

London Leading: Case studies in climate resilience leadership

March 2025



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THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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Introduction

In response to increasing climate impacts, local authorities have been working to raise the profile of climate adaptation within their Council and strengthen local climate resilience.

Drawing on research from across London's local authorities we have identified five areas of Climate Resilience Leadership and made recommendations on how best to implement them. Supporting each of these are case studies with examples from London boroughs on how they are embedding resilience, embracing collaboration, using data and information and emboldening their leaders at all levels.

This report follows the Resilient and Green **Governance and Partnerships Guide**, which supports local authorities at the start of their adaptation journey by setting out London's adaptation landscape including statutory duties, national and regional policy, and networks.

This report also forms part of London local government's response to recommendations in the **London Climate Resilience Review**:¹

- Climate adaptation action plans - Develop climate adaptation action plans, informed by climate risk and vulnerability assessments.
- Vision for a climate resilient London - The Mayor leads collaborative work with local authorities, the private sector and others to set out a clear strategic vision for what it means for London to be adapting well to climate impacts by 2030 and beyond.
- A regional adaptation framework - Work collaboratively to develop an adaptation delivery plan to support London's strategic vision and lead an exercise to map roles and responsibilities.



1. The London Climate Resilience Review, chaired by Emma Howard Boyd CBE, published its full and final report to the Mayor of London in 2024. The Review provides an assessment of London's climate resilience and makes 50 recommendations for action to guide London's preparations for more frequent and intense climate impacts.

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1. Strategic approach



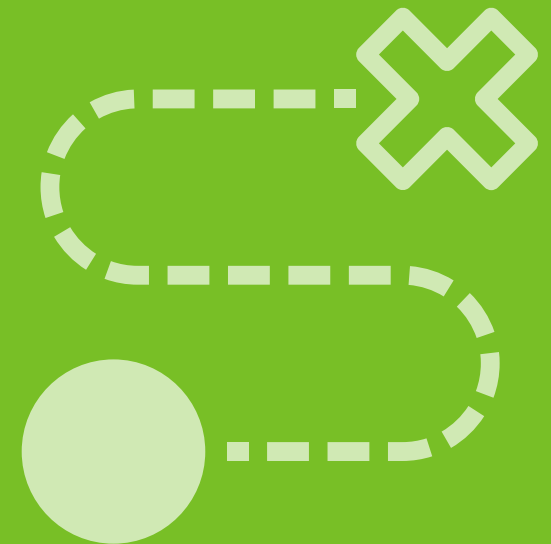
Case Study 1: Developing a climate resilience and adaptation strategy, LB Southwark

Summary: In 2024 Southwark Council adopted a Climate Resilience and Adaptation Strategy as an extension of their existing Climate Change Strategy and Action Plan (2021). The strategy aims to prepare the borough for the impacts of climate change while addressing inequalities.

How did it start? The Council's Climate Action Plan included the preparation of a resilience and adaptation strategy as a key action. The 2022 heatwaves emphasised the need for prioritising adaptation and resilience. Council leaders were committed to addressing climate change, knowing that climate impacts would exacerbate existing inequalities. Southwark framed climate resilience as essential for the Council's 'Southwark 2030' vision for the borough.

What is the main approach or principles to developing the adaptation strategy? The strategy aligns with the national Climate Change Risk Assessment (CCRA3) and responds to a 2°C global temperature increase by 2050, planning for a 4°C rise. Engaging residents and communities with the highest climate risk is a primary objective. The strategy has 24 actions across five themes: heat, flood, water scarcity, food security and the local economy, and pest and diseases. It focuses on outcomes like decent homes, a resilient local economy and a healthy environment, and principles such as empowering people through co-design, reducing inequality and protecting vulnerable residents. Clear goals and actions are assigned with efforts to integrate adaptation and resilience into Southwark's decarbonisation and wider programmes. The strategy will be reviewed in 2025.

How does it build resilience? Mainstreaming climate adaptation and resilience within the council ensure systematic consideration of climate impacts rather than treating them as standalone issues. Awareness of compounding climate impacts on services and staff training are key components. This links with the Southwark Insights & Intelligence Programme (SIIP) 2024-2027, a data and capacity-building programme supporting initiatives like the 'hot homes' pilot to reduce heatwave impacts on vulnerable residents. The SIIP will support Southwark's climate team to develop a dashboard for improved decision-making in climate risk management, integrating adaptation datasets into existing digital transformation projects. £1m has been allocated from the climate capital fund for climate adaptation projects. This sits alongside core budgets for flood protection, highways, tree planting and asset management, and a £1m biodiversity allocation that supports nature-based solutions. Southwark also uses S106 and Cleaner Greener Safer funding to deliver community-led projects.



