



Llywodraeth Cymru
Welsh Government

PUBLIC SECTOR

The business case
for action on
climate change



What is this document for?

This document contains the building blocks for Welsh public sector organisations to create business cases for taking action on climate change.

The public sector is the sector of Welsh society made up of central government, local government and public corporations.

The first three sections of this document are designed to set out the long-term, strategic case for taking action and equip organisations to assess the risks and opportunities posed by climate change to the public sector.

The fourth section is designed to help public sector organisations ask the right questions in order to develop and tailor a business case for taking action on climate change.

What's inside?

1. Your unique role

Why public sector organisations are expected to lead on climate change

2. What you need to know

Climate impacts, public opinion and policy and legislative drivers sitting behind the case for change

3. Planning for change

The benefits of taking control of climate risk and success stories from the public sector

4. Making the case for change

The questions a public sector organisation needs to ask to create a bespoke business case and how to integrate key information contained in this document to begin building the answers



Your unique role

The public sector is the planner and regulator of change.

There has never been a more important time for public sector leadership on climate change. How we respond to the challenges it presents now will determine the viability of the public sector and our collective future in Wales. Decisions made today will either usher in a new era of creative problem solving, collaboration and efficiency, or lock us into outdated and ultimately more expensive development trajectories and cul-de-sacs. The real risk is that continuing with business-as-usual stifles this potential and threatens delivery of key services.

In this sense, for public sector decisionmakers the short-term really is the long-term.



Putting sustainable development at the heart of everything the public sector does represents an enormous, once in a generation opportunity that cannot be missed out on. In many ways, climate change, as the most urgent aspect of unsustainable development, already is at the heart of critical workstreams that demand effective problem solving from this sector, from health and wellbeing to procurement, infrastructure to energy, transport to waste.

This is a 'no regrets' moment where we are investing smartly now to save in the immediate future.

It is about dramatically cutting both the direct energy consumption and carbon emissions of the public sector estate and the indirect emissions that come from the provision of health and education services. In many cases this will also cut costs significantly. It is about planning actively for change, influencing future energy needs and anticipating climate change adaptation challenges.

Recognising and acting on climate change as a strategic risk is about doing what we already do, but better and smarter. This is a 'no regrets' moment where we are investing smartly now to save in the immediate future. It means we are able to plan not only to future-proof Wales, but to thrive while we do so.

Now is the time to apply critical thinking to each and every decision and commitment we are making – strengthening our Welsh economy and society. Public sector organisations that are already acting on climate change know that the huge risks of inaction are as serious as the untold benefits of getting it right; and getting it right is decidedly in our collective interest; economically, socially and environmentally.

The public sector must adopt climate change as a strategic risk, setting the agenda and leading from the front. As the planners and regulators of change it is our unique role to set Wales up to flourish in an uncertain and volatile future.

What you need to know

The viability of the public sector depends on taking climate change into account as a strategic risk. The challenge is that public sector organisations will need to reduce their emissions and prepare for the consequences of climate change. Tackling the impacts of climate change is not just an environmental issue; it is about the long-term security and resilience of communities across Wales.

Central and local government are now realising that there are opportunities to cut carbon emissions while promoting local industry and creating jobs.

IDEA (Local Government Improvement and Development Agency)



The Evidence

Public expectations

Evidence shows other sectors fully expect public sector organisations to acknowledge and act on these challenges:

- **Business Community**
According to the CBI's Climate Change Tracker, lack of public sector leadership on climate change damages business and investor confidence. (Source: [CBI Climate Change Tracker, 2011](#))
- **Civil Society**
After being read a brief description of the term 'Sustainable Development', almost three-quarters of people agree it should play a central part in decision making in Wales (72%) and only 4% disagree. (Source: [Welsh Government Sustainability Survey findings, 2011](#))
- **Third Sector**
Climate change aligns strongly with the wider sustainability agenda of the third sector in Wales and these organisations will continue to demand support and action from the public sector to achieve this agenda. (Source: Adapted from the UK's [Third Sector Task Force on Climate Change](#))

