

Surrey Improvement Partnership

Project Workbook

Project Name	Tackling Climate Change Together
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Project Manager	Ray Morgan, Chief Executive, Woking Borough Council
Project Manager Support	Lara Curran, Senior Policy Officer (Climate Change), Woking Borough Council
Version Number	3

Introduction

This workbook has been designed to provide a standard, easy to use route through which all projects must travel. By working through the sections, answering the questions and completing the templates, the detail of the project will be identified in a step-by-step approach, thereby providing a blueprint for the project as a whole and ensuring that appropriate aspects are considered from start to finish.

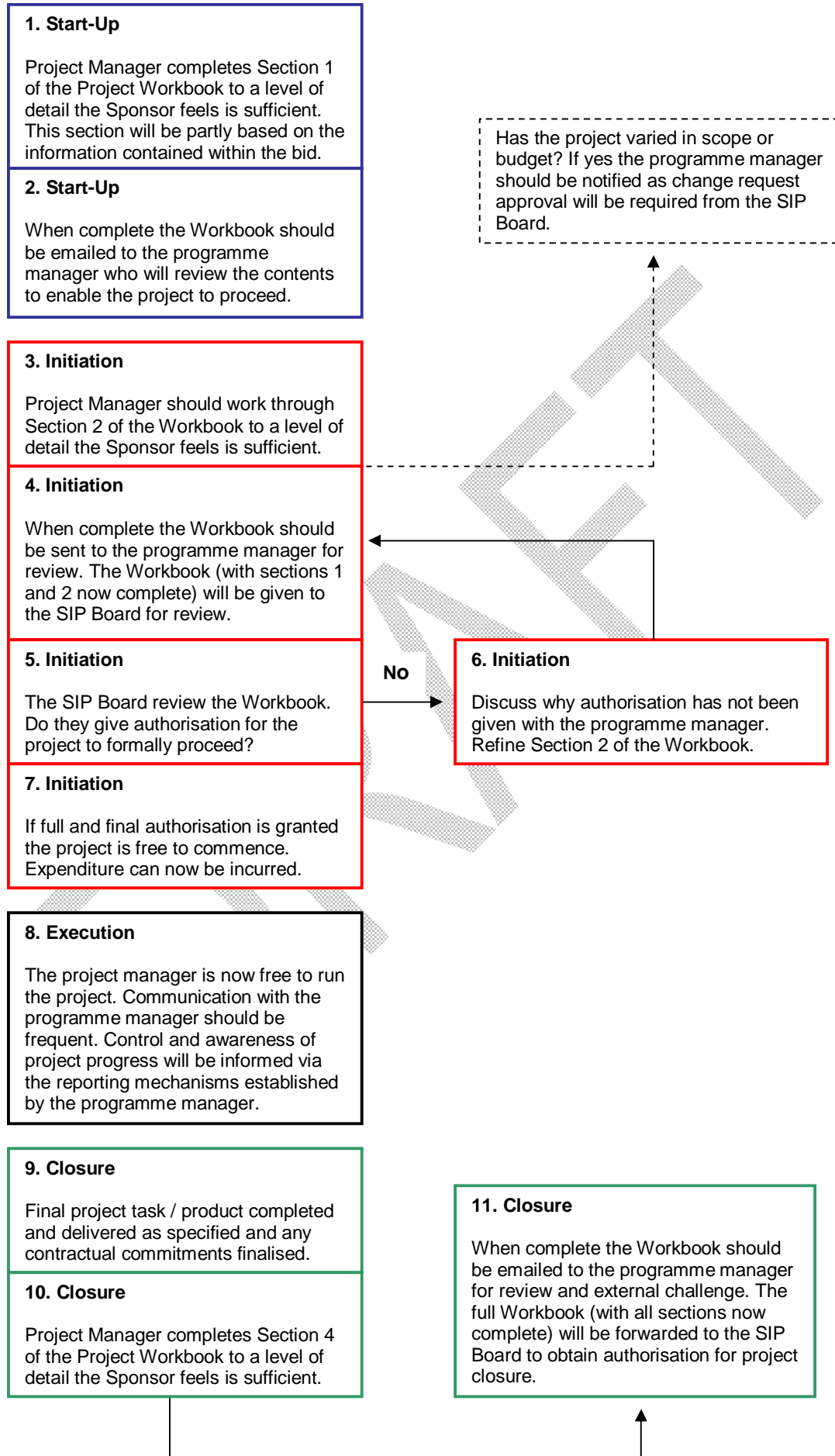
Rather than having to complete and maintain several smaller documents, the workbook will mean that all project information will be located in one place, avoiding duplication and making it easier to update and apply version control. The workbook will contain all of the primary information of the project from the justification of the project to how and when it will be delivered, through to what actions have to be completed following closure.

The four sections of the workbook, which need to be completed in order, are:

SECTION 1: Start-Up
SECTION 2: Initiation
SECTION 3: Execution
SECTION 4: Closure

- Please note that you **do not** have to complete every question within this workbook. Some headings in certain sections may not be applicable to the project you are working on. In this instance it is ok to skip the heading as long as it is clearly marked with N/A to indicate that due consideration has been given. It is the role of the project sponsor and project manager to ascertain the level of detail needed within the project workbook. It will be expected, for example, that higher risk projects or those with a greater percentage of funding will require more detailed information compared to smaller, less risky projects.
- If the project has resource implications for other staff within your own council or other authorities within the partnership, it is strongly recommended that prior to the completion of every section, all of the relevant parties are consulted to ensure that they are aware of, and in agreement with, any reference made to them.
- Any supporting information can be attached to the workbook as an Appendix.

Project Workflow



SECTION 1: PROJECT START-UP

The purpose of this section is to provide initial information about the proposed project. This information will help to define and structure the project and also test its viability.

