



# GRaBS Briefing delivering adaptation in the uk – key themes and messages

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## GRaBS Briefing Paper 3 June 2010

This Briefing Paper is intended to give GRaBS UK partners a summary of four key documents which are highly relevant to climate change adaptation delivery:<sup>1</sup>

- ***Draft Climate Change Adaptation Strategy for London*** (Greater London Authority, February 2010);<sup>2</sup>
- ***Adapting to Climate Change*** (House of Commons Environmental Audit Committee, March 2010);<sup>3</sup>
- ***Adapting Institutions to Climate Change*** (Royal Commission on Environmental Pollution, March 2010);<sup>4</sup> and
- ***Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate*** (Department for Communities and Local Government, March 2010).<sup>5</sup>

### 1 Summary of recurring themes

Several recurring themes emerge throughout the four documents:

- **The scale of the challenge is significant** – the need for mitigation is well recognised, but the need to adapt is less well understood.

- **Complexity and uncertainty** are inherent to the challenge of adapting to climate change – for example, uncertainty over how much the climate will change, over the scale of investment required, and over who will benefit and who will lose out.
- Adaptive capacity should be **flexible** and responsive to increasing knowledge, expertise, increases in the evidence base, and better awareness of the risks.
- In order to give adaptation to climate change the urgent attention it needs, political, departmental and local **leadership** is crucial.
- **A cross-sectoral approach** to policy-making and implementation is necessary to build climate resilience. The Adapting to Climate Change Programme should ensure that there is a framework for collaboration on a cross-sectoral approach to the development of the National Risk Assessment and subsequent Action Plan for adaptation to climate change (as recommended by the Royal Commission on Environmental Pollution).
- Solutions to mitigate and adapt to the impacts of climate change should be delivered in an **integrated, co-ordinated** way.
- **Investing in skills:** Funding in training and professional learning about adaptation is required urgently in order to build adaptive capacity.
- The reports suggest a that **duty to adapt**, or further legislation, should be introduced if progress on adapting to climate change is too slow.

## 2 *Draft Climate Change Adaptation Strategy for London*

### 2.1 Overview

Under the provisions of the Greater London Authority Act 2007, the Mayor is subject to a duty to address climate change, and publish a London climate change mitigation and energy strategy (Section 43), as well as an adaptation to climate change strategy (Section 44).

The *Draft Climate Change Adaptation Strategy for London* was published by the Greater London Authority (GLA) in February 2010. The consultation ran until 9 May. This is the first adaptation strategy for London. Its aim is *'to assess the consequences of climate change on London and to prepare for the impacts of climate change and extreme weather to protect and enhance the quality of life of Londoners'* (p.15). The strategy proposes a range of measures to manage the challenges of extreme weather in London (set out in Table 1), using a **risk-based approach**. The key climate risks are identified, prioritised and assessed, and then 34 actions to reduce or manage each risk are proposed.

### 2.2 Content

The document is divided into four parts:

- **Part I – Context for adaptation in London:** Part I gives a summary of the projected climate changes for London, based on UKCP09 projections. There is also a chapter that uses a 'prevent, prepare, respond, recover' series of actions

**Table 1**

**UK climate projections 2009 for London (2050s medium emissions scenario)**

Rising temperatures	Summers will be warmer, with the average summer day being 2.7°C warmer and very hot days 6.5°C warmer than the baseline average. By the end of the century the hottest day of the year could be 10°C hotter than the hottest day today. Winters will be warmer, with the average winter day being 2.2°C warmer and a very warm winter day 3.5°C above the baseline.
More seasonal rainfall	Summers will be drier, with the average summer 19% drier and the driest summer 39% drier than the baseline average. Winters will be wetter, with the average winter 14% wetter and the wettest winter 33% wetter than the baseline average.
Tidal surges	Tidal surges... are not projected to increase in frequency, although the height of a one-in-fifty-year tidal surge is projected to increase by up to 70 centimetres by the end of the century.
Sea level rise	Sea levels are projected to rise by up to 90 centimetres by the end of the century. An extreme projection of a 2 metre increase has been generated using the latest ice-sheet modelling published after the IPCC (Intergovernmental Panel on Climate Change) Fourth Assessment report.