Case study 1 continued: Developing a climate resilience and adaptation strategy, LB Southwark

What are the challenges?

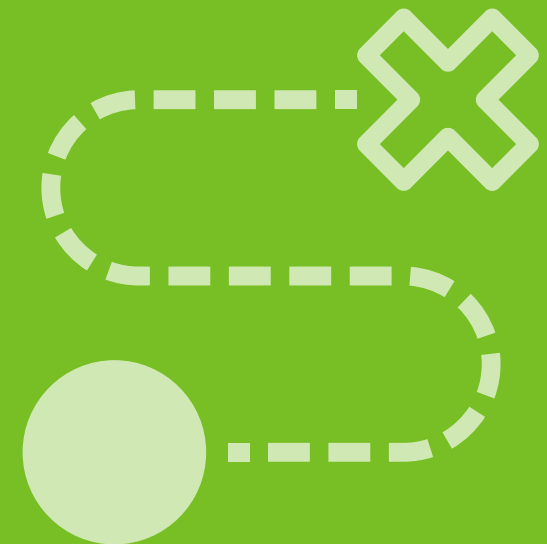
- **Uncertainties:** Addressing multiple climate risks and evolving the strategy to respond to changing demands while considering resource limitations and climate uncertainties.
- **Funding and Engagement:** Securing funds for adaptation measures and maintaining engagement with stakeholders to enhance strategy's impact.
- **Communicating climate impacts:** Mainstreaming climate change awareness in terms of day-to-day operations and health impacts to better engage council colleagues and telling the story how adaptation action will deliver corporate priorities for decent homes and a healthy environment

Lift pitch insight: Mainstreaming climate adaptation across all council levels, services, and programmes, alongside emission reductions and a just transition, is crucial. Every officer in the council is a climate change officer as climate impacts will affect all council services.

Links:

[Southwark Council's climate emergency page](#)

[Southwark Council's climate resilience and adaptation strategy](#)



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Case Study 2: Updating an adaptation strategy, LB Brent

Summary: Brent’s Climate Adaptation and Resilience Plan (CARP – July 2022) outlined the key climate risks facing the borough, including flooding, heatwaves, drought and extreme cold. The plan assessed preparedness and proposed actions to build resilience. In 2024, the council initiated a review to reflect the latest data, best practice and evolving local priorities. Officers used resources such as Met Office data, GLA Climate Risk Maps, and engagement workshops to create a “living document”, adaptable to new data and guidance.

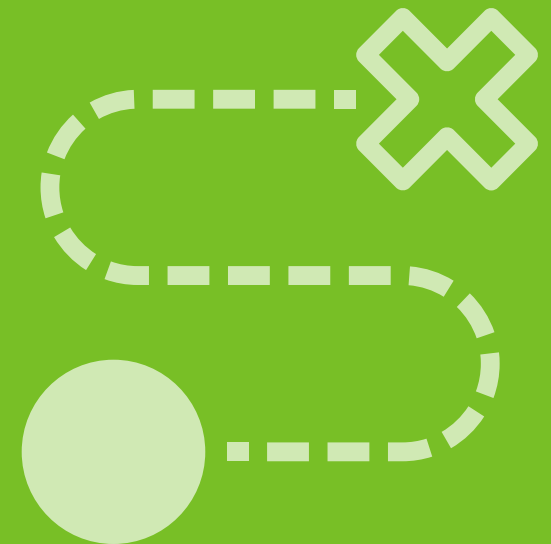
How did it start? The original CARP stemmed from Brent’s overarching Climate and Ecological Emergency Strategy (2021–2030) and was developed in 2022 as part of the first Climate and Ecological Emergency Delivery Plan. The 2024 CARP review was prompted partly due to limited progress in advancing adaptation, as well as the availability of new guidance, datasets, and best practice. A Cabinet decision in October 2024 agreed to prioritise adaptation in the delivery plan and to review the CARP.

How does it build resilience? The original CARP provided a comprehensive assessment of climate risks and made the case for adaptation. The current review aims to build resilience by elevating adaptation as a priority, incorporating best-practice guidance, engaging previously uninvolved stakeholders and developing a more actionable framework. Updated recommendations will be prioritised to target the most critical areas and create a clearer pathway for delivering essential adaptation measures.

