West Midlands Local Authority Low Carbon Economy Programme

West Midlands local authority benchmark

Summary report for Stafford Borough Council

Addressing climate change: mitigation, adaptation and the low carbon economy

Version: Final
November 2013

1. Objective

Sustainability West Midlands (SWM) is currently coordinating and managing the latest round of the Local Authority Low Carbon Economy Programme on behalf of Improvement and Efficiency West Midlands (IEWM).

As part of this programme we have developed and used a good practice benchmarking framework which allows local authorities to assess their progress and performance in addressing climate change and the low carbon economy.

The objective of the benchmark is to allow local authorities to demonstrate clear progress in addressing climate change and identify priorities for future improvement. This in turn allows SWM to lever in and prioritise the support required by local authorities with regard to climate change and growing the low carbon economy in the short term future. It is also a means of highlighting good practice that can then be shared between authorities.

This is the fourth time that we have undertaken this exercise with a pilot in early 2010, a baseline in late 2010 and a progress review in early 2012.

This report is intended to identify the position of Stafford Borough Council in relation to the other 13 local authorities that responded within the West Midlands, to highlight existing good practice in relation to climate change, and to make recommendations on areas for improvement.

2. Results for Stafford Borough Council

Taking account of the scores reported for each question, an average score was calculated. The results for Stafford Borough Council in comparison to the rest of the West Midlands are shown in Figure 1.
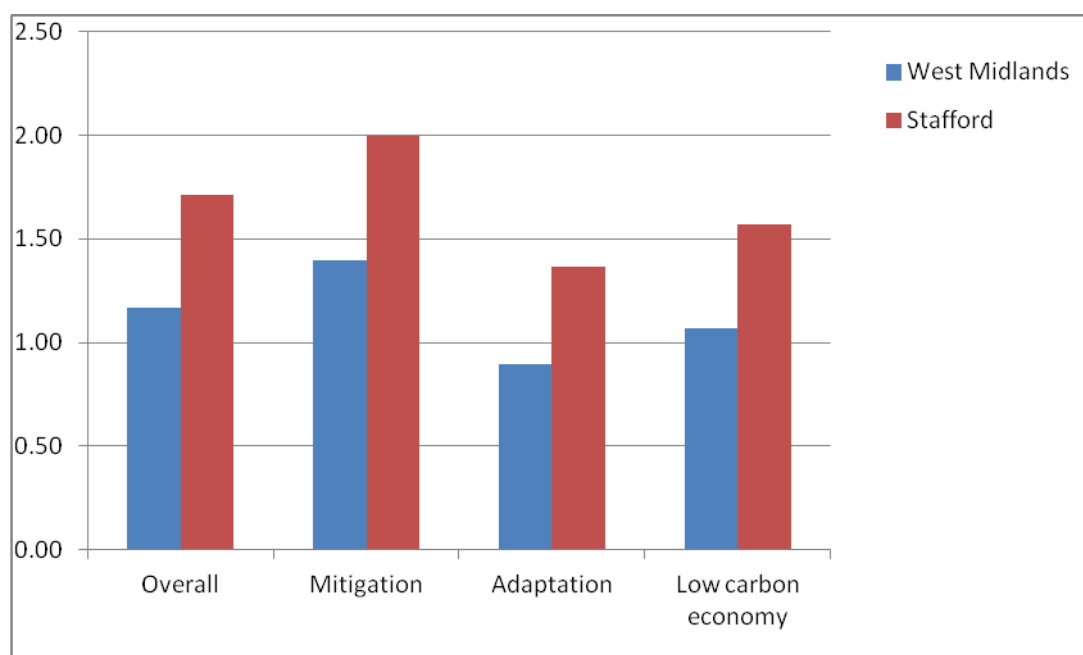

Figure 1: Average scores for 2013

The results shown in Figure 1 demonstrate that in all areas assessed by the benchmark activity in Stafford is notably greater than that reported for the West Midlands on average.

Stafford has completed the benchmark in 2010, 2012 and 2013. Figure 2 shows the reported activity of the Council in each of these years.
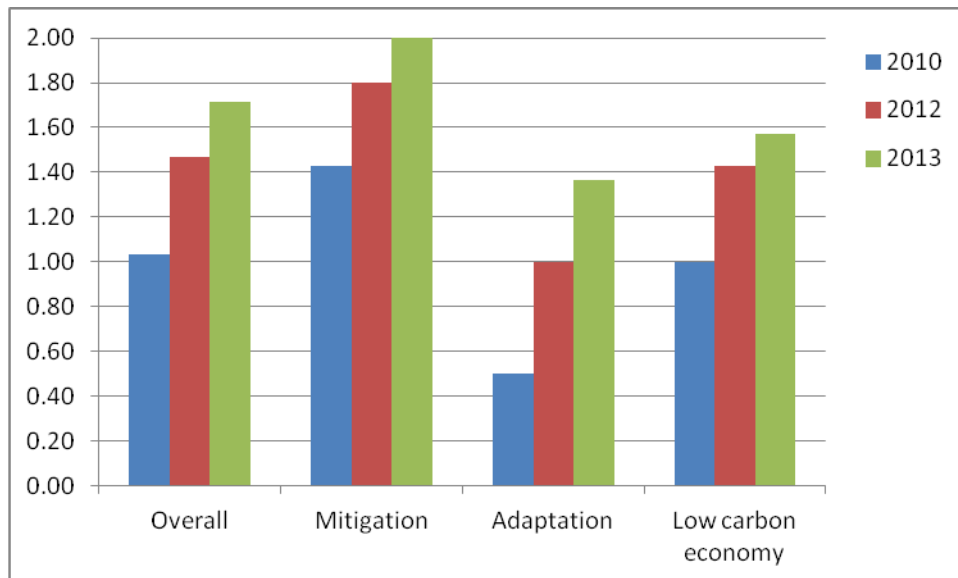

Figure 2: Stafford scores 2010 and 2013

The results in Figure 2 indicate that in all areas assessed by the benchmark activity in Stafford has increased year on year between 2010, 2012 and 2013. The greatest step change in activity is related to adaptation.