Source: Draft Climate Change Adaptation Strategy for London, Table 1.1, p.25

to ‘map out’ who is responsible for enabling adaptation and highlights where there are critical gaps in adapting to each risk.

- **Part II – Understanding and managing the impacts:** For each impact (flooding, drought, overheating) a vision is given, followed by one or more policies concerning that vision and then key actions that cover cross-cutting issues (see below). Baseline data is given for each impact, as well as a description of exposure and vulnerability.
- **Part III – Assessing the impacts on cross-cutting issues:** Part III summarises the cross-cutting issues of health, London’s environment, London’s economy (business and finance), and infrastructure (transport, energy and waste).
- **Part IV – Implementing the strategy:** Part IV provides a ‘roadmap to resilience’, with a summary of the key actions, and an **action plan**, including ways for the GLA Group to mainstream adaptation across its plans and strategies. Many of the actions fall under the ‘prepare’ heading, but subsequent strategies will seek to deliver more actions on the ground.

**2.3 Key messages – actions and gaps**

The 34 actions are grouped under different headings (set out concisely in the Executive Summary). Under each heading (for example, flooding, drought) the context is explored, followed by consideration of the probability of the impact occurring, and a short assessment of London’s vulnerability to the impact:

- **Flooding (high risk):** Actions 1-9 aim to improve the ability to predict and manage flood risk, understand surface water flood risk, and make London more resilient to all but the most extreme floods.

- **Drought (medium but increasing risk):** Actions 10-14 aim to make London more robust to drought, and to improve the sustainability of London's water supply and demand balance.
- **Overheating (high risk):** Actions 15-27 aim to make London a more comfortable place in which to live, and to reduce and manage the impact of hot weather on Londoners.
- **Cross-cutting issues:** Actions 28-34 focus on the impacts of floods, droughts and heatwaves on the cross-cutting issues of health, environment, economy and infrastructure (for example, working with the insurance sector and the Regional Public Health Group).

**Key actions areas** in the strategy are:

- to improve understanding and management of surface water flood risk;
- to undertake an urban greening programme to increase the quality and quantity of green space and vegetation in London – this will help to reduce Londoners' vulnerability to floods and hot weather; and
- to retro-fit up to 1.2 million homes by 2015 to improve the water and energy efficiency of London homes.

**Critical gaps** (in adapting to impacts) are:

- a lack of integration between borough spatial planners and emergency planners on flood risk measures;
- a lack of community flood plans in high-risk areas; and
- a need to publish and promote design guidance on reducing overheating in buildings.

## 2.4 Next steps

The final strategy is due to be published in summer 2010.

## 3 Environmental Audit Committee inquiry report – *Adapting to Climate Change*

### 3.1 Overview

The Environmental Audit Committee (EAC) is appointed by the House of Commons to consider the extent to which the policies and programmes of government departments and non-departmental public bodies contribute to environmental protection and sustainable development.

The Adapting to Climate Change inquiry examined **the extent to which the Government is embedding climate change adaptation, and the management of risks from future climate change impacts, into government programmes, policies and decision-making**, and into those of the wider public and private sectors. The EAC sought to examine how well the

Government is tackling the key questions on adaptation, such as how well the risks have been understood and quantified, and how to share the burden of adapting between the current population and future generations. The TCPA gave both oral and written evidence to the EAC.

### 3.2 Content

After a summary section, the inquiry report is structured as follows:

- **Part 1** gives some background on predicted changes in climate in the UK and defines adaptation to these changes in terms of both building adaptive capacity and delivering adaptation actions.
- **Parts 2, 3 and 4** explore the Government's response to the adaptation challenge and the risks to Government objectives and its capacity to respond, followed by an overview of adapting national infrastructure and the built environment.
- **Part 5** sets out conclusions and recommendations.

