

## Draft Business Cases for Environment and Green Investment

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Business Case Title	Category	Total Amount £000
Climate Change and Net Zero programme – Phase 2	Investment	£912

## Climate change and Net Zero Programme

<b>Proposal Title (Business Plan Description):</b>	Climate Change and Net Zero Programme – Phase 2		
<b><u>Relevant Ambition(s)</u></b>	Ambition 1  Supports delivery of Ambitions 2, 6 and 7		
<b>Directorate:</b>	Place and Sustainability		
<b>Service:</b>	Climate Change and Energy Service (Lead) Programme includes resources from other functions across the Council including, Planning, Growth and Environment, Procurement, Communications, Learning and Development, Finance, Property Services, Highways and Transport		
<b>Type:</b>	Investment		
<b>Recurrent or One Off:</b>	One Off from Just Transition Fund		
<b>BP Reference No:</b>	C/R.5.133 C/R.5.134		
<b>Date:</b>	7/12/23	<b>Version</b>	V1.0

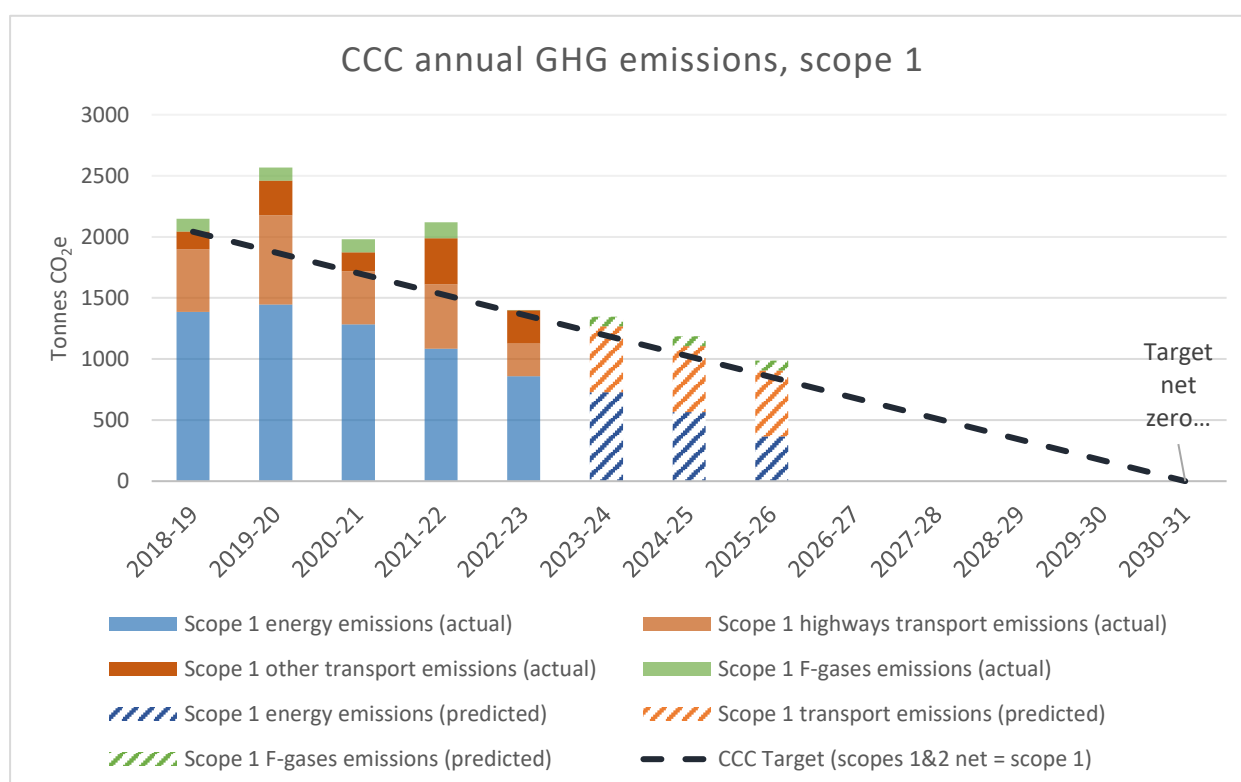
## Proposal Summary

<p><b>Summary / details of Proposal:</b></p> <p><b>Proposal:</b> The Climate Change and Environment Programme (CCEP) covers three key themes – Mitigation (reducing carbon emissions); Adaptation (managing climate impacts on services and communities) and Natural Capital (Increasing Biodiversity). The programme is ready to mobilise the delivery stages and is seeking £855k to increase the scope, pace and depth of delivery across its programme, building on the outputs and outcomes achieved in the first phase which has been successful in enabling and embedding capacity accross the whole council to enable delivery of the programme.</p> <p><b>Background:</b> In June 2022, the Strategy and Resources Committee approved £2.175m of Just Transition Funding for a four-year programme and £1.735m to support communities experiencing flood risk and to grow the County’s biodiversity.</p> <p>During the last 15 months, the governance arrangements have been set up to support the delivery of the Climate Change and Environment Programme. The programme covers nine workstreams and sets in place the enabling mechanisms to collect and analyse data, identify net zero route maps for high carbon emitting services, enables all staff to be climate advocates, generate ideas and innovation for service change, and is growing the skills in the organisation to deliver the Council’s Climate, Net Zero and Biodiversity ambitions.</p> <p>Mobilising delivery of the Climate Change and Environment Strategy was initially set out as a three phase programme covering:</p> <ul style="list-style-type: none"> <li>• Phase One: Enabling Net Zero [approved 2022)</li> <li>• Phase Two: Action Net Zero – implementation of key plans to deliver by 2030.</li> <li>• Phase Three: Benefitting Locally from Net Zero– realising the wider benefits for Cambridgeshire to 2045</li> </ul>
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Sitting alongside this, work has been commissioned to establish the baseline data for biodiversity to help plan and grow Cambridgeshire's natural capital account and to work with communities experiencing flooding.

