

Climate Change Strategy

Climate Change Strategy Contents

1. Ministerial Foreword	3
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Part 1: Climate Change Adaptation Plan

2. Introduction	5
3. Approach and Governance	12
4. Adaptation Priorities	14
a. Policy	14
b. Building Capability	21
c. Protecting our Estates	25
5. Deliverable and Milestones	28

Part 2: Carbon Reduction Delivery Plan

6. Introduction	31
7. Governance and Accountability	34
8. Monitoring and Reporting Arrangements	36
9. The Cabinet Office Carbon Budget	38
a. Period One	38
b. Period Two	42
c. Period Three	43

Contacts

Ministerial Foreword

Climate change is arguably one of the greatest challenges yet faced by mankind. Greenhouse gases which have been released into the atmosphere as a result of human activities are contributing to serious changes in our climate. In this country we are anticipating more temperate winters with increased rainfall, drier and hotter summers and an increase in the frequency of extreme weather events. These changes present a serious challenge to the nation and it is vital that we all take action to reduce our carbon emissions. Furthermore, we know that because of past emissions we will have to tolerate erratic weather patterns over future decades and potentially a further century of rising sea levels.

In answer to this call to action, the Government published the Low Carbon Transition Plan¹ on the 15 July 2009. The plan announced the introduction of carbon budgets, making the UK the first country in the world to do so. These carbon budgets set a limit on the total greenhouse gas emissions in three successive five year budget periods, setting a long-term goal of reduce emissions by 80% by 2050 compared to 1990 levels. These budgets were also applied to government departments and committed them to producing a document setting out their plans to meet these challenging targets.

The Low Carbon Transition Plan also committed all central government departments to set out the measures which they would undertake to adapt their policies and operations to cope with the risks and opportunities presented by climate change. We know that we will have to deal with these consequences and preparing the Department in advance will help to reduce the likelihood of disruption and ensure the continued delivery of the key services provided by the Cabinet Office.

It therefore gives me great pleasure to present the Cabinet Office's first Climate Change Strategy. This document comprises of two parts; the first deals with the measures which the Department is undertaking to adapt to future climate change. The second looks at how we intend to mitigate the Cabinet Office's carbon emissions to ensure that we have as little impact as possible on future generations. The Department's Climate Change Strategy will: -

¹ Available here: http://www.decc.gov.uk/en/content/cms/publications/lc_trans_plan/lc_trans_plan.aspx

- Present a succinct yet wide-ranging overview of the risks which Climate Change presents to the Cabinet Office.
- Set out how the Department's policies, operations and major capital assets will be adapted to cope with these challenges.
- Clearly set out the steps which we are undertaking to deliver our carbon budget in the first period as well providing an indication of actions we will undertake over the future budget periods.
- Demonstrate the measures we intend to take to build the Cabinet Office's capability to address the challenge of climate change by embedding the principles of adaptation in our usual business processes.

By undertaking these measures we aim to ensure that the Department is able to continue providing key public services without disruption and ensure that we safeguard the planet for future generations.



A handwritten signature in black ink that reads "Angela Smith". The signature is written in a cursive, flowing style.

ANGELA SMITH
MINISTER OF STATE FOR THE CABINET OFFICE

Climate Change Adaptation Plan

Introduction

This document is the Cabinet Office's first Departmental Adaptation Plan and covers the period from 2010-2012. The plan will be monitored internally and a public report on progress will be provided on an annual basis through the Sustainable Development Action Plan progress report. This plan has been endorsed by the Minister for the Cabinet Office, the Cabinet Office Board and the Department's Operating Committee.

The Cabinet Office, which includes the Prime Minister's Office, sits at the very centre of government and, together with the Treasury, provides the 'head office' of government. The Cabinet Office has an overarching purpose of **Making government work better**.

The Department has three core functions that enable it to achieve this overarching purpose:

1. **Supporting the Prime Minister** – to define and deliver the Government's objectives.
2. **Supporting the Cabinet** – to drive the coherence, quality and delivery of policy and operations across departments.
3. **Strengthening the Civil Service** – to ensure the Civil Service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

Climate Change

The consensus amongst the international scientific community is that mankind's actions have led to the increase in global temperatures which we have seen over the past decades, due to the quantities of carbon dioxide and other greenhouse gases which have been released into the Earth's atmosphere. These gases exacerbate the greenhouse effect with the result that global temperatures are rising, increasing the risks of serious ecological damage and threatening human wellbeing.

Climate Change Adaptation and Mitigation

The majority of action pledged by organisations and individuals to date has focused on mitigating their impact on the environment through actions such as reducing their overall energy consumption and cutting their carbon footprint. The Cabinet Office's objectives in mitigating its energy consumption are set out in the second section of this strategy, the Carbon Reduction Delivery Plan, which deals exclusively with carbon reduction.

We already know that the emissions which have been released in the past will continue to affect the Earth's climate for at least 30 to 40 years in the future. For this reason it is essential that we plan now to meet the challenges of the future and prepare for the risks and opportunities presented by climate change. This is the focus of our plan.

Climate Change Adaptation and the Cabinet Office

When considering the potential changes to the UK's climate and the subsequent impact on the Department, the Cabinet Office has made use of the latest UK Climate Projections 2009 (UKCP09)². UKCP09 provides probabilistic projections for the anticipated changes in the UK's temperature, level of rainfall and sea level. In summary, it is expected that we will see:

- Warmer wetter winters.
- Hotter, drier summers.
- Rising sea levels.

UKCP09 was developed by the Met Office's Hadley Centre. Their findings currently provide us with the most comprehensive means of projecting the changes we might expect to see.

Through the use of UKCP09, we have determined some of the high-level risks that such a change in climate would present to the delivery of the Cabinet Office's key areas of responsibility.

Projected Climate Change	Potential Impacts	Implications for Cabinet Office
General Climatic Change	<ul style="list-style-type: none">• A lack of skills and knowledge relating to	<ul style="list-style-type: none">• Requirement to ensure our senior leaders and staff are

² Available here: - <http://ukclimateprojections.defra.gov.uk/content/view/824/517/>


	<p>climate change and associated risks in the public sector.</p>	<p>adequately equipped with the relevant knowledge and skills to allow for effective adaptation.</p> <ul style="list-style-type: none"> • Working with other organisations to embed climate change in the relevant training programmes on offer from government organisations.
<p>Increased mean temperature</p>	<ul style="list-style-type: none"> • Changes in normal working patterns and culture. • Potential knock-on effect on health and wellbeing. • Increased likelihood of drought. 	<ul style="list-style-type: none"> • Need to ensure capability to guarantee continued provision of public services. • Need to ensure flexibility in our working patterns. • Prepare for the impact on socially excluded individuals and ensure that the third sector is equipped to adapt to the challenge. • Ensure that this has been factored into emergency planning measures. • Work with water companies and the Environment Agency to ensure resilience of supply.
<p>More seasonally variable rainfall</p>	<ul style="list-style-type: none"> • Increased risk of flooding in vulnerable areas. • Potential threat to continuity of business on the Department's estate. • Increased likelihood of drought. 	<ul style="list-style-type: none"> • Ensuring that changes to the severity and frequency of weather related risks are taken into account in the National Risk Assessment and that associated capability requirements to deal with impacts are in place. • Make sure that measures are taken to adapt the estate where necessary and embed the risks of climate change in the Department's business continuity planning.

Rising sea levels	<ul style="list-style-type: none"> • Increased risk of flooding in vulnerable coastal areas. • Increased coastal erosion 	<ul style="list-style-type: none"> • Ensuring that changes to the severity and frequency of weather related risks are taken into account in the National Risk Assessment and that associated capability requirements to deal with impacts are in place. • Make sure that measures are taken to adapt the estate where necessary and embed the risks of climate change in the Department's business continuity planning.
Increased frequency of extreme weather events	<ul style="list-style-type: none"> • Increased threat to national infrastructure from natural hazards such as flooding. • Deterioration of road surfaces as tarmac melts 	<ul style="list-style-type: none"> • Ensuring that changes to the severity and frequency of weather related risks are taken into account in the National Risk Assessment and that associated capability requirements to deal with impacts are in place. • Make sure that the risks of climate change are embedded in the Department's business continuity planning.