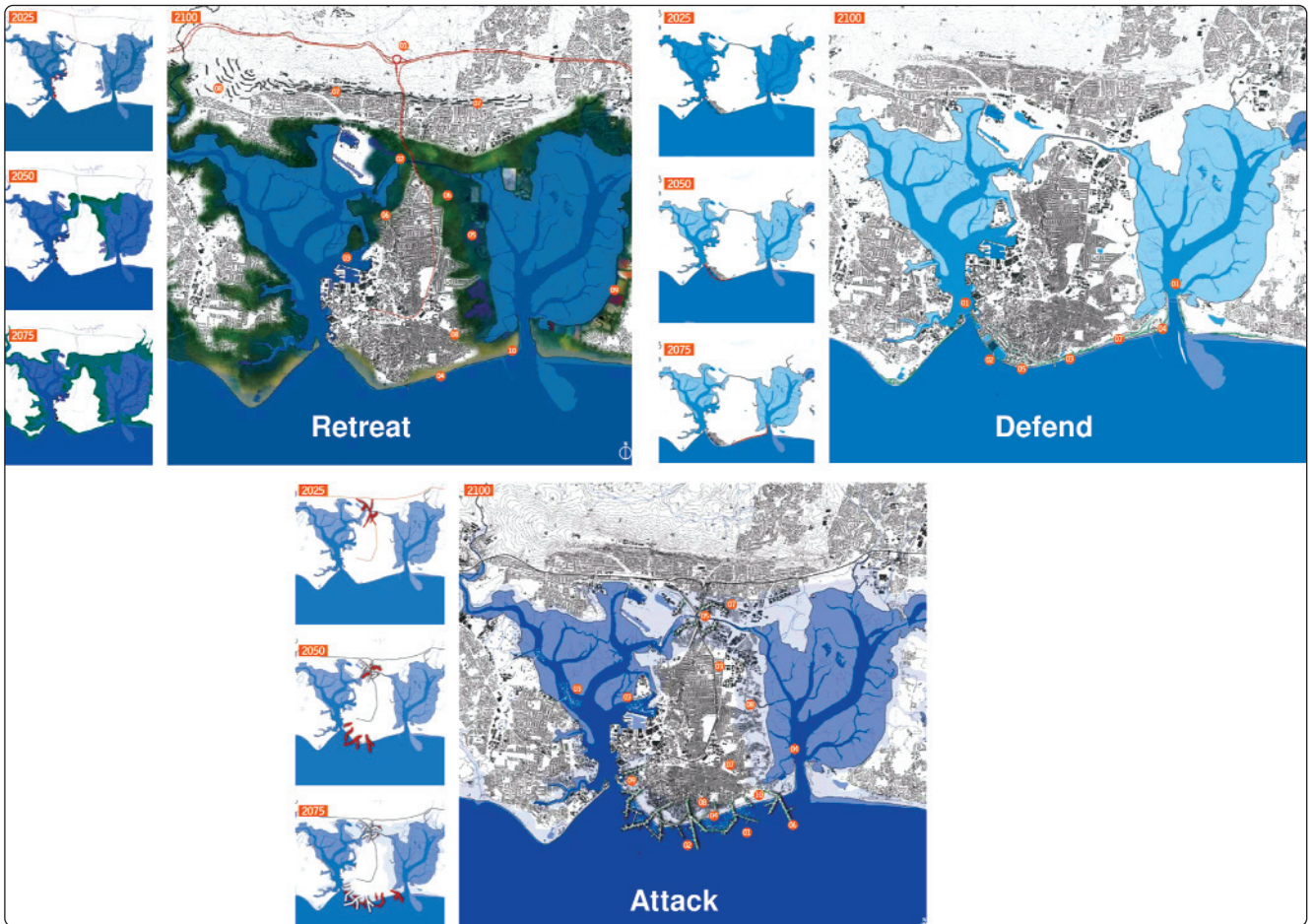
### 3.3 Key messages, conclusions and recommendations

This report recognises that 'adaptation to climate change has been given only a fraction of the attention that has gone into reducing greenhouse gases', despite being equally essential if we are to protect people, property and prosperity and safeguard the natural environment (p.3). It also sets out how the planning system has a key role to play in adapting the built environment, and how existing homes also need to be adapted by incentivising people to change their behaviour.

Sharing of best practice, developing cross-departmental understanding, and monitoring of progress are central themes:

- **Adaptation policy framework:** It is too early to tell if the new policy framework (i.e. the Climate Change Act 2008 and the work of the cross-government Adapting to Climate Change Programme) will deliver the urgent programme of adaptation required. There is a consensus that there is not yet sufficient understanding or appreciation of the need for adaptation. The Government must demonstrate leadership to speed up progress and raise awareness and understanding of adaptation.
- **Adaptation objectives and assessing progress:** Adaptation must feature more strongly in the next Government statement of key priority outcomes. Clear objectives and metrics must be established for adaptation, as well as a baseline against which the UK's progress can be measured. The absence of a commonly agreed target or metric for adaptation currently hinders decision-making, and therefore hinders progress.
- **Limits to adaptation:** There are limits to what the country can adapt to – hard choices must be taken as to who and what is protected from the impacts of climate change. For example, the country needs to establish a long-term view of whether coastal and estuarine cities, such as Hull and Portsmouth, can, and should, be defended and possibly helped to grow, or whether they, and some of their inhabitants, will need to retreat from rivers and the sea (see, for example, Fig. 1).

