Climate Change Assessment Tool

Guidance Document

RESOURCE EFFICIENT SCOTLAND

Growth that doesn't cost the earth

A programme from **ZERO WASTE SCOTLAND**

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Contents

Executive Summary

Written for Scottish Public Sector organisations, the aim of this toolkit is to help organisations self-evaluate their performance under the Climate Change (Scotland) Act Public Sector duties, identify the key priority areas and actions for improvement and prepare themselves for 2020 and beyond.

For organisations that are still developing their climate change processes, putting effective foundations in place in terms of governance, data, staff training and communications will help prepare for climate change leadership after 2020. For organisations with a desire for a more sophisticated, integrated approach to climate change, there is a range of activities that can be undertaken, appropriate to readiness and objectives.

CCAT uses the organisational responses to questions to create a targeted and achievable action plan to help guide the short-term improvement plan. This can form the basis of discussion within the organisation and should help prioritise the most effective actions for performance improvement. Action plans are for the year ahead and can be reviewed and refined year on year in readiness for 2020.

The tool has been designed in Excel to work on both current and older versions of the software and is easy to use and navigate between topics and questions. The tool can be run up to five times and will store the results of each 'run' so that organisations can see their progress over time.

It is envisaged that CCAT will be completed by organisations in a workshop setting, with multiple contributors helping to foster a balanced and fair self-assessment. This guidance document provides step by step instructions for running a CCAT workshop and there is also an accompanying slide pack, with exercises and notes, available as part of the CCAT package.

Foreword from the Minister

Given the size and scale of the Scottish public sector and its significant consumption of products and services, there are considerable opportunities to improve resource use, and deliver continuous improvements in resource efficiency. This is particularly important given the plan to introduce 'Required Reporting' against the Public Bodies Duties in the Climate Change (Scotland) Act later this year.

Clearly, there is already much being done across the sector, including; carbon management plans, climate change adaptation plans and sustainable procurement policies, all of which can and do deliver positive outcomes. However, it is generally accepted by practitioners that performance would be enhanced if a robust assessment and improvement framework was in place, and actively championed by, senior management.

For senior managers to fully understand how best to improve climate change performance, it's important they have a consistent and comparable understanding of their management of climate change operations. For this reason the Public Sector Climate Leaders Forum has supported the development of a holistic Climate Change Assessment Tool (CCAT) that will provide such information for 'climate leaders'. Progress can be monitored in a structured manner and year on year improvements self-assessed on a sliding scale, with all organisations encouraged to work toward 'exemplar' status.

CCAT has been developed by Resource Efficient Scotland (a programme of Zero Waste Scotland) in partnership with several key stakeholders. The outputs are designed to complement, inform and support existing climate change policies and practices already operated by the public sector. Leaders and practitioners alike are strongly encouraged to use the self-assessment tool in order to:

- *assess their climate change credentials;*
- *identify organisational strengths and weaknesses;*
- *drive continuous improvement regarding carbon management; and*
- *focus resources on key areas to improve sustainability, reduce emissions and costs.*

I hope to see a good take up of CCAT by climate leaders across the Scottish public sector and beyond, and ask you to join me in this critical endeavour, working together to create a low carbon Scotland and safeguard Scotland's future.

Dr Aileen McLeod – Minister for Environment, Climate Change and Land Reform

Chair of Public Sector Climate Leaders Forum

March 2015

1 Introduction

1.1 Aims of the Climate Change Assessment Tool

The aim of this toolkit is to help public sector organisations understand their status in readiness for 2020, against a range of climate change mitigation and adaptation activities.

Short term success is relatively easy when considering elements such as carbon reduction. The risk is that if efforts are concentrated solely on the meeting the first phase of carbon reduction targets, it will be progressively harder to find opportunities to reduce emissions (mitigation) and also prepare their estate and staff for impacts (adaptation). But by putting effective foundations in place in terms of governance, data, staff training and communications, organisations can prepare themselves for climate change leadership after 2020. For organisations with a desire for a more sophisticated, integrated approach to climate change, there is a range of activities that can be undertaken, appropriate to readiness and objectives.

The result of using this tool is an action plan that will provide transparency within organisations and with the Scottish Government. Honest appraisal of where each organisation is at in terms of meeting targets and implementing plans and activities should lead to performance improvement.

Organisations tend to focus on particular aspects of climate change and many organisations have become skilled at managing certain aspects of climate change but it is more than likely that there remain areas where activity is not yet planned, begun or is behind on delivery. Customisable to reflect different sectors and individual organisations, this tool is designed to help identify key action areas and produce an action plan specific to each organisation.

The CCAT uses the organisational responses to questions to create a targeted and achievable action plan to help guide the short-term improvement plan. This can form the basis of discussion within the organisation and should help prioritise the most effective actions for performance improvement. Action plans are for the year ahead and can be reviewed and refined year on year in readiness for 2020.

1.2 Mitigation versus adaptation

CCAT is designed to help organisations get ready for 2020; however, it is important to recognise that climate change action has two key components: mitigation and adaptation.

Mitigation refers to efforts to prevent or reduce emissions of greenhouse gases (GHGs). Mitigation activities could involve incorporating new technologies such as LED lights or using renewable energy rather than fossil fuels. It can also involve changing management practices or behaviours to reduce the impact of existing activities on greenhouse gas emissions. A third activity is the protection and enhancement of biological carbon stores such as peat bogs and forests. The key element of mitigation activities is that they are aimed at reducing the negative impact that an organisation has on the climate.

Adaptation to global warming is an organisation's response to climate change that seeks to reduce the vulnerability of built, social and biological systems to climate change effects. The key element of adaptation is that it is aimed at reducing the negative impacts of climate change on an organisation's ability to deliver services. The earlier that adaptation is planned and implemented, the less it will cost and the better equipped the organisation will be to cope with potential changes.

It is important that organisations develop strategies and actions around both of these key components. Mitigation is fundamental if we want to have a chance at limiting global

temperature rises to more manageable levels. However, even if emissions are stabilized relatively soon, climate change and its effects will last many years and adaptation will be necessary for organisations to function effectively.

1.3 Principles of progress for fighting climate change

The tool is based on a number of principles about how organisations need to approach climate change mitigation and adaptation. These principles, listed below, are general but apply to most public sector organisations most of the time:

1) Targets and strategy might vary between different public sector organisations but the general activities required to deliver both mitigation (emissions reductions) and adaptation (risk assessment and reduction) are likely to be similar across organisations;
2) Climate change is complex, and a successful strategy requires integrated action across multiple areas, a variety of skillsets and knowledge from staff and commitment of resources from management;
3) Process improvements in different action areas can be broken down into a number of logically sequenced steps and although it is possible for organisations to leap from the bottom step to the top, the easiest approach is normally to climb up most of the steps; and
4) There are some areas of climate change action that are fundamental for progress and act as foundations and it is important to get these right at the start, whereas there are other actions which enable organisations to move to the next level of opportunities post-2020 but need to be built on solid foundations.

1.4 Public Sector Requirements

The requirement for a tool like CCAT was born out of the realisation that organisations required:

- A consistent and comparable understanding of how they are currently performing;
- The capability to monitor and review progress over time;
- A tool that can capture year on year improvement within a structured framework;
- The ability to generate an individual action plan to address priority areas; and
- An evaluation tool to complement and support the existing climate change reporting standards.