1. Background information & current situation

Sustainability and positive action to reduce CO₂ emissions are priorities for many Councils in Surrey and across the South East. This project will look to establish what joint working could be achieved, what best practice can be shared throughout the region and how a Surrey wide approach can lead to improvement and efficiency; and offer a better experience for residents.

The project will help local authorities build capacity to deal with targets related to climate change in the Surrey Local Area Agreement (LAA) and through joint work, promotion and mentoring to build capacity across the South East. The project will also positively contribute to the Climate Change Act national targets to reduce carbon dioxide emissions through domestic and international action by 80 per cent by 2050 against a 1990 baseline.

The project will also build capacity in order to contribute to regional targets such as:

- South East Renewable Energy Target within the South East Plan - 10% by 2010.
- Regional Economic Strategy.

By recognising regional targets and working together to align working practices and methodologies, Surrey and regional local authorities can work together to help realise progress against these targets,

The project will also help to address and add value in the context of Re-Energising the South East, an action plan to reduce carbon emissions, increase renewables and alleviate fuel poverty between 2008 and 2011. SEEDA, GOSE, SEERA, Energy Saving Trust and Climate South East have contributed to this action plan which is designed to deliver against seven themes covering areas including stimulating investment in renewables; procurement and green business; and retrofit of energy measures. The project will also benefit from and build on experiences from existing regional initiatives such as the North West Climate Change Local Area Support Programme (CLASP).

The South East Improvement and Efficiency Partnership (SEIEP) states in the South East Regional Improvement and Efficiency Strategy that it will support work on carbon footprint reduction strategies to help authorities lead the way on climate change. This project aligns with the SEIEP strategy, supports the delivery of the Surrey LAA and meets the vast majority of the key SEIEP project criteria. The project will deliver against the following SEIEP priorities:

- Overarching priorities: Ensuring improved performance
- Overarching Priorities: Achieving successful LAAs
- Sustainable Communities Strategy Theme: (a) Pilot comprehensive measurement of authorities' carbon footprint and development of strategies and action plans to reduce each council's overall impact (b) Align climate change actions to Sustainable Community Strategies and LAAs (c) Motivate and gain commitment from LAs, partners and citizens to combat climate change
- LAAs and LSPs Strategy Theme
- Capacity Building Strategy Theme

This project will deliver against the following key Surrey priorities:

- NI 185 - CO₂ reduction from local authority operations: The project will see Surrey local authorities working together to adopt a joint Climate Change Strategy. This will include a core strategy outlining common objectives and targets, particularly around carbon reduction. The Surrey Climate Change Partnership will work to deliver consistent reporting on NI 185 across the county. Work is currently underway to establish responsibilities and existing data in each authority. Formal reporting on NI 185 will commence in March 2009 but work will precede this in terms of gathering and recording data across Surrey.
- NI 186 - per capita reduction in CO₂ emissions in the local authority area: The core strategy will seek to include a common position on reducing emissions in each local authority area in Surrey. This will involve a stated objective to engage residents and businesses in helping to reduce emissions.

- NI 187 - Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating. The core strategy should include a common objective to work together across Surrey to tackle fuel poverty. By pooling together data and good practice across the county, local authorities will be better placed to identify those suffering fuel poverty in their local areas and will be able to target help and support. This would not necessarily require additional resources but would be a case of using existing data and targeting existing campaigns and support to the people that need it most.
- NI 188 – Adapting to climate change. The core strategy should include a common objective to work together across Surrey to adapt to the inevitable effects of climate change. By learning from existing good practice across Surrey, successful adaptation projects can be rolled out and applied in other local authority areas. A sub group of the Surrey Climate Change Partnership will be created to identify existing good practice and identify willing participatory authorities in taking up projects in their local areas.
- Local climate change strategies and objectives will also benefit. The project will bring about an enhanced capacity and improved efficiency in local authority resources for tackling climate change. The benefits experienced initially by Surrey authorities will be disseminated across the region in order to widen good practice learning.

The project will deliver against the following regional priorities:

- Regional capacity building for work on NI 185, NI 186, NI 187 and NI 188 through regional services and mentoring;
- Re-Energising the South East through practical delivery mechanisms, vehicles and programmes aligned to the Action Plan.

2. What are the factors driving the project?

- Sustainability and climate change are priority areas for action for many Surrey Councils;
- National policy requirements to address climate change e.g. Climate Change Act and National Indicators;
- Local requirements to address climate change e.g. Surrey LAA and local climate change strategies;
- A need to enhance capacity to address these requirements;
- Learning from existing good practice and dissemination of learning across Surrey and the region. Demonstration of the benefits of replication.

3. Project Objectives

Capacity building is inherent to this project. Local authorities across Surrey and the South East will benefit from clear defined reporting requirements, existing good practice and agreed approaches. External partners, such as Carbon Trust and Energy Saving Trust, should be engaged with the project to ensure that the county and region benefit from existing services and expertise.

The overall approach will be to deliver using a toolkit approach, detailing the objectives of the project, delivered outputs and key benefits, through a range of case studies, mentoring and workshops. The development and outputs of the project will be documented through web pages hosted on the SIP website with the view to developing a standalone web tool in the long term using the WIN waste tool as a good practice example.

Consideration will be given to producing a communications action plan for years 2 and 3 of the project for the dissemination of key messages. This would horizon scan for related forthcoming events, publications, policy developments and networks and would enable planned dissemination of key messages. This communications strategy would align to overall IESE communications work and the activities in other themes and other organisations.

It is proposed to deliver the project across four main workstreams using a phased approach. These will link and come together to contribute to the overarching project objectives.

