LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Risk Deep-Dive – Climate	
REPORT OF: Executive Director Investment Place and Opportunity	
FOR SUBMISSION TO: Audit and Corporate Governance Committee	DATE: 5 February 2026

SUMMARY OF REPORT

This report provides Members with an overview of the climate related principal risk to enhance the Committee's understanding of how this risk is being managed. The purpose of the risk deep-dive is to enable the Committee to fulfil its duties regarding monitoring the Council's effective operation of risk management as set out in its Terms of Reference.

Local Government Act 1972 – Access to Information

No documents that require listing were used in the production of this report.

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RECOMMENDATIONS

That the committee note how this risk is being managed.

Signed:

As agreed by the Executive Director Investment Place and Opportunity

Date: 23 January 2026

1. Purpose of the report

1.1 In accordance with its Terms of Reference, the Audit and Corporate Governance Committee (the Committee) is required to monitor the Council's effective development and operation of risk management. In addition to this, the CIPFA position statement on Audit Committees in Local Authorities specifies core responsibilities for audit committees, one of which is to "consider the effectiveness of the authority's risk management arrangements and the control environment."

1.2 The purpose of the risk deep dive is for the Committee to obtain a deeper understanding of the chosen risk area and develop insight into the risk controls and action plan.

2. Current Risk Context

2.1 The climate risk has two key elements: firstly, the extent to which the Council's ambition to support a zero-carbon borough by 2030 is realised; and secondly, the extent to which Camden is prepared for future climate hazards such as increased summer temperatures and intense rainfall.

2.2 The climate risk is governed by the Cabinet approved Climate Action Plan 2026-30 which replaced both the previous Climate Action Plan 2020-25 and the Climate Adaptation and Resilience Plan 2023-25. The climate risk is also governed by the Council's statutory Flood Risk Management Strategy, the Multi Agency Flood Plan and the Council's Adverse Weather Plan.

2.3 The Government's October 2025 response to the Climate Change Committee's report to Parliament notes that "The impacts of climate change are accelerating, and the need to strengthen the UK's resilience is more urgent than ever. While significant steps have been taken to adapt to these risks, further action is needed to meet the scale of the challenge". (Government Response to CCC Progress Report 2025). The elderly, children and young people, those living with disabilities and existing health conditions, and those living in poverty are most at risk of climate related hazards.

2.4 Zero carbon risk context

2.4.1 The zero-carbon risk relates to climate change mitigation: the goal of slowing or stopping the climate crisis by reducing greenhouse gas emissions (carbon dioxide being the principal greenhouse gas).

2.4.2 The Council's ability to slow or stop climate change is limited because borough emissions are insignificant in the context of global emissions, and global emissions (and temperatures) continue to rise. The Council also only has control or influence over approximately one-third of carbon dioxide emissions in Camden, and the cost of achieving a zero-carbon borough is estimated to exceed £10 billion over business-as-usual replacement and investment costs.

2.4.3 The limits of the Council's control and influence, and the fact that the cost of a zero carbon Camden exceeds Council budgets, formed part of the evidence to

the Citizens' Assembly which helped to shape the Council's climate programme. The Climate Action Plan 2026-30 therefore acknowledges these limits and functions as an enabling framework for resident, business and community action towards a zero carbon Camden.

2.4.4 The Council has greater influence and control over its own estate and operations (less over housing and schools, than our corporate estate). However, the cost of decarbonisation, published annually in the Council's Climate Budget, is approximately £800 million for Council housing and £225 million for the corporate and schools' estate and fleet, with a funding gap in excess of £500m.

2.5 Preparedness for climate risk context

2.5.1 The climate preparedness risk relates to the extent to which Camden is resilient to the changing climate. The primary climate hazards facing Camden include flooding (2021 and 2022 saw extensive surface water flooding across Camden) and heatwaves (2025 was the hottest summer on record, with four heatwaves declared. Nine of the last 10 summers (2016-2025) have brought temperatures above the long-term average). Water scarcity, extreme winds and wildfires are currently viewed as secondary climate hazards in Camden, with the risk from wildfires increasing. Air pollution can also be exacerbated by extreme heat.

