

Management response

Report title: Public Sector Readiness for Net Zero Carbon by 2030 Report of the Auditor General for Wales

Completion date: July 2022

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| A1 | <p>Strengthen your leadership and demonstrate your collective responsibility through effective collaboration</p> <p><i>Now is the time for bold leadership. Public bodies will need to demonstrate stronger collective leadership because collaboration between organisations will be critical to achieving the 2030 collective ambition.</i></p> | <p>Clear leadership roles and responsibilities internally within DCC as follows:</p> <ul style="list-style-type: none"> - Lead Member covering Climate and Ecological Change Portfolio = Cllr Barry Mellor - Climate Change and Ecological Emergency Strategic Lead = Graham Boase (CEO) - Climate and Ecological Change Programme Senior Responsible Owner = Gary Williams | <p>Reflect on this recommendation when conducting the scheduled review of the DCC Climate and Ecological Change Strategy during 2023/24, which will review and refresh where appropriate the following:</p> <ul style="list-style-type: none"> • Scope • Goals (content and end dates) | 31.03.24 | <p>Gary Williams <i>(Corporate Director - Governance and Business & Climate and Ecological Change Programme Senior Responsible Owner)</i></p> |

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| | | <p>(Corporate Director Business and Governance)</p> <ul style="list-style-type: none"> - Programme Manager = Helen Vaughan-Evans (Climate Change Programme Manager) <p>DCC has demonstrated strong leadership since 2019 emergency declaration as recognised by Audit Wales in their audit of DCC achieving their environmental ambitions in 2021. This is evidenced by the introduction of ground breaking policy e.g. change in the Council's constitution and introduction of Net Zero minimum standards for construction and major refurbishment.</p> <p>DCC officers are collaborating Nationally and Regionally and actively engaging in pilots and studies,</p> | <ul style="list-style-type: none"> • Targets and pathways to achievement • Policies/ Processes • Activity/ Projects | | <p>Helen Vaughan-Evans <i>(Climate Change Programme Manager)</i></p> |

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| | | <p>implementing learning locally and sharing with partners. For example, on social care supply chain emissions, land use mapping, climate risk resilience.</p> <p>CEO works collaboratively with the 5 other Local Authority CEO's in North Wales on a number of big strategic topics, one of which is Climate Change and DCC CEO provides the lead CEO role on Climate Change for the region.</p> | | | |
| A2 | <p>Clarify your strategic direction and increase your pace of Implementation</p> | <p>DCC has the Climate and Ecological Change Strategy and its delivery is set up as a Programme internally with clear targets for each year leading up to 2030 and actions/projects to achieve those targets each year.</p> | <p>Reflect on this recommendation when conducting the scheduled review of the DCC Climate and Ecological Change</p> | 31.03.24 | <p>Gary Williams <i>(Corporate Director - Governance and Business & Climate and</i></p> |

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| | <p><i>To deliver the 2030 collective ambition, it is essential that Wales has clear, joined-up, integrated strategies across the public sector. The action plans resulting from those strategies will also have to be implemented at pace.</i></p> | <p>There are identified Work Stream Leads and activity/projects are listed in Service Business Plans- the performance of the delivery of which monitored quarterly by the Strategic Planning Team.</p> | <p>Strategy during 2023/24, which will review and refresh where appropriate the following:</p> <ul style="list-style-type: none"> • Scope • Goals (content and end dates) • Targets and pathways to achievement • Policies/ Processes • Activity/ Projects | | <p><i>Ecological Change Programme Senior Responsible Owner</i></p> <p>Helen Vaughan-Evans <i>(Climate Change Programme Manager)</i></p> |
| A3 | <p>Get to grips with the finances you need</p> <p><i>Public bodies need to plan their finances in such a way that they can deliver their decarbonisation</i></p> | <p>Appraisal on financial need is completed annually in detail to feed into the annual budget setting process and high level assumptions checked for rolling 3 years' period to inform revenue pressure entry into</p> | <p>Regular touch bases between the Programme and Section 151 Officer</p> | <p>Ongoing</p> <p>Annually</p> | <p>Steve Gadd <i>(Head of Finance and Property Services)</i></p> |

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| | <p><i>strategies and action plans. This will require long-term planning because decarbonisation will need investment for many years. It will also require immediate expenditure because if the 2030 collective ambition is to be met, urgent action is essential.</i></p> | <p>the Medium Term Financial Plan for the Council.</p> <p>Adjustments are made to the annual revenue pressure entered into the Medium Term Financial Plan to fund Net Carbon Zero and Ecologically Positive activity if the appraisal identifies that the current level of annual investment isn't generating the level of carbon saving or carbon sequestration that is required in order for the Council to meet its Net Carbon Zero goal. Thus more will need to be done in future years. For example, this was done in 2021/22 for 2022/23 and 2023/24.</p> <p>Programme has identified finance officer support for both Revenue and Capital spend.</p> | <p>Annual review during the budget process each year.</p> <p>Complete a financial mapping exercise as part of the 2023/24 Strategy Review process working with Finance.</p> | <p>31.03.24</p> | <p>Helen Vaughan-Evans <i>(Climate Change Programme Manager)</i></p> <p>John Richards <i>(Senior Finance & Assurance Officer- Capital)</i></p> <p>Lorna Rees <i>(Senior Finance & Assurance Officer- Revenue)</i></p> |

