

Dear Members

### **Cabinet**

A meeting of the Cabinet will be held on **Thursday 7 April 2022 at 6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

## **CABINET - 7 APRIL 2022**

**Chair - Councillor P M M Farrington**

### **A G E N D A**

- 1 Minutes of 3 March 2022 as circulated and published on 4 March 2022
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

#### **Page Nos**

#### **(a) LEADER OF THE COUNCIL**

- |   |        |
|---|--------|
| (i) Interim Position Report - First Stage of the Business Case for the Extension of the Shared Service Arrangements | 3 - 32 |
|---|--------|

#### **(b) ENVIRONMENT PORTFOLIO**

- |  |         |
|--|---------|
| (i) Stafford Borough Council Climate Adaptation Strategy | 33 - 72 |
|--|---------|

### **Membership**

**Chair - Councillor P M M Farrington**

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|------------------|---|
| P M M Farrington | - Leader                                      |
| R M Smith        | - Deputy Leader and Resources Portfolio       |
| J M Pert         | - Community and Health Portfolio              |
| J K Price        | - Environment Portfolio                       |
| F Beatty         | - Economic Development and Planning Portfolio |
| C V Trowbridge   | - Leisure Portfolio                           |

ITEM NO 4(a)(i)

ITEM NO 4(a)(i)

<b>Report of:</b>	<b>Leader of the Council</b>
<b>Contact Officer:</b>	<b>Joint Chief Executive</b>
<b>Telephone No:</b>	<b>01785 619200</b>
<b>Ward Interest:</b>	<b>Nil</b>
<b>Report Track:</b>	<b>Cabinet 07/04/2022 Council 19/04/2022</b>

**SUBMISSION BY COUNCILLOR P M M FARRINGTON  
LEADER OF THE COUNCIL**

<b>CABINET 7 APRIL 2022 Interim Position Report - First Stage of the Business Case for the Extension of the Shared Service Arrangements</b>
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<b>1 Purpose of Report</b>
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- 1.1 To consider the case for continuing with detailed work to establish a comprehensive business case for the extension of shared services between Stafford Borough and Cannock Chase Council to include the sharing of a Senior Management Team led by a shared Chief Executive.

<b>2 Proposal of the Leader of the Council</b>
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- 2.1 That subject to approval of the proposals by Cannock Chase Council at its Council meeting on 27 April 2022, the Council approves:
- (i) To continue to explore the opportunities of further shared services with Cannock Chase Council.
  - (ii) That the Joint Chief Executive be authorised to continue to develop the second stage of the detailed business case which is to be reported to Cabinet on 6 October 2022 and Council on 22 November 2022 ("the Term") together with an outline implementation plan.
  - (iii) During the Term, Mr Clegg will remain employed by Stafford Borough Council and seconded to Cannock Chase Council by agreement under section 113 of the Local Government Act 1972.

Council agree to continue to share the full costs of the Joint Chief Executive post with Cannock Chase Council on a 50/50 basis as set out in the report to Council on 17 May 2021.

- (iv) That in order to continue to provide adequate cover arrangements and to provide a mechanism in relation to conflicts of interests, that the Joint Deputy Chief Executive arrangements remain in place during the Term to support the completion of the detailed business case in line with the report to Council on 17 May 2021.
- (v) That the non-decision-making Shared Services Board continue to consider any matters that arise in the interim. The Board will report to both Councils' Cabinets with the final proposal being put to each Council meeting for final determination.
- (vi) That the Head of Law and Administration together with the interim Deputy Chief Executive (Joint Shared Head of Human Resources), in consultation with the Leader of each Council are authorised to finalise the necessary legal and HR arrangements in relation to the above recommendations.
- (vii) Increase the budget provision for independent advice and support to the development of the second stage of the business case to £60,000. The full cost to be shared 50:50 by each Council.
- (viii) Inviting the Local Government Association to:
  - Engage with Members early in the development of the second stage of the business case to seek their views on the wider sharing of services:
  - Hold one to one sessions with all Heads of Service to obtain feedback on existing shared services and their considerations and thoughts on the proposals.
  - Review the second stage of the completed business case, prior to its submission to both Councils for consideration, to ensure that it provides sufficient and balanced information for Members to make a final decision on.

<b>3 Key Issues and Reasons for Recommendation</b>
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### **Key Issues**

- 3.1 At its meeting on 17 May 2021, Council agreed to the secondment of the Council's Chief Executive, Tim Clegg, to Cannock Chase Council to provide services as Joint Chief Executive and Head of Paid Service from 1 June 2021, for a period of 14 months.

It was proposed that an interim report be prepared after 8 months in relation to the potential for a wider shared service between Stafford and Cannock Chase Councils.

- 3.2 It was also agreed that if after eight months either party felt that the arrangements were not working, the Joint Chief Executive would support Cannock Chase Council to consider and implement alternative arrangements.
- 3.3 The sharing of a Chief Executive, supported by a Deputy Chief Executive at each Council has proved to be effective as a concept. However, it is not sustainable in the longer term in the current form due to the flat structure of both organisations and the large number of direct reports that the Chief Executive is responsible for managing. In order to provide the resilience required and to increase the strategic capacity of both organisations, it would be essential to restructure and bring both Leadership Teams together into one senior team that would support both organisations. This will be considered further as part of the second stage of the business case.
- 3.4 The vision for a wider sharing of services is:
- each Council should retain its distinct and local identity, including decision making powers, service priorities, direction and accountability.
  - to deliver improved outcomes for local people at the same or reduced cost than could be achieved if services continued to operate separately.
  - “One Team supporting two Councils”
  - Transformation of services and processes through process re-engineering, smarter working and the use of improved technology,

This is set out in more detail in **APPENDIX 1**.

- 3.5 To deliver the vision, the Joint Chief Executive, with the support of senior officers, would work to combine the talent, knowledge and experience of each authority’s officers to build capacity and deploy resources to transform service quality and delivery to the residents of each Council in line with each Council’s priorities (business objectives). In doing so it is envisaged that this will bring opportunities to influence a wider audience both regionally and nationally and ultimately working more closely with key local partners to deliver for our communities.
- 3.6 Subject to an agreement by both Councils to continue to explore the wider sharing of services, the second stage of a comprehensive Business Case for sharing services will be developed and this will include the following key information:
- (i) Scope of the joint or individual Ambition, Efficiencies, Effectiveness and breadth of Opportunities.
  - (ii) Models of sharing and preferred option(s) including financing.
  - (iii) Key Advantages and Opportunities.
  - (iv) Resilience and Capacity Considerations.

- (v) Financial Context/Imperative, sharing of potential savings/costs, economies of scale.
  - (vi) Long-term vision, wider sharing opportunities and benefits, including best practice from each authority
  - (vii) Risks and Risk Management.
  - (viii) HR, Legal and other employee relations matters.
  - (ix) Staff and Trade Union Engagement.
- 3.7 Proposals to support the second stage of the business case and the development of a wider sharing arrangements will also be prepared which will set out:
- (i) Implementation Timetable - key milestones and dependencies.
  - (ii) Joint Governance arrangements for key decisions, performance management and monitoring.
  - (iii) Joint Appointments process to senior appointments.
  - (iv) Senior Staffing Structure recommendations.
- 3.8 The second stage of the business case would consider two options:
- (i) A shared Chief Executive, Leadership Team and services; and
  - (ii) Sharing some additional services but not a Chief Executive/Leadership Team.
- 3.9 The second stage of the business case and an implementation plan would be presented to Cabinet on 6 October 2022 and Council on 22 November 2022
- 3.10 It is proposed to increase the budget for buying in specialist expertise to develop the next stage of the business case from £40,000 to £60,000. This additional sum is to allow for additional support given the capacity issues that have been experienced in this first stage.
- 3.11 In view of the strategic importance of the business case for wider sharing to both Councils, it is proposed to invite the LGA to engage with Members to seek their views on the wider sharing of services and to review the completed business case, prior to its submission to both Councils for consideration.
- 3.12 There remains at this stage an option for each Council to agree to do nothing and end further consideration of the wider sharing opportunity. It is considered that this could deprive each Council the opportunity, with mounting budgetary pressures, to deliver on their ambitions for their communities, through the prospect of achieving:
- economies of scale;
  - pooling skills, talent and experience of a combined workforce;
  - development and implementation of innovative methods of service delivery across both local authority areas;
  - to trade and charge creatively to raise revenue without imposing unacceptable costs on local people; and

- better position each Council to be able to successfully bid for funding streams made available by Central and/or Regional Government and other funding bodies.
- 3.13 Having considered the context, the opportunities and risks offered by a wider sharing of services, should Members decide not to proceed further to developing the second stage of a detailed business case, each Council will need to develop other options for addressing the capacity, resilience and financial issues it is facing. These options could include the reduction of some services currently provided and/or the ceasing of some non-statutory services. The status quo is not an option.

### **Reasons for Recommendations**

- 3.14 In accordance with the report approved by Council on 17 May 2021, a detailed business case is to be prepared and used as the basis for determining whether to continue to share a Chief Executive and the wider sharing of services.
- 3.15 As the preparation of a detailed business case will be complex, time consuming and will incur a cost for both Councils, this report seeks to establish whether both Councils are supportive of continuing with this work and to agreeing the increase in budget to support the formulation of the business case.

<b>4 Relationship to Corporate Business Objectives</b>
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- 4.1 The potential to continue to share a Chief Executive and develop a business case for further shared services is considered to be a key element in supporting the Council to remain financially resilient and providing the necessary capacity and resilience for the delivery of the priorities set out in the Corporate Business Plan 2021-24 and the management of the business of the Council.

<b>5 Report Detail</b>
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### **Shared Services to date**

- 5.1 The sharing of services and management teams continues to be a well-established and recognised strategy to address a wide range of issues relating to finances, capacity, growth and resilience.
- 5.2 Stafford Borough and Cannock Chase District Councils have been sharing services since 2011. The first phase primarily focussed on support services commencing with the Monitoring Officer role and subsequently Finance, Internal Audit, Risk and Resilience, Legal, Information Technology and Human Resources being shared. In addition, two front facing services, Building Control and Revenues and Benefits, were also shared.

5.3 The first phase of shared services has been successful in:

- (i) delivering a combined total of on-going savings in the order of £1m;
- (ii) creating a critical mass by the joining of services has also:
  - allowed the delivery of further savings following the outsourcing of leisure services by both Councils and efficiency savings as part of ongoing budget savings; and
  - allowed the services to be continue to be delivered in-house; had they remained separate teams, some of them would have been reduced to such a small size that they could not be sustained and would undoubtedly have been outsources.
- (iii) Transforming services - all services went through a transformation process to align and re-engineer processes. This was particularly successful for the Revenues and Benefits service and led to improvements in performance for turnaround times. Numerous policies, regulations and guidance notes have been aligned across the two Councils.
- (iv) Increasing resilience - this was particularly successful for Building Control and the operation of its trading account.
- (v) Alignment of some ICT systems - this mainly relates to the IT infrastructure and those services that have been shared. This generated financial savings, efficiency savings and resilience (in terms of business continuity) for both Councils

5.4 There are however a number of areas where the first phase of shared services hasn't delivered all of the benefits anticipated and this is largely due to not all services being shared. Examples include:

- (i) Technology - limited progress has been made in sharing bespoke software with duplicate systems being maintained eg Planning, Environmental Health, Elections, CRM;
- (ii) Procurement - limited progress in aligning contracts and delivering savings through joint tenders;
- (iii) Sharing of best practise - whilst progress has been made by the shared services themselves, very little has been shared outside of these services. Also, progress for the shared services has been limited in some cases where protocols are set outside by services that are not shared eg committee report templates.

5.5 Under a wider sharing of services, the existing shared services could be reviewed to deliver further savings, efficiencies and improvements to service delivery. The issues identified in 5.4 could be addressed through the sharing of a Leadership Team and services.



- 5.6 A second phase of shared services was considered by both councils in April 2019 which looked at Environmental Service Digital/Customer services and the management of Planning Services and Systems. Both Councils agreed to review the options for further collaboration and Phase 2 of the Environmental Services Review, including the potential for further shared services, after a period of 18-24 months.

### **Sharing a Chief Executive**

- 5.7 The two Councils have been sharing a Chief Executive on an interim basis since June 2021, pending the development of the shared services business case. As part of this interim arrangement, a Deputy Chief Executive has been established at each Council to provide support to the Chief Executive and provide cover in his absence. It is considered that this has proved to be effective as a concept. However, it is not sustainable in the longer term in the current form due to the flat structure of both organisations and the large number of direct reports that the Chief Executive is responsible for managing. In order to provide the resilience required and to increase the strategic capacity of both organisations, it would be essential to restructure and bring both Leadership Teams together into one senior team that would support both organisations. As set out in 9.6 and **APPENDIX 3**, both Leaderships Teams are supportive of a shared Chief Executive and Leadership as the basis for the wider sharing of services. This will be considered further as part of the second stage of the business case.
- 5.8 There have been challenges for the Chief Executive in covering meetings for both Councils and the deputies or Heads of Service have covered those he has not been able to attend. This could be improved through:
- co-ordinated management of Council, Cabinet and Committee meetings; and
  - the restructuring of the senior management team and the creation of strategic posts.
- 5.9 The Chief Executive has offered his observations of from working across both Councils over the last 9 months:
- The Councils have more things in common to build on than differences.
  - Members and staff from both authorities are open to change that can safeguard and improve services.
  - The staff in both Councils take a great pride in their work and share the same public service ethos.
  - Our workforce is ageing and recruitment in many disciplines is difficult. Both Councils need a workforce development plan and to invest in our rising stars - we can do this better together.
  - The pandemic has “unfrozen” the way we have always worked and created an opportunity to create a more flexible work pattern that benefits staff including those with caring responsibilities and makes the Councils more attractive employers.

