

A. PROJECT SUMMARY INFORMATION

Project Name:	Climate and Ecological Emergency Programme		
Project ID (if known):	20ST112		
Cabinet Member:	Councillor Shah (from 14/09/20 - previously the Mayor)	Lead Officer (Sponsor):	Zoë Willcox
Directorate(s):	G&R lead with the involvement of all directorates	Associated service areas:	Sustainable City and Climate Change Service lead
Report lead author(s):	Full Business Case: Alex Minshull, Sustainable City and Climate Change Manager; Alex Ivory, Climate Change Team Manager; Kathy Derrick, Sustainable City Team Manager		
Report recipients:	Cabinet		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	<ul style="list-style-type: none"> • The Mayor adopted his Climate Emergency Action Plan in July 2019 • The One City Environment Board adopted the One City Climate Strategy on 26 February 2020 and the One City Ecological Strategy on 22 September 2020 • The Mayor endorsed the strategies at Cabinet in March and October and announced that BCC will develop and implement its own Delivery Plan to ensure we meet our part in delivering these strategies • The Council's and Service's Business Plans include actions to implement the above and budget was allocated in February 2020 • At Cabinet on 28 April 2020 the Mayor stated: <i>"With the Bristol One City Climate Strategy already agreed, we have set out a pathway for environment change, including sustainable and affordable homes, a mass transit system, biogas buses and city centre housing to encourage more cycling and walking. Working with UK core cities and those from around the world, we can change our current economic models – placing the focus on building inclusive, environmentally-friendly places, where no one is left behind. There is no going back."</i>
Project category:	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
Council Budget saving delivery:	If the proposal relates to a saving already approved within the approved Council's Budget please complete this section, otherwise mark N/A. N/A

C. DOCUMENT CONTROL

Sections complete:	<input type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case																														
Document status:	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final																														
Document owner:	Alex Minshull																														
Version control	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>0.1</td> <td>Alex Minshull, Sustainable City and Climate Change Service Manager</td> <td>First draft</td> <td>20/09/20</td> </tr> <tr> <td>1.0</td> <td>Alex Minshull, Service Manager</td> <td>Completed full draft</td> <td>01/10/20</td> </tr> <tr> <td>1.01</td> <td>Alex Minshull, Service Manager</td> <td>Leverage factor adjusted to be in line with ELENA programme.</td> <td>05/10/20</td> </tr> <tr> <td>1.02</td> <td>Alex Minshull, Service Manager</td> <td>Addressing further comments particularly on communications aspects</td> <td>09/10/20</td> </tr> <tr> <td>1.03</td> <td>Alex Minshull, Service Manager/ Alex Ivory, Climate Change Team Manager</td> <td>Including updates to benefits</td> <td>12/10/20</td> </tr> <tr> <td>2.0 Final</td> <td>Alex Minshull, Service Manager/ Alex Ivory, Climate Change Team Manager</td> <td>Final draft with complete set of internal approvals and re- profiled budget</td> <td>23/10/20</td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	0.1	Alex Minshull, Sustainable City and Climate Change Service Manager	First draft	20/09/20	1.0	Alex Minshull, Service Manager	Completed full draft	01/10/20	1.01	Alex Minshull, Service Manager	Leverage factor adjusted to be in line with ELENA programme.	05/10/20	1.02	Alex Minshull, Service Manager	Addressing further comments particularly on communications aspects	09/10/20	1.03	Alex Minshull, Service Manager/ Alex Ivory, Climate Change Team Manager	Including updates to benefits	12/10/20	2.0 Final	Alex Minshull, Service Manager/ Alex Ivory, Climate Change Team Manager	Final draft with complete set of internal approvals and re- profiled budget	23/10/20
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FULL BUSINESS CASE

Project context summary:

This proposal seeks to make a rapid, impactful and affordable response to the Climate and Ecological Emergencies over the next 3 years. Specifically:

A) Continued delivery of the Mayor's existing commitments in his [Climate Emergency Action Plan](#)

B) Enabling delivery the Mayor's and Council's commitments under the [One City Climate Strategy](#) and the [One City Ecological Emergency Strategy](#)

Furthermore, where possible, the Programme will seek to align the Council's and city's work on climate change with the Covid-19 recovery and seek to maximise equalities benefits.

A) Continued delivery of the Mayor's existing commitments in his Climate Emergency Action Plan and Ecological Emergency Declaration, including:

- Developing the Council's programme to become Carbon Neutral for direct emissions by 2025 and reducing indirect emissions
- Integrating climate considerations into every decision, project and policy
- Supporting colleagues through training, systems and advice
- Public communication and engagement
- Work with other local authorities to lobby government for additional resources, legislation et cetera to create the right enabling conditions so that Bristol can achieve the goals of the One City Climate Strategy. This includes influencing future Covid19 recovery policies and investment
- Co-ordination of BCC and wider partner actions in response to the Ecological Emergency declared by the Mayor in February 2020
- Co-ordination of BCC action in the Going for Gold Sustainable Food Project (a One City 2020 priority project) to reduce indirect emissions of Carbon from our food system

B) Enabling delivery the Mayor's commitments under the One City Climate Strategy and One City Ecological Emergency Strategy

- Key BCC contributions to the achievement of the goals of the new One City Climate Strategy, namely carbon neutrality and resilience to the impacts of climate change, by:
 - Driving and co-ordinating the delivery of the One City Climate Strategy on behalf of the city, working with the City Office and One City Boards
 - Developing and co-ordinating the implementation of an Engagement and Communication Delivery Plan under the One City Climate Strategy on behalf of the city
 - Developing and co-ordinating a Heat Decarbonisation Delivery Plan under the One City Climate Strategy, securing resources from Government to contribute
 - Developing and co-ordinating delivery of a BCC Action Plan to deliver the BCC contribution to both the strategies; this will integrate any outstanding actions in the Mayor's Climate Emergency Action Plan, above
 - Seeking additional funding for implementation from external sources

Any key changes since Outline Business Case approval:

No key changes. The FBC develops the Recommended Option from the OBC - Option 4. BCC Leading by Example plus a One City Approach - Enabling action by Partners and Citizens

Recommended option:

The Programme set out in this business case was developed through the Outline Business Case where it was described as: Option 4. BCC Leading by Example plus a One City Approach - Enabling action by Partners and Citizens.

Recommended option delivery timescale:

Main project Nov 2020 to March 2024 with preparatory work April 20-Nov 20

Anticipated cost/benefit profile for preferred option delivery:

£ thousands	20/21	21/22	22/23	23/24	Total
New costs	902	1,035	697	366	3,000
Opportunity costs - Known	150	300	300	300	1,050
Ongoing dis-benefit	-	-	-	-	-
Total	1,052	1,335	997	666	4,050

Confidence level	Supporting commentary
90%	The programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in line with the budget.