- **Evidence and advice on adaptation:** Local authorities need a new national source of information and support for adaptation (a key recommendation of the Planning and Climate Change Coalition<sup>6</sup>) – the Government urgently needs to improve the provision and use of specialist adaptation advice (integrated with advice on mitigation).
- **Funding adaptation:** There is little creative thinking on the financing of adaptation – the Government risks delaying action or encouraging inadequate responses unless additional, predictable and sustainable sources of funding and support are found. Deciding what the **public liability** is for the impacts of climate change is probably the most difficult question that the Government needs to tackle on adaptation.
- **Departments’ capacity to manage risks arising from climate change:** The EAC suggest that a duty could be placed on government departments requiring them to mainstream adaptation across their planning and management procedures, rather than treating adaptation as a box-ticking exercise.
- **Role of local authorities:** Climate change adaptation is one of the least integrated policies within local authorities – it could be argued that all local authorities should be required to target improvements in performance against NI188 (only 56 out of a possible 152 local authorities have picked the indicator to date). The EAC recommends that the Government applies the Reporting Power to local authorities if they are not making good progress in adapting to climate change.



**Fig. 1**

**Predicted Portsmouth flood zones for 2115**

Source: *Facing Up to Rising Sea-Levels: Retreat? Defend? Attack?* Institution of Civil Engineers, 2010

- **Use of the spatial planning system in adapting the built environment:** The Planning and Climate Change Coalition<sup>6</sup> is cited regarding weaknesses in planning guidance (partially addressed by the revised *Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate* – see below) and the failure to realise the planning system’s potential to help build community resilience because of a lack of resources, skills and political commitment. New developments should only be permitted if they are suited to future climates and support the overall resilience of the built environment. The EAC recommends that local authorities use planning obligations to require developers to take adaptation measures that benefit their new developments and the wider community.
- **Use of green infrastructure in adapting the built environment:** The report recognises the multiple benefits of green infrastructure, including its crucial role in climate change adaptation. The draft PPS on *Planning for a Natural and Healthy Environment*<sup>7</sup> produced in March 2010 emphasises the strategic role of well-planned green spaces in adapting to climate change. The EAC recommends that the Government align the work of key departments to green infrastructure and identify a department to act as a ‘green infrastructure champion’ (p.32).
- **Adapting existing homes:** The Government should remove any administrative barriers to the establishment of, and encourage local agencies to set up, one-stop-shop services capable of providing the public with integrated retrofitting programmes covering adaptation, water efficiency and energy efficiency, in an effort to adapt private and social housing (on which slow progress is currently being made). Incentives to encourage people to adapt their homes should also be strengthened.

New sources of funding and resources will be needed to invest in appropriate infrastructure, and to provide incentives to change behaviour. However, with severe spending cuts on the horizon, it remains to be seen whether adaptation will be given the priority it so desperately needs.

## 4 Royal Commission on Environmental Pollution report – *Adapting Institutions to Climate Change*

### 4.1 Overview

The Royal Commission on Environmental Pollution (RCEP) is an independent standing body established in 1970 to advise the Queen, the Government, Parliament and the public on environmental issues. On 30 March 2010, the RCEP launched its 28th Report, *Adapting Institutions to Climate Change*, exploring how institutions should adapt their policies to a changing climate. The report examines existing institutional arrangements in three example areas: freshwater; biodiversity and nature conservation; and coastal zones. Over 100 organisations, including the TCPA, contributed to the report in the form of evidence or information.

Both a full report and a summary report are available. It is hoped that the report will stimulate a wide range of organisations to **consider urgently and more thoroughly the potential implications of a changing climate for their work and the importance of building adaptive capacity** (p.5). The RCEP argues that the scale of the challenge has not yet been sufficiently recognised, but stresses that, if addressed *now*, there is still time for the UK to be well positioned to cope with a more challenging future climate.