3. Good practice

The Council provide numerous examples of good practice in all aspects assessed by the benchmark.

3.1. Mitigation

The scoring provided by the Council suggests that activity is highest in relation to climate change mitigation.

Carbon reduction responsibilities are part of the Council's core commitment. There is a Cabinet Member with responsibility for this area, as well as involvement and support from senior officers, who are frequently 'hands on' in their support and participation in this work. There is a cross departmental Environmental Management Group which encourages environmental management progress including carbon reduction measures.

There is a good understanding of climate change, carbon reduction issues, and financial drivers to reduce energy consumption. Sustainable development and carbon reduction is being incorporated into planning policies as they evolve.

A 'Renewable/Low Carbon Study' was conducted in 2010 on behalf of nine local authorities including Stafford. The aim of the study was to inform the authorities about the potential viability and deliverability of various renewable and low carbon options through the preparation of an evidence base.

Energy management is being addressed in Council buildings with a solar PV system installed on the roof of the main Civic Centre in Aug 2011.

Staff awareness and behavioural change are addressed via campaigns, a regular weekly notice that is emailed to all staff on sustainability issues, and the 'Newsleaf' sustainability newsletter which is available to staff and the public. Staff are also requested to complete a travel survey. The Council held an Eco-Action Day for staff in March 2013 which was very well attended.

The Council provide a lot of support to organisations, businesses, and community groups both via ongoing programmes and one-off initiatives. There are numerous examples of initiatives including the Save Your Energy website, Stafford Area Solar Discount Scheme, Warmer Holmcroft project, Greener Healthier Homes Steering Group, Green Awards for businesses and the Go Green event in Stafford Market Square which is held in June.

The 'Derrington - Way Ahead!' project is community led and promotes and supports more sustainable lifestyles in the village of Derrington. This project was a regional winner in the Future Friendly Awards in 2011 and then joint second place nationally in 2012 for further projects.

The Council have also won numerous Green Apple awards for projects including the 'Art from the Spokes' and 'Back 2 Bikes' scheme where old bicycles were recycled to produce cheaper bikes - promoting cycling as a green and healthy form of transport. During the last year the Council have received two Green Apple awards, firstly for work on Local Nature Reserves at Ferndown and for additional projects relating to the Derrington Way Ahead initiative.

The Council's Eco Schools Network has resulted in many energy efficiency measures being introduced in schools including solar PV installations. The Eco Schools Network has been recognised as an example of local authority best practice.

3.2. Adaptation

The scoring given by the Council suggests that activity in relation to adaptation is lower than that related to mitigation and promotion of the low carbon economy. However, several example of good practice are provided.

The Corporate Plan includes prioritisation of adaptation and a Local Climate Impacts Profile (LCLIP) has been completed resulting in the production of a risk register which has been completed by all departments.

The local development framework (LDF) contains policies on climate change and adaptation and outlines the roles and responsibilities in respect of developments in and around the Borough.

Support is provided to local businesses via the Staffordshire Business Environment Network (SBEN) who run events focused on business resilience to climate change.

Residents in many areas of the Borough are actively involved in climate change and sustainable development projects. This includes a pilot scheme in Baswich on climate change resilience as well as other projects in Holmcroft, Penkside, Derrington, and Castletown.

3.3. Low carbon economy

The 'Supporting the Low Carbon Economy under the 2014-20 EU funding programme in the Marches, Worcestershire and Stoke & Staffordshire LEPs' report was produced by Innovas in March 2013. The report was intended to identify opportunities to support the low carbon economy in the respective areas, including opportunities for EU structural and investment funding 2014-2020.

Local consumption and procurement is addressed via the 'Think Local for Business' website and other web pages with advice and information such as the Stafford Borough Council sustainability web pages, Stafford Area Save Your Energy web pages, and the Newleaf newsletter which is produced to promote sustainable lifestyles. In addition there are many local farmers markets.

The Council are working with Stafford College to develop the UK's first Sustainable Communities foundation degree and offer practical experience working on local nature reserves on biodiversity issues.

Business support in developing the low carbon economy is provided through the Staffordshire Rural Hub, the Town Centre Partnership, Stafford Tourism Bureau, SBEN, and the Staffordshire Climate Change Partnership.

4. Areas for improvement

4.1. Mitigation

Whilst there is clear evidence of good practice relating to climate change mitigation there are areas where the Council could make progress.

Consideration is currently given to mitigation with service heads as part of the assessment of significant vulnerabilities. However, mitigation should be a priority consideration within delivery across all key service areas. This could include a clear evidence base and resulting service delivery plans which include mitigation for all service areas. Heads of service should have reporting responsibility on the aims and achievements for mitigation related to their service. There should be champions for carbon or sustainability within each department feeding in at service plan level.

The Council should encourage the Local Enterprise Partnership (LEP) and Local Nature Partnership (LNP) to develop a joint carbon management strategy with common aims and reduction targets. Targets, actions and reporting procedures can be developed for all members of the LEP/LNP, including any relevant high carbon emitting businesses that are not members of the LEP/LNP.

