

Nottingham City Council's

# Climate Change Adaptation Action Plan



Nottingham  
City Council

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# A foreword from Councillor Katrina Bull, Portfolio Holder for Environment and Climate Change

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**Climate change is one of the biggest challenges we as a society will face in the 21st Century. The effects it will have will be significant and far reaching. Nottingham City Council recognises and accepts that climate change is happening and that action needs to be taken now, both to mitigate and to adapt. Climate change adaptation is about preparing for the potential risks, as well as taking advantage of any opportunities.**

It is important that we strive to be the best Council we can be and to lead by example, which is why it is essential that we protect our citizens and our way of life via early intervention. Carbon has a life-cycle of around 100 years, which means that even if we stop all current carbon emissions completely tomorrow, there would still be 100 years of changes in the climate, so a certain amount of adaptation is crucial. It is clear that if we invest now to protect ourselves and our service delivery, then it will save us having to spend significantly more in the future. This means that there is a strong economic case for adaptation, as highlighted by the Stern Review in 2006.

Climate change adaptation is recognised within our Sustainable Community Strategy (the Nottingham Plan) which, as part of the cross-cutting theme “Green Nottingham”, states that we need to live within our environmental limits and respond to climate change. As a co-founder and signatory of the Nottingham Declaration, we have committed ourselves to assessing the risk associated with climate change and the implications for our services and our communities and to adapt accordingly. It is our duty as a pioneering authority to continue to progress towards a sustainable and well adapted future.

This plan sets out ways in which Nottingham City Council can become more resilient to the impacts of climate change via adaptive actions in priority areas. This Action Plan will endeavour to push forward the adaptation agenda as well raising awareness of adaptive issues. It focuses on actions which address the main climate predictions for the East Midlands, published by the UK Climate Impacts Programme. These include hotter drier summers and warmer wetter winters. Key actions include planting more urban trees to cool our city during heatwaves and to help reduce flooding; embedding adaptation within planning policy to ensure it is an issue that is considered at all levels of council decision making; and ensuring that service areas have plans in place to enable them to continue delivering during disruption.

This Action Plan has been formed as part of the Planning to Adapt Project, a regional networking project that shares resources and information between Local Authorities in the East Midlands, to create a well adapted and more resilient region. This is the first project of its kind in England and Nottingham is in the leading region for adaptation, with the majority of authorities identifying risks and adaptive actions to address them.

**Nottingham has a leading position; we have made considerable progress but there is still a long way to go. Nottingham City Council will continue to ensure the climate change adaptation is recognised and embedded within all our council policies and services, and will work with our partners, residents and businesses to further this agenda.**



**Cllr Graham Chapman**

*Graham Chapman*



**Cllr Katrina Bull**

*Katrina Bull*

# Executive Summary

## Welcome to Nottingham City Council's first Climate Change Adaptation Action Plan.

The plan sets out ways in which the Council can make its services more resilient to the effects of climate change, as part of achieving our aims of the One Nottingham Sustainable Community Strategy and our commitment to National Indicator 188- Planning to Adapt to Climate Change. It is a Council focused document, aiming to inform about the issue of adaptation and to implement adaptive action in priority areas.

Climate change adaptation essentially means preparing for and increasing resilience to the impacts of climate change, such as heat waves, and flooding, and making the most of any opportunities. It involves undertaking risk assessments, developing coping strategies, analysing the cost of adapting versus the cost of the impacts, identifying new markets and opportunities, implementing appropriate actions (adaptive responses) and making changes to the way we deliver our key services. It also means working in partnership with our residents and key stakeholders to implement these responses. Adaptation has clear links with a business continuity type approach as a means of early intervention for potential problems in the future.

The case for adaptation is a strong one. There are significant economic incentives for the Council to implement adaptive actions, as highlighted in the Stern Review (2006). If we invest 2% of our annual Gross Domestic Product (GDP) now, it will prevent global GDP being up to 20% lower than it otherwise might be. Therefore the cost of adapting now is less than the cost of clearing up afterwards. This report and other initiatives, such as the UK Climate Change Act (2008), have brought climate change adaptation further up the political and social agenda over the last 10 years. A Local Climate Impacts Profile, carried out as research into how Council services had been affected by recent weather events, found that in the last 10 years there had been 9 weather events severe enough to disrupt Council services, costing time and money.

The UK Climate Impacts Programme published Climate Projections in 2009, which predicted for the East Midlands hotter drier summers, warmer wetter winters. Nottingham City is already subject to local factors which make it more vulnerable to the effects of climate change, including the River Trent and large numbers of vulnerable people. However, the city also has a strong economic base, large pockets of green space and areas of high social cohesion which will help Nottingham build resilience.

The plan was developed by engaging with key officers within different service areas, following on from risk assessments which were carried out to identify priority areas for adaptive action. Focused consultations took place with officers whose services identified high risks. Viable adaptive actions were then discussed and drawn up into an action plan.

The plan is split into two main parts - an introductory section aimed at providing background information on adaptation and the reasons for this plan, and a table containing adaptive actions for the Council to carry out in order to improve its resilience to the effects of future climate change.