2.5.2 Surface water flooding is the main form of flood risk in Camden. This occurs when the Thames Water drainage network reaches capacity during intense rainfall, with resulting surface water flows that can enter properties. There have been four significant surface water flooding events in Camden, the most recent over 2021/22 when over 100 properties were flooded. Residents in previously flooded and high risk areas are often unable to obtain property insurance and are thus left unprotected.

2.5.3 Heatwaves will become more common in the future in Camden. A 2025 report by Zurich across selected estates in Camden, indicates that heat stress hazard exposure will be high, reaching 100% of those council assets in the far term under a future SSP2-4.5 "intermediate" climate scenario (Appendix 1).

2.5.4 The extent to which people and infrastructure are exposed and vulnerable to climate hazards depends on the infrastructure quality and location, as well as the characteristics of the people potentially affected.

2.5.5 Those most vulnerable to climate hazards in Camden include elderly and disabled citizens who may have reduced mobility, and residents with long term physical or mental health conditions that place them at increased risk during extreme heat events. Low-income residents may also face heightened vulnerability, lacking financial resources for preparation and recovery from climate-related events.

2.5.6 Buildings most at risk therefore include those occupied by residents with heightened vulnerability, such as care homes, but also properties in areas of known flood risk regardless of tenure, as well as buildings and infrastructure that were simply not designed to withstand extreme weather conditions.

2.5.7 Given the intersection between vulnerable residents (low income, elderly, in poor health) and infrastructure and buildings in locations of known climate exposure, Council housing, schools, care homes, parks and our streets are all considered to be at risk from heatwaves and intense rainfall events.

2.5.8 It is also important to note that climate risks are a multi-agency risk involving the NHS, Thames Water (who own and maintain the drainage network) and Transport for London. Similarly, building Camden's resilience to a changing climate requires investment in buildings and infrastructure from public sector partners such as Transport for London and the NHS, as well as Thames Water and other private sector organisations, and the Council.

2.5.9 Risk management also requires changes to the way that the Council delivers and designs services for people who are more likely to be vulnerable to climate hazards. The Council also needs to build awareness of the climate risk and help the community to develop their own resilience.

2.5.10 As with the zero-carbon challenge, the scale of investment required is significant. However, many adaptation measures have strong benefit-cost ratios ranging from a low base of 1:1 for flood protection through to 5:1 for heatwave preparedness through to 10:1 for water efficiency measures, suggesting that there is a positive economic case for action.

2.5.11 Exposure to climate risk is not unique to Camden. The Greater London Authority's 2024 "London Climate Resilience Review" concluded that London was significantly exposed and called for greater strategic coordination on the key issues of heat and flood risk. A London Surface Water Strategy was published in 2025 which highlighted an annual funding gap of £41m across London to address surface water flood risk. The GLA is now working on a heat risk strategy for London.

2.5.12 At the national level, the Climate Change Committee's April 2025 report to Parliament on "Progress in adapting to climate change" concluded that "The UK's preparations for climate change are inadequate. Delivery of effective adaptation remains limited and, despite some progress, planning for adaptation continues to be piecemeal and disjointed. The vast majority of our assessment outcomes have the same low scores as in 2023. In terms of adaptation delivery, we do not find evidence to score a single outcome as 'good'. Adaptation progress is either too slow, has stalled, or is heading in the wrong direction."

2.5.13 The report highlights that the 2022 heat wave led to nearly 3,000 heat-related deaths in England and suggests this could exceed 10,000 in an average year by 2050. The report also notes that a failure to mitigate and adapt to climate change could impact UK economic output by up to 7% of GDP by 2050.

2.5.14 The Climate Change Committee's next report to Parliament will be published in May 2026.

3. Risk mitigation and monitoring

3.1 Zero carbon

3.1.1 The Council's Climate Action Plan 2026-30 was approved by Cabinet in December 2025 and replaces the previous Climate Action Plan 2020-2025. The plan sets the enabling framework for a zero-carbon borough while acknowledging the limits of Council influence. Climate Action Plan progress is monitored and reported annually, with the final Annual review of the Climate Action Plan for 2020-25 confirming that 97.5% of actions were delivered.