Workstream 1: Produce a Surrey-wide climate change strategy using a 'core strategy' that states agreed objectives and actions for Surrey local authorities. This would be a new and innovative agreement for Surrey and led by the Surrey Climate Change Partnership (SCCP). Agreement would be sought from Chief Executives/Senior Management and Members from each local authority. This will be delivered by 31 March 2009 and adoption sought by Surrey local authorities by autumn 2009. The Strategy will:

- Establish a consistent approach and overarching policy for the county;
- Build on work to date and plan for future activity through identified workstreams;
- Will communicate key messages internally within local authorities and externally to residents; and
- Will be an innovative agreement for the county and provide for an exemplar approach for the South East region progressed in partnership through the SCCP.

The Strategy will also link to requirements for addressing National Indicators 185, 186, 187 and 188. Once ratified it will be available on the web and presented in a format that is replicable by other regions or local authorities. Thereby linking to national and regional objectives. The Strategy's action plan will be structured in a way that presents a 'pick list' or menu of actions and options that can be tailored to suit the individual authority. The project team recognises that this methodology enables engagement by authorities for whom climate change is not necessarily core business currently. This format also enables the Strategy to be a flexible document that can be revised and updated more easily.

The project team will work with IESE to disseminate learning through local authority and public sector networks both within the South East region and beyond. Good practice case studies from across Surrey authorities will be identified. A distribution list of key contacts and networks within the region and nationally will be compiled. Conferences and seminars will also be identified for possible dissemination opportunities.

Workstream 1 would also see positive contributions to the NIs highlighted in section 1. The Surrey Climate Change Partnership has work underway already in terms of establishing responsibilities and existing data in each authority. Formal reporting on NI 185 will commence in July 2009 but work will precede this in terms of gathering and recording data across Surrey. (Year 1)

If there is available resource within this workstream, work could be included to establish a robust carbon baseline at county level. This could benefit Surrey authorities in prioritising effort to reduce emissions across particular sectors. Whilst headline figures are available from Defra, further breakdown into residential, commercial and transport would be beneficial. This will complement the Local Climate Impacts Profile (LCLIP) coordinated by Surrey County Council.

As the action plan within the county-wide Climate Change Strategy is progressed, the capacity for Surrey-wide energy projects will be assessed. By evaluating the current levels of renewable and sustainable energy generation in Surrey a baseline level will be established against which capacity for further generation can be measured through feasibility studies and investigation into possible sites for implementation. The project team will learn from other regional examples where similar work may have been undertaken (e.g. Decrease project) and implement good practice elements (Year 3).

Workstream 2: Enhance capacity to address climate change adaptation across Surrey particularly through adaptation to existing homes, flooding and biodiversity (Year 2). This workstream will see the identification by the Surrey Climate Change Partnership of existing examples of adaptation good practice working in the area of adaptation. Case study examples will be identified for each of the three adaptation areas identified here (existing homes, flooding and biodiversity) and shared across local authorities in Surrey and the South East via the SIP website. Case studies will be recorded in a way that enables replication by other local authorities in their local area and to implement across their own estates or communities. A case study format used in the Beacon Status Award Scheme will be adopted as a good practice method of collating case study information. It is possible that mentoring links could be established between these authorities and those that have provided the original case study example. It is likely that such a mentoring approach would extend into Year 3 of the project.

The case study examples and the ability to replicate learning points will have benefits attributable to the four climate change national indicators.

The Oak Tree Homes Programme is a project that Woking Borough Council will launch in autumn 2009. It follows the refurbishment of a three bedroom detached house in the Borough to high water and energy efficiency standards. This house (Oak Tree House in Knaphill) will be opened to the public to show them how they can reduce energy and water consumption. The Oak Tree Homes Programme aims to help residents transform their homes into low carbon homes by enabling easy access to the measures on show in the demonstration house. The Programme will provide support and links to suppliers by enabling interested residents to sign up to a package of improvements that meets their needs. This could be a basic package of measures looking at items such as draught proofing etc, to something more involved such as solar hot water heating and double glazing. The Programme will be facilitated by ecsc. Case studies such as Oak Tree House and the Oak Tree Homes Programme will underpin the learning and dissemination aspect of this workstream and they present examples that can be easily replicated across the county and the region.

Given the current economic climate and subsequent finance pressures, this work area will also produce case study evidence on innovative financing for climate change projects and how local authorities can use their existing powers under the Local Government Act 2000.

Workstream 3: According to Defra's regional estimates for 2006, road transport accounts for 31% of the South East's CO2 emissions. Whilst an integral part of the Climate Change Strategy for Surrey, this workstream will focus on replicable transport solutions to enhance capacity to address sustainable transport options and building on experience of sustainable transport towns and cycle demonstration towns. Examples will also be taken from other regional partnerships or national schemes where appropriate, for example the Berkshire Sustainable Transport project and national cycle demonstration town networks. This workstream will start with an initial focus on cycling, car sharing and car club activity with further development following publication of initial results from sustainable transport demonstration towns.

Workstream 4: Enhance development and awareness raising through Member training and information (Year 1). Whilst this workstream will commence and be mapped out in Year 1 of the project, elements of it will continue into Years 2 and 3. Member engagement will be essential to the success of the county wide Climate Change Strategy and in enabling behavioural change and action through associated actions and projects. Evaluation of the initial workshops will be used to measure the training and information requirements for Members. Subsequent training will involve the delivery of joint authority Member workshops to raise awareness and participation by Members across Surrey. As the project continues into Year 3, similar workshops may be required. Member engagement is key to the development of capacity to address climate change targets.

4. Project Benefits

- Enhanced capacity to address climate change across the county;
- Consistent methodology and reporting, particularly with regard to Surrey LAA targets;
- Surrey – wide agreement to tackling climate change through a core strategy of common objectives and actions and embedding climate change in the service planning of Surrey local authorities;
- Streamlining of work and enhanced efficiency across the county e.g. in reporting on climate change indicators; in addressing climate change adaptation and assessing current and future capacity for renewable and sustainable energy generation projects;
- Reduction in duplication and enhanced value for money through better understanding of requirements and better use of Surrey-wide resources;
- Build on existing good practice to deliver projects across the county;
- Use good practice case studies from the project and disseminate learning across the region through workshops and mentoring.