By identifying these risks and mapping them against the Cabinet Office's Departmental Strategic Objectives (DSOs)³ it has been possible to build up a picture of the key priority areas for adaptation relating to the Department's policy responsibilities. We then looked across the organisation to identify those management units with a responsibility for the delivery of the relevant DSOs and engaged with them to pinpoint those areas of their policy objectives which would need to be adapted to cope with the risks presented by climate change. These units are as follows:

Office of the Third Sector

³ Available here: <http://www.cabinetoffice.gov.uk/reports/annualreport/dept2009/objectives.aspx>



The Office of the Third Sector (OTS) was created in May 2006 to lead work across government to support a thriving third sector (voluntary and community groups, social enterprises, charities, cooperatives and mutuals), enabling the sector to campaign for change, deliver public services, promote social enterprise and strengthen communities.

OTS has responsibility for enabling a thriving third sector. A thriving third sector is also a sustainable third sector, able to adapt to climate change, help others to adapt, and to contribute to reductions in emissions of greenhouse gases.

Social Exclusion Task Force

The Social Exclusion task Force (SETF) aims to extend the opportunities enjoyed by the vast majority of people in the UK to those whose lives have been characterised by deprivation and exclusion. The SETF does not have a delivery budget but works closely with departments across government to bring about change. In particular, the SETF works to provide joined-up, innovative solutions to the challenge of supporting those experiencing multiple disadvantages. Presently, the SETF focuses on two key work streams: the delivery of Public Service Agreement 16 (Socially Excluded Adults, PSA 16) and the delivery of a programme of cross-government Short Studies.

Civil Contingencies Secretariat

The Civil Contingencies Secretariat (CCS) works to increase the UK's resilience at every level (central, regional and local) against potential disruptive challenges over a five year period. CCS does this by working with others to assess the risks and build capabilities to absorb, respond to and recover from the impacts. This includes ensuring that the government can continue to function and deliver public services during a crisis, and, working with departments and the wider Cabinet Office to make sure that plans and systems are in place and cover the full range of potential disruption, including those associated with severe weather events.

Civil Service Capability Group

The Civil Service Capability Group is tasked with strengthening the effectiveness of the Civil Service's organisational structure and its leaders and workforce. In doing so it is possible to ensure the most effective delivery of the Government's business priorities and improve public

services. Furthermore, it enables effective analysis and insight to support the capability of the Civil Service.

Public Service Reform

The Public Service Unit in the Cabinet Office is responsible for developing this overall strategy for reforming public services and embedding it through workforce and service innovation. In particular, we lead on:

Public Services Strategy - Promoting and developing the Government's overall framework for improving public services.

Innovation - Accelerating the pace of public service reform by encouraging and enabling those involved to identify, learn from and implement the practical innovations which will underpin the next generation of public services.

Public Services Workforce Reform - The Public Service Workforce Reform Team recognises that world-class public services can only be delivered by a workforce that is engaged and motivated, and has the right set of skills. We work in partnership with public service employers and trade unions to support the workforce in delivering the public services of tomorrow.

Service Transformation - Embedding a systematic approach to the transformation of services and improving delivery capability across the public sector.

The Cabinet Secretariat

The Cabinet Secretariat is non-departmental in function and purpose. It is located within the Cabinet Office, but reports to the Prime Minister and ministers who chair committees. The Cabinet Secretariat's overarching aim is to ensure that the business of government is conducted in a timely and efficient way and that proper collective consideration takes place when it is needed before policy decisions are taken. The Economic and Domestic Affairs Secretariat deals with all domestic and economic issues, while the European and Global Issues Secretariat is responsible for coordinating agreement of the Government's European, International Economic, Climate Change, Development, Trade and Energy policy.

The National Security Secretariat is responsible for ensuring that all aspects of the nation's security are strengthened through implementation of the UK's National Security Strategy, which sets out the Government's framework for protecting the UK's people, interests, and way of life. The Secretariat also provides the Government's central Crisis Management facilities (COBR).

The Cabinet Secretariat will have a role in challenging departments to think about adaptation when developing their policies. The Economic Development (Environment and Energy) Cabinet Committee will also monitor the implementation of Departmental Adaptation Strategies on an annual basis and the Cabinet Secretariat will advise the Chair of that Committee on progress overall and if necessary facilitate a meeting of that Committee to discuss progress. The Cabinet Secretariat also provides advice to the Prime Minister and will work to ensure that adaptation to climate change is considered in the drafting of policy, from domestic policy development to the development of positions in EU and international negotiations.

A number of secretariats within the Cabinet Office come together on a monthly basis as the All-Secretariat Group on Energy and Climate Change. This group is chaired by the Economic and Domestic Secretariat. It is a forum for officials with responsibilities relating to energy and climate change issues to provide updates on their work area and discuss any current policy matters, including those relating to adaptation.

Cabinet Office Estate

Actions for the adaptation of the Cabinet Office's estate were identified through an assessment of forthcoming large-scale capital investments. These investments were examined to see whether or not there was a need to adapt to cope with the identified risks. The majority of the identified capital projects that were identified through this exercise have been set up in order to mitigate the Department's emissions. However, there are a number which have aspects which touch on adaptation and these have been set out in section 4(c).

Approach and Governance

Overview

The Cabinet Office has a wide ranging portfolio of responsibilities, from security and resilience through to support of the third sector. The governance arrangements for climate change adaptation reflect this by devolving responsibilities to the relevant units within the Department while providing a central point of coordination.


Overall responsibility for the Departmental Adaptation Plan sits with the Director General of Corporate Services Group who is the Senior Responsible Owner (SRO). The post holder sits on the Cabinet Office Board as well as chairing the Cabinet Office Operating Committee thereby ensuring that adaptation considerations are embedded in all of the key decisions made by the Department. In future, objectives around climate change adaptation will feature in the SRO's performance objectives.

Working level coordination of the adaptation work is handled by the Cabinet Office's Sustainable Development Team who act as the central point of contact for this work. They provide on-the-ground advice and support to the relevant units and coordinate and monitor the implementation of the commitments.

The monitoring of and management of progress against the adaptation actions in this plan will be handled by a domestic Climate Change Working Group, chaired by the SRO. This group will be tasked with ensuring that there is effective continuity of this plan and will ensure that the Department is tackling emerging issues in the most effective manner.

Relevant Boards and Committees

The Cabinet Office Board is the senior management forum within the Department. Its involvement in ensuring and managing adaptation to climate change is essential if the organisation is to achieve its goals in this area. The Board has overall responsibility for setting and delivering the Department's overall strategy and will ensure that climate change adaptation, where necessary, has been considered in these plans. The Board also takes overall responsibility for risk management within the Cabinet Office.



The Operating Committee acts to support the Board's overall strategy in matters relating to delivery and change, particularly in relation to operational issues. The Operating Committee is also responsible for monitoring the work to deliver the Cabinet Office's Public Service Agreements (PSAs) and Departmental Strategic Objectives. The Committee also has a further function of scrutinising and monitoring the Department's performance in relation to all operational and delivery issues. This remit ideally places the Committee to monitor and ensure delivery of the Department's climate change adaptation commitments.

Following the publication of this plan, the Cabinet Office will set up an internal Climate Change Working Group to coordinate and ensure delivery of the adaptation deliverables. This group will meet on a quarterly basis and will be chaired by the SRO for adaptation. The Sustainable Development Team will provide the secretariat support to the group. This will be the main forum for dealing with domestic climate change issues within the Department.