- Customers increasingly expect choice and convenience in how they request services and both Councils need to offer a comprehensive digital platform and it will be cheaper and better to develop this together with integrated services.
- The existing shared services have delivered substantial savings and some service improvements. However, they can deliver far more if the front facing services are integrated and there is a single clear and consistent strategic direction driven by one Leadership Team.
- Currently there is both unnecessary duplication with both authorities doing the same things and wasteful inconsistency in how we carry out routine processes which could be early wins in the transformation of shared services.
- Both Councils need to make substantial savings in the next two years; shared services can make a substantial contribution to that. Otherwise we will need to identify additional savings from service delivery.
- The challenges facing the Councils include: the Levelling Up agenda, fiscal and decision-making devolution, the development of a Staffordshire Leaders Board, a proposed county deal and the changing regional context. This will require increased strategic capacity to support the political leadership of the authorities to ensure that we operate effectively to secure the financial resources and Government support to achieve our ambitions.

## **6 The Key Drivers for Further Sharing of Services**

### **The pressure on Local Government Finance**

- 6.1 The overall long-term trend of diminution of funding for local government due to cuts in government grants is expected to continue unabated irrespective of the short-term financial support due to the pandemic. There is also only a very limited opportunity to offset this pressure by increasing Council Tax. The Government has signalled a review of Business Rates and the system of resource allocation to local authorities (previously called the Fair Funding Review), likely to be implemented next year. This creates uncertainty regarding the proportion of business rates retained by the Council, the Council's share of core funding and the distribution of whatever replaces New Homes Bonus.
- 6.2 This external uncertainty can only be mitigated by ensuring that the Council is as well-equipped as possible to deal with the unknown, by examining its costs and where possible, creating capacity (including financial capacity) to weather the challenges and thrive. Significant increases in the demand for services, notably in adult social services, has impacted on available funding for district councils but more widely demographic changes, the higher minimum wage and other factors (such as changes to the benefits system) have increased demand for services and costs much more quickly than Councils' ability to raise council tax or business rates. The financial pressure facing both Councils is likely to become more acute in the future due to the loss of

revenue as a direct result of the pandemic. Any pre-pandemic financial assumptions for the medium to long-term have quickly become out of date.

6.3 In addition to external financial uncertainties and pressures such as those related to Covid, the local government finance review and inflation, there are a number of potential risks that are more local for each authority. For example:

- The recruitment and retention of experienced staff is becoming harder particularly in services such as Planning. The difficulty in attracting staff and unprecedented increase in service demand have led to delays in processing applications.
- Services dependent on income such as Licensing, Bereavement Services, Building Control and Land Charges may face reduced income due to demand fluctuations and competition.
- Car parking is a significant source of income for both authorities and has reduced as a result of the pandemic, more people working from home and the rise of internet shopping.
- Recycling and waste services are operating in a marketplace that is very challenging, with multiple factors (fuel costs, driver shortages and new legislation etc.) giving rise to increased costs - this may have an impact on new contracts over the medium term.
- The success of bids for Levelling Up and Future High Streets Funding is welcome, but requires the councils to borrow money to match fund the grants resulting in ongoing revenue costs to service the debt. They also create a significant demand upon staff capacity to oversee the success of the programmes, keep them on track and ensure robust control.

### **Levelling Up / Devolution**

6.4 The Government's Levelling Up White Paper encourages regional/ sub-regional structures with governance arrangements and strong identifiable leadership models with which Government departments will deal. To enable both authorities to continue influencing the agenda and to be effective partners with central Government, there is a need to create strategic capacity at a senior level in both authorities so that we can play a full part in this work.

6.5 In Staffordshire, a proposed County Deal has been developed which includes a formal structure in the form of a Leaders Board of Staffordshire County Council and the 8 district/ borough councils to drive collaboration on key issues including economic development and climate change. It is likely that future funding will be directed via this route so it is important that both authorities continue to influence the development of the county deal and play a full part in working with partners to deliver our objectives.

## **7 Opportunities created by a wider sharing arrangement**

### **Shared characteristics**

- 7.1 Each Council is distinct in its history, traditions, geography and community make-up and each has much in common which should be highlighted and celebrated moving forward:
- (i) Each has a relatively small officer establishment the main difference accounted for in the type of delivery of housing provision.
  - (ii) Both Councils have chosen to outsource their leisure and cultural services and waste and recycling services, whilst retaining in-house streetscene services.
  - (iii) Both have limited revenue and capital resources to tackle the multitude of challenges each faces irrespective of the recent success of both Council's in gaining central funding through Future High Streets and Levelling Up Fund bids,
  - (iv) Both areas have historic town centres and extensive rural land areas to manage within.
  - (v) Both Councils have their individual areas of deprivation with differing levels of health inequalities, crime and disorder and educational under-achievement. The prospects for young people are mixed taking account of a wide range of socially constructed issues relating to educational standards, health and job opportunity irrespective of the impact of the pandemic on national and local economies.

### **Differences**

- 7.2 There are also two key differences between the two Councils:
- (i) Stafford Borough Council has all-out elections, whereas Cannock Chase District Council elects by thirds.
  - (ii) Cannock Chase Council retains responsibility for its housing provision

### **Benefits and Opportunities**

- 7.3 There are a number of shared characteristics and opportunities identified for both councils that creates the potential for joint working on common strategic issues across our administrative boundaries and would provide the potential to deliver a number of advantages which are set out below.

## **Economic Growth**

- 7.4 The opportunity offered by the recent funding allocations from central Government demonstrates the potential for the scale and quality of change that can be achieved. Each Council has an ambitious economic growth and regeneration agenda and has set objectives to improve the wellbeing of residents but this level of ambition will require resources to deliver it. The sharing of key skills, experience and knowledge across both councils can only be advantageous moving forward and will enhance the potential to develop, as appropriate, joint business cases for further major investment. An opportunity also exists to continue to improve coordination and effective joint working with a range of private, public and voluntary sector partners.
- 7.5 Working and delivering together should enable both Councils to develop a broader influence in the allocation of resources from County level, regional, and central Government on the basis that any future shared partnering arrangements will represent a greater population and general scale of required need and delivery.
- 7.6 Extending joint working will also provide both Councils with a stronger voice in any process to reshape local government in the County by enabling a common direction, agenda and a single voice. The organisations will also gain valuable experience of managing strategic change quickly and effectively. There is also the longer-term potential for the shared arrangement to expand at a later time to the benefit of existing and future partners.

## **Community Health and Wellbeing**

- 7.7 Seamless, uninterrupted planning and delivery of services to a community whose common needs are not primarily shaped or dictated by administrative boundaries would be beneficial.

The Staffordshire Commissioner has already started to commission cross boundary projects to reduce antisocial behaviour, domestic abuse and hate crime and there is an expectation for councils to explore this further in relation to mental health, drug and alcohol use.

## **Financial Sustainability**

- 7.8 The delivery of savings is one of the key benefits of sharing services and is achieved through economies of scale and reducing duplication. This creates the potential to eventually free up financial resources and deliver reductions in management overhead, allowing frontline resources to be protected and ensure continued delivery of excellent customer service. The headline facts are:
- A combined spend of £30.9 million based on the approved budgets for 2022/23.

- Previous shared arrangements achieved approximately 10% savings amounting to in excess of £1m for both Councils, combined with improved efficiencies and resilience. Further savings were achieved following the outsourcing of leisure services at both Councils, 10% is typical of the level of savings for back-office services, whereas 8% is the indicative saving for front line services. Our own experience and that of other Councils who have chosen to share services provides a level of confidence in the delivery of savings and a rationale to continue with a detailed business case.
- The natural level of turnover in both Councils will provide opportunities to re-engineer structures at minimum cost without necessarily impacting adversely on staff morale or the need for compulsory redundancies.

### **Capacity and Resilience**

7.9 The creation of one senior management team to deliver services to both Councils presents an opportunity to address the capacity and resilience issues currently faced by both Leadership Teams and to succession plan for the future. Currently the Chief executive has 11 direct reports that split their time between strategic and operational responsibilities. the pandemic, together with increasing service demands has changed the focus to operational issues rather than planning and shaping the future. There is a need to re-dress this imbalance. Furthermore, in the event of an absence at Head of Service level, as has been the case at both Councils over the last 6 months, it falls to the Chief Executive to cover for the absent Heads of Service together with support from the respective service managers. Over the last six months, the 2 Deputy Chief Executives have been able to offer some support in this regard, though this has been limited by their respective existing service remits. These capacity and resilience issues need to be addressed and the creation of a shared leadership team provides an opportunity to do this.

7.10 In addition, there are opportunities to:

- achieve economies of scale by “pooling” talent, skills and experience in a combined skilled workforce.
- Retain and recruit staff - some Teams are experiencing high turnover and difficulties in recruiting to professional/specialist roles. Others have the potential to be combined or rationalised. The wider sharing of services will provide greater opportunity for career development and advancement for staff and a shared brand to attract future talent to a new and vibrant alliance working together.

### **Organisational transformation**

7.11 There is no settled blueprint for change, organisational design, ways of working or sharing of services at this stage. The final shape of joint working and pace of change will be subject to a comprehensive business case and ultimately agreement by both Councils. Transformation and creating a unified culture focussing on continuous improvement and customer service will be key to the success of sharing services. Both councils have changed how they

work as a result of the pandemic, with most office-based staff having worked from home on the advice of the government to reduce infection rates. Staff surveys have shown that there is a wish on the part of both workforces to operate a hybrid way of working in the future, allowing staff to work flexibly from home and council offices. This has “unfrozen” traditional patterns of working and will require organisational and management change to be effective. This presents an opportunity to create a shared way of working and to consider opportunities to rationalise accommodation, which would reduce costs and provide an opportunity for increasing income through the leasing of vacant office space.

7.12 There are additional opportunities to:

- Develop and implement innovative methods of service delivery
- Jointly procure and implement new technology more economically and efficiently. As referred to earlier, progress in doing this through the current shared IT service has largely been limited to those services which are shared; it has proved more challenging to achieve this where services aren't shared. Further sharing will remove barriers and aligning technology will be key to service transformation, delivering efficiencies and improving customer satisfaction.

7.13 Ultimately, it will be staff that will make the wider sharing of services work well. Engagement with the workforces will be a key aspect of bringing together talent across both Councils and support the aligning of culture and values to maintain enthusiasm and interest in this exciting venture.

7.14 The key to realising these opportunities quickly is effective political leadership across both authorities, served by a unified leadership team led and managed by a Joint Chief Executive.

<b>8</b>	<b>Challenges and Risks</b>
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8.1 Alongside the opportunities created by the further sharing of services, there are also risks:

- (i) Changes in political control and views on sharing services;
- (ii) Differences in political policies, which reduce the opportunity to align services and the delivery of efficiencies and savings.
- (iii) Failure to engage with staff, leading to uncertainty impacting on service transformation and delivery.

8.2 These risks can be managed and mitigated and this would be explored further as part of the development of the second stage of the detailed business case. Whilst further sharing of services provides opportunities for an ambitious transformation programme, it also presents challenges. There will be a need to commit resources and time in order to do this well and this could detract from delivering other council priorities. The transformation programme will

need to be designed to minimise disruption by scheduling work around the delivery of other key projects.

- 8.3 Each Council has its own terms and conditions (T&Cs) relating to the employment of its staff. Whilst many of the Councils' HR policies have been aligned over the last 10 years through the sharing of HR services, T&Cs have not been changed. The Council's pay and grading structures are underpinned by different job evaluation structures. To change these would require a substantial piece of work, consultation with trade unions and would have significant short and long-term financial consequences. Further details of the issues relating to terms and conditions are set out in section 10.

## 9 Progress made to date

- 9.1 A Shared Services Board comprising the Leaders and Deputy Leaders of both Councils together with the Chief Executive, the two Deputy Chief Executives, the Monitoring Officer and the Section 151 Officer has been set up. The Board has agreed the following principles:

- (i) **Sovereignty** - that both Councils must retain their sovereignty and individual identity (with local residents) whatever the outcome of the shared services review.
- (ii) **Services in scope of the Review** - the report to each Council in May 2021 agreed in principle that both Councils recognise that the scope for sharing or collaboration should not be unduly restricted. At the time both Councils proposed that the Economic Development service and in particular its inward investment function should remain with each Council as it was perceived that there could be the potential for competition between the two Councils.

In light of the need to strengthen these areas in the future to the benefit of each Council the Shared Services Board agreed to include Economic Development in the review. However, it remains the case that Cannock Chase Council does manage its own housing stock and in accordance with legislation its Housing Revenue Account is a ring-fenced service and hence is outside the scope of sharing and this position remains unchanged.

- (iii) **A review of the Memorandum of Understanding** - the Board acknowledged that the existing Memorandum of Understanding (MoU) had served its purpose some decade ago and needed a refresh to acknowledge new requirements, demands, needs and ambition of each Council. A revised draft MoU is presented for agreement. Although it is accepted that this document will need to be regularly reviewed to ensure it remains fit for purpose. See **APPENDIX 2**.
- (iv) **Issues to be considered** - that the review should include consideration of: terms and conditions of staff, future models of sharing and



structures, the medium term financial position of both councils and the potential for aligning contract renewal dates for significant outsourced services, including refuse collection.

- (v) **Communications, Consultation and Engagement** - that communication and consultation would be needed with staff, trade unions and Members. A communications and consultation plan is being developed and this will be a key element of the work to be undertaken at the next stage. Such change as that contemplated by the wider shared service agenda will only be successful if we take the workforces with us on the journey. All staff, the trade unions and Members will be kept informed of progress and key decisions throughout. As with the first phase of shared services, engagement in the development of a detailed business case will largely be with Leadership Team and managers. Consultation will also take place with the Trade Unions. Wider engagement with staff would take place if the business case is agreed. This would inform the proposals for bringing services together, restructuring and transforming them. Engagement has commenced with both Leadership Teams as set out in 9.6 and **APPENDIX 3.**

- 9.2 Research work has been undertaken on previous, recent and current planning for wider partnerships and sharing arrangements between local authorities at District and Borough Councils. Examples of business cases are readily available in the public domain and most demonstrate the detail that is required in order to support the key decision to progress to implementation.
- 9.3 The final decision on whether to share further services and a Chief Executive and officer Leadership Team is a major one and the issues are complex. A well-developed business case is important to inform the considerations of both councils, however, the decision will still require strategic and political judgement. Ultimately the successful transformation of both councils will require the total commitment and leadership of both cabinets and the members of the leadership teams.
- 9.4 Should either council decide not to progress with the further sharing services there will be a need to identify an alternative means of addressing the financial and capacity issues facing both councils. Given the financial challenges facing both Councils, preparatory work on this has commenced.
- 9.5 The development of the business case has been hampered by capacity issues resulting from a number of key members of both Leadership Teams being absent on long term sick leave and the additional work caused by the emergence of the Omicron variant of Covid. This has highlighted some of the capacity and management structure issues that need to be addressed by both organisations. It has also highlighted the need for additional resources to support the development of the business case; this is covered in more detail in Section 11 - Next Steps.