Identified sources of funding (including any shortfall):

- £1,050,000 – Revenue funding (20/21-20/24)
- £3,000,000 – Climate Change Reserve

Contributions from partners are anticipated to expand the programme but these are not included above.

Other anticipated key measureable (non-financial) benefits:

- There are a range of non-financial benefits – see table in section 18.5, below.

Learning from previous work

- The Programme has been built on the Sustainable City and Climate Change Service's experience of delivery in this field and developed with colleagues in other services to achieve successful integration into the Council and wider city. It has also drawn upon the Core Cities Climate Officer network
- The Programme Manager has reviewed lessons learned and benefits realisation with Change Services colleagues

Any decisions/endorsements already secured:

At their meeting on 16 September 2020, EDM gave their approval for the lead authors to move to producing a FBC for Option 4 of the OBC, subject to the Reserve funding remaining available

Suggested project tolerances:

The in-flight aspect of the Programme is currently being managed as part of the G&R Portfolio, reference GR_003.

Decisions requested for Full Business Case sign-off:

- Cabinet are requested to approve the Full Business Case at their meeting on 3 November 2020

New costs to deliver project:	£3,000k
Known Opportunity costs to deliver project:	£1,050k
Funding required:	£4,050k
Funding source(s):	New Costs from Climate Change Reserve, Opportunity Costs from Climate Change and Sustainable City Service Budget over 4 years
Est. timescale for project delivery:	3 years

17. Project overview

1. Our approach

Bristol City Council is a leading voice in the UK's local authority-level response to the climate and ecological emergencies.

Building on a successful track record, we were the first council to declare a Climate Emergency and helped mobilise the whole sector to follow suit through working with the Local Government Association. Numerous prominent Bristol-based organisations including both the University of Bristol and the University of the West of England, the Diocese of Bristol, We The Curious, Bristol Water and the Environment Agency have joined us in declaring a Climate Emergency and committing to action.

In February 2020, the Mayor and city partners also declared an Ecological Emergency in recognition of urgent need for nature recovery both in the city and globally.

Building on the One City approach

To address challenges like global emergencies of climate and ecological systems, we know that we need to come together as One City. The Mayor has created the One City approach to tackle these and other strategic challenges for the city. The One City Approach brings together a huge range of public, private, voluntary and third sector partners within Bristol. They share an aim to make Bristol a fair, healthy and sustainable city. See <https://www.bristolonecity.com/> This approach has been extended to the climate and ecological emergencies which are now addressed in the One City Climate Strategy and One City Ecological Emergency strategy, respectively.

A strategic approach

In response to any major incident, one needs a clear strategy, supported by many organisations. To address the twin emergencies of climate and ecology the Mayor has worked with One City Partners to create two key strategies:

1. One City Climate [Strategy](#)
2. One City Ecological Emergency [Strategy](#)

These two strategies have been built on a substantial research and evidence base and with a wide range of partner involved. The creation of these strategies has been made possible by the city Council's contribution of funding and many partners' contributions and expertise.

An integrated approach

To deliver on the goals of the strategies the Council needs to translate these into specific action plans it can build into it work. The first of these was the Mayor's Climate Emergency Action Plan July 2019. This set in train some initial projects to start to enact the Council Motion. The key projects were:

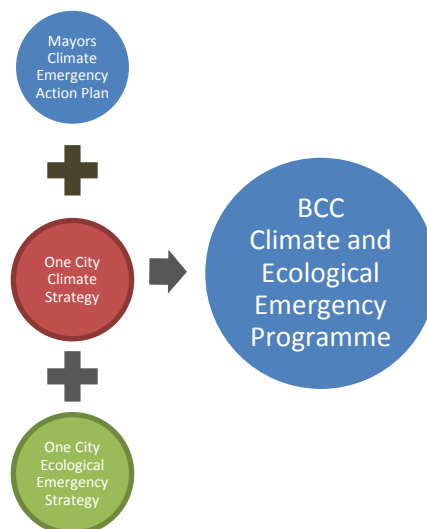
- To develop the One City Climate Strategy, built on robust research and an evidence base (completed)
- To train Council staff on climate change to enable them to contribute effectively to the delivery of the strategy. We have developed training modules, tested them with colleagues, moved them on-line in response to Covid-19 and launched them. Further modules will be developed
- To engage with communities in the city. We have created the Climate Hub Website and supported the successful Bristol consortium bid to the Big Lottery Community Action Fund which has secured funding for 6 communities in the city to develop their own climate action plans

These projects have all completed their key phase of delivery and will be continued and developed through the Climate and Ecological Emergency Programme.

2. The Climate and Ecological Emergency Programme

This Programme of work is comprised of projects and ongoing work to make a rapid, impactful and affordable response to the Climate and Ecological Emergencies over the next 3 years. Specifically:

- A) Continued delivery of the Mayor's existing commitments in his Climate Emergency Action Plan
- B) Enabling delivery the Mayor's and Council's commitments under the:
 - One City Climate Strategy; and
 - One City Ecological Emergency Strategy (represented visually, below)



Programme principles

Bristol's One City Climate Strategy is guided by the following principles:



Consequently, the Programme has been developed with some key principles which draw upon these agreed principles of the One City Climate Strategy:

1. **Strategic and evidence-based:** The programme focuses on the Priorities of the agreed climate and ecological strategies. Projects in the programme support key strategic initiatives of the City Council, for example the City Leap Programme, helping to accelerate investment in decarbonisation of the Council's property estate. The programme also adds momentum to successful initiatives such as the Going for Gold sustainable food project, helping this to contribute to reductions in the carbon footprint of the city's food system. Several of the projects will enable us to improve our understanding of problems and opportunities thereby enabling more effective action.
2. **Transformative:** Using the programme's resources to multiply our impact. Every pound spent by the programme will lever additional funding and action by Council services, partners and communities. We aim to directly lever £3 for every £1 we spend through the programme and influence much more. Through initiatives like training Council staff we will give them the skills and confidence they need to embed climate change in everything we do. This multiplier effect may be represented visually, below:



3. **Collaborative:** The strategies have been developed through collaboration and their successful realisation relies on that collaboration continuing through the One City Approach and more specific co-ordination, networking and support. By definition collaboration involves more than one party, but the City Council will, through this programme provide support to key networks and contribute to specific initiatives. We are confident that partners around the city will join us in support this collaborative process.

