-Policy-Playbook-Feb-2019.pdf; also see Ipswich Borough Council, https://www.ipswich.gov.uk/sites/default/files/policy_dm1_and_dm2_guidance_note.pdf

27. BEIS, 2019, Energy Company Obligation 3, local authority eligibility guidance, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/776540/e company-obligation-3-LA-flexible-eligibility-guid…

28. LGA, 2017, Energising Procurement, https://www.local.gov.uk/energising-procurement-national-energy-procurement-category-strategy

29. LGA, 2017, Energising Procurement, https://www.local.gov.uk/energising-procurement-national-energy-procurement-category-strategy

30. Friends of the Earth, 2018, What is divestment? And is your council funding climate change? https://friendsoftheearth.uk/climate-change/divestment

31. Guardian, 2019, local councils heading for fracking showdown with government, https://www.theguardian.com/environment/2019/jan/04/greater-manchester-tells-fracking-firms-they-are-not-welcome

32. Enfield Council, 2017, Enfield Council to invest £58 million in 'energetik, it's local energy company, https://new.enfield.gov.uk/news-and-events/enfield-council-to-invest-58m-in-energetik-its-loc/

33. Big Stamp of Approval, 2019, Labour commits the council to purchasing electricity

generated from 100% renewable source, https://sheffield.bigstamp.uk/labour-commits-the-council-to-purchasing-electricity-generated-from-100-renewable-sources/

34. https://www.gov.uk/government/publications/the-eatwell-guide

35. https://www.durham.gov.uk/media/23965/Healthy-and-Sustainable-Food-Policy/pdf/HealthyAndSustainableFoodPolicy.pdf

36. Go Awards, Go Awards National – the UK's premier public procurement awards, http://www.goawards.co.uk/national/winners/finalists/; Nottingham City Council's procurement strategy is at http://documents.nottinghamcity.gov.uk/download/5658

Norwich City Council - Carbon footprint report

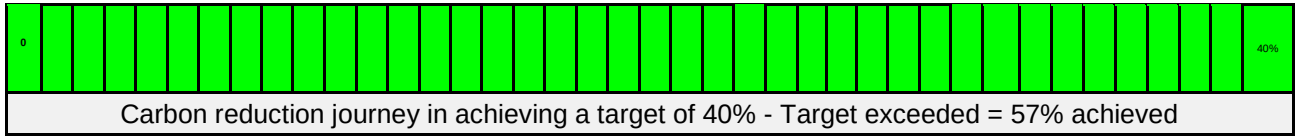
Summary

In 2008/09 the council produced its first Carbon Management Plan and set a target to achieve a 30% reduction in carbon emissions by 2013/14 (using a 2006/07 baseline). In total over the 5 year period a reduction of 24% (29% when weather corrected) was achieved using previous conversion factors. Following the production of the council's second Carbon Management Plan in 2014, this target was re-set to achieve a total reduction of 40% in carbon emissions over the next 5 years (from the 2007/08 baseline).

In 2013/14 the council's carbon reduction figures were negatively impacted by the re-baselining of our electricity data in line with the requirement of the Department for Environment, Food and Rural Affairs (Defra)/ Department of Energy and Climate Change (DECC) 2013 conversion factor. However, this year, using the 2017 DEFRA conversion factors, Norwich City Council has made an additional 2.9% reduction in its carbon emissions taking the total reduction to 57% saving against its target of 40% by 2019.

This report has been compiled in accordance with the guidelines originally set by the DECC. The requirements are that the council publish this report on its website using the standard template, dividing emissions into 3 categories. At the time DECC also requested that a link of this report be sent to them containing totals for all the scope 1, 2 and 3 emissions enabling them to collate all local authority figures centrally.

GHG emission data for period 1 April 2017 to 31 March 2018 (restated)											
Global kg of CO_2e											
	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
Scope 1	2,714,763	2,593,049	2,499,724	2,640,453	3,121,775	3,446,651	3,136,959	3,549,707	3,745,825	3,873,933	1,682,048
Scope 2	2,239,942	2,462,896	3,432,985	3,836,556	3,478538	3,644,381	3,774,122	3,972,326	4,311,715	4,691,648	6,603,828
Scope 3	1,579,869	1,897,304	1,131,715	1,261,406	1,480,944	1,449,823	1,800,339	1,821,824	2,173,565	2,167,385	2,355,434
Total gross emission	6,534,574	6,953,249	7,064,424	7,738,416	8,081,257	8,540,855	8,711,420	9,343,857	10,231,105	10,732,966	10,641,310
Carbon offsets	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Green tariff	1,959,434	-920,543	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total annual net emissions	4,575,140	6,032,706	7,064,424	7,738,416	8,081,257	8,540,855	8,711,420	9,343,857	10,231,105	10,732,966	10,641,310



Carbon reduction journey in achieving a target of 40% - Target exceeded = 57% achieved

1. Company information

Norwich city council is a local authority based in the east of England.

2. Reporting period

The reporting period is 1 April 2017 to 31 March 2018.

3. Changes in emissions

In the year 2017-18 a further reduction of 1,457,566 kg of CO_2e in net carbon emissions was achieved. This includes a further 6 months of electricity provided under the OFGEM certified Green Tariff (a full year, as opposed to 6 months in 2016-17) . If the Green Tariff carbon reduction is disregarded then gross carbon emissions fell by 148,675 kg of CO_2e over the 2017-18 reporting period.

The following is an outline of sources of change in emissions from the previous year:

Main emissions reductions:

- First full year of the council's OFGEM certified Green Tariff for electricity supplied to all council assets. Since 1 October 2016 all the electricity supplied to council assets has been sourced from renewable sources. The reporting period of 1 April 2017 to 31 March 2018 includes a full year of green tariff reduction on electricity related carbon emissions from council assets; an additional 6 months on the last reporting period. This means that the council is only reporting the carbon emissions created by the transmission element of our electricity supply which is significantly lower than the factor applied to our electricity supply pre green-tariff.

- Following the switch to the green electricity tariff the impact of the 'greening of the grid' effect at a national level is less applicable to Norwich city council's carbon footprint. However, it does continue to impact contractor's electricity use and the transmission factor for the council's assets. In relation to the 'greening of the grid' the Department of Business, Energy and Industrial Strategy (DBEIS) have stated; *"The UK electricity factor is prone to fluctuate from year to year as the fuel mix consumed in UK power stations (and auto-generators) and the proportion of net imported electricity changes.*

These annual changes can be large as the factor depends very heavily on the relative prices of coal and natural gas as well as fluctuations in peak demand and renewables.
Given the importance of this factor, the explanation for fluctuations will be presented here henceforth.

For the year 2017-18 specifically, DBEIS have stated: "*In the 2016 GHG Conversion Factors, there was a 11% decrease in the UK electricity CO_2e factor compared to the previous year because there was a decrease in coal-powered electricity generation in 2014 (the inventory year for which the 2016 GHG Conversion Factor was derived). In this 2017 update, the CO_2e factor has decreased again (compared with 2016) by 15%. This is due to a significant decrease in coal generation, and an increase in gas and renewables generation in 2015 (the inventory year for which the 2017 GHG Conversion Factor was derived).* In essence, this means that electricity is less 'dirty', or carbon intensive, and this is partly reflected in the drop in carbon emissions reported for Scope 2 even before the green tariff savings are applied, which this year is equivalent to 222 tonnes.