What are the challenges? Limited funding, capacity and competing priorities. Many actions from the original CARP have not yet been implemented due to competing priorities, including a greater focus within the council on climate mitigation. Gaps in data, such as on housing vulnerabilities to heat and flooding, have also hindered progress. Without consultancy support, the team is utilising free resources to identify priorities and target the most at-risk areas and populations.

Lift pitch insight: Pragmatic, resource-efficient and dynamic adaptation planning is required to build readiness for climate impacts.

Links: [Brent’s adaptation plan](#)



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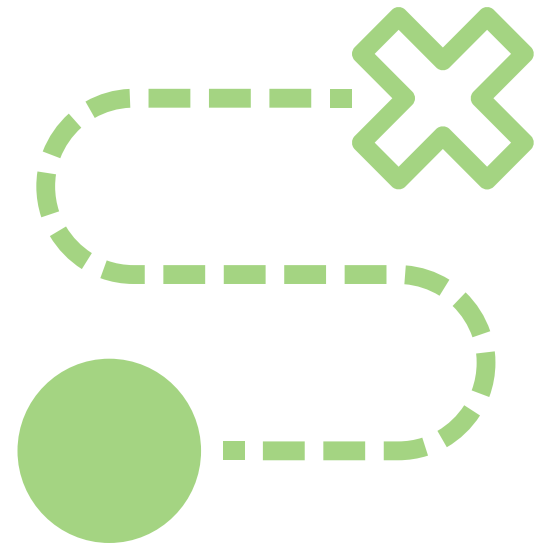
Strategic approach: recommendations

Understand the context

- Recognise that there are two main policy responses to climate change: mitigation and adaptation. Climate resilience refers to the capacity to cope with climate events and can be enhanced through adaptation measures. Both approaches are required to tackle climate change.
- Understand that climate change will not impact everyone equally. Low-income households, elderly people, marginalised and minority communities, children and vulnerable health groups are the most at risk from the impacts of climate change. Climate impacts vary by location.

Develop climate adaptation strategies

- Develop a shared council narrative and vision on climate adaptation.
- Develop and implement adaptation strategies that align with the council's corporate, strategic and financial priorities, and emphasise it as an opportunity for the council to deliver against these.
- Focus on critical adaptation areas, including heatwave and flood mitigation, and developing outcomes that improve community resilience. Where possible consider emerging risks, such as infectious diseases, subsidence and food shortages.
- Regularly review and update adaptation strategies to reflect the latest data, emerging best practices and evolving local priorities.
- Ensure that short-term responses to extreme weather events are balanced with the need for long-term adaptation.



2. Data & Information



Case Study 3: Climate risk assessment and adaptation strategy, LB Hammersmith & Fulham

Summary: Hammersmith & Fulham worked with AtkinsRealis to conduct a climate risk assessment of services and the wider borough and used this to inform a climate adaptation strategy. The aim was to understand how the borough can reduce climate risk, identify adaptation measures, assess preparedness and track the costs and benefits of actions.

How did it start? Rising climate impacts meant there was a need for the borough to create a dedicated adaptation strategy alongside climate mitigation efforts. The council needed a further level of detail beyond the existing high-level adaptation measures included in the climate action plan to support implementation. A climate risk assessment was needed to identify and prioritise adaptation interventions within the strategy.

How does it build resilience? The focus of the risk assessment and strategy is to mainstream adaptation into long term decision making and capital investment. An adaptive capacity survey assessed the borough's preparedness and supported the development of the strategy, which has helped identify strength and gaps for delivering adaptation actions. Community engagement was included as part of the assessment, using qualitative data to make the findings more impactful. Other departments were consulted through officer workshops and information gathering stages. The council created a high-level monitoring plan and a live costings spreadsheet which can be updated in real time allowing for analysis of adaptation interventions.

What are the challenges? The consultants required significant data which took time to collate and there were some data quality issues. There are limited data already collected that enable granular and accurate forecasting of climate risks, such as which properties will overheat or are at risk of flooding, so the process has highlighted an area for future development. Overall, it was a smooth process with good engagement across the organisation.

Lift pitch insight: A climate risk assessment can help identify vulnerable areas and inform an adaptation strategy, to enable collaboration across a council and target adaptation projects.

Link: [LB Hammersmith & Fulham, Atkins Realis Risk Assessment Summary](#)



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Case Study 4: Joint Strategic Needs Assessment on heatwaves, LB Haringey

Summary: Haringey's Carbon Management and Public Health teams aimed to set out the impacts of more frequent and severe heatwaves on health and wellbeing and to highlight residents' needs in this context. They created a **Joint Strategic Needs Assessment** that focuses on heatwaves and includes recommendations for action.

