

## Update on delivery of the Climate Change and Environment Strategy (CCES) Action Plan

To: Environment & Green Investment Committee

Meeting Date: 16 March 2023

From: Executive Director Place & Sustainability

Electoral division(s): All

Key decision: No

Forward Plan ref: n/a

Outcome: Report progress delivering the 2022 Climate Change and Environment Strategy Action Plan

Recommendation: Committee is asked to:

- a) Note progress delivering the CCES Action Plan including the challenges highlighted in section 2.
- b) Approve suggested updates to the Action Plan set out in paragraph 2.2.
- c) Support the development of a new risk-based approach for future progress reporting as set out in section 3 and bring a further progress report in the new format in six months to Committee to inform business planning

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## 1 Background

- 1.1 Full Council approved a refreshed Climate Change and Environment Strategy (CCES) in February 2022. Reaching across three areas - mitigation, adaptation, and natural capital - the strategy sets out how the Council will support our communities, businesses and wildlife to thrive while reducing carbon and dealing with the effects of the changing climate.
- 1.2 Targets were agreed across the three areas, with a headline target for Cambridgeshire to be net zero by 2045. Other targets are to:
  - By 2025: Understand and grow our natural capital account to benefit people and nature
  - By 2030:
    - The Council will reduce emissions from our buildings and fleet transport to net zero (scopes 1&2)
    - The County Council will reduce its supply chain emissions (all scope 3) by 50.4%
    - Improve our Biodiversity across the Council's whole estate
  - By 2045:
    - Support our communities and businesses to decarbonise
    - All Council buildings and infrastructure to be resilient to climate change impacts
- 1.3 To secure delivery of the strategy, an Action Plan was approved as a “live” document to which amendments and new actions could be added as greater knowledge and further evidence come forward.
- 1.4 A three-phase resourcing and mobilisation plan sits alongside the strategy. Phase 1 is the Enabling Net Zero Programme, funded by the Council's Just Transition Funding to address the organisational barriers to reduce carbon emissions in the work and policy making we do. Interventions include upskilling, building capacities, aligning resources and policies, and implementing key projects already underway. Phase two and three resourcing and mobilisation plans will follow and include adaptation and natural capital to bring all the work on the Climate Change and Environment Strategy together.
- 1.5 The Phase 1 Enabling Net Zero Programme primarily focuses on the barriers to mitigation and in January 2023 E&GI were updated on its progress. This report provides a wider update on all actions within the CCES Action Plan and proposes a risk-based methodology for future reporting.

## 2 Action Plan Progress

- 2.1 The CCES action plan, as approved in February 2022, has 54 actions. It is

proposed in 2.2 to add additional actions currently sat only in the Enabling Net Zero Programme. See appendix 1 for full Action Plan and RAG status for each action. The RAG Status for each action has been set per the below:

- **Green:** Action is progressing as anticipated without major challenge. While the original target date for completion may be extended, the action is progressing well. (33 actions, 58%)
- **Amber:** Action has commenced and/or part completed, but further progress has been delayed, slower than anticipated or requires external input (resource, funding etc) to progress further. (20 actions, 36%). Of these actions:
  - Ten will be facilitated through skills enhancements, projects and resources secured under the ENZ Programme.
  - Three require greater alignment with partners to move towards green; and
  - One (action 49 on waste disposal options) has slowed due to dealing with immediate legislative changes putting pressure on officer time. Once this pressure clears officers will refocus on this action.
- **Red:** Actions where delivery has either not commenced, or where significant challenges to delivery are preventing progress. (3 actions). The status of these actions is:

Action	Status	Next Steps/Continuing issues
Action 11: Develop and implement a policy for the use of chemical pesticides and herbicides across all CCC assets, with a view to minimising their use as far as possible while acknowledging the specific needs and requirements of different asset types.	Not started	Proposed route to delivery is to include within the Biodiversity Strategy currently under development.
Action 24: Transition all corporate transport fleets (e.g., gritters, mobile libraries, highways fleet, pool and hire car & vans etc), to low carbon alternatives, e.g., EV (Electric Vehicle), e-bikes etc.	Not started	Skills and capacity to manage a centralised fleet management function are under strategic review. Whilst being reviewed, the impact is delaying the delivery of action 22 on workplace EV charging at CCC sites.
Action 29: Explore and develop business models to enable Council investment to upgrade all commercial properties' energy efficiency and to share in the financial benefit from energy reductions	Not Started	Some limited steps driven by legislation to minimum EPC E standards. Route to delivery is building the skills and capacity in the Facilities Management team through the ENZ consultancy work, scoping decarbonisation

		plans for Council's operational buildings.
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2.2 Action Plan Updates: Since the actions were approved, a number of amendments are suggested. Full details in Appendix 2.