## 4.2 Content

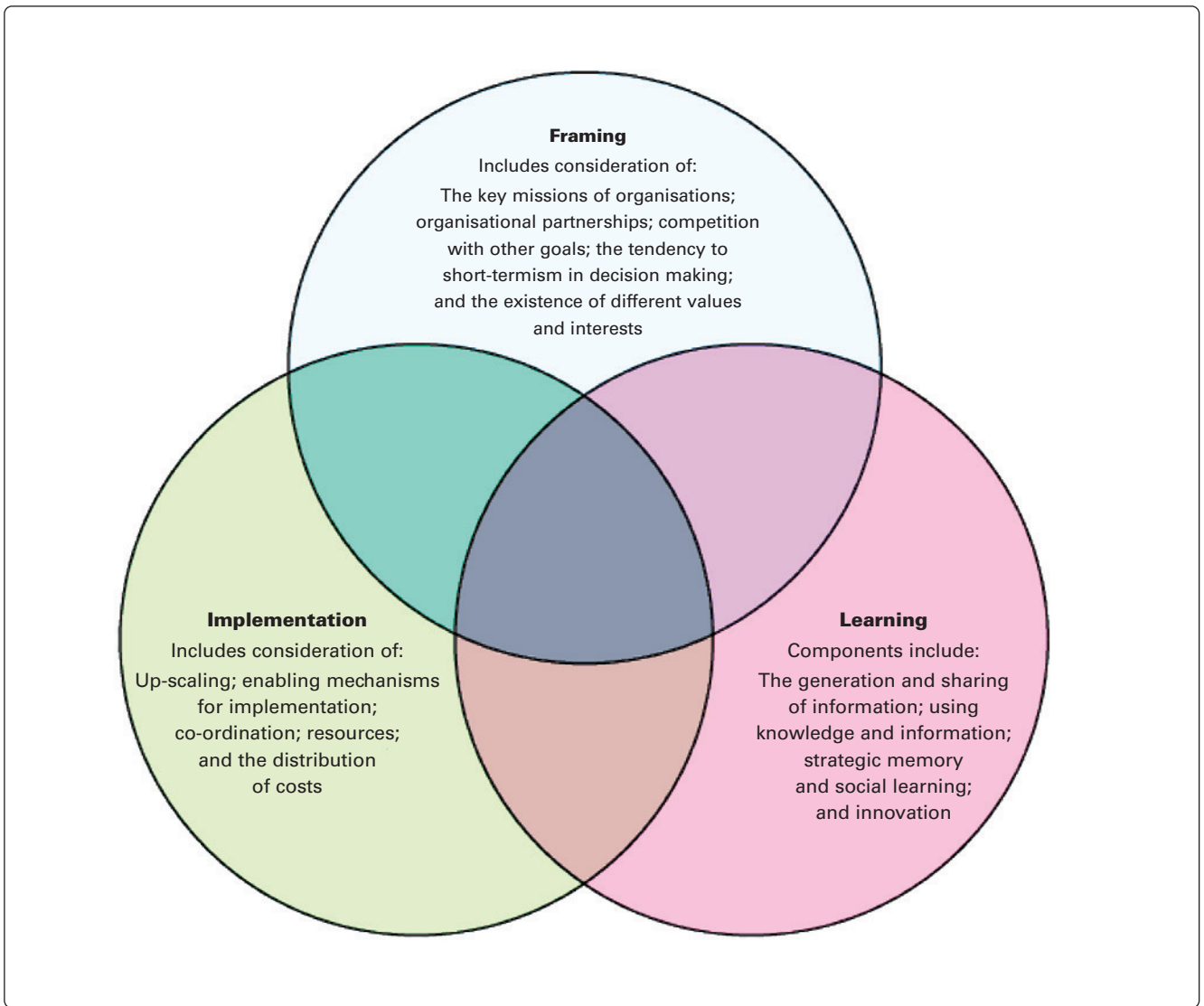
After an introductory chapter, the report is structured as follows:

- **Chapter 2** sets the scene by describing the changing UK climate, possible effects, and implications for institutional arrangements.
- **Chapter 3** considers the governance arrangements for the issues arising in the previous chapter (i.e. on freshwater, the coastal zone, and biodiversity), with a specific section on the institutional arrangements for spatial planning (pp.44-48).
- **Chapter 4** takes this analysis forward and aims to assist all institutions in building adaptive capacity to cope with four challenges – uncertainty, complexity, path dependency, and equity and efficiency.
- **Chapter 5** sets out recommendations to help organisations address adaptation (i.e. to ensure that their policies and programmes address, and reduce, vulnerability to climate change, and exploit opportunities to increase resilience).