- Reduction in fuel used by council fleet. The council's fleet has been reviewed and rationalised, it is now smaller and cleaner with electric hybrid vehicles replacing some petrol and diesel vehicles.

Main emission increases:

- Contractor mileage
- New assets – e.g. Rose Lane multi-storey car park
- Reporting anomalies – e.g. change of one energy contractor to another where previous provider reconciled their figures at contract end. Contractor emissions change annually dependent on the number and type of contracts being delivered during a reporting period, some contractors have changed and some contracts deliver more comprehensive data than others.

4. Measuring and reporting approach

All information is stored and processed in Microsoft Excel spreadsheets. Reporting will be on an annual basis, using the Defra/DECC method (based on GHG protocol). Internal reporting on carbon reduction targets will be using the NI 185 (Defra) method. The following scopes are included in the footprint:

Scope 1

Process emissions (owned buildings)

- Data obtained from utility bills (kWh)

Process emissions (contractor-operated buildings)

- Data obtained from contractor's energy records (kWh)

Fuel use (owned vehicles)

- Data obtained from fuel invoices (litres)

Scope 2

Electricity emissions (own buildings)

- Data obtained from utility bills (kWh)

Electricity emissions (contractor-operated buildings)

- Data obtained from contractor's energy records (kWh)

Scope 3

Business travel (grey fleet and contractor)

- Data taken from officer and member business mileage claim forms (km)
- Data taken from contractor business mileage records (km)

Public transport

- Data taken from officer and member business mileage claim forms (km)
- Data for train journeys taken from rail account invoices (km)

Fuel use in contractor vehicles

- Data obtained from contractor fuel records (litres)

5. Organisational boundary

The approach chosen to identify the operations we have collected data from was based on the original guidance for the National indicator 185, which stated that:

"The indicator is to include all CO_2 emissions from the delivery of local authority functions. It covers all an authority's own operations and outsourced services. Even if the services are being provided by an external body (e.g. a private company) they remain the function of the authority… the definition of a local authority's function includes outsourced services (eg a private company, third sector organisation), as they remain a function of the authority. CO_2 emissions arising from the buildings and transported related to these outsourced services should be measured and included in the authorities return."

Following an assessment of the main outsourced services associated with the Council's functions, leisure centres, street services and housing support services were included.

6. Operational scopes and emissions – net emissions (Green Tariff reductions applied to council asset electricity use)

Scope 1 - Direct emissions (e.g. onsite fuel consumption; gas/vehicles)	**CO_2 (kg)**	**Exclusions and %**
Gas from buildings (council) – kwh	2,689,917	n/a
Gas from buildings (contractors) – kwh	22,574	n/a
Fuel in fleet vehicles (council) - km diesel	1,197	n/a
Fuel in fleet vehicles (council) – km petrol	1,075	
TOTAL SCOPE 1	**2,714,763**	n/a
Scope 2 - Energy Indirect	**CO_2 (kg)**	**Exclusions and %**
Electricity in buildings (council) – kWh	144,401	n/a
Electricity in buildings (contractor) – kwh	136,107	n/a
TOTAL SCOPE 2	**280,508**	n/a

Scope 3 - Other indirect (e.g. business travel)	CO_2 (kg)	Exclusions and %
Grey fleet eg private cars	14,817	n/a
Taxis	1,044	n/a
Flights	393	n/a
Trains	1,871	n/a
Contractors vehicle use	1,561,744	n/a
TOTAL SCOPE 3	**1,579,869**	n/a
Grand total (CO_2 (kg)		
	4,575,140	

7. Geographical breakdown

All operations occur within the city council boundary except for contractor/staff transport related activities

8. Base year

The base year for emissions is January to December 2007.

9. Target

The target for reduction in overall (i.e. all scopes) CO_2 emissions is 40%, from a 2007/08 baseline following the completion of the first phase of the council's carbon management plan. This target exceeds the national target of a 34% reduction in carbon emissions by 2020. The council's carbon management plan will be updated in the next 12 months and this target will be re-set accordingly.

This target will be measured using the emissions factors required for reporting on the old National Indicator 185.

10. Intensity measurement

No intensity measurement has been used, as this is generally more relevant for private sector businesses who wish to compare CO_2/turnover.

11. External assurance statement

PWC audit carried out in 2009. The process was considered to be sound.

12. Carbon offsetting

No carbon offsetting was carried out.

13. Green tariffs

In October 2016 Norwich city council switched its electricity supply to a 100% Renewable Energy Tariff which meets stringent OFGEM Green Supply Guidelines and enables the council to claim the CO_2 reduction for our electricity consumption. This is reflected in the large decrease in CO_2 emissions in Scope 2 this again year.

14. Electricity generation

Solar Photo Voltaic (pv) cells were installed on the roof of City Hall in late March 2012. During the period 1 April 2017 to 31 March 2018 the pv cells have produced 19,579 kWh of electricity. This reduction is due to the array being taken offline to allow for insulation work on the roof of City Hall to be carried out. This is a reduction of 13,143 kWh on the previous reporting period when the array was fully functional. At the time of reporting the array is fully online.

There have been delays to the implementation of the solar array on the roof of Rose Lane car park, but these issues are being worked through and we expect the panels to contribute to offsetting the electricity use at this asset in the next reporting period.

15. Heat generation

There was no heat generation from owned or controlled source

16. Opportunities in 2018-19

In 2014 the council produced the second phase of its Carbon Management Plan. The plan details opportunities across our assets and services where we can further reduce energy consumption. In 2015 we published the 2015-2019 Environmental Strategy which further details our ambitious plans to reduce both the council's and the city's energy consumption and resulting carbon emissions over this period.

A copy of the environmental strategy can be found at www.norwich.gov.uk/downloads/20195/council_policies_and_strategies

On completion of this reporting period a 57% carbon emissions reduction has been achieved against a 2007/08 baseline. This is against a target of a 40% reduction. Both the council's Carbon Management Plan and the Environmental Strategy will be rewritten during the next reporting period and the carbon emissions target updated accordingly.

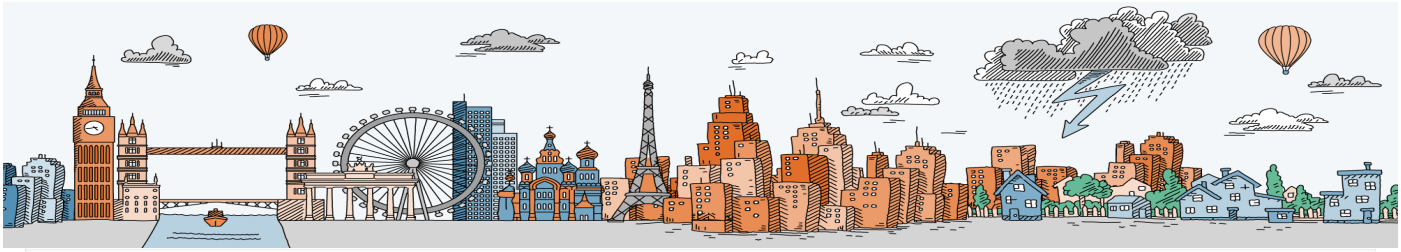
The reduction has been achieved through a combination of factors including both the greening of the grid at a national level and more latterly the switch to an OFGEM certified Green Tariff, both of which have significantly reduced the amount of electricity emissions the council reports.

