

# PROJECT INITIATION DOCUMENT

**Project Name** Wiltshire Climate Change Adaptation Plan

**Release Date:** 02/12/09

<b>Author:</b>	<b>Senior Climate Change Officer</b>
<b>Project Sponsor:</b>	<b>Head of Climate Change</b>
<b>Document Number:</b>	<b>1.2</b>

## Glossary

BACLIAT	Business Areas Climate Impacts Assessment Tool
GOSW	Government Office for the South West
LAA	Local Area Agreement
LCLIP	Local Climate Impacts Profile
LRAP	Local and Regional Partnership Board
LSP	Local Strategic Partnership
NI188	National Indicator 188 Adapting to Climate Change
SWRIEP	South West Regional Improvement and Efficiency Programme
UKCP09	United Kingdom Climate Projections 09

## Purpose

The purpose of this project is to prepare a Wiltshire Climate Change Adaptation Plan which will enable the council to meet its target in the Local Area Agreement against Performance Indicator NI188. The plan will encompass all aspects of council activity and be as integrated as possible with partner organisations. The plan is required to ensure Wiltshire is fully adapted and resilient to unavoidable climate change.

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## 1. Project Background

The existence of climate change is now irrefutable and has been described as the biggest global health threat of the 21<sup>st</sup> century. The Intergovernmental Panel on Climate Change has stated that changes in global temperature are very likely to be the result of human impacts.

The UK government's Climate Change Act 2008, is the first long-term framework worldwide for reducing greenhouse gas emissions that is legally binding and sets the target for green house gas emissions to be reduced by at least 80 % by 2050. The Act has also created a system of binding carbon budgets setting out a pathway for reaching the long term targets. Furthermore, a carbon trading system, the Carbon Reduction Commitment, has been established to incentivise carbon reduction amongst large organisations and companies.

The UK has defined "dangerous climate change" as a 2 degree rise in global mean surface temperature above pre-industrial levels. This is based on the knowledge that temperature increases of over 2 degrees will result in very costly adaptation measures, huge impacts on water availability, food security and ecosystems and unacceptably high risks of irreversible events (such as the melting of the Greenland ice sheet). The Climate Change Act is designed to limit temperature rise to no more than 2 degrees.

However, the UK cannot tackle climate change alone; greenhouse gas emissions in the UK account for only 2% of the global total. Furthermore, it has recently been reported that the UK government target to limit climate change to a relatively safe level of 2 degrees is unlikely to be achieved and that a mean summer temperature rise of between 3 and 4 degrees is likely in the UK by the 2080s. This will result in the UK experiencing hotter and drier summers (leading to drought), warmer and wetter winters (leading to flooding), rising sea levels and more severe weather (e.g. storms). It is therefore very important for the council and Wiltshire to be prepared for unavoidable consequences of climate change.

Preparing a Climate Change Adaptation Plan will ensure the council meets its commitments for Performance Indicator NI188 "Planning to Adapt to Climate Change". This is a progress indicator which gauges progress of the Local Strategic Partnership (LSP) to assess risks and opportunities and to develop an action plan.

Indicator 188 has been identified as one of the 'top 35' target designated indicators for Wiltshire through its inclusion in the Local Area Agreement (LAA). Wiltshire is required to meet Level 3 of NI188 by March 2011 and failure to do so will impact on performance and inspection, reputation and achievement of financial reward. Particular advantages for the council in completing a comprehensive Climate Change Adaptation Plan include:

- allow the council to prioritise decisions that have long-term effects, for example investment in new transport, water, energy and communications infrastructure that will have a long life span;
- take action early where the benefits clearly outweigh the costs. For example, designing new buildings or refurbishing old ones in the shorter term to make them more resilient to climate change is likely to be more cost-effective than making changes later; and
- ensure a fair deal for communities and in particular the vulnerable, by helping people now, as well as in the future by ensuring the service delivery is prepared for unavoidable climate change.

## 2. Project Objectives

Initial project objectives are:

1. Prepare a Wiltshire Climate Change Adaptation Plan which ensures successful and comprehensive completion of Level 3 of Performance Indicator NI188 by March 2011.
2. Ensure Wiltshire is prepared for the consequences of unavoidable climate change.