3.1.2 The Council also reports annually on progress towards zero-carbon across our own estate and operations excluding Housing (the scope excludes housing because the Council has limited visibility on carbon emissions that result from energy consumption in Council homes as the majority are subject to private electricity and gas supply and metering arrangements).

3.1.3 The reporting takes two forms: an annual carbon footprint report, and a "Climate budget" published as part of the Council's Council Tax Setting reports, which describes the financial position relative to the zero-carbon target and costs. Reporting is accessible at Our carbon reduction programme - Camden Council

3.1.4 Notable energy efficiency improvement projects across our estate that reduce carbon dioxide emissions and energy costs include Swiss Cottage Library, Highgate Library, West Hampstead Library and Talacre Leisure Centre, with a further £6.4m secured from Government in 2025 to retrofit Swiss Cottage and Kentish Town sports centres.

3.1.5 The graphs in Appendix 2 show how borough wide emissions and those from our own estate and operations compare to a zero-carbon projection. Borough wide emissions have now fallen by 52% since 2005 and emissions from our own estate excluding Council housing are 64.7% below our 2010 baseline.

3.1.6 The Council has also directed significant investment towards Council housing through the Social Housing Decarbonisation Fund, with homes at Belsize Grove and Brookes Court benefitting from energy efficiency improvements in 2024/25 and a further 90 homes currently on site.

3.1.7 Investment is also being made across Camden's communal heating systems with major energy efficiency projects out for tender at Maiden Lane and Rowley Way, and further communal heating upgrades progressing at sites including Mayford, Dunboyne, Denton, Lymington Road and Spedan Close.

3.1.8 The Council also acted as the lead for Warmer Home London's successful £78 million application to Wave 3 of the Social Housing Decarbonisation Fund, which will see £13M directed towards Camden's solar programme for 2,700 Council homes. Surveys for the solar are due to start in 2 weeks.

3.2 Climate resilience, adaptation and preparedness

3.2.1 The Council has one Climate resilience officer to lead the Council's and borough's preparedness for the climate crisis. The officer also has responsibility for discharging all statutory duties associated with the Flood and Water Management Act. The work programme was governed by our Climate Adaptation and Resilience Plan 2023-2025 until its incorporation into the new Climate Action Plan 2026-30 and the Council's Flood Risk Management Strategy 2022-2027 Flooding - Camden Council. Progress is reported as part of the Climate Action Plan Annual Reviews and biennial reviews of the Flood Risk Management Strategy.

3.2.2 Good progress has been made in building Camden's resilience to a changing climate. The 2025 and final review of the Climate Adaptation and Resilience Plan shows that 96% of actions are either delivered or underway. Camden's Flood Risk Management Strategy 2022-2027 (FRMS) sets out 37 measures relating to flood risk alleviation projects, flood preparedness, response and asset management, and monitoring and review. The 2024 biennial review showed that all but one of the actions were either underway or delivered.

3.2.3 The following sections describe examples of the work across the key themes of heat and flood risk.

Heat risk

3.2.4 From a heat risk perspective, a Council wide information event was held in 2024 with Camden's public heath team to build awareness of the growing heat risk and the potential impact across Council services. The event provided teams with advice on how to prepare and adapt services in the event of adverse weather including guidance and example "Action Cards" from the Government's Health Security Agency. Appendix 3 provides examples of the guidance and information provided to Council services.

3.2.5 Following the event, the Council developed a new Adverse Weather Plan which was operationalised before the summer of 2025. The plan identifies services at risk across the Council and nominates service leads who receive weather warnings from the Borough Emergency Command Centre and are responsible for implementing service level responses. For example, if major rainfall is forecast, the Engineering and Environment services leads will send teams out to clear gullies in known flood risk locations.

3.2.6 A further heat risk event for staff will be delivered before the summer of 2026.

3.2.7 Adverse weather warnings and information on how residents can prepare are also communicated externally. An important new heat risk resource is Camden's network of "Cool Spaces" where residents can seek respite from extreme heat. Information about the Cool Spaces can be found at Preparing for hot weather - Camden Council. Alongside the Cool Spaces network, the Council prepared and distributed free materials to keep residents cool over the summer of 2025 through the "Stay Cool" community-focused awareness campaign, including reusable water bottles and hand-held fans.