We recognise the impact of the Green Tariff on reducing Scope 2 carbon emissions and the council's carbon footprint in total. We also understand that this is a purchasing choice and should the decision be taken in future years to revert back to a tariff which does not qualify for the OFGEM accreditation then this would have an immediate negative impact on Scope 2 emissions and the council's carbon footprint. In order to continue to reduce carbon emissions still further, and to help mitigate this risk, we continue to seek opportunities to reduce our kWh use of both electricity and gas across the council's portfolio. We are working closely with our asset management team and have employed additional resources to help profile areas of highest energy use across our portfolio with a view to implementing the most effective energy saving technologies. We also recognise the need to work more closely with our contractors to reduce their fuel use whilst delivering council contracts.

Having successfully reduced our emissions over a ten year period, it is becoming increasingly challenging to continue to reduce carbon emissions each year, particularly in straitened economic times. However, we continue to introduce energy saving

technologies across our assets wherever possible and in the year 2018-19 have plans to implement the following technologies which are fully or partly-funded by Salix loans:

- Landlord lighting projects at various assets – replacement of compact fluorescent fittings with LED fittings
- District lighting projects at various sites – upgraded to LED lighting
- Investigating the possibility of further solar pv arrays on council assets
- Boiler upgrades at Sheltered Housing schemes and the introduction of VSD's where possible
- Further insulation work at Sheltered Housing schemes



Setting Climate Committments for King's Lynn and West Norfolk

Quantifying the implications of the United Nations Paris Agreement for King's Lynn and West Norfolk

Date:	November 2019
Prepared By:	Dr Jaise Kuriakose, Dr Chris Jones, Prof Kevin Anderson, Dr John Broderick & Prof Carly McLachlan

NB: All views contained in this report are solely attributable to the authors and do not necessarily reflect those of the researchers within the wider Tyndall Centre.

Key Messages

This report presents climate change targets for King's Lynn and West Norfolk[i] that are derived from the commitments enshrined in the Paris Agreement , informed by the latest science on climate change and defined in terms of science based carbon setting . The report provides King's Lynn and West Norfolk with budgets for carbon dioxide (CO_2) emissions and from the energy system for 2020 to 2100.

The carbon budgets in this report are based on translating the “well below 2°C and pursuing 1.5°C” global temperature target and equity principles in the United Nations Paris Agreement to a national UK carbon budget [ii]. The UK budget is then split between sub-national areas using different allocation regimes . Aviation and shipping emissions remain within the national UK carbon budget and are not scaled down to sub-national budgets. Land Use, Land Use Change and Forestry (LULUCF) and non-CO_2 emissions are considered separately to the energy CO_2 budget in this report.

Based on our analysis, for King's Lynn and West Norfolk to make its ‘fair’ contribution towards the Paris Climate Change Agreement, the following recommendations should be adopted:

1. Stay within a maximum cumulative carbon dioxide emissions budget of 8.0 million tonnes ($MtCO_2$) for the period of 2020 to 2100. At 2017 CO_2 emission levels[iii], King's Lynn and West Norfolk would use this entire budget within 7 years from 2020.
2. Initiate an immediate programme of CO_2 mitigation to deliver cuts in emissions averaging a minimum of -13.6% per year to deliver a Paris aligned carbon budget. These annual reductions in emissions require national and local action, and could be part of a wider collaboration with other local authorities.
3. Reach zero or near zero carbon no later than 2041. This report provides an indicative CO_2 reduction pathway that stays within the recommended maximum carbon budget of 8.0 $MtCO_2$. At 2041 5% of the budget remains. This represents very low levels of residual CO_2 emissions by this time, or the Authority may opt to forgo these residual emissions and cut emissions to zero at this point. Earlier years for reaching zero CO_2 emissions are also within the recommended budget, provided that interim budgets with lower cumulative CO_2 emissions are also adopted.

Sections 1, 2 and 5 of this report - **Introduction, Methods and References** - can be found in the full print report

3. Results

3.1 Energy Only Budgets for King's Lynn and West Norfolk

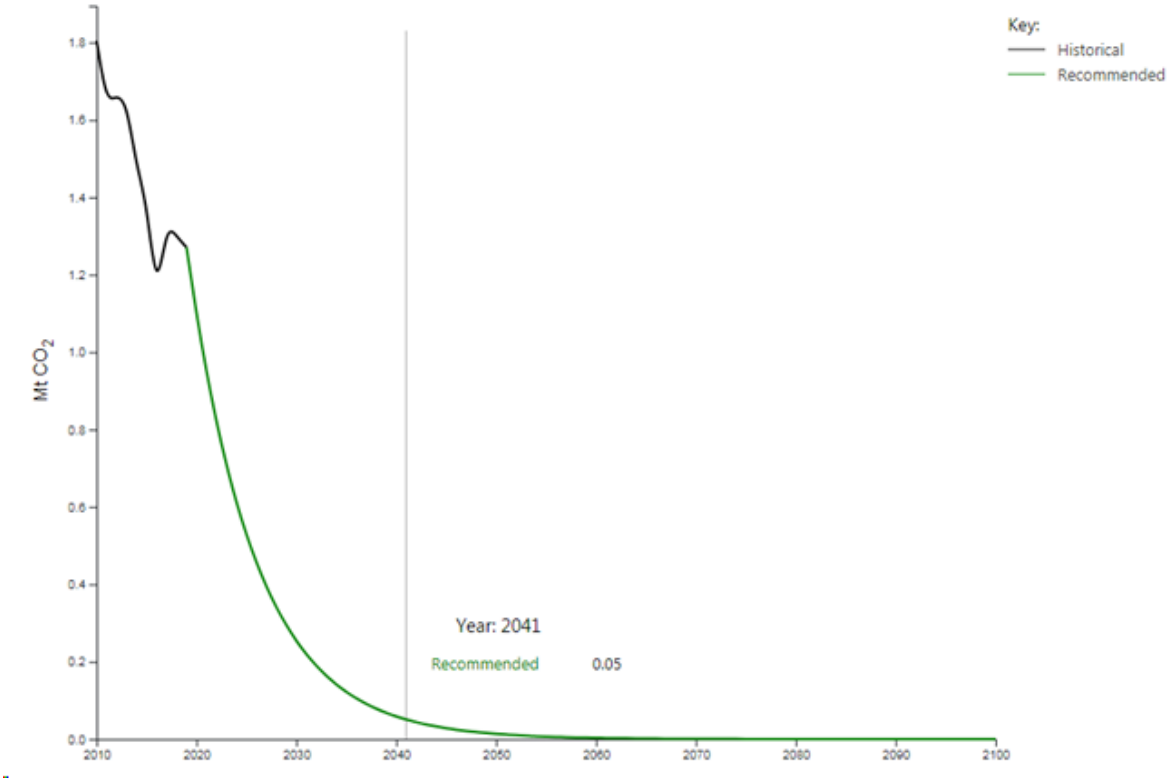
Following the Method the recommended energy only CO_2 carbon budget for the King's Lynn and West Norfolk area for the period of 2020 to 2100 is 8.0 $MtCO_2$. To translate this into near to long term commitments a CO_2 reduction pathway within the 8.0 $MtCO_2$ is proposed here. A consistent emissions reduction rate of -13.6% out to the end of the century is applied. In

2041 95% of the recommended carbon budget is emitted and low level CO2 emissions continue at a diminishing level to 2100.

Figure 1: *An interactive chart of Energy related CO_2 only emissions pathways (2010-2100) for King's Lynn and West Norfolk premised on the recommended carbon budget.*

Tracking your mouse over this chart will display the actual figures for each of the pathways, as well as for the lead-in historical values.