4. **Fair:** A fair and just response to the climate and ecological emergencies is critical in itself and for achieving successful outcomes. The programme will ensure that the effects of each project are carefully considered and also include specific work areas to increase inclusion and diversity in the environmental arena and to actively support communities with small grants funding.
5. **Learning and flexible:** The programme will learn from its actions and those of others to improve delivery of subsequent phases and it will be flexible to respond to changing circumstances and opportunities, whilst maintaining its focus on the strategic goals.

Programme objectives

The programme has 3 key objectives:

1. Effective co-ordination of Bristol City Council delivery and partnership working with appropriate **good governance**
2. Bristol City Council **leads by example** effectively meeting commitments for its own operations and by aligning its plans, services, projects and investments to the strategies
3. Bristol City Council influences and **enables inclusive, substantial, citywide collaboration and action** by many partners and **a diverse range of** citizens.

Where possible, integration with the plans for Covid-19 Recovery will be achieved. Opportunities to do so are reflected in the [Economic Recovery and Renewal Strategy](#).

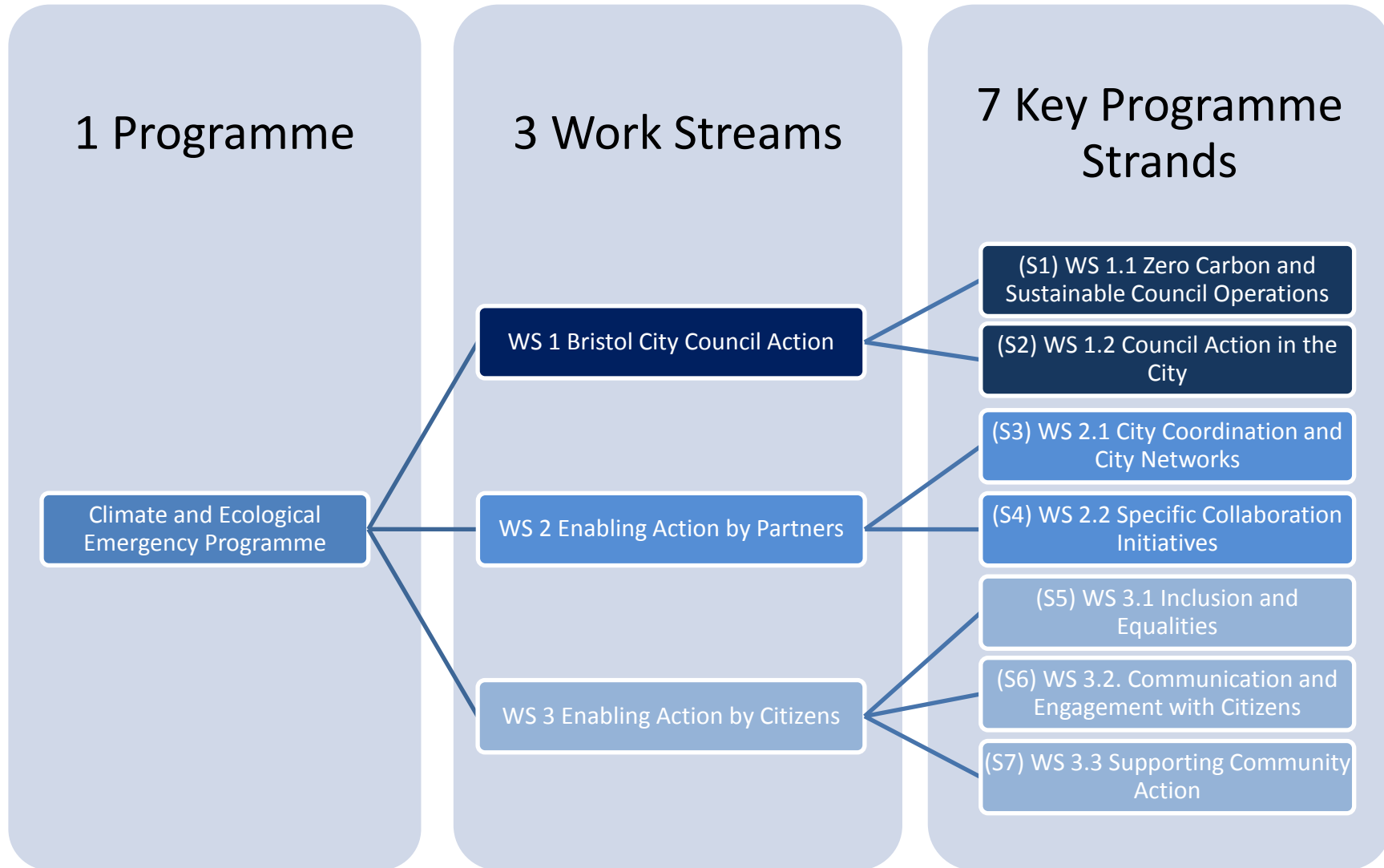
Furthermore, the Programme will operate in a way which fully supports our Equalities aims and obligations, the selected option (proceeding to Full Business Case) being the one which maximised equalities benefits.

Programme work streams, strands and projects

The programme is built in a hierarchy of 3 key work streams: each building on the previous with the base being the highest level of priority to action.



Under these 3 work streams (WS) the programme has 7 strands (S). Sub-work streams are also indicated to group the strands (eg WS 1.1):



The Programme is then comprised of 20 individual projects (P) (see below, Financial and Non-financial Benefits table for further description of the projects). Some projects are already very clearly defined and are either in-flight - such as work commenced to deliver the Mayor's Climate Emergency Action Plan eg P16 - or delivery could commence immediately whilst others are outlined in the programme and details would be developed following consultation with stakeholders.

In addition to these projects, the City Council is delivering a wide range of other activities to address climate change and ecological emergencies. These wider actions will form part of the Council's Action Plan but will not be formally part of this Programme governance and funding arrangements, see Out of scope, below.

18. Preferred Option Detailed Case

18.1 Project scope

1. Scope

The scope has been subject to minor changes to reflect the adoption of the One City Ecological Emergency Strategy which occurred between the submission of the Outline Business Case and the drafting of the Full Business Case.