1.5 The relationship between CCAT and the Climate Change Duties Report

The Climate Change (Scotland) Act places duties on public bodies with respect to climate change. The duties of the Act (Section 44) require that a public body must, in exercising its functions, act:

- In the way best calculated to contribute to delivery of the Act's emissions reduction targets;
- In the way best calculated to deliver any statutory adaptation programme; and
- In a way that it considers most sustainable.

The Act also allows Ministers, by Order, to impose other climate change duties, to require reports on compliance with climate change duties, and to designate one or more bodies or persons to monitor compliance and to carry out investigations. Mandatory (statutory)

reporting on the public bodies' duties is now being developed in the context of a review of public sector emissions reductions following a commitment in RPP2.

Starting as a voluntary submission in October 2015 and becoming mandatory for major players in subsequent years, the Climate Change Duties (CCD) Report is being developed as a way of:

- Improving data on the actual quantity and sources of emissions from different sectors and organisations;
- Gaining knowledge of targets relating to climate change and progress against these;
- Understanding what carbon reduction projects are being planned and undertaken; and
- Understanding the progress of the public sector to adaptation challenges.

The CCD Report is also designed to help organisations:

- Be able to report emissions data and project data confidently;
- Self-assess their progress towards targets and likelihood of meeting them; and
- Explain what they are doing well and where they need to improve or need help.

The template for the Climate Change Duties Report is still to be finalised after public consultation, however, it is likely to have a required section that will be common to and completed by all major players. CCAT has been developed in conjunction with the required section of the CCD report template and is designed to support organisations by providing a self-evaluation tool and action plan for improvement that can be used annually as part of a performance improvement process for climate change.

1.6 The development of CCAT

A number of organisations and individuals have provided input into the format and content of CCAT during development. These organisations include:

- The Scottish Government;
- Resource Efficient Scotland;
- Health Facilities Scotland;
- Sustainable Scotland Network;
- Adaptation Scotland;
- Scottish Enterprise;
- Scottish Natural Heritage;
- Scottish Environment Protection Agency;
- The Environmental Association for Universities and Colleges;
- Audit Scotland, Renfrewshire Council, Aberdeen City Council and East Lothian Council and
- All the participants of the CCAT training workshops.

2 The Climate Change Assessment Tool

2.1 Introduction

This section provides an overview of the format and contents of the Climate Change Assessment Tool. It contains diagrams of the format and a break-down of the question set. The question guide is also provided within the tool via a help button for each question.

2.2 Format of CCAT

CCAT has been designed in Excel to work on both current and older versions of the software. The tool has been designed for ease of use and straightforward navigation between topics and questions. CCAT has been developed for use by all types of public sector organisation within Scotland; for this reason, certain questions will require some interpretation within individual organisations.

The tool can be used up to five times and will store the results of each 'run' so that organisations can see their progress over time.

It is envisaged that CCAT will be completed by organisations in a workshop setting, with multiple contributors helping to foster a balanced and fair self-assessment. In order to support the delivery of this workshop, there is a slide pack available to accompany this guidance document.

2.3 Topics within CCAT

There are five topics within CCAT, containing a total of 28 questions. The five topics are:

- Governance – seven questions;
- Emissions – six questions;
- Adaptation – six questions;
- Behaviour – five questions; and
- Procurement – four questions.

Within CCAT there are two types of question format:

1) Questions where organisations are asked to select one out of the five possible levels of achievement (0 to 4) where 0 is the base level of achievement and 4 is considered 2020-ready; and
2) Questions where organisations are asked to agree or disagree, or answer yes or no, to a series of statements about their processes, plans and outcomes.

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Figure 1: CCAT diagram

Climate Change Assessment Tool				
Governance	**Emissions**	**Adaptation**	**Behaviour**	**Procurement**
Question 1a	Question 2a	Question 3a	Question 4a	Question 5a
Question 1b	Question 2b	Question 3b	Question 4b	Question 5b
Question 1c	Question 2c	Question 3c	Question 4c	Question 5c
Question 1d	Question 2d	Question 3d	Question 4d	Question 5d
Question 1e	Question 2e	Question 3e	Question 4e	
Question 1f	Question 2f	Question 3f		
Question 1g				
Select one	Agree/Disagree	Yes/No	Select one	Select one

2.3.1 Topic guide

The follow table provides a summary of the five topics within CCAT. The colour coding matches the colours used within CCAT for easy navigation.

Table 1: CCAT topics

Governance	Governance broadly refers to the mechanisms, processes and relations by which organisations are controlled and directed. The governance structure for climate change needs to incorporate strategy and activity around both mitigation and adaptation This section covers organisational commitment to the climate change agenda, how far up accountability for action goes, progress on reporting, auditing, communicating and embedding climate change and whether an organisation has a performance improvement plan covering climate change.
Emissions	Emissions covers the carbon management aspect of climate change action. It includes having a strategy, plan and targets to reduce emissions and covers the appropriate boundaries, data collection, calculation and reporting of the footprint. It also covers actions to reduce the carbon footprint through the implementation of reduction projects.

Adaptation	Adaptation is designed around Adaptation Scotland's 5 Steps to managing climate risks. There are five questions, covering actions from each of the steps and one further question to cover the Scottish Climate Change Adaptation Programme and the responsibilities of the public sector with respect to delivery of the objectives within this.
Behaviour	Behaviour refers broadly to what staff understand by climate change action and what is done as a results of this. This covers a variety of areas around staff within the organisation, including behaviour and awareness, communication, devolution of responsibility for targets and incorporation of climate change into job roles.
Procurement	Procurement is the acquisition of goods, services and works from an external source. The public sector spends a great deal of money of procuring a very wide range of goods and services, from paper clips to new buildings. Understanding the implications of these purchasing decisions with respect to climate change and using this knowledge to make better long term decisions is therefore a key objective.

2.3.2 Question guide

This tables below go through each question by topic in turn to provide some additional interpretive guidance about what each question means and what information it is designed to elicit.

These notes are also be accessed within CCAT by pressing the **?** button on any question.

Table 2: Governance

Question 1a: How committed is your organisation to climate change action?
An organisation's key objectives are likely to be listed in the corporate plan or equivalent document (e.g. strategic plan, business plan etc.). It is considered important to have an explicit mention of climate change within these objectives and for it to be clearly documented (either in the corporate plan, or referenced elsewhere) how these objectives will be achieved and who within the organisation is accountable for achieving them. Climate change in this context should include both mitigation (reducing the organisation's impact on climate change) and adaptation (reducing the impact of climate change on the organisation). The corporate plan might also reference other documents within the organisation where climate change objectives are stated but it is considered better practice to have clearly stated these within the main document.
Question 1b: How far up does accountability for climate change action extend in your organisation?
Accountability is defined as the obligation of an organisation or named individual to account for its activities, accept responsibility for them and disclose the results in a transparent manner. Accountability can be defined as the ultimate responsibility. In order for climate change action to be given priority, resources and funding, the Chief Executive, or equivalent, needs to accept overall accountability for delivering against carbon reduction targets and adaptation programmes.