5. Timetable

Year 1 (July 2008 – March 2009)

- Develop action plan for Member training / awareness (WS 4).
- County wide Climate Change Strategy and core strategy to be developed and agreed by participating authorities (WS 1).
- Establish presence on SIP website.
- Opening of Oak Tree House in Woking as a case study for climate change adaptation (WS 2).

Year 2 (April 2009 – March 2010)

- Deliver two Member workshops.
- Invite specialist speaker to Member workshop.
- Evaluate feedback from initial Member workshops by end of October 2009.
- Host regional conference promoting policy engagement on climate change and its links across the health and transport agendas.
- Identify good practice working in the field of climate change adaptation across Surrey.
- Set up area on SIP website for collation of adaptation case studies.
- Identify adaptation project partners for each theme by autumn 2009.
- Explore joint funding opportunities across Surrey authorities for further project work.
- Launch Low Carbon Homes Programme as a case study for climate change adaptation.
- Establish peer review arrangements with local, regional and national stakeholders.
- Establish governance arrangements through a quarterly review by Chief Executive representatives of the IESE project of the project.
- Convene project board and establish parameters for independent review.
- Share learning through case studies and evaluate good practice on local sustainable transport activities (e.g. cycling, car club etc).

Year 3 (April 2010 – March 2011)

- Compile regional dissemination network list.
- Identify good practice case studies for regional dissemination.
- Deliver two regional workshops and participate in two regional conferences by August 2010.
- Establish a circle of learning / mentoring partnership by October 2010.
- Establish a baseline and inventory of renewable and sustainable energy projects and generation across Surrey by November 2010.
- Consider the adoption of renewable and sustainable energy generation targets across Surrey by end of January 2011 and integrate these into the county wide Climate Change Strategy.
- Establish framework for feasibility study to identify ways to achieve renewable and sustainable energy generation targets by end of March 2011.

See Product / Milestone List for breakdown of delivery dates for products.

6. Project Approach

The project will be delivered against the workstreams as detailed above using a phased approach over the three year time period.

The diagram included in Appendix 1a shows the proposed structure of these workstreams.

The project is based in part around using good practice and disseminating this across councils in Surrey and the region in a format that is easy to replicate. The proposed circle of learning/mentoring later on in the project will give learning points a practical dimension.

The workstreams will use existing staff within local authorities across the county. Existing feasibility studies and experience in the county will be used in order to avoid duplication and enhance efficiency. Established networks within the county and the region will be used to raise the profile of the project and to share learning points and opportunities to replicate and enhance capacity in other areas.

7. Scope of the project

The project **will** include:

- The development of a core strategy based Surrey-wide climate change strategy;
- Facilitation of member training and awareness raising with local authorities across Surrey;
- Using existing good practice to facilitate action across Surrey local authorities to address climate change adaptation in existing homes, flooding and biodiversity;
- Awareness raising across the region of the outputs above;
- Framework for feasibility work across Surrey local authorities to assess potential for delivery of energy projects to enhance renewable and sustainable energy generation;
- More efficient and consistent reporting on climate change targets;
- Establishing CO₂ emissions baselines;
- Delivery against Surrey LAA climate change indicators. Workstream 1 will be focused on NI 185 and 186. The Surrey Climate Change Partnership is already working to establish who in each authority collects the necessary data; what data exists; and how reporting can be facilitated using Defra's reporting spreadsheets. Year 1 will see the establishment of a baseline of CO₂ emissions and subsequent years, from March 2009, will see measurement of reductions against this baseline. Workstream 2 (Adaptation) will aid delivery against NI 187 (fuel poverty) and 188 (adaptation). See details above.
- Promotion of workstream outputs across Surrey and the South East.

The project **will not** include:

- Installation of energy projects / measures / adaptation techniques.

8. Constraints

- Support from Surrey local authorities and participation in the project;
- Sharing of existing data, information, experience and expertise;
- Commitment of officer time and commitment at Chief Executive / Senior Management and Member level.

9. Interfaces

The outputs of the project will link into local authorities' existing policies and frameworks. There are no explicit IT outputs and therefore no need to address IT compatibility issues.

10. Training needs

The project includes one workstream dedicated to Member training and awareness raising.

It is anticipated that Surrey local authority officers involved in the project and committed to its outputs will already be involved in the delivery of this work for their respective local authorities. Therefore, no special training would be anticipated for officers initially. However, after having assessed capacity and staff resources across the county, it may be beneficial to hold one-off specialist sessions on particular subjects to improve knowledge across the network.

Project dissemination will in part be conducted through the SIP website. Training on web publishing will be provided by the SIP project team.

11. Assumptions

There is the assumption that there will be sufficient interest and participation by Surrey local authority officers and Members to deliver on the workstreams set out within the project.

Owing to Surrey LAA reporting requirements, it is assumed that there is a willingness to work together and enhance capacity and efficiency in delivering against these targets.

12. Change Management

N/A

13. Alternatives / Feasibility Study

Possible alternatives to the project outlined could include:

1. Continue with status quo with local authorities working individually at different paces – but lose the benefit of developing a common Surrey position on climate change through the proposed core strategy / joint Climate Change Strategy.
2. Continue with status quo but lose the benefit of pooling experience; progressing projects and actions in a collective way.
3. Continue with status quo but lose the benefit of producing deliverables that are replicable across the region.

14. Project Risk Summary

- Lack of engagement from local authority Members;
- Lack of engagement from local authority officers;
- Lack of input into development of workstream deliverables, e.g. core strategy;
- Lack of Surrey-wide Chief Executive / Senior Management and Member level agreement to project outcomes.