Key actions include continuing to protect the City's trees and green and open spaces whilst looking into new ways of using them strategically to reduce flood risk and the urban heat island effect; ensuring flood risk contingency procedures are in place to ensure business continuity; having stringent maintenance regimes of the City's drainage network in place to reduce the risk of flooding; and to develop a layered GIS mapping system to aid the identification of the City's most vulnerable people in relation to the effects of climate change.

The plan supports other council strategies including the Breathing Spaces Strategy, the Urban Forest Strategy, the Surface Water Management Plan and service area Business Continuity Plans. This plan is designed to act as a summary document and will not repeat actions that are included elsewhere. This will avoid duplication of effort and resource. The Action Plan includes named officers and timescales for completion, to ensure effective performance management and monitoring of progress.



# Introduction - what is adaptation?

## Adaptation can be defined as:

**“A process by which strategies to moderate, cope with and take advantage of the consequences of climatic events are enhanced, developed, and implemented.” (UNDP, 2005)**

Welcome to Nottingham City Council’s Adaptation Action Plan. This document sets out actions which plan and prepare for the expected impacts of climate change in the East Midlands region. It is intended mainly instigate adaptive action in priority high risk areas and also to form an introduction to adaptation.

Nottingham City Council recognises the need to protect and enhance the environment through our own and other’s activities. We are committed to minimising negative environmental impacts, while enhancing the quality of life for our citizens.

As a cross cutting theme of the City’s Sustainable Community Strategy “The Nottingham Plan”, a document which sets out how Nottingham will become a safer, fairer and cleaner place to live, green issues are an important part of the future vision of the city. Nottingham has set clear targets to reduce city-wide carbon emissions by 26% by 2020, to eradicate fuel poverty by 2016, to produce 20% of the city’s energy from low or zero carbon sources and to increase household recycling rates to 50%. It recognises the need to improve our capacity to respond to changing weather patterns, and acknowledges that climate change is already a reality. These are ambitious targets that can only be achieved by working in partnership, being innovative and focused on delivery.

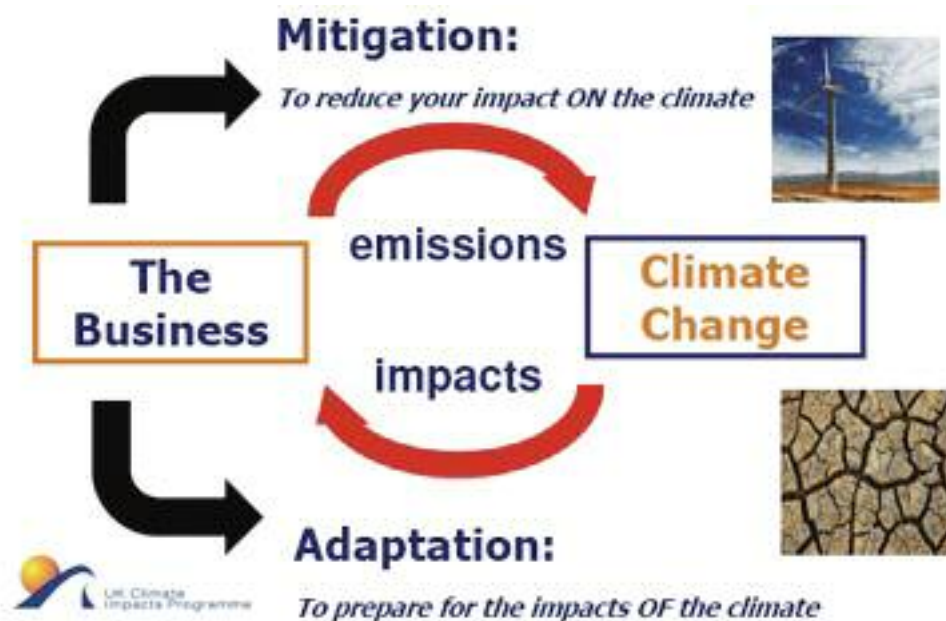
Adaptation is a key part of climate change policy and delivery, and is essential in ensuring that the Council’s services and infrastructure are able to deliver in light of a changing climate. This document is a crucial first step in facilitating cross-service action on climate change, and provides the context for wider city activity. We have already started this work. Nottingham City Council is working in partnership with Nottingham Trent University to deliver a Mini-Stern Review. This will assess the economic impact of climate change, protect vulnerable businesses and attract new industries to the city. In addition, the City Council is the only Local Authority in the UK to have adopted a motion recognising the need to respond to the forthcoming impact of peak oil. Our new Climate Change Panel, which brings together key staff from across the council to discuss and act on climate change, will have overall responsibility for the delivery of this Plan. Similar to business continuity planning, adaptation is a means of an early intervention type approach in order to prepare for possible future challenges.

Nottingham is a great place to live and to work. Our challenge is to ensure that the decisions and actions we all take will help secure the sustainable prosperity of the city and protect the environment for future generations.

## Why is the plan important?

Climate change is a local as well as global issue, and we all have a responsibility to act. There are two distinct approaches to managing our response to climate change, see diagram below. The first is called “climate change mitigation” – whenever we burn a fossil fuel, we release greenhouse gases, notably carbon, into the atmosphere. Increased levels of carbon in the atmosphere act as a blanket around the earth – the gases trap solar radiation, causing warming, and other climatic effects. Mitigation is therefore about reducing our impact on the environment, ie. reducing carbon emissions from our activities. All businesses, as well as government, contribute towards emissions of greenhouse gases, and therefore can reduce their carbon footprint.