Pathway projections for King's Lynn and West Norfolk



Show alternative pathway projections (see below)

Table 1 presents the King's Lynn and West Norfolk energy CO_2 only budget in the format of the 5-year carbon budget periods in the UK Climate Change Act. To align the 2020 to 2100 carbon budget with the budget periods in the Climate Change Act we have included estimated CO_2 emissions for King's Lynn and West Norfolk for 2018 and 2019, based on BEIS provisional national emissions data for 2018 and assuming the same year on year reduction rate applied to 2019. The combined carbon budget for 2018 to 2100 is therefore 10.6 $MtCO_2$.

Table 1: *Periodic Carbon Budgets for 2018 for King's Lynn and West Norfolk.*

Carbon Budget Period	**Recommended Carbon Budget (**Mt CO_2**)**
2018 - 2022	5.4
2023 - 2027	2.7
2028 - 2032	1.3
2033 - 2037	0.6
2038 - 2042	0.3
2043 - 2047	0.1
2048 - 2100	0.1

The recommended budget is the maximum cumulative CO_2 amount we consider consistent with King's Lynn and West Norfolk's fair contribution to the Paris Agreement. A smaller carbon budget, with accelerated reduction rates and an earlier zero carbon year, is compatible with this approach. It is however important that for an alternative zero carbon year the proposed 5 year budget periods are the same or lower that those specified in Figure 2. Furthermore meeting the budget must not rely on carbon offsets.

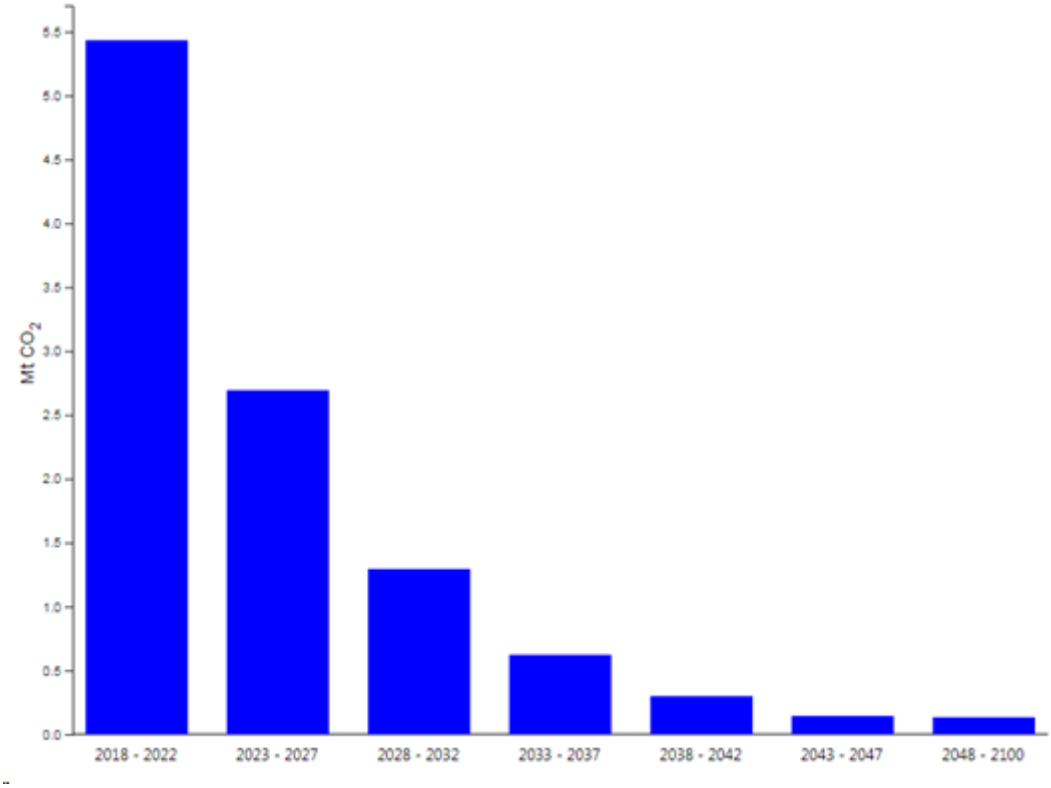


Figure 2: *Cumulative CO_2 emissions for budget period (based on Table 1) from 2018 to 2100 for King's Lynn and West Norfolk*

3.2 Recommended Allocation Regime for Carbon Budget

The recommended carbon budget is based on a grandfathering allocation regime for sub-dividing the UK sub-national energy only carbon budget. There are three distinct allocation regimes that can be applied to determine sub-national budgets. We have opted to recommend one common approach for allocating carbon budgets that can be applied to all Local Authority areas. This enables straightforward compatibility between carbon budgets set at different administrative scales. For example this makes it easier for individual Local Authorities to calculate their own carbon budgets that are compatible with a budget set at Combined Authority scale. It also means that under the recommended carbon budgets, all Authorities are contributing to a common total UK carbon budget. If for example all Authorities selected the allocation regime that offered them largest carbon budget the combined UK budget would not comply with the objectives of the Paris Agreement. The common approach to allocation we recommend therefore further assures that the carbon budget adopted is Paris Agreement compatible.

We have chosen a grandfathering as our common allocation approach because, based on our analysis, it is the most appropriate and widely applicable regime within the UK.

Population and Gross Value Added[iv] (GVA) are alternative allocation regimes. Population shares the carbon budget equally across the UK on a per capita basis. In this allocation regime the UK population is compared to that of King's Lynn and West Norfolk from 2011 to 2016. The carbon budget (2020-2100) for King's Lynn and West Norfolk is then apportioned based on its average proportion of the UK population for the period 2011-2016. For regions where per capita energy demand deviates significantly from the average (e.g. a large energy intensive industry is currently located there) the budget allocated may not be equitable for all regions, therefore it is not recommended as the preferred allocation. GVA is used as an economic metric to apportion carbon budgets. For example, the UK total GVA is compared to that of King's Lynn and West Norfolk from 2011 to 2016. The carbon budget (2020-2100) for King's Lynn and West Norfolk is then apportioned based on King's Lynn and West Norfolk's average proportion of UK GVA for the period 2011-2016. GVA can be useful as a proxy for allocation on economic value, however without an adjustment for the type of economic activity undertaken, areas with high economic 'value' relative to energy use can get a relatively large budget, while the inverse is true for areas with energy intensive industries, and/or lower relative economic productivity. We would therefore not recommend GVA as an appropriate allocation regime for all regions.

Table 2 presents the result outcomes for alterative allocation regimes – population and gross value added (GVA).