- 9.6 The Leadership Teams of both councils have met and are positive in their support to take the shared services agenda forward, in particular, having a shared leadership team. The outcome of the meeting is contained in **APPENDIX 3**.
- 9.7 An indication of the potential savings which could be achieved has been calculated, based on an average of 8% for front line services and 10% for the admin/support functions to frontline services and corporate/back-office services not currently shared. In total, it is estimated that a combined total saving for both Councils of £1,064,010 could be achieved. However, this would be reduced by any costs associated with creating additional strategic capacity as part of the creation of a shared Leadership Team.

<b>10 Legal provisions and potential models of delivering Shared Services</b>
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- 10.1 There are a range of legal provisions to enable the sharing of services between Councils:
- (i) Section 101 of the Local Government Act 1972 allows local authorities to delegate functions to other local authorities (subject to provisions contained in other legislation). Although the delegating authority remains ultimately responsible for the execution of the functions, Section 101 makes it possible for councils to perform functions on behalf of other councils.
  - (ii) Section 102 of the Local Government Act 1972 makes a provision for councils to establish joint committees with other local authorities to discharge their functions. Joint committees are invariably established through a legal agreement signed by the participating local authorities. There are many joint committees in operation, delivering specific services such as revenues and benefits, building control, museums, highway functions and waste.
  - (iii) Section 113 of the Local Government Act 1972 allows a local authority to enter into an agreement with another local authority to place an officer of one at the disposal of the other for the purposes of discharging the latter's functions.
  - (iv) Councils also have powers to set up companies for the purpose of performing any of their ordinary functions. They will, however, need to be mindful of competition law and state aid issues. In their dealings with companies they own, wholly or in part, they must also observe the restrictions imposed by the Public Contracts Regulations 2006. There will be a number of other considerations in setting up a company and councils will need to seek specific advice before doing so.
- 10.2 When considering models for sharing there are 2 aspects to consider - financial and employment.

## **Financial**

- 10.3 Under the current model of shared services, the financial agreement provides for savings arising from sharing services to be shared on a 50:50 basis. However, this does not mean that all costs and income associated with the running of the service are shared 50:50. The initial budgets differed and reflected the respective levels of service provided pre-sharing. Over the last 10 years, budgets have become more closely aligned as teams have been restructured and savings delivered from the outsourcing of leisure at both Councils. However, when a service generates income for one of the Councils, all of that income goes to that Council; the same applies to grants. Given the use of public money, it was essential to consider the financial implications for taxpayers of both Councils and the financial model was agreed with the Councils' external auditors.
- 10.4 In essence, we can model savings on the basis that they will be shared 50:50. However, in reality it depends how much each Council's service costs before sharing; and whether or not the cost apportionment methodology for the new shared service is bespoke, or simply 50:50. Therefore actual savings may well differ between the two Councils.
- 10.5 There are other options for sharing costs etc and one example of this would be to share costs on the basis of Office for National Statistics population data for each Council. Further work will be needed to consider the most suitable financial model under a wider sharing arrangement.

## **Employment**

- 10.6 There are 3 main models used to manage the employment of staff under shared services:
- (i) The 'host authority' model in which one or other of the two partner Councils becomes the employer in law for the employees of both Councils. This would require a transfer of staff to one or other of the partner Councils which could trigger the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ('TUPE'). The host model would be underpinned with a joint agreement for the other shared partner to cover the employment and associated costs involved on an agreed reimbursement model. This model does provide for an opportunity to equalise terms and conditions of service over a period of time subject to TUPE regulations, consultation with the workforce and trade unions etc.
  - (ii) The 'current employer' model. This would see employees remain with their existing local authority employer but would be allowed to work for the partner authority under powers set out in section 113 of the Local Government Act 1972 as part of a merged officer structure. This model would maintain the existing terms and conditions for each Council.

- (iii) The third option is a hybrid model, whereby there is a “Host Employer” for a particular service and these are split/paired between the two Councils.

### Current Shared Services Arrangements

- 10.7 Our current shared service arrangements are based on the hybrid model using a “paired” arrangement to determine the “host employer” so that as far as possible the number of shared services led by each Council is equal. This model has ensured a balance between the two Councils and minimised the perception of a “takeover” by one or other Council. The paired model was based at Head of Service level, though there is a need to try to achieve a balance between employee numbers as well due to implications for pension fund contributions. This is not a perfect science and there were differences in the number of staff involved in each of the support services that were shared from 2010. The breakdown of existing shared arrangements is as follows:

<b>Cannock Chase Council led</b>	<b>Stafford Borough Council led</b>
Building Control	Human Resources
Finance and Revenues and Benefits	Legal Services
Audit, Insurance and Risk, Civil Contingencies and Procurement	Technology and Reprographics

- 10.8 Under the paired model, staff were transferred under the Transfer of Undertakings (Protection of Employment) (TUPE) arrangements to whichever Council led the service provision. This meant that the staff's terms and conditions were protected under the provisions, so they didn't suffer any financial loss. Over time, where restructures have taken place, teams have aligned their terms and conditions, with staff having the option to change or remain as they were depending on the personal impact.
- 10.9 Continuing the current model hybrid/paired model may not be the most appropriate going forwards with a wider sharing of services. If a new model, were to be deemed to be more appropriate, consideration would need to be given to the position of the services that are already shared and whether they would remain as they are or aligned with the rest of the services to be shared.
- 10.10 Under any new model, the terms and conditions for staff would be “protected”. A conscious decision could be taken to equalise terms and conditions across the two Councils. As referred to in 8.3, this would require a substantial piece of work potentially for either Council, and would have significant financial consequences. Alternatively, terms and conditions could be equalised on a gradual basis, subject to a successful business case, and the integration of teams linked to an agreed implementation and transformation timetable.
- 10.11 Other contractual arrangements will be determined by the decision as to what model of sharing the two Councils agree upon.
- 10.12 Whatever the agreed model, both Leadership Teams are supportive of developing a culture with a “One Team Supporting Two Councils” ethos.

<b>11 Next Steps</b>
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- 11.1 A common political understanding and vision for the wider sharing will be required to ensure the business case fulfils the requirements of each Council so engagement with Members will be paramount in the process. This may be best achieved by utilising an independent and knowledgeable external resource such as the Local Government Association (LGA) to ensure transparency in the process. This work needs to be undertaken early in the second stage of development of the business case.
- 11.2 In view of the strategic importance of the business case for wider sharing to both Councils, it is also proposed to invite the LGA to review the completed business case, prior to its submission to both Councils for consideration, to ensure that it provides sufficient and balanced information for Members to make a final decision.
- 11.3 The second stage of the detailed business case would develop the issues related to the wider sharing of services as set out above. This will include options/ proposals for:
- Financial sharing;
  - Employment sharing;
  - Structures;
  - Costs and Savings;
  - Governance;
  - Delivery Timetable;
  - Transformation Process
- 11.4 Governance arrangements to support the wider sharing of services will also need to be developed. Consideration will need to be given to the effective use of for example:
- **A Joint Strategy Board - Members**  
To support the joint management structure and joint working of the Councils, to consider matters of interest, opportunities for shared working and/or other joint working opportunities in accordance with the Memorandum of Understanding
  - **Programme Overview Board - Council Leaders, Cabinet Leads**  
To be responsible for strategic assurance and monitoring of the implementation programme across each organisation, ensuring the programme delivers to agreed strategic objectives and timescales. To report on an agreed basis and attended by the Chief Executive (or a nominated Deputy in their absence. To be chaired alternatively by each Leader.
  - **Programme Implementation Board - Officers**  
To provide overall management, direction, guidance and control to the implementation plan ensuring key deliverables are achieved.

Responsible for the direction approval and decision-making of the programme. Reporting timescales to match above bodies for reporting purposes. Chaired by the Joint Chief Executive and Head of Paid Service.

- **Delivery Teams - Lead Officers**

To be responsible for day-to-day delivery and support of the implementation plans. To be supported by Legal, HR, Transformation and Communications

### **Independent Support and Advice**

- 11.5 The previous report to each Council acknowledged the need for external and independent support is likely to be required to undertake the necessary high level analytical review of service levels/ performance and costs for the detailed business case and would also include specialised guidance relevant to consider potential sharing models and to determine a potential timeline for implementation based upon improvements to service delivery and savings available. Project management support in addition to independent HR and Legal advice will also remain a requirement.
- 11.6 An initial sum of £40,000 was identified split equally by both Councils was agreed for the above work. However, it is considered that this needs to be increased to provide additional capacity. The Chief Executive and the two Deputies have not been able to spend as much time on the development of the business case as had been anticipated due to workload demands and the need to cover for absent colleagues. It is therefore recommended that the sum available is increased to £60,000 to allow for additional support to be brought in.

6 Implications	
6.1 <b>Financial</b>	<p>The Financial Implications are referred to throughout the report and are to be contained within the existing approved budget. Savings will accrue to both Councils as a result of the implementation of wider sharing of services.</p> <p>Provision also exists at both Councils in relation to a Shared Services Transformation Reserve. This will be increased to reflect the additional £20,000 requirement proposed in the report.</p> <p>The cost of the interim management arrangements are to be shared equally by Stafford Borough Council and Cannock Chase Council.</p>
<b>Legal</b>	<p>In accordance with Section 113 of the Local Government Act 1972 a local authority can enter into an agreement with another local authority to place its officers at the disposal of the other authority. Officers subject to sharing arrangements are able to take binding decisions on behalf of the body at whose disposal they are placed, although they remain an employee of their original authority for employment and superannuation purposes.</p> <p>Section 112 of the Local Government Act 1972 local authorities have a duty to appoint such officers as they think necessary to enable them to discharge their own functions and any functions which they carry out for another local authority.</p> <p>Section 4 of the Local Government and Housing Act 1989 places a duty on each Council to designate one of their officers as the Head of Paid Service and to provide that officer with such staff, accommodation and other resources as are, in his/her opinion, sufficient to allow his/her duties under this section to be performed.</p> <p>Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs.</p>
<b>Human Resources</b>	The HR implications are referred to throughout the report

<b>Human Rights Act</b>	Nil
<b>Data Protection</b>	Nil
<b>Risk Management</b>	<p>There are a number of risks associated with the proposal to share a Chief Executive role, and potential shared management team. The benefit of an initial interim arrangement is the opportunity to maintain a lead for service delivery whilst assessing the pros and cons of such an arrangement at first hand. A full risk register would be established as part of the project.</p> <p>Although the sharing of services to date has provided an infrastructure to mitigate such risks, the sharing of senior management either in part or full, will involve short term resilience and capacity issues as well as issues of culture and change.</p> <p>In order to mitigate this risk it is proposed additional external capacity and impartial advice, analytical and project management skills together with legal and HR advice, is provided to take this forward in the short term and to support transformation of services in the medium term</p> <p>The initial risk is the creation of uncertainty in both organisations and the potential loss of focus on key priorities in the short term.</p>

<b>6.2 Community Impact Assessment Recommendations</b>	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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**Previous Consideration - Nil**

**Background Papers - Nil**



**Appendices:**

**APPENDIX 1** - Vision for Shared Services

**APPENDIX 2** - Memorandum of Understanding

**APPENDIX 3** - Notes of discussion with Leadership Teams

**APPENDIX 4** - Examples of Structure Models

**Vision for the Wider Sharing of Services  
From the perspective of both Leadership Teams**

- A shared Leadership Team - “One Team” working in collaboration
- Employees feel part of “one team” supporting both Councils
- Members are confident in the shared Leadership Team to deliver each Council’s priorities and policies
- Ambitious Council - Financially Stable
- Customer Focussed
- Flexible Working Place - Employer of Choice
- Shared agenda and clarity of purpose
- All moving in the same direction - see bigger picture
- Aligned culture, values and behaviours
- Confident, trust and empower staff to not be afraid to make mistakes
- Able to deal better with cross cutting issues
- Knowledge and understanding of both Councils
- Flexible and agile at spotting opportunities for both Councils
- Proactive not reactive; more forward thinking and strategic. Able to plan ahead and less firefighting of issues
- More outcome focussed and less process driven - solution orientated
- Smart and Lean working
- Digital Transformation
- All IT systems are shared; one system for services rather than two
- Procurement and contracts are aligned



## Sharing of Services

### Memorandum of Understanding

#### **Purpose:**

To determine a basis for implementing an agreed model of Joint Chief Executive and Head of Paid Service led Senior Management Team and develop further sharing opportunities based upon the following principles:

- To strengthen each Council's management and workforce capacity to provide additional resilience and flexibility to ensure each Council can continue to adapt to changing priorities and challenges and remain sustainable into the future
- Provide a forward-looking environment and workforce to enhance career opportunities within each Council and provide each Council with the ability to recruit and retain a high calibre workforce sourced from local and regional populations
- Provide increased service resilience and capacity to manage peaks, troughs and/or volatility in demand for services
- Share existing strengths to continue to develop best practice service delivery across each Council
- Continued development of joint approaches to digital infrastructure and customer related transformation
- Minimise corporate overheads and related costs whilst retaining agreed levels of service quality with the long-term aim to improve quality of service provision as determined by each Council and secure cost benefits for citizens
- To build upon existing shared service arrangements and explore opportunities for further sharing and collaboration in order to:-
  - realign contracts to provide potential savings from procurement and contractor overheads
  - alignment and integration of service specific ICT systems
  - generation of new external income from trading opportunities etc.
- The overriding principle of any joint management arrangements, further sharing or collaboration is to maintain the identity, independence, and integrity of each Council

- The future funding of local government is uncertain and therefore both Councils need to identify further potential efficiencies and savings from a revised sharing and collaboration model to safeguard each Council's long-term financial sustainability

We will do this by:

- Determining that each Council and its Cabinet retain control over delivery of each Council's services, including the level of budgetary provision for individual services and policy.
- Agreement that due to the pandemic, the initial focus of sharing is seen to be the provision of resilience and capacity throughout both organisations to undertake on-going response and recovery priorities and strategically reshape service provision reflecting the opportunities and flexible working benefits and efficiencies the pandemic has created
- Identifying common areas of service delivery and exploring how we can be more efficient by working together
- Making implementation decisions based on robust business cases which are supported by evidence as required
- Ensuring that the implementation of identified shared service areas is actioned jointly and equitably
- Acknowledging that an improved service may be best delivered from a single service point and/or location
- Continuous and consistent engagement and messaging with each Council's workforce and trade unions to ensure equity and transparency throughout the change process
- Consistent communication to be shared with each Council's community and suppliers to ensure understanding of future models of service provision

Signed:.....