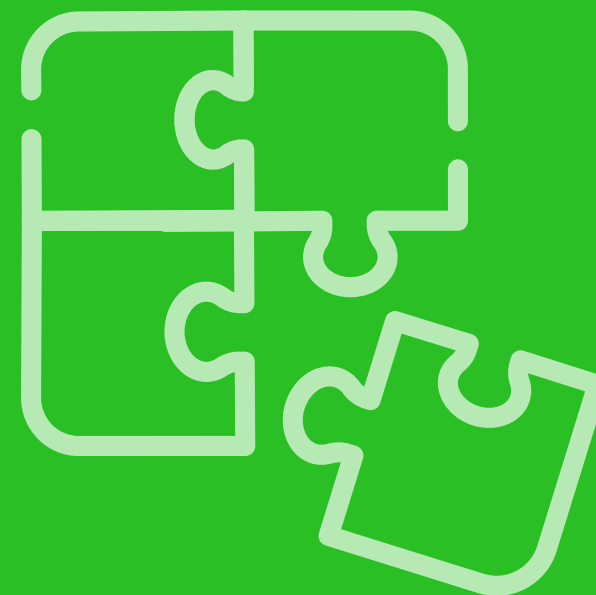
How did it start? In summer 2022, Haringey experienced 21% higher excess deaths attributable to heat, compared with the 5-year average. The largest increase in deaths occurred in care homes and amongst rough sleepers. Council service leads agreed to significantly improve heatwave preparedness and response. The Carbon Management and the Public Health Teams worked alongside Emergency Planning and NHS services to identify an estimated 130,000 residents most vulnerable to heatwaves. The JSNA used the London Climate Risk Maps and local data such as excess mortality, housing typologies and location of vulnerable residents to highlighting communities and facilities most at risk.

How does it build resilience? The JSNA increased awareness on the impacts that a prolonged heatwave would have on the local population. It has allowed ongoing projects to consider new ways of managing overheating risks, such as the Council's Housing Building Programme. It also resulted in new projects: increasing tree canopy, urban cooling, a community building retrofit resilience pilot, and green skills. The JSNA identified interventions to increase preparedness and resilience: identifying community buildings at high risk, targeted communication, education and outreach within the Councils, NHS and voluntary sector, and community workshops to better understand challenges around the impacts of heatwaves.

What are the challenges? Competing visions from teams with different motivations and local budgets means that new projects are challenging to fund. There are limited case studies in the UK of successful projects that reduce the risks of a prolonged heatwave. The team had to look at actions from other cities, for example Athens, Paris and Chicago. Communication to residents is challenging, including preparing pre-emptive local heatwave messaging and sending it out at the right time.

Lift pitch insight: Working collaboratively across the council helps identify the communities, areas and facilities most at risk from climate change and consider the health of the local population to ensure that projects are focused on the people that are most vulnerable.

Link: [JSNA: Focus on heatwaves](#)



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Case Study 5: Citizens' jury on heatwaves, LB Hackney

Summary: Hackney's first **Citizens' Climate Jury** (Spring 2024) engaged 15 randomly selected residents. The goal was to prioritise protecting vulnerable residents from extreme heat while addressing climate change and promoting social justice. This aimed to ensure equitable participation in climate policy development. Participants learned from experts, discussed solutions and made recommendations. The Council has committed to responding to all recommendations.

How did it start? It was instigated by two key factors: the borough's Climate Action Plan and a manifesto commitment to empower residents through citizen engagement on climate issues. Officers secured funding and staff time for participant selection and project design, including a process to recruit a representative sample of residents, including vulnerable groups.

How does it build resilience? The jury supported the Council's approach by validating existing strategies, prioritising actions (urgent and long-term) and improving governance structures. It identified vulnerabilities and the measures that matter the most to residents. Engaging residents directly also empowers communities to take action. The jury's focus on vulnerable groups helped to ensure that everyone benefits from climate action. Progress against the recommendations will be monitored and reported through the Hackney's annual Decarbonisation Report.

What are the challenges?

Resources: Over 50 officers were engaged in the project. Time constraints required careful planning to balance complex topics like climate change and social justice issues within a limited timeframe while ensuring meaningful deliberation.

Policy integration: Balancing community input with governance processes to translate jury recommendations into actionable policies. Providing detailed feedback was crucial to guide the jury's recommendations. **Further Deliberative**

Engagement: The importance of using various deliberative engagement forms rather than relying solely on Citizens' Juries. This approach should be integrated more broadly across the council to add value.