Table 2: *Energy only CO_2 budgets and annual mitigation rates for King's Lynn and West Norfolk (2020-2100) by allocation regime*

Allocation regime (% of UK Budget allocated to King's Lynn and West Norfolk	UK Budget[v] ($MtCO_2$)	King's Lynn and West Norfolk Budget ($MtCO_2$)	Average Annual Mitigation Rate (%)
Grandfathering to King's Lynn and West Norfolk from UK (0.4%)	2,239	8.0	-13.6%
Population split to King's Lynn and West Norfolk from UK (0.2%)	2,239	5.2	-19.6%
GVA split to King's Lynn and West Norfolk from UK (0.2%)	2,239	4.2	-23.1%

To view the pathways for the Population and GVA allocation regimes, select the checkbox under Fig. 1

3.3 Land Use, Land Use Change and Forestry emissions for King's Lynn and West Norfolk

Land Use, Land Use Change and Forestry (LULUCF) consist of both emissions and removals of CO_2 from land and forests. We recommend that CO_2 emissions and sequestration from LULUCF are monitored separately from the energy-only carbon budgets provided in this report. King's Lynn and West Norfolk should increase sequestration of CO_2 through LULUCF in the future, aligned with Committee on Climate Change's high level ambition of tree planting, forestry yield improvements and forestry management . Where LULUCF is considered, we recommend it compensate for the effects of non-CO_2 greenhouse gas emissions (within the geographical area) that cannot be reduced to zero, such as non-CO_2 emissions from agriculture.

3.4 Non-CO_2 Emissions

The IPCC SR1.5 report identifies the importance of non-CO_2 climate forcers (for instance methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), sulphur dioxide (SO_2) and black carbon) in influencing the rate of climate change. However, a cumulative emission budget approach is not appropriate for all non-CO_2 greenhouse gases, as the physical and chemical properties of each leads to differing atmospheric lifetimes and warming effects . There are also substantial relative uncertainties in the scale, timing and location of their effects.

We do not provide further analysis or a non-CO_2 emissions reduction pathway in this report. However the global carbon budget in the IPCC Special Report on 1.5ºC, that our analysis is based on, assumes a significant reduction in rate of methane and other non-CO_2 emissions over time. Therefore to be consistent with carbon budgets King's Lynn and West Norfolk should continue to take action to reduce these emissions.

The Department of Business Energy and Industrial Strategy's Local Authority emissions statistics do not at this time provide non-CO_2 emissions data at the regional level. Given the absence of robust non-CO_2 emissions data, any non-CO_2 emissions inventory by other organisations at scope 1 and 2 for King's Lynn and West Norfolk may form the basis of monitoring and planning for these emissions. We recommend considering the adoption of a LULUCF pathway that includes CO_2 sequestration sufficient to help compensate for non-CO_2 emissions within King's Lynn and West Norfolk's administrative area.

4. Conclusions

The results in this report show that for King's Lynn and West Norfolk to make its fair contribution to delivering the Paris Agreement's commitment to staying "well below 2°C and pursuing 1.5°C" global temperature rise, then an immediate and rapid programme of decarbonisation is needed. At 2017 CO_2 emission levels[vi], King's Lynn and West Norfolk will exceed the recommended budget available within 7 years from 2020. **To stay within the recommended carbon budget King's Lynn and West Norfolk will, from 2020 onwards, need to achieve average mitigation rates of CO_2 from energy of around -13.6% per year**. This will require that King's Lynn and West Norfolk rapidly transitions away from unabated fossil fuel use. For context the relative change in CO_2 emissions from energy compared to a 2015 Paris Agreement reference year are shown in Table 3.

Table 3: *Percentage reduction of annual emissions for the recommended CO_2-only pathway out to 2050 in relation to 2015*

Year	Reduction in Annual Emissions (based on recommended pathway)
2020	21.1%
2025	62.1%
2030	81.8%
2035	91.2%
2040	95.8%
2045	98.0%
2050	99.0%

The carbon budgets recommended should be reviewed on a five yearly basis to reflect the most up-to-date science, any changes in global agreements on climate mitigation and progress on the successful deployment at scale of negative emissions technologies.

These budgets do not downscale aviation and shipping emissions from the UK national level. However if these emissions continue to increase as currently envisaged by Government, aviation and shipping will take an increasing share of the UK carbon budget, reducing the available budgets for combined and local authorities. **We recommend therefore that King's Lynn and West Norfolk seriously consider strategies for significantly limiting emissions growth from aviation and shipping.** This could include interactions with the UK Government or other local authority and local enterprise partnership discussions on aviation that reflect the need of the carbon budget to limit aviation and shipping emissions growth.

CO_2 emissions in the carbon budget related to electricity use from the National Grid in King's Lynn and West Norfolk are largely dependent upon national government policy and changes to power generation across the country. **It is recommended however that King's Lynn and West Norfolk promote the deployment of low carbon electricity generation within the region and where possible influence national policy on this issue**.

We also recommend that the LULUCF sector should be managed to ensure CO_2 sequestration where possible. The management of LULUCF could also include action to increase wider social and environmental benefits..

Hunstanton Coastal Management Plan E&C Panel Briefing

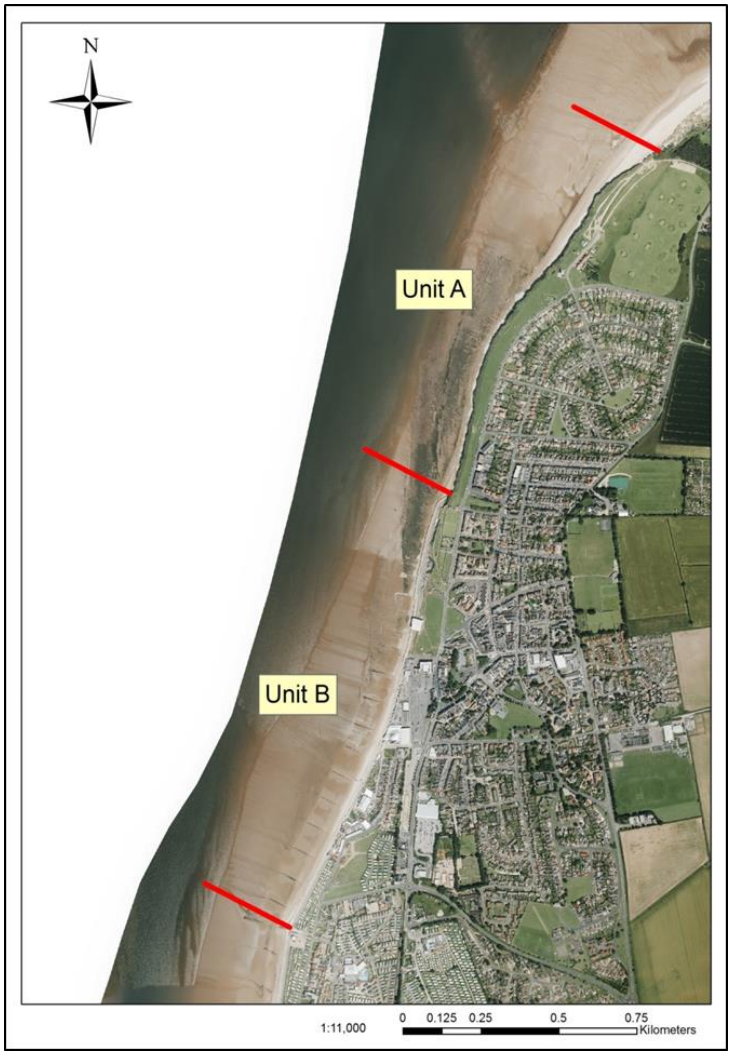
Dave Robson

Borough Council of King's Lynn & West Norfolk

Unit A – Cliffs Options

Shortlisted Options

- Beach recharge
- Timber revetment
- Geotubes
- Rock sill
- Relocation of key assets



Borough Council of
King's Lynn &
West Norfolk

Unit A - Cliffs

- Preferred option Rock Armour at base of Cliffs
- Follow SMP 4 - No Active Intervention
- Implement Annual Monitoring Programme - £12K p.a.
- Use ground based LiDAR & Drone (aerial survey)
- Establish trigger point & implementation date
- Install Rock Armour likely around 2070+