15. Supporting Evidence

Original bid to SIP Project Board.

16. Additional Comments

N/A

Financial Section

17. Funding

The project will be entirely funded by the Partnership, with in-kind contributions in terms of officer time from local authorities in Surrey.

Joint funding of project elements will be explored between Surrey local authorities on an output by output basis.

18. Project Cost

£240,000. See breakdown in Appendix 1.

19. Ongoing Revenue Costs

It is anticipated that the project will not have any ongoing revenue costs.

	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Revenue Costs					
<i>Premises (water/heating/lighting)</i>					
<i>Ongoing Maintenance</i>					
<i>Supplies and Services</i>					
<i>Additional Employee Costs</i>					
<i>Financing Costs</i>					
Total Expenditure	0	0	0	0	0
Additional Income					
<i>Fees and Charges</i>					
<i>Grants</i>					
<i>Other</i>					
Total Income	0	0	0	0	0
Net Expenditure	0	0	0	0	0
Depreciation / Replacement	0	0	0	0	0

20. Cashable and Non-Cashable Savings

The project will result in a more integrated and efficient joint approach to climate change across Surrey. These would be deemed as non-cashable (intangible) savings and examples are listed in section 5 and in the product and milestone list.

Estimated tangible cash savings resulting from the work have been calculated against the production of a Surrey wide Climate Change Strategy and the EST Member Training workshops.

Surrey-wide Climate Change Strategy

Consultancy and SCCP officer time result in an overall cost of £40,000. The strategy is based upon a core strategy and action plan that can be easily replicated by other local authorities. It has been designed in consultation with 12 local authorities all with different levels of activity and engagement in the agenda and so could be used as a model for adoption by other authorities. This could equate to a saving of £40,000 per authority and multiplied on a 'per user' basis. E.g. five authorities using the model and saving consultancy and officer costs would result in an overall cost saving of £200,000.

Member training seminars

The Energy Saving Trust agreed to deliver four Member training seminars in Workstream 2 for no cost. It is anticipated that costs associated with facilitated workshops would normally run to £500 per session based on estimations of speaker costs at £400 and travel and subsistence at £100. This project has therefore saved the equivalent of £2,000 in workshop costs.

	Year 1	Year 2	Year 3	Year 4	Year 5
Cashable (Tangible)					
<i>Staff Saving</i>					
<i>Equipment Saving</i>					
<i>Buildings Savings</i>					
<i>Other</i>					
Non-cashable (Intangible)					
<i>Reference 1</i>					
<i>Reference 2</i>					
<i>Reference 3</i>					
Total Savings	0	0	0	0	0

SECTION 2: PROJECT INITIATION

Section 2 of the Project Workbook is designed to (a) identify and plan the detail of the project so that the Project Sponsor and SIP Board can give full and final commitment and (b) act as a base against which all project stakeholders can assess progress.

1. Project Organisation/Governance

It is proposed to govern the project at a strategic level as follows:

Programme Sponsor: Darren Mephram, Chief Executive, Mole Valley District Council
Programme Manager: Ray Morgan, Chief Executive, Woking Borough Council

This will be supplemented with a Project Sponsor and series of Project Managers for each of the workstreams as follows:

Project Support: Lara Curran, Senior Policy Officer (Climate Change), Woking Borough Council

Workstream 1 (Climate Change Strategy) Project Manager: Sandy Muirhead, Head of Environment Services, Spelthorne Borough Council

Workstream 2 (Adaptation) Project Manager: Lara Curran, Senior Policy Officer (Climate Change), Woking Borough Council

Workstream 3 (Sustainable Transport) Project Manager: tbc

Workstream 4 (Member awareness raising) Project Manager: Michelle Willoughby, Member Services Officer, Woking Borough Council

It is proposed that the project also be overseen by a Programme Board whose role would be to provide peer review, challenge and insurance of delivery. Its focus will be to ensure progress and delivery of outputs to the benefit of strategic and regional benefit. It is proposed that the Board meet every quarter.

Suggested members of this Board include:

Surrey Climate Change Partnership representative
GOSE (Susan Stuart)

SEEDA (Oona Muirhead)

LGA (Paul Bettison or Martin Wheatley)

Business Link (Rosemary French)

WWF (David Nussbaum or nominee)

Carbon Trust

Energy Saving Trust (Karen Lawrence)

2. Financial Control

Individual Workstream Project Managers will seek approval and report budget expenditure to the overall Programme Manager through reporting to the Project Sponsor.

Expenditure will be reported to the SIP Programme Manager on a monthly basis in conjunction with the highlight report.

3. Management of Project Outputs

The Project Manager of each workstream will manage and take responsibility for the delivery of each workstream's project outputs. This will be in agreement with the overall Programme Manager and Programme Sponsor.

This same arrangement will apply to responsibility for servicing arrangements for external/internal contracts where they occur and for funding arrangements for ongoing maintenance of the project output.

The Project Sponsor will write and administer the initial terms of reference for the Project Board in discussion with the Programme Manager and Programme Sponsor. The terms of reference will encompass the overall scope of the project as well as the remit of each contributing workstream.

The Benefit Realisation Plan i.e. the measuring of tangible and intangible benefits and outputs will be facilitated and administered by the Programme Manager and Project Sponsor and will require input and monitoring from the Surrey Climate Change Partnership as the representative group of districts and boroughs within Surrey. The overall project outputs will be owned by both SIP and the Surrey Climate Change Partnership on behalf of local authorities in the county.

4. Post Project Review

As well as ongoing review through regular Project Board Meetings and highlight reports on a monthly basis and at the end of every year, it is suggested that there is a post project review within three months of project completion. This would be done by the Project Manager Support Officer in conjunction with the Project Manager and Project Sponsor of the overall project, together with each of the workstream Project Managers and stakeholders such as the Surrey Climate Change Partnership. This would involve measuring success and progress against each of the objectives stated in the project plan and indicating future/ongoing work that is likely to benefit local authorities within Surrey and the South East.