Lift pitch insight: Deliberative engagement can effectively address specific and complex climate issues by helping to prioritise equity and community involvement.

Link: [Hackney Council Formal Responses to Citizens' Climate Jury Recommendations](#)



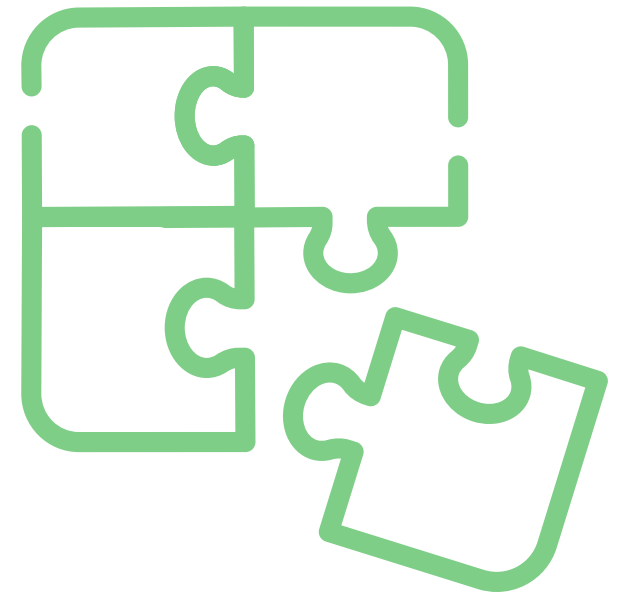
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Data & information recommendations

- To inform strategies and increase awareness, collect data from existing sources, such as **GLA Climate Risk Maps** and the **Met Office Local Authority Climate Service**, on current and future climate hazards, vulnerabilities and impacts. Bespoke risk assessments can provide greater detail.
- Make use of internal expertise to assess risks to specific services or departments. Ensure data is consistent across the council and that it is incorporated into adaptation decisions, such as targeting flood proofing in at-risk areas.
- Record evidence on the costs of climate damage to the Council and the costs of adaptation interventions.
- Consider collecting qualitative data, for example of residents' experiences, by holding citizens' juries or similar resident engagement exercises.
- Use peer-learning, collaboration (e.g. with other boroughs) and partnerships to bring in expertise on adaptation.
- Understand that climate change and adaptation is an evolving area and new resources, data and information are constantly emerging.



3. Governance



Case Study 6: Resourcing adaptation work, City of London Corporation

Summary: The City of London Environmental Resilience Team is responsible for two adaptation workstreams at the City Corporation including the programme to mainstream climate resilience across services. It comprises of a team of three resilience officers and a lead officer that work in collaboration with teams across the councils and are based in the Planning and Development Directorate.

How did it start? Climate and resilience risks, such as flooding and overheating, are included in the City Corporation's top identified risks that require mitigating actions. This prompted the creation of a team focussed on a response. The team originated from the officers responsible for flooding statutory duties (approx. 0.7 FTE) and have subsequently expanded to take on more responsibility as part of the Climate Action Strategy. Utilising an existing budget the team have been able to demonstrate their value, bring in additional funding and justifying increasing the staff resource. Having a team in place during the initiation of the strategy ensured that adaptation was considered as a core element of climate action and funded as a corporate priority.

How does it build resilience? Having dedicated resources in place enables the team to engage with internal and external stakeholders on adaptation risks and requirements in the City. Each member brings their own expertise which enables a broader approach to be taken to building resilience. This includes a civil engineer, ecologist, geographer, and emergency planner.

What are the challenges? Whilst currently funded as part of the Climate Action Strategy, longer-term funding for the team remains unsecured. Resilience needs to become business as usual across the organisation but the need for a team long-term is yet to be agreed. Recruitment and retention in a growing industry has caused delays in project implementation but is offset by the wealth of internal knowledge.

Lift Pitch insight: Organisations need resourced capacity to understand their resilience challenge, mainstream learning and collaborate with others.



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Case Study 7 : Capturing adaptation work and using Climate Impact Assessments, LB Sutton

Summary: Sutton created a Climate Portfolio to ensure climate action, including adaptation, is mainstreamed across the Council. The Portfolio captures climate work carried out across the organisation. Reports are presented at meetings with each Directorate Management Team at least twice a year and there are monthly climate meetings with the lead Member. Supporting this, Climate Impact Assessments are a mandatory requirement of all committee reports and integral project documents. Sutton underwent mandatory climate awareness training for managers and education on how to use the Climate Impact Assessment tool. Where teams deem that a Climate Impact Assessment is not required, they must obtain agreement from the Climate Action and Emergency Planning Team to omit this.

