

Local Members' Interest
N/A

Corporate Policy Scrutiny and Performance Committee - 7 July 2008

Executive Response to Final Report and Recommendations of the Climate Change Scrutiny Review

Recommendations

1. That the Corporate Policy Scrutiny and Performance Committee note Cabinet's formal response to the comments and recommendations of the Climate Change Scrutiny Working Group and the Committee.
2. That the Committee consider the accompanying Action Plan.
3. That the Committee make arrangements to monitor the implementation of the agreed recommendations on a regular, exception basis until all recommendations have been fully implemented.

Report of the Leader of the Council

Part A

What is the Scrutiny and Performance Committee being asked to do and why?

4. The Committee are asked to consider: the feedback on the Cabinet's response to the comments and recommendations that were made by the Climate Change Scrutiny Working Group and Committee; and the Action Plan for implementing the agreed recommendations. They are asked to put in place arrangements to monitor the implementation of the recommendations, which helps ensure that this implementation takes place.

Part B

Background

5. A Working Group of Members of each of the County Council's Scrutiny and Performance Committees and Panels have been directing and overseeing the Council's response to climate change. Their final report described the outcomes that had already been achieved and focused on ensuring that thinking and action on climate change were embedded across the Council as a whole.
6. The findings and recommendations of the Working Group, together with the Committee's supplementary recommendations, were considered by Cabinet in March 2008. Cabinet's response is attached as Appendix A.

7. The Action Plan for the implementation of the agreed recommendations is attached as Appendix B.
8. **Equalities and Legal Implications** - The review arrangements for “A Hard Rain” (the County Council’s Climate Change Action Plan) should take account of any relevant legislation. Any climate change related plans/policies should be subject to an Equalities Impact Assessment.
9. **Resource and Value for Money Implications** - The Working Group’s considerations included the use of Invest to Save to support the County Council’s response to climate change, in the context of the Value at Stake i.e. the projected future financial cost to the County Council should it not reduce its carbon emissions. This cost incorporates fuel price inflation. Ensuring that the actions that flow from “A Hard Rain”, and the Staffordshire Declaration on Climate Change, are embedded in the County Council’s business planning arrangements is the best way to make sure that the resources implications are accounted for. Cash savings may be achieved as a result of energy saving initiatives (last year £1.25 m such savings were achieved).
10. **Risk Implications** - “A Hard Rain” is aimed at mitigating the risks of climate change and the Working Group’s recommendations were aimed at ensuring the successful implementation of this Action Plan and the commitments of the Staffordshire Declaration on Climate Change. The County Council is gaining a good reputation in this area of work and needs to maintain momentum and meet the target reduction in carbon emissions.

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List of Appendices/Background papers

- Cabinet response and Action Plan (attached)
- Final Report of the Climate Change Scrutiny Working Group
- Minutes of meeting of the Corporate Policy Scrutiny and Performance Committee held on 21 January 2008
- Minutes of the Cabinet meeting held on 19 March 2008

Appendix A

Cabinet Response to the Final Report of the Climate Change Scrutiny Working Group and the accompanying submission of the Corporate Policy Scrutiny and Performance Committee

<p>The focus of our recommendations is performance management, in line with the Working Group’s wish to ensure that the actions that flow from “A Hard Rain” (the County Council’s Climate Change Action Plan) and the Staffordshire Declaration on Climate Change are embedded in the County Council’s business planning and performance management arrangements and also job roles and responsibilities.</p> <p>The Staffordshire Declaration commits the County Council to declare publicly, within appropriate plans and strategies, the commitment to achieve a significant reduction of greenhouse gas emissions from its operations.</p> <p>Headline performance indicators are included in the County Council’s Sustainable Development Thematic Improvement Plan and progress against these is reported to Cabinet and the Corporate Policy Scrutiny and Performance Committee on a quarterly basis as part of the County Council’s performance management framework.</p>	<p>The Cabinet agree that the elements of the County Council’s response to climate change should be incorporated into the County Council’s business planning and performance management arrangements and also job roles and responsibilities.</p>
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<p>The Working Group recommend that this provision is supported by the Corporate Policy Scrutiny and Performance Committee asking the Economic Prosperity and Sustainable Communities (EPSC) Scrutiny and Performance Panel, as climate change is within their remit, to consider, on the Committee's behalf, more detailed quarterly progress updates. These updates should include, but not be limited to, the:</p> <ul style="list-style-type: none"> • implementation of "A Hard Rain", Staffordshire Declaration and supporting policies • continued exploration of the areas of the County Council's activity contributing to carbon dioxide emissions and how carbon emissions might be reduced • continued exploration of a variety of renewable energy developments and their potential part in a mixed energy economy in the county and in the County Council's response to climate change • promotion of the Staffordshire Declaration in regard to encouraging co-signatories • the development of the leadership role of the County Council in tackling climate change particularly in regard to: maintaining the profile of the subject; internal and external communications • the management of outcomes in regard to the relationship with co-signatories (especially those not Local Area Agreement partners). 	<p>The Cabinet support the recommended scrutiny arrangements as they will assist with performance management in this area and are consistent with the role of scrutiny in the County Council's performance management framework.</p>
<p>In addition, we recommend that the County Council should develop the mechanism for performance management with the co-signatories to the Staffordshire Declaration, those within and without the Local Area Agreement, to evidence the shared contribution to reducing emissions and other progress in this</p>	<p>The Cabinet support this recommendation. The LAA itself provides the necessary performance management mechanisms, which should be capable of being extended to cover partners not party to the Agreement.</p>