PLAN

LOCATION MAP

TYPICAL CROSS SECTION

OUTLINE DESIGN - FOR APPRAISAL

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

HUNSTANTON
COASTAL MANAGEMENT PLAN

SHORT-LISTED OPTIONS
OPTION 1
ROCK ARMOUR
REVETMENT / SILL

AECOM

HUN-ACM-UA-XX-DR-OE-80800 | P01

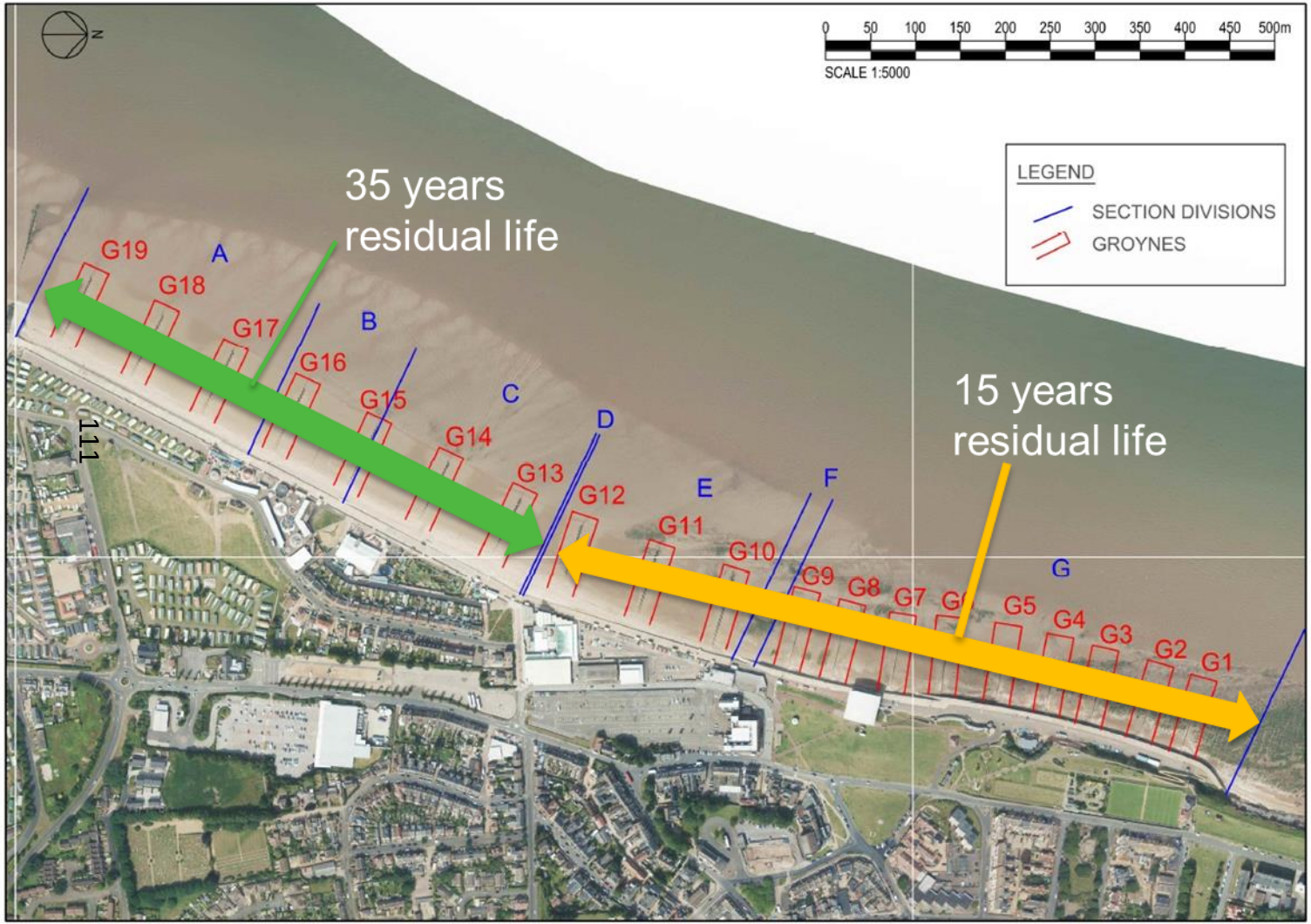
Borough Council of
King's Lynn &
West Norfolk

Unit B Prom Options

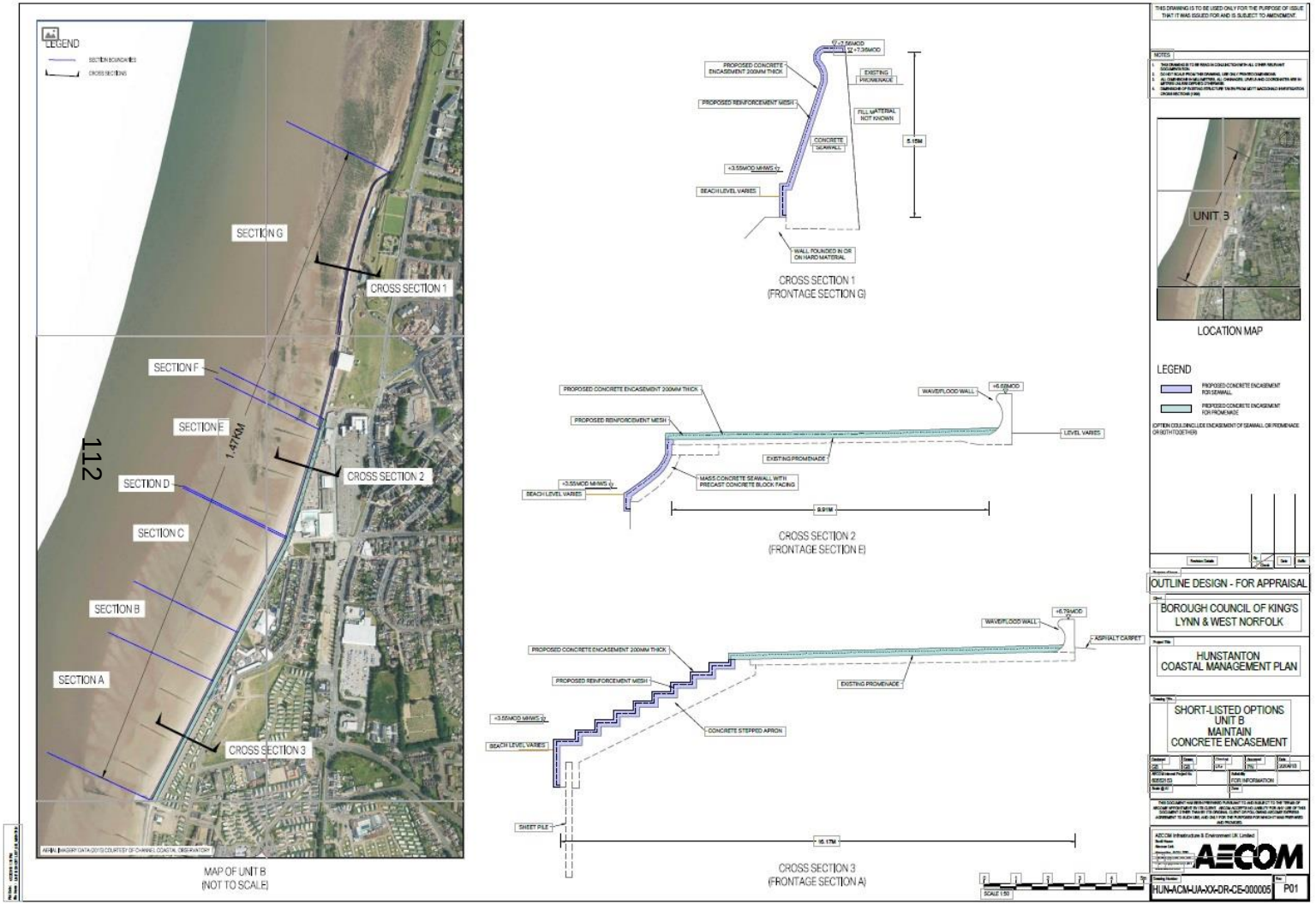
- Do nothing
- Do minimum
- Maintain
- Sustain
- Enhance