In Scope
<p>A) Continued delivery of the Mayor's existing commitments in his Climate Emergency Action Plan B) Enabling delivery the Mayor's and Council's commitments under the One City Climate Strategy and the One City Ecological Emergency Strategy.</p> <p>Furthermore, where possible, the programme will seek to align the Council's and city's work on climate change with the Covid-19 recovery and vice versa.</p> <p>A) Continued delivery of the Mayor's existing commitments in his Climate Emergency Action Plan and Ecological Emergency Declaration, including:</p> <ul style="list-style-type: none"> • Developing the Council's programme to become carbon neutral for direct emissions by 2025 and reducing indirect emissions • Integrating climate considerations into every decision, project and policy • Supporting colleagues through training, systems and advice • Public communication and engagement • Work with other local authorities to lobby government for additional resources, legislation et cetera to create the right enabling conditions so that Bristol can achieve the goals of the One City Climate Strategy. This includes influencing future Covid-19 recovery policies and investment • Coordination of BCC and wider partner actions in response to the Ecological Emergency declared by the Mayor in February 2020. • Coordination of BCC action in the Going for Gold Sustainable Food Project (a One City 2020 Priority Project) to reduce indirect emissions of Carbon from our food system. <p>B) Enabling delivery the Mayor's commitments under the City Climate Strategy and One City Ecological Emergency Strategy</p> <ul style="list-style-type: none"> • The BCC contribution to the achievement of the goals of the new One City Climate Strategy, namely carbon neutrality and resilience to the impacts of climate change, by: • Driving and co-ordinating the delivery of the One City Climate Strategy on behalf of the city, working with the City Office and One City Boards. • Developing and co-ordinating the implementation of an Engagement and Communication Delivery Plan under the One City Climate Strategy on behalf of the city. • Developing and co-ordinating a Heat Decarbonisation Delivery Plan under the strategy, securing resources from Government to contribute. • Developing and co-ordinating delivery of a BCC Action Plan to deliver the BCC contribution to other delivery themes and enabling conditions of the strategy. This will integrate any outstanding actions in the Mayor's Climate Emergency Action Plan, above

<ul style="list-style-type: none"> Seeking additional funding for implementation from external sources. 	
Out of scope	Any risks/consequences associated with “Out of scope” items
Implementation of delivery plans on climate change or ecology. These sit with other BCC teams and partners.	<p>The delivery of change needs colleagues and partners to integrate climate and ecology into everything they do. The Programme will provide support, training and facilitate this but, ultimately, these other teams/partners will be responsible for delivery.</p> <p>Some of our in-flight projects and contracts were approved prior to this work and are not aligned to climate and ecological action. These may have to continue without alignment to the Programme or pause until they are in a position consistent with the Programme.</p> <p>The scale of action needed (as defined in the 2 strategies) is not possible in the current conditions - eg without further national funding and regulatory changes - hence the work to lobby government to create the conditions that will enable Bristol to meet its goals. These enabling conditions are described in the One City Climate Strategy.</p>
The City Council is delivering a wide range of other activities to address climate change and ecological emergencies, including work in Transport, Energy and Parks Services, but also in services such as the Museum Service, which is planning a new climate-related exhibition in 2022. These wider actions will form part of the Council’s Action Plan but will not be formally part of this Programme governance and funding arrangements.	That actions taking place across the council are not co-ordinated effectively. This is to be addressed through the programme internal BCC co-ordination and Governance arrangements.

18.2 Project objectives

The programme has 3 key objectives:

1. Effective co-ordination of Bristol City Council delivery and partnership working with appropriate **good governance**
2. Bristol City Council **leads by example** effectively meeting commitments for its own operations and by aligning its plans, services, projects and investments to the strategies
3. BCC **influences and enables inclusive, substantial, citywide** collaboration and action by many partners and a **diverse** range of citizens.

In addition, where possible, the programme will seek to align activity with the economic recovery post-Covid-19 and seek to maximise equalities benefits.

	Specific	Measureable	Timebound
1	Good governance. There is effective co-ordination, BCC delivery and partnership working in line with the One City approach...	...with a formal governance or co-ordination structure in place which has been approved at an appropriate level in BCC and the City Office/Boards and with	...in place by December 2020 and a Monitoring Framework leading to a first report by November 2021.

		mechanisms to monitor progress against the goals of the Strategies...	
2	BCC leads by example effectively meeting commitments for its own operations, for example to be carbon neutral for direct emissions by 2025, and by aligning its plans, services, projects and investments to the Strategies...	...with approval of BCC Action Plans for Climate Change and Ecological Emergency with effective monitoring in place for emissions and other key indicators and with Action Plans externally audited and verified to comply with ISO 14001....	... and agreed by March 2021 with emissions monitoring in place by November 2020 and others following before November 2021 and with an annual audit.
3	BCC influences and enables inclusive, substantial, citywide action by many partners and a diverse range of citizens...	... with monitoring mechanisms as per 1.2 above plus tracking of engagement with and action by partners, evaluation of communications and engagement activities to demonstrate impact and reach to a wide range of citizens...	... and with annual reporting of progress in November.

18.3 Quality expectations

An annual report on the progress of the programme will be reported G&R Board as part of the governance of the G&R Portfolio. This will draw upon the benefits set out in the Section 18.5. (The Programme is currently referenced in the G&R Portfolio as GR_003)

18.4 Summary Costs and Benefits

£ thousands	20/21	21/22	22/23	23/24	Total
New costs	902	1,035	697	366	3,000
Opportunity costs - Known	150	300	300	300	1,050
Ongoing dis-benefit	-	-	-	-	-
Total	1,052	1,335	997	666	4,050

18.5 Benefits

Financial benefits:

Description	Metric	Owner	Assumption(s)
Investment in infrastructure and projects	£. Target is 20x the BCC spend on that element	Sustainable City and Climate Change Manager and relevant Project Owners – See table, below	That developing the plans and business cases enables investment. The factor of 20 is the same as used for the European Local Energy Assistance Programme (ELENA)
Co-financing of projects within the programme.	£. Target is 1x the BCC spend on that element		That partners contributions would have been unlikely to have been achieved without the BCC input
Overall leverage	£. Target is 3x BCC Spend on the Programme		

Financial and Non-financial Benefits:

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
1. BCC Action						
1.1 Zero Carbon and Sustainable Council Operations - 3 key projects (P1-P3) plus a training project (P4)	P1: Sustainable BCC Estate	A detailed plan and business case for investment in the BCC property estate linking with initiatives such as City Leap and Future Parks programmes	An increased proportion of the BCC estate is carbon neutral and climate resilient	Approval of the BCC Sustainable Property Estate Plan and Business Case for investment	Head of Property	That this plan will enable and accelerate investment
		Updated procurement policy and procedures and integration into practice	A significant reduction in BCC Scope 3 carbon emissions	£ invested in decarbonisation, resilience and ecological measures. Target £5m	Head of Property, Head of Energy, Head of City Leap Programme	That this spend can be identified separately from general estate investment
		Assessment of capital projects, impacts and opportunities for process and outcome improvement	An increase in effective integration of climate and ecological matters into projects at the earliest appropriate stage within BCC portfolio, enabling better outcomes, reduced risk and avoidance of costs	Scope 1 & 2 emissions – Target = Zero by 2025	Sustainable City and Climate Change Manager, Head of Property, Head of Energy, Head of City Leap Programme	
	P2: Sustainable Procurement	Training and professional development for project managers and others		Adopted Sustainable Procurement Policy and Implementation Plan	Head of Procurement	That this will lead to reductions in the environmental and carbon footprint of Bristol City Council's procured goods and services