3.2.8 The Council also considers heat risk in new public realm projects and in new developments. The designs for the Holborn Liveable Neighbourhood (HLN)

project have been informed by heat risk modelling projections to 2050, with shading interventions planned at the British Museum, Theobalds Road and in new landscaping at the Tybald's Estate. The report informing the Holborn project can be read Holborn Heat Resilience Study. Camden's Climate resilience officer was involved in the procurement of the public realm consultant who will develop concept designs for the HLN schemes, ensuring a strong focus on resilience.

3.2.9 Heat risk in Council housing is currently only considered when energy efficiency improvements are made as part of Building standards certification.

Flood risk

3.2.10 Flood risk remains a multi-agency risk with the capacity of Thames Water's ageing sewer network critical to its management. Investment by Thames Water is governed by its Drainage and Wastewater Management Plan with the aim of reducing sewer flooding and increasing sustainable drainage to help slow the rate at which rainwater enters the sewer system.

3.2.11 According to Thames Water's February 2025 report to the Culture and Environment Scrutiny Committee, 240km of mains across Camden have been replaced since 2000. Thames Water also noted that following the 2021 flood event, they installed flood protection at 44 properties to prevent sewer surcharging to homes on Belsize Road, Fairhazel Gardens, Goldhurst Terrace and Priory Road.

3.2.12 To help further manage flood risk in South Hampstead (one of the key flood risk zones in Camden), the Council has installed sustainable drainage systems (SuDS) in Priory Terrace, Belsize Road, Priory Road, and Goldhurst Terrace to slow the rate at which extreme rainfall enters the sewer network. In early 2025, the Council secured further funding from the Environment Agency for a second phase of SuDS on Goldhurst Terrace.

3.2.13 In 2023, with funding from the Environment Agency, an urban drainage model was built for the Hampstead Heath and Gospel Oak catchment to help address flood risk in South End Green (a second key flood risk zone in Camden). The modelling guided the Council's sustainable drainage scheme on Parliament Hill which saw the Council and Cadent backfill planned gas mains with two rain gardens. The collaboration was highly commended by the Chartered Institute for Highways and Transportation.

3.2.14 In 2025, the Council partnered with the City of London Corporation to introduce natural flood management south of East Heath car park to slow and reduce surface water run-off from Hampstead Heath. At the same time, the Council worked with Thames Water to triple the number of gullies at South End Green to help reduce flooding.

3.2.15 The Council has worked closely with the community in high flood risk areas to build community resilience. The South Hampstead Flood Action Group oversees a Community Flood Plan focusing on infrastructure improvements and awareness raising. The Council and South Hampstead residents have also partnered on successful funding bids to the Environment Agency. The Council

has also supported the South End Greening Group, welcoming the group's local knowledge. This relationship was instrumental in shaping the South End Green and Hampstead Heath interventions noted above.

3.2.16 The Council continues to identify opportunities in priority public realm locations to install sustainable drainage and greening through Camden's Transport Delivery Plan. In addition to the South Hampstead and South End Green projects noted above, examples include tree pits and drainage in St Giles Square, rain gardens on Compton Close in the Regent's Park Estate and green infrastructure on Bedford Row. Further sustainable drainage has been installed at Camley Street, Savernake Road, York Way and Malden Road. In Somers Town, flood risk alleviation has been incorporated as rain gardens in the communal gardens at Levita House and on Phoenix Road.

3.2.17 In 2024, Camden published its new planning policy focused Strategic Flood Risk Assessment, which incorporated data from the 2021 floods to strengthen our control of new development in areas of flood risk. Among the changes is the addition of two new flood risk zones where basement construction and major new developments are now subject to enhanced planning requirements. 44 major and 42 minor applications have been controlled from October 2024 to September 2025.

3.2.18 The Council has also recently updated the Multi-Agency Flood Plan, in line with our commitment to review the plan every three years and ensure that our flood preparedness and response plans are up to date. The Multi-Agency Flood Plan governs the emergency response to flooding when it occurs.