Signed:.....

Leader of Cannock Chase Council

Leader of Stafford Borough Council

Dated:.....

### Feedback from the joint Leadership Team meeting

Early exploratory discussions have taken place regarding possible future senior management structures that would be required in order to form an effective joint shared senior management team.

The discussions:

- explored the desire to strengthen strategic capacity to advantage each Council together with robust operational capacity and delivery considering the current known budgetary position.
- challenged whether a shared leadership team is essential to the success of further sharing or whether other models should be considered. There was unanimous support for a shared leadership team.

The discussions focussed on the creation of strategic capacity at a senior level, starting with the consideration of the role of the Chief Executive.

The shared view was that the Chief Executive should:

- have an ambassador type role, championing the priorities and ambitions of the Council, regionally and nationally, seeking funding;
- work closely with Members, developing the vision and ensuring this is delivered;
- but should also “keep a finger on the pulse” of the operation of the Councils and key organisational issue.

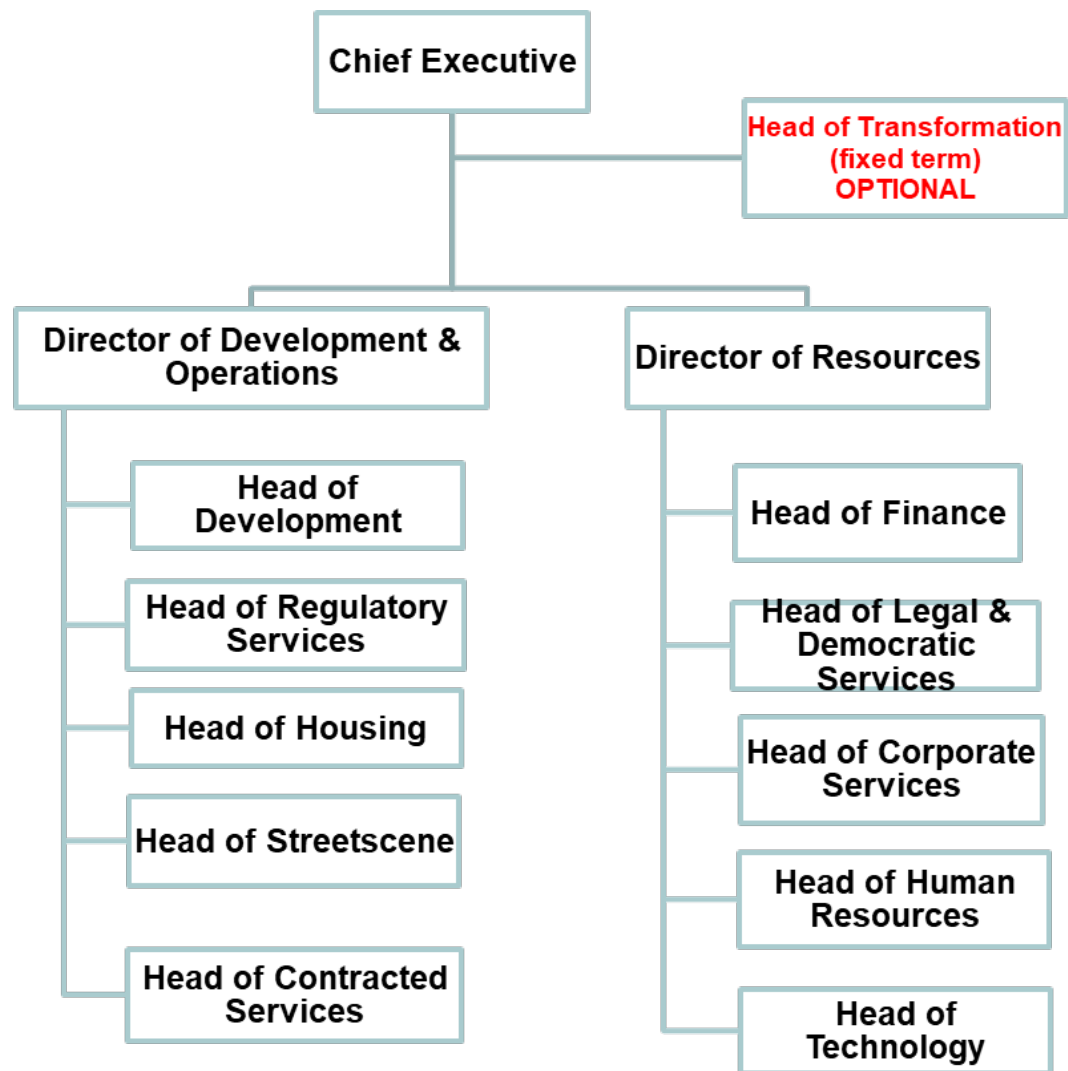
Possible senior management structures have been shared and discussed in principle in order to engage thinking on this matter and are contained in Appendix 4. These are illustrative only. Consideration was given to the creation of a new tier of directors, looking at models with 2, 3 or 4 posts. Both Leadership Teams expressed a preference for having Deputy Chief Executives rather than Directors. It was thought that two such posts was most likely to be the realistic and affordable option, with one outward facing (front-line services) and one inward facing (corporate / back office services). The Deputies would be responsible for overseeing day to day delivery of priorities and services.

As part of the discussion on structures, both Leadership Teams felt that additional resources would be critical to the success for transformation and implementation, as it was with the initial shared arrangements.

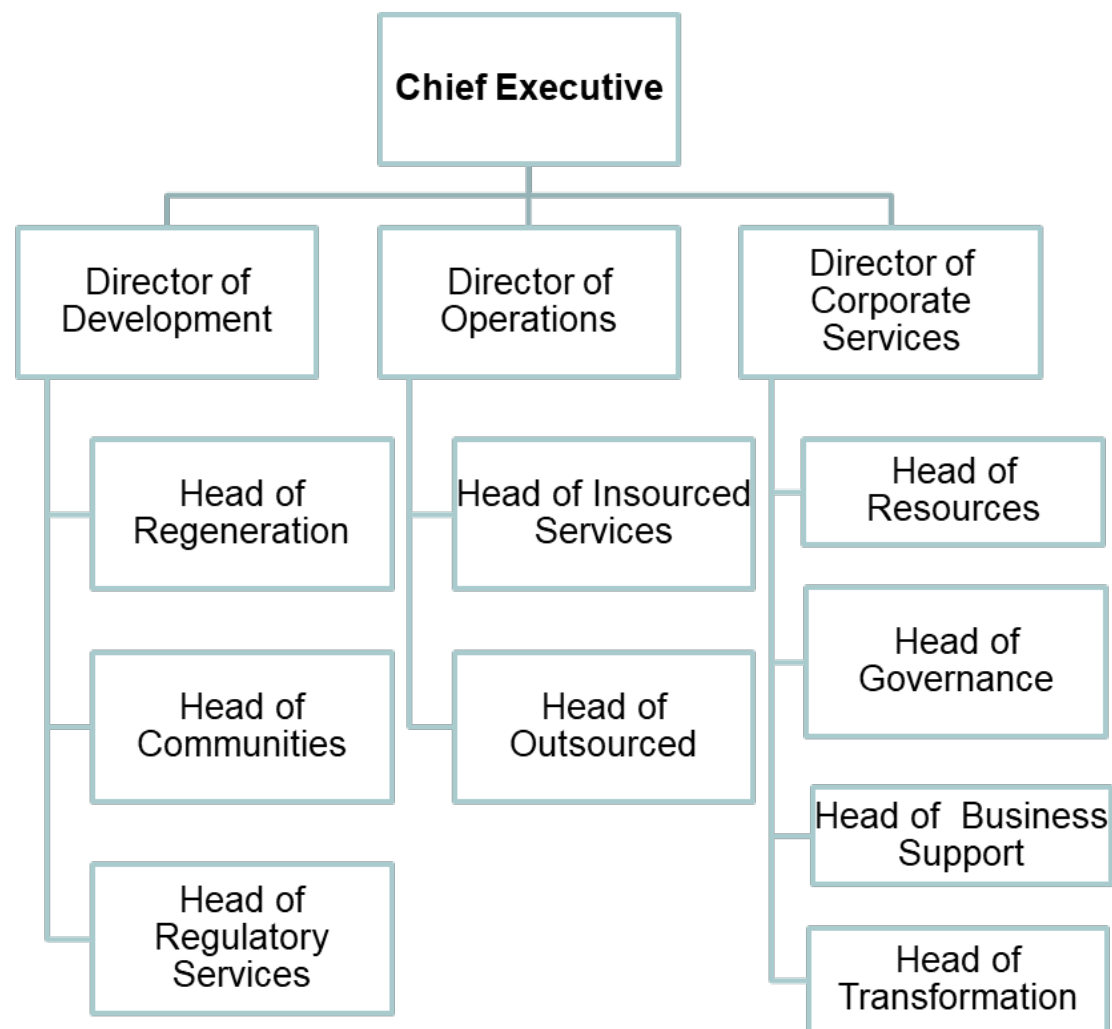
A multitude of differing models exist across local authorities and ultimately what may be agreed at commencement of any possible shared approach will need to be capable of change to reflect priorities going forward.

The senior management structure proposals will be developed further as part of the detailed business case. The decision on the structure for a shared Leadership Team will require a balance to be reached between the need for savings against creating capacity and resilience for the effective delivery of services.

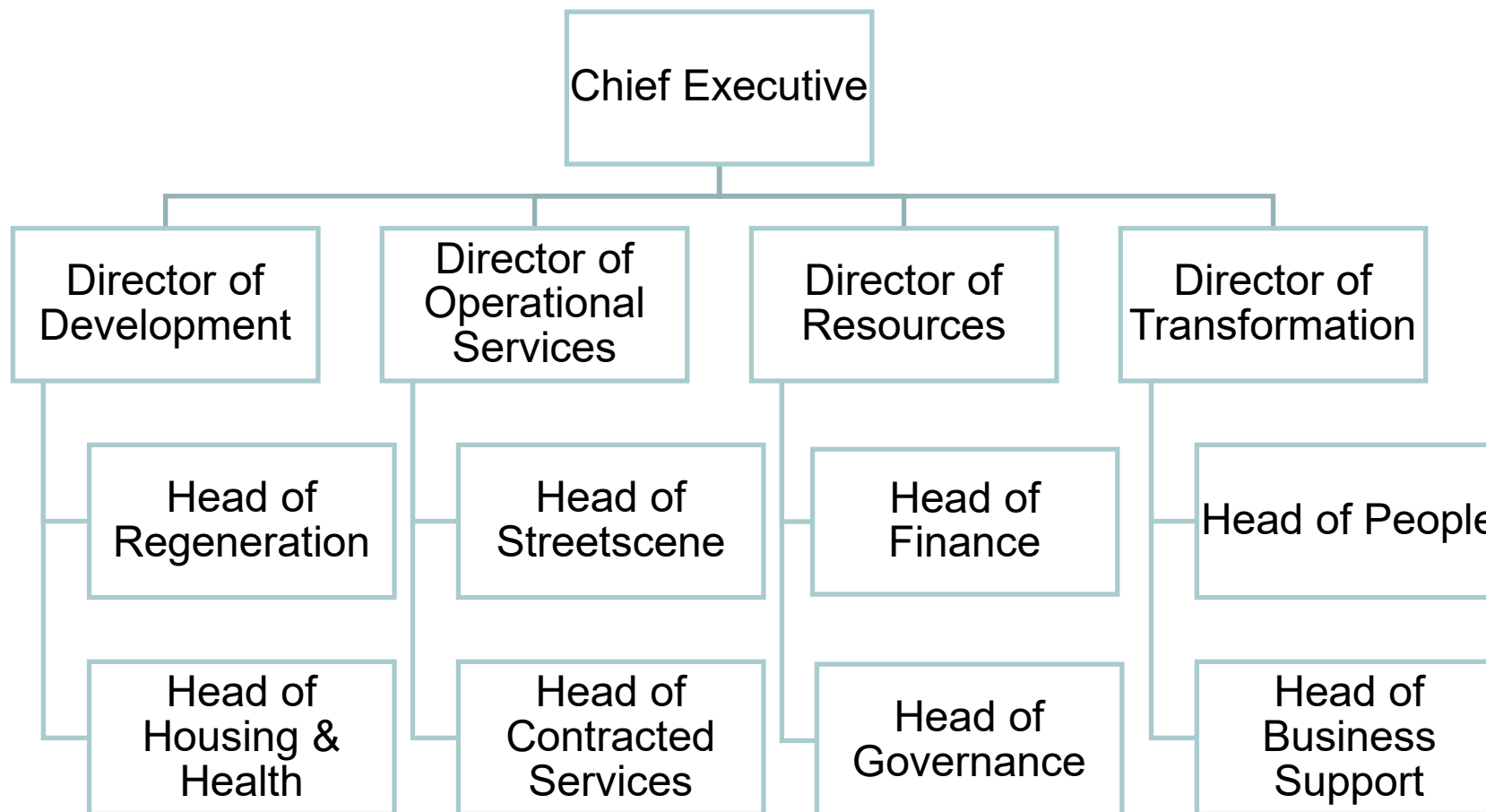
# 2 Director Model



# 3 Director Model



# 4 Director Model





**ITEM NO 4(b)(i)****ITEM NO 4(b)(i)**

<b>Contact Officer:</b>	<b>Eleanor Warren</b>
<b>Telephone No:</b>	<b>01785 619408</b>
<b>Ward Interest:</b>	<b>Nil</b>
<b>Report Track:</b>	<b>Cabinet 07/04/22 (Only)</b>
<b>Key Decision:</b>	<b>Yes</b>

**SUBMISSION BY COUNCILLOR J PRICE  
ENVIRONMENT PORTFOLIO**

**CABINET  
7 APRIL 2022  
Stafford Borough Council Climate Adaptation Strategy**

**1 Proposal of Cabinet Member**

- 1.1 To introduce the Stafford Borough Council Climate Adaptation Strategy and to propose that the document be subject to a period of public consultation.