4.2. Adaptation

Climate change adaptation should be identified as a priority within Corporate Strategy and relevant corporate plans, with impacts and response of key service delivery areas included. The nominated cabinet member should be responsible for adaptation with identified lines of responsibility to service delivery officers.

The process of assessing potential risks associated with climate change and defining the adaptation responses is underway. In the long term the implementing of responses should be ongoing with a proactive programme of implementation across all services and sectors. Monitoring mechanisms should provide evidence of the impacts and the value of delivered schemes.

The LEP/LNP should move to include consideration of the impacts and opportunities associated with climate change adaptation in their planning and the development of an adaptation plan and local strategy. Preparing for a changing climate makes good business sense and experience of severe weather events in the West Midlands has shown serious consequences for business operations for premises and staff, disrupting suppliers and distribution networks and causing inconvenience to customers. It is important that the LEP/LNP consider the impacts that climate and weather related vulnerabilities and opportunities may have on the delivery of its objectives. This should lead on to the development of an adaptation strategy and local action plan.

Communication focused upon adaptation should also be increased and should include details about drivers, strategy, targets, reduction plans and achievements.

Clearly defined prioritised risk and response strategies should be developed for local businesses, residents and community groups based on local impacts and integrated with Council Strategy.

4.3. Low carbon economy

Embedded opportunities and consideration of low carbon economy should be included in all council plans and decision making. The promotion of the low carbon economy should be seen as a priority by executives with an identified cabinet member and/or reporting committee to champion the agenda.

Making reference to national targets, the LDF should make clear commitments and contain stretching targets and future plans for the development of a low carbon economy.

There is a central role for the Council in the development of partnerships with the LEP, LNP, local organisations and businesses to facilitate a low carbon economy.

The Council should have an ongoing approach to identify the gaps and actions required for skills, training, specific funding and partnerships to help achieve a low carbon economy and carbon reduction targets.

5. Appendix 1: Benchmark assessment criteria

5.1. Mitigation

Response Area	Criteria	No Progress (0)	Getting Started (1)	Good Practice (2)	Leading Practice (3)
Policies and Plans	Senior Level Commitment	**No senior level commitment to carbon management/reduction.**	**Commitment to carbon management/reduction expressed at a senior level, with lead responsibility identified at director/cabinet level.**	**Commitment to carbon management/reduction expressed at a senior level, including a commitment to enable year on year reductions in line with Government targets.**	**Commitment to carbon management/reduction expressed at a senior level, including a commitment to enable year on year reductions in line with Government targets and a desire to ensure carbon management is embedded in the council's culture and approach (creating a low-carbon culture).**
Policies and Plans	Corporate Strategy and responsibility	**No connection to/consideration of carbon in relation to Corporate Strategy or similar strategic plans.**	**Some ambition expressed within Corporate Strategy or similar plan to influence carbon emissions.** *This may include a clear commitment within the corporate strategy with an identified responsible lead, although the goals for reduction and action required may not be specifically identified or quantified.*	**Mitigation is identified as key area of focus within the Corporate Strategy and there is a clear line of responsibility from board to service delivery.** *This is likely to include a vision and goals which reflect a desire for carbon reduction, including evidence-based targets relating to reducing carbon emissions along with some quantification of primary opportunities at the strategic level.*	**Carbon management is identified as a priority embedded within Corporate Strategy and relevant corporate plans. There is an understanding of what this means across all functions and efficiencies/cost savings are recognised.** *This could include there being a clear strategic vision which encompasses a drive for carbon mitigation and reflects different service areas and Council functions, there are evidence-based targets linked to reduction plans in place, that the ambition and*

					associated target goes beyond 'fair share' in respect to UK national targets.
Policies and Plans	Service delivery	**No consideration of carbon impacts in service reviews and delivery plans.**	**Examples of consideration of mitigation within the service reviews and delivery by some departments.** *This could include references made within service delivery plans, aims and objectives to low carbon alternatives or potential emission reductions; evidence of consideration of carbon impacts and influences within service reviews etc.*	**Climate change mitigation is incorporated within decision making within the design, and future strategy and delivery, of key services.** *This could include, for example, the consideration of carbon emissions and key areas of potential for reduction in reviews of schools, transport, housing, highways, maintenance, street lighting, infrastructure and planning departments' policies and service plans (and their review).*	**Mitigation is a priority consideration within the delivery across all key service areas.** *This could include there being a clear evidence base and resulting service delivery plans which include mitigation for all service areas, heads of service have reporting responsibility on aims and achievements for mitigation as it relates to their service, that there are identified leads/champions for carbon or sustainability within each department feeding in a service plan level etc.*
Policies and Plans	Planning policy	**No plans or targets for indentifying design standards or site specific renewable energy targets**	**Desire for low carbon design and increase in renewable/low carbon energy generation is stated within policy, but is not clearly defined nor quantified.** *This could include there being a vision for promoting low carbon design and implementation of renewables (or it being inherent within vision/ambition of planning policy/Local Development Framework (LDF)), that there may be consideration of carbon mitigation*	**Evidence base is in place as required by Supplementary Guidance to PPS1 undertaking an assessment of the renewable resource, identified site specific renewable and waste heat sources, identified new infrastructure requirements, assessed the potential for district heating networks.** *This could include a review of renewable resource potential, assessment of specific schemes has been initiated, perhaps through*	**As (2) with clear policies and site specific targets developed where possible for design standards and different low carbon technologies, linked to regional and national targets.** *This could include assessment of potential locations for district heating networks, a clear understanding of the potential for renewable energy in the area/broader region and projects actively supported/encour aged. Evidence of*

