

Cheltenham Borough Council
Council – 21st February 2022
Climate Emergency Action Plan

Accountable member	Cllr Max Wilkinson - Cabinet Member Climate Emergency
Accountable officer	Mike Redman, Director for Environment Laura Tapping, Climate Emergency Programme Officer
Ward(s) affected	All
Key/Significant Decision	Yes
Executive summary	<p>In 2019, CBC declared a Climate Emergency and set out to become a carbon neutral council and borough by 2030. To achieve this ambitious target, immediate action must be taken. This purpose of this report is for Council to review the Climate Emergency Action Plan which sets out the ambitions and actions needed to meet the 2030 target.</p> <p>The climate emergency challenge cannot be underestimated and it is important to recognise that the Council will need the support of residents, communities, businesses, Government and other partners in the public sector to meet our ambitions for Cheltenham.</p> <p>This report (and the appendices) seek to provide Council with a detailed report on the nature and scope of the challenge set by the Motion to declare a climate emergency, which was approved by Cabinet in July 2019. The report sets out the emerging Climate Emergency Action Plan: Pathway to Net Zero (“the Pathway”) and resources required to support the Council and communities to strive towards net zero carbon by 2030 as indicated by the Motion.</p>
Recommendations	<p>That Council resolves to:</p> <ol style="list-style-type: none"> 1. Note the progress made to date; 2. Approve the emerging Climate Emergency Action Plan: Pathway to Net Zero (CEAP) and delegates implementation to the Director for Environment, in consultation with the Cabinet Member for Climate Emergency, and the Section 151 Officer;

3. Delegate authority to the Director for Environment in consultation with the Cabinet Member for Climate Emergency, and Section 151 Officer to commit expenditure from the allocated Climate Emergency budget;
4. Approve the 'Cheltenham Green Deal' (the Climate Change Investment Strategy);

<p>Financial implications</p>	<p>The resource implications to achieve net zero carbon in Cheltenham will be significant. Indicative costs to deliver the Pathway are set out in this report. Work will continue to identify the actual costs required over the coming years. Delivery of the first phase of the programme alone, as set out in the Pathway, has significant resource implications and the delivery of this plan. A number of different funding options are being explored and once the revenue and capital funding requirements are understood, work will be undertaken how these can be met whilst still ensuring other key Council priorities are managed. It is therefore intended that the resourcing of this plan will require a phased approach.</p> <p>Contact officer: Gemma Bell, gemma.bell@cheltenham.gov.uk</p>
<p>Legal implications</p>	<p>The overarching legislative context of the Council’s Climate Emergency Action Plan: Pathway to Net Zero is the Climate Change Act 2008. This Act places a legal duty on central government to set legally binding targets to reduce UK greenhouse gas emissions to net-zero by 2050. The UK legal framework on climate change is also shaped by both caselaw and international agreements.</p> <p>Where specific projects or actions are required going forward to support the Climate Emergency Action Plan and ‘Cheltenham’s Green Deal’ (the Climate Change Investment Strategy) further legal advice and support should be sought.</p> <p>The Council must ensure that any decisions taken must be in accordance with the Council’s Constitution and Financial Rules, particularly in regard to decision making, implementation of strategy/action plans and any funding requirements.</p> <p>Contact officer: One Legal, legalservices@onelegal.org.uk</p>
<p>HR implications (including learning and organisational development)</p>	<p>Effectively achieving the requirements of this Pathway within the timetable agreed will necessitate significant growth of the Climate Emergency Team. Additionally, resource from other departments will be needed to deliver on the considerable number of projects outlined in the document. The HR team will work with the Council to ensure that any agreed growth in staffing capacity is recruited to in a timely manner.</p> <p>Julie McCarthy, julie.mccarthy@publicagroup.uk</p>
<p>Key risks</p>	<p>The most notable risks to the Council include:</p> <ul style="list-style-type: none"> - The financial implications of the Pathway are considerable and an approach to financing needs to be agreed and developed further. - The resourcing requirements to undertake systems leadership and the change programme required will be significant, requiring additional revenue investment. - Excessive capital costs in association with delivering the necessary emergency actions required to mitigate and adapt to climate change - Failure to meet the 2030 net zero target may lead to reputational damage for the Council. However, further damage would be caused by failure to demonstrate action.