Policy Adaptation

The policy adaptation work is handled directly by those units who have responsibility for a relevant policy area. This is the most practical approach as officials working within those units will have the most comprehensive knowledge of the issues around their own policy agenda. Consequently, the official responsible for the implementation of any resulting actions and milestones will also sit within the relevant unit. The overall responsibility for the coordination and delivery of the policy adaptation actions will rest with the SRO for adaptation.

Estates Adaptation

Responsibility for taking forward those actions relating to the adaptation of the Department's estate falls to the Estate Strategy Team with overall responsibility for their delivery resting with the SRO for climate change adaptation.

Capability Building

Implementation of the actions under the capability building section will fall to various units within the Department who are identified alongside the relevant action, with overall responsibility for their coordination resting with the Sustainable Development Team. This work will also be monitored by the Climate Change Working Group.

Adaptation Priorities

a) Policy Adaptation

The Cabinet Office has a single overarching aim in '**making government work better**'. This aim will be met through six Departmental Strategic Objectives (DSOs) set out below. Each DSO has key performance indicators that we will use to assess their delivery and where applicable, their contribution to the Government's Public Service Agreements.

By looking at the Department's DSOs and cross-referencing them with key identified risks, it was possible to identify the major policy related adaptation priorities for the Cabinet Office and those Units who have a responsibility for delivering these objectives. While the Cabinet Office's DSOs are not listed in order of priority, the priority areas for adaptation laid out below are. The resilience of the nation's infrastructure is clearly of paramount importance and the other priorities stem from there. These priorities are laid out below:

Departmental Strategic Objectives 2008 – 2011

DSO1 Build an effective UK intelligence community in support of UK national interests; and the capabilities to deal with disruptive challenges to the UK

- Key Performance Indicators are classified.

In 2008, and as announced in the National Security Strategy⁴, the Government published the National Risk Register⁵ which sets out our assessment of the likelihood and potential impact of a range of different risks that may directly affect the UK. Updated in 2010, the National Risk Register of Civil Emergencies is designed to increase awareness of the kinds of risks the UK faces, and encourage individuals and organisations to think about their own preparedness as well as providing details of what the Government and emergency services are doing to prepare for emergencies.

⁴ Available here: - http://interactive.cabinetoffice.gov.uk/documents/security/national_security_strategy.pdf

⁵ Available here:- http://www.cabinetoffice.gov.uk/media/cabinetoffice/corp/assets/publications/reports/national_risk_register/national_risk_register.pdf

Because the National Risk Register assesses the impact and likelihood of major events, both non-malicious hazards and malicious threats, that the country could face over a five year period, longer term or broader global risks, such as climate change or competition for energy, are not included. However, it is clear our climate is changing. The risk of extreme weather events, including floods, is increasing. We need to keep assessing and managing that risk and so it has been fully factored into the civil contingencies planning process. It is likely that they will receive increased prominence in the National Risk Register in future as their frequency increases in line with climate projections.

In his review of the summer 2007 floods, Sir Michael Pitt identified that, in particular, critical infrastructure was vulnerable to increasing frequency and severity of natural hazards. In response to Sir Michael's report⁶, the Cabinet Office established the Natural Hazards Team within the Civil Contingencies Secretariat to undertake a systematic, coordinated, cross-sector campaign to reduce the disruption caused by natural events, including how these events are impacted on by climate change, to critical infrastructure and essential services.

The Natural Hazards Team within the Civil Contingencies Secretariat is putting in place:

- a programme to reduce the disruption of essential services by natural hazards, including those hazards arising as a result of climate change;
- a process of vulnerability assessment and resilience building to protect the most critical assets from flooding;
- a framework allowing the Government, economic regulators and asset owners to work together to support the programme of resilience building; and
- a programme of business continuity planning within the essential service sector.

Ensuring the resilience of the nation's infrastructure underpins the operations and service delivery of the majority of other government departments. For example, the Department for the Environment, Food and Rural Affairs (Defra) has a key role to play in adapting to deal with issues around flood defences and increased coastal erosion. Through the course of their work, the Civil Contingencies Secretariat will be working closely with colleagues from across government to deliver an appropriate and coordinated approach to ensure the nation's resilience to these risks, for example with the adaptation work which Defra is leading on.

⁶ Available here: - <http://archive.cabinetoffice.gov.uk/pittreview/thepittreview.html>

DSO 2 Support the Prime Minister and the Cabinet in domestic, European, overseas and defence policy making

Key Performance Indicator:

- *Domestic, foreign, defence and security policy decisions are facilitated and supported by timely, well-informed and objective advice.*

The National Security Strategy sets out the strategic policy framework within which departments should act to counteract the various threats to the UK's people, interests and way of life. It identified Climate Change as a potential driver of insecurity and the first annual update to the National Security Strategy⁷, published in June 2009, identified climate change as a 'threat multiplier' within the UK's national security strategic framework.

Building on the analysis in the 2008 strategy, the update re-emphasises that climate change is a dangerous and wide-ranging driver of disruption, both domestically and internationally. It is anticipated that climate change will increasingly become a driver of global insecurity due to the way in which it acts as a threat multiplier, compounding present weaknesses and tensions. The National Security Strategy recognises that threats from climate change go beyond the immediate physical disruption to the environment to impact on a variety of political, economic and social issues, such as mass migration, food scarcity, failing crops and the potential generation of fresh geopolitical disagreements. As such, the effects of climate change are likely to impact upon those groups who are least able to cope, particularly those in developing countries with poor infrastructure. These effects can potentially lead to instability, conflict and the failure of states as well as social unrest and potential power vacuums which present undesirable elements an opportunity to move in. Given these concerns, it is clear that climate change presents a threat to many of the UK's current and future security concerns.

Domestically, we are already experiencing the types of extreme weather events, such as heat waves and flooding, that we anticipate seeing more of in the future. Given the anticipated intensifying of such events, national security impacts in the short term will likely be linked to an increase in civil emergencies. However, as we look ahead and take a longer view, climate change is likely to increase our vulnerability in more diverse ways such as through disruption to transport and utilities infrastructure. It is therefore essential that we take adequate steps to mitigate our

⁷ Available here: - <http://www.cabinetoffice.gov.uk/media/216734/nss2009v2.pdf>

impacts to reduce the potential disruption from climate change in the future as well as planning to adapt to those challenges which we know are already unavoidable.

In this context, the Government has begun work on producing the first UK Climate Change Risk Assessment; as the National Security Strategy states, national security risks will be considered as part of this broader work, and, where appropriate, it will provide further evidence to the National Risk Assessment.

In the course of its policy development work relating to climate change, the National Security Secretariat consults primarily with the Department for Energy and Climate Change, Defra, the Department for International Development (DfID), the Department for Business, Innovation and Skills (BIS), the Ministry of Defence (MoD), the Home Office (HO), the Foreign and Commonwealth Office (FCO) and the Agencies.

DSO 3a Improve outcomes for most excluded people in society

Key Performance Indicator:

- *Ensure public services support the most disadvantaged people in society into settled accommodation and employment, education or training.*

The Social Exclusion Task Force (SETF) works across government to improve the life outcomes of vulnerable people. The Task Force does not fund any programmes directly, but works instead to influence those programmes run by other departments which contribute towards this objective. SETF's current work programme includes leading cross-government work on the socially excluded adults Public Service Agreement (PSA16) and a series of short studies on social exclusion issues.

Climate change is likely to have a significant negative impact on vulnerable groups, through for example higher food prices and increasingly expensive fuel bills. Some vulnerable groups have a higher than average incidence of health problems. Climate change may exacerbate a number of existing health conditions, for example circulatory or respiratory conditions. Climate impacts can also create new health problems. For example, the experience of flooding can lead to stress and mental health issues. This can increase demand for health services, but also increase sickness absence. In the longer term, it can also impact on people's ability to sustain employment. In the future, SETF will consider the impact of climate change on its workstreams. The unit's work programme includes the flexibility to examine new issues through the rolling programme of short studies.