Policy and legislative drivers

- [Welsh Government Climate Change Strategy](#) – The strategy commits every sector to contributing to the Welsh Government's 3% emissions reduction target (in areas of devolved competence) from 2011 onwards. The Strategy and accompanying Delivery Plans set out the how the Government intends to reduce emissions in the public sector and prepare for the consequences of climate.
- [The CRC Energy Efficiency Scheme](#) – is a mandatory scheme aimed at improving energy efficiency and cutting emissions in large public and private sector organisations through economic and reputational drivers. If organisations fail to reduce their emissions, they face higher energy costs and are also ranked against other organisations on an annual performance league table.
- [Preparing for a Changing Climate](#)
The Welsh Government has released its Statutory Guidance on Preparing for a Changing Climate, to help public sector organisations prepare for the consequences of climate change. The Welsh Government are looking to support public sector organisations and have provisions to ask organisations to report on what they are doing to prepare for the impacts of climate change.
- [The Climate Change Levy \(CCL\)](#) – is a charge on energy usage for business and the public sector introduced to encourage energy efficiency. Climate Change Agreements (CCAs) allow energy intensive organisations a discount on the levy if they achieve energy efficiency targets.

The public sector is already vulnerable

The public sector is already vulnerable to extreme weather events and is likely to be impacted more frequently as the climate changes. Climate change will affect all public sector organisations; the scale of the effects will depend on factors such as each organisation's activities and location.

A review of weather over the last ten years shows that public sector organisations are already exposed to the impacts of extreme weather events. As part of the 'Changing Climate Changing Places' adaptation project, Flintshire County Council developed a Local Climate Impact Profile. The LCLIP identified 84 cases of extreme weather related incidents, 15 of which involved significant impacts on Flintshire County Council operations (e.g. leisure, highways, environmental health, social services) between January 2003 and June 2008. These incidents were associated with 62 severe weather events; the events which were reported as having major impacts on Council service delivery involved heavy rain with flooding, storms and high winds. The overall recorded costs to Buildings Maintenance, Highways, and Drainage from the weather events was £9,680,427.20. However, as data was incomplete, this figure does not represent the full costs.¹



The public sector is already vulnerable to extreme weather events and is likely to be impacted more frequently as the climate changes.

1. Welsh Local Government Association, "A Local Climate Impacts Profile (LCLIP) - Flintshire County Council", 02 August 2010, <http://www.wlga.gov.uk/english/archive-of-reports9/a-local-climate-impacts-profile-lclip-flintshire-county-council/>

Direct climate impacts to the communities we live in

The UK Climate Projections 2009 show that Wales is likely to experience hotter, drier summers, milder, wetter winters and more extreme weather events. The main impacts for public sector organisations will be felt through the delivery of their services and through their business continuity.

Risks to the public sector include:

- Service delivery (adaptation is a spatial issue, and because the weather and climate act locally with local consequences, there may be an increase of pressure on services in extreme weather events e.g. social services, fire service, etc)
- Transport disruption, (due to increased adverse weather conditions which will affect vital services and logistics)
- Loss of staff (due to school closures, transport disruption, uncomfortable working conditions)
- Loss of access to premises (due to flood events, infrastructure disruption such as loss of energy supply, I.T communications, water etc)
- Financial costs (through direct costs of repairing structures, to the indirect costs of delayed services in extreme weather events)

For more information on the impacts of climate change please see: [Climate Change: its impacts for Wales.](#)

The main impacts for public sector organisations will be felt through the delivery of their services and through their business continuity.

Climate change will also create indirect impacts - knock-on effects on public sector organisations and the services they deliver from global events which may also affect Wales. These include changes in food supply and security, threats or implications to political stability, and shifting migration patterns.

The pathways to action

Benefits from tackling the causes of climate change

Tackling the causes of climate change means reducing greenhouse gas emissions, which often brings the dual benefits of increased efficiency and lower organisational costs.

How is reducing emissions relevant to the public sector?

Most public sector organisations are already reducing emissions. All 22 unitary authorities, plus the fire and rescue service and National Park Authorities, have signed the Welsh Commitment to Address Climate Change.

Public sector organisations are expected to play a role to deliver on the national 3% emissions reduction target. Many organisations are already actively contributing by identifying and acting on the 'win-wins' of lowering emissions through minimising waste and saving energy. These actions are also driven by the reputation and financial drivers from the Carbon Reduction Commitment (CRC).