- Actions to be combined – Some of the actions can be delivered together. For example, delivery of a pesticide use policy could be incorporated into the Biodiversity Strategy Full details in Appendix 2 – Proposed Changes to the CCES Action Plan.
- Actions to be added – the ENZ Programme has adopted a number of new actions which can now be included in the CCES Action Plan. For example, inclusion of the NHS Green Plan and Locally Determined Contributions for Net Zero Full details in Appendix 2 – Proposed Changes to the CCES Action Plan.

### 3 Reporting Going Forward

3.1 In reviewing the CCES action plan using the RAG process, a number of limitations were identified with the methodology. For example, the change over time is not conveyed or the priority and range of actions to achieve targets. This has led to the proposal for a new risk-based approach.

3.2 The Council's Corporate Risk Framework includes a risk on Climate Change. The CCES is part of the Council's response to tackle this risk, establishing targets and planned actions. To align reporting of risk management with the CCES, a new approach is under development which will be more dynamic and responsive and inform more clearly the risk to achieving the council's climate and environment targets.

3.3 The starting point for this approach is defining the impacts to be assessed:

- Appendix 3 – provides a draft impact assessment against which all actions in the action plan can be assessed.

- Appendix 4 – Example Impact Assessment for one of the CCES Targets provides a draft example of how this could be developed for each CCES target.

- 3.4 The benefit of this approach is a more dynamic reporting tool which not only gives an overall delivery risk factor for each target at any one time but will provide a temporal view on how far away delivery or achieving the target is.
- 3.5 The visual challenge moving to this new approach is that reporting in the early years will be at the red end of the risk register, moving towards amber, and only as delivery continues and the council keeps innovating and changing what we do, will it move towards green, and successful achievement of targets. However, this is a more powerful indicator of the pace and direction of travel to achieve the targets and whether further interventions are needed to reach success.
- 3.6 The intention is to refine the methodology and its potential over the coming months and to report in 6 months to help inform business planning. It will provide a gauge, along with the scoping of the phase 2 Net Zero Programme, of where and how the Council needs to adjust what it is doing to achieve its ambitions.

## 4 Alignment with corporate priorities

### 4.1 Environment and Sustainability

This report set out how the authority is delivering its environmental ambitions.

### 4.2 Health and Care

Investing in measures and interventions that tackle climate change can also bring health benefits to our communities.

### 4.3 Places and Communities

No significant implications.

### 4.4 Children and Young People

Young people will live with the legacy of our actions today on climate. To achieve a Just Transition, the pace and scale of carbon emissions reductions must increase significantly and climate resilience, or costs will fall disproportionately on future generations increasing poverty and inequalities. Upskilling all services and the 4300 staff through this programme will look to accelerate change and create a more sustainable future for young people

### 4.5 Transport

The CPICC identified cutting car miles and improving active travel as important areas of work for the decarbonisation of transport. These are captured in the Enabling Net

Zero Programme in a number of ways including the decarbonisation plans for the construction and maintenance of highways, sustainable travel policy for staff, and supporting EV charge point delivery.

## 5 Significant Implications

### 5.1 Resource Implications

There are no significant implications within this category.

### 5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

### 5.3 Statutory, Legal and Risk Implications

The proposed new approach, if supported, will offer a more dynamic risk-based approach to reporting progress.

### 5.4 Equality and Diversity Implications

There are no significant implications within this category.

### 5.5 Engagement and Communications Implications

There are no significant implications within this category.

### 5.6 Localism and Local Member Involvement

There are no significant implications within this category.

### 5.7 Public Health Implications

Actions within the action plan can positively contribute to health and wellbeing outcomes.

### 5.8 Environment and Climate Change Implications on Priority Areas

Actions within the action plan positively support delivery of all priority areas within the CCES.

Have the resource implications been cleared by Finance? Yes,  
Name of Officer: Sarah Heywood

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes  
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Officer: Linda Walker

Have the equality and diversity implications been cleared by your EqIA Super User? Yes

Name of Officer: Sheryl French

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Kathryn Rogerson

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Sheryl French

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Iain Green

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?