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Question 1c: How well has your organisation completed external reporting requirements?

This question is aimed at helping organisations understand where they are with respect to climate change reporting; most organisations should be meeting at least Level 2 which is that all mandatory reporting is up to date. If not, this is the area which requires immediate action and it will be flagged up in your action plan. The most advanced organisations will see reporting as an opportunity to actively inform and engage internally and externally.

The reporting requirements will depend on, among other factors, your sector, the size of your organisation and whether you are listed as a Major Player in terms of the Public Sector Duties in Part 4 of the Climate Change (Scotland) Act. It is important therefore for each organisation to draw up a full list of reporting obligations. It is suggested that this is done before running each CCAT workshop so that there is a list to refer to. Remember to include adaptation as well as mitigation reports and to flag up whether reports are mandatory and voluntary.

Question 1d: Does your organisation have an audit process for climate change reporting?

As reporting your organisation's emissions and climate change activity becomes part of the mandatory landscape, there is likely to be an increased appetite for GHG auditing (verification/validation of GHG inventory) which helps the organisation have confidence in the data that is being published. In addition, auditing can help identify process improvements in terms of data collection, management and documentation or it can identify underlying trends that the organisation has not yet spotted. Auditing can be an internal process, it can use peers within the sector, or it can be external.

Question 1e: How well is climate change action embedded in organisational plans, policies and strategies?

Climate change needs to break out of specific areas to become a successful campaign. That means that all activities within your organisation need to be considered in light of climate change mitigation and adaptation and evaluated to see if there is a way to amend these plans, policies and strategies in order to achieve objectives in a more sustainable manner.

Question 1f: Does your organisation have a communications strategy for climate change action?

As an organisation you might be successfully implementing strategies and plans to reduce your emissions and adapt to climate change but if awareness of activities, successes and challenges is limited to a small team of active participants, it will be difficult to achieve future emissions targets and maintain momentum.

Communication about climate change action is a key area. A communication strategy needs to have both internal and external components and to consider the variety of audiences.

Question 1g: Does your organisation have a performance improvement process for climate change action?

A performance improvement process is designed to identify where the organisation is succeeding and where it is failing against key objectives. The timing of the performance improvement process needs to be carefully scheduled to enable evaluation of key results and information but in time for useful changes to be made. CCAT can be used as both an evaluation tool and action plan for improvement.

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Question 2a: Does your Carbon Management Plan have a realistic target and strategy for achieving reductions?

This set of statements are all related to your organisation's Carbon Management Plan. This document might be called a different name but it will relate to your organisation's corporate emissions (also known as your carbon footprint or greenhouse gas inventory) and will cover emissions that your organisation is responsible for through its activities (both direct and indirect).

Carbon Management Plans provide a summary of your organisation's baseline emissions, and enable activity to be focussed towards delivering and implementing change that reduces greenhouse gas emissions, improves organisational efficiency and ensures environmental performance in line with internal policies and national targets.

For a Carbon Management Plan to be effective, it needs to have clearly stated drivers, objectives and strategy, a target based on a realistic forecast of Business As Usual and an achievable project list with agreed funding. The Carbon Management Plan should also have a clear governance and operational structure, enabling users to see how responsibilities and tasks are allocated and timetabled. A good Carbon Management Plan will be an instruction manual of how to achieve the target over the time period of the plan.

Question 2b: Does your organisation have a coherent set of targets for other activities or emission sources?

Many organisations will have specific targets for certain emission sources or activities; in some cases these targets are cost driven e.g. reducing expenditure on business travel. Other cases may be externally mandated e.g. energy saving targets driven by the Scottish Government's Energy Efficient Action Plan. As part of the forthcoming mandatory reporting under the Climate Change Duties, organisations will be expected to report the range of targets that will have an impact on their emissions reporting. It is advisable to collate this information and work out whether the target set is coherent e.g. are the targets based on the same boundary as the carbon reduction target and are they broadly aimed at decreasing emissions by the same amount over the same time period. If they are not coherent e.g. the annual energy saving target is much lower than would be required to meet the carbon management plan target, this needs to be noted.

The other advantage of identifying targets driving different areas of the organisation is that projects and policies aimed at achieving these targets can be included within the carbon reduction project list and the staff responsible can be brought into the carbon management process. This helps make overall climate change action more comprehensive and wide-ranging rather than limiting it only to the energy team.

The Not Applicable option is available for all the statements within this question if the organisation feels that a specific target would not be applicable to them. However, if the organisation thinks that setting a target would be required or useful but has not yet been done, the organisation should select the 'Disagree' option.

Question 2c: Do you have an effective Carbon Management process?

The process part of your Carbon Management Plan is the part that describes who does what and when. To achieve and monitor emissions reductions, there needs to be a process to identify, prioritise, fund, implement and monitor carbon reduction projects. A process to collect emissions data, calculate your carbon footprint accurately and report on progress is also required. In addition to these key tasks, there are other activities that are likely to need to take place around governance and communication.

Question 2d: Do you have systems to collect appropriate data to calculate your carbon footprint?

This set of statements is around having systems in place to collect appropriate data to calculate your corporate carbon footprint. As a minimum, this should include Scope 1 and 2 sources (as defined in the GHG protocol), however, it is also recommended that organisations assess which Scope 3 emission sources they have control over and develop appropriate systems to collect data for these sources.

The Not Applicable option is available for Scope 3 emission sources if these are not produced by the organisation or are excluded for acceptable reasons under the GHG protocol.

Question 2e: How well are you tracking your carbon footprint?

These set of statements are based around having a documented boundary (both organisational and operational), data collection regime and emission factors to be able to calculate and report your carbon footprint on an annual basis with confidence.

Question 2f: Are you successfully implementing a Carbon Management Project Register that is likely to meet your CM Plan reduction target?

A project register should contain all the projects within your organisation that are likely to reduce emission sources that are within your carbon footprint boundary, even if responsibility for implementation of these project is not directly held by your team.

Table 4: Adaptation

Question 3a: Have you defined the challenges of climate change adaptation?

'*Step 1: Define the Challenge*' helps you to define the scope and governance of your adaptation planning arrangements. You will focus your efforts on your organisation's critical functions or core services – the things that you must protect.

Setting a boundary for your adaptation planning arrangements allows you to focus your limited time and resources on essential services. Once you have completed the five steps, gained political buy-in and built momentum, you will be well placed to look beyond these essential services (*5 steps to managing your climate risks: a guide for public bodies*).

Question 3b: Have you assessed climate change threats and opportunities?

'*Step 2: Assess Climate Threats and Opportunities*' helps you to understand how your organisation's critical functions have been affected by recent severe weather impacts, and to consider how they might be affected in a future climate. Step 2 is completed mainly through a workshop with Service Managers who are identified through a screening questionnaire.

Before you can begin implementing adaptation actions, you need to understand the priority threats and opportunities that you face. Step 2 helps you to do this, and focus your limited time and resources on essential services (*5 steps to managing your climate risks: a guide for public bodies*).

Question 3c: Have you assessed climate change risks and identified actions?