5. Project Stakeholders and Communications

At this stage it is important to identify everyone who has an interest in the project. This can include individuals, groups, the users, regulatory bodies etc. Describe the quality concerns that are most important to each of the stakeholders so a full picture of the project can be achieved. It is also important to define the key communications that must occur, and with whom, throughout the project. This should include communication plans with stakeholders as well as project management communications such as regular reports to the project sponsor and/or board.

Stakeholder	Interest in the project / Quality Concerns	Nature of Communication / Frequency
District and Borough Councils within Surrey	Enhanced capacity to address climate change actions and reporting requirements in a consistent and managed way.	Working group meetings every month. Email / phone.
Surrey Climate Change Partnership (SCCP)	Key participant and contributor to Workstream 1.	The SCCP meets every two months. Meetings could be more regular if required. Email / phone.
Members	Raised awareness about Surrey climate change initiatives and how to engage fellow Members.	Workshops and training. Feedback forms.
Local Authority Officers in Surrey	Participation in Workstreams and benefit of shared learning, enhanced capacity and efficiency.	Seminars / workshops. Participation in existing conferences.
Residents and businesses	Engaging with residents and businesses and gathering information for the purpose of reporting on National Indicator 186.	Feedback from existing resident groups from each local authority area.
South East local authorities	Sharing learning with local authorities across the South East.	Workshops, participation in conferences, case studies. Possible 'circle of learning' or mentoring to share good practice.
Community Groups	Engaging with community groups and gathering information for the purpose of reporting on National Indicator 186.	Feedback from existing community groups from each local authority area.
Improvement and Efficiency South East (IESE)	Key role in regional capacity.	Progress reports via SIP Programme Manager and newsletters.
GOSE	South East Government lead.	Programme Board meetings.

SEEDA	South East economic lead.	Programme Board meetings.
Business Link	Business integration.	Programme Board meetings.
WWF UK	Not for profit sector lead.	Programme Board meetings.

DRAFT

6. Equalities Impact Assessment

The purpose of this assessment is to ensure that the project does not discriminate against any individual or group and that, where possible, it promotes equality. We have a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a project may have upon various equality target groups.

		Positive impact	Negative impact	None identified	What is the impact? If the impact is negative how can it be mitigated?
Gender	Men			X	
	Women			X	
Race	Asian or Asian British people			X	
	Black or Black British people			X	
	Mixed race people			X	
	Irish people			X	
	White people			X	
	Other minority ethnic group			X	
	Gypsies / travellers			X	
Disability	Physical			X	
	Sensory			X	
	Learning Difficulties			X	
	Mental Health			X	
Sexuality	Lesbian, gay men, bisexual			X	
	Trans people			X	
Age	Older people (50+)			X	
	Younger people (16 - 25)			X	
Belief	Faith Groups			X	

7. Sustainability Appraisal

Sustainability is a key IESE theme. The purpose of this appraisal is to record any positive or negative impacts this project is likely to have on a number of Sustainability Themes.

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	None identified	What is the nature of the impact?
Use of energy, water, minerals and materials	X			Promoting more efficient use of resources
Waste generation / sustainable waste management	X			Promoting waste reduction and recycling
Pollution to air, land and water	X			Promoting positive environmental behaviour
Factors that contribute to Climate Change	X			Mitigating and adapting to the effects of climate change
Protection of and access to the natural environment	X			Promoting positive environmental behaviour
Travel choices that do not rely on the car	X			Promoting positive environmental behaviour. Promotion of alternative modes of transport
A strong, diverse and sustainable local economy			X	
Meet local needs locally	X			Promoting low carbon local resources, reducing carbon footprints
Opportunities for education and information	X			Sharing knowledge and signposting to information
Provision of appropriate and sustainable housing	X			Contributing to promotion of sustainable building and refurbishment standards and practices of existing housing in adapting to climate change
Personal safety and reduced fear of crime			X	
Equality in health and good health			X	
Access to cultural and leisure facilities			X	
Social inclusion / engage and consult communities			X	
Equal opportunities for the whole community			X	

8. Product / Milestone List

The purpose of this template is to identify, list in order and briefly describe the products that will be required in your project. A product is an item that the project has to create as part of the requirements. This is an important first step in working out exactly what needs to be created, changed or procured in order for the project to be a success. A project can be broken down into many products which, when pulled together, will equate to the project as a whole. These products / milestones will need to be entered onto Work.Together where they will be placed in the order they need to be completed and assigned start and end dates.

Product / Milestone	Year	Purpose and Description
Approval and commitment to core strategy	1	Approval and commitment to core strategy (Surrey wide Climate Change Strategy) by senior officers and Members at each authority.
Surrey-wide Climate Change Strategy Review	1	Review existing strategies and common objectives.
Surrey Climate Change Partnership Sub Group	1	Bring together a sub-group of the Surrey Climate Change Partnership to compile a joint Surrey-wide Climate Change Strategy with a core strategy covering common themes, objectives and expectations.
Carbon Emissions Reduction Action Plan	1	Compile a Carbon Reduction Action Plan and develop proxy indicators with Defra for reporting against national indicators.
Knowledge and Resources Assessment	1	Carry out an assessment of local authorities' knowledge and resources and identify gaps across Surrey.
Scoping exercise	1	Assess scope of reporting targets and requirements for national indicator reporting.
Methodology and implementation	1	Develop an implementation plan and application of a common methodology for reporting on national indicators across Surrey in order to achieve consistent reporting.
CO ₂ baseline	1	Establish a CO ₂ baseline in order to monitor progress.
Community and business engagement plan	1	Establish a plan for community and business involvement for reporting on NI186.
Member training assessment	1	Evaluate training needs for Members and information requirements.
Member workshops	2/3	Deliver joint authority Member workshops to raise awareness and participation by Members across Surrey.
Adaptation good practice	2	Identify good practice working in the field of adaptation to climate change e.g. for existing homes, flooding, biodiversity.
Adaptation sub group	2	Identify local authorities to take up examples of good practice working and implement them in their own estates / communities. Possible mentoring by authorities already practising these approaches.
Good practice case studies for regional dissemination	2	Identification of good practice in Surrey authorities and outputs from project for regional dissemination.