How did it start? Delivery had sat mainly with one directorate and was missing activity from across the wider organisation. “Action on Climate Change” was included in the council’s Ambitious for Sutton Corporate Plan (2022 - 2027) creating a mandate to embed across the organisation.

How does it build resilience? The Portfolio provides a clear oversight of climate action, helping to identify gaps and develop a better understanding of interdependencies and opportunities for collaboration. This ensures all council teams recognise climate action as a shared responsibility. The Climate Impact Assessments ensure that projects consider climate adaptation and identify opportunities for building resilience from the outset. Alongside Climate Impact Assessments, all officers bidding for funding through the capital programme are required to demonstrate how their project would consider or support the goals of the Environment Strategy and Climate Emergency Response Plan, helping leverage funding that can support the delivery of capital climate adaptation measures. This also provides the climate team with insight into each project and its climate benefits.

What are the challenges? The Climate Action and Emergency Planning team supports colleagues in completing CIAs and collects data when resources are constrained. Quantifying costs of climate action within large multi-faceted projects is a challenge but this is important to provide an estimate of the Council’s spend on climate action.

Lift Pitch insight: Embedding resilience should be built into governance structures as a mandatory requirement.



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Case Study 8: Allocating responsibility for adaptation, RB Kingston upon Thames

Summary: An internal working group was set up to take responsibility for climate adaptation within the council. The working group meets quarterly and includes representatives from over 20 teams and service areas, including Public Health, Emergency Response, Highway & Transport, Adult Social Care, Green Spaces, Regeneration, Housing, Capital Projects. The Working Group is the main vehicle for collaborative input on climate adaptation. It has agreed on a vision and governance for an adaptation pathway and a draft Climate Adaptation Action Plan.

How did it start? The refreshed Climate Action Strategy (November 2024) has an adaptation theme, which will be complemented by a new Adaptation Strategy. The 'working group' model has been in place for other workstreams under the council's climate action plan and has proved useful. The Climate Action Team held a first scoping adaptation workshop to present the challenge of climate risk and adaptation in the borough and to receive input from staff across the organisation.

How does it build resilience? The working group has helped to identify climate risks and vulnerabilities across the council and highlight areas where further work is needed on adaptation, for example on overheating risk in adult social care. The group will be a vehicle for coordinating progress on adaptation across different teams, ensuring knowledge and evidence is shared. The group will regularly review priority risk areas, take responsibility for the adaptive pathways process including reviewing climate triggers and thresholds, and delegate the most important decisions to Committees. Group members and their teams will take ownership of actions and other activities as required and deliver within target dates, reporting to the group.

What are the challenges?

- Understanding climate change: Climate change can feel abstract compared to the day-to-day focus of council teams. Planning for long term impacts requires additional work and the impacts may be difficult to grasp.
- Ownership: Embedding adaptation across the council and ensuring people take ownership for their part is another challenge.

Lift pitch insight: Kingston's adaptation working group fosters collaboration and helps embed adaptation across the council.



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Governance recommendations

Resourcing core capacity

- Ensure there is a dedicated team working on climate adaptation, for example as part of the climate team. Consider developing a diverse team of officers with differing background to enable a holistic approach to adaptation.
- Ensure that the climate team considers how to incorporate climate adaptation into their workstreams and looks for opportunities to bring together mitigation and adaptation measures.

Creating a robust governance framework

- Create a governance framework that sets out accountabilities, monitoring and reporting processes. Each workstream should have a named accountable lead.
- Consider aligning climate change mitigation and adaptation processes and governance. For example, bring climate adaptation onto the agenda of relevant Climate Change, Environment and/or Sustainability Boards, steering groups and/or working groups.
- Ensure adaptation is embedded into other departments' core priorities and workstreams where applicable, for example through being incorporated into strategies and delivery plans. Requiring Climate Impact Assessments that include climate resilience for all projects or spending decisions may be an effective mechanism to ensure adaptation is considered across all projects.
- Ensure climate risks are incorporated in the Corporate Risk Register and mitigating actions are monitored and reported.
- Capture existing work within the council that supports climate resilience. A Climate Portfolio can help capture the climate work underway across a council, including on adaptation.
- Establish regular meetings between climate teams, Senior Leadership and the Lead Member on adaptation to monitor progress.

Funding adaptation

- Recognise that investment now can mitigate the increased risks and impacts expected to occur in the medium term.
- Assess ongoing and future costs of adaptation across departments. Use this to inform budgeting for adaptation, including using departments' capital spending to deliver adaptation measures.
- Review the balance between spending on adaptation and mitigation.