The second approach is “climate change adaptation” – this involves preparing for the impacts of this climatic change (as well as any opportunities), and this is the focus of this Action Plan.



Climate change adaptation is important as Nottingham city is vulnerable to the impacts of climate change. However, as well as the obvious environmental drivers behind adaptation, there are also strong economic drivers.

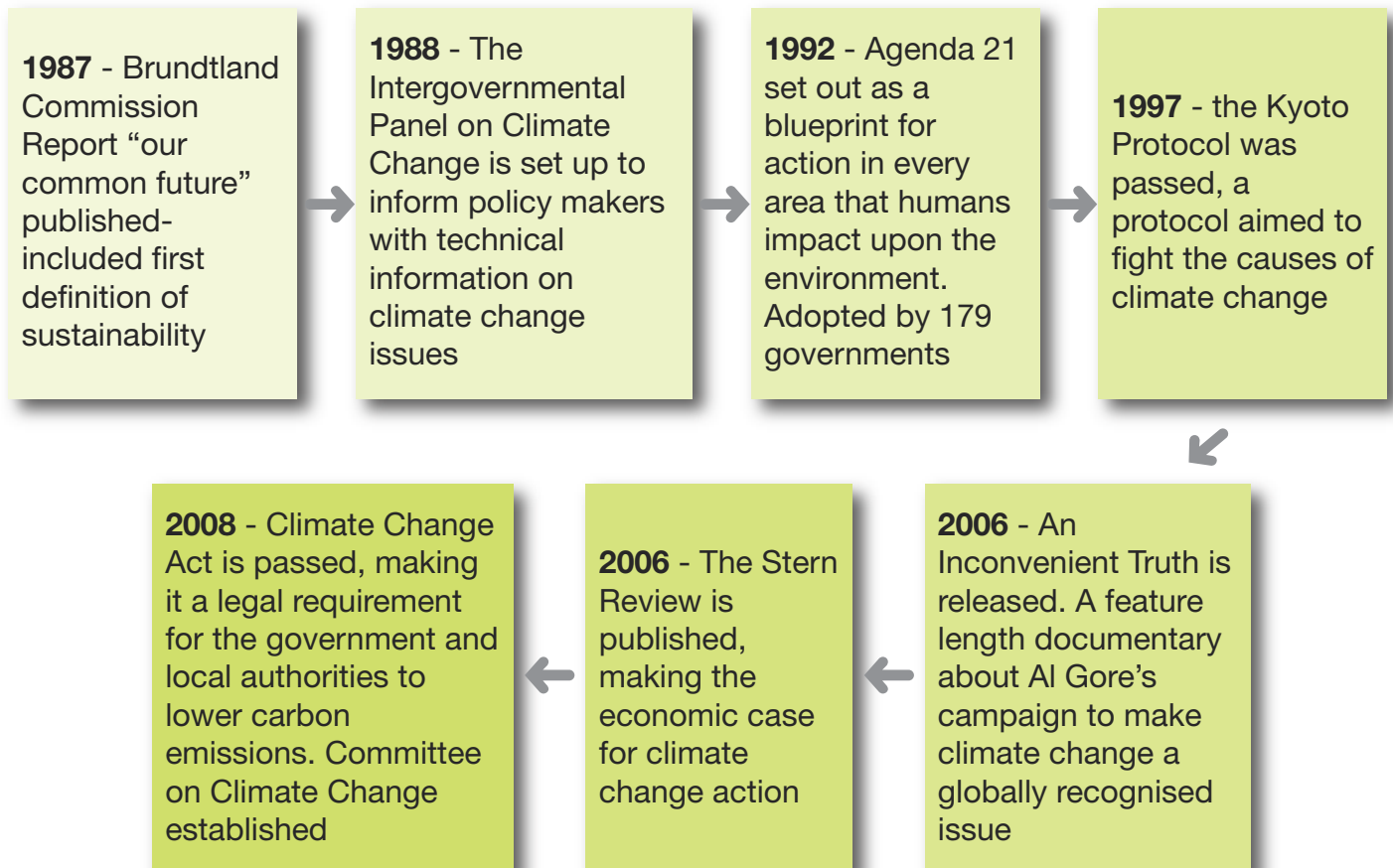
The UK Stern Review on the Economics of Climate Change was completed in 2006 by economist Nicholas Stern. Although not the first economic report on climate change, it is the largest and most widely known and discussed report of its kind, and made the case for climate change action now rather than later. The main conclusion is that the benefits of strong, early action on climate change considerably outweigh the costs. It proposes that 2% of global Gross Domestic Product (GDP) *per annum* is required to be invested in order to avoid the worst effects of climate change, and that failure to do so could risk global GDP being up to 20% lower than it otherwise might be. Tackling climate change is therefore a pro-growth strategy for the longer term. Nottingham's own mini Stern report, due to be published in 2011, will assess the ability of our businesses and organisations to reduce their carbon footprint and prepare for the impacts and opportunities of climate change, now rather than later, and will present a series of recommendations, which when implemented, will help ensure that Nottingham is a well adapted, resilient, low carbon city.