Since SETF does not fund any programmes itself, its impact is almost entirely through working with and influencing other government departments. SETF aims to add value to other departments' work on social exclusion issues, particularly on issues which cut across several departments' responsibilities. Any future work on climate change and social exclusion would therefore aim to address gaps in other departments' work programmes such as the Department of Health (DH), the Department for Work and Pensions (DWP) and the Department for Children, Schools and Families (DCSF).

DSO 3b Enable a thriving third sector

Key Performance Indicators:

- *Increase participation in formal volunteering*
- *Build sustainable third sector organisations*
- *Establish a better local environment for a thriving third sector*

In responding to climate change, the priority of the third sector, and the work of OTS, will primarily be in mitigation. The sector has an important role to play in reducing its own emissions, and in helping other groups and individuals to reduce theirs. This role is set out in the report of the Ministerial Task Force on the Third Sector, Climate Change and Sustainable Development. In this report OTS and third sector organisations commit to a range of actions on climate change.

In terms of adaptation, some third sector organisations work with local authorities and emergency planners to assist in the event of floods or extreme weather conditions. This can involve providing volunteers or shelter such as church halls. The Civil Contingency Secretariat will continue to encourage local emergency planning to involve the sector in a coordinated response. Third sector organisations are key to establishing and maintaining social capital and community capacity, which enable communities to be resilient and adapt to these events.

Climate change may impact on vulnerable people in terms of increased food or fuel prices for example. The need for services may change, for example in assistance with coping with extreme temperatures, or helping new immigrant communities. Climate change will also impact third sector organisations directly, for example creating a difficult working environment in hot summers, adding to fuel bills, changing the potential activities of environmental volunteers, and increasing the risk of flooding.

The sector plays a vital role in supporting disadvantaged groups and speaking up on their behalf. Government encourages the sector in this, including identifying and responding to local needs on an ongoing basis. OTS will work with other departments through its networks (such as the Third Sector Liaison Officer network) to ensure that the sector is ready to respond to the changing needs of service users in different areas. For example, working with the Department of Health on plans for helping the elderly and their carers respond to a changing climate.

Capacitybuilders was established in 2006 as the government agency that invests in improving the advice and support available to frontline third sector organisations. Capacitybuilders and its programmes are primarily funded by the Office of the Third Sector. Through organisations such as Capacitybuilders, the Government supports the sector with resources around business planning and risk assessment, enabling organisations to adjust to changing costs for their own organisation and plan ahead. Capacitybuilders' investment in a range of themed National Support Services includes a workstream on Responding to Change, delivered by Third Sector Foresight at the National Council for Voluntary Organisations (NCVO). This supports the Foresight website⁸ which sets out implications of environmental change, and suggests areas for action and adaptation, such as sustainable procurement, assessing potential impacts on services, and encouraging collective action. The National Support Service on Income Generation, delivered by the Association of Chief Executives of Voluntary Organisations (ACEVO), also aims to help organisations understand and prepare for the potential impact of climate change on commissioning practice. A more local example is the Ready to Grow programme, funded by Capacitybuilders' Improving Reach programme, which includes advice on long term sustainability in its business support to black and minority ethnic led social enterprises.

DSO 4 Transform public services so that they better meet the individual needs of the citizen and business

Key Performance Indicators:

- *Deliver public services more efficiently and effectively by reducing the 'avoidable' (defined as duplicate, made in error or nugatory) contact by citizens and businesses which would not have been necessary had things been done right first time.*
- *Deliver better and more navigable online government services by progressively moving them to two key websites – Directgov (for citizens) and Businesslink.gov (for businesses).*

⁸ Available here: www.3s4.org.uk

The measures in DSO4 do not specifically deal with adaptation though future public sector reform will have to take account of it. A key area that will contribute to the challenges and risks of climate change will be services provided online. The Government for a number of years has focussed on putting more services online and will continue to do so in the future. In worsening climatic conditions, such as heat waves, accessing online services will mean the citizen can use a PC at home and does not have to leave home and journey to a government office, thereby ensuring that these services are as accessible as possible.

In the public service workforce area, the government will need to look at the provision of facilities in the work area to cope with increased heat such as better adapted buildings and having more flexible working patterns to cope with travelling when it is less warm. It is likely to play a part here also. The facility to work online from home already exists in some areas and consideration will have to be made on whether to increase it in planning adaptation.

The potential threat which climate change presents to power and communications infrastructure, and therefore to the resilience of the provision of online services, has been recognised and will factored in to relevant future planning.

DSO 5 Build the capacity and capability of the Civil Service to deliver the Government's objectives

Key Performance Indicator:

- *A highly capable Civil Service, with effective leaders and people able to deliver the Government's business priorities and excellent public services.*

The risks and opportunities presented by climate change are a threat to the capability of the Civil Service to be able to effectively deliver the objectives of the Government. It is imperative that our leaders are equipped with the knowledge and skills to deal with the threat effectively and so ensure that the delivery of public services is not adversely affected. This, in effect, covers the full range of risks presented by climate change. In order to tackle this issue, the most effective first step will be educating Civil Service staff and ensuring that our personnel are well equipped to deal with this threat. To this end, the Civil Service Capability Group within the Cabinet Office will work with the National School for Government and Government Skills to ensure that appropriate training is provided for senior leaders.

DSO 6 Promote the highest standards of propriety, integrity and governance in public life

Key Performance Indicator:

- *Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.*

There were no relevant adaptation priorities identified that relate to this DSO.

b) Building Capability

During the spring of 2009, the National Audit Office undertook a review for the Environmental Audit Committee on government departments' progress in adapting to climate change⁹. The responses showed a wide-ranging level of capabilities across government in five key areas. If government is to successfully deliver its objectives around climate change adaptation, it is essential that there is continuous improvement in all fields.

The same is true at a departmental level; if the Cabinet Office is able to effectively deliver its key objectives without significant disruption, it is imperative that it is able to identify and manage the risks resulting from the impact of climate change. Ensuring that the Department has the capability to address these risks is therefore vital to the delivery of its key objectives. As described below, actions include establishing clear leadership and developing stakeholder partnerships to share information. Further work is being carried out to raise staff awareness and make climate change a more recognised issue among our staff. Key policy and decision-making processes are also being further adapted to take climate impacts into account

The arrangements which are currently in place in the Cabinet Office and the actions to be taken to further strengthen the Department's performance and increase its scoring against the NAO's self-assessment rating are set out below.

Leadership

The Cabinet Office's All Secretariat Group on Energy and Climate Change, consisting of officials from the Economic and Domestic Secretariat, European and Global Issues Secretariat, the Foreign and Defence Policy Secretariat, the Civil Contingencies Secretariat, and the National Security Secretariat meet fortnightly to discuss energy and climate change policy to ensure that the

⁹ Available here: - http://www.nao.org.uk/publications/0809/adapting_to_climate_change.aspx

Department is joined up on various issues. This group will ensure that, as and when it is appropriate, consideration is given to climate change adaptation

The Cabinet Office has a Board member with specific responsibility for sustainability in the Department whose remit includes acting as the Senior Responsible Owner for climate change adaptation. The SRO will also chair the Climate Change Working Group which will be set up to take forward and manage the work around adaptation within the Department.

Action	SRO	Target Completion Date
Set up a Climate Change Working Group drawing together all relevant management units from across the Department to manage and drive forward action on this agenda. This will be chaired by the SRO for adaptation.	Senior Responsible Owner	May 2010
Approach the SRO and propose incorporating a specific objective relating to climate change adaptation in their personal performance objectives.	Sustainable Development Team	April 2010

Policy & Strategy

The Cabinet Office has recognised the need for the impacts, or potential impacts, of climate change to be taken into account across the full breadth of Government business: the Department is developing an approach that assesses and manages the risks arising from climate change risk as part of everyday business.

The Department is planning to capitalise on the opportunity presented by the mandatory policy impact assessments to identify if there are areas of work which will be affected directly or indirectly, by climate change. Through the use of the supplementary guidance to HM Treasury's Green Book, *Appraisal and Evaluation in Central Government*, the Department aims to develop a method to identify the costs and benefits of measures to address climate change impacts and a method to incorporate them into the internal appraisal process.