The Performance Indicator NI188 is broken down into five areas, Levels 0 to 4. There are a number of specific requirements for each level and the authority will need to demonstrate that these levels have been fully met.

The NI188 levels can be broadly defined as:

Level 0	Getting Started
Level 1	Public Commitment and Impacts Assessment
Level 2	Comprehensive Risk Assessment
Level 3	Comprehensive Action Plan
Level 4	Implementation, Monitoring and Continuous Review

Wiltshire Council is currently at Level 0.

The most comprehensive guidance available for completing NI188 has been prepared by the Local and Regional Partnership Board (LRAP). A more detailed summary of the requirements for each level of NI188 is set out within Appendix 1.

## 3. Project Approach

- High corporate and political profile
- Partnership with relevant stakeholders
- Project management methodology
- Internal governance via Climate Change Board
- Phased approach
- Detail of phases 2 and 3 to be worked up in greater detail after consultation and analysis in phase 1 and in place by March 2010.

Further details are set out in Appendix 2.

## 4. Project Scope

The scope of this project is to successfully and comprehensively meet the requirements of NI188 Level 3 by March 2011 as set out in the LRAP guidance notes. This PID is designed to provide the baseline for the initial research phase and an outline for the later phases. This will ensure that a more detailed project plan, to be completed by the end of March 2010, is based both on sound evidence and is informed by council departments and by LSP partners.

The development of a carbon management plan for the council and a carbon reduction plan for the county will be carried out alongside this project.

## 5. Project Deliverables

The key deliverables of phase 1 is to meet Level 1 and prepare a project plan by March 2010, setting out the route map for achievement of Level 3 by 2011.

The deliverables of phases 2 and 3 are the requirements of each Level of NI188, as set out in the LRAP guidance and summarised by Appendix 1.

Key milestones are shown below

<b>Task</b>	<b>Start</b>	<b>End</b>
Initial Consultation and Engagement	Dec 2009	Jan 2010
Climate Impacts Profile (LCLIP)	Jan 2010	March 2010
Report Consultation	Feb 2010	March 2010
Level 1 Complete		March 2010
Climate change board review and authorisation of methodology to gain phases 2 and 3.		March 2010
Impact and Risk Assessment	April 2010	July 2010
Level 2 Complete		July 2010
Action Plan and Implementation Plan	Aug 2010	March 2011
Level 3 Complete		March 2011

## **6. Interfaces**

There are a range of national and regional government legislative and policy drivers which relate to climate change and adaptation in particular. Of most relevance and importance is the Climate Change Act 2008.

Climate Change Adaptation will impact particularly on the council's capital programme where infrastructure projects could be adjusted now to take into account changes to the climate in Wiltshire over the coming decades. There is a clear link between Climate change adaptation work and Emergency Planning/Business Continuity. Where services can be made more resilient to unavoidable climate change, the council will minimise the need for emergency interventions in the future.

There are likely to be a number of interdependencies both across council departments and partner organisations that will be identified during the course of the project. Part of the requirements for fulfilling Levels 0 and 1 include a document review which will identify interdependencies across the council and this will be done within the initial consultation phase.

Project interdependencies will be described in more detail in the revised project plan to be completed by the end of March 2010 once the initial consultation and research process is complete.

## **7. Exclusions \ Constraints**

Failure to meet Level 3 for Performance Indicator NI 188 will incur significant financial loss to the council due to loss of Performance Reward Grants in the short-term as well as reputational damage. The failure to successfully adapt to climate change will result in further long term costs to the council and Wiltshire residents through the adverse effects of extreme weather and climate change.

The following issues are also relevant to this project:

- time is a constraint as externally imposed deadlines are in place. Level 3 for NI188 needs to be met by March 2011;
- officer time may be a constraint depending upon the particular work streams individuals are involved in; and

- completion of some work, in particular the BACLIAT and UKCP09 will need to be resourced further.

## **8. Assumptions**

The following assumptions have been made:

- the availability of both internal and external expertise will be un-interrupted;
- there is sufficient officer capacity to complete the project on time; and
- sufficient flexibility exists to ensure that any changes to legislation or guidance regarding climate change adaptation can be accommodated within the project scope.
- political and senior management support for the project

## **9. Project Organisation Structure**

We will use a project management governance approach.