What does emission reduction entail?

While the level of greenhouse gas emissions in the public sector is relatively low compared to other sectors, this sector has a significant role to play in demonstrating leadership, developing and sharing good practice, and setting an example for other organisations to follow. Actions to reduce emissions include:

- Increasing energy efficiency in buildings
- Buying energy efficient appliances
- Smarter driving techniques or using more energy efficient or electric vehicles (EVs)
- Switching off technology and equipment, such as computers and printers, when not in use
- Switching off lights in rooms when not in use
- Cycling or using public transport
- Cutting waste in all areas, e.g. from the design of buildings through to the increase in recycling
- Using renewable energy sources such as solar panels and wind turbines to power operations

How can an organisation afford to reduce its emissions?

Many of the costs associated with investing in emission reduction measures, from cleaner forms of energy to energy efficiency to community engagement, will pay for themselves in the short to medium term, such as:

- **Good housekeeping**
Understanding where and when energy is used. This can include increasing staff awareness / training, promoting behavioural change, and instituting controls, maintenance and inspection. Typically a 10 % cost reduction can be achieved.³
- **Invest to save projects**
Boiler replacement, lighting, motors / drives, compressed air and ICT efficiency.⁴ Typically a 20 % cost reduction can be achieved.
- **Asset investment**
Site rationalisation, new buildings, refurbishment opportunities. Typically a 10 % reduction can be achieved.⁵

In the long term, acting now prevents entrapment in unsustainable pathways to economic, social and environmental development that will cost much more to fix later.



3-4. Carbon Trust, "Better Business: Management Guide", 1st March 2010, <http://www.carbontrust.co.uk/Publications/pages/PublicationDetail.aspx?id=CTV034>

The pathways to action

Benefits from preparing for the consequences of climate change

Preparing for the consequences of climate change (e.g. changes to temperature, rainfall and ecosystems) means limiting the risks and seizing the opportunities that these impacts will bring.

How is preparing for the consequences of climate change relevant to the public sector?

Climate change presents this sector with an equally important challenge – making sure places and services continue to function in the face of a climate which is changing and set to change further even if global emissions start to fall. The public sector is in an ideal position to raise awareness and act as leaders through their powers and responsibilities in key service areas such as housing, planning, local transport, health promotion and through procurement.

The Local Government Act 2000 provides a duty of wellbeing for Local Authorities in Wales to ensure the social, economic and environmental well being of their communities. Climate change presents a challenge to community wellbeing and as a result, public sector organisation will need to ensure that they have planned for these impacts or else they would be failing in their duties.



What does preparing for the consequences of climate change entail?

Adaptation is a process that involves assessing and taking action at the appropriate time to address the consequences of climate change.

- Organisations first need to recognise and understand what risks and opportunities climate change presents to them. This requires an organisation to develop its institutional capacity to respond to climate change by mainstreaming adaptation into operations. Development can occur through engagement, training members of staff, undertaking risk assessments and building resources and support within the organisation.
- Once an organisation understands the specific risks it faces from climate change, it can begin delivering adaptation actions. These actions are generally practical responses to climate change such as increasing the height of a flood defence wall or installing external shading above southfacing facades. But they can also include nonphysical actions, such as changing the school calendar to reduce the exposure of school children to heat wave conditions, or installing early warning systems on local flooding.

How can an organisation afford to prepare?

The cost of inaction is far higher than the cost of action. Adapting doesn't necessarily mean spending large sums now; it means planning for what changes need to be made and when, based on the risk of impacts. Adapting may also mean incorporating adaptation actions into current maintenance cycles; for example, when engineers look to replace or maintain long life assets such as bridges and roads, they can make sure that they have factored climate risks into their plans. Beyond capital spend, adapting to climate change is just as likely to be about changing systems, behaviours and the way organisations operate. The costs of adapting to climate change can be minimised if adaptation is built in during regular planning processes.

Planning for change

The benefits of taking control of climate risk

Climate change will impact the delivery of key public sector services across Wales. Recognising climate change as a critical risk and integrating this risk into strategic planning will ensure the public sector can deliver on its core objectives affordably, effectively, and accessibly.