<p>Corporate and community plan Implications</p>	<p>The CEAP fully promotes the corporate and community objectives outlined in the Corporate Plan. This report supports sustainable development in and around Cheltenham and the delivery of wider public enhancements to continue the revitalisation and improvement of our town.</p>
<p>Environmental and climate change implications</p>	<p>This report is fundamentally committing to the steps the Council will take to provide leadership in addressing the climate emergency at a local level, including actions to mitigate carbon emissions and to support the natural world, including biodiversity.</p>
<p>Property/Asset Implications</p>	<p>The council's operational buildings will require significant investment in order to make them carbon neutral, the cost of which may come from funding. As per the council's investment portfolio, environmental performance and building efficiencies are becoming more attractive to tenants. Commercial property is a main source of energy consumption, so given the size of the council's portfolio and its target to make the Borough carbon net zero by 2030, the property estates team are working closely to provide for the management and improvement of the environmental performance of our properties (it does not cover residential properties). The focus will be on both the council as landlord and tenant reducing energy, waste, and emissions. The approval of the asset management strategy for 2022/23 also includes non-financial measures on the carbon neutrality of the ownership, management and operational of the assets in our portfolio.</p> <p>Contact officer: Gemma.Bell@cheltenham.gov.uk</p>

1. Background:

- 1.1** The Intergovernmental Panel on Climate Change's (IPCC's) special report on Global Warming, published in August 2021¹, describes the enormous harm that a 2°C rise is likely to cause compared to a 1.5°C rise. The report went on to say that limiting Global Warming to 1.5°C may still be possible with ambitious action from national and sub-national authorities, civil society, the private sector, indigenous peoples and local communities. Additionally, the recent Intergovernmental Panel on Biodiversity and Ecosystem Services (IPBES) report stated that around 25% of the world's species are now at threat of extinction due to habitat loss and the effects of climate change². Humanity is facing an unprecedented combination of crises in the natural systems we rely on.
- 1.2** The motion to declare a climate emergency was unanimously supported by full Council in February 2019 and subsequently endorsed by Cabinet in July 2019. The motion called on the Council to:
- Declare a 'Climate Emergency';
 - Pledge to make Cheltenham carbon neutral by 2030, taking into account both production and consumption emissions;
 - Call on Westminster to provide the powers and resources to make the 2030 target possible;
 - Work with other governments (both within the UK and internationally) to determine and implement best practice methods to limit Global Warming to less than 1.5°C;
 - Continue to work with partners across the town, county and region to deliver this new goal through all relevant strategies and plans;
 - Report to Full Council within six months with the actions the Council will take to address this emergency.
- 1.3** This declaration was quickly followed by the Carbon Neutral Cheltenham report which provided the Council with a set of high level indicative actions to reduce its own carbon footprint to net zero, as well as that of the wider borough.
- 1.4** The development of the Carbon Neutral Report and the emerging CEAP (Appendix 2) have to date culminated in the production of a narrative description of our challenge; progress we have made previously; our existing carbon footprint; and the actions we must now take to reach our 2030 target.
- 1.5** The report and appendices stress the extent of the challenge Cheltenham faces to become net zero, and identifies what we can do in the short term as well as highlighting the challenges of scale where solutions are known but difficult to deliver and those where solutions are not yet identified.
- 1.6** It cannot be stated strongly enough that to meet our ambition by 2030 will be incredibly challenging. It is not yet clear whether it is an achievable goal, and it may prove to be impossible. However, it is an ambition the Council is prepared to pursue in good faith; endeavouring to achieve the goal will take us further than backing away from the challenge. The evidence available shows that the scale of change is unprecedented. Global and national system change will be needed to support effective local system change.
- 1.7** Our emergent programmes are related to the degree of control and influence the Council directly has and our overt acknowledgement that partnership working across Cheltenham, Gloucestershire and the UK will be essential for us to address this challenge.

