

**The Department for Work
and Pensions**

**DWP Climate Change
Adaptation Plan**

March 2010

Foreword

Helen Goodman MP - DWP Minister for Sustainability.

I am pleased to present the Department for Work and Pensions' Climate Change Strategy to reduce carbon emissions and to adapt to climate change.

We have detailed in our Carbon Reduction Delivery Plan, which accompanies this plan, how we intend to reduce our carbon emissions. However, a degree of climate change is now thought inevitable and our accompanying Climate Change Adaptation Plan demonstrates how DWP will prepare to meet this challenge.

This is our first Adaptation Plan, and provides our initial approach to fully understanding what climate change will mean to us – understanding how our customers may be impacted, what additional help and support all people may need to help them adapt successfully. This in turn may impact on the full range of services we need to provide in the future. As we improve our understanding our plans will need to change and evolve, but we must start somewhere and that is what this current plan represents. It builds on some sound science already available to us and explains what we will do to gain a better understanding in our initial exploration of this challenging agenda.

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1.1 Introduction

1.2 The Department for Work and Pensions exists to:

- contribute towards fair, safe and fulfilling lives, free from poverty – for children, people in work and retirement, disabled people and carers;
- reduce welfare dependency and increase economic competitiveness by helping people to work wherever they can and employers to secure the skills and employees they need.
- provide greater choice, personalisation and higher quality of service for customers where it is their interest and those of taxpayers,

1.3 In working towards these aims we are pursuing an established set of seven Departmental Strategic Objectives which drive all of our activities. These are:

Table 1

	Title	Aim
DSO1	Reduce the number of children living in poverty	Monitor the number of children living in workless households. Maximise maintenance payments from absent parents particularly in low income households.
DSO2	Maximise Employment opportunity for all	Work with employers to provide retraining and work experience to optimise opportunities for clients to move into employment.
DSO3	Improve Health and Safety outcomes	Reduce incidence of fatalities/major injuries in the workplace.
DSO4	Promote independence and well being in later life, continuing to tackle pensioner poverty and implementing pensioner reform	Maximise employment opportunities in the age group 50-69 and encourage take-up of appropriate benefits for the elderly, implement pension reform and encourage and facilitate private pension saving.
DSO5	Promote equality of opportunity for disabled people	Improve choices and opportunities for disabled people by removing barriers to economic and social participation and promoting equality.
DSO6	Pay our customers the right benefit at the right time	Reduce under/overpayments of benefit attributable to error/fraud.
DSO7	Make DWP an Exemplar of effective Service Delivery to individuals and Employers	Provide efficient/effective service to clients and employers.

- 1.4 The impacts of climate change on people will shape not only what the Department needs to do to adapt– so that it can continue to successfully deliver its objectives – but also shape how we work with colleagues across government to deliver effective solutions. This plan currently covers the Department and its executive agencies. We also intend to expand our work on Climate Change Adaptation to include our key Non-Departmental Public Bodies (Health and Safety Executive, Remploy and Child Maintenance and Enforcement Commission). Our aim will be to encourage their understanding of, and active contribution to, climate change adaptation.
- 1.5 The Department has contact with every person in the country at some point in their lives; for many people we provide key financial support when they need it most, and it is possible that these instances may increase as climate change impacts intensify in frequency and scale. Our focus for climate change adaptation must therefore be “people” based, but we will also need to understand and quantify the consequent potential financial increases in both benefit expenditure and running costs (Departmental Expenditure Limit and Annually Managed Expenditure) to the Department. As climate change adaptation work is in the early stages, this plan has been based on the assumption that no specific adaptation activities have been undertaken, or are planned, for the identified impacts. Ongoing development will identify and review any such activities already under way, ensuring they align with the overall strategy.
- 1.6 Vulnerability to the impacts of climate change is likely to depend upon a wide range of factors, not confined to age or income – for example, older people and pensioners, people with disabilities or chronic health conditions, geographic communities living in places susceptible to the impacts of severe weather events. The impacts on these groups may well vary – but without appropriate adaptation responses being developed it is possible that the impacts of climate change may drive more people into poverty. This is an area where ongoing research would be beneficial. It is, however, widely accepted that societies most vulnerable are likely to suffer disproportionately from the impacts of climate change. As a result they may therefore require increased support or alternative approaches to help them adapt successfully.
- 1.7 We have used this assumption, coupled with existing research and the latest UK Climate Projections (UKCP09) as the basis for this plan. The Stern Review¹ identified that cross cutting, early actions were the best way to minimise, reduce or even remove altogether many of the potential negative impacts on society. As work on adaptation develops we will need to use new and emerging research to help inform our future planning, look at existing data in the light of climate change predictions and develop methodologies that will enable us to quantify the undoubted financial and societal benefits associated with early adaptation.