Action	SRO	Target Completion Date
Through the use of the supplementary guidance to The Green Book, develop a comprehensive methodology to assess the impacts of climate change on policies, projects and programmes to be rolled out across policy areas.	Sustainable Development Team and relevant Management Units	2010

People

Key individuals and teams with an involvement, responsibility or interest in the climate change agenda have been identified. Individual management units involved in producing this plan will provide representatives to sit on the Climate Change Working Group. They will be offered training opportunities to develop their knowledge and understanding of climate change to ensure that they have requisite skills and knowledge to work effectively on this issue. Where necessary, they will include climate change adaptation and/or mitigation in their performance objectives.

Teams within the Department have identified various sources of information on climate change to inform strategic policy decisions. However this needs to be shared more widely across the Cabinet Office. There is also a need to ensure that the Department's various functions are fully joined up on this agenda and making best use of the information and resources available.

To ensure that the key messages around climate change are communicated to staff, the issue will be further factored into the Department's Sustainable Development Communications strategy.

Action	SRO	Target Completion Date
Identify appropriate training, where required, for members of the Climate Change Working Group.	Sustainable Development Team	1 st Quarter, Financial Year 2010-11
Approach relevant members of staff to incorporate climate change into their performance objectives.	Sustainable Development Team and HR	1 st Quarter, Financial Year 2010-11
Work with the Adapting to Climate Change team within Defra to produce a comprehensive resource of all relevant material relating to climate change adaptation.	Sustainable Development Team	2010
Explicitly identify the messages needed to communicate climate change to staff within the Department and incorporate into the Department's Sustainable Development Communications Strategy.	Sustainable Development Team/Internal Communications Team	1 st Quarter, Financial Year 2010-2011

Processes

A number of key documents such as the National Risk Assessment and the National Security Strategy already include climate considerations. As part of the work undertaken by the Department on protecting Critical National Infrastructure from natural hazards, the Cabinet Office

has looked at the processes in place for planning new infrastructure so that the potential impacts of climate change can be fully taken into account.

The Department is taking steps to ensure that the risks associated with climate change are fully covered in its own domestic business continuity and risk management processes as well as ensuring that it is a consideration in major investment appraisals. Furthermore, the Cabinet Office will work to develop the way in which climate change adaptation is incorporated into its business planning processes.

The Sustainable Development Team is already working very closely with colleagues across the Cabinet Office procurement team to ensure that sustainability, including climate change factors, is a key feature of the procurement process. The procurement team are aware of the forthcoming guidance from the OGC on incorporating climate change adaptation in public procurement and are ready to act on it.

Action	SRO	Target Completion Date
Ensure that climate change adaptation is fully factored into the Department's business continuity strategy at the next full assessment.	Business Continuity Manager	Financial Year 2010-11
Ensure that climate change adaptation is fully factored into the Department's business continuity planning guidance at the next review.	Business Continuity Manager	Financial Year 2010-11
Ensure that climate change adaptation is fully factored into the Department's investment appraisal processes.	Strategy, Performance and Planning Director	Financial Year 2010-11
Ensure that the Department's business planning and risk management processes and supporting guidance encompass climate change.	Strategy, Performance and Planning Director	Financial Year 2010-11

Partnerships

The Cabinet Office has been working in partnership with other government departments on a number of key areas of work, particularly formulating the National Risk Assessment and the work around protecting critical national infrastructure. The Department also identified the need to work with others in order to identify and manage cross-sectoral climate change risks. There are, however, a number of areas where the Department needs to do more to identify and work with

other departments and stakeholders on investigating the needs and opportunities to promote the work on adaptation to key delivery areas.

The Government Office Network provides our presence in the regions planning for, and in response to, emergencies and also in recovery. In order to ensure our responses to climate change impacts are developed as our understanding of those impacts grows, we will work closely with Defra, CLG and the Government Office Network to deliver a common tasking programme.

Action	SRO	Target Completion Date
Investigate the potential to work with other organisations to identify climate change risks associated with cross-cutting policy or delivery areas.	Relevant Cabinet Office management units	2010

c) Protecting our Estates

Cabinet Office estate - overview

The Cabinet Office estate is primarily comprised of office accommodation. The majority of this is freehold historic buildings in central London including listed buildings such as 10-12 Downing Street, 70 Whitehall and Admiralty Arch. Some of the office space is used for functions such as recruitment and assessment and crisis management. In addition, the Cabinet Office is responsible for the freehold of the Emergency Planning College in Easingwold, Yorkshire which includes a 104-bedroom student hotel as well as parkland, grazing, gardens and forestry. Following a previous machinery of government change the Department is also responsible for a radio mast at Hannington, Hampshire. The Department is also responsible for the freehold of the Civil Service Club which provides hotel, bar and restaurant accommodation in central London.

In total the Cabinet Office is responsible for around 40,000m² of office space.

High level climate change risks to the estate

The primary risk to the estate is from higher levels of precipitation and in particular very heavy rain. Much of the estate is historic and listed and existing drainage systems are not always able to cope with the increasing levels of heavy downpours experienced. Much of the estate is built on the flood plain (including 10 Downing Street) but the Environment Agency's current assessment is of a low likelihood of flooding in the Whitehall area. In addition, as buildings are being used more

intensively (contributing to the disposal of other non-core buildings) there is a risk that existing cooling systems will be inadequate to cope with the increased heat generated. Where major refurbishments are undertaken this is addressed but it is likely it will become harder to maintain reasonable internal temperatures in other parts of the existing estate.

The Cabinet Office is fully committed to using the new SOGE/HPP framework for adaptation when it is introduced later this year. The Department is planning to use its ISO14001 certified environmental management system to monitor and continuously review measures and changes to adapt to the effects of a changing climate. At present, the Department has assessed itself as being at level zero, moving to level one preparedness. We envisage seeing this increase significantly as a result of the actions set out in this plan.

Adaptation Measures

A number of measures have been introduced to protect the Department's estate from the primary risk of increased levels of precipitation as part of the refurbishment project currently underway. Most of the roof surfaces in the main building at 70 Whitehall have been renewed. On flat roofs, new insulation has been installed which increases the discharge from the roofs into the down pipes and eliminates the majority of roof ponding thereby reducing the likelihood of ingress into the building.

Current capital investment

The Cabinet Office is pleased that the Sustainable Development Commission has recently assessed the Department's performance under its performance star system as improving from 3 stars to 4 stars. However, the Cabinet Office recognises that its performance, in particular in relation to carbon emission from offices, needs to improve. It is implementing a range of initiatives aimed both at this and at increasing the capacity of its core buildings, contributing to the disposal of non-core leased space which in itself will contribute to reducing energy consumption. This work will contribute towards the meeting both of the current Sustainable Operations on the Government Estate (SOGE) targets as well as the updated targets in the new SOGE framework. Whilst these measures are designed specifically to mitigate the Department's environmental impacts, considerations around the adaptation needs of these projects will be addressed, where relevant.