Regional dissemination	2/3	Create distribution list of key contacts within region to receive case study information.
Regional Workshops	2/3	Deliver workshops across the region based on case study examples from the SIP project.
Conferences	2/3	Participate in relevant conferences across the region to disseminate case study information.
Mentoring / Circle of Learning	3	Create mentoring partnerships or a circle of learning with authorities in the region that wish to learn from the SIP projects outputs and implement them in their area.
Energy generation baseline	3	Establish a baseline of renewable and sustainable energy generation across Surrey.
Energy generation targets	3	Adopt targets for renewable and sustainable energy generation across Surrey.
Energy feasibility study	3	Carry out a feasibility study to identify ways to achieve targets above.

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9. Measuring Objectives and Benefits

At Section 1 of this Workbook (Start-Up) you will have documented the objectives of this project as well as the benefits that the project is intending to deliver. In order to demonstrate if the project has been successful, it is important to state here how all of the objectives and benefits will be assessed and measured on completion. The objectives and benefits will need to be measured and recorded on an annual basis. Overall review will be completed at Section 4 of this workbook (Closure) to determine the overall success of the project.

Project Objective / Benefit	Year delivered?	How will it be assessed / measured?
Surrey – wide Climate Change Strategy Review: review existing strategies and common objectives.	08/09	Compilation of common objectives by Surrey Climate Change Partnership for consideration as part of the Core Strategy.
Joint working through Surrey Climate Change Partnership sub group.	08/09 onwards	<ul style="list-style-type: none"> • A sub-group of the Partnership has already been established and is working together to deliver on NI 185 and NI 186 requirements. • Scoping exercise to scope out reporting targets and requirements for national indicator reporting. • Implementation plan and application of common methodology using Defra reporting spreadsheets for reporting on national indicators 185 and 186 in order to achieve consistent reporting. • Establish CO2 baseline in order to monitor progress. • Identification of resources and gaps across Surrey.
Produce a Surrey-wide climate change strategy using a 'core strategy' that states agreed objectives and actions for Surrey local authorities within six months of project commencement.	08/09 onwards	By agreement of Members and Chief Executives / Senior Management of each participating local authority.
Development of a Carbon Emissions Reduction Action Plan and proxy indicators.	08/09 onwards	These will be developed through the Surrey Climate Change Partnership in consultation with Defra.
Enhance development and awareness raising through Member training and information.	09/10 and 10/11	<ul style="list-style-type: none"> • Number of participating Members. • Member training assessment – evaluation of training needs and information requirements. • Deliver two joint authority Member workshops to raise awareness and participation by Members across Surrey.

Delivery against NI 186 (local authority area emissions).	08/09 onwards	<ul style="list-style-type: none"> • Establish an engagement plan for community and business involvement for reporting on NI186. • Establish baseline for local authority area CO2 emissions.
Enhance capacity to address climate change adaptation across Surrey particularly through adaptation to existing homes, flooding and biodiversity.	09/10 and 10/11	<ul style="list-style-type: none"> • Case study output and participation in sub-group to undertake projects in local area. • Establish sub group of Surrey Climate Change Partnership. • Identify two good practice Surrey local authority examples for each adaptation area (housing, flooding and biodiversity). • Establish mentoring links between these authorities and three others to take on learning points.
Regional awareness raising through workshops and mentoring. Replication of good practice learning points across Surrey and the region.	09/10 and 10/11	<ul style="list-style-type: none"> • Number of workshops delivered and number of participants. Take up of good practice case studies. • Identification of two case studies for Workstreams 1 – 4 showing good practice in Surrey authorities and outputs of the project for regional dissemination. • Creation of a distribution list of regional contacts. • Two workshops based on case study examples of SIP project and bringing in external participation e.g. from Energy Saving Trust and Carbon Trust. • Participation in two relevant conferences within region to disseminate case study information. • Create mentoring partnerships between case study authorities and four others to take on learning points. Either through one-to-one mentoring or through a circle of learning. Target authorities in the region that wish to learn from the SIP project outputs and implement them in their area.
Surrey-wide energy projects: assess current renewable and sustainable energy generation in Surrey and establish a baseline level. Assess capacity for further generation and investigate possible sites for implementation.	09/10 and 10/11	<ul style="list-style-type: none"> • Establish a baseline of renewable and sustainable energy generation across Surrey. • Targets to enhance renewable and sustainable energy generation across Surrey e.g. increase renewable and sustainable energy generation capacity by eg. 5MW by 2020. • Framework for feasibility study to identify ways to achieve targets and possible sites.

SECTION 3: PROJECT EXECUTION

Section 3 is concerned with handling the day-to-day management of the project and is mainly based around creating and implementing the products that have been identified in the project plan (Section 2) with a view to achieving the overall objectives of the project.

This stage is about the delivery of the project and the project manager is free to undertake this in the most appropriate way available but for the main, the Project Manager should engage the project in line with the information contained within section 2 of the Workbook.