¹ Review on the Economics of Climate Change: Lord Stern: October 2006

- 1.8 It is also important that, as specific adaptation strategies are developed, they align with our Departmental Strategic Objectives to ensure that they do not impact adversely on vulnerable groups or compromise the delivery of our objectives.

2.1 Governance

- 2.2 Currently, the governance for Climate Change Adaptation mirrors the existing overarching governance for sustainable development (as detailed in our Sustainable Development Annual Report and other associated sustainability publications). The Senior Responsible Officer for Climate Change Adaptation is the Department's Finance Director General. We will keep these arrangements under continuous review, particularly as work develops around our policy priorities. We will work with colleagues across existing sustainability networks to embed climate change adaptation, as a major theme of sustainability, into key policies, strategies, processes and systems.
- 2.3 DWP has a well developed approach to sustainable development, within which this stream of work currently resides, and further information on this can be found within our Sustainable Development Action Plan, Sustainable Development Annual Report and Carbon Reduction Delivery Plan. Reporting progress on climate change adaptation will feature as part of ongoing sustainability reporting arrangements. We will also provide progress updates to the Adapting to Climate Change Programme.
- 2.4 Initially the Sustainability and Climate Change Team will provide the co-ordinating role for climate change adaptation within DWP and act as the broker between policy and operational colleagues, Other Government Departments and key external stakeholders. This will include managing the interaction with the Adapting to Climate Change Programme (DEFRA). The aim, however, will be to quickly **embed** adaptation into policy and strategy development.

3.1 Key Climate Risks for the Department

- 3.2 Identification of the key climate risks for DWP has been an ongoing process and this Adaptation Plan references a number of key pieces of preliminary work:-
- An initial, internal study undertaken in 2003
 - A 2007 Scoping Study commissioned by the Department from the Met Office.

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- An internal, workshop based review of impacts using the 2009 Climate Projections (UKCP09) and standard departmental risk assessment methodology.
- Cross Government Climate Change Adaptation workshops and ongoing dialogue with the Adapting to Climate Change Programme.

3.3 The following key climate changes are those which have been identified as posing the greatest risks to people:-

- Warmer, wetter winters,
- Hotter, drier summers,
- Increased incidence of severe weather events (e.g. extremes of heat, flooding).

3.4 The following table summarises the results of this ongoing process. We have identified a range of issues which may have direct impacts (for example, to our operations). Many of our risks are, however, driven by indirect impacts – that is, our customers experience the impacts, which then in turn affect how they interact with the Department. Whatever the impact, it makes sense to identify and assess as fully as possible the effect these may have on the Department and plan accordingly.

Table 2

Risk
<p>Climate related migration – as the climate changes globally, some areas of the world may suffer disproportionately, which may lead to an increase in environmental migration. Direct cause and effect relationships between climate change and migration are difficult to establish. The factors motivating any decision to migrate are complex and difficult to forecast. The Department of Energy and Climate Change and the Home Office are therefore sponsoring a project by Foresight, in the Government Office for Science, to look at how future environmental change could affect human migration in the long-term around the world. This will provide Government with a better understanding of the long term impacts on migration and the challenges and opportunities it could bring and how these might be addressed. Although there is great uncertainty, there is a clear possibility that climate change could lead to increased global migration.</p> <p>We share an interest in this with the Home Office, Department for Children, Schools and Families and the Department for Communities and Local Government.</p>
Summary of DSO Impacted:
<p>As understanding of this impact is at an early stage the probable long term impact on Departmental Strategic Objectives is not yet known. There is, however, potential for it to impact across the full range of DWP customers and the services/benefits delivered/required.</p>