Unit B Recommended Options

- Short to Medium Term : Maintain –
  - Routine maintenance & reinforced at end of predicted residual life
  - Maintain 1 in 200 flood defence
- Medium to Long term : Sustain –
  - Raise the crest of the rear floodwall to sustain the existing standard of protection against climate change



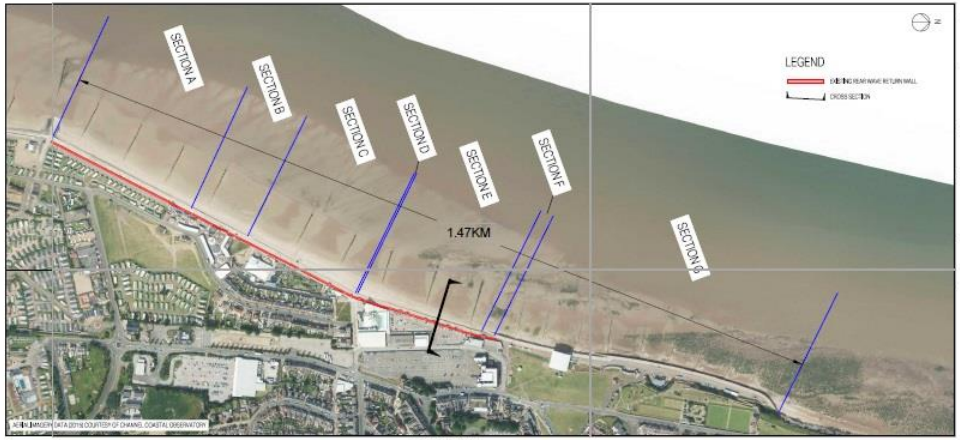
Borough Council of
King's Lynn &
West Norfolk



Unit B-

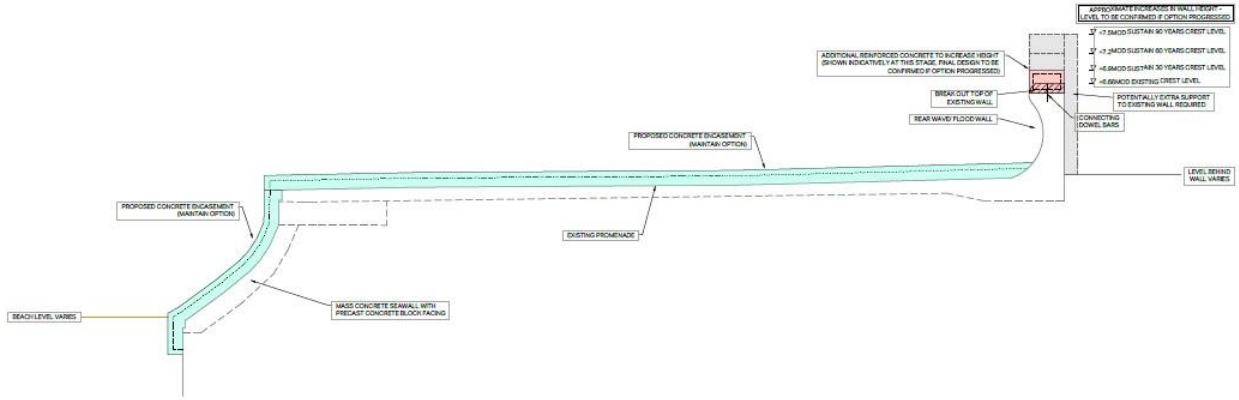
Maintain Option

Borough Council of King's Lynn & West Norfolk

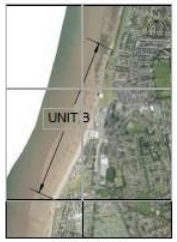


MAP OF UNIT B
(NOT TO SCALE)

- CROSS SECTION SHOWN IS THE SECTION OF UNIT B WITH THE LOWEST EXISTING CREST HEIGHT OF REAR WAVE RETURN WALL (LOCATED IN SECTION E).
- OPTION ASSUMES THAT CREST LEVELS OF DEFENCES WILL BE RAISED IN 3 INTERVALS OVER THE APPRAISAL PERIOD, TO COINCIDE WITH THE TIMINGS OF REFURBISHING THE DEFENCES (MAINTAIN OPTION).
- CREST LEVEL INCREASES HAVE BEEN BROADLY ESTIMATED BASED ON PREDICTED SEA LEVEL RISE. LEVELS TO BE CONFIRMED IF THIS OPTION IS PROGRESSED.
- IN SECTION G, THERE IS NO REAR WAVE RETURN WALL. IN THIS SECTION THE CREST HEIGHT IS 7.36MOD, THE MAINTAIN OPTION WOULD INCREASE THIS TO 7.56MOD AND THEREFORE SECTION G WILL NOT NEED TO BE RAISED.
- EXISTING FLOOD GATES ALONG THE REAR WAVE/FLOOD WALL WOULD HAVE TO BE MODIFIED OR REPLACED TO MATCH THE INCREASES IN CREST HEIGHT.
- THIS OPTION ASSUMES THAT THE EXISTING REAR WAVE/FLOOD WALL WALL IS STRUCTURAL CAPABLE OF INCORPORATING THE EXTRA WEIGHT AND ASSOCIATED LOADS OF THE LEVEL INCREASE.



INDICATIVE CROSS SECTION
(FRONTAGE SECTION E)



LOCATION MAP

LEGEND

EXISTING WALL TO BE BROKEN OUT
PROPOSED REINFORCED CONCRETE TO RAISE HEIGHT OF EXISTING WALL
PROPOSED CONCRETE ENCASEMENT MAINTAIN OPTION)
FUTURE CREST FACING

OUTLINE DESIGN - FOR APPRAISAL

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

HUNSTANTON COASTAL MANAGEMENT PLAN

SHORT-LISTED OPTIONS UNIT B SUSTAIN (CREST RAISING)

FOR INFORMATION

AECOM

HUN-ACM-UA-XX-DR-CE-000006 | P01

Unit B- Sustain Option

Borough Council of King's Lynn & West Norfolk

Unit B – Proposed Works

- Groynes – replace & repair (Year 1-4)
- Promenade – resurface 300m of concrete pads & joint reseal (Year 1-2)
- Seawall – reface (Sections D,E,F,G Year 15)
  (Sections A,B,C Year 35)
- Rear Flood Wall (Inc. gates) – increase height/ gates replace (Year 35)