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
	P3: Sustainable Capital Programme			Demonstrable changes to the delivery of capital projects	Sustainable City and Climate Change Manager	That improvements are possible and able to be demonstrated qualitatively or quantitatively
				Estimated Scope 3 emissions	Sustainable City and Climate Change Manager, Head of Property, Head of Procurement	That we can estimate our scope 3 footprint with sufficient accuracy to see changes That our supply chain is able to deliver reductions for BCC
	P4: Climate Change Training Project	Provide training to enhance BCC officers, managers and politicians' awareness, understanding and capability to enable them to effectively address climate change and ecological issues through their work	An increase in the number of initiatives demonstrating effective integration of climate and ecological matters into BCC work enabling better outcomes, reduced risk and avoidance of costs across all areas of BCC work	No. of staff taking climate change training modules. Target = average of one per employee	Sustainable City and Climate Change Manager	Some staff will undertake all of the modules due to their role/interests; others, none
				No. of staff taking relevant CPD training. Target = 100 p.a.	Sustainable City and Climate Change Manager	That we can capture this data from training plans or other sources.
				Post training knowledge/confidence survey indicators	Sustainable City and Climate Change Manager	That a sufficient number of participants undertake post-course surveys
1.2 Council Action in the City (P5-P10)	(Delivery plans for...)	Develop delivery plan to create a clear, agreed set of priorities and projects for investment, change or delivery	An increase in substantial private sector and government investment in projects in the city	External funding for plan development. No of climate related investments with clear alignment to the post-Covid-19 economic recovery. See also below		

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
	P5: Heat Decarbonisation Plan	Develop delivery plan to create a clear, agreed set of priorities and projects for investment, change or delivery	An increase in substantial private sector and government investment in projects in the city	Heat Decarbonisation Plan approved.	Head of Energy	That creation of the plan leads to greater and more rapid implementation of projects.
				£ invested in heat decarbonisation projects. Target £5m	Head of Energy, Head of City Leap Programme	That this data can be capture from project plans/implementation.
				Tonnes CO2 saved by heat decarb projects		
	P6: Summer Over-Heating Resilience Plan	Develop Climate Atlas GIS database and plan for resilience to summer overheating	An increase in knowledge and preparedness for summer overheating. A reduction in harm to human health	Delivery of plan	Sustainable City and Climate Change Manager	That the knowledge gained can be effectively deployed to reduce harm
	P7: Sustainable Food Plan and Bite Back Better	Develop delivery plan to create a clear, agreed set of priorities and projects for investment, change or delivery	An increase in substantial private sector and government investment in projects in the city	Sustainable Food City Gold Status achieved	Sustainable City and Climate Change Manager	That achievement of the award reflects improved performance
				Sustainable Food Plan approved		That the plan has effective support in the city and can contribute to change
				£ - External funding and partner contributions to the delivery of the plan		That these metrics can be measured and reported effectively
	P8: BCC Ecological Emergency Action Plan and	Develop delivery plan to create a clear, agreed set of priorities	An increase in substantial private sector and government	BCC Ecological Emergency Action Plan	Sustainable City and Climate Change Manager	That the plan has effective support in the city and can contribute to change

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
	implementation co-ordination	and projects for investment, change or delivery	investment in projects in the city	£ - External funding and partner contributions to the delivery of the plan		That these can be measured and reported effectively
	P9: 100 House Retrofit Project	100 House Retrofit Project:	The project will be used to inform a bid in April into the Green Homes Grant Local Authority Delivery (LAD)	No. of homes retrofitted = 100 Successful Bid to HMG Funding programme - £500k	Head of Energy	That undertaking the pilot project will lead to a better and more successful bid
2. Enabling Partner Action (building on work area 1, above)						
2.1 City Coordination and City Networks	P10: City Coordination	Co-ordination of delivery of One City Climate Strategy and Ecological Emergency Strategies.	An increase in initiatives brought forward by partner organisations which build support for more ambitious climate and ecological action.	No. of partners actively participating in the delivery of the strategies	Sustainable City and Climate Change Manager	That we are able to influence the achievement of the goals by active co-ordination and facilitation.
	P11: Maintaining capacity of key non-for-profit networks	Continue support for key networks including but not restricted to Bristol Green Capital Partnership and Bristol Food Network. This builds a broad base of organisations committed to climate and ecological action in Bristol. And for specific initiatives	An increase in investment (leverages small BCC expenditure effectively)	No of members of BGCP and other key networks	Sustainable City and Climate Change Manager	That increased membership of these networks leads to greater action in the city
				Perception surveys of the capacity of businesses and organisations to respond to the climate/ ecological emergencies		That reliable data can be gathered and that capacity leads to action

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
		working with “leaders” or key infrastructure bodies		£ - External funding secured by these networks		That our contribution to core costs enable’s these networks to secure other funding more effectively
2.2 Specific Collaboration Initiatives	P12: Bristol Climate Leaders Project		No. of organisations participating in Climate Leaders project and their combined carbon reductions (tonnes)	That membership of the Climate Leaders project increases action by participants		
	P13: Climate Risks and Extreme Weather Management Project		Climate Risks and Extreme Weather Plan approved	That the plan will encourage use of citywide climate scenarios in all future planning		
			£ invested by BCC and partners to manage climate risks through future-proofing key assets and manage extreme weather events			
				Meteorological monitoring network operational – citywide network of weather stations and sensors		

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
3. Enabling Citizen Action						
NB Projects in Work Stream 3.3 may be taken out of scope if necessary in order of descending priority due to higher priority project overspend or other scope changes						
3.1 Inclusion and Equalities	P14: Inclusion and equalities projects to engage with key communities, including but not restricted to Black and Green (B&G) Ambassadors Project	A package of projects to engage with a range of communities including, but not restricted to, the Black and Green Ambassadors Project. Led by BGCP and Ujima Radio this project will recruit, mentor and support 9 emerging leaders with environmental and social justice ambitions	An increase in the involvement of Black, Asian and minority ethnic groups and other equalities groups/networks in the climate and environmental agendas, leading to a stronger mandate, enhanced understanding of diverse perspectives, opportunities and barriers and, ultimately, the development of more appropriate solutions and action.	Other funding secured by project partners	Sustainable City and Climate Change Manager Bristol Green Capital Partnership Chief Operating Officer	That the projects serve to increase involvement/representation of Black, Asian and minority ethnic groups and other equalities groups in the climate and ecological agenda
			Increased profile of environmental activity led by people who describe themselves as Black, Asian or of minority ethnicity; increased opportunities for	New metrics will be designed for the new inclusion projects		That the data on Black, Asian and minority ethnic groups and other equalities groups participation and influence can be reliably gathered