**2 Proposal of Cabinet Member**

- 2.1 To note the output of the Stafford Borough Council Climate Adaptation Strategy, and to approve the document to go out to public consultation

**3 Key Issues and Reasons for Recommendation**

- 3.1 In 2019 Stafford Borough Council declared a climate change emergency and committed to become a carbon neutral authority by 2040. Since the declaration was made, preliminary work has been progressing to enable this to be achieved.
- 3.2 In 2020 the council adopted its Climate Change and Green Recovery Strategy. The Strategy lists four objectives which, when achieved, will increase sustainability both internally within the council and across the wider Borough. One of these objectives is as follows:
- CC3 - Mitigating and adapt to climate change
- 3.3 Under the 2008 Climate Change Act, the UK Government is required to update and publish a Climate Change Risk Assessment every five years. This document has been updated and published this year and is called the UK Climate Change Risk Assessment 2022 (CCRA). The document identifies eight priority risk areas which are likely to impact the UK as the climate

continues to change. To lessen these impacts, adaptive measures need to be implemented.

- 3.4 The National Adaptation Programme (NAP) sets out how the Government will respond to the risks set out in the Climate Change Risk Assessment. This document sets out the role local government plays in helping the UK to respond and adapt to the climate change risks. The NAP states that “*Many of the risks identified in the CCRA and set out in chapters 2-5 of this NAP and many of the impacts arising from climate change are relevant to the responsibilities and functioning of local government*”. To fulfil this statutory duty, and to achieve Objective CC3 of the SBC Climate Change and Green Recovery Strategy, consideration should be given as to how SBC can deliver climate adaptation, both internally and across the wider Borough area. It is for this reason that the SBC Climate Adaptation Strategy has been produced.
- 3.5 The Adaptation Strategy was produced in line with the existing body of Climate Adaptation legislation, including the Government’s Climate Change Risk Assessment and the National Adaptation Programme. To ensure it is as effective as possible, the Strategy builds upon research papers including the West Midlands Climate Change Adaptation Plan 2021 - 2026, which was produced by Sustainability West Midlands. This document identifies climate risks which are specific to the West Midlands region, and provides a list of actions which local authorities could deliver in response.
- 3.6 The Stafford Borough Climate Adaptation Strategy identifies the climate risks which will impact both the council’s estate and operations and the wider Borough area. Measures which can be developed and implemented by the council which will lessen the impact of these risks are identified. Some of the measures were identified by council officers, and some came from the West Midlands Climate Change Adaptation Plan 2021 - 2026. It is acknowledged that not all the measures are able to be delivered using existing resources, or under existing policy frameworks. Where this is the case, the changes that would have to be made to secure their delivery are identified in the document.
- 3.7 Because the contents of the Adaptation Strategy effect the Borough area, it is proposed that they are both subject to a public consultation.

#### **4 Relationship to Corporate Business Objectives**

- 4.1 This primarily supports business objective 3 but interlinks with all the corporate business objectives.

#### **5 Report Detail**

- 5.1 There is now enough evidence to support the notion that climate change is the most severe threat humankind has ever faced. The effects of climate change are already affecting human and wildlife populations globally. As the effects of climate change continues to increase, so too does the need for adaptive and mitigatory action.

- 5.2 It is important to acknowledge the distinction between climate change mitigation and adaptation. Climate change mitigation refers to the implementation of measures which seek to reduce the levels of greenhouse gases being released into the atmosphere. However, even if the emission of all greenhouse gas stopped today, the levels that already exist in the atmosphere would continue to drive climate change for at least the next thirty years. In short, climate change is now unavoidable. Ensuring human and wildlife populations can deal with the impacts of a changing climate is therefore an essential step in the fight against climate change. This process is known as climate adaptation.
- 5.3 As the climate change agenda continues to gain momentum, the importance of climate adaptation is becoming increasingly recognised. In October 2021, the Government revealed its new Net Zero Strategy. Published to follow on from the 2008 Climate Change Act, the Net Zero Strategy sets out the steps that will be followed to enable the UK to reach carbon neutrality by 2050. The importance of climate adaptation is echoed throughout the document, with the following being stated “While reducing emissions, we must also adapt to the inevitable changes in our climate, ensuring that policies supporting net zero are resilient to current and future climate risks<sup>1</sup>”.
- 5.4 As mentioned above, climate change is now unavoidable, with its effects already being experienced across the world. The increase in frequency and severity of extreme weather events are a good example of this. Extreme weather events such as high temperatures and heat waves, storms, excessive rainfall and flooding, and high winds, can all have a negative impact on the area in which they are observed. Looking at the impacts caused by historic extreme weather events can provide an indication as to how an area is likely to be impacted as the climate continues to change. Understanding how these impacts could be lessened, and implementing the measures to do so, is an example of climate adaptation.
- 5.5 It is in the interest of the council to increase provide climate adaptation measures both internally within the council, and across the wider Borough area. Providing the necessary climate adaptation measures will increase the resilience of the council’s own services, local communities, and biodiversity. Should the Climate Adaptation Strategy be adopted, the council will be able to demonstrate progress being made towards achieving this.
- 5.6 The Adaptation Strategy sets out what have been identified as the main climate risks which are likely to impact the Borough and sets out a series of actions which can be taken to reduce the impact of each risk. The service area responsible for each action is identified, and a timescale for delivery provided. It is proposed that the Adaptation Strategy is updated on an annual basis to record and demonstrate progress.

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<sup>1</sup> [Net Zero Strategy: Build Back Greener - October 2021 \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/98222/net-zero-strategy-build-back-greener-october-2021.pdf)

- 5.7 The Stafford Borough Adaptation Strategy has been produced with the involvement of the Climate Change and Green Recovery group.
- 5.8 It is proposed that the Climate Adaptation Strategy is updated on an annual basis, allowing for the reporting of progress which has been.
- 5.9 The Adaptation Strategy forms the basis of the council's climate adaptation agenda. If the council is to realise Objective CC3 of its Climate Change and Green Recovery Strategy, the Adaptation Strategy will need to be presented for public consultation and adopted. To progress this work further it requires the sign off by Leadership Team, therefore, it is requested that colleagues:
- Embed the consideration as to how the impacts of climate change events might affect service areas in respective service/team workplans.
  - Go through the Adaptation Strategy and consider what is needed to deliver the adaptive actions assigned to their service area.
  - Consider how else Stafford Borough Council could help to prepare the local area for the impacts of climate change.

## 6 Implications

6.1	<b>Financial</b>	There are no financial implications associated with the publication of the Adaptation Strategy. However, the subsequent adaptation programme will require some financial resources. This amount will be confirmed in due course.
	<b>Legal</b>	
	<b>Human Resources</b>	Nil
	<b>Human Rights Act</b>	Nil
	<b>Data Protection</b>	Nil
	<b>Risk Management</b>	

6.2	<b>Community Impact Assessment Recommendations</b>	The Climate Adaptation Strategy will have wide reaching impacts on local communities, and will be subject to a full CIA upon adoption.
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**Previous Consideration - Nil**

**Background Papers – Corporate Business and Partnerships**

**Stafford Borough Draft Climate Adaptation Strategy**

**For Approval**

## **Executive Summary**

The Council agreed its new Climate Change and Green Recovery Strategy in November 2020 and one of the key objectives outlined in that strategy is to mitigate and adapt to climate change. We use the word 'adaptation' in the context of what measures need to be planned and taken in order to cope with the impact of climate change. Since the Covid-19 pandemic, adaptation has been used in the context of improving resilience and being able to respond effectively to a broad range of threats and it is exactly this phrase that describes our approach.

One of the main concerns about climate change is the increase in adverse weather events that are being experienced all over the world and the scientific evidence suggests that the earth has been steadily warming over the past 100 years and this has accelerated since the 1970's. For the UK, climate change means hotter, drier summers (more heatwaves), milder winters, higher sea levels and an increased flood risk to coastal areas. Across the globe, there will be more intense heat waves, droughts and more flooding. There may be severe problems in regions where people are particularly vulnerable to changes in the weather. Population migration, water and food shortages and the spread of disease are commonly predicted. The social, environmental and economic costs of climate change could be huge.

Local impacts are harder to predict but flooding is a significant risk for Stafford. In addition, feeling safe and being able to live independently in your own home and surrounding area are vital to our wellbeing and ensuring the conditions to foster good health across the community is already a priority for the Borough Council. Addressing both the causes and impacts of climate change can bring about a number of improvements and we have an opportunity of working in partnership to further increase community resilience, enhancing the capacity of residents to mitigate their individual impact on the environment and collectively having better emergency and disaster-preparedness.

Cllr Jonathan Price

Cabinet Member for Environment

## **Climate Change**

The Intergovernmental Panel for Climate Change (IPCC) states that climate change represents an urgent and potentially irreversible threat to human societies and the planet<sup>1</sup>. Threats associated with a changing climate includes biodiversity loss, disruption to food supply systems and depletion of water resources. These impacts are already being experienced by communities around the world.

However, hope is not lost. Advances to a more sustainable future are being made every day. Each wind turbine that appears on our landscape, electric vehicle that drives down our roads and tree that is planted in our green spaces sees us move towards a greener, safer, and healthier future. We must all harness the current momentum which is gathering around climate awareness, work together to find solutions to the problems a changing climate poses, and invest in making the necessary preparations to increase resilience.

## **Climate Change Adaptation**

The degree to which the climate continues to change depends on the extent to which greenhouse gas emissions are reduced. However, even if the emission of all greenhouse gases stopped tomorrow, the gases already in the atmosphere would continue to drive climate change for at least the next 30 years. In short, climate change is now unavoidable. Preparations to deal with its impacts must therefore be made. This process is known as climate adaptation.

There are many ways in which climate adaptation can be delivered. From large scale infrastructure projects such as flood defence barriers, to the provision of green space to prevent the formation of urban heat islands, climate adaptation plays a crucial role in enabling us to live with the impacts of climate change. In doing so, the resilience of our communities, built environment, and biodiversity increases.

Data from the Met Office shows that in the UK, climate change is likely to result in warmer, wetter, winters and hotter, drier summers. In addition, the frequency and intensity of extreme weather events such as storms and high winds are projected to increase. Climate adaptation should focus on increasing resilience to the likely impacts of these weather trends.

## **Stafford Borough and Climate Change Adaptation**

In 2019 we declared a climate change emergency and pledged to become a carbon neutral authority by 2040. In 2020 we adopted our Climate Change and Green Recovery Strategy. Contained within this strategy are 4 objectives which we will achieve over the coming years to increase the sustainability of Stafford Borough as a whole. The four objectives are:

- CC1 - To reduce emissions from our own activities
- CC2 - To work in partnership with Government, elected bodies and members, partners, residents and businesses across the Borough to take action that contributes to carbon neutrality and sustainable development within communities and across the natural environment
- CC3 - To mitigate and adapt to climate change
- CC4 - To continue to implement our green recovery objectives

This document contributes to the delivery of Objective CC3.

## **Climate Risks in Stafford Borough**

The Met Office has recently updated its climate projections for the West Midlands<sup>1</sup>. These projections show that the West Midlands is expected to experience warmer, wetter winters, and hotter, drier summers. Extreme weather events such as heatwaves and excessive rainfall are also likely to be experienced more frequently.

To ensure this strategy is as effective as possible, the above impacts have been considered alongside the risks and opportunities identified in a number of regional and local strategies and plans which are detailed in appendix 2 and also ensures that we are fulfilling our statutory duty outlined in legislative documents detailed in appendix 1.

Considering the outputs of these documents shows that the climate risks, and the adaptive measures needed to mitigate them, which are specific to Stafford Borough, can be categorized into the 6 categories below:

- Extreme Weather Events
- Natural Environment and Green Spaces

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<sup>1</sup> [About UKCP18 - Met Office](#)



- Health and Wellbeing
- Supporting the Local Economy
- Planning and Regeneration
- Maintaining Stafford Borough Council Service Provision

This strategy identifies adaptive responses which the council, working in partnership, can deploy to help build resilience against these risk areas.

The final section of this document considers the opportunities and co-benefits which are likely to arise as a result of climate change.

### **How this Document Works**

The following section of this document provides a breakdown for each of the climate risk area which are specific to Stafford Borough. Using the findings of the documents listed in the “Current UK Climate Adaptation Legislation and Research” in the appendix, the strategy seeks to identify which measures should be delivered by us, either on our own or in partnership, to build resilience to climate change in Stafford Borough.

The adaptive measures have been identified by Stafford Borough Council officers and the West Midlands Climate Change Risk Assessment. Where the identified measures cannot currently be delivered by the council, the resources or policy changes which would need to be achieved to enable delivery has been stated. Where possible, a timescale for the delivery of each measure has also been listed.

This strategy will be updated on an annual basis. This will enable the identification of further adaptive measures to be made, and the barriers delivery column to be updated. Where progress has been made, this will be detailed.

### **Partnership Working**

Delivering the adaptive responses identified in this strategy will involve the collective efforts not only of the council but also a range of partner organisations and stakeholders. Where this is the case, the relevant party has been identified for each adaptive measure. In addition to this, it needs to be recognised that some of the longer term adaptive responses will require national legislative changes.

## Section 1 - Extreme Weather

The frequency and intensity of extreme weather events are expected to increase. Extreme weather events such as flooding, heatwaves and storms can have a wide range of impacts on the Borough.

We have recently updated the Local Climate Impact Profile (LCLIP) for Stafford Borough, which identifies 25 instances of extreme weather which were experienced within the Borough from 2016. A full breakdown of the types and frequency of extreme weather events is shown in Figure 1.