	HEALTH	LOCAL AUTHORITIES	OTHER SERVICES
OBJECTIVE	Provide equitable choice, prevention and treatment	Enable sustainable lifestyles through effective planning and regulation	Secure social cohesion and safety and manage natural resources sustainably
	Take action to adapt by: Understanding the future impacts of climate change now and integrating these risks into services for health and wellbeing planning.	Take action to adapt by: Making changes to services that enable communities to adopt sustainable lifestyles.	Take action to adapt by: Taking a preventative and leading approach to the impacts of climate change on communities.
WHAT THE PUBLIC SECTOR CAN DO – ADAPTING	BENEFIT: EFFICIENCY SAVINGS		
	<ul style="list-style-type: none"> • Delivers built-in cost savings by future-proofing against sharp increases in preventable illness. • Creates opportunity to align public and private adaptation interests by preventing future risks from becoming 'uninsurable'. • Delivers cross-cutting cost savings by enhancing the population's health and wellbeing in ways that also lower pressure from shortages of resources. 	<ul style="list-style-type: none"> • Integrates climate impacts into all planning and decision making secures future resilience. Investing now ensures savings in the future. • Anticipates future needs for adaptation measures and secures long-term value of investments in the built environment. 	<ul style="list-style-type: none"> • Delivers built-in cost savings by investing today in resources and tools needed to build community resilience gradually over time and shore up emergency services.
	BENEFIT: SERVICE IMPROVEMENT		
	<ul style="list-style-type: none"> • Delivers cross-cutting benefits to other public sector workstreams (e.g. increasing water efficiency in buildings reduces water usage, cuts carbon emissions and saves money). 	<ul style="list-style-type: none"> • Stimulates the market for adaptation by using procurement as a tool to raise industry standards for taking these risks into account (i.e. planning for extreme weather events). 	<ul style="list-style-type: none"> • Encourages collaboration with other public sector bodies to share solutions and look at the shared risks of climate change. It's often easier than working alone and creates the space to share skills and resources.
BENEFIT: REPUTATION			
<ul style="list-style-type: none"> • Anticipates the need to provide equitable and just care for the most vulnerable sectors of the population. • Acknowledges the impacts climate change will have on the services you provide – from the mental health of the people you serve to transport and delivery of your services – will optimise the impact you can have now and in the future. • Anticipates new regulatory obligations around building resilience to the consequences of climate change. 	<ul style="list-style-type: none"> • Planning for bad weather days helps avoid interruptions such as staff absences that affect service delivery. • Protects the resilience of infrastructure (such as road and rail) which are vital to both the public sector and communities. • Anticipates new regulatory obligations around building resilience to the consequences of climate change. 	<ul style="list-style-type: none"> • Anticipates new regulatory obligations around building resilience to the consequences of climate change. • Plans for emergencies related to changing weather conditions and putting climate change on the risk register to be reviewed annually to ensure service delivery. 	