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
			people who describe themselves as BAME to participate in the green economy and to influence environmental policy-making			
3.2 Communication with Citizens	P15: Integrated Council Communications and Engagement (C&E)	Integrate and align existing BCC communications and behaviour change activities with the CE and EE strategies, support with specific campaigns/actions and facilitate an effective programme of C&E by partners across the city	An increase in gearing ratio in relation to value of existing BCC spend to deliver strategy outcomes.	Illustrative examples of joined up communications, reported annually	Sustainable City and Climate Change Manager	That integrating communications increases effectiveness
	P16: Bristol Climate Action Hub website and Going 4 Gold website		Increased citizen and partner action and targeted initiatives enable us to reach the whole community, understand community priorities and understand and address barriers for specific communities. This includes contributing to the deliberative democracy project as it relates to the scope of the programme.	Number of page imprints and click-throughs (websites), where available Amount of social media activity generated by web content, where available		That visiting the website leads to action
	P17: Communications and Engagement activities including deliberative democracy related to climate change		Campaign specific metrics to be developed but could include the qualitative feedback and evaluation by key and trusted partners as critical friends, such as ESB and BACC and	That suitable data on impact can be collected		

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
				their constituent organisations. Also Climate Outreach and CAST.		
	P18: One City Climate Communications Toolkit			No. of organisations actively using the toolkit		That use of the toolkit increases effectiveness
	P19: National Lottery Community Action Fund Project	BCC will support a project with 6 communities in Bristol, with initial funding from the National Lottery (£375k) to create innovative solutions to climate change, with clear co-benefits. BCC will seek to facilitate delivery of these plans	<p>An increase in leveraging Lottery and other funding to enable community led action, helping to deliver the One City Climate Strategy bottom up.</p> <p>An increase in reported sense of empowerment in communities in relation to climate action (where this can be measured or surveyed for example as part of the BCC Quality of Life survey)</p> <p>An increase in acts/initiatives involving learning and</p>	<p>Community Action Plans for the 6 communities are co-produced with active engagement and input from citizens</p> <p>Co-benefits will be measured in the CAF evaluation and will include skills, jobs, health and Quality of Life response data.</p> <p>External funding secured for implementation of the plans</p> <p>Reduced CO₂ emissions from the participating neighbourhood –</p>	<p>Sustainable City and Climate Change Manager.</p> <p>Bristol Green Capital Partnership Chief Operating Officer</p>	<p>That creation of the plans and their delivery leads to reduction in emissions and increases in resilience</p> <p>That the project increases inclusion of target communities in the climate and ecological agenda</p> <p>That the Quality of Life survey can be used to gather data on neighbourhoods</p>

Enabling changes		Business changes	Benefits	Metric	Owner	Assumptions
Programme Work Stream (WS) reference no.	Project (P) reference no.					
			sharing within Bristol communities and amongst nationwide cohort of funded projects, enabling greater insight into different perspectives, existing best practice, barriers and solutions	modelled		
3.3 Supporting Community Action-including grant-giving	P20: BCC Community Action Grants	A new set of small grants to support community led action, targeted to communities which most need support		Increased self-reported knowledge and action on climate change in these neighbourhoods	Sustainable City and Climate Change Manager	That funding of community-led projects increases inclusion and action and that these can be measured. That communities are willing to take part
				Number of successful projects completed		
				Match funding/volunteer time secured by funded projects		
				Metrics on inclusion and diversity to be developed		

18.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount £k
BCC Revenue	Alex Minshull	11188	20/21-23/24	£1,050
BCC Climate Change Reserve				£3,000

Total funding required (ref S15.3)	£4,050
Total funding secured	£4,050
Variance	£
Variance commentary: N/A	

18.7 Key Risks and Issues

The Programme RAID log has been updated by the Programme Manager and is included in the appendices.

18.7.1 Risk Impact Analysis

The Programme carries inherent risk including the risk of launching the programme in the current context of pandemic and Climate and Ecological Emergencies. All of these factors add instability to the operating environment of the programme. However, should the programme be approved it could be said that these risks have been accepted. The other inherent risk is associated with the novel elements of the programme where non-traditional methods are necessary in order to achieve the outcomes we seek eg in innovative methods of public engagement. These are limited elements of the programme and the risks associated with them would be discussed with the Programme Board, should the proposal be approved. Further comments on risk tolerance is included below in section 20.1. In summary, critical risks would be escalated to the Programme Board who may choose to further escalate to the Corporate Leadership level. Significant risks would be escalated to the Corporate Leadership level. More information is included in the RAID, see above.

18.8 Contingency Planning

No specific contingency budget has been included at the Programme Level. Each project will be expected to manage its budget effectively and make appropriate contingency. The programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in line with the budget.

19. Delivery Approach

19.1 Implementation Approach

The Programme contains over 20 specific projects and activities. There will be a phased initiation of these projects to enable them to be managed within the available programme/project management resource. Some projects will be short lived and complete within 6 months whilst others will last the full 3 years of the programme and may continue beyond the programme. Each project will select the appropriate style of project management and will provide monthly or quarterly progress reports to the Programme Manager to enable the Highlight reporting to be complete and accurate.

19.2 Benefits Realisation Approach

The Programme Manager has experience of mapping, managing and realising benefits. It is anticipated that the benefits realisation approach will follow the standard Portfolio, Programme, Project Management (PPPM) practice. The Programme Manager has secured pro bono services of an experienced PPPM professional and Benefits Manager to run an online benefits mapping and dependency exercise should the Programme be approved. There is also provision in the programme budget (resource at Project Manager level) to provide sufficient capacity for benefits realisation.

This was further discussed following Programme Assurance by Change Services. The assurance noted: *“There are opportunities to build on the Benefits identification work already in place which can help enable the delivery of the significant number of benefits already identified.”* The Programme Manager has discussed a further version of the benefits map (not included here) with senior practitioner, Charlotte Hopkins, and has invited Charlotte to observe the planning benefits mapping workshop at Programme inception, should the Programme be approved.

19.3 Procurement Approach

The programme will procure professional services and small amount of goods and supplies. It will also make grants to not-for-profit organisations. Each project will seek appropriate support from the Services and Resources Category Manager for any required tender exercises. We may also be able to utilise the Strategic Partner once awarded where necessary to give support and expertise in this area. Any procurement exercise will adhere to Bristol City Council’s internal Procurement Rules and PCR 2015 regulations.