Not applicable.

## 6 Source documents

### 6.1 Source documents

[Part 1 - Climate Change and Environment Strategy 2022 \(CCES\)](#) [link]

[Part 2 – CCES Technical Report](#) [link]

[Part 3 – CCES Action Plan](#) [link]

[Committee Report - Enabling Net Zero Programme Update](#) [Link]

## 7 Appendix 1 – CCES Action Plan including RAG Status

## 8 Appendix 2 – Proposed Changes to the CCES Action Plan

Proposed change	Rationale	New Action
Reword action 14	<p>Original wording: Develop principles to mitigate carbon, adapt to climate change and minimise impacts on nature for inclusion in all council strategies and policies</p> <p>Since this action was drafted, the principle of Net Zero by design is under development and therefore the original action is now included into this action.</p>	Develop Net Zero by Design guidance to support officers to embed carbon reduction approaches into all aspects of their roles. Including: design, delivery, budgeting, governance and decision making
Combine actions 11 and 25	These relate to biodiversity. Action 11 seeks a Pesticide Minimisation Policy while action 25 required a Biodiversity Strategy for the authority. These can be brought together into a single policy piece to avoid confusion and a proliferation of separate strategic documents.	<p>Develop and implement a Biodiversity Strategy for the Council and County to describe how and where biodiversity enhancement can take place.</p> <p>To include:</p> <ul style="list-style-type: none"><li>• Mapping of existing assets and biodiversity audits to understand existing biodiversity assets and site conditions</li><li>• Develop site specific improvement plans to deliver appropriate actions to bring site into positive conservation management</li><li>• Identification of opportunities for residents to take part and engage in delivery of improvement plans, ongoing maintenance and monitoring</li><li>• Ongoing monitoring programme to measure progress towards 20% net gain</li><li>• A policy on how the Council uses chemical herbicides and pesticides on its land</li></ul>

<b>Proposed change</b>	<b>Rationale</b>	<b>New Action</b>
Combine actions 6 and 52	These relate to improving carbon and biodiversity outcomes of new and existing highways schemes. All are being delivered through the Technical Workstream of the ENZ Programme.	Develop and deliver carbon reductions and biodiversity enhancement on highways maintenance and construction programmes including lifecycle carbon analysis, delivery of 20% biodiversity net gain and resilience of materials to the changing climate.
Combine actions 25 and 26	These are both procurement related and collectively form different parts of an overarching repositioning of carbon and environment within our procurement and contracts.	Support officers to embed carbon and climate into standards procurement approaches and contract management. For example, via Sustainable Procurement Guidance and standardised evaluation questions”
Create action 55 from ENZ Programme	This action is from the ENZ Programme only. IT builds from existing actions in the CCES to further embed climate and environment into our HR processes.	Embed climate and environment into HR processes, including: <ul style="list-style-type: none"> <li>• Workforce/People strategies review and alignment to climate strategy (Job roles, our conversations).</li> <li>• Net zero into the recruitment process (advertising, induction process)</li> <li>• Induction for new staff - triggered to think about Climate change from the start</li> <li>• All staff have an Outcome on net zero and a training objective in their 'Our Conversations</li> </ul>
Create action 56 from ENZ Programme	This action builds from others within the action plan, and seeks to support and engage officers, ensuring they feel empowered to make changes in their roles.	Develop and deliver an internal engagement programme to support officers to embed learning and guidance into their roles and deliver cross-organisational behavioural change.

