



DERBY CITY COUNCIL

# Development of a corporate climate change action programme

## Project Initiation Document (second draft)

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## 1. Document Purpose

The purpose of this document is to define the climate change action programme project and to form the basis for its management.

The document seeks to explain the more strategic components of the project along with its overall structure, constraints, assumptions and the risks that underpin the thinking behind it.

## 2. Background

The Leader of the Council has recently signed a petition from the Derby Campaign Against Climate Change group committing the authority to reduce its carbon emissions by 25% over the next 5 years. This figure is a very challenging target that will require a number of difficult decisions to be made within an organisational culture that takes energy efficiency very seriously.

To set the background to the commitment made by the Leader, the following key documents provide a policy context to work from:

- **Derby City Council's revised Environmental Policy** – this document that was formally adopted in July 2005, contains a specific policy commitment on climate change which states:

*'The Council will continue to raise awareness of global warming and promote the ways of mitigating and adapting to its effects. We will consider the implications of climate change on future plans, policies and strategies and make allowances for these things'.*

- **The Derby Declaration on Climate Change** – this document was adopted by the Council in the spring of 2006 and sets out, at a very strategic level, the Council's perception of this issue and the actions it will undertake.

To help meet the 25% target the Council is by no means starting from scratch and has already developed, or is the process of developing, a number of key initiatives to help facilitate the achievement of this target including:

- **Local Authority Carbon Management Programme** – the Council became involved in this programme in 2006. The aim of this initiative that is run by the Carbon Trust is to set an implementation plan to reduce the carbon emissions across all Council services. Once the implementation plan has been worked up and agreed, which is likely to be in the spring of 2007, a challenging but realistic carbon reduction target will be set. It is envisaged that a great deal can be learnt and/or borrowed from the approach and methodology deployed for this exercise. It is important that what comes out of this exercise is mainstreamed and developed within the new corporate climate change action programme to help meet the Council's current 25% carbon reduction target.
- An **Energy Conference** targeted at key council employees will be held in March of this year and was one of the commitments identified in the Planning and Environment Commission's

review of the Council's energy use. One of the aims of this event is to identify a list of potential actions that can be undertaken to reduce the council's fuel bills and inter-related carbon footprint. These ideas and those from the Council's involvement in the Carbon Management Programme will form some of the short-term commitments to help achieve the 25% carbon reduction target.

- **7Cs Project** - the Council is also committed to raising awareness of climate change throughout Derby City Partnership and the local business community. Derby's 7Cs project has the overall aim of changing the attitudes of employees towards climate change in seven of Derby's largest organisations including Bombardier, Rolls-Royce, Egg, Derby College, Derby University, Derbyshire Building Society and the City Council. This project will provide an essential part of our internal communications programme to win the 'hearts and minds' of our employees.

This is by no means an exhaustive list but does highlight some of the key developments in this area.

### 3. Project Definition

#### 3.1. Objective

The aim of the project is to reduce the council's overall production either directly or indirectly of the main gases that contribute to climate change through its various activities by -

1. Developing a corporate management and reporting structure to ensure that the project is considered and sustained over time as a key issue, and that all departments commit resources to help achieve or even exceed the 25% target. **This is the key component of the project at this stage.**
2. Undertaking sufficient research to help provide a baseline for where we are starting from in order to accurately assess the progress made in this area over the next 5 years.
3. Developing (based on 2 above), a comprehensive action programme of short, medium and long-term projects that contribute to achieving this target.
4. Developing a comprehensive communications programme to help win the 'hearts and minds' of employees so that everyone is both informed and motivated to play a role in this area.
5. Challenging the way local government is able to fund capital-intensive energy efficiency projects with longer-term payback periods to both help the environment and save money in keeping with the findings of the Stern Review.

#### 3.2. Project Scope

The project will cover the Council's main activities in terms of both direct and indirect aspects. Direct aspects are subject to the direct management control of the organisation e.g. energy used in the heating of the Council's main buildings, whereas indirect aspects are those areas where the council may not have full management control e.g. the environmental behaviour of suppliers and customers.

In learning from best practice from elsewhere along with the experiences of the carbon management programme, the project will initially focus on the following main areas:

Transport - mainly including the areas of staff travel and the council's own vehicle fleet.

Energy Services - looking at the energy efficiency of the Council's accommodation and other key buildings including schools.

Planning and regulation - looking at the pro-active and regulatory role of the Town Planning and Building Control systems in helping to reduce the impact of new and existing developments.

Procurement – assessing the potential carbon savings that can be made through purchasing goods and services.

Education and promotion – this area essentially cuts across all the others by providing the necessary information and motivation to help 'win the hearts and minds' of our employees.

This is not an exhaustive list but it does provide a much-needed focus to this all-encompassing project where real and measurable improvements can be made in a finite number of areas.

### **3.3. Project Approach**

This is a corporate challenge requiring all departments to contribute to the climate change work programme and to embrace the cultural changes that are likely to come from raising the profile of energy conservation and related issues in the workplace. In considering the various options for the structure of the Team/Unit to help deliver the Leader's carbon reduction aspirations, the immensity of the challenge ahead has to be acknowledged and properly considered.

The precise structure of the new Team/Unit will be determined by defining more specifically the task in hand and should be one of a coordinating/enabling role. The new Team/Unit will support the Project Board and co-ordinate the work of the Project Team. It will bring together work that is already up and running in this area, identify best practice from elsewhere and bring to the table project ideas in consultation with the resident 'experts' that are nominated to attend the Project Team. It will, however, be the responsibility of others to own these projects and to corporately contribute to meeting the 25% carbon reduction target.