19.4 Communications and Engagement Approach

A communications plan based on stakeholder analysis at the programme level has been included in the appendices.

19.5 Timeline and Key Milestones

Key Milestones	Target Date
Full Business Case sign off	03/11/2020
Key milestones have been identified for each project and there will be an annual progress report in November each year	03/03/2021

Programme User(s)	Represented on G&R Board	G&R Board Members
Programme Supplier(s)/ Programme Director	Alex Minshull	Sustainable City and Climate Change Service Manager
Programme Manager	Alex Ivory	Climate Change Team Manager

The Programme has a wide range of projects with different user groups. The principle governance will therefore be at a project level, with programme level governance between the Programme Manager, Senior Supplier/Programme Director and Programme Executive Director. The programme level Users will be represented by the G&R Board as a whole with programme level issues escalated to that Board, and similarly any concerns of the Board Members can be raised with the Programme Executive Director at that Board. This reflects the diverse nature of the programme and the extent to which it is integrating into Services.

Project Board meeting regularly?

Yes. Quarterly Programme Board meetings scheduled monthly from October.

Project Board ToR's agreed and relevant?

To be agreed. This was further discussed following Programme Assurance by Change Services. The assurance noted: *"The Governance at both Programme & Project levels hasn't been fully drawn up within the Business Case. This will play a key role in ensure the success of the Programme and each of the Projects it contains."* Discussions are ongoing with advice received and discussed with head of profession, Tara Dillon, as to how to prepare an appropriate means of light-touch programme governance.

20.1 Project Tolerances & Controls

Tolerances are indicated here as initial suggestions but would be agreed finally by the Programme Board at inception, should the approval be given to proceed.

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	6 months	Programme Board	Programme Plan/Sub-project Plans Highlight Report
Cost +/- amounts of planned budget	No specific contingency budget has been included at the Programme level. Each project will be expected to manage its budget effectively and allocate appropriate contingency (10% as a guide). The proposed programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in-line with the overall budget	Programme Board	Project Plan Highlight Report Workpackage Document
Quality Defining quality targets in terms of ranges	Overall: Quality criteria – that is to say the degree to which each project achieves the envisaged outcomes - would be agreed for each of the programme projects at inception. These will be based on the financial and non-financial benefits table. Financial benefit tolerance will be 25% and others are largely qualitative	Programme Board	Requirements Document Highlight Report Product Description
Scope Permitted variation of the	Scope: £99k tolerance as measured by budget The Programme Manager and Senior Supplier can agree changes in scope by £99k according to the	Programme Board in Consultation	Project Plan Business Case Highlight Report

scope of a project solution	Council's Financial Scheme of Delegation but would escalate any larger changes	with the Executive Member	Workpackage Document
Benefits +/- amounts of planned benefit delivery	The benefits map will be revised and considered at inception	Programme Board	Business Case Highlight Report
Risk	As per the risk guidance, Critical risks would be escalated to the Programme Board who would decide on the appropriate escalation route	Programme Board /Corporate Leadership Board	RAID Log Contingency Plan Highlight Report Workpackage Document

20.2 Project Team Resource Requirements

Role	What they will do	FTE	Years	£k Cost per FTE Year	Total Cost	Opportunity / New Cost	Funding source(s)
Climate Change Team Manger	Manage the team and the Programme	1	3.5	66	231	Opportunity	Revenue Budget
Technical Project Manager	Provide domain expertise and project management for the following projects:						
	Sustainable Estate Project	1	2	50	100	New	Climate Change Reserve
	Sustainable Capital Programme Project	1	1	55	55	New	Climate Change Reserve
	Sustainable Food Project	1	4	55	220	Opportunity	Revenue Budget
	Ecological Emergency Project	1	3.5	55	192.5	Opportunity	Revenue Budget
	BCC Climate Action Co-ordination	1	4	55	220	Opportunity	Revenue Budget
	One City Climate Strategy Co-ordination and partner/citizen engagement	1.5	2.75	55	227	New	Climate Change Reserve
Technical/ Project Support Officer	To provide support to the programme	2	2.7	33	181	New	Climate Change Reserve
Climate Change Learning and Development Advisor	To develop and manage the training programme	1	2	34	68	New	Climate Change Reserve

Total opportunity costs	£864
Total new costs	£630
Total resource costs	£1,494
Total funding being sought	£1,494

21. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

An equalities impact assessment has been undertaken. Through the Outline Business case Options Appraisal the equalities aspects were considered for each option. Option 4, the preferred option developed in this business case, was the option with the greatest positive equalities impact and this was a key part of the reason for recommending it.

The equalities impacts have been assessed Project by Project:

- Two have been identified as having negative risks – from changes in procurement and from the implementation of projects to reduce the carbon emissions from heating buildings.
- Several projects have been assessed as Neutral, but this assessment will be reviewed as the projects develop and appropriate mitigation put in place should negative impacts be identified.
- More than half the projects have identified positive benefits or benefit potential and the focus here will be ensuring and maximising delivery of those positives.

The equalities assessment has identified those projects which pose risks of harm, ensured we consider the seemingly neutral projects more critically and have identified the areas of positive potential to be maximised.

Key mitigation measures will be:

- All project managers and staff directly working on the programme will receive appropriate equalities training.
- Equality considerations have been more overtly incorporated into the objectives and reporting on progress on these will form part of the programme governance highlight reporting.
- Targeted investment to enable community groups, with a particular focus on equalities communities and groups.

22. Eco-Impact Assessment Summary of Impact and Key Mitigation

An eco-impact assessment has been included in the appendices.

The significant impacts of this proposal are the substantial reduction on in greenhouse gas emissions, increases in climate resilience and improvements in wildlife. However, the scale of the changes which the strategies seek to achieve, and the Programme aims to accelerate, are very substantial and therefore will use materials, generate waste and change the appearance of the city.

The proposals will mitigate the impacts by ensuring that impacts are considered in the development of projects in the programme and that Council colleagues are trained in the relevant issues to be able to minimise adverse impacts.

The net effects of the proposals are positive.

23. Privacy-Impact Assessment Summary of Impact and Key Mitigation

Initial screening at Mandate stage did not raise any significant issues. There have been no substantive changes since this screening. The Programme Manager worked with James Gay to revise the initial screening which has been included in lieu of a full PIA as one was not deemed to be required for this proposal.