## 4.3 Key messages

Key messages stemming from the report include:

- **Four overlapping challenges:** The RCEP identifies four overlapping challenges which institutions face when adapting to climate change. Organisations will need to pay attention to how they frame the issue of climate change adaptation, and how they learn and implement policy responses in the face of these four challenges.
- **Uncertainty:** There is uncertainty in input data in climate models; in the methodologies used to produce climate models; in the impacts and response of natural systems; and in social and technological systems.
- **Complexity:** There is complexity in terms of the institutional arrangements and many layers of governance involved.
- **Path dependency:** Over-reliance on the way things have been done to date may make it difficult to establish new ways of working towards adaptation. Path dependency also arises, for example, from the fragmentation of accountability and responsibility across government for different elements of flood risk.
- **Equity and efficiency:** The difficulties of ensuring equitable responses to climate change adaptation arise because the impacts are not likely to be felt evenly across society – vulnerability varies. Inter-generational equity also raises difficult questions. It can be hard to quantify benefits (through cost-benefit analysis, for example) in the case of adaptation owing to uncertainties about the nature and extent of future change. The RCEP recommends that government should initiate and sustain an informed political and public debate on the distribution of the costs of the impacts of climate change and of adaptation, the results of which will inform policy decisions.
- **Circles of adaptive capacity:** In order to build their adaptive capacity, institutions will need to consider how to frame the issue of adaptation, how to



**Fig. 2**

**The circles of adaptive capacity**

Source: *Adapting Institutions to Climate Change*, p.94

implement adaptation measures, and how to learn. These components are multi-faceted and inter-linked (see Fig. 2).

- **Ten pertinent adaptation questions:** The RCEP sets out ten adaptation questions to help organisations begin to think about framing the problem and implementing actions (see Annex I of this Briefing Paper).
- **The adaptation test:** The RCEP believes that adaptation must be embedded into all aspects of institutional design and operation, and recommends use of an ‘adaptation test’ which could be integrated into decision-making frameworks. The objective of this test should be to reduce exposure to risk of damage through climate change; to develop the capacity to cope with unavoidable damage; and to encourage organisations to take advantage of new opportunities.
- **An adaptation duty:** The RCEP recommends that the Climate Change Act 2008 be amended to impose an adaptation duty on public bodies, such as that of the Scottish Climate Change Act or the Greater London Authority Act. The RCEP also advises that the Adaptation Sub-Committee of the Committee on Climate Change should evaluate and ensure that the appropriate public bodies (including local authorities) report on adaptation delivery.

- **Public engagement:** In order to enhance public access to debate and understanding of the adaptation agenda, the RCEP recommends that Defra (the Department for Environment, Food and Rural Affairs), environmental regulators and local authorities should pay urgent attention to the presentation of national and regional narratives or stories describing what climate change will mean for institutions, communities and individuals, and the relevant adaptation priorities. Rather than 'limited passive consultation on draft actions', public authorities should engage the public early in decision processes to help frame the issues relevant to adaptation and to gather public views.

#### 4.4 Key messages on land use planning and adaptation

The RCEP believes that **the planning system will be crucial in delivering successful adaptation**. Recommendations include the following:

- Local authorities should ensure that planning departments are adequately resourced and organised to enable their responsibilities in relation to adaptation to be met.
- The Adaptation Sub-Committee of the Committee on Climate Change should scrutinise planning policy guidance to assess and advise on the recognition within spatial planning of the importance of adapting to climate change.

In August 2009, the TCPA published a report on ***Helping to Deliver Climate Change Adaptation through the UK Planning System***,<sup>8</sup> which informed the RCEP's study (and was itself informed by the GRaBS project<sup>9</sup>). At its best, the planning system is capable of integrating and giving spatial expression to a range of policy priorities within the sustainable development paradigm. Policy-makers and practitioners recognise that delivering adaptation needs to be embedded within the plan-led approach of the planning system.