3.2.19 Camden is a member of the Mayor's Surface Water Strategy's Central London Catchment Partnership, which brings together boroughs in central London to tackle surface water flooding through cross-boundary collaboration. There is £1.5 million in funding for the catchment partnership to use on priority projects over the next 18 months. Camden is using its existing hydraulic modelling and Flood Risk Management Strategy to select areas in greatest need for surface water flood risk interventions. The final projects will be identified in early 2026 and submitted for funding.

4. Outlook for the next 12 months

4.1 The Intergovernmental Panel on Climate Change's 2023 report concluded that global temperatures are now 1.1°C above pre-industrial levels and that current policies and international pledges from Governments fall short of limiting warming to 1.5°C or even 2°C. The report goes on to state that "every increment of global warming will intensify multiple and concurrent hazards".

4.2 While Camden and the UK are not as exposed to climate hazards as many other parts of the world, and despite progress in building Camden's adaptive capacity to the climate risk, the level of exposure and risk in Camden is growing as the climate warms and extreme weather events become more common. The risk will be amplified for lower income families, the elderly and those living with health conditions.

4.3 The cost of inaction on climate adaptation and resilience could be severe and multifaceted. Residents face increased property damage, health risks, and disruption from flooding and heatwave. Businesses risk financial loss from extreme weather, supply chain issues, and rising insurance costs, threatening viability. Increased pressure could be placed on voluntary sector organisations during crises, while the Council could incur escalating emergency response costs and infrastructure repairs, diverting resources from other priorities. Collectively, these impacts could erode Camden's social and economic resilience, making adaptation not just an environmental imperative but a financial and social necessity.

4.4 In the context of zero carbon, the Council expects to see emissions continue to fall across its own estate and the borough over the next 12 months; however, the limits of our control, influence and finances suggests that a zero carbon Camden is not attainable in the near future.

4.5 Following approval by Cabinet in December, progress towards a zero carbon and climate resilient Camden will be governed by the Council's Climate Action Plan 2026-2030.

5. Legal Comments of Borough Solicitor

5.1 The Borough Solicitor has been consulted and has no legal comments to add.

6. Finance Comments of the Executive Director Corporate Services

6.1 The Executive Director Corporate Services has been consulted and their comments are incorporated within the body of the report.

7. Environmental Implications

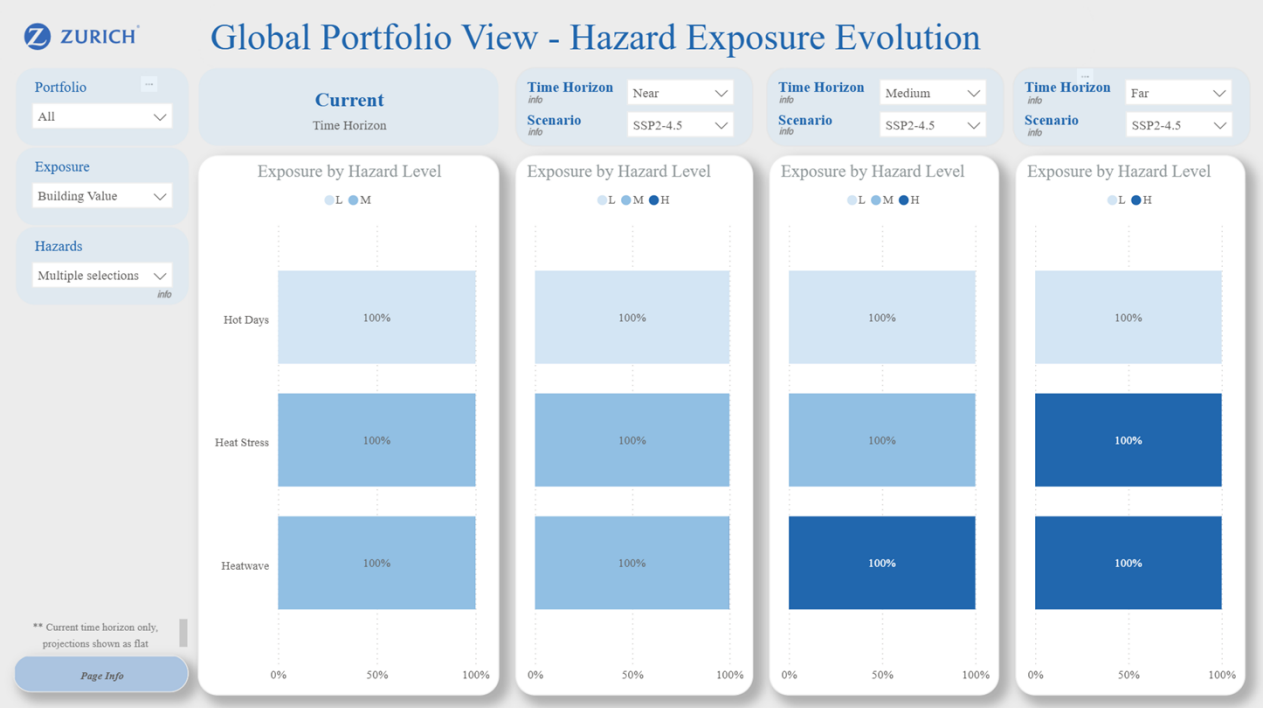
7.1 This report focuses on the key climate risk. The organisational response to the risk has positive environmental implications.