24. Full Business Case - sign off

Name	Job Title	Date circulated
Alex Minshull	Sustainable City and Climate Change Manager (Senior Supplier/Programme Director)	01/10/2020
Zoë Willcox	Service Director, Development of Place (Programme Sponsor/SRO)	01/10/2020

Decision making authority	Cabinet
Date seeking endorsement	03/11/2020

APPENDIX

A. Required commentary and recommended consultation

(NB. Mandate and OBC stage checklists have been removed for ease of reference)

FULL BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to the relevant decision making Board:	Commentary (if any)	Date
Cabinet Lead - Cllr Shah	Supportive of the Preferred Option and recommended to Cabinet.	29/09/2020
Executive Director Meeting (EDM)	Supportive of the Preferred Option subject to Council resources being available from Reserves.	16/09/2020
Professional Views	Commentary	Date
MANDATORY – and must include confirmation of funding source(s) Finance Business Partner Kayode Olagundoye	<p>Received from Kayode Olagundoye: “The programme already has approved revenue funding of up to c£1.05m (over a 4 year period) to fund Sustainable City and Climate Change activities.</p> <p>This FBC seeks approval to spend the up to £3m from the Climate Change Reserve.</p> <p>It seeks approval to spend £0.7m to deliver the action plans and other year 1 priorities, and delegated authority for the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology and Sustainable Growth, the Cabinet Member for Finance, and the S151 Officer for all future drawdowns from the £3m Climate Change Reserve.</p> <p>The approval of this FBC does not constitute a new funding pressure for the Council, as funding was set aside as part of 2020/21 budget setting. Any additional spend over and above existing budgets will need to be brought back to Cabinet for approval.”</p>	20/10/2020
MANDATORY FOR ALL FOR ALL FBCs WITH A RESOURCE REQUEST PMO Lee Ford	<p>Received from Lee Ford: “As there is no demand on Change Services resources in this business case, my endorsement is unnecessary in this instance.”</p>	07/10/2020
MANDATORY FOR ALL FBCs Director Digital Transformation Simon Oliver	Simon Oliver confirmed: No anticipated impact to IT Services	06/10/2020
HR Business Partner	Received from Celia Williams:	05/10/2020

Celia Williams	“The report identifies additional resource which will be required to deliver the actions and outcomes within the business case, summarised in section 20.2 of the business case. This is in addition to existing staff who are currently allocated to the project. Recruitment will progress on approval of the business case. There are no other HR implications evident.”	
Change Services View Sam Marsh	Received from Sam Marsh: “This is a wide ranging and ambitious programme that challenges the Council and the city to meet its commitments to the Climate Emergency Action Plan, One City Climate Strategy and Ecological Emergency Strategy. The benefits of the work are well articulated but at the time of reviewing the full programme plan and risk log were not yet available. Before sign off, attention should be given to the full list of opportunity as well as new costs associated with the programme to ensure it is set up for success.”	01/10/2020
IT View Simon Oliver	Included in the above (Digital)	09/10/2020
Enterprise / Solution Architecture View	N/A	N/A
Property and FM View Jaime Blakeley Glover	Received from Jaime Blakeley-Glover: “The business case provides really important detail on plans and funding to enable the Council to make progress on its Climate and Ecological targets. From a Property perspective we are supportive of the level of ambition and have worked collaboratively with colleagues involved in the production of the FBC to identify funding requirements for the initial study and additional resource. This resource is critical to making progress on further reducing carbon on the estate. It is important to note that proposals that relate to Property will enable a proposed plan to be developed but subsequent delivery will require significant additional funding and resource to be provided and the management of potential trade-offs with other strategic objectives.”	08/10/2020
Legal View Husinara Jones	Received from Husinara Jones: “No legal issues arise out of the approval of the Business Case for the Climate Change Programme and progression to the development of a Full Business Case for the Programme. Implementation may give rise to procurement and related	05/10/2020

	considerations which can be advised on once further detail is available.”	
Commissioning & Procurement View Niotia Ferguson	Received from Niotia Ferguson: “The FBC indicates that Consultancy and Procurement support is likely to be required throughout the life of the Climate Change Programme. The Services and Resources Category will provide Procurement Support to any required tender exercises that are required. We will also be able to utilise the Strategic Partner once awarded where necessary to give support and expertise in this area. Any procurement exercise will adhere to Bristol City Council’s internal Procurement Rules and PCR 2015 regulations.”	05/10/2020
Information Security View	N/A	N/A
Statutory Data Protection Officer View (if PIA applicable)	Received from James Gay: “We can confirm no PIA is needed at this stage, as you have indicated once the projects move into design stages (especially for grants, communication works) we should revisit the Screening Form to see if there are any increases in personal data processing.”	01/10/2020

B. Mandatory Project Documents

Document Name	Stage required	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
EQIA Relevance Check	Mandate	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Outline Business Case\PIA Screening and Outline Business Case Options questions - Climate Change Programme 120520 - approved by Data Team
Mandate Information Governance (IG) Relevance Check	Mandate	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Mandat

				e for climate prog 2020 and related docs\Mandate Information Governance Relevance template.docx
Options Appraisal	OBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Outline Business Case\EDM Papers\Options appraisal - climate programme v1. Final for EDM.docx
PIA screening questionnaire	OBC	Y	Alex Ivory	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Mandate for climate prog 2020 and related docs\PIA Screening and Outline Business Case Options questions - Climate Change Programme 120520
Project Financial Spreadsheet	OBC & FBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\Climate and EE Programme Financial Spreadsheet 0.1.xlsx
RAID Log	OBC & FBC	Y	Alex Ivory	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\FBC CEE Prog RAID log v0.1
Project Plan	MANDATE, OBC & FBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Proje

				ct documents\Full Business Case\Cabinet Papers\FBC Appendices\Project Plan v0.1
EQIA	OBC & FBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\ CEEP Appendix E EqIA Full v0.3
EcoIA	OBC & FBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\ CEEP Appendix F Environmental Checklist - Final
Privacy Impact Assessment (NB this was a revision of the screening document on the advice of James Gay)	FBC	Y	Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\Cabinet Papers\FBC Appendices\Appx 6 CEEP PIA screening revised for FBC stage 011020
Programme Board Terms Of Reference	OBC & FBC	Y	BCC standard template – under discussion – Alex Minshull	S:\SUSTAIN\Sust City\Climate Emergency\Project Management\Project documents\Full Business Case\Cabinet Papers\FBC Appendices\Appx 7 BCC Standard Prog Board ToR
Solution Design	FBC	N/A	N/A	N/A

C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	EDM	16 Sept 20	Decision: Proceed to FBC for Option 4	For Cabinet on 3 Nov 20	AM
2	Cabinet	3 Nov 20	Pending	21 Oct 20	AM