### Why do we need additional investment into the Climate Change and Environment Programme? Phase 2/3 revenue proposal:

- The Quality of Life Survey of 5,000 Cambridgeshire residents undertaken during 2023 highlighted that nature and climate are priorities for our communities.
- To increase the pace, scale and depth of delivery of the Climate Change and Environment Programme, additional capacity and resources are needed to enable delivery of the change programme, and to deliver projects to meet the Council's strategic ambitions.
- Government policy, such as the Environment Act, is placing increased responsibilities and opportunities onto Local Authorities for delivery of Local Nature Recovery Strategies and biodiversity improvements.
- The Council's fifth annual carbon footprint report identifies good progress is being made towards the Council's Net Zero 2030 target, but more is needed to continue reducing carbon emissions and quickly.
- The impacts of climate change on services and infrastructure from droughts, flooding, overheating and volatile weather are now visible on key Council services such as Highways. Planning, costing and preparing services and communities for climate is needed to build resilience and safety.



The graph above shows the Council's 2022/23 Carbon Footprint (currently in draft at the time of writing) and demonstrates how CCC investments into building decarbonisation is now making a difference towards the Council's Net Zero by 2030 target.

### What happens if we don't get further investment?

The Council will not be able to:

- deliver its ambitions as set out in its Climate Change and Environment Strategy (CCES) and action plan, adopted in February 2022.
- have financial visibility of climate impacts on its assets, services and communities, which could lead to higher longer-term costs.

#### **In more detail:**

**Managing future demand on public services:** Climate change impacts are already with us. If we do nothing more, deterioration of the climate will continue and lead to increased vulnerabilities, reduced health outcomes and increased impacts on communities. These will all increase demand and reliance on the local public sector system and detrimentally impact lives and life expectancy.

**Managing future demand on our services:** There is increased risk to the cost in service delivery if we don't plan for the impact of climate change on our services.

**Managing costs of carbon:** the pace and scale of delivery is key. As we get closer to key Council and government targets, the cost of carbon will increase. We need to plan for and manage the cost risk by reducing as much carbon as we can in the system now when it is cheaper to do so.

#### **What will the investment cover and deliver?**

The scale of the Programme has substantially increased as it extended from Phase 1, enabling net zero, to include the full extent of the Climate Change and Environment Strategy and action plan. Nature and Adaptation are now fully included in the programme.

Table 1 captures the additional resourcing and capacity requirements to ensure a strong programme and the additional roles to mobilise delivery and new requirements.