Appendices

1. Zurich Climate Risk Report – Heat Stress across Camden Estates for SSP2-4.5 Scenario
2. Carbon dioxide emissions reduction – borough wide and Council estate
3. Adverse Weather Plan guidance for Council services (examples)
4. Principal Risk information and action plan ('risk on a page')

REPORT ENDS

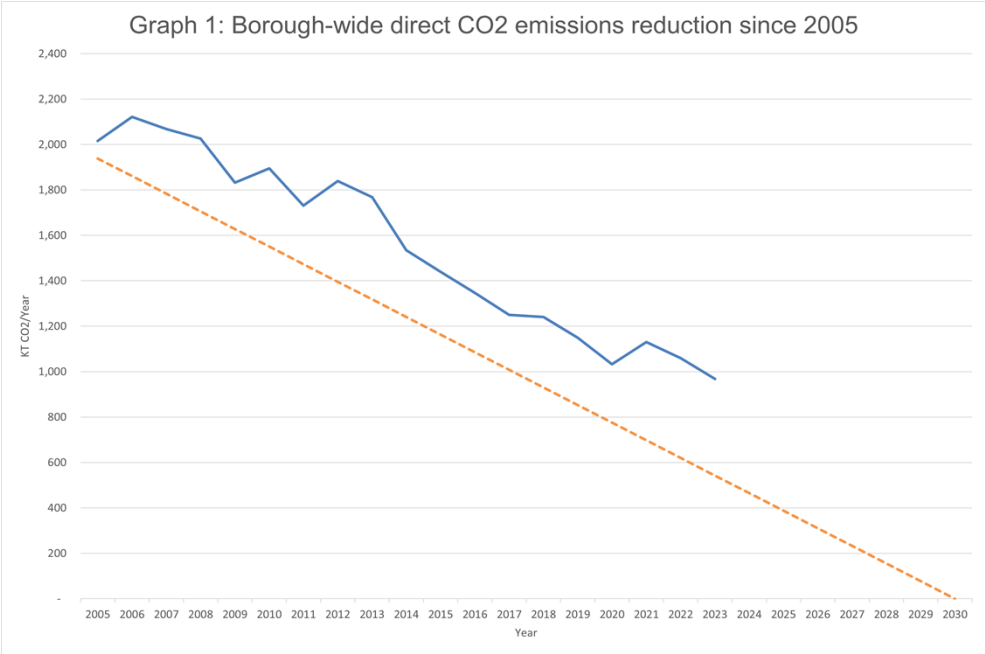
Appendix 1 - Zurich Climate Risk Report – Heat Stress across Camden Assets for SSP2-4.5 Scenario*