'*Step 3: Assess Climate Risks and Identify Actions*' helps you support Service Managers to carry out a climate change risk assessment for the most significant threats and opportunities identified in Step 2. This enables you to assign a scoring to each threat and opportunity based on its probability and consequences. Once you have agreed the risks that you need to manage, you will help to identify further actions. Work closely with your Risk Manager throughout Step 3. A climate change risk assessment allows you to focus limited resources on managing priority threats and opportunities (*5 steps to managing your climate risks: a guide for public bodies*).

Question 3d: Which specific risk areas have you considered?

This set of statements looks at some of the more specific risk areas that organisations need to consider in terms of their own estate and delivery of services. Not all the risk areas are relevant to every organisation and the extent to which climate change effects are likely to be experienced is also dependant on the projected timescale and the location. To find out more about UK Climate Projections, see the Scottish Compendium of UKCP09 Climate Change Information.

Question 3e: Have you reported and implemented your adaptation arrangements and do you have processes for monitoring and review?

'*Step 4: Report and Implement*' is about how you report and implement your adaptation arrangements. You should be able to collate this evidence reasonably quickly if you completed each of the milestones. Always use existing processes to report and implement your arrangements. It is essential that you capture all your work in one location for ease of reference. Remember that it must not sit in isolation; it must interact with other corporate strategies.

'*Step 5: Monitor and Review*' helps you to establish a regular monitoring and review process, and to communicate your progress to others. Monitoring is essential to keep your adaptation arrangements up-to-date, to understand whether you are achieving your aims and objectives, and whether your actions are appropriate and cost-effective (*5 steps to managing your climate risks: a guide for public bodies*).

Question 3f: Has your organisation identified its responsibilities under the Scottish Climate Change Adaptation Programme (SCCAP) objectives?

For each of the policies/proposals listed within the Scottish Climate Change Adaptation Programme, the organisations who are partially or fully responsible for delivering these are listed. Organisations therefore need to examine the SCCAP in detail to identify their responsibilities, if any, and then develop plans to deliver these policies and proposals.

Table 5: Behaviour

Question 4a: To what extent is climate change action embedded in staff competencies across your organisation?

A competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees. For staff to be fully engaged with climate change action, both in terms of adaptation and mitigation, it is useful to have a written description of both the knowledge and behaviours expected within different job roles.

For front-line staff this might be as simple as expecting staff to be aware of and implement appropriate local environmental practices in terms of energy use, travel, waste and water use. For staff with a significant climate change remit e.g. energy and sustainability managers/officers, the competencies required are likely to be more complex and related to the implementation of the Carbon Management Plan and other strategies.

It is important to also consider staff who work in areas which have a climate change remit but that are not directly identified as part of the climate change team; these roles might include clinical staff, procurement officers, development planners, finance managers etc. Finding ways to incorporate climate change actions within wider job competencies across your organisation can help develop understanding of where and how activities need to occur.

Question 4b: How effective has your internal communication of climate change actions been at influencing staff behaviour?

Staff behaviour is often a key component in an organisation's effort to reduce carbon emissions. Communication is one of the key areas for influencing staff behaviour; making sure that staff are aware of what is expected of them and why and whether their efforts are making a difference are key elements of positive behavioural change.

Question 4c: How much dedicated resources do you have for championing climate change actions?

For climate change action to become embedded throughout your organisation, it is likely to need additional resources in the form of climate change champions, who educate, guide and sometime enforce good local environmental practices.

Question 4d: How well does your organisation devolve responsibility for meeting carbon reduction targets?

One of the key promoters of better environmental behaviour is competition within organisations and one of the ways that this can be harnessed is by devolving responsibility to meeting carbon reduction targets to services, departments or buildings within your organisation. However, to achieve devolution of carbon targets, organisations need excellent data and communication systems and buy-in from managers about the methodology for monitoring targets.

Question 4e: Has your organisation considered how to reduce the climate change impact of service delivery?

The question needs to be answered within the context of what your organisation does. For some smaller organisations, this might be a relatively simple question. However, for larger and more complex organisations who deliver many services across many areas e.g. local authorities, this question will take some analysis to work out a list of key services and to consider ways that climate change considerations could be integrated into delivery of those services.

Table 6: Procurement

Question 5a: Has your organisation completed the Flexible Framework Assessment Tool?

The Scottish Sustainable Procurement Action Plan recommends that organisations carry out initial and periodic self-assessments against the Flexible Framework. The Flexible Framework enables measurement against various aspects of sustainable procurement. Scottish Procurement and Scotland Excel have developed a self-assessment tool to support this process. The tool is aimed at helping organisations assess where the current level of performance lies and the actions required to improve performance.

Question 5b How integral are resource efficiency considerations to procurement decisions for goods and services?

This question is asking about operational expenditure (or government consumption) which is the purchase of goods and services required to run your organisation. A high percentage of goods and services are likely to procured through national contracts let by Scottish Procurement. However, within these contracts, there are still likely to be opportunities to

improve resource efficiency decisions e.g. choosing paper with a high recycled content as part of the stationary and office paper contract.

Understanding how to leverage buying power and work within the constraints of procurement rules and also which resource efficiency considerations to incorporate is likely to require closer working between the procurement team and the sustainability team.

Question 5c How integral are resource efficiency considerations to decisions about capital and maintenance budget expenditure?

This question is asking about the process for assessing and incorporating resource efficiency into decisions about capital and maintenance budget. These are often larger amounts of money and commitments are over a longer timescale e.g. the expected lifetime of a new building. Integrating resource efficiency asks how much more it would cost now, in terms of £ and resources, to get a better performance and lower resource use in the future. Often the best resource efficient opportunities occur early on in the planning phase e.g. it is cheaper and easier to amend projects at the design stage than the construction phase. However, in order to consider resource efficiency at the design stage or earlier, it needs to be explicitly built into the decision-making process.

Question 5d: To what extent does climate change adaptation risk influence decisions about capital and maintenance budget expenditure?

There are opportunities for organisations to help deliver on climate change risk assessments through procurement decisions about capital and maintenance expenditure. For example, an organisation which plans to consolidate a number of smaller offices into one single leased premises is in a good position to consider future climate risks and incorporate consideration of these when selecting an appropriate location and property. Another example could be a maintenance project that offers the opportunity to upgrade building fabric to withstand more extreme weather conditions. However, as with resource efficiency, adaptation risk and opportunity needs to be explicitly built into the decision-making process.

2.4 Outputs from CCAT

The output from CCAT includes the scores (both current and historic) for the five topic areas. There is also the facility for organisations to add their own notes to each question to create a record of decision-making.

CCAT also uses the organisational responses to questions to create a targeted and achievable action plan to help guide the short-term improvement plan. This can form the basis of discussion within the organisation and should help prioritise the most effective actions for performance improvement.

3 Instruction manual for CCAT

3.1 Introduction

This section of the guidance is aimed at helping organisations use the CCAT effectively, from setting up and running an internal CCAT workshop, to using and communicating the outputs, results and action plan effectively.

It is recommended that you read through Section 3 thoroughly before starting to organise a CCAT workshop within your organisation.