The LCLIP also identified a total of 10 types of impacts that the extreme weather events had on the local area and these were:

- Cancellation of events
- Closure of businesses
- Restrictions to the public realm through closure of green/amenity space and pedestrian routes
- Danger to life
- Travel disruption
- Severe ice warning
- Grassfires
- Adverse health effects
- Disruption to electric network
- Damage to vegetation

The next section will focus on how we will deliver adaptive measures across the Borough to help increase preparedness in the event of extreme weather.

### 1.1 Flooding

Flooding<sup>2</sup> is a recurring issue in Stafford Borough and this was a key finding of both the Stafford Borough LCLIP, and the Staffordshire County Council Climate Change Mitigation and Adaptation report. The Met Office projections for the West Midlands show that the risk of flooding is likely to increase. Under the Flood and Water Management Act 2010, County Councils are designated as Lead Local Flood Authorities. Therefore, Staffordshire County Council are the strategic leader for flood risk

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<sup>2</sup> [geho0609bqds-e-e.pdf \(publishing.service.gov.uk\)](#)

management within Staffordshire and their Local Flood Risk Management Strategy sets out how flooding will be managed in the local area. We will continue to work in partnership with them to further develop and implement the findings of the Risk Strategy.

The role of Stafford Borough Council in preventing and responding to flooding lies in three main areas; ensuring development is delivered in a manner which does not cause flooding impacts to worsen, working with partner organisations to deliver habitat enhancements which act as natural flood management measures, and to provide an emergency response to periods of flooding.

## How Will we Build Resilience Against Excess Rainfall and Flooding?

Please note that any reference to reducing flood risk through planning and development will be listed in the “Planning and Development” chapter of this document.

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	None identified	N/A	N/A	N/A	N/A
Stafford Borough Council Identified Adaptive Measures	Develop a system for issuing public advice around car parking issues during periods of heavy rainfall and flooding	Communications		2022 - 2023	N/A
	Work with partner organisations and stakeholders to increase the implementation of Natural Flood Management projects in the Borough	Ecology and Landscape	To continue to deliver habitat enhancements, sources of funding should continue to be identified.	Ongoing	Staffordshire Wildlife Trust, Environment Agency
	Engage with drinking water supply and sewage companies to ensure that systems are robust to prevent cross contamination during prolonged flood events- audit of systems and preventative maintenance.	Environmental Health			Severn Trent Water
	Review flood defences with the Environment Agency around watercourses where impacts affect residents/businesses in the light of new risk evidence.	Environmental Health			Environment Agency
	Support the Lead Flood Authority in the distribution of sandbags as and when required.	Operations			Staffordshire County Council
	Develop alternative route plans in the event of flooding to minimise disruption to service.	Operations			N/A
	On site staff risk assess and monitor sites to determine actions required to minimise risk to staff and users.	Operations			N/A
	Develop alternative route plans in the event of flooding to minimise disruption to service.	Operations			N/A
	Implement Clean up requirements post flooding to ensure safe use.	Operations			N/A

### **How Can you Build Resilience Against Excess Rainfall and Flooding?**

- Use permeable surfaces in your outside spaces wherever possible. For example, using gravel on driveways rather than concrete ensures that water can drain more freely, preventing the formation of standing surface water.
- If you have access to a garden, there are several ways you can make it more resilient to flooding. Laying live turf rather than artificial means that rainwater can drain more freely, digging a small pond can provide a holding area for excess water, and planting species which are better able to tolerate high water levels can all contribute to increased resilience during periods of extreme rainfall.
- Considering the flood risk of your property or business can enable better preparedness during periods of excess rainfall. The Environment Agency provides a template for personal and business flood plans and gives advice on how you can protect your property. For more information, visit: [Prepare for flooding: Protect yourself from future flooding - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/prepare-for-flooding-protect-yourself-from-future-flooding).

## **1.2 High Temperature and Heatwaves**

The World Health Organization identifies a range of indirect and direct impacts which can arise because of high temperatures<sup>3</sup> and heatwaves. Indirect impacts can include increased transmission of food and waterborne diseases, increased risk of accidents such as drowning, and a potential disruption to infrastructure. Direct impacts include health impacts on residents, disruption to food supply systems, and water supply issues.

The impacts of high temperatures and heatwaves on the health and wellbeing of communities are of particular concern. During the Summer of 2003, over 2,000 excess mortalities were recorded across the UK. These were attributed as being caused by extreme high temperatures. High temperatures and heatwaves aggravate existing health conditions including respiratory and cardiovascular diseases, diabetes, and renal disease. For this reason, it is our most vulnerable residents who are most at risk of suffering during periods of extreme high temperatures. However, it can also cause new health conditions such as heatstroke, heat exhaustion and hypothermia. Cancer Research shows that, since the early 1990s, melanoma skin cancer incidence rates have more than doubled

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<sup>3</sup> [Heatwave Plan for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/heatwave-plan-for-england)

in the UK. Furthermore, incidence rates for melanoma skin cancer are projected to rise by 7% in the UK between 2014 and 2035<sup>4</sup>. Caution should therefore be exercised by everyone during periods of high temperatures.

Excess heat can also result in an increase in air and water quality concerns. During periods of high temperatures, the water supply in an area can decrease. Less water results in lower water quality. This can have an impact on agricultural processes and the health of residents. Air quality in an area can also decrease during periods of high temperatures. This is because of the formation of ground-level ozone. Ground-level ozone is formed when sunlight causes chemical reactions in pollutants emitted by sources such as vehicles and power plants. Ground-level ozone can have damaging effects on the health of people and wildlife alike.

Climate projections produced by the Met Office show that an increase in average temperature is now inevitable and also show that extreme temperature events are likely to increase in the future. Preparations should therefore be made to ensure Stafford Borough, its residents, and its biodiversity are able to withstand these high temperatures.

## How Will We Increase Resilience to High Temperatures and Heatwaves?

*Please note, preventing the formation of Urban Heat Islands is addressed in the Planning and Development and Natural Environment and Green Spaces chapters of this document.*

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Take advantage of longer, drier summers by encouraging flexible lifestyle choices to enhance health and wellbeing. This could include changes to working patterns, promotion of use of outdoor spaces or encouraging uptake of outdoor past-times to boost local tourism and economic opportunities	Human Resources	N/A	Ongoing	N/A

<sup>4</sup> [Melanoma skin cancer statistics | Cancer Research UK](#)

	Assess areas that may be most prone to wildfires, and provide signage and guidance at these sites by encouraging users not to exacerbate the risk, for example by having barbecues or campfires.	Property Services	N/A	2022 - 2023	Staffordshire Fire and Rescue Service
Stafford Borough Council Identified Adaptive Measures	Consideration of adaptive work processes to minimise health risk to the workforce. For example, changes to work patterns and PPE.	Operations	N/A	2022	N/A
	Provision of sun protection and supply of drinking water for the streetscene workforce.	Operations	N/A	2022	N/A
	Continue to monitor air quality levels in fulfilment of Part IV of the Environment Act 1995 Local Air Quality Management, ensuring air quality remains at a safe level during periods of high temperatures.	Environmental Health	N/A	Ongoing	N/A
	Consider how high temperatures and heatwaves can cause an increase in public health concerns and ensure resource allocation takes this into account.	Environmental Health	Potential financial constraints		Public Health England
	Prepare advice for the storage and handling of foodstuffs domestically and commercially where extreme heat events may result in increased food borne pathogens. Increase inspections during such events.	Environmental Health	N/A	2022 - 2023	N/A
	Develop a tree planting strategy which will see trees being used for cooling purposes on designated wildlife sites.	Operations	N/A	2022 - 2023	Staffordshire Wildlife Trust
	Prepare a resilience plan for controlling heat related vermin and insect	Environmental Health	N/A		N/A

	infestations and invasive species.				
	Extreme heat is often combined with high pressure weather systems where pollution becomes trapped multiplying the respiratory risk associated with extreme heat- evaluate 'live' local poor air quality warning systems and mitigations.	Operations	N/A		N/A

### How Can You Increase Resilience to High Temperatures and Heatwaves?

- Whilst summer days can be enjoyable, it's important to bear in mind the potential damage that can be caused if proper precautions aren't taken. Being mindful of how long you are spending in the sun, using adequate sun protection, and drinking plenty of water can all contribute to enjoying the high temperatures safely.
- Vulnerable people may find it more difficult to access critical services and facilities during periods of high temperatures and heatwaves, so checking in on any vulnerable family members or friends can help to build community resilience.

### 1.3 Emergency Response to Extreme Weather Events

Extreme weather<sup>5</sup> events are one of the most destructive examples of the impacts of climate change. Weather events such as heavy rainfall, drought, and heatwaves can cause damage to infrastructure, biodiversity loss and disruption to food supply systems. As mentioned, the frequency and duration of such events are all predicted to increase in the future.

Increasing resilience to extreme weather events can be achieved in two ways. Firstly, measures can be put in place which lessens the impacts. Secondly, a swift and effective emergency response is crucial in minimising the impacts of extreme weather on local

<sup>5</sup> [Civil Contingencies Act 2004 \(legislation.gov.uk\)](https://legislation.gov.uk)

communities. As the frequency and intensity of extreme weather events increase within the Borough, so too will the impacts experienced.

### How Will we Build Resilience Against the Impacts of Extreme Weather Events?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Ensure waste management practices, storage and treatment facilities are robust to withstand future climatic conditions, including flooding and heatwaves.	Operations	N/A	Ongoing	
	Rollout advice and guidance on what to do if residents are affected by an extreme weather event (e.g. flood, heatwave etc.), prioritising vulnerable communities, so that they can respond quicker in the event of extreme weather.	Communications and Corporate Business	N/A	2022/2023	
Stafford Borough Council Identified Adaptive Measures	Increase public awareness around the council's role in responding to climate based emergencies.	Communications and Corporate Business	N/A	2022 onwards	N/A
	Retain links with partners such as PHE and the NHS formed during the Covid-19 pandemic to increase resilience when dealing with future emergencies.	Environmental Health	N/A	Ongoing	Public Health England and the National Health Service
	Continue to develop a Hybrid working model which will enable members of staff to work from a range of locations, enabling the continuation of service delivery during periods of extreme weather	Human Resources	N/A	Ongoing	N/A
	Embed flexibility of working into the standard working practice of the council to enable staff to work around periods of extreme weather	Human Resources	N/A	Ongoing	N/A
	Develop a notification process of high wind risk between SBC and Stafford Castle, and consider the subsequent actions required due to large quantity of trees on site.	Operations	Financial resources may be an issue	2023 - 2024	Freedom Leisure



	On site staff risk assess and monitor sites to determine actions required to minimise risk to staff and users.	Operations	N/A	2022 - 2023	N/A
	Tree survey process ongoing to determine works required to minimise risk.	Operations	N/A	Ongoing	N/A
	Continue to work with key partners to ensure services are still provided to the best of our ability.	All service areas	N/A	Ongoing	
	Ensure management plans are in place to deal with any emergency incidents that may occur to ensure services continue to be provided wherever possible.	All service areas	Staffing resources may be an issue	2022 - 2023	
	When allocating resources, both financial and staffing, the surplus needed to respond to future climate related emergencies whilst ensuring the continuation of service delivery will be considered.	All service areas	N/A	2022 - 2023	
	Consider what essentials the council should keep in storage to distribute to local residents in the event of a climate related emergency. Subsequently build up a stock of essentials to be kept on site so that they are available for immediate distribution in the event of an emergency.	Corporate Business and Partnerships	Financial resources may be an issue	2022 onwards	
	Consider which service areas are likely to be most heavily impacted during periods of climate related emergencies. Produce an Emergency Response Manual which sets out the role of each service area during periods of climate related emergencies.	All service areas	Staffing resources may be an issue	2022 - 2023	
	Develop a communications plan focusing on how waste collection will be impacted during periods of inclement weather	Operations and communications	Staffing resources may be an issue	2022 - 2023	
	Ensure climate risks are embedded into corporate risk assessments	Corporate Business and Partnerships	N/A	Ongoing	
	Survey trees and structures that are vulnerable to high winds and which may pose a risk of harm should they collapse/fall during high winds. Preventative measures should then be prioritised.	Operations	N/A	Ongoing	

	Ensure management plans are in place to deal with any extreme weather incidents that may occur to ensure services continue to be provided wherever possible	Operations	N/A	2022 - 2023	
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### How Can you Build Resilience Against the Impacts of Extreme Weather Events?

- One way in which you can increase your own resilience to extreme weather is to be aware of when events are likely to affect your area. The Met Office website publishes weather warnings here: [UK weather warnings - Met Office](#)
- Plan in advance. If a storm is forecasted, make sure you have enough supplies to avoid having to travel during periods of adverse weather.

## Section 2 - Healthy Communities

It is now acknowledged that climate change is the single biggest health threat facing humanity<sup>6</sup>. Extreme weather events, air pollution, forced displacement, food insecurity, disease and pressures on mental health can all impact an individual's health and wellbeing. These factors are all likely to worsen as the climate continues to change.

There are multiple adaptive measures which can be used to safeguard the health of our local communities. These include the installation of water conservation devices, activating the Severe Weather Emergency Protocol during periods of inclement weather, and creating community groups which support those suffering from climate and ecological grief. Adopting a holistic approach to embedding climate adaptation measures which seek to safeguard the health of local community members is a crucial consideration when planning for our future.

### 2.1 Health and Wellbeing

The World Health Organization states that climate change is adversely affecting human health<sup>7</sup> by increasing exposure and vulnerability to climate related stresses. The level to which an individual's health is impacted by climate stresses is dependent on several factors including existing health conditions, poverty levels, and age. However, climate change is likely to impact the health and wellbeing of all members of society to some extent. The health and wellbeing of our residents is already a key priority for us. It is for this reason that we have committed to take a "Health in All We Do" approach across our activities and we will ensure that this translates across to our climate adaptation agenda.