The corporate nature of the project and the effectiveness of interdepartmental working will be a make or break factor in delivering the intended target. It will be of paramount importance that the officers responsible for each area of the project as described in section 4.2 are given the time and authority to act as the professional experts to help shape the action programme in their specific area.

The project will comprise of the following key phases:

*Phase 1- timescale: Feb 07 – July 07:*

- *develop a corporate management team to oversee and develop the project*
- *establish the new structure for the Environmental Co-ordination Team*
- *complete the first action programme by initially identifying 'quick win' projects (A number of projects that fall within this category and could be included in the first action programme are appended)*

- *identify a long term Research and Development topic that has the potential for achieving both significant carbon savings and capturing the imagination of local people*
- *organise a number of high profile employee communication campaigns*
- *look into the best approach/methodology to gather the necessary baseline information from the selected areas.*

*Phase 2 – timescale: July 07 – Feb 08*

- *undertake some detailed baselining for the selected priority areas drawing on the work already undertaken through the Carbon Trust Programme (see section 2)*
- *start work on the feasibility studies for the medium to long-term projects that could figure in the action programme*
- *prioritise the action programme to focus on those projects where the projected carbon savings and investment required are both acceptable.*

*Phase 3 – timescale: Feb 08 – Feb 2011*

- *organise a peer review event to scrutinise the progress we are making*
- *start work on implementing the most promising medium to long term projects*
- *monitor and review the progress made on each individual project at regular intervals.*
- *revisit the initial baseline information to evaluate overall progress towards the 25% target.*

## **4. Project Organisation Structure**

### **4.1. Methodology**

The project will adopt the Derby City Council Project Management Methodology including the management of risks and issues, drawing on additional elements of PRINCE2 where appropriate.

### **4.2. Governance**

The following project governance structure is proposed for the implementation of all three phases of the project. It should be noted that a separate PID could be produced to project manage each strand of the action programme i.e. one for Transport, Energy Services etc. The aim of the Advisory Board is to scrutinise and challenge the proposals that come out of the Project Teams deliberations. This should streamline the process for the decision taking responsibilities of the Project Board who will not be expected to wade through long, detailed reports.

#### **Project Board membership and roles:**

- Chair - Chris Williamson, Leader of the Council
- Executive – Jonathan Guest, Corporate Director - Regeneration and Community
- Senior Supplier – Richard Williams
- Further Board members subject to discussion with Leader

## **Advisory Board**

- Project Manager – Phil Murnaghan
- Senior User, Transport
- Senior User, Energy Services
- Senior User, Planning and Regulation
- Senior User, Procurement

## **Project Team membership and roles:**

- Team Manager – Andy Hills
- Project Support – TBC
- Project Officer, Transport
- Project Officer, Energy Services
- Project Officer, Planning and Regulation
- Project Officer, Procurement
- Project Officer, Education and promotion

## **5.0 Key constraints/risks**

The following will compromise the overall success of the project:

- A poorly undertaken baseline review for the main priority areas which doesn't include all the available data
- Initiative overload for an authority that is seeking corporate support on a number of different fronts leading to poor 'buy in' from departments
- Clear, corporate focused commitment at senior level is not maintained
- Failure to secure new investment for those medium to long term projects that can make significant carbon savings
- Failure to navigate around the restrictions to fund more long-term, ambitious projects
- Failure to bring about the necessary culture change of risk and innovation
- The arrangements for the day to day support of the Project Board and Project Team are not given the necessary resources to oversee and co-ordinate the project
- The Project Team of departmental representatives have limited capacity to manage additional tasks on top of their day to day work, this could cause delays in the project and deadlines could therefore be missed.

## Possible projects to be included in the short-term action programme

*Launch of the ErBAN project - 25th Jan* – the aim of this European funded project is to raise the energy efficiency and reduce the carbon emissions of businesses in the Normanton area.

*Schools Conference - Climate Change Workshop – 31<sup>st</sup> Jan* - this conference is aimed at teachers looking at the Citizenship agenda. In the afternoon a workshop will be held to provide teachers with a range of ideas on how to bring climate change into the classroom.

*Council's Energy Conference – 8<sup>th</sup> March* – this will be targeted at key council employees and will bring together the themes of energy conservation and climate change. One of the main objectives of this event will be to identify ideas for reducing the Council's energy use.

*Carbon Trust Local Authority Action Programme (Action plan) – Spring* - one of the main aims of this programme which is described in section 2, is to develop an action programme to reduce the councils carbon footprint in a number of discreet areas. As described in the body of the report, the work undertaken in this area will be given additional support through this process.

*EnviroLearn – Spring* - this free, adult education environmental programme will focus on climate change through a series of modules visiting areas of specific interest in and around Derby. Delegates that complete the course will be encouraged to become local Climate Change Champions with the task of inspiring and motivating others to take positive action in this area.

*Launch of 7Cs communication programme – Spring* – one of the main aims of this high-profile partnership project is to develop a climate change communications programme for all of the 7 partner organisations including the City Council.

*eBrief 'special' on climate change – Spring* – this internal environmental information bulletin, which is mainly targeted at Council employees and Elected Members, will contain a wealth of informative articles on climate change.

*Eco-Fest 2007 – September* - this high profile event, which normally attracts approximately 10,000 people, will major on climate change and what the individual can do to reduce their own carbon footprint. This will provide a high profile 'shop window' to demonstrate the Council's commitment in this area

Please note that most of the projects outlined above fall within the education and promotion area. A more comprehensive scoping exercise will take place in February to identify projects that fall within the other 5 areas as identified in section 3.1.