Please note, therefore, that you **DO NOT** have to obtain authorisation at any point of this section unless your project changes in terms of scope or budget. You should have already obtained full and final commitment from the Project Sponsor and the SIP Board at the end of section 2 and authorisation will not be required now until project closure (Section 4). In the interim, control and awareness of the project will be primarily informed by the following mechanisms:

Project Highlight Report: The project highlight report is comprised of RAG flag status on key aspects of the project as well as risks, issues, work completed/not completed in the reporting period and work scheduled for the next reporting period. The report is produced from information entered on Work.Together so it is important that the system is kept up to date. The report will be run by the programme manager and will be sent to the SIP board at regular intervals for info.

Finance Spreadsheet: In addition to the highlight report, the Management Group will also review expenditure on projects to examine planned against actual costs and also agree payment in arrears for the preceding quarter. It is important therefore, that all invoices, timesheets etc are sent to the programme manager prior to every Management Group meeting.

Project logs and Document Warehouse: Throughout this stage please ensure that all project information is saved within the document warehouse in Work.Together. High emphasis should also be placed on recording all risks, issues and change requests within the respective logs. These will be reported to the Management Group in line with the standard highlight reports.

SECTION 4: PROJECT CLOSURE

A defining feature of a project is that it is finite. Formally closing a project avoids the tendency to drift into operational management. It also provides an opportunity to ensure that any unachieved goals are identified so that these can be addressed in the future.

It is recommended at this point that the Project Manager and the Programme Manager (and Project Team if applicable) meet as part of the project closure review meeting. The purpose of the meeting would be to pool information and ideas with a view to completing the templates located within this section and specifically to:

- (a) capture and record any unfinished business
- (b) measure the relative success of the project by determining whether or not it has met/delivered its original objectives and proposed benefits and
- (c) assess other general aspects of the project with the intention of obtaining an all round understanding of what worked well and what could be improved next time.

In addition to the completion of the templates located within this section, it is important that the Project Manager updates Work.Together to ensure that the project is in a suitable position to be reclassified as closed on the system. All aspects should be finalised, reviewed and formally closed but particular attention should be given to:

- The Document Warehouse
- Project Performance
- The Risk Log
- The Issue Log

1. Follow-on Actions / Recommendations

Use this form to record any unfinished business, recommendations or follow-on actions at project closure. This can include aspects such as remaining risks, issues and change requests that have been deferred and any ongoing problems with the project. It should be passed on to those with responsibility/authority to action.

Importance H/M/L*	Situation	Action Required	Action Owner
			*Importance: H = High, M = Medium, L = Low

2. Project Overview

This section examines a number of general aspects and records the areas of the project that worked well as well as those that could be improved. Please mark the aspects that are not relevant to your project with N/A to indicate that due consideration has been given. Please add additional rows and aspects if required.

Aspect to be examined	What worked well? / What areas could be improved?
The use of the Project Workbook	
The Project Planning techniques	
The Equalities Impact assessment	
The use of the Sustainability Appraisal	
The use of E-Forms for authorisation	
Estimating: (costs, duration, resources)	
The implementation of the project	
Managing change during the project	
Managing issues during the project	
Managing risk during the project	
Managing the quality of the project	
Managing communication / expectations	
Project Team effectiveness	
Working with Stakeholders	
The use of Work.Together	
Other comments	

3. Objectives and Benefits Assessment

As part of project closure it is important that the project is properly assessed against its original objectives and proposed benefits. This table is designed to record whether or not an objective/benefit has been achieved having been assessed against the measures detailed in section 2 of the Workbook. The estimates for the total cost and time spent on the project should also be recorded as an original objective. It is likely that some of the objectives and/or benefits will not be realised until well after the end of the project so please ensure that you revisit this template to record the outcome as soon as is applicable.

Project Objective / Benefit	Outcome (having measured the objective/benefit)	Has it been achieved?

Appendix 1: Project Cost

Use this template to record the costs spent throughout the life of the project. This template builds on the initial estimates identified in the mandate. It is important that this worksheet is continually updated throughout the life of the project (unless a separate financial spreadsheet is maintained) so that a full understanding of the budget and resources used in the project can be gained.

Person or Supplier	Item e.g. Equipment, Supplies, Labour	Workstream	Planned	Actual	Variance
SCCP officer time	Core Strategy brief development	1	In-kind officer time		
Jacobs and SCCP	Strategy development costs (consultancy and officer time)	1	£40,000		
SIP Project Team and SCCP	Raising awareness of core strategy amongst Surrey authorities at Surrey stakeholders conference	1	£10,000 and in-kind officer time		
SCCP officer time and SIP Project Team	Coordination of Member training workshops and action plan	2	In-kind officer time		
EST	EST delivery of Member training workshops	2	In-kind time		
SCCP	Catering and refreshments for Member training workshops	2	£800		
SIP Project Team	Evaluation of Member training	2	In-kind officer time		
SIP Project Team	Participation in regional Active Travel conference (Oct 2009) – promotion of SIP project and links to sustainable transport theme	All	£10,000 and in-kind officer time		
SIP Project Team	Logo and promotional banners	All	£600		
SIP Project Team and SCCP	Promotion across Surrey – conference, promotional campaign, local media articles	All	£20,000		
SIP Project Team	Project pages on SIP website	All	In-kind officer time		
SIP Project Team	Production of SIP case studies and information packs	All	£10,000		
SIP Project Team	Compile regional dissemination contact and network lists	All	In-kind officer time		
SIP Project Team with Consultancy Support	Mentoring and methodology to enable climate change to be embedded in service planning	All	£50,000		

Consultancy Support	Surrey-wide feasibility study of new developments that could incorporate renewable and sustainable energy projects		£40,000		
Consultancy Support	Surrey-wide project proposal for retrofit of energy efficiency / low carbon measures in existing homes, schools and other public buildings		£30,000		
Consultancy Support	Feasibility study of provision of low carbon energy infrastructure		£25,000		
SIP Project Team and SCCP	Engagement with local businesses and community groups / individuals through focus groups, public events etc		£3,600		
		Total Cost:	£240,000		

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