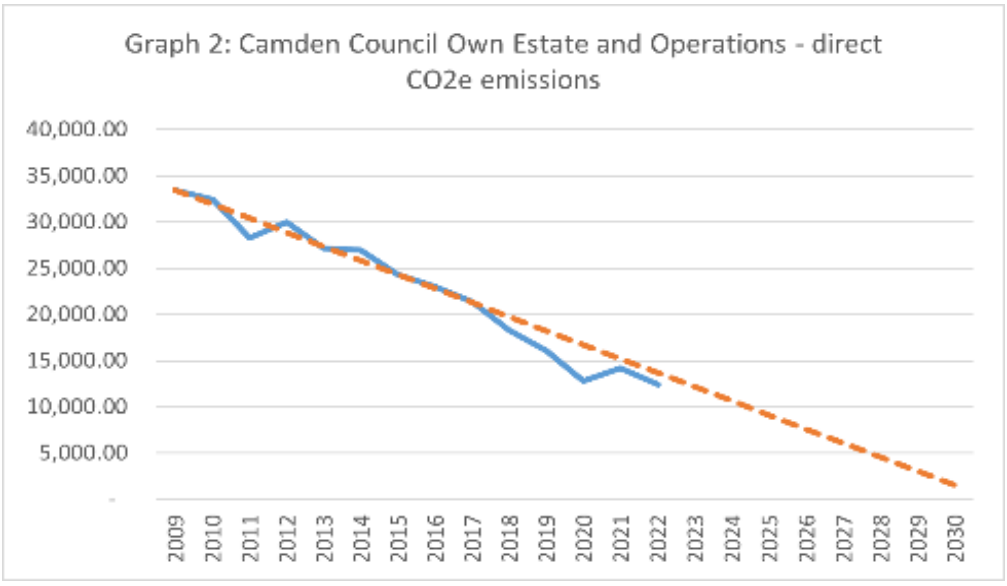
*The SSP2-4.5 scenario is an intermediate climate projection where CO_2 emissions stay near current levels until mid-century before gradually declining but not reaching net-zero by 2100, leading to an estimated global warming of about **2.7°C by 2100** compared to pre-industrial levels, representing moderate socioeconomic development with historical trends continuing.

Appendix 2 - Carbon dioxide emissions reduction – borough wide and Council estate

Graph 1 – Borough-wide CO_2 reduction



Graph 2 – Council estate and operations CO_2 reduction



Appendix 3 – Adverse Weather Plan guidance for Council services (examples)

UK Health Security Agency

Heat-Health Alert summary action card for care homes and other adult social care residential settings

This is a summary of the suggested actions for managers in this setting at each alert level. Check the Heat-Health Alert action card for health and social care providers for more detail, including what to do before summer, and adapt actions for your service as appropriate.

Summary actions for a yellow alert

- ☐ Conduct a local risk assessment for hot weather in your area and your organisation's response, consulting the Heat-Health Alert, guidance and full action card
- ☐ Confirm that staff are aware of business continuity and hot weather plans and received the Heat-Health Alert. Share it with staff if they have not received it
- ☐ Share and explain the importance of Beat the heat messages to clients and staff, including raising awareness of heat illness signs and prevention
- ☐ Ensure staff check thermometers are installed and working, and monitor temperatures inside buildings especially where people spend most time
- ☐ Ensure staff keep certain rooms or areas below 26°C, giving people a place to cool down, and keep the building as cool as possible (for example, by closing windows when it's hottest and opening windows when it is cooler outside, such as at night)
- ☐ Review, prioritise and monitor individuals most vulnerable to heat-related illnesses
- ☐ Assess staffing levels, recognising possible increased care needs during hot weather
- ☐ Ensure staff promote client hydration, offering cold water and ice regularly
- ☐ Ensure medication is stored according to instructions
- ☐ Encourage and enable staff to carry water and stay hydrated, and report concerns about their own health promptly

Summary actions for an amber alert

- ☐ Continue yellow alert actions
- ☐ Follow your local business continuity and/or hot weather plans
- ☐ Ensure that staff monitor the temperature of at-risk individuals and their environment
- ☐ Advise staff and clients to raise concerns promptly, as heat illnesses can worsen fast

Summary actions for a red alert

- ☐ Continue amber alert actions
- ☐ Follow all local emergency response plans and continue to monitor the current situation by checking the weather alerts or local news
- ☐ Actively monitor all clients during hot weather episodes and monitor compliance with actions to keep living areas as cool as possible and cool rooms or areas below 26°C