Investment decision	Action to be taken	Deadline	SRO
Refurbishment of large parts of 70 Whitehall (£15m)	Includes installation of additional wall, roof and pipe insulation; secondary glazing; light sensors; water-saving devices; and open planning (including installation of improved heating/cooling systems, taking account of increased density of occupation)	On a floor by floor basis with eventual completion of existing scope of works by end 2010	First Parliamentary Counsel
Implementation of DECC-funded low carbon technology initiatives (£564k) across the London estate	Includes building management control upgrading; energy efficient lighting; variable speed drives; heat exchangers; automatic meter reading	March 2010	Head of Estate Strategy
Energy Saving initiatives across the London estate funded through Salix loan (£1.3m)	Upgrading lighting control and fittings; upgrading building management controls; independent heating and zone controls to flats; voltage optimisation	December 2010	Head of Estate Strategy

Deliverable and Milestones

DSO	Action Planned or Underway	Responsible Official	Measure of Success	Start Date	Target Date for Completion
DSO 1	Ensure that the National Risk Assessment takes into account changes in climatic factors within the 5 year period for the risk assessment.	Director, Civil Contingencies Secretariat	PSA target	Actions already underway.	This action is ongoing and will be reviewed annually.
DSO 1	Ensure that capability planning is in response to the risks identified in the National Risk Assessment.	Director, Civil Contingencies Secretariat	PSA target	Actions already underway.	2010, though this will be an ongoing process.
DSO 1	Natural Hazards Team is coordinating a programme on the resilience of critical infrastructure to disruption from natural hazards, in particular those current hazards identified in the 5 year National Risk Assessment. The Adapting to Climate Change programme in Defra is looking at how infrastructure needs to adapt to longer term climate change impacts, including consideration of impacts on the supply and demand of essential services.	Director, Civil Contingencies Secretariat	Meeting programme commitments	Actions already underway	2011
DSO 2	Continue to ensure that the risks associated with climate change, both internationally and domestically are factored into the National Security Strategy and its updates.	Deputy Director, National Security Secretariat - Strategy	Climate change issues to have been reflected in the relevant documents.	Actions already underway.	2010 and reviewed on an annual basis.
DSO	Action Planned or Underway	Responsible Official	Measure of Success	Start Date	Target Date for Completion
DSO 3a	SETF has a flexible work programme, including a rolling series of short studies into cross-cutting exclusion issues. SETF will	Deputy Director, Social Exclusion Task Force	Climate change issues to have been considered as possible SETF projects.	Jan 2010	December 2010

	consider the need for projects looking at the impacts of climate change on vulnerable groups.				
DSO 3b	Support the third sector in responding to the challenges of adaptation and mitigation of climate change through the ministerial taskforce on the third sector, climate change and sustainable development.	Policy Adviser, Local & Regional Government	Taskforce report agreed and published, including a range of OTS commitments to action.	May 2009	March 2010
DSO 3b	Embed climate change and sustainable development in the design and delivery of new programmes at OTS.	Policy Manager, Capacity Building	No single measure: each new programme will respond differently to the challenges of sustainable development and climate change.	March 2010	December 2010
DSO 3b	Work through OTS networks with other departments such as the Department of Health to ensure that their plans for adaptation take account of the needs of the third sector.	Policy Manager, Public Sector Partnerships	The needs of the third sector and opportunities for it are included in responses to climate change adaptation.	January 2010	December 2010
DSO4	Transform public services so that they better meet the individual needs of the citizen and business	Public Service Reform Group	Achieve 50 percent reduction in avoidable contact by 31 March 2011	Beginning of current SR	31 March 2011
DSO4	Transform public services so that they better meet the individual needs of the citizen and business	Public Service Reform Group	Migrate more than 95 percent of the total identified websites to Directgov and Businesslink.gov by 31 March 2011	Beginning of current SR	31 March 2011
DSO	Action Planned or Underway	Responsible Official	Measure of Success	Start Date	Target Date for Completion
DSO 5	Improve the Civil Service's capability to deal with the risks and opportunities presented by climate change.	Director, Performance and Review, Civil	Civil Service Capability Group to write to Government Skills asking them to consider implications of	2010	April 2010

		Service Capability Group	climate change in further skills planning.		
DSO 5	Improve the Civil Service's capability to deal with the risks and opportunities presented by climate change.	Director, Leadership and Talent Management, Civil Service Capability Group	Civil Service Capability Group to write to National School for Government to consider any climate change implications for the core training programmes currently under development.	2010	April 2010
DSO 5	Improve the Civil Service's capability to deal with the risks and opportunities presented by climate change.	Director, Leadership and Talent Management, Civil Service Capability Group	Future agenda for the Top 200 will include material on climate change to ensure that senior leaders are well informed.	2010	April 2010

Carbon Reduction Delivery Plan

Introduction

The Low Carbon Transition Plan, published in July 2009, sets out the route map for the UK's evolution to a low carbon economy. A key part of this was the introduction of Carbon Budgets for central government departments and, where applicable, those sectors for which they are responsible. In order to demonstrate how they intend to meet these challenging budgets, departments have committed to producing a Carbon Reduction Delivery Plan (CRDP) which will set out the actions which they intend to take to achieve this objective.

This is the Cabinet Office's first CRDP. As such it focuses primarily on the first budget period of 2008-2012. It is intended that this plan be updated on an annual basis. Performance against the Department's carbon budget will be published through a number of channels such as the Cabinet Office Annual Report and Accounts. This plan is based on the current scope of the SOGE targets and the department's current carbon budget, which includes the office estate, and owned administrative transport emissions. As the details of the new SOGE framework are built into the carbon budget allocation from Carbon Budget period 2 (2013) onwards, we will work across our estate and wider departmental family to ensure that we monitor and report against, and then meet the broader and more challenging targets. These reductions in public sector carbon emissions will also deliver financial savings, contributing to Government's aim of releasing £300M in energy bill savings by 2012/13 through greater energy efficiency. The CRDP is expected to be reviewed and updated in the next 18 months in order to present the department's new share of the public sector Carbon Budget, and the revised set of measures being planned to secure both carbon and financial savings.

The Cabinet Office has been engaged in tackling and reducing its environmental impacts for some time. The Department has seen excellent gains in most areas but reducing our carbon footprint has proved more difficult. The organisation has recognised that in order to meet the challenging Carbon Budgets, significant changes to the way we do business are required. This paper sets out some of the options which the Department is considering, going forward.

The Cabinet Office Estate

The Cabinet Office is considered a category 3 department. That is to say that it is one of those departments whose budget only includes emissions from their own estate and operational vehicles which operate on it rather than having any sectoral responsibility. Therefore, this plan will focus primarily on the measures taken to reduce the carbon footprint of the organisation's estate. The Cabinet Office operates very few vehicles on the estate and measures to reduce their footprint will focus around reducing their usage as far as possible.

The Cabinet Office estate is primarily comprised of office accommodation. The majority of this is freehold historic buildings in central London including listed buildings such as 10-12 Downing Street, 70 Whitehall and Admiralty Arch. Some of the office space is used for functions such as recruitment and assessment and crisis management purposes. In addition, the Cabinet Office is responsible for the freehold of the Emergency Planning College in Easingwold, Yorkshire which includes a 104-bedroom student hotel as well as parkland, grazing, gardens and forestry. Following a previous machinery of Government change the Department is also responsible for a radio mast at Hannington, Hampshire. The Department is also responsible for the freehold of the Civil Service Club which provides hotel, bar and restaurant accommodation in central London. In all the Cabinet Office is responsible for a total of around 40,000 m² of office space.

The Department has already undertaken a large number of projects aimed at reducing its carbon emissions as well as introducing secondary measures to drive down energy consumption. These include signing up to the Carbon Trust's Carbon Management Programme, the appointment of a dedicated Energy Manager, purchasing energy from renewable sources or combined heat and power (CHP) wherever possible and the introduction of comprehensive monitoring systems. However, we recognise that we still have a long road to travel to achieve our goals in this agenda and we hope that the introduction of the Carbon Budgets and the actions in this document will move us closer to realising our objective of becoming an exemplar in this field.



The Cabinet Office Sustainable Development Action Plan

Last year, the Cabinet Office published its third Sustainable Development Action Plan (SDAP)¹⁰ which sets out the actions the Department will take to achieve its sustainability objectives. The SDAP should be read in conjunction with this plan as the Department's overarching strategy to cut carbon emissions. In future, it is envisaged that both documents will be published together. This document will also set out the policy levers used by Cabinet Office to reduce CO₂ emissions, beyond its own estate. This includes the Office of the Third Sector's (OTS) policies and programmes, such as requirements for action on environmental sustainability by OTS Strategic Partners, and the commitments made by OTS through the Joint Ministerial and Third Sector Task Force on Climate Change, the Environment and Sustainable Development.