#### How Will we Help Improve the Health and Wellbeing of Local Residents as the Climate Changes?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Prioritise adaptation measures, such as improved drainage, green infrastructure integration and cooling station, such as water fountains and shaded benches, on the most popular walking	Corporate Business and Partnerships and Operations	Staffing and financial resources may be an issue	2023 onwards	Staffordshire County Council

<sup>6</sup> [fast-facts-on-climate-and-health.pdf \(who.int\)](#)

<sup>7</sup> [COP26 Special Report on Climate Change and Health \(who.int\)](#)

	and cycling routes across the region				
	Establish community resilience programmes in areas where climate risks and demographic vulnerabilities intersect (see Map 1, page 6), to ensure these areas are better prepared for more frequent and intense extreme weather events (flooding, heatwaves, storms), and can respond and recover more effectively.	Corporate Business and Partnerships and Health and Housing	Staffing resources may be an issue	2023 - 2024	
	Build on and scale-up existing plans to reduce air pollution in the region, factoring in the impact that climate change could have on this progress.	Operations	N/A	Ongoing	
	Capitalise on local food and growing initiatives to reduce the need to import food from countries where there may be an increase in food safety, availability and quality due to climate change.	Corporate Business and Partnerships	N/A	2022 onwards	
	Ensure home retrofit programmes that are required alongside the delivery of Net Zero targets integrate adaptation measures where possible, such as installation of water	Health and Housing	Financial resources may be an issue	2023 onwards	

	efficiency measures, shading options, better ventilation to reduce the overheating risk and to improve indoor air quality, etc.				
	Ensure all sectors and businesses which require environmental permits, such as for activities involving potentially harmful substances, cement works, petrol stations assess all impacts of climate change on their operations.	Environmental Health	N/A	2023 onwards	
Stafford Borough Council Identified Adaptive Measures	Develop and run a communications campaign which details the impacts climate change can have on an individual's health and wellbeing. Ensure this signposts resources which are available to residents which may help to improve their health and wellbeing	Corporate Business and Partnerships and Communications	N/A	2022 onwards	
	Environmental Health to engage in the planning consultation process to ensure impacts on water availability and air quality are considered at the planning application stage.	Environmental Health, Strategic Planning and Placemaking	N/A	2022 onwards	N/A
	Continue to activate the Severe Weather Emergency Protocol during periods of extreme weather,	Health and Housing	N/A	Ongoing	

	ensuring homeless people have access to shelter.				
	Allocate staff time to allow Environmental Health staff to participate in the development of the Climate Change Strategy. This will enable public health issues that are becoming more apparent because of climate change to be identified, and mitigation measures to be implemented.	Environmental Health	Potential staffing resource constraints	2022 - 2023	N/A
	Prepare a plan to identify and deal with harmful invasive species, particularly those that pose a public health risk	Environmental Health	Potential staffing resource constraints	2023 - 2024	Natural England

### How Can you Improve Your Health and Wellbeing as the Climate Changes?

- During periods of inclement weather, it is important that you take the necessary precautions to safeguard your health. Wherever possible, stay indoors during storms and high winds, enjoy sunny days safely by sticking to shaded areas, wearing SPF, and staying hydrated, and stay safe during instances of excess rainfall and flooding by familiarizing yourself with the relevant emergency plans for your area.
- Food borne diseases increase in prevalence during periods of high temperatures. Ensure that you are following the recommended food hygiene practices to minimize your risk of illness.

## 2.2 Water Supply

Stafford Borough has been identified by the Environment Agency as falling within an area of serious water stress<sup>89</sup>. As the population continues to grow and the climate continues to change, it is likely that this problem will worsen. Ensuring everybody has access to an adequate water supply, particularly during heatwaves and droughts, requires the implementation of water saving measures, as well as the behaviour change of consumers.

### How Will we Conserve Water in Stafford Borough?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	None identified	N/A	N/A	N/A	N/A
Stafford Borough Council Identified Adaptive Measures	Environmental Health to engage in the planning consultation process to ensure impacts on water availability and air quality are considered at the planning application stage.	Environmental Health	N/A	2022 onwards	N/A
	Develop a communications plan which seeks to inform residents as to how they can reduce their water use, helping to conserve water.	Corporate Business and Partnerships and Communications	N/A	2022 onwards	Severn Trent Water

<sup>8</sup> [JBA Consulting Report Template 2015 \(staffordbc.gov.uk\)](https://staffordbc.gov.uk)

<sup>9</sup> [Water stressed areas – 2021 classification - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

### How Can you Conserve Water?

- Being aware of how much water you are using is the most effective way you can contribute to water conservation efforts in the local area. Small actions such as turning the tap off whilst you are brushing your teeth, taking shorter showers and using shorter washing machine cycles can all help to reduce your water usage. Having a water meter installed can make it easier for you to track your water usage.
- Installing water butts in your outdoor spaces harvests rainwater, reducing your reliance on mains water. Harvested rainwater can be used for things like watering plants and washing the car. Not only will this save you money, but it will help to conserve water.
- A dripping tap wastes at least 5,500 liters of water a year, that's enough to fill 30 bathtubs! Fixing any leaks is a simple way to reduce your water use, saving you money and ensuring there's enough water for all.
- Reducing your water use is even more important during periods of high temperatures and heatwaves as the demand for water increases. Avoid using jet washers, hoses and cover paddling pools so that the water can be reused multiple times.
- Severn Trent Water offer water saving freebies, meaning you can install devices to help save water around the home for free. Take a look at their website for more information: [Get Water Fit | Save water | Wonderful on Tap | Severn Trent Water \(stwater.co.uk\)](http://stwater.co.uk)



### Section 3 - Natural Environment and Green Spaces

The natural environment and climate change are intrinsically linked. The future survival of our natural environment is at risk, and one of the main drivers of this is climate change. Sea level rise, melting ice caps, the spread of invasive species, habitat destruction, and a change in environmental conditions are all either directly caused by, or are exacerbated by, climate change. There exists no ecosystem which is unlikely to be impacted by climate change. However, one of the best possible solutions to combat, and to adapt to, climate change is nature itself.

Working to restore and create new habitats has a wide range of benefits, including acting as a climate adaptation measure. This is known as a nature-based solution. A nature-based solution is defined by the International Union for the Conservation of Nature (IUCN) as “action to protect, sustainably manage, and restore natural or modified ecosystems, that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits”. Take tree planting, for example. Trees absorb water from the ground. Therefore, in areas where tree cover is greater, there is likely to be less risk of flooding. Not only this, but trees provide important habitats for a wide range of species. By planting more trees, not only do we help to increase biodiversity levels, but we also help to reduce the risk of flooding. Nature based solutions can range from small-scale measures, such as planting a tree, to large-scale measures such as the restoration of flood plain meadows within a river corridor. Using them wherever possible is one of the most effective ways in which we can prevent the worst impacts of climate change from being experienced.

#### 3.1 Biodiversity

Global biodiversity is being placed under extreme pressure<sup>10</sup> by climate change. In fact, such is the scale of the problem that the International Union for the Conservation of Nature (IUCN) states that climate change poses a serious threat to species conservation and identifies climate change as the biggest potential threat to natural World Heritage sites<sup>11</sup>.

Stafford Borough is home to a wide range of habitats. The Borough contains 15 Sites of Special Scientific Interest (SSSIs), four Special Areas of Conservation, three internationally important Ramsar sites, and many Local Wildlife Sites which are of county-wide importance. The Borough is home to many protected species including otter, barn owl, great crested newt, and farmland birds.

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<sup>10</sup> [Nature Positive 2030 Evidence Report \(jncc.gov.uk\)](https://jncc.gov.uk/nature-positive-2030-evidence-report)

<sup>11</sup> [Our work - Climate Change | IUCN](#)

To ensure their future survival, we must work in partnership to deliver measures which will see local biodiversity become more resilient to the impacts of climate change.

## How Will we Work to Increase Biodiversity Resilience?

Please note that any reference to enhancing biodiversity through planning and development will be listed in the “Planning and Development” chapter of this document.

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Continue the implementation of Natural Flood Management projects in areas where they would be of most benefit.	Ecology and Landscape	External funding would have to be secured to enable the continues delivery of NFM	Ongoing	Environment Agency, Staffordshire Wildlife Trust
	Embed climate adaptation into any natural environment / capital working groups operating Borough wide	Corporate Business	N/A	Ongoing	
Stafford Borough Council Identified Adaptive Measures	Seek opportunities to increase tree planting efforts in the Borough. Where tree planting is undertaken, ensure that it is delivered in a manner which is beneficial for biodiversity, whilst increasing carbon sequestration	Corporate Business, Operations, Ecology and Landscape	The extent to which tree planting can be delivered is partially dependent on the acquisition of external funding	Ongoing	Staffordshire Wildlife Trust
	Work with partner organisations and stakeholders to increase the implementation of Natural Flood Management projects in the Borough	Corporate Business, Ecology and Landscape, Strategic Planning	Some external funding would have to be secured	2022 onwards	Environment Agency, Staffordshire Wildlife Trust
	Use the Nature Recovery Network to provide a spatially explicit assessment of the Borough's priority habitats, to target action which will build biodiversity resilience	Ecology and Landscape	N/A	2022 onwards	Staffordshire Wildlife Trust
	Encourage adaptation of habitats and natural colonisation by species suited to changing climatic conditions through the Staffordshire Biodiversity Action Plan	Ecology and Landscape	External funding would have to be secured	2022 onwards	Staffordshire Wildlife Trust

	Use of habitat creation in strategic locations to reduce the risk of soil erosion	Corporate Business and Ecology and Landscape	The extent to which habitat creation can be delivered is partially dependent on the acquisition of external funding	Ongoing	Environment Agency
	Develop and adapt a Green Infrastructure Strategy to ensure delivery of more and improved habitats	Ecology and Landscape, Strategic Planning	N/A	2022 - 2023	Staffordshire Wildlife Trust
	Protect and enhance green open space, habitats and ecological corridors via landscape scale projects	Ecology and Landscape, Strategic Planning	The extent to which habitats can be enhanced is partially dependent on the acquisition of external funding	2022 onwards	
	Develop and adopt a Landscape Strategy to ensure strategic landscape design considers climate change	Ecology and Landscape	N/A	2022 onwards	

### How Can you Work to Increase Biodiversity Resilience?

Providing a space for biodiversity in your own outdoor spaces is one of the best ways you can personally help protect our biodiversity. Some great ways to do this are:

- Plant a tree. The average tree absorbs around one ton of carbon dioxide a year, preventing it from further driving climate change. Trees also provide habitats for a range of species, including birds and invertebrates. By planting trees in your garden, you are contributing to the reduction of carbon in an area whilst providing space for biodiversity.
- Plant drought resistant flowering plants in your outdoor space. This will ensure that pollinators are encouraged to an area, even during periods of dry weather and heatwaves. Some examples of pollinator friendly plants which require little water to grow include foxglove, cosmos and sunflower.

Think about how you can integrate micro-habitats in your garden. Creating log and rock piles are great ways of providing a space for invertebrates, providing nesting boxes will encourage birds to the area, whilst maintaining and planting hedgerows increases habitats which can be used by small mammals.

### 3.2 Green Spaces

Green spaces play an important role in climate adaptation. They provide multiple adaptive measures, including the absorption of flood water, and the provision of urban cooling. They can also provide an outdoor space for residents to enjoy, which can help improve health and wellbeing.

We are responsible for the management of over 300 hectares of open space across the Borough. There are several ways in which areas of public spaces can be altered so that this can be achieved. These can range from integrating drought resistant flowering species into planting regimes, to integrating flood alleviation measures into the design of landscaped parks.

Areas of green space also provide climate adaptation through the role it plays in urban cooling. Research shows that temperatures are higher in more built-up areas. The reason for this is that the surfaces of buildings can absorb heat, warming the surrounding areas. Green spaces counter this process. Therefore, not only should we protect our existing green space network, but ensure new development integrates sufficient levels of green space.

#### How Will we Use Green Space as a Climate Adaptation Measure?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Capitalise on the rollout of local tree-planting programmes by ensuring that all schemes contribute to climate adaptation objectives, e.g that they help to reduce flood risk and contribute to urban cooling.	Operations, Ecology and Landscape, Corporate Business and Partnerships	External funding may have to be secured to enable tree planting efforts to continue	2022 onwards	Environment Agency, Natural England
	Assess the resilience of Stafford Borough urban parks and green spaces, considering both the biodiversity within and the users. Integrate adaptation measures where appropriate such as strategic tree planting, water meadows, changing mowing regimes, installing drinking water fountains and planting more drought-resistant species.	Corporate Business, Operations, Ecology and Landscape	Some external funding would have to be secured	2022 onwards	
Stafford Borough Council Identified Adaptive Measures	Establish management regimes for parks, green spaces and semi-natural habitats to maintain and enhance biodiversity	Corporate Business, Operations, Ecology and Landscape	N/A	2022 onwards	

	Protect and enhance green open space, habitats and ecological corridors via landscape scale projects	Ecology and Landscape, Strategic Planning	The extent to which habitats can be enhanced is partially dependent on the acquisition of external funding	2022 onwards	
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## Section 4 - Supporting the Local Economy

Climate change has the potential to impact the local economy in multiple ways. Extreme weather events can prevent residents from accessing services and facilities in town centers, which could reduce revenue, and could result in the cancellation of leisure and tourism events. Climate change could also alter the types of industry which continue to prosper due to a reduction in consumer demand. Therefore, consideration needs to be given to how we can support local business as the climate continues to change, whilst also considering how the economy is likely to change in the future.

### How Will we Increase the Resilience of the Local Economy?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	None identified	N/A	N/A	N/A	N/A
Stafford Borough Council Identified Adaptive Measures	Produce a communications campaign which seeks to teach local businesses about the importance of climate adaptation	Corporate Business & Partnerships, Economic Development	N/A	2022 onwards	Stafford Chamber of Commerce, LEP
	Factor the potential delay extreme weather events could cause if they occurred during regeneration projects	Economic Development	N/A	2023 onwards	
	To work in partnership with Stafford Chamber of Commerce and the LEP to ensure businesses which will increase resilience to climate change are promoted	Corporate Business & Partnerships, Economic Development	N/A	2022 - 2023	Stafford Chamber of Commerce, LEP

## Section 5 - Planning and Regeneration

We are the local planning authority for the Borough<sup>12/13</sup>. As such we are responsible for the production of the Local Plan, which provides the framework for the delivery of development within the area. The Local Plan is a far-reaching document which considers factors such as flood risk, biodiversity enhancement, the allocation of sites for development, and the provision of new areas of green space. Specific climate change adaptation policies can also be included. This would see development having to be delivered in a way which includes the provision of climate adaptation measures. This could include the provision of multi-functional Sustainable Urban Drainage Systems, the usage of permeable paving or the integration of green spaces into new development.