The TCPA report concluded that the planning system is currently under-performing in terms of delivering climate change adaptation, owing to the presence of a number of **barriers**, including statutory frameworks, institutional arrangements, policy frameworks, lack of evidence and confusion over methodologies, lack of skills and resources, and political resistance or lack of awareness. However, there are a number of **opportunities** to deliver a step-change in the response of the spatial planning system to climate change, including:

- enhancing the level of prescription of statutory duties on climate change and spatial planning;
- increasing institutional coherence between government departments with adaptation and planning delivery responsibilities;
- reviewing national climate change policy to ensure greater delivery at the local level;
- maximising the potential of community participation by raising awareness of the benefits of adaptation outcomes on place-making and well-being; and
- increasing resources to transform skills via a nationally co-ordinated effort.

## 5 *Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate*

### 5.1 Overview

In October 2009 the Planning and Climate Change Coalition published a *Position Statement*<sup>5</sup> calling for new planning policy on climate change to be informed by the following set of principles:

- a restatement of the importance of sustainable development as the key objective for the planning system;
- a strong commitment to the plan-led system, which can produce certainty and transparency for all sectors;
- a commitment to make climate change a vital factor in all planning decision-making;
- a strong commitment to environmental justice and open, transparent and participative decision-making;
- a recognition of the importance of adaptation and the need to integrate mitigation and adaptation solutions;
- the creation of a new technical advice body to ensure the integration of data sets, methodologies and target regimes; and
- the introduction of a new energy paradigm which requires a holistic and positive approach both to minimising energy demand and to large-scale, community level and micro-renewables energy opportunities.

Specifically, the Coalition believed that a new Planning Policy Statement (PPS) should acknowledge that the impacts of weather and climate are generally felt locally and that local planning has a particularly important role to play in adaptation and increasing local resilience. The PPS should also ensure that both mitigation and adaptation are delivered through comprehensive and integrated action.

In March 2010, the Department for Communities and Local Government published the *Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate*, the consultation period for which ended on 1 June. The aim was to bring together a revision of the *Planning and Climate Change Supplement to PPS1* and the 2004 PPS22: *Renewable Energy* to form a consolidated supplement to PPS1.

### 5.2 Key messages on planning for adaptation

The draft PPS is one of the most significant steps forward in the development of spatial planning in dealing with the pressing climate crisis, and is strongly supported by the TCPA. There is a clear expectation that new development should be low-carbon development that can adapt to the impacts of climate change. The key messages below focus on the *local planning approach*, taking into account imminent changes in the regional planning system:

- **Recognising the importance of adaptation:** The PPS recognises that preparing for the effects of climate change is just as important as mitigating the impacts. It states that '*we want to make sure that local planning authorities*

*consider the likely impacts of climate change and, using the available evidence, plan for these impacts when considering new development and develop adaptation options for existing areas’.* (para. 18).

- **Policy LCF5:** This sets out the local planning approach for adapting to climate change – see Box 1.
- **Recognising the importance of green infrastructure:** The PPS also raises awareness of the key role that green infrastructure has to play in adaptation, as well as in providing biodiversity, water, healthy living and transport benefits.
- **New developments:** In selecting new sites for development, consideration should be given to whether the development would result in opportunities to help the existing community to adapt to climate change impacts (including sustainable drainage systems (SUDS) and green infrastructure) (Policy LCF6.1). Proposed new development will be expected to reduce greenhouse gas emissions, and also to provide open space, give priority to the use of SUDS, and avoid increasing vulnerability to climate change impacts.

It is clear that the draft PPS echoes many of the principles set out by the Planning and Climate Change Coalition (particularly in terms of an integrated and holistic planning approach to mitigation of, and adaptation to, the impacts of climate change). Overall, the policy creates **a platform for local authorities to make strong progress on a wide range of climate-related policy issues**, particularly because the final PPS would have precedence over development plans where these are out of date.