	HEALTH	LOCAL AUTHORITIES	OTHER SERVICES
OBJECTIVE	Provide equitable choice, prevention and treatment	Enable sustainable lifestyles through effective planning and regulation	Secure social cohesion and safety and manage natural resources sustainably
	<p>Take action to reduce emissions by:</p> <p>Finding cross-service solutions that increase health and wellbeing and support social development.</p>	<p>Take action to reduce emissions by:</p> <p>Gaining reputational credit for your organisation's leadership on climate change.</p>	<p>Take action to reduce emissions by:</p> <p>Supporting local communities to drive the emergence of a new 'green economy'.</p>
WHAT THE PUBLIC SECTOR CAN DO – REDUCING EMISSIONS	BENEFIT: EFFICIENCY SAVINGS		
	<ul style="list-style-type: none"> Creates opportunities for public-third and public-private partnerships that deliver added skills, expertise and value. Reduces costs by cutting resource usage and increasing health and wellbeing. 	<ul style="list-style-type: none"> Shows how operating efficiently with minimal impact on the environment cuts unnecessary waste and adds to the bottom line, optimising use of taxpayer funds. Invests in energy saving technologies/products/ services which result in short and long-term cost savings. 	<ul style="list-style-type: none"> Fosters social cohesion by reducing joblessness sustainably and increasing fairness and equality. Can drive innovation and secure long-term economic health, delivering ongoing costs savings.
	BENEFIT: SERVICE IMPROVEMENT		
	<ul style="list-style-type: none"> Improves quality of service delivery for everyone by reducing emissions and saving money. Builds capacity in staff to learn new technologies. 	<ul style="list-style-type: none"> Delivers cross-cutting benefits to other sector workstreams, contributing to green spaces and social cohesion. 	<ul style="list-style-type: none"> Streamlines public sector operations and fosters efficiency. Delivers cross-cutting benefits to other sector workstreams, enabling sustainable lifestyles and promoting health and wellbeing.
BENEFIT: REPUTATION			
<ul style="list-style-type: none"> Manages risk effectively by addressing conditions that create poor health. Improves ranking on the CRC energy efficiency table. 	<ul style="list-style-type: none"> Anticipates new regulatory obligations and ensures delivery on current emissions reduction target. Improves ranking on the CRC energy efficiency table. 	<ul style="list-style-type: none"> Increases the number of suppliers that minimise their own impact on the environment and support positive social change. Working with these suppliers helps public sector organisations reduce their own footprints. Identifying and asking questions about climate change gives an organisation licence to pioneer new ways of solving social and environmental conditions related to climate change - within communities and in terms of stakeholder and government relations. Anticipates new regulatory obligations and ensures ongoing compliance. 	



Success stories in the public sector

Cardiff undertakes strategic planning to address climate change risks

The Cardiff Community Strategy 2007-17 commits the Council to working with partners to develop a climate change action plan and work towards the aspiration of becoming a 'Carbon Lite' city.

By taking strong action now partners in the Cardiff Vision Forum believe that the city and its region will gain environmental, economic and social advantages that include:

- Earlier and better management of the local health, safety and insurance risks arising from global climate change
- Affordable warmth in homes that are more comfortable to live in
- Local businesses that have 'carbon costs' under better control
- Jobs in emerging 'green' and sustainable industries
- A 'green' transport system that also delivers health benefits to the local population by promoting active travel, including cycling and walking
- Energy security for the city and region, as energy prices continue to rise

Cardiff's approach to tackling climate change focuses on adaptation (preparing), mitigation (reducing) and engagement with local partners.

Strategic planning – climate change adaptation

A core part of the strategic planning behind Cardiff Council's climate change action plan was to understand the risks Cardiff faces from climate change.

In 2008 Cardiff Council was one of a representative selection of 4 Welsh Local Authorities taking part in the Welsh Local Government Association (WLGA) "Changing climate, changing places" project. The Council worked with an external researcher to complete a Local Climate Impacts Profile (LCLIP). The LCLIP addressed questions including:

- What does climate change mean for the communities of Cardiff?
- What risks and opportunities does climate change represent to services and particular communities and localities?
- How can Cardiff Council adapt now and in the future?

The key outcome from Cardiff's LCLIP was that services are coping (just) with current weather events, but that given the increased frequency and severity of these events due to climate change there was a need to start adaptation planning.

Since 2010 the Council has been integrating this knowledge of risk and opportunity into business planning and risk management models, including the inclusion of key risks in the Corporate Risk Register. These tools, knowledge and information will be shared with key partners across the city to enable a comprehensive city-wide risk assessment and resultant actions to be delivered.

Sourced and adapted from [UKCIP](#) (2009) and the Cardiff Council Carbon Lite Action Plan (2010).



Success stories in the public sector

Cornwall builds innovation and skills by tackling the impacts of climate change on energy consumption

Climate change is already beginning to affect Cornwall and its economy, both directly and indirectly. One of the most significant issues is energy consumption. Higher energy prices will impact largely on Cornish households, where people who earn the local average income will soon be spending nearly half their disposable incomes on energy for their homes.

“We are firmly committed to a low carbon Cornwall and to making the most of the economic opportunities that this low carbon future presents.”

Carolyn Rule, cabinet member for the Economy and Regeneration

Low Carbon Cornwall (formerly the Cornwall Sustainable Energy Partnership) is an example of how forward-thinking local authorities like Cornwall Council are working with sub-regional bodies to support the local economy. These initiatives drive innovation and the development of sustainable skills whilst addressing the impacts of climate change.