Stafford Borough currently has an adopted Local Plan, the Plan for Stafford Borough<sup>14</sup>, but is currently progressing the production of a New Local Plan. The New Local Plan provides an opportunity to increase climate adaptation efforts being delivered throughout the Borough.

### How Will we Ensure New Development Contributes to Climate Change Adaptation?

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Ensure that large-scale conversion of brownfield sites across the region integrate adaptation measures, such as natural flood alleviation, SUDS and greening initiatives that benefit climate adaptation, and ensuring all new builds contain rigorous climate resilient standards. Where such sites are not suitable for development, consider appropriate site greening options (urban forests, wetlands, parks etc).	Strategic Planning	This would need to be embedded as a policy in the New Local Plan to secure delivery. Viability is potentially a barrier to delivery	2024 onwards	
	Ensure planning decisions adhere to the NPPF, which states that new developments avoid flood risk in accordance with the sequential test in the NPPF and inappropriate development directed away from areas of existing or future flood risk. New development should not cause flooding elsewhere and be resilient to the impacts of climate change.	Strategic Planning	N/A	Ongoing	

<sup>12</sup> [National Planning Policy Framework - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/national-planning-policy-framework-guidance)

<sup>13</sup> [Planning practice guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/planning-practice-guidance)

<sup>14</sup> [The Plan for Stafford Borough | Stafford Borough Council \(staffordbc.gov.uk\)](https://staffordbc.gov.uk/the-plan-for-stafford-borough)

	Ensure there is a requirement for all new commercial developments to include a SUDS. Ensure the guidance builds on existing resources, is based on best practice and includes case studies.	Strategic Planning	N/A	2024 onwards	
	Ensure all existing and new SUDS schemes are subject to regular monitoring and maintenance procedure to ensure continued, long-term effectiveness.	Strategic Planning	It is unclear as to who should be responsible to deliver this. The council does not have a member of staff with the relevant expertise, whilst it is unlikely that developers would be willing to do this once the development was complete.	2024 onwards	
	Establish Borough-wide supplementary planning guidance that requires the need for SUDS in all new home and developments across the West Midlands. Ensure the guidance builds on existing resources, is based on best practice and includes case studies	Strategic Planning	There is already guidance available which addresses the implementation of SUDS in new development. Therefore, consideration should be given as to whether this would provide any added value.	2024 onwards	
	Ensure climate adaptation standards are a requirement of new homes, alongside measure to achieve Net Zero. This could include natural ventilation to improve thermal performance and comfort during heatwaves, natural greening, roof reflectivity, permeable paving and rainwater harvesting to reduce freshwater use. Design guidelines should be produced for large capital investment projects, which set out how to use regionally specific climate projections and adaptation options.	Strategic Planning	We are looking into the feasibility of enforcing this through the New Local Plan. However, viability is potentially a barrier to delivery.	2024 onwards	



Stafford Borough Council Identified Adaptive Measures	Ensure the New Local Plan mandates the protection and enhancement of natural spaces	Strategic Planning	N/A	2024 onwards	
	Ensure green spaces are embedded in new development to prevent the formation of Urban Heat Island effects	Strategic Planning	We are looking into the feasibility of enforcing this through the New Local Plan. However, viability is potentially a barrier to delivery.	2024 onwards	
	During the masterplanning phase of major regeneration projects, ensure the risk of flooding is considered and mitigated for	Economic Development	We are looking into the feasibility of enforcing this through the New Local Plan. However, viability is potentially a barrier to delivery.	Ongoing	
	Develop a local strategy to deliver 10% Biodiversity Net Gain in new development	Strategic Planning	We are looking into the feasibility of enforcing this through the New Local Plan. However, viability is potentially a barrier to delivery.	2022 onwards	

## Section 6 - Maintaining Council Service Provision

A crucial part of our climate adaptation strategy is considering how climate change is likely to impact on the delivery of our services. Extreme weather events are likely to have the greatest impact on the service provision of the council. Therefore, to ensure we can continue to maintain a high level of service delivery, the following measures will be implemented:

	Adaptive Measure	Responsible Service Area	Barriers to Delivery	Timescale for Delivery	Delivery Partners
West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026 Identified Adaptive Measures	Undertake research into the extent which the digital infrastructure, telecoms and ICT within the council is considering future climate change projections.	ICT	Potential staffing constraints	2023	
	Ensure climate risks are embedded into corporate risk assessments.	Corporate Business & Partnerships	N/A	2022 onwards	
Stafford Borough Council Identified Adaptive Measures	Develop and roll out a climate adaptation training programme, ensuring all members of staff and elected members are aware of its role in the delivery of climate action.	Corporate Business & Partnerships	N/A	2022 onwards	
	All staff will be set up to work from home, enabling most services to be maintained when adverse weather conditions make travelling to the offices difficult.	Human Resources	N/A	Ongoing	
	Staff who are required to work outdoors during extreme weather events, for example the Streetscene team, will be provided with full Personal Protective Equipment.	Human Resources	N/A	Ongoing	
	Staff who are required to work outdoors may have their working patterns revised during extreme weather events. This will enable services to be provided, without compromising the health and wellbeing of our teams.	Human Resources	N/A	2022 onwards	
	Communications systems will be developed which will alert the public of any impacts to our service delivery, should it be impacted by extreme weather events.	ICT and Communications	Potential financial constraints	2023 onwards	
	We will ensure our own estate is subjected to continuous risk assessment of potential damage to on site infrastructure such as the solar panels at Riverway Nursery.	Corporate Assets	Potential financial constraints	2022 onwards	

## Opportunities and Co-Benefits

Whilst the impacts of climate change are likely to be overwhelmingly negative, there are some more positive opportunities which are likely to arise. One of the ways we can increase our resilience to climate change is by taking advantage of these wherever possible. The West Midlands Adaptation Plan identifies four opportunities, and three factors that could be both a risk and an opportunity. Implementing measures to build upon these are an important part of adapting to a changing climate. The identified opportunities are:

<b>Risks and Opportunities</b>	Extreme events and changing climatic conditions (including temperature change, water scarcity, wildlife, flooding, wind) could potentially impact on the landscape character of the Borough, and the agricultural and forestry sectors. Whilst this might sound like a risk, a change in climate might, for example, enable the growing of species which would previously have been unable to thrive.
	Higher winter temperature changes could potentially reduce household energy demand. However, this is likely to be countered by an increased need for cooling in the summer months.
	Migration to the UK and effects on the UK's interests overseas are likely to be impacted by climate-related international human mobility.
<b>Opportunities</b>	Climate change could result in new terrestrial and freshwater species being able to colonise in the UK. However, caution should be taken that this does not result in the spread of invasive species.
	Drier, warmer summers could lead to more opportunities to use outdoor spaces. This could provide a boost for outdoor leisure/tourism industries.
	Long term climate change effects could result in changes in demand for goods and services. This could result in certain industries becoming more prosperous in the future.
	Increases in productivity and areas suitable for agriculture could increase UK food availability and enable greater exports overseas.

The council will consider how best to take advantage of the potential changes listed above.

## **Communications and Engagement**

We have already said that climate change and green recovery is not something that we are able to tackle on our own and this can also be said about climate change adaptation. Some of the measures will need a multi-partnership approach if we are to achieve what has been set out and identified. This adaptation plan forms part of a bigger agenda on climate change that is built on the need for collective borough-wide action that will involve everyone, it places an emphasis on two-way communications – using relevant channels to share and capture information that residents, businesses, partners and other organisations within our communities need to know. And listening to residents, customers, businesses and others through both formal and informal consultations.

## **Monitoring and Review**

This Adaptation Strategy will run for a period of two years 2022 – 2024 and will be refreshed in line with the Climate Change and Green Recovery Strategy but the risk assessment process will be reviewed on an annual basis. Progress against the plan will be proactively managed through our senior management team and elected members by the Council's Cabinet and the Scrutiny Committees.

As part of this process we will ensure that progress is reported to our residents via:

- Publishing progress on the website, social media and the local press
- Sharing our progress with our partners

We will be open and transparent in how we work and conduct consultation and engagement activities for all of our major projects so that we can ensure our residents are able to have their say and be part of the process.

## Appendix 1

### Current UK Climate Adaptation Legislation

There are a number of policy frameworks which set out the risks climate change poses to the UK, and how climate adaptation measures can be deployed to minimize the impact. Whilst not all apply directly to local authorities, they can be used as a guide to ensure adaptive responses are effective. Some examples of these policy frameworks are:

#### *UK Climate Change Risk Assessment 2022<sup>15</sup>*

Under the 2008 Climate Change Act, the UK Government is required to update and publish a Climate Change Risk Assessment every five years. This document has been updated and published this year and is called the UK Climate Change Risk Assessment 2022. This document identifies eight priority risk areas which require the provision of the most urgent adaptive action. These were identified as:

- Risks to the viability and diversity of terrestrial and freshwater habitat and species from multiple hazards
- Risks to soil health from increased flooding and drought
- Risks to natural carbon stores and sequestration from multiple hazards, leading to increased emissions
- Risks to crops, livestock and commercial trees from multiple climate hazards
- Risks to supply of food, goods and vital services due to climate-related collapse of supply chains and distribution networks
- Risks to people and the economy from climate-related failure of the power system
- Risks to human health, wellbeing and productivity from increased exposure to heat in homes and other buildings
- Multiple risks to the UK from climate change impacts overseas

All the risks identified were assessed as needing “more action” to enable adequate preparations to be made.

#### *National Adaptation Programme (NAP)<sup>16</sup>*

The second National Adaptation Programme sets out a response to the Climate Change Risk Assessment. The NAP recognizes the role that local authorities play in delivering climate adaptation, identifying the main areas of focus as infrastructure, planning, emergency planning and biodiversity.

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<sup>15</sup> [UK Climate Change Risk Assessment 2022 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/103111/uk-climate-change-risk-assessment-2022.pdf)

<sup>16</sup> [national-adaptation-programme-2018.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/103111/national-adaptation-programme-2018.pdf)

### *National Planning Policy Framework (NPPF)*<sup>17</sup>

The National Planning Policy Framework sets out the Government's planning policies for England, and how they should be applied. As a local planning authority, we need to ensure its contents are embedded in our Local Plan.

Paragraph 154 states that “new development should be planned for in ways that avoid increased vulnerability to the range of impacts arising from climate change. When new development is brought forward in areas which are vulnerable, care should be taken to ensure that risks can be managed through suitable adaptation measures, including through the planning of green measures”. The New Local Plan for Stafford Borough will include policies that enforce this.

### *Planning Practice Guidance (PPG)*<sup>18</sup>

Planning Practice Guidance forms a further part of the planning system in England and is intended to add further context to the NPPF. The PPG includes further direction as to what should be included in the policies of a Local Plan.

The PPG states that “when preparing Local Plans, local planning authorities should pay particular attention to integrating adaptation approaches and looking for ‘win-win’ solutions that will support sustainable development”. It also states that local planning authorities should “be aware of and avoid the risk of maladaptation”. Maladaptation refers to the occurrence of adaptation which becomes more harmful than helpful. As with the contents of the NPPF, the New Local Plan for Stafford Borough will be guided by the contents of the PPG.

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<sup>17</sup> [National Planning Policy Framework - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/432424/NPPF-2019.pdf)

<sup>18</sup> [Planning practice guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/432424/PPG-2019.pdf)

## Appendix 2

### Climate Change Adaptation Research

Alongside the policy and legislation which refer to climate change adaptation are several research papers. Climate adaptation actions which fall within the sphere of influence of a local authority are identified. To increase its effectiveness, the Stafford Borough Council Climate Change Adaptation Strategy will be guided by the contents of these documents.

The main documents which will be used as a steer are:

*Stafford Borough Local Climate Impact Profile (LCLIP)*

We have recently updated the Local Climate Impact Profile for Stafford Borough. This document identifies extreme weather events which have been observed as having occurred within the Borough and identifies any impacts that arose from their occurrence. T

*The Climate Change Committee Independent Assessment of UK Climate Risk<sup>19</sup>*

As mentioned above, every five years the UK Government is required to update its Climate Change Risk Assessment. Informing this document is an independently produced assessment of UK Climate Risk. Produced by the Climate Change Committee, the document sets out the level of adaptation which is needed to ensure the country is equipped to deal with the potential impacts of climate change. It then assesses the current level of adaptive action which is being taken to establish whether sufficient efforts are being made. Worryingly, the most recent version of this report demonstrates that the gap between the level of risk we face and the adaptive response is widening. This reinforces the need to level up our adaptive efforts.

*West Midlands Climate Change Risk Assessment and Adaptation Plan 2021 - 2026<sup>20</sup>*

Developed by Sustainability West Midlands, the West Midlands Climate Change Risk Assessment and Adaptation Plan 2021- 2026 takes a closer look at the climate risks and opportunities which are specific to the West Midlands region. Recommendations are then made to identify actions which local authorities can take to increase adaptation efforts.

*Staffordshire County Council Climate Change Adaptation and Mitigation Final Report<sup>21</sup>*

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<sup>19</sup> [Independent Assessment of UK Climate Risk - Climate Change Committee \(theccc.org.uk\)](https://theccc.org.uk/independent-assessment-of-uk-climate-risk/)

<sup>20</sup> [WMCA Sustainability Benchmarking Report Sep 2018 Final.docx \(sustainabilitywestmidlands.org.uk\)](#)

<sup>21</sup> [Report Final Report 2020-06-17 \(staffordbc.gov.uk\)](#)

Produced by external consultants, the Staffordshire County Council Climate Change Adaptation and Mitigation Final Report was commissioned to form part of the New Local Plan evidence base. It was produced in collaboration with Staffordshire County Council and its eight district and borough councils. The report details the measures which need to be delivered in Staffordshire to enable the transition to decarbonization, and prepare for the now unavoidable impacts of climate change.