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| | | <p>Financial appraisal for the length of the Programme (up to 2030), although can be done at high level, will have uncertainty within it especially for the later years in 2030 due to a number of unknowns and dependencies.</p> <p>Note: budgets can only be set and approved annually in Local Government.</p> | | | |
| A4 | <p>Know your skills gaps and increase your capacity</p> <p><i>Within public bodies it is everyone's responsibility to take action towards the 2030 collective</i></p> | <p>Review of staff resource requirements completed annually as part of budget setting process.</p> <p>As at 1st April 2023, 18.27 FTE are being funded across the Council to</p> | <p>Annual review during the budget process each year.</p> | <p>Annually</p> | <p>Helen Vaughan-Evans <i>(Climate Change Programme Manager)</i></p> |

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| | <p><i>ambition. Delivering that ambition will require public bodies to have staff in place with some specialist expertise.</i></p> <p><i>Public bodies need to understand the staff capacity and skills they have in place through robust workforce planning. Training will play a crucial role in ensuring staff understand their decarbonisation responsibilities and are best equipped to deal with the task at hand. There is also an opportunity to share the knowledge, expertise and capacity that exists within the public sector as well as the private and third sectors.</i></p> | <p>contribute to achieving the Climate and Ecological Change Strategy and goals within it.</p> <p>Workforce planning will be undertaken as part of the Strategy Review in 2023/24 for the remaining 6 years based on scope/ambition refresh. This will look at data available of the current staff working on the programme, assess the capacity and capability needs now and likely to need in the future through horizon scanning the agenda to ensure we have the right people, in the right roles at the right time to deliver the 2030 goals. This will feed into the financial appraisal that will be undertaken (see A3).</p> <p>DCC has invested in Carbon Literacy training. All but 1 members of Senior</p> | <p>Complete workforce planning for remaining of the Climate and Ecological Change Programme as part of Strategy Review 2023/24.</p> | <p>31.03.24</p> | <p>Helen Vaughan-Evans <i>(Climate Change Programme Manager)</i></p> |

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| | | <p>Leadership Team have completed this training along with over 150 middle managers and key staff. DCC also has an Introduction to Climate Change e-learn open to all staff. As at January 2024 459 members of staff across the Council have completed this e-learn.</p> | | | |
| A5 | <p>Improve data quality and monitoring to support your decision making</p> <p><i>Public bodies need to understand where their emissions are coming from so they can check if they are making progress.</i></p> | <p>Data quality and completeness has improved since 2019/20 baseline particularly in Land Use Sequestration and Supply Chain Emissions. We should have higher confidence in trend analysis between 2021/22 and 2022/23 on Council performance.</p> | <p>Continually improve data quality and completeness where necessary</p> | <p>Ongoing</p> | <p>Climate Change Team <i>(Helen Vaughan-Evans, Liz Wilcox- Jones, Keith Bennett, Jane Hodgson)</i></p> |

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| | <p><i>It is important to get the data right because this information will underpin decision making and monitoring of progress for decades to come.</i></p> | <p>The carbon emission methodology we use is provided by Welsh Government and enable consistent reporting across the public sector. Whilst on the whole very positive, there are accuracy ranges depending on source of emissions, for example:</p> <ul style="list-style-type: none"> • Buildings (accuracy of measurement +/-2%) • Fleet (accuracy of measurement +/-5%) • Staff commuting (accuracy of measurement +/-25%) • Street lighting (accuracy of measurement +/-2%) • Business travel (accuracy of measurement +/-5%) <p>In addition to limitations on reporting methodology particularly within Land</p> | <p>Continue to input into Welsh Governments</p> | <p>December 2023</p> | <p>Climate Change Team</p> |

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| | | <p>Use Sequestration and Supply Chain emissions. Welsh Government is looking at improvement options for these two areas and will be introducing different or supplementary reporting methods in 2024 for 2023/24 reporting. DCC is contributing its learning and experience into those Welsh Government/WLGA options appraisals as part of pilots.</p> <p>For our largest sources of emissions within our Net Carbon Zero goal (buildings and fleet) we have very high confidence in the accuracy of the data and method for reporting is very established. Projects and activities to intervene in these 2 areas to reduce carbon is evidence based and a forecast is calculated for carbon</p> | <p>Social Care Carbon Reporting pilot.</p> <p>Continue to input into WLGA Land Use Sequestration toolkit work.</p> | <p>March 2023</p> | <p><i>(Helen Vaughan-Evans, Liz Wilcox- Jones, Keith Bennett, Jane Hodgson)</i></p> |

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| | | benefit for pound spent for projects in these work streams. | | | |