Mandate to develop a Climate Change Programme

Proposal to introduce a work programme to co-ordinate the Council's approach to climate change related activities. This programme would address the Council's commitment to achieve its net zero emissions target across the Council's property estate and service operations and other aspects of actions related to addressing climate change.

14 October 2021 v 0.12

Introduction

In July 2019 Guildford Borough Council declared a Climate Emergency. This declaration acknowledged that urgent action was required to combat climate change and set a commitment to working towards making the Council's own activities net-zero carbon by 2030. The Energy & Carbon Reduction High-level Action Plan was adopted in July 2020 and the Council's commitment was reiterated in the Climate Change Motion passed in October 2020. The significance of this commitment is reflected in the emergence of Climate Change as a strategic priority for the Council.

Government statistics show that 20% of borough-wide emissions are from businesses, 28% from domestic properties with the majority, 52%, from transport. The Council can take a stewardship role in facilitating a borough-wide transition, something which involves residents and businesses alike. Important to this role is engagement with key stakeholders.

To most efficiently and effectively reduce carbon emissions, the Council would need to adopt a holistic approach across the organisation, such that all parts of the Council recognise the importance of this objective, understand their contribution to it and collaborate in its realisation. The net zero reduction target can only be achieved through integrated action taken in a joined-up way across services. There is the possibility for closer working with Waverley Borough Council as part of new collaboration.

This mandate proposes the Council develops a Climate Change Programme that provides strategic oversight bringing together different workstreams, services and projects taking place already into one governance structure and through this, co-ordinate and manage dependencies and conflicting priorities, as set out in the adopted Energy & Carbon Reduction High-level Action Plan and help shape the choices and decisions that will need to be made to become net-zero by 2030.

It is important to recognise that resolving the climate change issue will need a holistic approach and recognition of wider factors. This mandate proposes that the programme takes the widest view and involve all council assets and operations, and that it runs alongside other strategies currently being undertaken or programmed across other service areas, for example, the Council's air quality strategy.

Programme strategy

1. **Why should a programme/project be started now?**

- Due to the scale of change required it is imperative that a programme is initiated as soon as possible to ensure that the necessary resources and governance structures are in place to deliver on the Climate Change Declaration 2019
- Climate Change is a Strategic Priority for the Council but this work lacks co-ordination and resource, in terms of monitoring and delivery
- Individual climate change related projects are already underway or completed, but not recorded in one place. Having a dedicated Climate Change Programme would provide a useful framework for such projects and directly relate them to the strategic objective
- Time is of the essence and there is a lot of work required to be done either directly (Council's own emissions) or indirectly (Borough's emissions)

2. **What is the good idea, opportunity or problem to be solved?**

- Carbon emissions are released through all Council activities and assets and, as such, all parts of the Council need to adjust in order to deliver the necessary carbon emissions reduction, currently many parts of the Council do not recognise their role in reducing emissions
- The programme would provide an opportunity to develop, recommend and seek approval of a clear plan on how to achieve net-zero carbon emissions by 2030, explicitly stating associated cost savings and revenue with measures and analysis of what are the most cost-effective ways to deliver carbon saving.
- A significant amount of carbon emissions are released by individuals, companies and authorities external to the Council who will need to make changes to deliver the necessary carbon emissions reduction. Currently, many of those key stakeholders do not recognise their role in reducing emissions. The Council has a responsibility and role to support Borough-wide decarbonisation
- See Appendix B for a proposed Climate Change Programme Group structure (DRAFT)

3. **What is the purpose of the programme/project and what outcomes or outputs will it deliver? List Success Criteria.**

Outcomes: Reduction of Council carbon emissions achieving net zero emissions by 2030; positively influencing emission reductions across the borough.

Outputs: Delivered at project level

Success criteria: a) gross carbon emissions minimized; b) effective investment in offsetting for residual emissions delivered through effective monitoring and reporting in the most cost-effective way; c) community's responsiveness to wider borough initiatives; d) reduction of borough wide emissions; e) climate risk assessment complete with proportional risk mitigation deployment; f) increase in pro-environmental attitudes in the borough; g) ensure Climate Change is assessed as part of all new contracts being procured.