Risk
<p>Lack of adequate insurance – as the incidence of severe weather events increase, there is a possibility that already vulnerable groups (vulnerability can be related to a range of reasons such as income, location, demographics) will be faced with an escalating risk of suffering losses (due to increased severe weather events), coupled with a lack of resources to take appropriate measures to address these risks. This connects the ability to secure adequate insurance with the risk based nature of insurance provision.</p> <p>We share an interest in this with HM Treasury, the Department for Business, Innovation and Skills, and the Department for Children, Schools and Families.</p>
Summary of DSO Impacted:
<p>This may in turn lead to increased claims on Social Fund (AME expenditure) from all groups and/or wider impacts on employment or social deprivation.</p> <p>DSO1 - Reduce the number of children living in poverty DSO4 - Promote independence and well being in later life, continuing to tackle pensioner poverty and implementing pensioner reform DSO 5 - Promote equality of opportunity for disabled people</p>

Risk
<p>Cost of basics – climate change may begin to impact on the availability and costs of production of key basics such as water, energy and food. As a result, costs to the consumer (including those supported by DWP) may begin to rise.</p> <p>We share an interest in this with DEFRA, Cabinet Office, and the Department for Children, Schools and Families.</p>
Summary of DSO Impacted:
<p>If not addressed this will help to reinforce the poverty cycle and may lead to necessary increases in benefit payments (AME expenditure).</p> <p>DSO1 - Reduce the number of children living in poverty DSO4 - Promote independence and well being in later life, continuing to tackle pensioner poverty and implementing pensioner reform DSO 5 - Promote equality of opportunity for disabled people</p>

Risk
Health – climate change may lead to changing patterns in health, for example

rising levels of extreme heat may lead to increased accidents both minor and major (sleep deprivation etc), new diseases and health complication which are exacerbated by heat. A corresponding decrease in cold weather may bring some related health benefits.

We share an interest in this with the Department of Health and the Department for Children, Schools and Families.

Summary of DSO Impacted:

All groups, but particularly the elderly, children and those with pre-existing respiratory conditions, may experience increased health problems. They may require additional support to cope with the challenges brought by a changing climate which in turn may lead to increases in AME expenditure, create employability impacts, increase the risk of work related accidents, and help to reinforce the poverty cycle.

DSO1 - Reduce the number of children living in poverty

DSO 3 - Improve Health and Safety outcomes

DSO4 - Promote independence and well being in later life, continuing to tackle pensioner poverty and implementing pensioner reform

DSO 5 - Promote equality of opportunity for disabled people

Risk/Opportunity

Employment – many climate change impacts may lead to changes in employment. There are likely to be opportunities which need to be identified and managed. Many different skills will be needed to help the UK build a climate resilient economy, ranging from degree level skills on risk management and strategic planning, architecture, planning design to more practical skills around retrofitting and manufacture. Business leaders, managers and workforces in all sectors need to develop their skills and knowledge to deal effectively with opportunities and risks.

The wider climate impacts on employment – such as travel to work, health and safety issues etc and the long term impacts of severe weather events, also need to be explored and evaluated.

We share an interest in this with the Department for Business, Innovation and Skills.