<p>area.</p>	
<p>As climate change is an issue of cross cutting relevance, the Working Group ask the County Council to ensure that it is appropriately addressed across its hierarchy of plans. Discrete actions should appear in the relevant service and team plans; corporate actions should appear in all appropriate plans at the thematic, service and team plan level. The Personal Performance Review process should pick up individual responsibilities and identify training and development needs in regard to this issue. The Working Group consider that it is particularly important to ensure that senior managers are equipped to embed thinking and action on climate change across the County Council. We also recommend that the job descriptions of County Council premise managers/those with premise management responsibility should be revised to include their responsibilities in regard to energy management and that the County Council ensures that any associated training needs are met.</p>	<p>The Cabinet support this request. The refreshed Strategic Plan now includes a section on climate change, and each Directorate will consider climate change in their thematic improvements plans and service plans as appropriate. Actions relating to the individual will be captured in Personal Performance Reviews (PPR) as appropriate.</p> <p>The Cabinet welcome responsibilities relating to energy management being included in County Council premise managers' job descriptions. The PPR process provides the framework for consideration of job descriptions and training needs.</p>
<p>We recommend that "A Hard Rain" be reviewed annually and in the light of any new national or regional developments relevant to Staffordshire's response to climate change, with further editions issued as necessary. Further policy development in this area is likely to be needed in future and it is recommended that the Cabinet involve scrutiny in such future policy development.</p>	<p>The Cabinet agree with the need for an annual review of "A Hard Rain" and task the Corporate Director (Development Services) to carry this out. To reduce costs this should take the form of a supplement, rather than a revision of the whole document. Cabinet agree with the need for scrutiny involvement in future policy development.</p>

<p>We recommend that all significant County Council policies and programmes should be assessed by the Development Services Climate Change Team for their potential impacts with respect to carbon emissions and climate change adaptation.</p>	<p>The Cabinet agree with the need for this assessment, and request that a mechanism be put in place to ensure that all significant policies and programmes are referred to the Climate Change Team for their assessment and advice, which should be included in relevant reports.</p>
<p>We recommend that the County Council explore available means of obtaining formal accreditation for the Council's work on climate change, where this is beneficial and complementary to the performance management arrangements and to the promotion of the County Council's work and good practice. This should include Environmental Management Systems, for example ISO 14001.</p>	<p>The Cabinet accept this recommendation, and are pleased to note that work in this field has already received national recognition. Cabinet are unsure that the adoption of an Environmental Management System, by the Council as a whole, would provide accreditation specifically of its climate change work, and would want to see a detailed cost-benefit analysis before committing resources to it.</p>
<p>The Working Group have discussed with the Chairman of the Council his role as Climate Change Champion. As a result, we recommend that the Climate Change Champion role description that is appended to this report be adopted and that this role be integral to the post of Chairman i.e. assumed by subsequent Chairmen. We also recommend that the Climate Change Champion should be invited to attend the meetings of the EPSC Scrutiny and Performance Panel when they consider the quarterly progress updates.</p> <p>The Corporate Policy Scrutiny and Performance Committee recommend that the Climate Change Champion be enabled to report direct to the County Council on important climate change matters.</p>	<p>The Cabinet support the adoption of this role and its integration into the post of Chairman and will ask the Director of Law and Governance to incorporate this in any revisions of the Constitution.</p> <p>The Cabinet support this arrangement which is for the Panel to determine.</p> <p>This can be facilitated within existing arrangements.</p>