<b>Role</b>	<b>Proposal</b>	<b>Total Costs including on-costs</b>
Senior Project Manager	<p>Extend 2-year fixed term post (ending Dec 24) by 1 year at P2.</p> <p>There are currently nine workstreams in the programme, with a broad range of projects and activities in them (approx. 30). The programme will continue to require this fundamental underpinning project management capacity beyond the current term of this role to December 2025 to embed this change programme.</p> <p>This role is not part of the base funded PMO Team and if not extended the Council will risk losing the skills, expertise and knowledge built in the existing post holder.</p>	£58,091
Project Support	<p>Extend 2-year fixed term post (ending Nov 24) by 1 year at S02.</p> <p>There are currently nine workstreams in the programme, with a broad range of projects and activities in them (approx. 30). The programme will continue to require this fundamental support capacity beyond the current term of this role to at least November 2025.</p>	£45,933

	This role is not base funded. The Service is reliant on the income from this programme, or the resource will be redeployed into other council priority work. The programme is not ready / sufficiently embedded for this to happen.	
Climate Change Officer	<p>Extend 2-year fixed term post (ending April 25) by 1 year at P1.</p> <p>The programme incorporates many projects that require implementation at pace and scale if the ambitions within the CCES are to be delivered. This role brings the capacity and specific skillsets on carbon and climate which are required to underpin and enable delivery of the programme until April 2026.</p>	£53,309

Table 2 shows the proposed additional new roles to be funded:

<b>Role</b>	<b>Proposal</b>	<b>Total Costs including on-costs</b>
1 x Natural Capital and Ecosystems Service Project Manager	<p>1FTE, P2 role for 2 years.</p> <p>There are currently seven large scale projects that require dedicated project manager capacity and coordination. The role will coordinate across the seven projects and project manage the stage 1 (pilot) of the Community Led Nature Restoration Project. In addition, it will build nature as a theme into projects growing the CCC natural capital account and putting in place the outcomes from the Tree and woodland strategy and the Biodiversity Audit and Strategy.</p>	£118,992
1 x Natural Capital specialist	<p>1FTE, P3 role for 2 years.</p> <p>A specialist in natural capital (NC) is needed to undertake the following:</p> <ul style="list-style-type: none"> <li>• develop the resources and evidence base to deliver statutory requirements set out under the Environment Act 2021, including Biodiversity Net Gain (BNG) and Local Nature Recovery Strategy (LNRS)</li> <li>• assess and review existing natural capital mapping and data, identifying areas missing or out of date.</li> <li>• communicate our natural capital evidence and tools so that evidence has an impact on decision making and outcomes.</li> <li>• develop the mainstreaming evidence about nature into decision-making, to ensure society's prosperity and nature recovery is embedded in decision making.</li> <li>• provide analysis (spatial, data, technical and delivery-focused) to inform the council's policy choices and advise on operational and delivery implications.</li> <li>• bring together the evidence and resources to support and embed natural capital approaches into our work.</li> </ul>	£134,429

Natural & Historic Community Engagement Lead (including Local Heritage Listing)	<p>0.5 FTE S01/S02 role for 2 years</p> <p>The funding ran out for this role in November 2022. CCC had been piloting an enhanced version of the statutory duty on behalf of the government which was very successful. Funding has not been reinstated. To ensure the momentum of new nominations continues, further funding is required. A further two years of funding would give enough time to show the full worth of the project and enable an uplift in the Service Level Agreement with Districts to enable this role to become business as usual.</p> <p>This will give time for Districts to manage their resources to increase capacity to sustain the enhanced version to the statutory duty and actively involve all Districts within Cambridgeshire.</p>	£47,010
2 x Community Energy Technical Project Managers	<p>2 FTE, P2 roles for 2 years.</p> <p>Just under 45% of Cambridgeshire's carbon emissions are linked to energy. The Council is leading Local Area Energy Planning for Cambridgeshire. Central to energy system change is mobilising communities to engage and participate in the energy system whether through retrofit, community energy or place-based investment. A Community Energy Policy was approved in March 2023 and these roles will support communities to mobilise, empower to act, build new skills and attract investment</p>	£237,984
Staffing contingency	To cover any costs associated with recruitment of staff and HR processes.	£10,000

In addition to the resource capacity, funding for technical work is required for:

- i. Climate Risk Evidence Base and Opportunity Mapping (£50k) Procurement of external advice to cost and map the Council's and County's exposure to climate change impacts including flooding, heating, drought, extreme weather and new public health challenges such as diseases. Experts will examine national and local datasets to understand the types of risks facing the county, quantifying the likelihood and severity in financial terms to the Council's statutory functions. A quantified evidence base will be provided to inform adaptation into business continuity planning and invest-to-save business cases.
- ii. Community Energy Development Budget:( £100k) to match fund and support community grant applications/funding bids, various studies and neighbourhood energy planning.