Summary of DSO Impacted and Implications:

DSO2 - Maximise Employment opportunity for all

4.1 Policy Priorities – The Adaptation Plan

- 4.2 Our immediate and ongoing priority must be to increase our understanding of how the potential impacts of climate change might affect our vision and priorities, scrutinise existing management information resources to help build the evidence base and to raise awareness of the issue with policy and decision makers.
- 4.3 We need to identify and evaluate information from a growing pool of research across academia and government. We need to identify the information that we already hold, which could be applied to climate change impacts to provide a sound evidence base for the assumptions which have been made so far. This includes specifically referencing data and qualitative analysis of impacts on operations of recent severe weather events. We also need to identify any gaps in our information or new information which climate change will necessitate. We can also then calculate the potential costs which might fall to the Department if adaptation is inadequate, helping to develop a sensible and reasonable way to identify where investments might best be made. We believe that potential adaptation measures need to be truly cross cutting – and should reflect the costs and benefits of both direct and indirect climate change impacts in identifying the best adaptation priorities for the UK.
- 4.4 Initially, ownership of all the following actions on each priority will rest with the Sustainability and Climate Change Team in conjunction with key policy representatives on the Sustainable Development Delivery Group, overseen by the Department’s Finance Director General as Senior Responsible Officer. As work develops, that ownership will change, moving to designated policy leads to ensure integration with core policies and objectives. The Sustainability and Climate Change Team will maintain a co-ordinating role, and retain an interest as a main stakeholder, once the priority has become embedded with the relevant policy team.
- 4.5 Activities to raise awareness of climate change adaptation are addressed within the Capability section.
- 4.6 Initial actions are given for the following year only. It is the intention to review progress against these at the end of 2010 and develop a revised set of actions to cover 2011.

Table 3

1. Understanding the impacts that climate change will have on people. (This is an overarching priority relevant to all risks).

There is a need for ongoing research to fully understand climate change as a social issue - what the impacts might be on people. DWP is a social resource and is well placed to understand the potential risk and costs so that we can base our future planning on more concrete evidence.

<p>Work already commissioned with the Met Office to provide a more detailed understanding of how the climate (or weather events) might impact on our current objectives.</p> <p>Share results of our revised Met Office work with key internal stakeholders and relevant colleagues in other Government Departments.</p> <p>Share with Department for Children, Schools and Families, Department of Health, Department for Communities and Local Government and Cabinet Office an initial assessment of the impacts of climate change on children and child poverty objectives and initiatives.</p> <p>Establish our register of research and studies on climate change and people, and agree an ongoing schedule to share with key internal stakeholders and relevant colleagues in other Government Departments.</p> <p>Provide a contribution to the work of the Adapting to Climate Change Programme on building the evidence base for the impacts of climate change on vulnerable groups.</p> <p>Explore the potential for including climate change adaptation issues within any new or programmed data analysis work.</p> <p>Review and update this adaptation work programme</p>	<p>Complete by; 31st March 2010.</p> <p>30th June 2010</p> <p>30th June 2010</p> <p>30th September 2010</p> <p>30th September 2010</p> <p>31st March 2011.</p> <p>31st March 2011.</p>
<p>2. Provision of adequate or alternative risk provision for vulnerable groups at most risk.</p>	
<p>Identify key internal stakeholders and external leads.</p> <p>Undertake an initial exercise to identify existing and planned relevant research (e.g. analysis on socio-economic impact of extreme weather events) to include within our research register.</p> <p>Identify relevant existing data to provide evidence of potential financial impact to contribute to cross Government work on this area.</p> <p>Ensure the Department is represented in discussions with</p>	<p>30th September 2010</p> <p>30th September 2010</p> <p>31st March 2011</p> <p>31st March 2011</p>

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<p>other interested departments, such as HM Treasury, the Department for Business, Innovation and Skills, the Department for Communities and Local Government, the Department for Environment, Food and Rural Affairs, the Department for Children, Schools and Families, and others.</p>	
<p>3. Climate related migration</p>	
<p>Identify and establish contact with our key internal audience and external stakeholders.</p> <p>Identify any existing DWP data streams or forecasting tools that might help to clarify the scale of risk.</p> <p>Ensure the Department engages with colleagues in the Department for Communities and Local Government, the Department for Children, Schools and Families, the Department of Health, Department for International Development, the Home Office and others on this issue.</p>	<p>30th September 2010</p> <p>31st March 2011</p> <p>31st March 2011</p>
<p>4. Costs of basics (food, energy and water).</p>	
<p>Identify and establish contact with our key internal audience and external stakeholders.</p> <p>Identify relevant existing and planned research (e.g. a new Foresight study will consider the fluctuating trends of commodity prices over the coming year) to include within our research register. This will provide us with a stronger basis on which to assess the potential implications for those on lower incomes.</p> <p>Feed into discussions with other interested departments, potentially the Department for Energy and Climate Change (hot weather payments), HM Revenue and Customs and Department for Environment, Food and Rural Affairs (water). Once agreed scenarios are developed we will look to undertake analysis of impacts on vulnerable groups and individuals.</p>	<p>30th September 2010</p> <p>30th September 2010</p> <p>31st March 2011</p>
<p>5. Health impacts on the population and client groups</p>	
<p>Identify key internal and external stakeholders – particularly focusing on Health and Safety.</p> <p>Identify relevant existing and planned research to include</p>	<p>30th September 2010</p> <p>30th September</p>