4. **What priority, corporate objective or strategy is fulfilled by this project?** Climate Emergency Declaration.

Options Evaluation

5. What are the potential strategic options to deliver a solution

Option 1. Do nothing - This does not provide sufficient strategic oversight to deliver against the Council's strategic objective, furthermore it does not empower key stakeholders to deliver against it.

Option 2a. Do Minimum – Establish a programme to reduce the Council's own carbon emissions footprint *only*.

Option 2b. Do Minimum – Establish a programme to actively encourage others in the borough to reduce their footprints *only*. NB. This would not support delivery against the objective of reducing the Council's emissions to Net Zero by 2030.

Option 3. Do More – Establish a programme to reduce the Council's own carbon emissions footprint and spend additional money to actively encourage others in the borough to do so too.

Option 4. Do Most – Establish a programme to reduce the Council's own carbon emissions footprint, spend additional money to actively encourage others in the borough to do so too, and undertake **other ancillary climate change projects** that protect the environment but are not necessarily focused on carbon-reducing benefits; for example, encouraging engagement with nature which fosters climate consciousness and thereby impacts the Council's primary goal to reduce emissions.

Explore the possibility of working closer Waverley Borough Council on shared knowledge and project work.

6. Who is the lead Director & Service Manager who will lead and direct the programme, and who will be managing/using the projects products once they are handed over?

- *Dawn Hudd* (Strategic Services Director) as Programme director
- *Ian Doyle* (Service Delivery Director) to ensure buy-in of all service leads delivering frontline services
- All Directors and Service Leaders as the holistic nature of the challenge means that they will need to be meaningfully involved
- *Marieke van der Reijden* as the Head of Asset Management (Climate Change Lead)
- Climate Change Officer (currently vacant) as Programme Manager
- Councillor *Jan Harwood* as Portfolio Lead

7. What impact assessments have been undertaken and what are the impacts on other Service Leaders and/or other programmes/projects? –

- No impact assessments have been undertaken at a programme level. However, specific impact assessments will be undertaken for each project as required.
- Certain aspects will have significant implications for other programmes and projects, for example, Spectrum Leisure Centre.

8. What general approach will the programme take to deliver?

- Provide strategic oversight to deliver significant carbon emissions reductions across the Council and where possible influence emissions reductions across the borough through the delivery of de-carbonisation projects, significant business change, new culture and behaviours, new ways of working and new ways of thinking
- Enabled through co-ordinated sub-groups (identified as workstreams detailed on next slide) with responsibility given to an appropriate officer to lead and manage
- Sub-groups would review projects and policy, provide forums to review delivery progress and unblock issues, as well as monitoring and reporting on progress
- A Climate Change Programme Group would coordinate strategic oversight with workstream leads included as group members
- Project delivery would be undertaken by the officers responsible for the service delivery area impacted by or initiating the change

9. When and why must the project start and finish?

- The sooner the decision is taken to establish a programme the greater the Council's prospects of delivering against its Climate Change commitment.

Climate Change Programme Workstreams

1. Strategic vision and organisational change management (Climate Change Programme Group)

a. Strategic direction

b. Organisational change management

c. Finance

2. Internal Mitigation

a. Monitoring and reporting Council emissions

b. Decarbonisation of estate

c. Decarbonisation of operations

d. Decarbonisation of assets

e. Scope 3 emissions (excluding Scope 3 assets)

f. Offsetting and renewables projects

3. External Mitigation

a. Borough-wide emissions

b. Transport infrastructure

c. Planning & Development

d. External emissions reduction engagement:
i.   Business communications
ii.   Resident communications

4. Resilience

a. Adaptation
i.   Risk assessment
ii.   Hazard mitigation
iii. Emergency response planning

b. Long-term resilience
i.   Long-term risk assessments
ii.   Protecting and enhancing local eco-system services
iii. Engage with auxiliary challenges to foster long-term behaviour change

10. Which stakeholders are or, will need to be, involved in the project?

Council Services, Councillors, Guildford Environmental Forum, local interest groups (community and business), Surrey University, Surrey County Council and Surrey borough and districts, Surrey Climate Commission, Surrey Energy Partnership, Waverley Borough Council

11. What specialist resources (internal and external) are needed to consider this mandate and develop a strategic outline business case?