¹ <https://www.ipcc.ch/assessment-report/ar6/>

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https://ipbes.net/sites/default/files/inline/files/ipbes_global_assessment_report_summary_for_policymakers.pdf

- 1.8** The report sets out the estimated scale of resources required to support the Pathway and the method by which those resources can be obtained within 2021/22 and beyond. The Pathway sets out that this cannot be achieved by the Council on its own and the support of others is required to ensure our objectives are achieved.
- 1.9** It is important to recognise at the outset that while the rapid reduction of carbon emissions, combined with a reduction in our energy consumption, will form the main part of reaching net zero, there must also be a strong focus on adaptation (how we adapt to a changing climate) as part of the wider climate emergency. Consequently, the report details the community engagement activity undertaken to date, as well as the intended approach to be taken based on the development and implementation of the Pathway.

2. Reasons for recommendations

- 2.1** The requirements of reaching net zero carbon by 2030 present a highly complex challenge and will not be achieved through Council action alone. Reducing greenhouse gas emissions will require 'systemic leadership' across multiple sectors, strong communications and behavioural change that will result in adapted lifestyles. This will potentially include fundamentally different patterns of development and travel over a longer time horizon and our benchmarks for success will also need to evolve over time. As a Council, we have a responsibility to lead in this area, to ensure that Cheltenham plays a pivotal role in meeting this challenge to reduce our local impact on global warming, while also being aware of the major changes in weather-vulnerability and climate-sensitivity that will affect the services we deliver. We also need to acknowledge our role in adapting to an already changed and changing climate and the fundamental leadership role the council has in ensuring Cheltenham is fit for the future.
- 2.2** It is worth remembering that as a Council we are not starting from scratch. The CheltenhamZero Partnership, the Golden Valley Supplementary Planning Document and the Public Sector Decarbonisation Scheme are examples of strategic leadership that have put Cheltenham in a strong position to meet the challenges of climate change. . The formation of Climate Leadership Gloucestershire in late 2021 has set the foundation for a countywide approach. However, there is much more that we need to do to join up each of these and other strategies, under the banner of the Climate Emergency.
- 2.3** Whilst this report is a significant milestone, we know that further planning work is required to provide a robust and evidence-based plan for tackling our challenges. We also know that, if we want to be successful, wider engagement will be necessary with communities, businesses, schools, and our public sector partners. The voluntary sector and others will also be critical in gaining input to and support for our collective programme to deliver net zero by 2030. We are aware of growing public support for environmental action and such views have contributed to the Council's priority to create a green and thriving Cheltenham.
- 2.4** During the first phase of the programme we will continue to work with stakeholders to fully evaluate the options and the associated benefits, impacts, risks and barriers for each of the actions outlined in the Pathway. In parallel we will mobilise a delivery programme to accelerate the planning and delivery of priority projects, a number of which will sit within the Climate Emergency Team. However, we recognise that the majority of delivery will sit across other service areas, such as Green Space and Planning. The indicative allocation for such projects/initiatives can be seen in Appendix 4 (Actions for Stakeholders)
- 2.5** In addition, we will work with Cheltenham Borough Homes to ensure that grant funding opportunities are explored and utilised to best effect, in order to improve the energy efficiency and sustainability of our council properties and homes (including new build). Given the relatively narrow timelines associated with applying for grant funding, and the complexities associated with pulling together a funding bid, particularly if undertaken in collaboration with other local authorities, the Council needs to be as agile as possible. For this reason, it is proposed that authority is delegated to the council's section 151 Officer, in consultation with the Cabinet Members for Housing and for Climate Change, to apply for and accept any future grant funding

that will help to make publicly owned housing stock (including new build) more energy efficient and sustainable.

- 2.6** There will be multiple benefits to the net zero journey; to do nothing would itself come at a significant cost, which will be more fully demonstrated through further work beyond this report on the climate change impacts on Cheltenham. There will be considerable health benefits from better air quality, improved green spaces, warmer homes, an increase in walking and cycling and healthier lifestyles. This can in turn have financial benefits, through reduced health inequalities and reduced the demand on the NHS and social care. There is an opportunity to create a more resilient economy through better energy security and there will be opportunities to stimulate the economy with new green industries and practices. These are opportunities that Cheltenham is already advancing and will continue to, within the wider framework of the net zero journey.
- 2.7** This Pathway and its emerging actions need to be approved and delivered with the urgency expressed by the Climate Emergency declaration passed in 2019.