¹⁰ Available here: http://www.cabinetoffice.gov.uk/media/205013/co_sdap.pdf

Governance and Accountability

Overview

The Cabinet Office is a small Department but it has a wide ranging portfolio of responsibilities, from security and resilience through to support of the third sector. The governance arrangements for climate change adaptation reflect this by devolving responsibilities to the relevant units within the Department while providing a central point of coordination.


Overall responsibility for the delivery of the Department's Carbon Budget sits with the Director General of Corporate Services Group. The post holder is also the Senior Responsible Owner with responsibility for sustainability in general, including climate change adaptation. In future, objectives around the Carbon Budget will feature in the SRO's performance objectives.

Working level delivery of the Carbon Budget is handled by the Cabinet Office's Sustainable Development Team who work in conjunction with the Department's total facilities managers, and the Estates Strategy Team to deliver the Cabinet Office's operational sustainability objectives.

The monitoring and management of progress against the Carbon Budget will be handled by the Facilities Manager for Sustainability who sits within the Sustainable Development Team and works alongside the Energy Team within the Department's total facilities management providers. The Energy Team are responsible for the collection and collation of energy data from around the Cabinet Office estate as well as also providing Business Cases for possible projects and energy savings incentives.

Relevant Boards and Committees

The Cabinet Office Board is the senior management forum within the Department. Its involvement in mitigating our environmental impacts is essential if the organisation is to achieve its goals in this area. The Board has overall responsibility for setting



and delivering the Department's strategy and will be essential in making sure that consideration is given to decisions which will impact on the delivery of the Carbon Budget.

The Operating Committee acts to support the Board's overall strategy in matters relating to delivery and change, particularly in relation to operational issues. The Operating Committee is also responsible for monitoring the work to deliver the Cabinet Office's Public Service Agreements (PSAs) and Departmental Strategic Objectives. The Committee also has a further function of scrutinising and monitoring the Department's performance in relation to all operational and delivery issues. The Operating Committee will have a vital role to play in determining the future strategy of the Department to meet its Carbon Budget, particularly with regard to taking decisions about the future structure of its estate.

Monitoring and Performance

Monitoring Arrangements

The Cabinet Office has comprehensive energy monitoring systems in place which provide accurate and reliable data. The majority of this data is taken directly from meters on a monthly basis by engineers working for the Department's total facilities management providers and reported back to the Energy Team within the company. The information is then centrally collated and analysed.

From these readings it is possible to review consumption per building and per utility and to identify anomalous levels of consumption as well as monitoring the Department's energy use against the various targets, such as the current Sustainable Operations on the Government Estate targets, to which it is committed.

The Energy Team meets with the Facilities Manager for Sustainability on a fortnightly basis to review the progress of all projects which are related to reducing energy consumption and, therefore, reducing associated carbon emissions. Monthly reports are also sent to the Facilities Manager for Sustainability consisting of a breakdown of utility usage for the whole estate as well as carbon emissions profiling. This data is recorded in the Cabinet Office's ISO14001 certified Environmental Management System (EMS).

Internal reporting arrangements

The Cabinet Office Board and the various committees within the Department receive a quarterly 'dashboard' pack containing details of the organisation's performance against various key indicators, including its energy consumption and performance against relevant targets. In future this will include performance against the delivery of the Department's Carbon Budget.

Details of each building's energy consumption and carbon emissions are made available to staff through the environmental notice boards which are placed in the lobbies of all of our buildings. As well as monitoring performance, these boards also contain the Display Energy Certificates for that building.

External reporting arrangements

The Cabinet Office has recently begun to voluntarily publicly report on its environmental performance in its Annual Report and Accounts, providing the first comprehensive report in the 2008-2009 document¹¹. This report covered the various environmental impacts of the Department and monitored its performance against key operational indicators such as its levels of water consumption, the percentage of waste recycled as well as details of the associated costs. In future, this report will contain information showing how the Department is progressing with the delivery of its Carbon Budget.

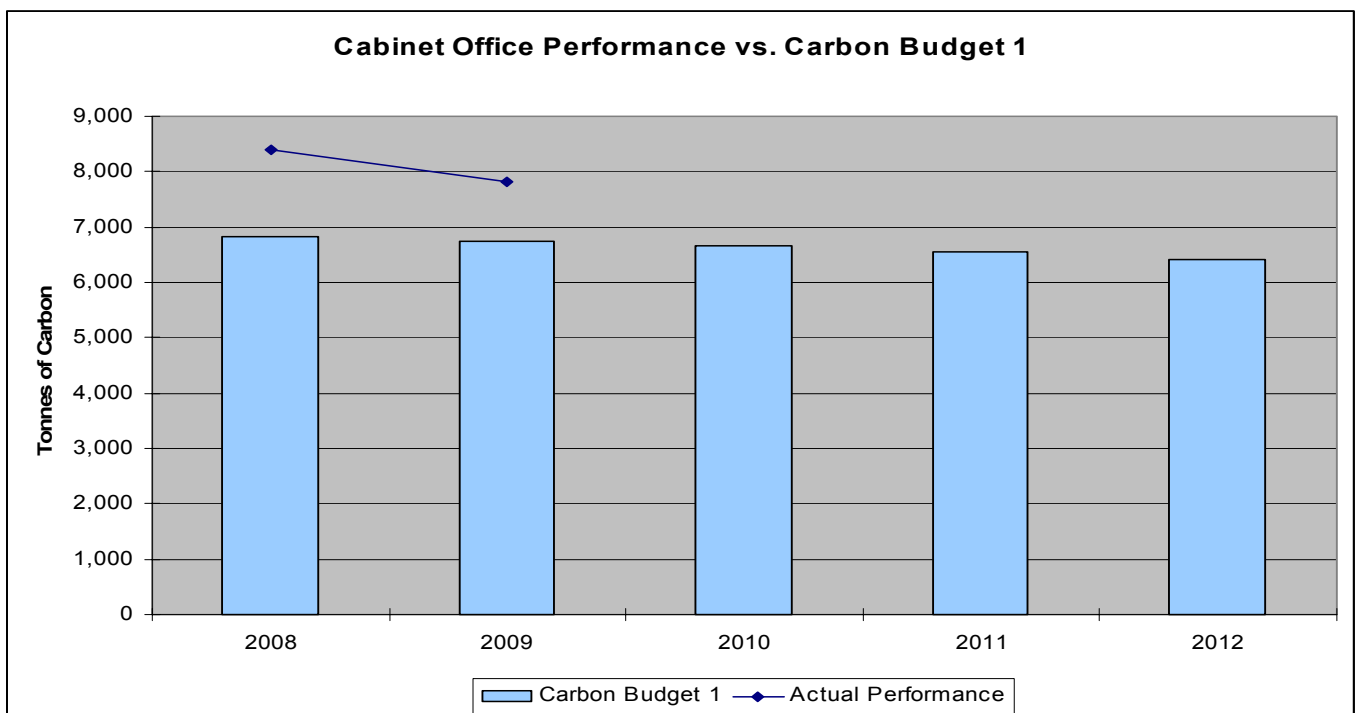
The Cabinet Office also reports on an annual basis, as do all central government departments, on its progress against the targets for Sustainable Operations on the Government Estate. This information is provided using the ePIMS online property database and the information is collated by the Centre of Expertise in Sustainable Procurement in the Office of Government Commerce. This information is then passed to the Sustainable Development Commission, the government's sustainability watchdog, so that they may make their assessment of government's progress. It is worth noting that it is anticipated that the Carbon Budgets will be the overall target for emissions reductions on the government estate, replace existing SOGE targets which will act as milestones. The first Carbon Budget period is consistent with a 12.5% reduction by 2012 which reflects the current SOGE target for this area.