3.2 Preparing a CCAT workshop

3.2.1 Timing

To get the maximum benefit out of the CCAT, it is suggested that a workshop is run after submission of the Climate Change Duties Report in October of each year; this is because the tool can act as a performance improvement programme, evaluating the up-to-date information within the submission and creating a focused action plan for the forthcoming year. However, it is up to individual organisations to decide where the CCAT would best fit into their annual timetable; this is likely to depend on the sector and which year end is used.

Figure 2: proposed CCAT workshop timing
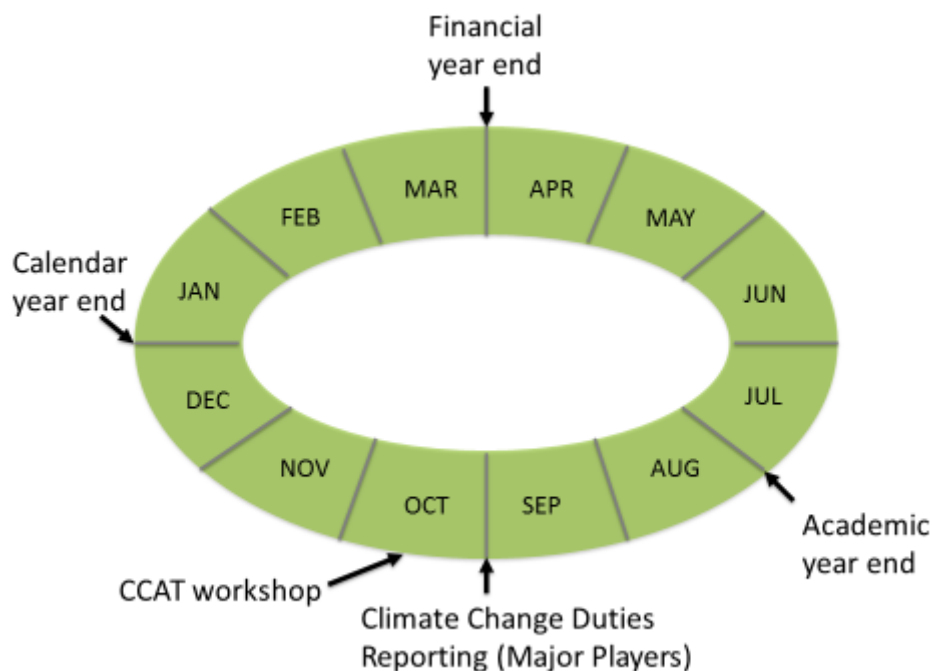
3.2.2 Participants

CCAT is designed to be completed by a team approach in order to take advantage of:

1) **Crowd wisdom** - a group's aggregated answers to questions involving quantity estimation, general world knowledge, and spatial reasoning has generally been found to be as good as, and often better than, the answer given by any of the individuals within the group;

2) **Different areas of expertise** – it would be unusual for one individual to have a sufficient knowledge and understanding of all the areas of climate change action within an organisation; and

3) **Ownership of results and action plan** – by involving multiple participants in the process, the whole team will be involved in the assessment and have a greater sense of ownership over the outcomes.

It is up to each organisation to decide an appropriate list of participants but the following diagram provides a suggested list of roles.

Figure 3: Suggested roles for participation at CCAT workshop

3.2.3 Logistics

The CCAT workshop is estimated to be a three-hour event. You will need:

- A sufficiently large room for all the participants invited
- A data projector and screen
- A laptop or access to a computer where you can run the CCAT tool in excel
- A flip chart
- Copies of relevant hand-outs and documents

3.2.4 Preparing workshop content

There is an outline PowerPoint slide pack to accompany the CCAT that is designed to help you run an in-house workshop. Before using the slides you will need to customise them to suit your organisation. This could involve:

- Putting in your organisation's performance data
- Putting in relevant examples

- Adding/removing exercises

3.2.5 Session outline

The PowerPoint slide pack contains material and exercises that take around 3 hours in total. If this is too long for your organisation, it can be reduced by removing exercises.

Table 7: Session outline

Time allocated	Topic/exercise	CCAT topic
15 minutes	Introduction to CCAT	
30 minutes	SWOT analysis and achievements/challenges	Governance
35 minutes	Emissions performance to date and allocation of time to CM	Emissions
25 minutes	Adaptation projections for the area	Adaptation
25 minutes	Staff behaviour and communications	Behaviour
30 minutes	Resource efficiency and risk considerations and challenges in procurement	Procurement
20 minutes	Summary of results	

3.3 Organisational information

As part of the workshop introduction to participants, it is useful to have a summary of performance data to date. This will help focus attention on key activities and provide context to help respond to questions.

3.3.1 Carbon emission performance

The easiest way to present this data is using a graph. The graph below provide an examples of how data can be presented and discussed.

Figure 4: Sample carbon footprint graph
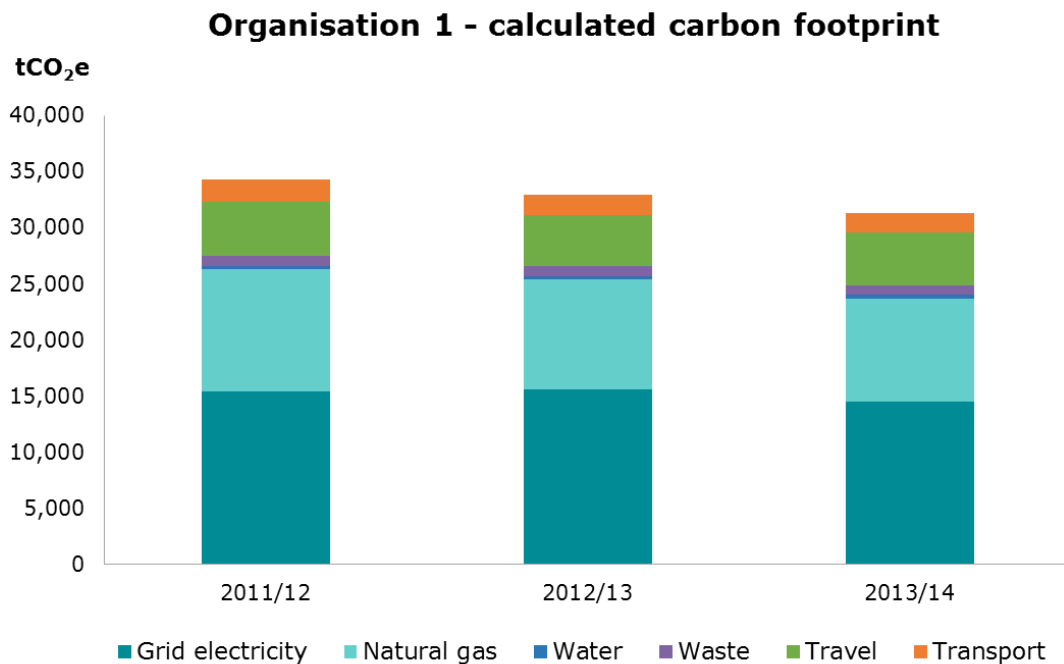
This graph is a simple presentation of carbon emissions over a three year period. They show a promising pattern of overall decrease in emissions but it might also be useful to show a table of the underlying quantities and any targets that the organisations have.