Internal – Governance, Asset Management, Legal, Finance, Communications, Procurement, Economy, Service Delivery, Waste, Parking and Fleet, Parks and Leisure, Operational and Technical Services *(CW/HB)* (full list at **Annex A**).

Programme Group – Asset Management, Regulatory Services, Planning Policy, Service Delivery, Finance, Economy, Communications

External – Potentially specialist advice on offsetting

12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the programme? – **£??m tbc? Both capital and revenue implications**

[List potential workstreams and projects and estimate costs]

Workstream 1. Strategy and Organisational change management

Workstream 2. Internal Mitigation

Workstream 3. External Mitigation

Workstream 4. Adaptation

Programme Cost Profile

Table 1 - Rough Order of Magnitude (ROM) of Whole Life Costs (WLC) –to cover life of the programme (until 2030) based on APSE trajectory report. THIS PROGRAMME MANDATE IS NOT PROPOSING FUNDING BUT OUTLINING PROSPECTIVE COSTS TO DELIVER NET-ZERO BY 2030

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	Total
Internal resource costs										**Budgeted through SALIX fund: 440,000**
Specialist external resource costs	Budgeted: 160,000									
Workstream 2: Internal emissions	94,856	197,256	307,616	426,782	552,130	683,112	844,467	1,010,635	1,173,251	**£6,649,610**
Project 1										
Project 2										
Workstream 2										
Project 3										
Project 4										
Total										

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13. What are the strategic Issues, Assumptions & Risks

Issues
- The current organisational structure doesn't naturally provide an effective framework for the Climate Change Programme
- Success requires significant changes in work processes and behaviours which requires strong leadership support

Assumptions
- The scope of some current roles will require revision
- Additional resources, financial or otherwise, will be required to deliver, monitor, and report on climate change related projects
- Capital and revenue money will be made available in order to fund project costs

Risks
- Lack of engagement, co-ordination, or effective reporting will slow delivery and/or inhibit ambition
- Local Authority operating models may fundamentally change e.g. the Waverley and Guildford collaboration may impact decision-making and timescales
- Insufficient commitment and working together as a Council will impact on the Council's ability to meet the 2030 target

Dependencies, Constraints & Opportunities

Dependencies

- Critical dependency on Council teams incorporating and embracing the climate change programme into their work streams
- Work currently being undertaken on the collaboration with Waverley Borough Council

Constraints

- Staff resource constraints – officer time will be required to co-ordinate climate change-related projects across the Council and externally; limited resource in climate change team
- Financial constraint on Council funds – without the finances, the Council will be significantly disadvantaged in its ability to progress towards its Net Zero declaration

Opportunities

- Better enable the Council to develop, deliver, and monitor projects and so invest time and money more efficiently
- Be better informed and ready to apply for external and government funding opportunities
- Develop more active and engaged communities and residents mobilised through the climate change agenda
- Provide Council with an enhanced community leadership role in other spheres through the collaborative stakeholder effort e.g. with Surrey County Council co-ordinated through the Council
- Provide reputational benefits for the Council
- Help towards reduction in air pollution through sustainable transport
- Provide a structured approach that allows better collaboration with Waverley Borough and Surrey County Councils

Annex A: GBC Stakeholders reviewer list:

Involved or Sighted so far and to be updated on changes:
- Paul Taylor-Armstrong- Climate Change Officer (Asset Management)
- Marieke van der Reijden- Asset Management and Climate Change Service Lead
- Louise Odell- Corporate PPM Governance Interim
- Samantha Adam- PMO Officer
- Laura Froshaug- Policy Officer – Strategy
- PPM Governance Team
- Stephen Benbough – Strategy & Communication
- Diane Owens – Legal Lead Specialist
- Victoria Worsfold – Finance Lead Specialist
- Faye Gould – Procurement Senior Specialist
- Dawn Hudd –Strategy Director
- Ian Doyle -Operational Services Director
- Hendryk Jurk- Parks and Countryside Development Lead