			but this has limited bearing on Council master planning decisions.	*detailed feasibility studies and/or that planning approval considers major aspects of carbon reduction, including transport.*	*renewable energy assessments and active involvement and assistance to gain planning ascent from the Council. Plans should link into activity across the West Midlands.*
Policies and Plans	Low carbon planning advice	**No guidance or technical support available for low carbon design and implementation of renewable/low carbon technologies in new buildings.**	**Limited information available on delivering low carbon design.** *This is likely to include provision of basic information, outline policies and links to national guidance via the Council's website or a leaflet. There is also likely to be limited/no information on funding and grants.*	**Guidance is provided to supplement planning policies and provide advice on achieving low carbon design and renewable targets.** *This is likely to include provision of clear and possibly targeted information to assist design and implementation of energy efficiency and low carbon options and a methodology to demonstrate compliance with planning requirements. Ad hoc verbal assistance may also be provided, including on finance options and grants.*	**Supplementary guidance as for (2) with low carbon design assistance provided more systematically by Council team.** *This could include that Council holds significant expertise in low carbon design with experience in provision of advice and there are case studies demonstrating benefits achieved and best practice within different technology/practice areas.*

Own Impact/Response	Carbon management understanding and approach	No understanding of carbon, the key drivers for carbon management/reduction and limited awareness of regulatory requirements.	There is a clear understanding of the key drivers and broadly what they mean for the organisation, including participation in CRC (Carbon Reduction Commitment), and a carbon reduction target in place. *This is likely to include a published target for carbon reduction for the organisation, with a key focus on energy consumption in buildings, there is some progress in monitoring and reporting Scope 1 and 2 carbon emissions (those from onsite fuel use including fuel used in own fleet and electricity emissions), registration and reporting developed for CRC policy compliance but maybe no plan developed for future CRC strategy.*	There is a detailed understanding of the drivers for carbon management and what they mean for the organisation. There is a focused strategy in place and clear targets linked to services/departments or sources of emissions. *This is likely to include examples of assessment of key drivers (e.g. climate change, finance, regulation, health) in relation to key services, active ongoing monitoring and reporting (including cascade of responsibility) and CRC compliance. Could also be working towards the Carbon Trust Standard or similar.*	There is a clearly defined strategy for carbon reduction based on a robust evidence base of assessments, which will enable progress and reporting, compliance and success with CRC etc. *This is likely to include things like a clearly structured strategy which details the key areas of potential for carbon reduction and aims for how this will be realised (including aspirational and milestone targets in line with Government targets). Could also have achieved Carbon Trust Standard (or equivalent).*

Own Impact/Response	Carbon monitoring	No systematic approach to monitoring the Council's carbon emissions.	Top level annual footprint calculated. *It is likely that this will be from total site energy use information which highlights emissions by fuel type/source, there will be limited breakdown by activity or department. Likely to be for onsite fuels and electricity emissions only - for energy use and business-related transport emissions.*	Systematic approach to calculating and monitoring carbon footprint. *It is likely that footprint will include energy and waste, water and own/business transport emissions. Includes all major Council functions e.g. schools, street lighting. Footprint established with clearly justified scope and boundaries, with appropriate level of detail for key sites/departments etc. High confidence in data relating to emissions from onsite fuels and electricity and working to improve data on emissions outside the direct control of the Council. Information is used to prioritise action. There may be a desire to extend the footprint to include some additional Scope 3 carbon emissions e.g. staff commuting and/or procurement impacts and this is being investigated.*	Detailed footprint calculated and which can be interrogated in detail. *It is likely that this will be based on at least monthly data from effectively positioned sub-meters which are used for detailed monitoring and reporting at a service, department and building level as appropriate. High confidence in the accuracy of data, including for key emissions outside the direct control of the Council activities. More active quantification, targeting and reporting of Scope 3 emissions e.g. procurement, commuting.*

Own Impact/Response	Carbon management plan and reduction target	No reduction plan or target in place.	Carbon management/reduction plan in place identifying key opportunities and a broad assessment/prioritisation and a broad reduction target. *It is likely that the focus will be primarily on buildings efficiency and energy demand reduction. Likely to have limited detail on implementation and funding streams beyond invest to save/maintenance budget funding pots.*	Carbon management/reduction plan in place with key opportunities identified, prioritised and funded to achieve at least 50% of the proposed reduction target. The target should put the authority in line with Government reduction targets to 2050. *It is likely that the plan is divided into distinct service areas (e.g. estates, facilities, transport) and will include some actions in relation to Scope 3 emissions. Plan should also set out details of how the opportunities will be implemented (including key roles, responsibilities and possible approaches to accessing internal and external funding). Council may also include energy/carbon reduction as part of Environmental Management System such as ISO14001.*	Carbon management/reduction plan in place for at least the next 5 years with evidence based targets, costed and prioritised opportunities for reduction and a clear implementation plan including roles/responsibilities and measures. *It is likely that there are service/ department level targets and action plans, there is evidence of a number of projects being implemented with measureable carbon reductions, there are clear mechanisms for monitoring and review/update, innovative or creative approaches to funding/resourcing have been put in place (internal recycling funds, external grant fund schemes). Council is also likely to include significant energy/carbon commitments as part of Environmental Management System such as ISO14001.*
Own Impact/Response	Carbon reduction achieved	No or limited reduction achieved over the past 2 years.	Has achieved between a 3 and 5% reduction year on year for the past 2 years.	Reduction of greater 5% per annum achieved in line with established target and Government targets over past 2 years. Could be aiming to achieve the 10:10 target.	Considerable/step change in reductions achieved over the past 2 years ~10% per annum. Likely to be on track to be ahead of Government targets.