Table 8: Sample carbon footprint data

Category of emissions	tCO$_2$e			Progress towards target		
	2011/12	2012/13	2013/14	Target by 2015/16	Expected reduction	Actual reduction
Grid electricity	15,400	15,583	14,508	-20%	-12%	-6%
Natural gas	10,888	9,800	9,200	-15%	-9%	-16%
Water	294	301	304	-25%	-15%	3%
Waste	901	853	845	-15%	-9%	-6%
Travel	4,800	4,600	4,700	-30%	-18%	-2%
Transport	2,000	1,800	1,750	-10%	-6%	-13%
Total	34,283	32,937	31,307	-25%	-15%	-9%

A bit more detail reveals that while the organisation has made good progress, they are still some way off achieving the overall target and have fallen behind with reductions in grid electricity, waste and travel. Water has increased rather than reduced but natural gas and transport are ahead of target. Having this information to hand should help your organisation make more objective assessments against the statements in CCAT.

3.3.2 Information around successes and challenges to date

It is useful to have detail around successes and challenges to date in terms of climate change action; participants can be asked before the workshop to contribute these.

3.3.3 Previous CCAT results

If this is not the first time completing CCAT, it is useful to have previous results available for discussion.

3.3.4 Language

It is not possible to write a tool for all organisations within the public sector in Scotland and get the language and phraseology correct for each organisation. However, it is possible for organisations to change the language within CCAT to suit their organisation. To achieve this you simply:

1) Unhide the worksheets called 'All questions' and 'All choices' (right click on the worksheet tab bar at the bottom and select Unhide…)
2) Use the Find & Select option on the toolbar to find examples of the wording you wish to change on both/either worksheet
3) Change the words to suit your organisation e.g. 'register' can be changed to 'list', 'Chief Executive' can be changed to 'Principal' etc.
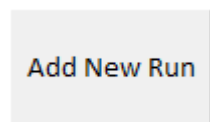
3.4 Running a CCAT workshop

3.4.1 Operating the tool

When you open up CCAT for the first time, you will be asked if you want to enable macros and you need to agree. CCAT is written with VBA in the background and uses macros to function.

3.4.2 Using CCAT for the first time

Start here – you need to enter your organisation name. You then need to press the 'Add new run' button.

This will enter the current date under Run 1 in the table. You can then complete the name of the facilitator and the participants. This is in order to keep records for the future.

Next you need to go to the **Dashboard** – there are five buttons, one for each topic. Click on the topic that you want to complete and it will appear as a form.

Answering questions - To answer questions, click on a level or statement and an icon will appear in the right of the screen. To scroll through the options for answering a particular question, continue to click on the level or statement.

Remember that for topics Emissions and Adaptation, you need to respond to all statements rather than just choosing one level.

Navigating to next question – When a question has been answered, you can navigate to the next question by clicking the green arrow at the bottom right.

Closing the topic form – click on the tick at the top right hand corner.

Completion – the dashboard will show you when CCAT is complete as each topic has the number of questions and the number answered underneath.

When all the questions are answered for Run 1, click on the button:
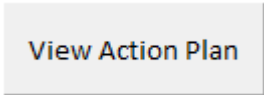
This will automatically generate the results, chart and action plan.

3.4.3 Using the Notes section effectively

A key part of this tool is understanding how the question has been interpreted, why a particular answer was given and what evidence there is to support the answer. Therefore for each question there is an Organisational Notes box at the bottom of each question. Using these, either by typing into them directly or by taking notes at the workshop and typing them up later is essential to helping you use CCAT effectively over multiple years.

Table 9: Examples of effective notes for Question 1a

Minimal notes	Effective notes
Some cc objectives in departmental plan but not corporate plan.	Level 0 chosen because the corporate plan (reference to document) only contains general environmental objectives and nothing specifically about climate change mitigation or adaptation. Two of the four departmental plans mention emission reduction or adaptation but this is not consistent over the organisation. CCAT team felt it would be useful to have CC objectives within corporate plan.

3.4.4 Multiple CCAT runs

CCAT is designed to be used up to five times so that organisations can see their progression over time.

To run CCAT for the second, third, fourth and fifth time, all that the user needs to do is to press 'Add New Run' on the start here tab. This will add in a date under Run 2 and on the Dashboard, a new button will appear called:
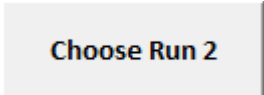
Click this button and then answer questions in the 5 topic areas as before. To get the results for Run 2, click on:
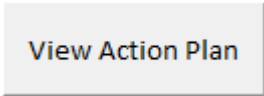
This will show the action plan for Run 2. The Chart and Results tab will also be updated with Run 2 results. However, Run 1 action plan and results can be revisited anytime by clicking on the button:

 and then
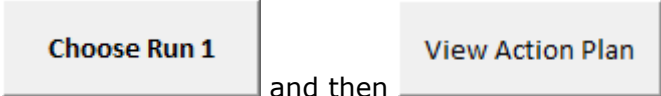
3.4.5 Trouble-shooting

There is no replacement for good preparation. Workshops run best when the facilitator is sure of why and what they are doing, so they can let the participants essentially take over

with a minimum amount of guidance to keep things on track and on time. This requires the facilitator to be familiar with the tool and its contents. However, there are always potential issues and the table below identifies some of these and offers solutions.

Table 10: trouble-shooting at a CCAT workshop

Symptoms	Diagnosis	Treatment
Mismatch between scores on CCAT and other performance indicators.	Some organisations might find that they score very well on CCAT but their carbon footprint is not actually reducing at the rate required to meet their targets.	This requires careful reassessment of questions in the relevant section; the CCAT team need to go back and re-read the questions and their responses. For example, if the organisation is not meeting their targets, they need to look closely at statements in Section 2 on Emissions.
Organisations reaching the top level of CCAT very rapidly.	This could be an organisation that is doing everything extremely well and achieving their emission targets with everything in place. Alternatively the participants could be overstating what is actually occurring across a number of areas.	It is the role of the facilitator to challenge really high scores by asking for more specific examples, getting participants to consider whether their example is the case across the whole organisation and whether they are monitoring, evaluating, documenting and communicating all these processes.
Differences in opinion between team members.	Differences in opinion can arise from staff working in different areas of an organisation where climate change is being tackled in alternative ways. It can also arise from different interpretations of what constitutes good practice.	The facilitator should use this opportunity to engage participants in discussion. Useful tools are asking for examples or evidence of good practice and how these could be applied in other areas of the organisation. Ultimately, if there is a difference in opinion about scoring, the lower score should be entered and the notes section used to explain the differences.
Differences in question interpretation by team members.	Differences in question interpretation can occur due to the background of participants e.g. a local planning officer might look at adaptation risks very differently from an energy officer.	Where there are significant differences in interpretation, these need to be carefully documented in the notes. If a question would be answered very differently depending on the interpretation, the lower score should be entered and the notes section used to explain the exceptions.

Symptoms	Diagnosis	Treatment
Scores from previous CCAT runs are not fully understood by the current team.	There can be a high turnover of staff within the public sector and if a significant amount of time has passed between CCAT runs, previous scores might seem a significant over or under-estimate of performance.	This highlights the importance of using the Notes section effectively. The more an organisation documents reasoning and links to evidence, the easier it is for future participants to understand and see where progress has occurred. However, in the absence of sufficient notes, the current team should score themselves based on the best available information, even if this means individual and overall scores decreasing.