<p>within our research register.</p> <p>Explore potential with the Department of Health, the Department for Children, Schools and Families, the Department for Communities and Local Government and others for commissioning new and/or sharing existing work on identifying health impacts, such as those resulting from:</p> <ul style="list-style-type: none"> • direct weather events, • temperature rises, • new diseases • mental illness as a result of family/domestic stress 	<p>2010</p> <p>31st March 2011</p>
<p>6. Employment</p>	
<p>Identify and establish contact with our key internal audience and external stakeholders.</p>	<p>30th September 2010</p>
<p>Identify relevant existing and planned research to include within our research register.</p>	<p>30th September 2010</p>
<p>Explore potential for working with Department for Business, Innovation and Skills on employment opportunities and identifying skills for climate change adaptation and mitigation.</p>	<p>31st December 2011</p>
<p>Consider workforce effectiveness (impacted by climate change) in association with Department for Children, Schools and Families (learning).</p>	<p>31st December 2011</p>
<p>Work with the Cabinet Office to ensure that advice on buildings insurance reaches third sector asset owners.</p>	<p>31st December 2011</p>

5.1 Partnership

5.2 It is clear that we need to build relationships with colleagues, based on our key themes and priorities, within the Department and across wider government. There needs to be a co-ordinated approach to themes and topics to ensure that commissioned research is not duplicated and that the evidence base, as it is built, serves the largest audience. Initially the Sustainability and Climate Change Team will help to broker relationships between all interested parties, and will, within the existing governance structure, particularly via the Sustainable Development Delivery Group, foster

engagement across the Department, its executive agencies and Non Departmental Public Bodies.

- 5.3 It is particularly important to ensure that as adaptation measures are developed across government they do not adversely impact on our customers, or the delivery of our objectives. Also that our measures do not impact adversely on the objectives of other departments. We need to ensure that the Department is represented in ongoing discussions.
- 5.4 The following are highlighted as potential partnerships, and we will work over the coming year to develop these themes and foster a contact network :
- Home Office – environmental migration
 - Department for Communities and Local Government – work on people/communities/homelessness
 - HM Treasury – lower levels of employment will affect the economy
 - Department for Business, Innovation and Skills and HM Treasury - insurance
 - Department for Business, Innovation and Skills – opportunities for new jobs in the adaptation sector, impacts on employers and employment, and tourism
 - Department for Energy and Climate Change – affordability of energy for cooling (similar to winter fuel benefit)
 - Department for Environment, Food and Rural Affairs - water
 - Department for Communities and Local Government, Department for Children Schools and Families, Cabinet Office – vulnerable people
 - Office for Government Commerce – risks to departmental estate
- 5.5 We will also consider, between now and 2012, how we might develop partnerships with a wider audience – such as key suppliers, third sector organisations.

6.1 Operational Activities:-

- 6.2 This section looks at risks to our operations - how we deliver our business. The Department has extensive networks, both physical and virtual, that allow it to interact with customers in a variety of ways. For example, in times of emergency we are able to provide immediate financial support. The Department will need to ensure it remains able to meet the changing needs of customers.