**“The UK must start acting now to prepare for climate change. If we wait, it will be too late. It is not necessarily about spending more, but about spending smart and investing to save. If we get it right, we can save money in the short term and avoid large extra costs in the future. The time has come to move from talking to acting.”**

**Lord Krebs, Chair of the Adaptation Sub-Committee, Defra**

Climate change has risen up the social, political and economic agenda greatly in the last 30 years. Below is a timeline of key climate change initiatives and events:

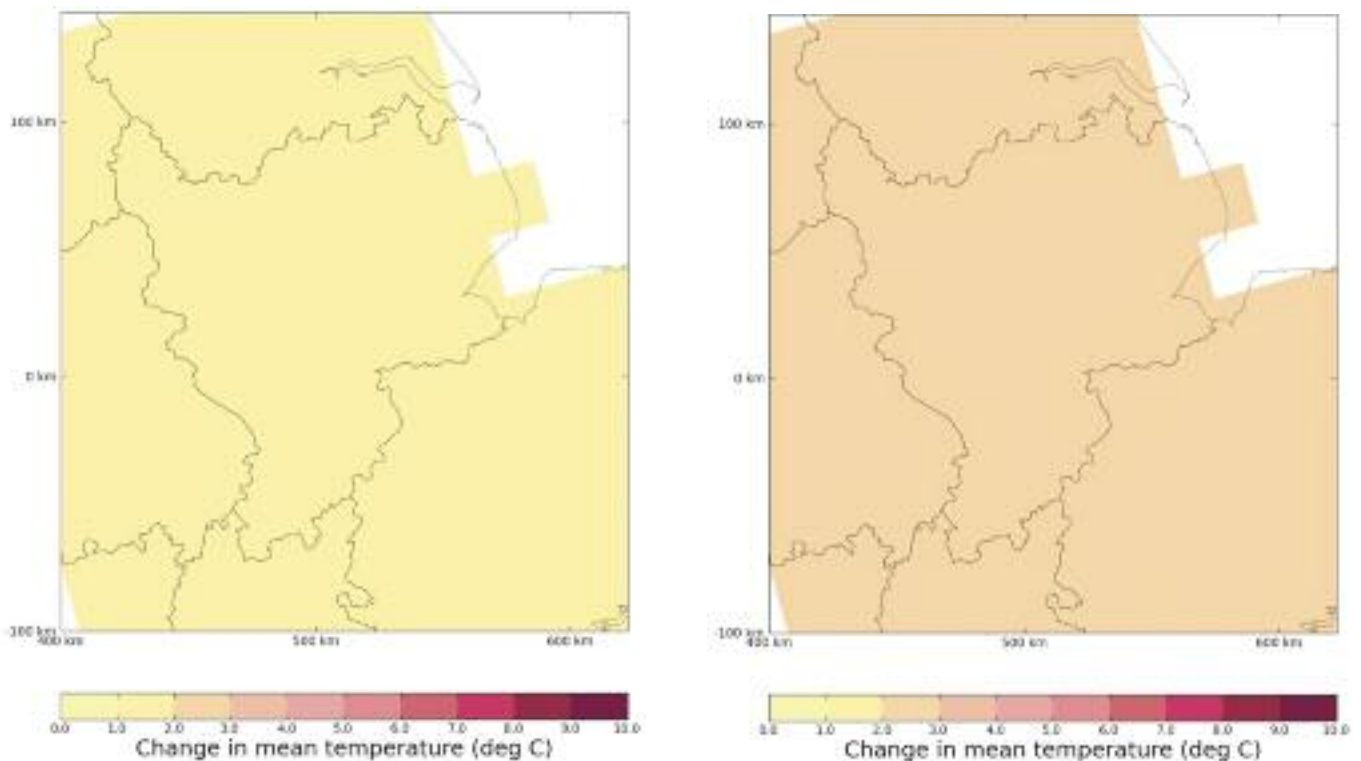


## How will climate change affect Nottingham and Nottingham City Council?

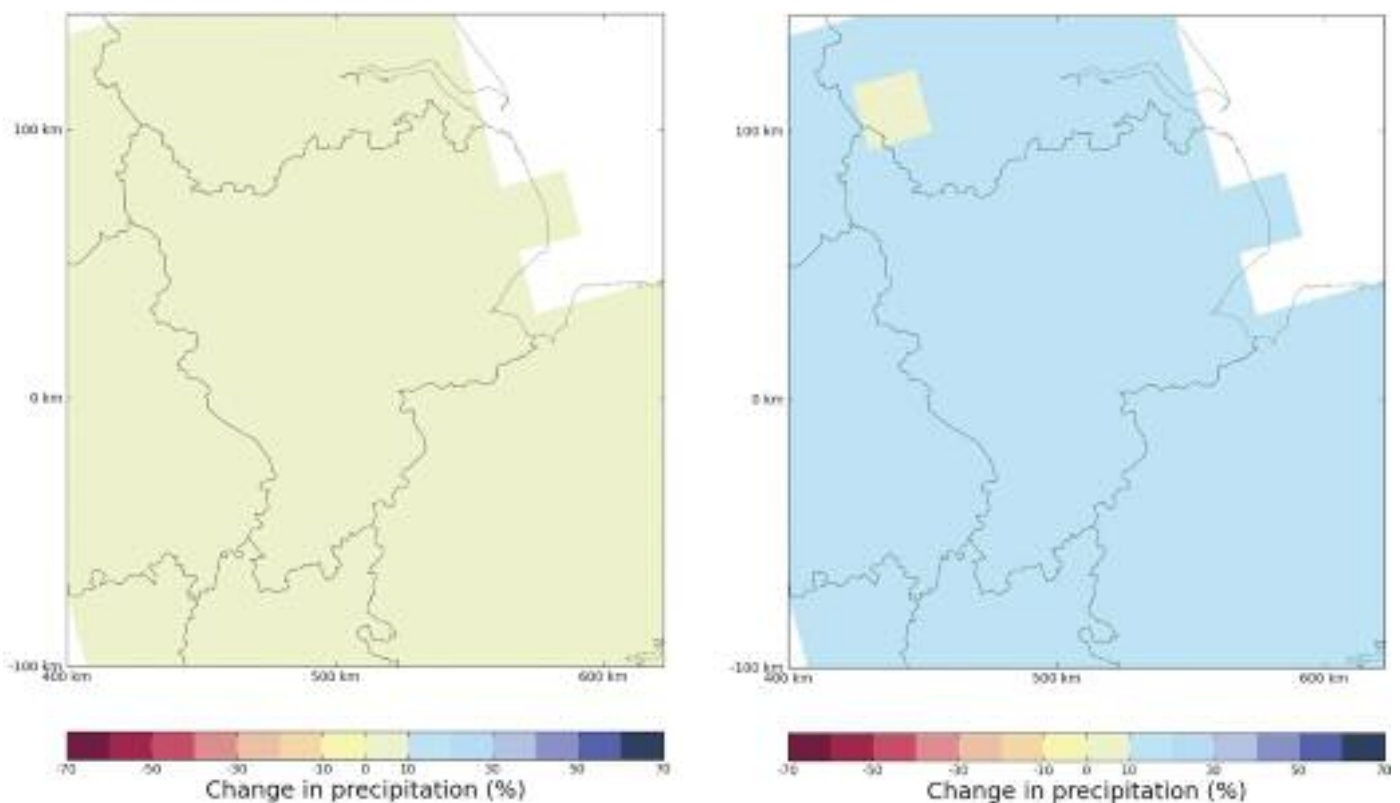
The UK Climate Impacts Programme (UKCIP) is an organisation which helps to co-ordinate research into the impacts of climate change and to help organisations adapt. All its 2009 UK projections predict:

- Increased summer temperatures
- Increased winter temperatures
- Reduced summer rainfall
- Increased winter rainfall

For the East Midlands this will mean **hotter drier summers and warmer wetter winters** which will lead to an **increase in extreme weather events**. The UKCP09 projections include the results of three sets projected greenhouse gas (GHG) emission scenarios; Low, Medium and High developed by the IPCC (Intergovernmental Panel on Climate Change).



The maps above show climate projections for increasing summer mean temperatures in the East Midlands, from the medium emissions scenario. The estimate of projected increase in temperature is: a) 1.4°C by 2020s b) 2.5°C by 2050s, with a wider range of: 0.4 to 2.5°C by 2020s / 1.1 to 4.7°C by 2050s.



These maps show the climate projections for winter mean precipitation in the East Midlands, from the medium emissions scenario. The estimate of projected increase in precipitation is: a) 6% by 2020s b) 14% by 2050s, with a wider range of: -2 to 16% by 2020s / 1 to 33% by 2050s

Nottingham city is subject to certain local factors which make it vulnerable to the effects of climate change. Firstly, it has a major river running through parts of the town, the River Trent, along with other rivers and brooks, which increases the risk of fluvial flooding. Moreover, Nottingham is a large city, meaning it is subject to the urban heat effect. This is when a city area becomes significantly warmer than the countryside surrounding it due to a modification of the land surface from urban development.

Another aspect of Nottingham's local influencing factors includes large numbers of vulnerable people in its population. Over 22% of the population are retired, meaning that services such as Adult Support and Health need to understand and meet the needs of vulnerable people during extreme weather.