3. Progress to date:

- 3.1** While the Council has rightly been focused on supporting residents, communities and businesses through the Covid-19 Pandemic, we have still been able to progress a number of important actions as part of our climate response, including:
- With Vision21, we have established the CheltenhamZero Partnership with over 60 Cheltenham businesses and community organisations having signed up to the shared ambition to reduce carbon emissions;
 - We have provided over £50,000 of grant funding to community groups across Cheltenham through the Climate Community Fund to deliver a range of climate mitigation initiatives. These innovative carbon saving schemes can be used as best practice examples and encourage others to follow suit;
 - We have secured over £380,000 of funding through the Public Sector Decarbonisation Scheme to install electricity and gas sub-meters across our property estate, including the Pittville Pump Rooms and Leisure at Cheltenham. This will provide improved energy use across the portfolio and enable us to identify, and act upon, opportunities for decarbonisation.
 - We have approved the use of HVO fuel for the Ubico refuse fleet and provided funding for a new storage tank for this fuel, which offers the potential for up to 90% savings in carbon emissions, while improving air quality.
 - We have delivered biodiversity enhancements in the form of reclaimed wooden planters to Regent Street through the Government's Welcome Back Fund, which will also ensure visitors have sufficient space on the footpath, whilst businesses retain the ability to provide outdoor dining options to their customers.
 - We have secured planning permission at 320 Swindon Road for 24 highly energy efficient new council homes. These affordable homes will include solar panels and green roofs and will also be built using low carbon construction techniques. Going forward, we are planning to meet our aspiration of providing new, affordable council homes to a carbon neutral standard as they are delivered in the coming years and beyond.
 - Secured funding to improve fuel efficiency in 61 homes as part of the Social Housing Decarbonisation Fund.
 - The production of a Supplementary Planning Document on climate and nature has begun, with consultation due in spring 2022.

- Approved the first planning application for a net zero housing development proposed by a private sector developer.

4. Cheltenham's Green Deal

- 4.1** The Pathway sets out the need for many initiatives to support both the Council and the borough to become net zero, but if we are to achieve our aims we will require a significant and sustained commitment of funding and investment. With the growth in new green technologies and other green initiatives, there are likely to be opportunities for the Council to invest in carbon reduction initiatives whilst also contributing to the Council's Medium Term Financial Strategy (MTFS).
- 4.2** By having a Climate Change Investment Strategy in place (appendix 3) we can ensure the Council is well placed to quickly and effectively take forward opportunities that are identified. This strategy sets the framework to guide investment decisions, manage risk and ensure value for the taxpayer, but most importantly it will provide a vital tool in support of the wider #cheltenhamzero objective for a clean and green borough.
- 4.3** The Council will invest in carbon reduction initiatives within its own property portfolio and will consider investment opportunities in the wider borough, providing they meet the investment criteria. Investment criteria pertaining to carbon reductions are set out in the document
- 4.4** Council approval of the Investment Strategy, will give Cabinet the ability to consider and decide on full business case investment opportunities that:
- Total no more than £10 million;
 - Are in Cheltenham, or within a radius of 5 miles of the town; and
 - Meet the investment criteria and agreed risk profile.
- 4.5** This strategy only applies to projects or initiatives that yield a return, as any borrowing will need to ensure a financial return on investment, as well as an environmental benefit. The delivery of other climate change projects or initiatives that do not yield a return will be covered by other strategies and approaches, including bids for external funding and work with partners in both the public and private sectors, as set out in the CEAP.
- 4.6** This builds on the Council's track record and experience of astute commercial investments and will create an opportunity to enable further investment in Cheltenham for the benefit of the people of Cheltenham.
- 4.7** The investment strategy has been reviewed by the Council's Executive Director for Finance & Assets, One Legal, the Local Government Association, Publica Procurement, Cheltenham Borough Homes, the Monitoring Officer and CommercialGov (a specialist commercial consultancy for the public sector).

5. Contributing to the corporate plan

- 5.1** The principles outlined in the Corporate Plan are woven throughout the Pathway document.
- 5.2** The published Golden Valley supplementary planning document (SPD) is already making a significant impact on securing Cheltenham as the Cyber Capital of the UK (Key Priority 1), whilst ensuring the development is sustainable and with climate consciousness and biodiversity to the fore. This document will also provide the basis of future planning and policy documents that help drive mitigation and adaptation to climate change.
- 5.3** A number of the actions outlined in the Pathway will deliver wider public enhancements to continue the revitalisation and improvement of our town, working towards Key Priority 2. These

include the introduction of 'safe cycle hubs' and the development of new green spaces, along with our flagship projects boosting biodiversity at the Minster Gardens and Clarence Fountain.