<p>The County Council resolved that the Working Group should continue in an advisory capacity to the Chairman in his Champion role. However, we do not consider it appropriate to perpetuate the Climate Change Scrutiny Working Group in this capacity. We recommend that this advisory function be undertaken by the Climate Change Team and the officer group who will deal with the apportionment of the target reduction in carbon dioxide emissions between the County Council's Directorates/service areas. However, the Working Group consider that scrutiny involvement in this apportionment would be appropriate and would like to undertake this as their final task.</p>	<p>The Cabinet support the view of the Working Group and will recommend to the Council that advice to the Chairman in his Climate Change Champion role be provided by the Climate Change Team and the officer group who will deal with the apportionment of the target reduction in carbon dioxide emissions between the County Council's Directorates/service areas.</p> <p>The Cabinet welcome the involvement of the Working Group in this apportionment as their final task and would like to thank them for their significant contribution to the County Council's response to climate change.</p>
<p>From the Working Group's monitoring of the implementation of "A Hard Rain", the area which we consider is least advanced is the production of adaptation plans. Therefore, we recommend:</p> <ul style="list-style-type: none"> • that the first quarterly update to the EPSC Scrutiny and Performance Panel includes an update from Directorates as to how they will address this; and • an adaptation planning workshop for service planners is held. 	<p>The Cabinet support these recommendations and request that all Directorates make progress with adaptation planning.</p>
<p>Dealing with emergencies is one aspect of adaptation planning and, given that an impact of climate change is anticipated to be increased frequency and perhaps severity of climate change related emergencies (e.g. flooding, heat waves and wildfires), we recommend that the County Council ensures that there is a regular review of: the resources that are required and allocated; and the partnership working arrangements that are in place, to support effective response to such emergencies.</p>	<p>The Cabinet support this recommendation. The County Council's participation in the Staffordshire Resilience Forum, a partnership that already exists to focus on dealing with emergencies (such as flooding, heat waves and wildfires), addresses this and the Partnerships Scrutiny and Performance Panel is in the process of considering these partnership arrangements and can continue to do so.</p>
<p>We recommend dedicated Invest to Save arrangements for the response to climate change, given the value at stake.</p>	<p>Invest to Save arrangements have been in place for some time now as part of service planning mechanisms and</p>

<p>Resources will be required for research and development including pilot projects and for supporting the development of energy management. As time goes by a longer term view will be required in regard to investment as payback periods for climate change related initiatives will be longer. We expect that the County Council will also pursue external funding where available to support the response to climate change.</p>	<p>appear to work well. Recent examples of successful bids include replacement bollard and road signs to save energy, alternative heating systems and replacement energy management systems. Some of the existing Invest to Save schemes already have long payback period (e.g. 25 years). It is important that asset/project lives are considered carefully when determining payback periods and that investment decisions take into account projected fossil fuel price inflation. A detailed business case is required to be produced for each suggested project and scored in line with agreed assessment criteria which will take account of the impact on running costs including the potential to offset future rises in energy prices.</p>
<p>Part of our focus has been on young people and schools (the control of emissions in regard to schools is outside the County Council's control). We recommend that the County Council uses the available mechanisms, including promotion of the Eco Schools programme and assistance with energy management, to support communication with young people about climate change and schools to reduce emissions. We also ask that carbon emissions and adaptation considerations form part of the Building Schools for the Future programme.</p>	<p>The Cabinet accept this recommendation and would encourage all schools to take steps to control and reduce emissions and raise awareness of the climate change agenda with young people.</p> <p>This is a government sponsored initiative and standards relating to sustainability and energy are included in the associated procurement rules. This will provide the framework for the inclusion of such considerations in the delivery of the programme in Staffordshire.</p>
<p>The Corporate Policy Scrutiny and Performance Committee ask Cabinet to consider what more can be done to address business mileage.</p>	<p>The Cabinet will consider this matter.</p>

Corporate Policy Scrutiny and Performance Committee

Appendix B

Climate Change Scrutiny Review

July 2008

RECOMMENDATION		ACTION	LEAD OFFICER	DEADLINE
a)	The Economic Prosperity and Sustainable Communities (EPSC) Scrutiny and Performance Panel to receive quarterly climate change progress updates (see also recommendations l and p)	Inclusion of quarterly climate change progress updates on the work programme for EPSC Scrutiny and Performance Panel Provision of quarterly climate change progress updates on the work programme for EPSC Scrutiny and Performance Panel	Nick Pountney, Scrutiny and Performance Manager Steve Potter, Head of Environment and Countryside	To commence for 2008/09 work programme and then ongoing
b)	Develop the mechanism for climate change related performance management with the co-signatories to the Staffordshire Declaration	Utilise LAA performance management mechanisms and extend to cover any co-signatories not party to the Agreement	Darryl Eyers, Corporate Partnerships Officer	To commence July 2008
c)	Ensure that climate change is appropriately addressed across the County Council's hierarchy of plans	Quality assurance of business plans and advice to business planners	Darryl Eyers	To be completed by March 2009
d)	The Personal Performance Review (PPR) process to pick up individual responsibilities and identify training and development needs in regard to	Advice to managers re. PPR (see also recommendation f)	Helen Riley, Deputy Corporate Director, People, Policy and Performance	From April 2008