Low Carbon Cornwall maps and tackles fuel poverty, improves energy efficiency in both public and private housing sectors and promotes the uptake of renewable energy. Highlights of the scheme to date include:

- More than £4 million brought in for homes in the county across the scheme
- Over 5,000 homes in the most deprived parts of Cornwall have been fitted with energy saving measures, saving more than 110,800 tonnes of CO₂ and enabling homeowners to lower and stabilise their energy bills as energy prices continue to rise.

Adapted from [Low Carbon Cornwall: A Vision for Cornwall in the Age of Climate Change](#), by the Renewable Energy Office for Cornwall, and from ‘[Local low-carbon economies](#)’ information on the website of IDEA (Local Government Improvement and Development Association)

Making the case for change



The following questions provide guidance to follow to build a bespoke business case for taking action on climate change.

Each of the core areas of the case – strategic, economic, commercial, financial and management – contains links to indicate where to integrate key information contained in the previous sections of this document.

Before starting to build the case, bear in mind:

1. Be selective

Only look for the organisation or organisational partner's business case, and choose the benefits to build the business case around carefully; to build credibility for the case be sure to include known win-wins with quick returns alongside longer term priorities.

2. Challenge the status quo

Identify and interrogate the assumptions that make 'business as usual' in public sector planning and decisionmaking seem more attractive for the time being, and don't be put off by any previous weak business case.

3. Take control of risk

Ensure the case takes into account risks that public sector organisations across Wales are already being exposed to from climate change, from local authorities through to the Welsh Government. This creates a benchmark for action that is difficult to dismiss.

4. Go beyond the case itself

A business case by itself is not always enough; consider whether there is also a need to actively influence decisionmakers involved, whether it's the person who looks after a specific issue related to the project, or another public sector organisation that may be affected.

5. Link policy and delivery

Ensure that the case is aligned with public sector priorities and supports the organisation to deliver on what civil society and stakeholders expect in the short term.

Strategic case

Use the strategic case to demonstrate the project's synergy with the overall organisational strategy and aims

Question	Building the Case
<p>1. What is the overall strategic case for delivering this project? Consider:</p> <ul style="list-style-type: none"> Where the organisation wants to be positioned in Wales 1, 5 and 10 years from now. 	<p>» Refer to Section 1, Your Unique Role for a narrative summarising the long-term strategic case for public sector organisations to take climate change action.</p>
<p>2. What is the level of awareness around climate change within the organisation?</p> <ul style="list-style-type: none"> If it is low, what are the biggest barriers to understanding climate change as a strategic risk, and how can any publicly available proof points (such as scientific evidence of climate change) be used as evidence to overcome these barriers? 	<p>» Refer to Section 2, The public sector is already vulnerable for a summary of the general risks and impacts posed by climate change.</p>
<p>3. How will taking the impacts of climate change into account as a strategic risk influence or integrate with other policy and service areas for your organisation?</p>	<p>» Refer to tables in Section 3, Planning for change for an overview of how taking the impacts of climate change into account can deliver benefits across core public sector workstreams.</p>
<p>4. Are any assets or workstreams affected by this project still to be in place at the conclusion of the project? If so, how is climate change expected to impact these assets and/or workstreams?</p>	<p>» Refer to Section 2, Direct climate impacts and Indirect climate impacts to identify the climate impacts that relate to the particular assets and workstreams of the organisation.</p> <p>» Refer to Section 2, The pathways to action to integrate overview of how climate change is relevant to public sector workstreams. See particularly the elements 'How is preparing for the consequences of climate change relevant to the public sector?' and 'How is reducing emissions relevant to the public sector?'</p>
<p>5. What local strategic hooks are there already in place for justifying the organisation to act? Consider:</p> <ul style="list-style-type: none"> Existing commitments the organisation is signed up to (e.g. the Welsh Commitment to address climate change, Sustainable Development Charter, Environmental Management System, local energy or local resilience plan, or the Nottingham Declaration) and the views of influential people or stakeholders to the organisation. 	<p>» Refer to Section 2, Policy and legislative drivers to identify the regulations that relate to the public sector in Wales.</p>