3.5 Using results from CCAT

Once CCAT has been completed, the results have to be analysed and communicated, and the action plan needs to be agreed with actions allocated to team members along with completion dates.

The results are produced as percentage scores. These are calculated using the level selected e.g. Level 0 gets 0 points, Level 4 gets 4 points. For questions with multiple statements, agreement gets 1 point per statement whereas disagreement gets 0 points. If the Not Applicable option is available and selected, the points available are not included in the total available score. A higher percentage score indicates that an organisation is doing better at that particular aspect. For some earlier versions of excel, conditional formatting does not work and therefore the traffic light assessment will not display properly.

Table 11: Traffic light assessment formats

Score	Format
Less than 20%	
Between 20% and 40%	
Between 40% and 60%	
Between 60% and 80%	
More than 80%	

Table 12: Example CCAT results table

Overall results - Run 1				
	Organisation score	Total score available	Percentage score	Traffic light assessment
Governance	17	28	61%	61%
Emissions	25	30	83%	83%
Adaptation	4	22	18%	18%
Behaviour	8	20	40%	40%
Procurement	5	16	31%	31%
Overall	**59**	**116**	**51%**	**51%**

In order to get the most out of this activity, it might be worth organising a follow-up workshop to present and discuss the results and agree an appropriate action plan. However, if this is not possible due to resource and time constraints, a results report and action plan can be written up and sent out. A sample results report is shown in Appendix A.

3.6 Implementing your Action Plan

The actions described within CCAT are designed as a starting point for organisations; it is not intended that you implement the action plan without amending it to be appropriate for your specific organisational situation and need. Instead it is envisioned that organisations will look at the list of potential actions and:

- Reject certain actions as not being appropriate at this time;
- Wish to include other actions that are not as high on the action plan list;
- Need to change or break down actions further into more manageable tasks; and
- Change the timescales and order of actions.

A sample action plan is shown in Appendix B.

3.7 Sending CCAT results to Resource Efficient Scotland

In order to help inform policy makers and support organisations, it would be useful to receive copies of completed CCAT files. Any analysis published on CCAT scores would be anonymous and individual organisations would not be identified.

Completed CCAT files can be sent to the following address using a file name that contains the name of the organisation and the completion run e.g. CCAT_Organisation name_Run1

ccat@resourceefficientscotland.com

4 Glossary

Accountability – The obligation of an organisation, or named individual, to account for its activities, accept responsibility for them and disclose the results in a transparent manner. Accountability can be defined as the ultimate responsibility.

Adaptation – The adjustment in economic, social or natural systems in response to actual or expected climatic change, to limit harmful consequences and exploit beneficial opportunities (Scottish Climate Change Adaptation Programme).

Audit - Defined as a systematic and independent examination of data, statements, records, operations and performances (financial or otherwise) of an enterprise for a stated purpose.

Baseline year – Historical period specified for the purpose of comparing GHG emissions. A baseline year is usually set for a whole target period e.g. a baseline year of 2010 used for the target period 2011 to 2015.

Boundary – Greenhouse Gas (GHG) inventories or carbon footprints are defined by boundaries. The boundary chosen should be in line with the GHG Protocol on corporate emissions. Ideally boundaries need to be expressed in terms of both the estate and services included (organisational boundary) and the emission sources included (operational).

Carbon emissions – This term is used as short-hand for Greenhouse Gas emissions (which, in addition to carbon dioxide, also includes methane, nitrous oxide and refrigerant gases).

Carbon equivalents - GHG emissions are measured in tonnes of CO_2 equivalents which is a quantity that describes, for a given mixture and amount of greenhouse gas, the amount of CO_2 that would have the same global warming potential (GWP), when measured over a 100 year timescale. These units therefore enable comparison of different greenhouse gases emitted, or saved, at different project stages.

Carbon footprint – This is an estimate of GHGs emitted to, or removed from, the atmosphere over a set period of time and is expressed in units of CO_2e. A carbon footprint of an organisation refers to the sources within the footprint boundary chosen by the organisation and is likely to cover energy in buildings, street lighting (for local authorities), waste, business travel and fleet but could also include other emission sources. The carbon footprint discussed is therefore specific to each organisation.

Carbon Management Plans - These are designed to assist organisations in lowering their carbon emissions whilst saving money on energy costs. Carbon Management Plans typically include a carbon baseline, a corporate reduction target and a register of projects to be undertaken which will contribute to reduced emissions and often lead to increased efficiencies and reduced costs.

Chief Executive - A chief executive officer (CEO) is generally the most senior corporate officer (executive) or administrator in charge of managing an organisation.

Circular economy – This is an alternative to a traditional linear economy (make, use, dispose) in which resources are kept in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

Conversion factors (also see emission factors) - In order to report the greenhouse gas emissions associated with an organisation's activities, users must convert 'activity data' such as distance travelled, litres of fuel used or tonnes of waste disposed into carbon emissions. Conversion factors are also used to describe converting from one unit to another e.g. from m^3 to kWh of natural gas.

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Emission factors – Used to convert 'activity data' such as distance travelled, litres of fuel used or tonnes of waste disposed into units of carbon dioxide equivalents. For some activities, e.g. units of electricity consumed, the factor changes on an annual basis and the correct factor should be used for the relevant period. For the majority of activities undertaken by the public sector in Scotland, the relevant emission factors can be found in the webpages called Greenhouse Gas Conversion Factor Repository (currently hosted by the Department of Environment, Food and Rural Affairs).

Embodied carbon - Defined as the energy use and resulting carbon emissions released during the extraction, manufacture, sale, transport, assembly, installation and disposal of products or services.

Global warming potential (GWP) – Factor describing the radiative forcing impact of one mass-based unit of a given GHG relative to an equivalent unit of carbon dioxide over a given period of time (usually 100 years). GWP is used to 'translate' other greenhouse gases into units of carbon dioxide equivalents for comparison. Therefore the release of 1 tonne of methane is equivalent to 21 tonnes of CO_2, therefore can be written as 21 tCO_2e. It should be noted that revised GWP values have since been published by the IPCC in the Fourth Assessment Report (2007) but Defra emission factors are based on the GWPs in the IPCC Second Assessment Report because they use current UNFCCC Guidelines on Reporting and Review which were adopted before the publication of the Fourth Assessment Report.

Greenhouse gas – Strictly speaking, a greenhouse gas (GHG) is any gas that contributes to the greenhouse effect by absorbing infrared radiation in the atmosphere. However, for the purposes of inventories, seven molecules (or related chemical groups) are included in the second Kyoto compliance period. These are:

- Carbon dioxide (CO_2);
- Methane (CH_4);
- Nitrous oxide (N_2O);
- Hydrofluorocarbons (HFCs);
- Perfluorocarbons (PFCs);
- Sulphur hexafluoride (SF_6); and
- Nitrogen trifluoride (NF_3).

Greenhouse Gas Inventory – This is an estimate of greenhouse gases (GHG) emitted to or removed from the atmosphere over a set period of time. A greenhouse gas inventory is also referred to as a carbon footprint when it is expressed in units of CO_2e.