Own Impact/Response	Financing renewables	No awareness of finance options for renewables.	Some awareness of the energy and cost-saving, income generation and other benefits of installing energy efficiency. *This could include renewable energy measures in existing buildings and the range of funding opportunities and providers for these projects.*	Clear understanding and use of finance options for improvements to local authority own estate buildings, energy efficiency and renewable energy retrofit in housing and medium and large-scale decentralised energy. This can be through using online tools and training through the Low Carbon Economy Programme.	Developed tools to identify most appropriate finance options for projects. Working with finance departments to deliver projects.
Own Impact/Response	Awareness and behavioural change	No awareness programmes for staff across the organisation.	Delivery of basic awareness programmes (posters/stickers/switch off campaigns) and introduction to carbon management in induction training and/or team briefings.	Operational network of carbon champions, evidence of regular communications/training regarding carbon management (including feedback on progress/achievements/ benefits) and engagement of staff in the identification of opportunities and delivery of the carbon management plan.	Innovation in staff engagement and training, including evidence of more active participatory approaches to target setting, delivery of the opportunities and measurement/reporting of success. *This could also include action taken including, for example, in devolving responsibility for energy budgets and/or inclusion of carbon management-related metric in objectives of key staff.*
Partnerships and Influence	Links to LEP (Local Enterprise Partnership)	No active participation within LEP and/or LEP has no climate change or energy agenda.	The relevant LEP(s) has identified climate change as an area to be addressed and its strategy includes broad recognition of carbon emissions for the local area and broad aims for improvement/risks or issues to be addressed.	The relevant LEP(s) has set out a clear understanding of carbon emissions for the area within its strategy and has established clear aims for addressing carbon emissions, and key actions relating to influencing community behaviour.	The relevant LEP(s) has developed a joint carbon management strategy with common aims and reduction targets. Targets, actions and reporting procedures are developed for all members of the LEP, including any relevant high carbon emitters that are not

					members of the LEP.
Partnerships and Influence	Support to local businesses and other organisations	**No support or advice provided to local business and other organisations in relation to carbon mitigation.**	**Limited advice and support available to local business and other organisations.** *This is likely to focus mainly on signposting to existing networks and sources.*	**Structured and active provision of support and advice to businesses and other organisations.** *This could include examples of advice on grants and energy reduction measures and renewable technologies available, including participation in knowledge sharing events across the area/region. Council could also provide additional funding above national schemes.*	**Detailed advice available to local business and other organisations in relation to carbon mitigation.** *Evidence of the delivery of advisory/support schemes, perhaps in partnership with the Carbon Trust or others. The Council may fund and publicise demonstrator projects to reduce energy to support innovative energy reduction schemes for small, medium and large enterprises.*
Partnerships and Influence	Support to residents and community groups	**No information for residents and community groups in relation to carbon mitigation.**	**Limited information for residents and community groups.** *This could include the provision of web based information on opportunities for achieving energy reductions and carbon savings, with signposts to further sources of information and grant availability. There could be some additional publicity campaigns and/or initiatives delivered with local partners to raise awareness or support implementation.*	**Active approach to assist residents to improve energy efficiency in the home.** *This could include the Council having a targeted advice service and active approach to engaging residents, having a central role in co-ordinating nationally available grants and schemes for residents, provision of additional local support in some areas to improve housing stock and development of areas-based approach to improving housing stock.*	**Evidence of innovative measures to increase energy efficiency uptake in social and private housing.** *Examples could include implementing an area based strategy for housing improvement in partnership with energy companies and third sector organisations. Implementation of local Pay as you Save scheme or similar local funding scheme.*

Partnerships and Influence	Support to schools	No support or information for schools in relation to carbon mitigation.	Limited advice and support available to schools. *This could include the provision of web based information on opportunities for achieving energy reductions and carbon savings, with signposts to further sources of information. There could be some additional information campaigns and/or initiatives delivered with local partners to raise awareness or support implementation.*	Active approach to assist schools to improve energy efficiency and reduce carbon emissions. *This could include the Council having a targeted advice service and active approach to engaging schools. Engaged with a pilot group of schools.*	Partnership between Council and all schools to reduce carbon emissions and energy costs. *This includes effective school Carbon Management with goals for carbon reduction.*
Partnerships and Influence	Community footprint (former NI 186)	Carbon emissions per annum are over 8t per capita.	Carbon emissions per annum are under 7t per capita.	Carbon emissions per annum are under 6t per capita and there is a plan in place to improve the footprint for next assessment.	Carbon emissions per annum are under 5t per capita and there has been a comprehensive assessment and plan in place to improve the footprint for the next assessment.

5.2. Adaptation

Response Area	Criteria	No Progress (0)	Getting Started (1)	Good Practice (2)	Leading Practice (3)
Policies and Plans	Corporate Strategy and responsibility	No connection to/consideration of climate change adaptation in relation to Corporate Strategy or similar strategic plan. No specific representation of adaptation at cabinet level or Officer Level.	Some ambition within Corporate Strategy or similar plan to address adaptation issues but no clear targets or response actions. Adaptation falls within role of identified climate change responsibility at cabinet level.	Climate change adaptation is reflected within Corporate Strategy or similar plan with broad priorities for action identified. Nominated leadership at cabinet level (or committee reporting to cabinet) with clear lines of responsibility to service delivery.	Adaptation is identified as a priority within Corporate Strategy and relevant corporate plans, with impacts and response of key service delivery areas included. Nominated cabinet member responsible for adaptation with identified lines of responsibility to service delivery officers.