Not included in this proposal, is the outcome from consultancy work expected by June 2024 looking at net zero pathways for the rural estate, highways, waste, buildings and schools. A separate capital funding bid will be developed and fed into the 25/26 business planning process.

It is estimated at this stage that the Phase 2/3 revenue budget proposal will be £855k.

Has an EqlA been completed?	<p>Yes</p> <p>An EqlA was completed for the Climate Change and Environment Strategy and Action Plan refresh in 2022.</p>
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	This has been reviewed and updated for this proposal and submitted for review.
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<b>Proposed Start Date:</b>	April 24. However, preparation works on recruitment can be expediated sooner as soon as funding is secured.
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Staffing/investment	0	399	57	-456	0	0
Just Transition Fund	0	-399	-57	456	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Is there a linked capital proposal?</b>	By May 24, feasibility work on options to decarbonise rural estates, highways, and schools will be complete. This is likely to result in a capital funding bid to support delivery. The extent of the capital requirement is not yet understood but it will need to be prioritised and managed according to availability and access to funding.
<b>Investment year(s)</b>	Assumed to start in 25/26
<b>Investment Amount</b>	To be confirmed
<b>Funding Source</b>	Government funding and grant schemes; private finance, CCC Capital borrowing.

## Proposal benefits and impacts

<b>Benefit</b> < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	<b>Measurement &amp; Evaluation</b> <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Enabling programme resources will support services to deliver projects and embed climate and nature improvements into Council systems and ways of working.	Ambition 1 Also, significant co-benefits for other ambitions and wider determinants of health	Contribution to the seven CC&E targets; specifically: Target 1: Understand and grow our natural capital account to benefit people and nature by 2025. Target 4: Improve our Biodiversity across the Council estate by 2030. Specific contribution from this role is difficult to quantify but



		measures will be quantified for specific projects.
Community Energy projects will reduce our dependence on fossil fuels which reduces carbon emissions and improves air quality, which have wider health benefits.	As above	Specific contribution from this role is difficult to quantify but measures will be quantified when future Community Energy projects are developed.
The Council's and County's exposure to climate change impacts will be understood. The risk will be quantified to enable the Council to put in place future mitigating adaptation actions to protect the Councils statutory functions and support communities to adapt and be prepared for the effects of climate change.	As above	Production of a Climate Risk/Adaptation Strategy and integration into the Council's business continuity planning and future 'invest to save' business cases.
Quality of life – health benefits: Identification of actions to reduce impact of climate change on lives and future lives (through more sustainable transport, less pollution, increased biodiversity, etc.)	As above	Better quality of life and healthier population Reduction in demand from public services

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive: The roles in this proposal will all contribute to improving the Councils carbon footprint and adapting to climate impacts such as flood risk and increasing biodiversity and nature.
Social Impact	Positive: The C&P Independent Commission for Climate Final report (October 2021) highlighted a transition as a key foundation to any climate response. Supporting the most vulnerable in our society to adapt to climate change to help manage costs for heating, food and goods and services. Avoiding additional costs for these essentials is important and the revenue proposal includes a contribution for work on 'Adaptation to Climate' impacts and quantifying the costs of climate risk.

	<p>In terms of localism and enhancing the voice and role of communities in decision making, the Phase 2/3 funding bid includes provision for engaging with communities on clean energy, schools, to share information/signposting best practice and ideas, development of toolkits and guidance for community level action. For example, engagement in specific flood risk projects in March and other parts of the County, community led nature recovery and energy schemes.</p>
Health Impact	<p>Positive:</p> <p>This proposal is for staffing costs to enable the council to do projects that will directly deliver a positive environmental impact. There is a close link between environmental quality and positive secondary health benefits. Positive health impacts include:</p> <ul style="list-style-type: none"> <li>• Improving air and water quality,</li> <li>• Better health, reduces absenteeism, and increases productivity.</li> <li>• Access to green spaces, and healthier work environments positively impact physical and mental health, leading to higher productivity levels and cost savings for businesses.</li> <li>• Managing climate change impacts such as heatwaves or spread of diseases can reduce healthcare costs.</li> </ul>