¹¹ Available here: <http://www.cabinetoffice.gov.uk/reports/annualreport/dept2009.aspx>

The Carbon Budget

Period One, 2008-2012

Year	2008	2009	2010	2011	2012	TOTAL
CO ₂ from Offices(tonnes)	6,802.2	6,716.4	6,630.5	6,525.3	6,387.7	33,062.1
CO ₂ from vehicles (tonnes)	31.8	30.7	29.7	28.8	28.3	149.4
Total	6,833.9	6,747.1	6,660.2	6,554.1	6,416.1	32,211.4




What we have done:

The Cabinet Office has been working to cut its carbon emissions in this budget period and has already completed a number of projects and initiatives which will assist the Department in reducing its energy consumption and associated carbon emissions and help to achieve its carbon budget. Please note that the savings listed below represent annual savings against the baseline year.

Low Carbon Technology Grant

The Cabinet Office has successfully been awarded a grant of £564,000 under the Low Carbon Technology to invest in energy reducing technology. The Department



will be putting this money towards a series of projects which include the installation of automatic lighting controls across the estate and the upgrading of the building management systems in various buildings. Automatic Meter Reading equipment will also be introduced on the estate which will allow for significantly improved monitoring of energy data and allow for more targeted action to deal with problematic areas more effectively. It is anticipated that these measures, due to be installed by the end of March 2010, will yield approximately 240 tonnes of carbon savings.

Refurbishment of 70 Whitehall

An ongoing refurbishment of the Cabinet Office's main building at 70 Whitehall is currently underway. This is a historic building and works done to its fabric are constrained by regulations covering heritage buildings. The last refurbishment of the premises was in the 1960s. The new measures installed have opened parts of the building up and introduced modern open plan working. In doing so, this contributes towards the Department's overall estates strategy of consolidating the core freehold estate and disposing of non-core buildings leading to consequential energy savings.

Furthermore, measures to improve the building's energy efficiency have been introduced. The refurbishment has included the installation of secondary glazing, insulation to the walls and roofs and the fitting of lighting controls. It is estimated that these measures will result in carbon savings of around 100 tonnes of carbon.

Downing Street Modernisation Programme

There has been an ongoing series of projects taking place in the Downing Street complex aimed at modernising the buildings and, as a result, improving their energy efficiency and reducing their carbon emissions. Measures such as the installation of new boilers, the fitting of intelligent lighting systems and improvements to heat transfer from the Whitehall District Heating Scheme have all helped to reduce the buildings' energy consumption. It is estimated that these and other measures being undertaken to the buildings will result in carbon savings of around 34 tonnes of carbon, which equates to roughly 6% of these buildings' annual carbon footprint.

Voltage Optimisation

The Cabinet Office has installed voltage optimisation equipment in a number of its buildings. This technology works by reducing the voltage of the electricity supplied to equipment on the estate and thereby reducing the amount of energy consumed. We have installed this kit in a number of our core buildings. It is anticipated that this kit will yield savings of approximately 200 tonnes of carbon.

Passive Infrared Sensors

The Department has been installing passive infrared sensors (PIRs) to the lights in its major buildings. These sensors make it possible for the lights to automatically switch off when the area they cover is unoccupied thereby saving energy. It is also possible to set the lux levels at which the lights come on, ensuring that they only function when there is insufficient natural light to work in comfort. The PIRs are estimated to have saved approximately 35 tonnes of carbon.

What we're planning to do:

Salix Loan Scheme

An application for funding under the Salix loan scheme was recently approved with the Department being allocated more than £1,000,000 to invest in energy saving measures. These projects will include the further installation of lighting controls across the estate, the installation of further voltage optimisation equipment, upgrades to building management system (BMS) and independent heating and zone controls to flats. It has been estimated that these measures will result in carbon savings of around 1,600 tonnes and financial savings in the region of £300k.

36 Whitehall Refurbishment

Proposals are currently being drawn up to carry out a refurbishment of the premises located at 36 Whitehall. It is envisaged that the measures undertaken in this project will be broadly similar to those implemented in the refurbishment of 70 Whitehall. No projected carbon savings resulting from this project are currently available.



Public Sector Flex

Flex is a framework agreement between the Cabinet Office and Fujitsu Services, working in partnership, which allows any public sector body to join Flex and take shared services to deliver their own Information and Communication Technology (ICT) service. The Department has been rolling out Flex gradually to the users on its network with a full roll out expected to be completed this year.

Part of this service involves replacing the existing desktops in the Department with 'thin client' technology which have lower power consumption. The project will also consolidate the Department's data centres to ensure that they are being used as efficiently as possible. It is estimated that the various measures, once fully rolled out, will save the Cabinet Office approximately 500 tonnes of carbon over a three year period. Furthermore, Flex allows users to securely access the Cabinet Office network remotely allowing for increased flexibility in working practices which will assist the Department in achieving its estate consolidation aims, outlined in more detail below.

Estate Consolidation Strategy

Through a number of buildings on the Cabinet Office estate, we have achieved a reduction of 7,800 m² in the overall floor area of the estate and made good carbon savings. We are anticipating the continuation of the strategy over the coming years with the potential disposal of a further 6 locations. The carbon footprint of premises is a key factor in the option appraisal process when deciding which locations are to be closed. Particular consideration will also be given to retaining those properties where energy efficiency can be significantly improved through retrofitting measures. This consolidation strategy is supported by the refurbishment of 70 Whitehall and the roll out of Public Sector Flex across the Department.

Out of Hours Working

From April 2010, we plan to close 4 of our core buildings which currently operate 24 hours a day at 7pm each working day and at the weekends. Staff who need to work outside of normal office hours will be provided with accommodation in two of our other buildings on the estate. This will serve to reduce energy consumption and

thereby reduce our carbon emissions. At present it is not possible to estimate the carbon savings for this initiative.

Carbon Trust’s Collaborative Carbon Management Service for Government

The Cabinet Office has recently signed up to participate in the Carbon Trust’s new Carbon Management Service for the Central Government Estate. This is a technical and organisational change programme designed to help departments cut carbon emissions from their estate and operations and to meet their operational Carbon Budgets, SOGE targets and related obligations. It also serves to demonstrate real public sector leadership on tackling climate change, while at the same time making substantial and ongoing cost savings and process improvements. While there are no direct carbon savings arising as a result of this, we anticipate that through the framework provided by the programme we will realise significant carbon savings.

Period Two, 2013-2017

Year	2013	2014	2015	2016	2017	TOTAL
CO ₂ from Offices(tonnes)	6,250.2	6,112.6	5,975.0	5,8375.5	5,699.9	29,875.2
CO ₂ from vehicles (tonnes)	27.8	27.3	26.8	26.3	25.8	134.0
Total	6,278.0	6,139.9	6,001.8	5,863.8	5,725.7	30,009.2

Ongoing Estate Consolidation and Flexible Working

In order to further consolidate the Cabinet Office’s estate in line with our strategy, we are planning to introduce flexible working practices for staff. Through the use of the Public Sector Flex system, outlined above, our staff will be able to work from home and hot desk. This will have the effect that the Department will have greater flexibility to reduce its space requirements and thereby cut down significantly on its energy consumption and associated carbon emissions. At present it is not possible to quantify the carbon savings resulting from this initiative though they are anticipated to be of a substantial magnitude.

Period Three, 2018-2022

Year	2018	2019	2020	2021	2022	TOTAL
CO ₂ from Offices(tonnes)	5,562.4	5,424.8	5,287.2	5,149.7	5,012.1	26,436.2
CO ₂ from vehicles (tonnes)	25.3	24.7	24.2	23.7	23.2	121.2
Total	5,587.6	5,449.6	5,311.5	5,173.4	5,035.5	26,557.4

Ongoing Estate Consolidation Strategy

It is not possible to estimate the size and shape of the Department this far into the future and therefore it is not possible to draw up an accommodation strategy for this period as yet. However, when considering future accommodation standards, the allocation of space per person and the environmental performance, and particularly the energy efficiency, of buildings will be paramount.

Contacts

We are always keen to receive feedback on our publications. Should you have any comments or suggestions as to how we can improve this document or questions relating to its content, please get in touch.

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