Policies and Plans	Service delivery		**Examples of consideration of adaptation within the service reviews and delivery by some departments.** *This could include references made within service delivery plans, aims and objectives to adaptation; evidence of consideration of climate change risks and opportunities within service reviews etc. Key departments may include health, emergency services, planning etc.*	**Climate change adaptation is incorporated within decision making within the design, and future strategy and delivery, of key services.** *This could include, for example, the consideration of climate change risks and opportunities in reviews of schools, transport, housing, highways, infrastructure and planning departments' policies and service plans (and their review). There is also likely to be development of specific adaptation plans for key services.*	**Adaptation is a priority consideration within the delivery across all service areas.** *This could include there being a clear evidence base and resulting service delivery plans which include adaptation to climate change for all service areas, heads of service have reporting responsibility on aims and achievements for adaptation as it relates to their service, that there are identified leads/champions for climate change or sustainability within each department feeding in a service plan level etc.*
Policies and Plans	Planning policy	No specific targets, actions or plans to address adaptation to climate change.	**Adaptation identified in LDF as development issue with limited policy development in this area.** *This could include there being a vision for understanding risks and adapting to climate change (or it being inherent within vision/ambition of planning policy/LDF), that there may be consideration of adaptation but this has limited bearing on Council decisions at present.*	**LDF has clear policies on adaptation based on identifying high level risks, and responsibilities and responses.** *This may include the publication of a specific policy on adaptation as it relates to development and/or the use of UK Climate Change Impacts Programme (UKCIP)/Environment Agency tools to guide Council planning policies and decisions.*	**Adaptation is key issue within planning policy and associated decision making.** *This could include the preparation of a policy based on identified local risks and opportunities, examples of adaptation measures included within developments and/or UKCIP)/Environment Agency tools used to guide planning decisions.*

Own Impact/Response	Understanding risks and opportunities from a changing climate	No review of risks and opportunities.	**The Council has begun the process of assessing the potential risks and opportunities across its estate and services and has identified and agreed the next steps to build on this.** *This may include being able to demonstrate assessments have taken place, a level of quantification of risks and opportunities and engagement with key stakeholders through this review. Risks may include flooding, sea level rise, drought, wildlife and habitat deterioration, heat waves and health impacts and opportunities may include increased tourism, new agricultural opportunities, new business markets etc.*	**The Council has undertaken local risk-based assessment of significant vulnerabilities and opportunities in relation to changing weather and climate, including the potential financial implications.** *This is likely to demonstrate a sound understanding of significant vulnerabilities and opportunities as they relate to the local area and different services, even if not yet addressed in existing strategies and actions. There should be proactive engagement with department / service heads and other local partners and a clear understanding of key opportunities and actions to be taken.*	**As (2) and prioritised risks and opportunities for council services, partners and community stakeholders for now and future scenarios.** *This could include a specific policy in relation to climate change adaptation, service/stakeholder level reviews and action plans being in place, examples of scenario-based assessments (including financial implications and risk avoidance strategies) and planning and monitoring and review processes in place.*
Own Impact/Response	Adaptation strategy and action plan	No progress on identifying adaptation responses to risks and opportunities.	**Identification of priority responses to major risks and opportunities. Some communication to service heads, community groups and partners. Developed way forward to address remaining risks and opportunities.**	**Strategy and plan in place with adaptation responses identified for major risks feeding into some departmental strategies, plans, operations and partnerships.** *This should include establishment of priority risk areas, actions, roles and responsibilities, timescales,*	**Development of adaptation plan covering all risks, opportunities and responses based on local climate impact assessment.** *This should also include periodic review of plan to account for changes in evidence and local conditions and approval of plan at Executive level and externally communicated.*

				financing, processes for monitoring and review etc.	
Own Impact/Response	Implementation	**No implementation of adaptation opportunities.**	**Limited implementation of adaptation response or progress just commenced on identified actions.**	**Has begun proactive programme of implementation of adaptation responses for key risks and opportunities. Funding and resourcing, roles and monitoring mechanisms being established for future actions.**	**Implementing ongoing and proactive programme of implementation across all services and sectors, and monitoring mechanisms are providing evidence of impacts and value of delivered schemes.**
Partnerships and Influence	Communication	**No communication of climate change risk or adaptation responses**	**Limited internal or external communications about approach or progress.** *This could include information published on authority website/intranet regarding need for action, broad targets and/or there being a strategy in place.*	**Comprehensive internal and external communications about approach and progress.** *This may include regular updates to authority website and intranet, and more detailed information provided regarding the strategy, target and reduction plan priorities, including how success will be measured and reported, and publication of case studies and lessons learned. There could be evidence of public bodies, businesses, community groups and residents being actively informed of high risk areas, emergency arrangements and long term plans.*	**Detailed information communicated about drivers, strategy, targets, reduction plan and achievements.** *This may include examples of projects and action taken, published as case studies. There may be examples of more active engagement and communications with other organisations in the area/region to encourage knowledge sharing and acceleration of progress. Local organisations, public bodies, businesses, and community groups aware of potential risks, priorities and responses strategies and the relevance to them.*