## 9 Appendix 3 – Proposed Impact Assessment

### 9.1 Impact of Non-Delivery of the Action on Target Delivery

Impact	Impact Types					Impact Factor
	Relative risk of climate impacts to CCC services	Carbon Reduction/biodiversity net gain	Delivery of CCC Corporate Priorities (other than Environment & Sustainability)	Path Dependency – delivery of long-term transition	Reputation	
<b>High</b>	Massive disruption to business/ services. Recovery difficult or even impossible.	Negligible benefit to target delivery	Significant, wide ranging and long-term co-benefits supporting all CCC corporate priorities	Immediate, isolated change only	Permanent public / multistakeholder reputational impact, severely affecting business continuity and wider partnerships	<b>5</b>
<b>High-moderate</b>	Major disruption to business/service delivery. This could be through a single event or a series of outages.	Minor or only indirect carbon reductions and/or biodiversity net gains towards delivery the targets.	Opportunity for significant and/or wide-ranging co-benefits supporting 3 or more CCC Corporate Priorities is lost	Short term change only	Long-standing public / multistakeholder reputational impact, requires major intervention to overcome over long-term	<b>4</b>
<b>Low-Moderate</b>	Some customers dissatisfaction but business/services restored before any major impacts.	Moderate direct or significant indirect carbon reductions or biodiversity net gains delivered towards the targets.	Opportunity for some co-benefits delivered and/or supports 2 or more CCC corporate Priorities is lost	Medium term change delivered	Wider reputational impact, requires moderate intervention to overcome	<b>3</b>
<b>Low</b>	Minor/short-term inconvenience for business/service users and staff. Services quickly restored.	Significant carbon reduction and/or biodiversity net gain delivered against the targets.	Opportunity for a few co-benefits or only delivers Environmental corporate Priority is lost	Delivers long-term change, but requires continual inputs to sustain	Marginal / temporary reputational impact that can be readily overcome.	<b>2</b>
<b>Very Low</b>	Negligible. No impact on business/services.	Fully delivering target and contributing to significant and permanent direct carbon reduction and/or biodiversity net gain delivered	No loss of opportunity as action delivers no/negligible co-benefits	Delivers sustained, long-term change	Low-level impact to reputation	<b>1</b>

9.2 Likelihood matrix for define how likely occurrence of the impact(s) is. This is effectively a proxy for how well the action is progressing

Level	Likelihood of delay Factor
High	5
High- moderate	4
Low-Moderate	3
Low	2
Very Low	1

### 9.3 Risk Matrix

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
Impact						

## 10 Appendix 4 – Example Impact Assessment for one of the CCES Targets

*Note – this is an excerpt only*

Target : The Council will reduce emissions from our buildings and fleet transport to net zero by 2030 (scopes 1&2)

Initial RAG Status			New Average RAG Status		
Severity	Likelihood	Risk	Severity	Likelihood	Residual Risk
5	4	20	5	3	15

### Mitigations

No.	Action	RAG			Delivery Status	Action Plan Target Date	Updated Target Date (Jan 2023)	Co-Benefits - number of corporate priorities	Transport, Health & Care, Places & Communities, Children & Young People
		Impact	Likelihood	Residual Risk					
1	Embed climate/environment into decision making across the organisation, including: - All committee paper templates incorporate a requirement for officer clearance of implications of climate change impacts, carbon footprints and adaptation and environmental impacts, to help inform decision	5	2	10	In progress	2021	Ongoing action	0	
2	Develop and upskill officers' capability to undertake (or commission) lifecycle analysis when procuring construction goods and services to ensure minimisation of carbon emissions and waste.	3	2	6	In progress	ongoing	ongoing	1	transport
5	Incorporate the principles of the CCES into the Council's Asset Strategy and develop and deliver a programme of reductions to the environmental impact of the Council's existing built assets, including: - Maximising energy efficiency - Maximising renewable generation at our assets - Minimising reliance on fossil-fuels, targeting removal of gas/oil systems by 2025 - Maximising biodiversity potential, targeting 20% net gain - Minimising waste, especially water through use of water saving and grey water approaches - Are resilient to extreme weather events and fitted with appropriate passive building adaptations	5	2	10	In progress	2022	2023	4	Transport, Health & Care, Places & Communities, Children & Young People
12	Develop a sustainable travel policy for all CCC staff, encouraging and enabling use of lower carbon alternatives.	5	4	20	In progress	2023	2023	2	Transport, Places & Communities
13	Develop and deliver a training programme to upskill all CCC staff (and Members where possible) on carbon, climate, and biodiversity to enable improved decision making and delivery of other actions. Type of training to reflect needs of different types of staff.	4	3	12	Delivery	2023 (to have programme established)	2023	4	Transport, Health & Care, Places & Communities, Children & Young People
14	Develop principles to mitigate carbon, adapt to climate change and minimise impacts on nature for inclusion in all council strategies and policies	2	2	4	In progress	2023	2023	4	Transport, Health & Care, Places & Communities,
22	Scope all Council building for suitability for workplace EV chargepoints and commence a delivery				Delivery		2024	1	Transport