Major Players - For the purposes of the climate change duties, there are a number of public bodies considered to be 'Major Players' as they have a larger influence or impact on climate change than others. The list of Major Players is due to be updated and will be available on the Scottish Government website.

Organisation – Company, corporation, firm, enterprise, authority or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration.

Resource efficiency - Reducing the total environmental impact of the production and consumption of goods and services, from raw material extraction to final use and disposal route.

Responsibility - A duty or obligation to satisfactorily perform or complete a task (assigned by someone, or created by one's own promise or circumstances) that one must fulfil, and which has a consequent penalty for failure.

Vulnerability - Defined as the degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change, including climate variability and extremes (IPCC, 2007).

Whole Life Costing – Refers to the total cost of ownership over the life of an asset. Typical areas of expenditure which are included in calculating the whole-life cost include planning, design, construction and acquisition, operations, maintenance, depreciation and cost of finance and disposal.

Appendix A – example draft CCAT report

Climate Change Assessment Tool
Organisation A

The aim of Climate Change Assessment Tool (CCAT) is to help Public Sector organisations in Scotland understand how they are progressing with a range of climate change mitigation and adaptation actions and how close they are to being 2020 ready.

While it is relatively easy to measure mitigation success in the short term, particularly in terms of reducing carbon emissions, there are a whole range of activities that organisations need to engage in in order to move beyond basic carbon reduction and towards a more sophisticated and integrated overall approach to climate change. There is also a risk that while organisations concentrate solely on meeting the first phase of carbon reduction targets it is going to get progressively harder for organisations to both find opportunities to reduce emissions (mitigation) and also prepare their estate and staff for impacts (adaptation). However, by putting effective foundations in place in terms of governance, data, staff training and communications, organisations can prepare themselves for climate change leadership post 2020.

The aim of this toolkit is to promote honest communication, both within your organisation and with the Scottish Government. It is recognised that some organisations have become very good at certain aspects of climate change activity. This should be identified so that other organisations can learn from exemplar organisations. However, in all organisations, there are likely to be areas where activity has fallen behind or has not yet been started. The function of this tool is to prioritise actions and therefore organisations completing the assessment can be offered a targeted and achievable action plan to help them get to the next stage.

Date of assessment: 14 November 2014	**Assessment Team:** A Smith, Role B Smith, Role C Smith, Role D Smith, Role E Smith, Facilitator

SWOT analysis for Organisation A

Strengths
- Support for climate change agenda from top
- Interdisciplinary climate change team in place
- A wide range of projects have been successfully implemented

Weaknesses
- Direct project funding limited to short (<3 year) paybacks
- Adaptation risks are not being considered in key areas

Opportunities
- To work with public sector partners on district heat projects
- Incorporate resource efficiency into purchasing decisions
- Access graduate trainees

Threats
- Further cuts in budget likely over next 3 years
- Organisational restructure might disperse climate change team

CCAT results for Organisation A – Run 1

Key strengths

CCAT gives a percentage score for each of the four topics. An organisation that is 2020 ready would be scoring the maximum of 100% or close to it for each of the four areas.

Organisation X scored highly for Governance which reflects the commitment of the Senior Management team. The organisation has put climate change action at the core of the key objectives and Senior Management are accountable for achieving targets and implementing plans. All mandatory and voluntary external reporting requirements are up to date although the organisation recognises the importance of using these more effectively for communication. Carbon reduction targets are reviewed as part of performance improvement and it is proposed that an annual CCAT review is used to widen the scope of the performance improvement process.

There are also key strengths identified within the Emissions and Behaviour sections. Data collection systems are effective, allowing good tracking of the carbon footprint and the project list is well documented, although it required additional projects to enable the carbon reduction target to be met.

Key areas for improvement

The overall score for Adaptation is low. While there has been some progress across the organisation in climate risk assessment, there is a recognised need to develop a more through and coherent strategy. Therefore, actions to improve the Council's adaptation response are well represented within the action plan, starting with Step 1 of the 5 Steps to Managing Climate Risks. The Council is likely to benefit from their experience gained on the mitigation site and use their existing partnerships to make rapid progress on this activity.

Internal communication and engagement of staff is also an area identified as requiring improvement. The successes of the Carbon Management Team should be communicated more frequently and more effectively internally. This will pave the way for better staff engagement and grassroots activity to identify and implement carbon reduction actions. There is still quite a way to go in incorporating climate change considerations in procurement.

Action Plan

The following Action Plan highlights the top 10 actions for Organisation X as suggested by the CCAT tool. These are focused on key actions to improve performance around emissions and adaptation in order to lay the foundations required to make progress in the future.

Appendix B – example draft action plan

Action priority	Question	Part	Question	Response	Suggested Action	Timescale to complete (months)
1	2a	ii	Our current CMP has a carbon reduction target based on a realistic Business As Usual forecast and Carbon Reduction Project List, with agreed funding to implement projects.	DISAGREE	Run Business As Usual forecast based on best available data. Estimate reductions available from projects with agreed funding. Discuss any target 'gaps' with Carbon Management Board.	3
2	2a	iv	Our current CMP contains a clear CM governance structure, including purpose and frequency of Carbon Management meetings and decision-making process.	DISAGREE	Identify key CM governance activities and roles. Draw up a proposed structure that will provide feedback, support and internal championing of the Carbon Management Plan and make it explicit about who takes what decisions.	1
3	3a	ii	A business case for tackling climate change adaptation has been put together.	NO	Complete Step 1 of 5 Steps to Managing your Climate Risks.	3
4	3a	v	Adaptation risk has been defined and embedded within Corporate Risk Register to help gain organisational buy-in.	NO	Complete Step 1 of 5 Steps to Managing your Climate Risks.	3

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5	2b	i	Our organisation has an individual annual energy efficiency target relating to the Energy Efficiency Action Plan, consistent with the overall sectoral target.	DISAGREE	Use the Conserve and Save: Energy Efficient Action Plan (Scottish Government, 2010) and accompanying documentation to set an appropriate organisational level energy saving target, consistent with the overall sectoral target. This should be approved at Chief Executive level, or equivalent and both the target and progress on meeting it should be reported and published annually.	6
6	2b	iv	Our organisation has a target for reducing energy consumption in data centres (expressed as total energy consumed or Power Usage Effectiveness (PUE) rating.	DISAGREE	Organisations using in-house data centres with significant energy consumption should consider setting targets to reduce energy consumption and/or increasing efficiency.	3
7	3b	i	Our organisation has understood recent climate change trends and UKCPO9 headline messages.	NO	Complete Step 2 of 5 Steps to Managing your Climate Risks.	3
8	3b	ii	We have issued a screening questionnaire to Service Managers to help identify key staff to attend a workshop.	NO	Complete Step 2 of 5 Steps to Managing your Climate Risks.	3
9	3b	iii	We have run a climate change Adaptation workshop with relevant Service Managers.	NO	Complete Step 2 of 5 Steps to Managing your Climate Risks.	3
10	2e	iii	We have a verifiable data collection regime that allows calculation of our organisation's carbon emissions on a yearly basis.	DISAGREE	Implement a data collection regime which meets GHG verification standards. Document the process for calculation of emissions from consumption data.	6