Partnerships and Influence	Links to LEP (Local Enterprise Partnership)	Adaptation is not considered by LEP or within its strategy	Adaptation is considered by the LEP and its strategy. *This may include the identification of headline risks and responses with broad opportunities/priorities for further action identified.*	The LEP has identified major weather and climate vulnerabilities and opportunities that affect the delivery of the LEP's objectives. *This may include that local adaptation risks have been reviewed and responses developed, that plans and responsibilities have been communicated and that plans of different community partners link clearly to enable delivery of community requirements and goals.*	The LEP has a defined adaptation strategy that has fed into a local adaptation plan. Response actions have been identified and some implementation has occurred. *This should include plans being developed, mechanisms for monitoring and review being in place and examples of effective implementation at community level.*
Partnerships and Influence	Support to local businesses and other organisations	Businesses have not been engaged on climate change adaptation issues and risks	Businesses have been engaged on climate change adaptation issues and have been supported in identifying high level risks and opportunities.	Businesses are actively engaged in climate change adaptation issues, including in indentifying risks, participation in knowledge sharing activities and partnership groups. Individual response strategies (risks and opportunities) have started to be developed	Clearly defined individual prioritised risk and response strategies have been developed based on local impacts and integrated with Council Strategy.
Partnerships and Influence	Support to residents and community groups	Residents and community groups have not been engaged on climate change adaptation issues and risks	Residents and community groups have been involved in identifying high level risks and opportunities and assistance is available for development of response	Remit of community groups has been expanded to include assessment of risks and opportunities and response planning. Community-led	Residents and community groups have central role in identification of adaptation risks and opportunities. Clearly defined individual prioritised risk and response strategies have been

			strategies for community groups	planning techniques may have been used to develop local/sub-regional strategy and plan. Individual response strategies (risks and opportunities) have started to be developed.	developed.

5.3. Low carbon economy

Response Area	Criteria	No Progress (0)	Getting Started (1)	Good Practice (2)	Leading Practice (3)
Policies and Plans	Corporate plans and service delivery	**No connection to/consideration of low carbon economy risks and opportunities, skills and resources in corporate plans (e.g. corporate strategy, improvement plans, capital plans, asset management plans etc).**	**Some understanding and consideration of how corporate plans will be affected by or could stimulate a low carbon economy.** *This could include consideration of the potential for new jobs particularly in low carbon and environmental sector economy, support for 'green business', consideration of training requirements/provision.*	**More detailed understanding and consideration at senior and management level of how corporate plans will be affected by, or could contribute to a low carbon economy. Low carbon economy is highlighted in the Local Economic Assessment (for upper tier and unitary Councils only).** *This could include incorporating actions into council planning policies, site based travel plans, economic development, sustainable development, housing, education, infrastructure, transport, highways, nursing and residential care, estates, regeneration,*	**Embedded opportunities /consideration of low carbon economy across council plans and decision making. Low carbon economy seen as priority by executive with identified cabinet member and/or reporting committee to champion agenda. Low carbon economy is a key issue within the Local Economic Assessment (for upper tier and Unitary Councils only).** *This could include clear strategic approach to achieving a low carbon economy through council activities, evidence base/metrics on GDP, growth, new jobs, new enterprise, skills development and how the low carbon economy will assist in reducing unemployment and*

Policies and Plans					
			22	*environmental, procurement and waste strategies, plans and partnerships; the development of metrics to determine benefit of Council action to stimulate this economy and how the low carbon economy will assist in reducing unemployment and stimulating wealth.*	*stimulating wealth/wellbeing. Strategic approach should also embrace both the rural and urban economy, and extend to aspects such as staff working practices, teleworking and home working policies for example.*
Policies and Plans	Local development framework	**LDF outlines desire for a low carbon economy, but provides no detail.**	**LDF outlines high level commitments in a number of specific areas to develop a low carbon economy.** *Examples could be commitments in relation to transport, infrastructure and utilities, building design, master planning and local economic development.*	**LDF sets out some specific plans, actions and targets for improving skills, employment and developing particular sectors of the local economy to deliver a low carbon economy.** *This could include reviews of existing capacity/economy, clearly reported targets or actions for developing a low carbon economy, again in relation to, for example, transport, infrastructure and utilities, building design, master planning and local economic development.*	**Referencing national targets, LDF makes clear commitments and contains stretching targets and future plans for the development of a low carbon economy.** *This should include clearly reported targets and action plans which, for example, aim to tackle 'carbon intensive' sectors of the economy including transport, aviation, high performance engineering, ICT, utilities, construction and food and drink sectors and/or address 'local focus areas' including identification of funding streams, renewable resources employment and skills development.*

Own Impact/Response	Economic and development strategy and plan	**No consideration of the development of a low carbon economy in the Council's approach to economic development.**	**Council's approach to economic development identifies key opportunities and requirements for a low carbon economy and there is a plan/process in place to build on this.** *This could include an understanding of the risks associated with 'carbon intensive' sectors of the local economy and/or opportunities for traditional sectors to diversify through low carbon/environmental opportunities; evidence of engagement with service heads, community groups and partners; and/or a clear process/plan to address remaining opportunities and requirements - or in more detail.*	**There is a strategy in place which clearly identifies low carbon economy opportunities and requirements as they relate to key sectors of the local economy and how this relates to the council's individual departments/ services, plans, operations and partnerships.** *This should include a drafted strategy, evidence of engagement with key stakeholders and detail including priority areas, primary objectives/ targets, issue owners/leads, timescales etc.*	**As (2) and also development of comprehensive action plan with specific local relevance.** *This should include a published and comprehensive/locally relevant strategy and plan and could include evidence of engagement with internal departments/sector representatives, the approval of the strategy and plan at Executive level and evidence of engagement with/links to other partners' strategies.*
Own Impact/Response	Procurement	**No consideration of stimulation of low carbon economy locally/regionally within procurement strategy/decisions.**	**Some consideration/selection of purchases based on potential carbon impacts and local sourcing of low carbon products/services.** *This could include Procurement team has or is developing sustainable procurement policy, training provided and improved understanding of how a low carbon economy can be delivered through better sustainable procurement policy/decisions, comparisons of alternative decisions*	**Existence of sustainable procurement policy and guidance used for all major tenders and contracts and this influencing activity of procurement team.** *This should include published policy and could include examples of prioritising action/analysis on those spend areas with highest carbon emissions and potential for greatest efficiency savings, use of whole life costing in business*	**Integration of sustainable procurement policy and guidance across all departments and purchasing decisions. Active inclusion of whole life costing and identified priorities.** *This should include examples of policy/approach in practice and an understanding of the impact on external supply chain, local market and wider community.*