RECOMMENDATION		ACTION	LEAD OFFICER	DEADLINE
(e)	climate change (Ensure that senior managers are equipped to embed thinking and action on climate change across the County Council)	(Advice and training to senior managers)		(Senior Managers' conference on 22 May 2008)
f)	Revise the job descriptions of County Council premise managers/those with premise management responsibility to include their responsibilities in regard to energy management (address any associated training needs)	Advice to managers re. PPR	Helen Riley	March 2009
g)	Review "A Hard Rain" annually and in the light of any new national or regional developments relevant to Staffordshire's response to climate change	Monitor developments Undertake reviews Produce further supplements as necessary	Corporate Director (Development Services)	From June 2008 annually and as required
h)	Cabinet to involve overview and scrutiny in any further associated policy development	To support Cabinet - identify and address any requirement for further policy development	Helen Riley working with Steve Potter	As required
i)	Assess all significant County Council policies and programmes for their potential impacts with respect to carbon emissions and climate change adaptation	Put in place a mechanism to ensure that all significant policies and programmes are referred to the Climate Change Team for their assessment and advice Conduct assessments Include information in relevant reports	Helen Riley for mechanism (discharged through Darryl Evers on policies and Andrew George on programmes/projects) Climate Change Team to	As required

RECOMMENDATION		ACTION	LEAD OFFICER	DEADLINE
		(Advice to business planners/report writers)	do assessment	
j)	Explore available means of obtaining formal accreditation for the County Council's work on climate change	Undertake cost benefit analyses of means of accreditation (Work towards formal accreditation if appropriate)	Steve Potter	From June 2008
k)	Adopt Climate Change Champion role description and make this role integral to the post of Chairman	Incorporate in Constitution	John Tradewell, Director of Law and Governance	June 2009
l)	Invite the Climate Change Champion to attend the meetings of the EPSC Scrutiny and Performance Panel when they consider the quarterly progress updates	Issue invitation	Nick Pountney	From June 2008
m)	Enable the Climate Change Champion to report direct to the County Council on important climate change matters	Include reports on Council agenda as appropriate	John Tradewell	As necessary
n)	Climate Change Team and the officer group (who will deal with the apportionment of the target reduction in carbon dioxide emissions between the County Council's Directorates/service areas) to act in advisory capacity to Climate Change Champion	Make arrangements for provision of advice	Steve Potter	Ongoing
o)	The Climate Change Scrutiny Working Group to be involved in the abovementioned apportionment as	Hold meeting of Working Group to consider this matter	Nick Pountney	September 2008

RECOMMENDATION		ACTION	LEAD OFFICER	DEADLINE
	their final task			
p)	To ensure progress with the production of adaptation plans: - the first quarterly update to the EPSC Scrutiny and Performance Panel to include an update from Directorates as to how they will address this - an adaptation planning workshop for service planners to be held	Request information from directorates Hold workshops (at Directorate level)	Nick Pountney to request update for scrutiny Steve Potter	As established within work programme At invitation of Directorates - two already held
q)	Regularly review: - the resources that are required and allocated - the partnership working arrangements that are in place to support effective response to climate change related emergencies	Review through the Staffordshire Resilience Forum Consideration by the Partnerships Scrutiny and Performance Panel of the partnership arrangements	John Tradewell Tina Randall, Scrutiny and Performance Manager	From June 2008 July 2008
r)	Use of the available mechanisms, including promotion of the Eco Schools programme and assistance with energy management, to support communication with young people about climate change and schools to reduce emissions	Encourage all schools to take steps to control and reduce emissions and raise awareness of the climate change agenda with young people An item will be placed on the agenda of all governing bodies asking schools that have not already signed	Derrick Golland, Senior Adviser, School Improvement Division	April 2009

	RECOMMENDATION	ACTION	LEAD OFFICER	DEADLINE
	Carbon emissions and adaptation considerations to form part of the Building Schools for the Future (BSF) programme	<p>up to the Eco-Schools programme to consider doing so. In addition, using the same mechanism, all schools will be asked to ensure that they have addressed the Department for Children, Schools and Families Sustainable Schools Framework.</p> <p>Current requirement of the programme is for all new schools to have a minimum environmental rating, assessed against the Building Research Establishment Environmental Assessment method (BREEAM), of "very good". Longer term programme commitment is for all new schools to be zero carbon from 2016 with the present goal for designs to be moving towards a 60% reduction against Building Regulation requirements over the medium term.</p>	John Giacomelli, Assistant Director, Children and Lifelong Learning	Ongoing, but design stage of BSF starts in 2010.
s)	Cabinet to consider what more can be done to address business mileage	To consider as part of collective agreement for parts II and III of Green Book	Jann Russell, Head of Human Resources/Organisational Development	March 2009