- 5.4 Key Priority 3 will be met by a wide array of actions set out in the Pathway, including the ambition to send zero waste to landfill and to increase the circularity of the economy. Additionally, improvements to the fleet of vehicles used at the Ubico depot will reduce the environmental impact of the waste facility, whilst improving air quality in the borough. This will help to achieve a cleaner and greener environment for residents, businesses and visitors.
- 5.5 The strengthening of the partnership between the Council and Cheltenham Borough Homes (CBH) will be vital to ensuring an inclusive approach, providing equal access to the benefits of investment and climate mitigation through retrofit activities and sustainable new developments, supporting Key Priority 4.
- 5.6 There are various elements to the Pathway that will help deliver against Key Priority 5. These include: ensuring our communities benefit from green investments via the Climate Change Investment Strategy, which will contribute to inclusive growth and support the Council to become financially self-sufficient; delivering a breadth of climate change resources, support services and more to communities and businesses through the CheltenhamZero Partnership and our relationship with Vision21; helping to develop our people within the Council and in the wider Borough to meet the opportunities and challenges ahead through training and addressing the skills gap in the climate sector.
- 5.7 Beyond the Corporate Plan, collective action, a thread running throughout the Pathway, will be critical to our success. That is why it is vital that we change how we involve citizens in our decision making and allow the voices of the most vulnerable to be heard and acted upon; this will ensure what we are doing is appropriate and empowering. Furthermore, partnerships with third sector organisations such as Vision 21 will provide an authentic non-council means of communication with communities and community groups. Understanding the needs of residents in the community, and providing opportunities for networks to develop will enable the creation of tightly-knit neighbourhoods who know where to turn in an emergency, helping to build more climate resilient communities.