### Box 1

#### **Policy LCF5: Local planning approach for adapting to a changing climate**

Local development frameworks should set out how the local authority area will be planned to adapt to the opportunities and impacts arising from changes in the climate. In their local development framework, local planning authorities should therefore:

- set out how new development should be planned to avoid significant vulnerability to impacts arising from changes in the climate;
- ensure that when new development is brought forward in areas with significant vulnerability to impacts arising from changes in the climate, risks can be managed through suitable adaptation measures so as to provide sufficient resilience. In areas of water stress, and so as to secure development that would otherwise be unacceptable for its proposed location, resilience should be provided by setting standards for water usage in new development;
- bring forward adaptation options for existing development in areas with significant vulnerability to impacts likely to arise from changes in the climate. Options should pay particular attention to vulnerable groups as different impacts (and options to manage impacts) will affect parts of the community differently; and,
- plan green infrastructure so as to optimise its many benefits, and as part of wider green infrastructure networks, in order to support local biodiversity and healthy, living environments, including through providing urban cooling, local flood risk management, and local access to shady outdoor space.

*Source: Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate, p.19*

However, it remains to be seen as to whether this draft PPS will survive the radical reforms in the planning system proposed under the new coalition Government, and how it will evolve to deal with the absence of the regional tier.

## 6 Notes and further information

- 1 See also *Climate Change Adaptation by Design. A Guide for Sustainable Communities*. TCPA, 2007. [http://www.tcpa.org.uk/data/files/bd\\_cca.pdf](http://www.tcpa.org.uk/data/files/bd_cca.pdf); *Understanding the Environmental and Social Impact of Garden Development*. GRaBS Briefing Paper 1. GRaBS project. TCPA, Jan. 2010. [http://www.tcpa.org.uk/data/files/resources/859/GRaBS\\_Briefing\\_Paper\\_1.pdf](http://www.tcpa.org.uk/data/files/resources/859/GRaBS_Briefing_Paper_1.pdf); and *Delivering Green Infrastructure Benefits to Communities and Places through Planning*. GRaBS Briefing Paper 2. GRaBS project. TCPA, Jun. 2010. <http://www.tcpa.org.uk/>
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- 3 *Adapting to Climate Change*. House of Commons Environmental Audit Committee, Mar. 2010. <http://www.publications.parliament.uk/pa/cm200910/cmselect/cmenvaud/113/113.pdf>
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- 5 *Draft Planning Policy Statement on Planning for a Low Carbon Future in a Changing Climate*. Department for Communities and Local Government, Mar. 2010. <http://www.communities.gov.uk/documents/planningandbuilding/pdf/1499780.pdf>
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- 8 *Helping to Deliver Climate Change Adaptation through the UK Planning System*. Report for the RCEP. TCPA, Aug. 2009. <http://www.rcep.org.uk/reports/28-adaptation/documents/TCPA%20reportforRCEP.pdf>
- 9 See <http://www.grabs-eu.org/>

## Annex 1

### Royal Commission on Environmental Pollution's ten adaptation questions

- 1 Have you identified the possible range of impacts of climate change on the activities and responsibilities of your institution or business, and their timescales?
- 2 Do you understand the nature of, and the limitations in, the climate projections in UKCP09?
- 3 Do you understand that adaptation to climate change is an open-ended process, not a single action that will solve your problems or reduce your risks?
- 4 Have you framed the questions and issues to be addressed adequately, so as to avoid tackling the wrong problem, or making matters worse? Do you understand how the risks posed by climate change interact with, and might change, the other risks your organisation has to respond to?
- 5 Have you identified options for adaptation, and devised flexible plans and strategies that can deal with uncertainty?
- 6 Are you embedding consideration of adaptation into your core business? Is there the right accountability for actions at the most senior levels of your organisation?
- 7 Are the objectives and aims of your institution fit for purpose in a changing world? Are you aware of the powers and duties affecting your institution?
- 8 Who are the significant other stakeholders (including members of the public) with whom you need to interact to deliver adaptation? Are there barriers (perceived or real) that might make collaboration difficult? How do you plan to negotiate these barriers?
- 9 Do you have mechanisms in place to listen and respond to alternative views on the ways of dealing with climate change, new ways of thinking, and ways of evaluating the success of past actions in relation to climate change?
- 10 Do your organisation's planning and investment cycles allow for new insights and information about climate change to be taken into account?

Source: *Adapting Institutions to Climate Change*, Box 5A, p.111



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- **we are:** independent and open to all who want better places
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- **we create:** ideas, knowledge, publications, campaigns, and independent policies
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- **...through planning**

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