Economic case

Use the economic case to prove the project delivers value for money

Question	Building the Case
<p>1. If a less expensive alternative is this project's competition, how will choosing this project deliver lasting value (intangible benefits such as enhanced health and wellbeing, social cohesion) alongside cost savings?</p>	<ul style="list-style-type: none"> » Refer to Section 2, The pathways to action, 'Benefits of tackling the causes of climate change' and 'Benefits of preparing for the impacts of climate change', in particular the elements 'How can an organisation afford to reduce its emissions?' and 'How can an organisation afford to adapt?' for an overview of how taking action on climate change delivers tangible benefits. » Refer to tables in Section 3, Planning for change for an overview of how taking the impacts of climate change into account can deliver cross-cutting benefits across public sector workstreams.
<p>2. How will this project benefit existing projects and/or entire workstreams?</p>	<ul style="list-style-type: none"> » Refer to tables in Section 3, Planning for change for an overview of how taking the impacts of climate change into account can deliver cross-cutting benefits across public sector workstreams.
<p>3. Are there any monitoring or evaluation costs? (See also the Management Case for a question requiring a summary of what monitoring and evaluation entails for the project)</p>	
<p>4. What is the worst case scenario?</p>	

Commercial case

Use the commercial case to prove the project is commercially viable and delivers value to those with a significant stake in the organisation and the services it provides

Question	Building the Case
<p>1. Are there local opportunities for economic development that can be realised as part of this project?</p>	<p>» Refer to the case study on Cornwall Council in Section 3 for an example of how a public sector organisation is tackling the impacts of climate change whilst building innovation and skills.</p>
<p>2. Can this project help the organisation to exploit opportunities presented by a changing climate? How will these opportunities benefit the people served by the organisation?</p>	<p>» Refer to Section 2, The pathways to action, ‘Benefits of tackling the causes of climate change’ and ‘Benefits of preparing for the impacts of climate change’ for a rationale of why relevant opportunities exist for the public sector from taking action on climate change.</p> <p>» Building the case: Refer to tables in Section 3, Planning for change for an overview of how taking the impacts of climate change into account can deliver cross-cutting benefits across public sector workstreams.</p>
<p>3. How does this project align with public expectations for the public sector to deliver leadership on climate change?</p>	<p>» Refer to Section 2, The evidence, in particular ‘Public expectations’ for proof points summarising who expects the public sector to take leadership on climate change.</p>
<p>4. What risks are associated with not delivering this project? Consider:</p> <ul style="list-style-type: none"> Does this project help tackle risks the organisation is exposed to from climate change (e.g. flooding, excessive heat, volatile fuel prices, water supply issues, pressure from stakeholders)? 	<p>» Refer to Section 2, The public sector is already vulnerable for an overview of how climate change is already impacting organisations.</p> <p>» Building the case: Refer to Section 2, Direct climate impacts and Indirect climate impacts to integrate a list of the direct impacts Wales faces from climate change and associated knock-on effects on public sector organisations and the services they deliver.</p>
<p>5. Are there local opportunities for economic development that can be realised as part of this project?</p>	
<p>6. What procurement is required for this project; goods, services, land, buildings?</p>	

Financial case

Use the financial case to prove the project is affordable in the relevant time frame

Question	Building the Case
<p>1. What is the estimated payback period for this project? What are potential short, medium and long-term savings? Consider:</p> <ul style="list-style-type: none"> Investment to save that can deliver a short-term financial return, such as good housekeeping in energy efficiency (see Carbon Trust Wales for more examples of short-term returns from emission reduction projects) Current baseline of energy costs to the organisation and whether this project will help cut those in the short, medium and long term 	<p>» Refer to Section 2, The pathways to action, ‘Benefits of tackling the causes of climate change’ and ‘Benefits of preparing for the impacts of climate change’, in particular ‘How can an organisation afford to reduce its emissions?’ and ‘How can an organisation afford to adapt?’ for an overview of the cost savings public sector organisations can achieve by taking action on climate change.</p>
<p>2. What costs could be incurred from not implementing this project? Consider:</p> <ul style="list-style-type: none"> What costs is the organisation already exposed to from climate change (e.g. flooding, excessive heat, waste disposal, volatile fuel prices, water supply issues, pressure from stakeholders)? Is the organisation currently aware of such costs in the first place? 	<p>» Refer to Section 2, The public sector is already vulnerable for a summary of the general risks and impacts posed by climate change.</p>
<p>3. What is the budget for this project and how will it be funded and resourced? Consider:</p> <ul style="list-style-type: none"> How does the financing tool developed by Welsh Government Association and PwC tool for localised energy generation support the project? (see http://www.wlga.gov.uk/english/sustainable-development/module-localised-energy-generation-route-map-financing/) 	
<p>4. What measures are in place to ensure this project runs to the budget allocated to it? Consider:</p> <ul style="list-style-type: none"> Have similar organisations (such as a neighbouring Local Authority) implemented this kind of project to tackle climate change affordably and effectively? 	
<p>5. Are loans available to help fulfil the budget for this project from organisations such as the Carbon Trust?</p>	