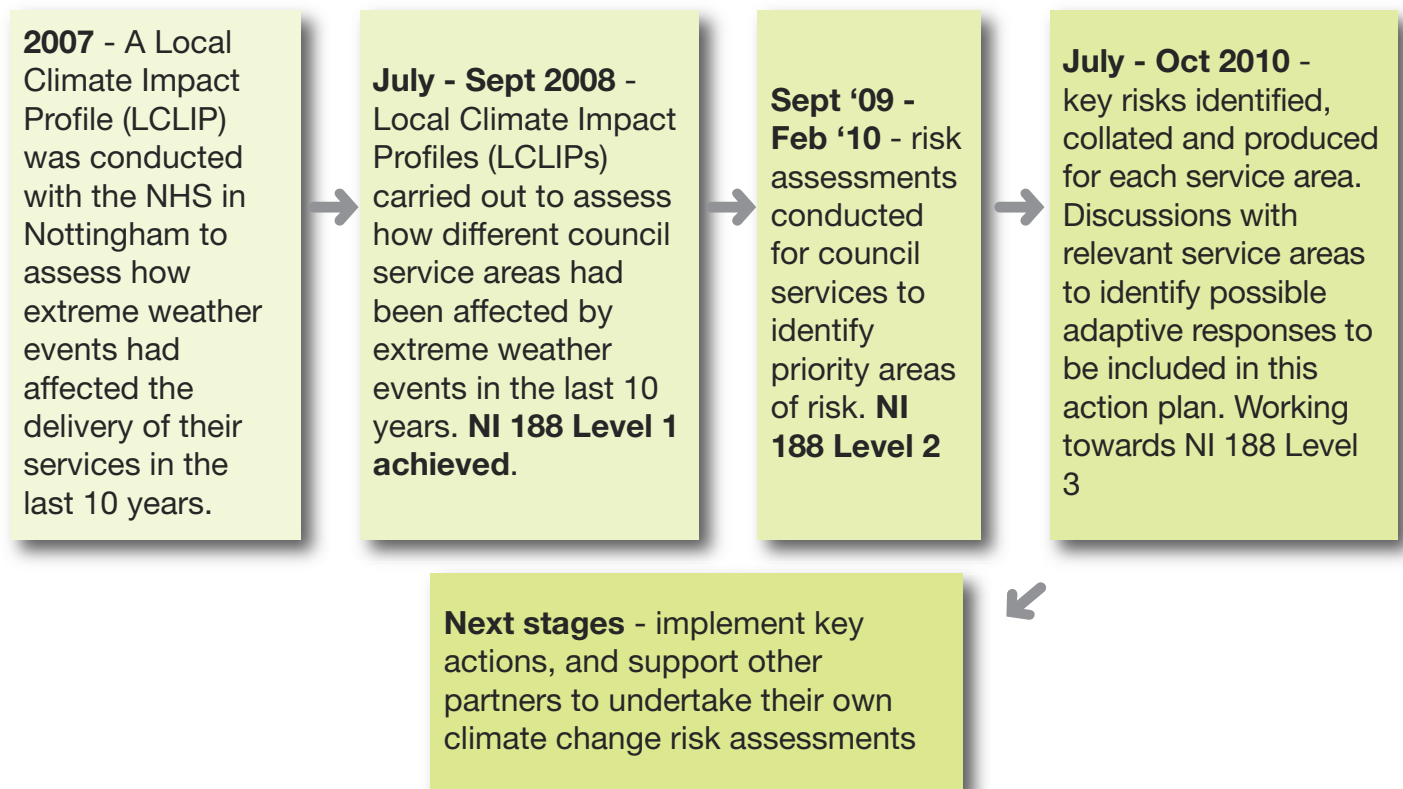
An LCLIP conducted for Nottingham City Council found that over the last ten years there have been nine major weather events which have affected the Council's service delivery including floods, storms, heatwaves and severe winters. This only supports the case further for adaptive action within the Council.

## How was the plan developed?

Nottingham City Council started addressing the issue of climate change adaptation in 2007, with the completion of Local Climate Impact Profiles (LCLIPs) for Nottingham NHS and key council services. In 2008, the Council, under the Local Area Agreement, signed up to National Indicator 188 (planning to adapt to climate change), which committed the Council to developing an organisational adaptation action plan, and to act as an exemplar to others.

Following consultation with key officers, risk assessments were completed for Council services. The identified risks were scored using a risk assessment methodology that has been developed by all local authorities in the East Midlands region under the regionally funded "Planning to Adapt" project. This project, led by Climate East Midlands, and funded by the East Midlands Improvement and Efficiency Partnership, is also supported by some of the key national organisations involved in climate change adaptation, including UKCIP. From this process, key actions were identified.

The timeline below summarises the steps Nottingham City Council has taken so far, compared with the national picture.



In the future it is crucial that the Climate Change Team work closely with Planning Policy and Development Management to ensure adaptation is considered at different stages in the decision making process, along with the other relevant social, economic and environmental considerations.

## What has Nottingham City Council done so far?

Nottingham City Council is already doing a number of things towards its adaptation efforts. These include:

- A Surface Water Management Plan, which maps the city's drainage assets and flooding hotspots;
- A Breathing Spaces document, which seeks to effectively maintain and improve the amount of green space within the city;
- Green infrastructure on a number of council buildings, including rainwater harvesting, green roofs, mechanical ventilation and heat extraction;
- Extensive flood alleviation schemes along the Trent, in partnership with the Environment Agency;
- Contingency plans to cope with heatwaves and flooding events.



# The Adaptation Action Plan

Using UKCIP's climate predications combined with outcomes from service area discussions, the actions are categorised under two main trends:

1. Hotter drier summers
2. Warmer wetter winters

A third section is also included within the Action Plan to consider general adaptive actions which do not specifically fall under the above categories. Under each of the three key trends, actions are sub-categorised under a significant effect. These are:

1. Drought / reduced summer precipitation
2. More frequent and intense summer heat waves
3. Increased urban heat island effect
4. Increased frequency and intensity of flash flooding
5. Increase in severe storm events
6. Cold snaps

Each action states a responsible service team within the council, a timescale for completion, what resources may be required and any partner organisations and service teams which could aid delivery of the action. Actions will be monitored and reviewed within the timescales given, at least annually, and as part of the authority reaching Level 4 of NI 188, which requires a robust process for regular and continual monitoring and review of the plan. This process will primarily be the responsibility of the named service area and associated officers together with the council's Climate Adaptation Project Officer or relevant team members.