All service leaders & key stakeholders –
- John Armstrong   Democratic Services and Elections
- Stuart Harrison   Planning Policy
- Donald Yell Senior Planning Policy Officer
- Abi Lewis   Corporate Programmes
- Nicola Haymes   Resources Case Services
- Francesca Smith   Resources Specialist Services
- James Beach   Resources Specialist Services
- Ed Meyrick   Customer Case and Parking Services
- Justine Fuller   Specialist Ser – Environ & Regulation
- *Tim Dawes*   *Specialist Services - Place*
- Matt Gough   Specialist Services - Housing
- Sam Hutchison   Community Services
- Chris Wheeler   Operational and Technical Services
- Jonathan Sewell   Culture, Heritage and Leisure Serv
- Ian Crocker   Organisational Development
- Helen Buck   Technical Services Manager
- Cllr Harwood Lead Councillor on Climate Change
- Corporate Management Team

Further to consult:
- Executive Liaison Group
- Executive Advisory Board

Appendix B

Climate Change Programme Group

Proposal

Who:

Services most relevant to climate change programme delivery

- Asset Management
- Waste and Fleet
- Technical Services
- Car Parking
- Regulatory Services
- Leisure
- Countryside

- Strategy
- Communications
- Economic Development
- Planning Policy
- Finance
- Procurement

Terms of Reference

- Discuss policy and project options to inform project development and strategy, including:
  - ➢ Corporate climate change policies
  - ➢ Project outlays against benefits
  - ➢ Suitability of individual renewable energy projects
- Unblock issues for ongoing projects
- Collate, monitor and report on climate-related projects and KPIs

Why

- With officers across the Council involved, the group would facilitate engagement with project leads. This in turn would facilitate project co-ordination in planning, delivery and monitoring
  - would also raise awareness of climate change as a Council-wide issue and so aid work culture in accordance with delivering climate change projects
- The group would create a network of experienced delivery leads whose knowledge of the Council and their work streams would enable the group to discuss opportunities and challenges in relation to decarbonisation

Primary

1. Deliver Energy Management Plan:
   – Contracts reviewed and management process put in place
   – Data collection and analytics software being used to monitor performance, including admin and upkeep
   – Handbook produced outlining tasks and owners (FiTs, RHI)

2. Offsetting Study:
   – To identify the appropriate cost of carbon in order to achieve net zero by 2030
     • To inform spending decisions (capital, revenue and procurement)
   – To understand appropriateness and efficacy of offsetting schemes.

3. Asset Energy Demand Feasibility Study:
   – Conduct feasibility studies on selected Council assets (high consuming or strategic) to understand the decarbonisation potential of the assets

4. Scope 3 inventory:
   – Live log on Scope 3 emissions
   – Review of relevant data availability/ quality

Secondary Tasks

5. Renewable Energy Strategy:
 – Quantification of opportunities on estate for private wire and/or export
 – Exploration of external opportunities

6. Climate Change Communications Strategy:
 – Approach and framework for engaging businesses
 – Approach and framework for engaging residents

7. Domestic Energy Efficiency Framework:
 – Maintain database of information on local housing stock energy performance, alongside that of Council houses
 – Identify pathway for strategic improvements to Council house energy efficiency
 – Report on MEEs enforcement against Private Landlords
 – Arrangements for monitoring and engaging with funding opportunities
 – Pro-active engagement with stakeholders to support supply chain development.

Tertiary Tasks

8. Incorporating climate change factors into decision-making

9. Climate-aware staff culture

10. Tree Code to ensure we optimise our management of trees
    (may be mainly a comms tool to explain to others our approach)

11. Organisation-wide Climate Risk analysis

CMT outcome

- This programme mandate was presented to CMT on 11 August and 19 October 2021

- CMT noted that the collaboration with Waverley Borough Council have potential to help in form of shared resource and/or knowledge

- CMT endorsed the mandate to go forward to Executive Liaison in preparation for Strategy and Resources EAB in December

Executive Liaison Group Outcome

- The Executive Liaison Group welcomed a new mandate that set out an organisation-wide approach and a partnership link with the County Council. No further comment.