Management case

Use the management case to prove the project is achievable for the organisation in terms of human and other resources

Question	Building the Case
<p>1. How will delivering this project help make taking climate change into account as a strategic risk the organisation's 'business as usual'?</p>	<p>» Refer to Section 2, The pathways to action, 'Benefits of tackling the causes of climate change' and 'Benefits of preparing for the impacts of climate change', in particular the elements 'What does emission reduction entail?' and 'What does preparing for the consequences of climate change entail?' for overviews of why to take climate change into account as a strategic risk.</p>
<p>2. How will this project help the organisation deliver on the Welsh Government Climate Change Strategy?</p>	<p>» Refer to Section 2, The evidence in particular 'Policy and legislative drivers' for information on the Welsh Government Climate Change Strategy and relevant requirements for public sector organisations.</p>
<p>3. Who within the organisation will be involved in delivering this project?</p>	
<p>4. Will delivering this project require any additional human resources or skills the organisation doesn't have? If so, how can local actors, such as a charity, a business or another public sector organisation, be involved to contribute expertise around issues like climate change?</p>	
<p>5. What are the detailed delivery dates and milestones for achieving this project?</p>	
<p>6. How will the success of the project be monitored and evaluated? Consider:</p> <ul style="list-style-type: none"> • Investment to save that avoids future costs from resource constraints and shortages in the future • Investment to save that avoids future costs from anticipating the impacts of climate change on physical, environmental and social conditions • Reputational benefits gained from being seen as an organisation that understands and manages risk well • Signing up to an Environmental Management System (e.g. ISO or Welsh Green Dragon Standard) which commits the organisation to monitor carbon emissions and undertake externally validated audits to provide evidence of performance. Such systems also enable organisations to demonstrate that they are climate change leaders. 	

Additional resources and support

General public sector guidance

Welsh Government Guidance

Preparing for a Changing Climate

<http://wales.gov.uk/topics/environmentcountryside/climatechange/publications/preparingpart1/?lang=en>

1. **Welsh Local Government Association**
Adapting to Climate Change Module: For Welsh Local Authorities (2009).
2. **Welsh Local Government Association.**
Good Practice in Climate Change.
<http://www.wlga.gov.uk/english/climate-change-case-studies/>

Preparing for the consequences of climate change

3. **Local Government Association, Defra and UKCIP**
Be aware, be prepared, take action II: what do the latest climate projections mean for you? (2009).
<http://www.lga.gov.uk/lga/publications/publication-display.do?id=7759710>
4. **Defra**
Adapting to Climate Change: Helping Key Sectors to Adapt to Climate Change (2011).
http://www.ukcip.org.uk/wordpress/wp-content/PDFs/RP_Defra_Summary.pdf

Tackling the causes of climate change

5. **Welsh Local Government Association**
A Climate of Change (2007).
<http://www.lga.gov.uk/lga/aio/20631>
6. **Carbon Trust Wales**
Public Sector Advice and Services.
<http://www.carbontrust.co.uk/cut-carbon-reduce-costs/public-sector/pages/default.aspx>
7. **Welsh Local Government Association and PwC**
Localised Energy Generation Route Map: Financing
<http://www.wlga.gov.uk/english/sustainable-development/module-localised-energy-generation-route-map-financing/>