Other Nottingham City Council reports, policies and activities have been taken into account in the development of the action plan. The Action Plan is cross-referenced in the following documents:

- Local Transport Plan 3
- Urban Forest Strategy (currently being written)
- Highways Asset Management Plan
- Surface Water Management Plan (currently being written)
- Breathing Spaces
- Business continuity service plans (ongoing)
- Emerging Greater Nottingham Aligned Core Strategies
- Emerging Land and Planning Policies Development Plan Document
- River Trent Strategic Flood Risk Assessment 2010
- River Leen and Daybrook Strategic Flood Risk Assessment 2008
- Emerging Preliminary Flood Risk Assessment

Some of the actions in this Plan have strong links with those of the Breathing Spaces Strategy. They have therefore been combined in such a way as to avoid duplication of actions. There is also a significant focus on the use of trees within the Action Plan. Trees can be beneficial to many of the objectives of this plan, particularly the greater their mass, and the closer they grow to the impacts of climate change which is why special consideration has been given to them.

## A Note on Winter Weather

Although the UKCP09 Projections predict that winter temperatures will steadily increase, this plan recognises the need to continue to prepare for severe winter weather conditions and does include some actions to prepare for such weather events.

## Further information/contact

For further information please contact the Climate Change Team at:

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For information about the impacts of climate change in Nottingham, see the UKCIP website for the UK Climate Projections, the Environment Agency website for more information on flood maps and the Climate East Midlands website for information on the Planning to Adapt Project and for regional climate change news and events.

This plan was written by Amy Scoins, Climate Adaptation Project Officer.

# Trend: Hotter, drier summers

Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
<b>1. Significant Effect: Drought/reduced summer precipitation</b>						
1.1	<b>Emergency Planning, Business Services and Housing Support Partnerships</b> (Business Improvement Manager, Risk and Resilience Manager)	Incorporate emergency measures into contingency plans to enable services to cope in the event of a water shortage or drought.	Mar-12	None	After significant disruption to service contingency.	Severn Trent Water, Environment Agency
1.2	<b>Major Projects</b> (Major Projects Manager and team)	Investigate and cost opportunities to use increased amounts of green infrastructure, such as rainwater harvesting, as part of council building projects.	Ongoing	To be agreed	Yearly	Climate Change Team, Buildings Control
<b>2. Significant Effect: More frequent and intense summer heatwaves</b>						
2.1	<b>Emergency Planning</b> (Head of Resilience and team)	Continue to ensure an effective heatwave response and recovery healthplan is in working order.	Ongoing	None	Yearly	Local Resilience Forum, NHS
2.2	<b>Parks and Open Spaces</b> (Head of Parks and Open Spaces and team)	Investigate and cost opportunities to develop tourism and leisure activities during warmer seasons e.g extended park opening times.	Ongoing	Depends on the actions taken	Yearly	National Trust Nottingham Wildlife Trust
2.3	<b>Biodiversity and greenspace officer</b>	Conduct research into new plant species which could be better adapted to hotter and drier climates.	Mar-12	To be agreed	Keep new subject plants under surveillance	Possibly NTU or Nottingham University
2.4	<b>Business Services and Housing Support Partnerships</b> (Business Improvement Manager, Risk and Resilience Manager)	Continue to deal with higher summer temperatures by networking with others to feed into heatwave plans and send out heatwave warnings.	Ongoing	None	Every April	Department for Health, Local Resilience Forum
2.5	<b>Trees Services</b> , Paul Fountain and associated team. <b>Trees Officer</b> , Edmund Hopkins. Encourage planting	of suitable 'shade trees' to provide shelter and screening from sun.	Ongoing	Depends on the size and amounts of trees planted	Yearly	Environment Agency, Forestry Commission
<b>3. Significant Effect: Increased urban heat island effect</b>						
3.1	<b>Trees Services</b> (Trees Services Manager and team) <b>Trees Officer</b> <b>Parks and Open Spaces</b> (Parks Development Manager)	Ensure a more viable tree stock within the city, implementing a tree valuation procedure to ensure the most important trees are sufficiently regarded and protected, and by planting larger new trees with longer life spans.	Ongoing	To be agreed	Yearly	Forestry Commission
3.2	<b>Trees Services</b> (Trees Services Manager and team) <b>Trees Officer</b>	Continue to develop and implement an Urban Forest Strategy, to encourage the use of urban trees to help reduce the urban heat island effect through evapotranspiration.	A draft is currently being written for consultation aiming for early 2011.	Depends on the size and amounts of the trees planted.	Yearly	Parks & Open Spaces. Urban Design officers within Planning Services.

Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
3.3	<b>Planning Services</b>	Conduct green infrastructure surveys of the city to gain better baseline data. When mapped, this data could identify losses of connectivity and areas for priority action.	Mar-12	Depends on the accuracy and details of the study conducted Key officers' time.	Every 2 years	Major Projects GIS Team Environment Agency
3.4	<b>Parks and Open Spaces</b> (Head of Parks and Open Spaces)	As part of the Breathing Spaces Strategy, the council should seek to effectively maintain the amount of parks and open spaces as a method of reducing the urban heat effect, among other benefits.	Final completed document by Jan '11.		The strategy will be implemented over 10 years, with the action plan being reviewed annually by the Opening Green Space Champions Group.	Nottingham Wildlife Trust
NOTE: for increase in heavy summer rainfall, please refer to actions under 4.						

## Trend: Warmer and wetter winters

Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
4.1	<b>Transport Strategy Team</b> (Senior Transport Planners)	Continue to carry out an Intergrated Impact Assessment, as part of the LTP process, which considers minimising the risk of flooding, reducing CO2 emissions and aiming for reliance to extreme weather conditions.	IIA timetable is driven by the LTP process. The final IIA report will be published April 2011.	To be agreed.	Approx. every 3-5 years, in line with wider LTP3 Strategy monitoring and implementation.	Environment Agency
4.2	<b>Trees Officer</b> <b>Trees Services</b> , (Trees Services Manager & team) <b>Parks and Open Spaces</b> (Parks Development Manager)	Investigate and cost opportunities to increase the amount of strategically placed green spaces, trees and water bodies within the city to reduce the risk of pluvial/ fluvial flash flooding from intense/ prolonged periods of precipitation. Link to action 3.1 and 3.4.	Mar-12	Key officer time.	Every 18 months	Environment Agency, Forestry Commission. Local Resilience



Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
4.3	<b>Bridges and Structures</b> (Team Leader Bridges/Drains, Surface Water Management Plan Officer)	Continue to develop a Surface Water Management Plan to effectively identify and address flooding hotspots via GIS mapping.	Currently being drafted. Preliminary flood risk assessments to be completed March 2011 for the Scrutiny Committee.	Production of the plan progressing within current budgets. Additional funds will be required to complete the investigations and actions identified in the plan	Yearly	Severn Trent Water, Traffic Services, Environment Agency, Climate Change Team, Highways Maintenance, Local Resilience Forum.
4.4	<b>Transport Strategy Team,</b> (Senior Transport Planners) <b>Highways Maintenance</b> (Highways Services Manager)	Following action 4.3, ensure a strategic flood risk contingency procedure is in place covering all city transport networks, to enable a business continuity approach for services to cope during flooding events.	Dependent on completion of action 4.3.	Key officer time.	Yearly	Environment Agency, bus operators, NET
4.5	<b>Highways Maintenance</b> (Highways Services Managers)	Using supplementary data from action 4.3, review and monitor maintenance regimes of road side gulleys and drainage assets, identify priority areas most at risk and amend as necessary to cope with changing climate conditions.	Dependent on completion of action 4.3. Once action started, ongoing in response to weather conditions.	No more than already budgeted. Ensuring a well maintained drainage network will help to reduce flooding, which in turn could save money from cleaning up costs, etc.	In response to significant weather events affecting drainage assets. Yearly at least.	Bridges and Structures

## General Adaptive Actions

Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
6.1	<b>Trees Services</b> (Trees Services Manager and team)	Campaign for increased resource funding for trees services by creating a communications plan. This should highlight the importance of trees for such as acting as SUDS, reducing the UHI effect and seek to increase the understanding and consideration of trees within the Council and amongst city residents. Link to action 3.2.	Ongoing	None.	Revisit after one year to review if efforts had a significant positive effect on funding.	Marketing and Communications. Planning services.
6.2	<b>Transport Strategy Team</b> (Senior Transport Planners)	Ensure websites providing travel information to the public are able to cope at high capacities during times of potential disruption to transport services from severe weather events.	Ongoing	Depends on how much the capacity of websites are increased.	Yearly	IT Services, bus operators, NET, Greater Nottingham Transport Partnership.

Action Number	Service area leads and responsible officer(s)	Description of action	Timescale/ completion date	Additional resources/ financing required	Timescale for review	Partner organisations / departments
6.3	<b>Business Services and Housing Support Partnerships</b> (Business Improvement Manager, Risk and Resilience Manager)	Continue efforts to develop and implement a mapping and database system for locating and prioritising vulnerable people in emergencies.	Ongoing	Resources and financing for this action are currently unknown. To be agreed. Yearly	after completion.	IT Services, GIS Team, Environment Agency, Local Resilience Forum.
6.4	<b>Energy Team Energy Manager</b>	Create a GIS energy map for Nottingham to identify fuel sources, existing capacity, improve resilience and identify areas for improvement. The map will have the flexibility to overlay other layers for things such as flooding.	The initial energy map will be produced by March '11. Potential further phases TBA.	DECC grant secured. Potential additional resources TBC.	Yearly	DECC
<b>7. Significant effect: Cold snaps</b>						
7.1	<b>Business Services and Housing Support Partnerships</b> (Business Improvement Manager, Risk and Resilience Manager)	Continue to utilise existing contingency plans which deal with cold weather conditions by adjusting staff resources effectively, relaying travel information and working in teams to ensure at least the most vulnerable people are visited.	Ongoing	No more than already budgeted.	After significant incidences	Emergency Planning