Table 4

Property Asset Management (PAM)
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The Department is changing to meet the needs of our customers more effectively. As a consequence, the size and nature of our estate must also change so that we can deliver the services our customers want, either online, by telephone or through face to face contact. By the end of CSR07 we will have reduced our estate by around 28% since the Department was formed, vacating over 800 buildings and substantially improving the operational efficiency of most retained buildings.

For SR10 our critical focus will be to adopt property strategies that:

- seek value for money from buildings that are retained, rather than necessarily the least cost;
- take advantage of advances in communication and information technology to support new and more flexible work patterns that are responsive to customer and staff need;
- enable wider collaboration and co-location across central and local government; and
- support increased adaptation to the effects of climate change

Estate Management

Detailed information about our estate is given within both our Sustainable Development Action Plan and our Sustainable Development Annual Report.

We will work to deliver the adaptation target contained within the new Sustainable Operations on the Government Estate (SOGE) framework. With reference to a 2010/11 baseline, we will reach Level 4 preparedness to the impacts of climate change by 2014/15 and maintain this level (with implementation to be assessed in 2015/16 and 2016/17). In conjunction with our Estate Partners, Telereal Trillium, we will assess the specific climate risks the estate faces, our level of preparedness for the impacts of climate change and what measures are needed to adapt to the impacts. Progress and monitoring will be undertaken within the SOGE framework. Measures for adaptation will be embedded within the new DWP Estate Strategy.

The Department will share with the Department for Communities and Local Government evidence and ideas on building, running and heating workplaces.

Procurement

The Department recognises the need to promote action to adapt to climate change through commercial activities. Climate change issues will be included in future awareness training developed and delivered to commercial staff and built into policies, process and tools wherever possible. Suppliers will be engaged, and specific communications will take place in contracts that are felt to have

significant impacts. The DWP Sustainable Procurement Risk Assessment Methodology (SPRAM) will be revised to include a stronger focus on climate change and this will be used to identify and impact high risk contracts. Category Teams will be required to assess their existing and future contracts to establish risk in this area and will be required to demonstrate what measures are planned to reduce potential impacts.

Business Continuity

The Sustainability and Climate Change Team will work with Business Continuity colleagues to identify best practise from recent weather related events, and raise awareness of climate change adaptation. We will undertake analysis to better establish the risk to our current estate and operations.

Information and Communications Technology

The Department's strategy for Information and Communications Technology (ICT) will deliver modernised, flexible and innovative services that enable us to meet the needs of our customers more effectively and adapt quickly to climate change and its effects on society.

The Department runs some of the largest IT systems in the world, delivering essential public services. Our aim is to deliver a range of modern technologies that will put the Department's ICT in the best position to respond to climate change and energy challenges. We will continue to deliver resilient services via a range of on-line and telephony channels that are quick, accessible and socially inclusive.

Our contract models and supplier relationships are designed to generate innovation and make best use of exemplar technologies. We will leverage these relationships to drive down costs, safeguard continuity of supply, and deliver innovative ICT solutions to support collaborative working and business models that are responsive to customer requirements (e.g. increased virtuality or flexible and home working).

We will also take a leading role in sharing IT services across the public sector, in line with the Government's IT strategy. We are developing adaptable, future-proofed ICT systems and capabilities with the potential for sharing with other public sector service providers. This strategy will enable more joined up and responsive services for the citizen.

We will mandate the use of sustainability and climate change impact assessments at the outset for policy decisions, strategies and projects. This will ensure that the ICT systems and applications we are designing and implementing now continue to support our climate change adaptation strategy to SR10 and beyond.

The Change Programme

The Department has underway an extensive Change Programme committed to treating customers well, delivering the right result, responding on time, improving access to service and making DWP a great place to work. Many of the initiatives should implicitly help to mitigate against the impacts of climate change. However, we need to develop systems that allow us to capture, assess and promote these explicitly, using the Change Programme to enable adaptation measures to be developed and delivered successfully.