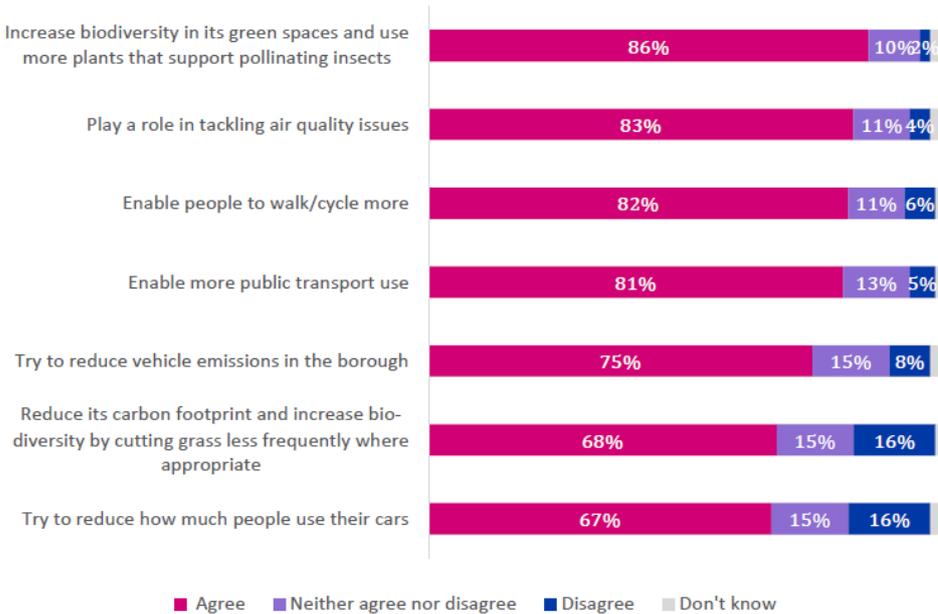
6. Consultation and feedback

- 6.1 Getting to net zero carbon will require significant changes to the way we do things, from the energy we use, to the products and food that we buy. This will be relevant to all residents of Cheltenham. Not all suggestions and decisions will be popular, but if we are to be successful they are unavoidable. We need to ensure a prosperous and sustainable society that recognises individual needs for travel for work or leisure activities and by harnessing society's appetite for future technological advances, carbon neutrality will be easier to achieve.
- 6.2 We welcome feedback from all interested parties and look to continually improve the Pathway year-on-year.
- 6.3 There is no official public consultation intended on the Pathway itself, but the public will be involved in consultative processes for the emerging projects and future iterations of the Pathway. There is also a proposal to undertake an annual review of our progress to net zero which will be made public and presented at Overview and Scrutiny Committee, giving members of the public the chance to review, discuss, challenge and question our progress and aspirations.
- 6.4 Relevant stakeholders within CBC have been consulted as the key actors in the delivery of the Pathway. Without their support and input to the feasibility of the actions for which they will be responsible, the Pathway will not be successful or sustainable.
- 6.5 Achieving the ambition of the climate emergency declaration and adapting to an already changed climate will require significant action from every service within Cheltenham Borough Council. It will also need action from every person, community group and business across the town, and they

will need to be part of designing the solutions. As such, collective action and forming partnerships is an important part of delivering the Pathway. We hope to leverage such partnerships to establish a clear line of communication with residents. During this initial phase of the Pathway roll-out, we will be working with stakeholders to identify the short and long term opportunities within their sectors and any barriers to delivery.

- 6.6 The high attendance rates at the Cheltenham Climate Change Conference, held in January 2021, proved that there is a demand from the community and businesses for things to change in the borough and for climate action to be taken. We continue to develop the Cheltenham Zero Partnership, which was established with Vision21 in May 2021 as a result of the conference, to gauge public opinion of our efforts and to monitor the direction of travel in the public realm.
- 6.7 Cheltenham Borough Council 2019 independent resident survey included questions to provide up to date insight into the role Cheltenham residents feel that the Council should play in tackling environmental issues. These statistically reliable results showed only a small minority of residents actively disagree that their Council should take actions or support policies that help the environment, as shown by the diagram below:

Figure 10: Perceptions of CBC’s role in tackling environmental issues (All valid responses)



- 6.8 It is impossible to predict the exact mix of technologies and behaviours that will best meet the challenge of reaching net zero. Our planning and analysis will involve the following scenarios:
 - Resource and energy efficiency that reduce demand for energy across the economy
 - Societal choices that lead to lower demand for carbon intensive activities
 - Electrification, particularly of transport and heating
 - Expansion of renewables
 - Carbon capture and storage
 - Change in the way we use our land and the pattern of development

6.9 It is recommended that a Climate Change Programme Board is established to act as a steering committee for the actions emerging from the Climate Change Mitigation Pathway. This would be chaired by Mike Redman, Director for Environment, comprising Cllr Max Wilkinson, Cabinet Member responsible for Climate Change and other relevant political leads and officers.

7. Financial Implications

- 7.1** Both the capital and revenue implications to achieve net zero carbon in Cheltenham will be significant. Many actions set out in the Pathway signify the need for exploratory pieces of work, such as feasibility studies and scoping exercises, before delivery can proceed. Moreover, technologies are advancing exponentially, legislation is further changing and the availability of grants for climate related action is increasing. Therefore, it is not practical at this stage to provide even indicative costs required to deliver on the capital projects set out in the Pathway, although continued work and delivery experience will more accurately identify the investment requirements for the coming years.
- 7.2** The revenue requirements, in terms of staff resource, needed to deliver this Pathway will be substantial. The Council has made a start with a newly created Climate Emergency Team but resources will need to grow to deliver even a portion of the Pathway. It is also acknowledged that training for officers and members is needed as part of a process of cultural change in which everyone in the organisation is able to take responsibility for this area of policy. It is critical that the Council appreciates the enormity of the task ahead and both the capability and capacity required to facilitate the successful planning and delivery to reach net zero. Opportunities will continue to be maximised to identify external funding wherever possible, build partnerships across public and private sectors and as and when the Council's financial position improves further plans over resourcing will be considered.
- 7.3** It is proposed that delivery of the Pathway and its resourcing is set out in phases to 2030. This will support more accurate identification of both the capital and revenue needs in alignment with the specific actions set within that given period, whilst also being able to more effectively react to changes in legislation, funding or technologies.
- 7.3.1** Phase one: The Climate Pathway is a tangible and achievable action plan. In order for the Council to deliver against this plan and achieve our commitment to net zero by 2030, we strongly advise that investment is made to grow the 'core' Climate Team as a first priority during 2022/23. Phase one will enable the development of a needs assessment that identifies the skillset required for a baseline core team that will underpin the delivery of the entire Pathway to 2030, supporting other service areas and creating a 'whole-Council approach' to tackling the climate emergency. A funding strategy will complement this in the same period, to determine a range of funding mechanisms that ensure the 'core' resource costs can be sufficiently met, without a detrimental impact on the delivery of core statutory council services.
- 7.3.2** Phase two: The actions identified as a priority for early implementation during 2022-24, will require both capital and revenue funding. This is likely to come in the form of the existing allocated capital budget, as well as through new money, such as the proposed Climate Investment Strategy (as outlined in point 4.2 and in Appendix 3), as well as applications to available national funding schemes.
- 7.3.3** Phase three and four: The latter two periods in our Pathway breakdown will also require funding – these periods are 2025-27 and 2028-30. As legislation, government funding and technologies change, this is likely to bring further significant opportunities and challenges for the Council. It will therefore be important that these phases have their financial needs determined closer to the time of delivery, in advance of the annual budget review and informed by the suggested annual performance management report to Overview & Scrutiny Committee (as outlined in point 6.3).