4. Leadership



Case Study 9: Kickstarting adaptation action, RB Kensington & Chelsea

Summary: The RBKC Sustainability Service delivered a cross-departmental workshop on climate adaptation and resilience. The aim was to start a conversation with colleagues around local extreme weather scenarios and explore service-specific risk profiles. Senior coordination and buy-in meant most departments were well represented and laid the groundwork for effective governance around adaptation.

How did it start? The workshop was initiated and supported by Senior Management engaged key departments and services across the organisation, asking questions about climate impacts on services and communities and how to reduce them. This followed increasing interest from communities around how climate change is impacting them locally and how resilience can be increased. RBKC's Climate Emergency Action Plan (CEAP), Local Flood Risk Management Strategy and Corporate Risk Register looked at extreme weather risks, but the Council wanted to focus further on localised adaptation and resilience actions.

How does it build resilience? The SRO for Sustainability is accountable for the delivery of the CEAP, which enabled close engagement with Executive Management and Lead Members on climate change and adaptation, helping the workshop to take place. Outcomes of the assessment will be shared with Senior Management for further discussion. Service-specific follow up sessions will help to update action plans to cover adaptation risks comprehensively. Leadership also recognise that enhancing resilience requires collaboration with communities. A workshop with the Leadership Team in 2025 will coincide with the annual Carbon Performance Report release to review progress on net zero and climate resilience together.

What are the challenges? Increasing understanding of extreme weather risks across various services and quantifying their impacts for effective adaptation-focused investment.

Lift pitch insight: Senior leadership is crucial to ensuring that climate adaptation and resilience become a priority. A council-wide approach working with the local community is also needed.



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Case Study 10: Prioritising adaptation and building collective capacity, Westminster City Council

Summary: Climate action, including adaptation, is framed as a key political priority and championed by the lead Cabinet Member. The overarching strategic plan for the Council reflects a holistic approach to the climate and ecological emergency, with adaptation as a critical component, closely aligned with environmental justice, health equity, biodiversity and informed through the Council's multi-award winning **Environmental Justice Measure**, which maps environmental factors and socio-economic drivers.

How did it start? Westminster City Council declared a Climate Emergency and set out its response in a Climate Emergency Action Plan (CEAP, 2021). Actions included the need to develop a Climate Adaptation and Resilience Plan. The CEAP has been supported by an internal governance framework that encourages accountability across all levels. This includes a Delivery Board and a quarterly Climate Leadership Group which convenes all Cabinet Members and the executive Leadership Team to review progress.

How does it build resilience? Strong leadership and engagement from the Cabinet Member for Climate, Ecology, and Culture has supported delivery around adaptation. A Climate Resilience Working Group has been established, which enhances collective capacity to address challenges by sharing knowledge, aligning strategies and coordinating actions across the council. A senior leadership away day, attended by heads of service, directors, and executive directors, has helped communicate the need for action and foster leadership across the organisation. Building on this, internal training on climate resilience, greening and biodiversity will be delivered in 2025. These initiatives support the integration of climate adaptation into the existing Climate Emergency Action Plan.

What are the challenges? Climate adaptation requires breaking down silos and embedding across all teams and decision-making, relying on buy-in from departments that may not traditionally engage with climate issues.

Lift pitch insight: Strong leadership is needed to make adaptation a central part of climate action.

Lift pitch insight: Strong leadership is needed to make adaptation a central part of climate action.

Links: [Delivering on our plan to build a Fairer Westminster - Westminster's Environmental Justice Measures](#)



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Leadership recommendations

- Leadership at all levels should be passionate about addressing climate change and invested in making a difference for residents against future climate impacts.
- Ensure Senior Leadership has a strong and clear understanding of the risks and a shared mandate for climate adaptation. Senior Leadership support is essential to establishing effective governance and driving action.
- Ensure climate adaptation is championed politically and included in lead Members' portfolios and priorities. Work with other Cabinet Members to embed climate adaptation across the Council.
- Climate officers have a key role to play in increasing awareness, driving change and fostering collaboration across the council.
- Build officer leadership, skills and capacity outside of climate teams. Communicate climate adaptation risks and co-benefits with service areas not typically engaged on climate change, such as Public Health and Child and Adult Services.
- Recognise climate adaptation as a key issue within council's risk planning and business continuity. Set out how adaptation fits with the wider climate action agenda.
- Hold training across the council to ensure the risks of climate change are understood. This can form part of organisational Learning and Development.