7.1 Capability

7.2 Successful delivery of some of the Department’s key objectives in the long-term will depend on our ability to identify, assess and manage the risks that arise from the impacts of future climate change. Further work is being taken forward to build the Department’s current capacity to address these risks. Actions include establishing clear leadership and developing stakeholder partnerships to share information, identify research needs and pursue work on climate impacts and adaptation. Further work is also being done make climate change a more recognised issue amongst policy, operational, and corporate teams. At the same time we will raise awareness of climate change with all our staff and encourage their participation in generating new ideas and solutions. Our initial focus must also be to ensure we have the right skills and capacity across the Sustainability and Climate Change Team (SCC Team), and the wider departmental sustainability community, to address climate change.

Table 5

<u>Gap/Weakness identified</u>	<u>Solution/Action</u>	<u>Measure</u>	<u>SRO/lead team</u>	<u>Start date/ Completion Deadline</u>
LEADERSHIP				
We need to ensure that the Department’s leaders are climate change literate, and recognise the need to consider and review the potential impacts of climate change on our vision and priorities.				
Departmental leaders need to fully understand the potential impacts of Climate Change on DWP business	Use UKCP09 Climate Projections and the development of this adaptation plan to continue to raise awareness.	Presentations and submissions to senior corporate and business boards	Sustainable Development Delivery Group	1 st April 2010 - 31 st December 2010

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	Undertake a survey/review of departmental leaders to assess current knowledge of CC impacts	Assess results of survey - if necessary design an action plan to build knowledge	SCC Team	1 st September 2010 - 31 st January 2011
Potential to work with other government departments to raise awareness of CC impacts not currently being exploited	Make contact with leads in OGDs to share best practice		SCC Team	1 st April 2010 - 31 st March 2011
POLICY and STRATEGY				
We need to ensure that people involved in the development of policies and strategies have an awareness of climate change adaptation and its potential impacts on DWP.				
Awareness of climate change adaptation amongst policy and decision makers.	Publicise supplementary Green Book guidance – Accounting for the effects of climate change.		Sustainable Development Delivery Group Policy Team Leads	1 st June 2010 - 31 st March 2011
Policies need to demonstrably take account of climate change and the adaptations required	Analyse current policies for synergies with climate change adaptation		Sustainable Development Delivery Group Policy Team Leads	31 st March 2011
	Circulate/promote our research register		SCC Team	1 st October 2010 - 31 st March 2011
PEOPLE				
We need to gauge what is an appropriate level of awareness of climate change adaptation for our people to have, so that we can provide the right levels of information.				
General staff awareness of the implications of climate change on DWP business.	Assess current availability of information on climate change impacts	Develop and promote sound communication tools.	SCC Team	1 st April 2010 - 31 st March 2011

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Encourage staff to contribute ideas and solutions for climate change adaptation.	Promote “feedback” for ideas on the intranet site.	Extend current feedback mechanisms to focus on climate change adaptation.	SCC Team	1 st April 2010 - 31 st March 2011
PROCESS				
We need to ensure that key staff are aware of climate change adaptation and have the appropriate levels of information and tools to reflect it where appropriate.				
Embed Climate Change Adaptation within all relevant processes e.g. LEAN project	Identify key processes and procedures with appropriate contacts.	Develop priority list for action.	SCC Team	1 st April 2010 - 31 st March 2011
PARTNERSHIP				
It is important that partnerships are built across the Department and wider government.				
Network of contacts across Government to promote partnership working in the climate change adaptation arena	Establish contacts within other relevant departments to promote partnership working in common adaptation areas		SCC Team /OGD leads	1 st April 2010 - 31 st March 2011

8.1 Glossary

AME	Annually Managed Expenditure
CC	Climate Change
CSR	Comprehensive Spending Review
DEFRA	Department for Environment, Food and Rural Affairs
DSO	Departmental Strategic Objective
DWP	Department for Work and Pensions
ICT	Information and Communications Technology
IT	Information technology
OGD	Other Government Department
PAM	Property Assess Management
SCC Team	Sustainability and Climate Change Team
SOGE	Sustainable Operations on the Government Estate – government wide targets
SPRAM	Sustainable Procurement Risk Assessment Methodology
SR	Spending Review
SRO	Senior Responsible Officer/Owner