RFCC – Local Levy Funding Bids

Work	Timeline	BCKLWN Costs	RFCC Local Levy Application	Total
Groynes	1yr – 4yr	£50,000 p.a.	£50,000 p.a. match funding	Annual Cost £100,000 p.a. **Total = £400,000** over 4 years
Cliff Monitoring	Annual Survey	£6,000 p.a.	£6,000 p.a. match funding	Annual Cost £12,000 p.a. **Total = £48,000** over 4 years
Prom Resurface Sections D,E & F (300m) & Reseal Joints	1yr - 2yr	£215,000	£215,000 match funding	BCKLWN + LL = £430,000 Arts Council grant = £100,000 (Public Realm) **Total = £530,000**

Timeline 1/2

• RFCC agreed Local Levy bids	Oct 2019
• MMO/ EA / NE sign off	Dec 2019
• Baseline cliff regression report	Dec 2019
• Cabinet / MT to confirm funding	Jan 2020
• Implement design work from	Jan 2020
• Tenders issued	Jan to March 2020

Timeline 2/2

• Annual Cliff Survey	March 2020
• Select Contractor	April/ May tbc
• EA National Appraisal Body	May/ June tbc
• Cabinet / MT update	Summer 2020
• Groyne works start	Autumn 2020 tbc
• Prom resurface works	Autumn 2020 tbc

Borough Council of
King's Lynn &
West Norfolk

ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2019/2020

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
4th June 2019	Appointment of Vice Chairman	Operational		
	Nominations to Outside Bodies	Operational	Democratic Services Officer	To nominate Members to any relevant Outside Bodies
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To review Membership of Task Groups and Informal Working Groups set up by the Panel
	Littering and Dog Fouling Review	Policy Development	Mark Whitmore	
	Cabinet Report - Food Waste and Garden Waste Treatment Procurement	Cabinet Report	Barry Brandford	To consider the report and make any appropriate recommendations to Cabinet.
16th July 2019	Q4 2018-2019 Performance Monitoring Report	Monitoring	Ged Greaves	
	Financial Assistance Scheme – Themed Fund	Operational	Sarah Dennis and Lorraine Gore	To consider how the themed fund will be used.
	Air Quality Monitoring	Monitoring	Dave Robson	Annual report
	Dry Recyclables	Information	Barry Brandford	To respond to items raised for the Work Programme identified at the Panel meeting on 4th June.
3rd September 2019	Food Hygiene Update	Update	Vicki Hopps	Annual update as requested by the Panel. Last update was received

				in June 2018.
	Climate Change	Information	Dave Robson and Ged Greaves	To respond to items raised for the Work Programme identified at the Panel meeting on 4th June
	Corporate Business Plan	Workshop session	Ged Greaves	To progress the development of the council's corporate business plan.
	Meeting Start times			
15th October 2019	Q1 2019-2020 Performance Monitoring Report	Monitoring	Ged Greaves	
	Prevent and County Lines	Information	Norfolk Constabulary	Officers from Norfolk Constabulary and NCC will provide information to the Panel.
	Financial Assistance Scheme – Themed Fund	Policy Development	Sarah Dennis	Following on from the meeting on 16th July meeting Members will receive more information on how the Themed Fund could be utilised.
	Homelessness and Rough Sleeper Strategy Consultation	Policy Development	Duncan Hall	The Panel to be consulted on the draft strategy.
3rd December 2019	Keeping Seals Safe from Plastic Flying Rings	Information	Representative from Friends of Horsey Seals	This item was requested by the Panel for addition to the Work Programme.
	Climate Change Update		Dave Robson	
	Corporate Business Plan	Policy Development	Ged Greaves	Following on from the last meeting, to progress development of the

				council's corporate business plan.
	Waste Contract Procurement.		Barry Brandford	All Councillors to be invited for this item.
	Hunstanton Coastal Management Plan	Cabinet Report	Dave Robson	To consider the report and make any appropriate recommendations to Cabinet.
21st January 2020	Q2 2019-2020 Performance Monitoring Report	Monitoring	Ged Greaves	
	Annual Update on Councillors appointed to Outside Bodies	Annual Update	Relevant Councillors	Councillors which have been appointed to Outside Bodies by the Environment and Community Panel are required to report back to the Panel on an annual basis.
	Police and Crime Commissioner & Senior Police Officer attending to provide update and overview of roles and responsibilities.	Information	Police and Crime Commissioner	The PCC had offered to attend the Scrutiny Panel.
	Environment Agency and Anglian Water attending regarding Bathing Water Quality	Update	Martin Chisholm	This item was requested by the Panel for addition to the Work Programme.
	Scrutiny and the Executive Protocol	Policy Development	Democratic Services	To consider the draft protocol prior to its submission to Cabinet
3rd March 2020	West Norfolk Wins Update	Update	Sarah Dennis and Lorraine Gore	Annual Update on the West Norfolk Wins Lottery. Previous Update was provided in April 2019.
	Disabilities Champion Update	Update	Disabilities Champion	Annual Update

	Sustainability Transformation Plan Update	Update	Representatives from the CCG	Last update received in March 2018
	Advice Services Update		Sarah Dennis and Lorraine Gore	Annual Update requested by the Panel.
	Contaminated Land Strategy	Cabinet Report	Dave Robson	

To be scheduled

- Shop mobility
- Climate Change impact assessed against new Policies
- Update on the Docks
- Review of Chinese Lanterns and mass balloon releases Policy and NCC Balloon and Lantern Release Charter.
- Air Quality Annual Monitoring – July 2020
- Prevent and County Lines – last update presented to the Panel in October 19, next update due October 2020.
- Alive West Norfolk – Spring 2020
- Youth West Project. Last went to Panel in July 2018. Panel agreed for a further update in Winter 2019.

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 December 2019 Special Meeting	New Waste Contract Award	Key	Cabinet	Environment Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Arrangement for the remainder of the existing waste contract	Non	Cabinet	Environment Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 January 2020						
	Future High Streets – Stage 2 bid for funding	Key	Cabinet	Business Development Exec Dir – C Bamfield		Public
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public

	Corporate Business Plan	Key	Council	Leader Chief Executive		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public
	Council Tax Support Scheme 2020/2021 – Final Scheme for Approval	Key	Council	Housing S151 Officer		Public
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Development Options - Hunstanton	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Homelessness and Rough Sleeper Strategy Consultation	Non	Council	Housing Chief Executive		Public

	National Planning Policy Framework – Vacant Building Credit	Non	Cabinet	Development Exec Dir G Hall		Public
	Notice of Motion – Climate Change	Non	Council	Environment Exec Dir G Hall		Public
	Review of Contract Standing Orders	Non	Council	S151 Officer Leader		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 February 2020						
	Budget	Key	Council	S151 Officer Leader		Public
	Capital Programme	Key	Council	S151 Officer Leader		Public
	King's Lynn Area Transport Study	Non	Cabinet	Development Exec Dir – G Hall		Public
	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Parkway – Accelerated Construction Scheme	Key	Council	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the

						business affairs of any person (including the authority)
	Update to the Major Project Board Terms of reference	Non	Cabinet	Asst Dir – M Henry		Public
	Notices of Motion – Hardings Way	Non	Council	Asst Dir – M Henry		Public
	Review of Standing Orders	Non	Council	Leader Chief Executive		Public
	Scrutiny and the Executive Protocol	Non	Council	Leader Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
17 March 2020						
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public