8. Risk Implications

- 8.1** Our commitment to reaching net zero carbon by 2030 brings with it many challenges and we may find it is not fully achievable. However, we must demonstrate our ambitions and truly strive towards the 2030 goal. Failure to demonstrate action may lead to a damaged reputation for the Council and justifiable criticism from future generations.
- 8.2** There are significant risks from climate change to residents and visitors to Cheltenham as

outlined in the Climate Pathway, and if the emerging actions from this Pathway are not delivered, the risks will remain and increase over time. The Government published its third UK Climate Change Risk Assessment³ on 17th January 2022. This sets out overarching risks to the country which inevitably impact the Council, the borough, its residents and businesses. The broad risks include:

- A changing climate is likely to lead to more frequent flooding, high temperatures and high winds, causing damage to homes, communities and businesses, as well as to our infrastructure services, including energy, transport, water and Information and Communication Technologies (ICT).
- Increasing high temperatures will have a negative impact on people's health and wellbeing, with changes in household energy demand due to seasonal temperature changes.
- The natural environment will lead to pressures on our local native species, increased disease and invasive species, including terrestrial and freshwater ecosystems, woodland and agriculture.
- Damage to our cultural heritage assets is likely as a result of temperature, precipitation, storms, groundwater and landscape changes.

8.3 Addressing climate change requires a change in our whole way of life, presenting complex and grand challenges. Therefore, we must make careful assessments and decisions on actions to mitigate and adapt to climate change locally, whilst also considering the balance between the different timescales of potential interventions, their relative cost and impact on emissions.

8.4 There are mixed perceptions of climate change within communities across Cheltenham that manifest themselves in a spectrum of views which the council is expected to navigate in the development of the Pathway, the prioritisation of resources and communication with our residents.

8.5 The resourcing requirements to undertake systems leadership and the change programme required will be significant. The scale of change required is unprecedented.

8.6 The cost implications of the Pathway are considerable and an approach to financing needs to be agreed and developed further, bearing in mind that the council is only one of many organisations that need to play their part in addressing the challenge

9. Performance management –monitoring and review

9.1 The progress of the Pathway will be reviewed on a regular basis via the Council's project and performance management systems, which will track the progress of projects and initiatives, as well as developing key indicators to measure the outcomes and benefits achieved,

9.2 Progress against the Pathway will be reported to Overview & Scrutiny on at least an annual basis. This will provide opportunity for transparency, public oversight and constructive questioning.

9.3 The Council's Carbon Footprint will continue to be published annually.

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1047003/climate-change-risk-assessment-2022.pdf

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Appendices	<ol style="list-style-type: none"> 1. Risk Assessment 2. Climate Emergency Action Plan: Pathway to Net Zero 3. Cheltenham’s Green Deal: Climate Change Investment Strategy 4. Actions for Stakeholders
Background information	<ol style="list-style-type: none"> 1. Carbon Neutral Cheltenham: Leadership through Stewardship⁴

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https://www.cheltenham.gov.uk/downloads/download/1781/carbon_neutral_cheltenham_leadership_through_stewardship