5. Shared delivery



Case Study 11: Cross-department work on heat risk, LB Lambeth

Summary: An internal cross-department working group was set up to focus specifically on heat risk. The group initially brought together officers from Communications, Facilities Management and Library Services, Education, Housing, Parks, Emergency Response, Climate, Public Health and Adult and Social care to consider key heat related risks and past responses. Going forward the group will explore how a social infrastructure approach and closer working with Voluntary and Community Sector (VCS) partners might work in future responses.

How did it start? The group focused on mobilisation in response to National Heat Health Alerts, learning from the borough's response to heatwaves in 2022. The aim was to understand who is particularly vulnerable in extreme heat events, what kind of support services are available to them, and how the council can better facilitate access to this support.

How does it build resilience? The group will integrate heat risk into decision making across the council, focusing on key departments, to enable a more comprehensive and coordinated effort during extreme heat events. This may include extending the network of cool spaces and identifying areas where they are most needed. The group is also looking at how deprivation, poor health, poor accommodation and other factors increase heat risk and the role that VCS partners can play in delivering messages and targeted support to at-risk individuals. The communications department is working to create more accessible guidance for residents, promoting increased understanding of heat risk, and highlighting the potential for cascading impacts on service delivery.

What are the challenges? Capacity and resources for service areas to build significant responses into their delivery plans, and some areas are better connected or able to focus on this work than others. There is also the challenge of how to reach vulnerable households and individuals within a community who may not be aware of the risks or available support.

Lift pitch insight: Climate risk-specific working groups can be an effective means of working with other departments on adaptation projects.



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Case Study 12: Resilience & Adaptation Stakeholder Forum, LB Ealing

Summary: Ealing took a partnership approach to strengthening borough-wide climate resilience and enabling stakeholders to implement adaptation measures. The inaugural Climate Adaptation & Resilience Partnership Forum in December 2024 drew together a wide range of partners, including emergency services, environment agency, academia, community representatives, and private sector. The Climate Adaptation & Resilience Programme behind it focuses on four themes in line with the National Adaptation Plan: 1) the Natural Environment, 2) the Built Environment, 3) Resilient Communities, and 4) Business, Commerce, and Industry. Partnership is integral to each theme.

How did it start? Ealing undertook a review of its Climate Ecological and Emergency Strategy and identified opportunities to add greater emphasis on climate adaptation. Embedding collaboration at the heart of the adaptation programme was a goal from the outset. Taking a partnership approach not only ensures a considered outcome but also reflects the council's 'connected communities' approach of working in collaboration with stakeholders to strengthen equity.

How does it build resilience? The programme recognises the synergies between climate mitigation and adaptation and bringing together a wide group of stakeholders has strengthened collective understanding. The forum looked at the response to local climate risks focusing on the most vulnerable groups and areas, and agreed to establish thematic workshops to identify gaps and weaknesses in strategies, knowledge and preparedness. The workshops will also promote local initiatives and a better understanding of barriers to implementation.

What are the challenges? The forum brings together varied levels of understanding and experience, requiring a tailored approach which competes with limited staff capacity. Internally and externally, shared responsibilities also require a sense of ownership. It is challenging to record and quantify the 'cost of doing nothing' in order to make the case for action (e.g. equipment failures, internet connectivity issues, operational callouts).

Lift pitch insight: Working in partnership strengthens everyone's resilience within the organisation and the wider community and supports the financial case for action.



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Shared delivery recommendations

- Bring in expertise from across services to deliver adaptation projects. This could include establishing climate risk-specific working groups.
- Allocate ownership for different workstreams with clear actions and named leads, ensuring that one service area is not disproportionately responsible for adaptation work.
- Explore place-based work and ongoing capital project as a means to work with other services on climate adaptation, for example incorporating adaptation measures in transport schemes.
- Explore opportunities for delivering measures that support both mitigation and adaptation, or combine mitigation and adaptation measures into a single programme or funding proposal.
- Consider various funding sources to deliver adaptation interventions. This includes looking for opportunities to add adaptation measures into existing capital projects or funding bids. Other sources include grant funding, for example from UKRI, Defra, the Greater London Authority and the National Lottery.
- Work with social care, public health and voluntary and community sector teams to reach at-risk residents.
- Use external partnerships to strengthen delivery and support the case for action.
- Consider adaptation projects which involve the private sector, for example community flood plans.



London Leading: Case studies in climate resilience leadership

Contact the Climate Unit: climateunit@londoncouncils.gov.uk at London Councils for more information or feedback on this guide

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