Appendix 4 - Principal Risk information and action plan (risk on a page)

Improving Camden's climate resilience and enabling a zero carbon Camden			Existing Controls
Current Score: 16 (L:4, I:4)	**Target Score: 6** (L:3, I:2)	**Outlook**: Increasing	1. The Climate Action Plan is reviewed every six months and is governed through a programme risk register. Annual reviews of the Climate Action Plan are published. 2. The Climate Adaptation and Resilience Plan is reviewed annually as part of the Climate Action Plan review 3. A new Climate Action Plan 2026-30 has been produced and will be considered by Cabinet in December 2025 4. The council's Flood Risk Management Strategy runs to 2027 and is reviewed annually 5. The Citizen panel established in 2020 in response to the Citizens' Assembly on the Climate crisis oversees progress of the Council's Climate Action Plan 2020-2025 and a new Citizen panel is being considered for the next Climate Action Plan 2026-2030 6. We measure carbon emissions across Camden and our own estate on an annual basis. Borough emissions data is provided by Government on an annual basis on an 18-month delay. 7. C&E Scrutiny is invited to review the Climate programme annually 8. Adverse Weather Plan – warnings are issued to all relevant Council services before extreme/adverse weather events with service level action plans then implemented.
Risk: The Council does not reduce carbon emissions to zero in response to the climate emergency and fails to adapt or build resilience to future climate hazards such as increased summer temperatures and intense rainfall. **Cause:** The most recent report of the Government's Climate Change Committee highlights that national policy remains inadequate to address increasing climate related risks. Key infrastructure vulnerable to extreme weather events in Camden is also owned and managed by 3rd parties such as Thames Water and TfL. Net zero remains challenging given that the Council only has control or influence over 1/3 of borough emissions and the estimated £10bn cost over business as usual investment far exceeds Council budgets. **Consequence:** Reputational risk of failing to meet zero carbon. Risk to life and infrastructure associated with poor resilience and adaptation to climate hazards such as flood and heat risk. Risks to health, well-being and productivity from heat and flood risk; risks of water deficits in public supply; disadvantaged communities disproportionately affected by climate impacts. **Risk Update**: 2025 will be the hottest summer on record, with four heat waves declared. Nine of the last 10 summers (2016-2025) have brought temperatures above the long-term norm. Despite the publication of Camden's first Climate Adaptation and Resilience Plan in Nov 2023, services across the organisation are not fully prepared for climate hazards such as extreme heat and flooding, however since the last update a new Adverse Weather Plan has been developed by the corporate resilience team with supporting service guidance about how to prepare. The Council's new Climate Action Plan 2026-2030 was also published for consultation in September and will be considered by Cabinet in December 2025. The new CAP has an enhanced focus on climate resilience and risk. The increasing occurrences of extreme heat are becoming a key issue, with vulnerable people and infrastructure most at risk. Projects to identify areas prone to overheating and provide recommendations for cooling measures, such as the Holborn Liveable Neighbourhood Heat Risk Study, as well as linking in with the GLA's Cool Spaces Programme to expand our network of public cool spaces are helping to minimise the risks associated with overheating and prepare people. Flood risk remains a multi-agency risk with the capacity of Thames Water's sewer network remaining critical. The Council is preparing a new Green Infrastructure Strategy to prioritise delivery of sustainable drainage systems alongside transport projects and new projects are underway to improve flood related infrastructure in key flood risk zones including South Hampstead and South End Green.			

Actions	Action owner	Status	Due Date	Risk sponsor
1. Deliver the current Climate Action Plan and Climate Adaptation and Resilience Plan 2. Continue to retrofit Council buildings to cut greenhouse gas emissions and improve the council's energy security 3. Flood Risk Management Strategy and actions within 4. Adopt the new Climate Action Plan 2026-2030 with enhanced focus on climate resilience	1. Richard Bradbury 2. Gavin Haynes 3. Richard Bradbury 4. Richard Bradbury	1. In progress 2. In progress 3. In progress 4. In progress	1. December 2025 2. Ongoing 3. 2027 4. December 2025	David Burns