Partnerships and Influence	Influencing local consumption				
			undertaken etc.	*decisions, weighting which supports purchasing from local suppliers of low carbon products/services, consideration of the impact of policy on decisions, the Council suppliers and low carbon economy.*	
Partnerships and Influence	Influencing local consumption	**No information provided for residents, businesses, community groups etc on low carbon economy and consumption choices.**	**Residents are informed about how they can make positive changes in procurement and consumption.** *This could include provision of information through web pages, leaflets, posters etc, links are provided to national guidance and information, case studies and examples are provided along with the potential benefits etc.*	**Active engagement with residents, business, retailers, schools and community groups about how they can make positive changes in their purchasing behaviour and consumption. Also with some analysis of local business and social enterprises able to provide low carbon goods and services.** *This could include the provision of locally focused guidance on procurement/ consumption including information about local services such as farmers markets and local bring back and reuse schemes; the delivery of engagement through more face to face methods, relevant to target audience; evidence base of existing low carbon/environmental economy and/or directory of services available locally.*	**As (2) and also comprehensive guidance which is locally relevant and targeted at key groups within the community.** *This could include the development of evidence-based local green guide which is continually updated and strengthened with examples, evidence of locally targeted initiatives and activities which help to build understanding and change the behaviour of the community, possible introduction of incentive programmes.*

Partnerships and Influence	Developing local partnerships and links to LEP (Local Enterprise Partnership)	No evidence of working with the LEP or local partners to help drive the low carbon economy in the area.	One or two examples of working with the LEP(s) and/or local partners to develop projects, schemes and initiatives to drive the low carbon economy, possibly in a supporting role. *This should include an outline of the partnerships/projects and relevance to low carbon economy, possibly in relation to key opportunities such as skills development/training provision (for example with local education bodies), support to microenterprise (with business support organisations) etc.*	Involved in coordinating partnerships with the LEP(s), local organisations and businesses in relation to developing a low carbon economy. *This could include examples of projects and evidence of key role in delivering projects, skills development, and ongoing initiatives to drive the low carbon economy, along with an indication of the assessed impact/value realised.*	Central role in the development of partnerships with the LEP(s), local organisations and businesses to facilitate a low carbon economy. *This could include the initiation and coordination or networks and groups in specific areas to deliver projects, share learning, promote growth and skills etc. recognition from third parties as demonstrator of successful local partnerships and/or networks, information collated about the impact of initiatives and/or trends over time.*
Partnerships and Influence	Stimulating a low carbon economy - skills	No consideration of low carbon economy.	Identification of a few specific measures which support the increased uptake of skills or growth of jobs for a low carbon economy. *This might include there being some skills and training available in the area that is not specifically linked/related to local situation and policies in place, and some consideration of how this relates to the goals for the local economy, role of the council and possible improvements.*	A number of initiatives are in place to develop low carbon skills, with a clear evidence base link between local requirements and identified measures to stimulate local economy. Council is engaged in these and/or has a strong relationship with key partners providing them. *This may include activity to support skills development and diversification in rural and urban based economies, skill training related to local energy efficiency grants, local renewable energy capacity, local academia*	Ongoing approach which identifies the gaps and new measures required for skills, training, specific funding and partnerships to help achieve a low carbon economy and carbon reduction targets. Approach includes clear objectives and targets for implementation and the Council is actively involved. *This could include the development of an approach which, for example, is clearly linked with policies and plans (housing, transport, renewable technologies as well as carbon reduction, economic development etc.), is based on an assessment of existing local skills and businesses,*

				partnerships etc. Evidence that the Council is influencing the scope of the initiatives and/or is actively engaged. Examples could also be provided of assessed impact.	*includes targets, actions, timescales to implementation and regular review and reporting of implementation and achievement of targets.*
Partnerships and Influence	Stimulating a low carbon economy - business	**No consideration of low carbon economy.**	**Identification of a few specific measures in relation to supporting small business/micro enterprise focusing on low carbon technologies and supporting sectors, not necessarily related to local situation and policies.** *This could include, for example, high level mapping of local high risk 'carbon intensive' sectors of the economy, and sectors which have the potential to diversity or deliver growth in the local economy. High level mapping of potential resources and constraints affecting growth, for example renewable resources potential.*	**A number of initiatives are in place to support small businesses/micro-enterprise, with clear evidence base link between local requirements and identified measures to stimulate local economy.** *This includes funding support, information and advice, business clubs, supply chain mentoring, partnership arrangements (including with local academia and the West Midlands). Plans for some development of supporting structures for low carbon business e.g. fast broadband, low carbon travel options, low carbon logistics and carbon management support.*	**Developed a clear evidence based approach that links low carbon economy requirement with carbon emissions and other Council polices to stimulate business.** *This may include clear vision and targets, actions, timescales to implement it, regular review and reporting of implementation and achievement of targets to demonstrate a shift of economic activity away from high carbon sectors towards low carbon sectors. Also detail of schemes in place to support low carbon business such fast broadband , IT hubs, low carbon travel options e.g. centralised goods delivery for local businesses.*