Project Board; Climate Change Board

Project sponsor; Head of Climate Change

Project manager; Senior Climate Change Officer

Project team members will be drawn from the within Economy and Enterprise as needed as well as other internal departments.

Initial consultation will be undertaken with representatives across all council departments and all of the LSP Thematic Delivery Partnerships. It is envisaged that once Level 1 is complete, by March 2010, that a Project Steering Group will be formed with members drawn from across both council departments and LSP partners. Details will be set out in the revised project plan after the initial consultation and research process is complete.

## **10. Communication Strategy**

Initially communication will be through presentations to Departmental Management Teams and the Climate Change Board as well as LSP thematic partnerships. A comprehensive communications strategy will be developed as the project plan is developed.

## **11. Quality Issues**

It is important that mechanisms are identified to ensure the Climate Change Adaptation Plan is subject to suitable peer review and quality control. These mechanisms will be identified through the initial consultation and research process and will be itemised in the March 2010 plan.

Performance Indicator NI188 also requires that long term monitoring is undertaken and this will be outlined in more detail within the revised project plan.

Using the South West NI188 network and UK Climate Impacts Programme, best practice and learning will be drawn on from authorities across the country.

Our response to NI188 will be assessed by GOSW, and they will be asked to review our work as the project progresses.

## 12. Project Controls

Reporting:

- Regular written RAG report to the project board via a standing agenda item to be delivered by the Head of Climate Change.
- Project board to hold a review at March 2010 to assess the proposed detailed phase 2 and 3 plan and authorise those phases.
- Monthly written RAG project update to the Head of Climate Change from the Project Manager with a narrative on project progress against milestones and objectives.

Budget:

Since the resources for this project are in officer time and no cash budgets are as yet allocated to the project – no project control is formally in place. However officer time will be estimated for the project and any significant (+10%) extra time spent on the project must be reported to the sponsor.

## 13. Attachments

	Mark (x) if attached
Initial Business Case	
Initial Project Plan	
Initial Risk Log	X
Initial Communications Plan	
Benefits Realisation Plan	
Sizing Tool Assessment	

## Document History

**Revision History**      Date of next revision:

Version Number	Revision date	Previous revision date	Summary of Changes	Changes marked

**Approvals**      This document requires the following approvals.  
Signed approval forms are filed in the project files.

Name	Signature	Title	Date of Issue	Version
Ariane Crampton		Head of Climate Change	20/11/09	1.1
Ariane Crampton		Head of Climate Change	08/12/09	1.2

**Distribution**      This document has been distributed to:

Name	Title	Date of Issue	Version
Climate Change Board		20/11/09	1.1
Mark Kimberlin	Head of Emergency Planning	20/11/09	1.1

**Appendix 1: Summary of the Requirements of NI188**

<b>Level</b>	<b>Description/ Requirement</b>
<b>0</b>	<b>Getting Started</b>
0.1	Initial Project Planning
0.2	Engagement of Community, Service Users and Key LSP Partners
0.3	Scoping Project Resources
0.4	Identifying a Baseline
0.5	Supplementary Aim - Developing a Vision
<b>1</b>	<b>Public Commitment and Impacts Assessment - Assembling an Evidence Base</b>
1.1	Include other Expertise, Leadership and Public Commitment
1.2	Understanding Current Vulnerability
1.3	Identifying Some Significant Potential Impacts from Future Weather and Climate
1.4	Sharing the Load and Ongoing Project Planning
1.5	Supplementary Aim - Monitoring Future Impacts
1.6	Supplementary Aim - Weather and Climate Database
<b>2</b>	<b>Comprehensive Risk Assessment</b>
2.1	Comprehensive Assessment of Potential Impacts
2.2	The Risk-Based Assessment Revealing Priority Issues
2.3	Identify Priority Actions
2.4	Implement Priority Actions
2.5	Integrate LSP Partners
2.6	Supplementary Aim - Monitor New Business
2.7	Supplementary Aim - Monitor Effectiveness of Early Adaptation Measures
<b>3</b>	<b>Comprehensive Action Plan (and prioritised action plan in priority areas)</b>
3.1	Developing a Comprehensive Adaptation Action Plan
3.2	Embedding Climate Risks into Decision Making
3.3	Implementing Adaptation Responses
3.4	Supporting LSP and Partner Organisations
<b>4</b>	<b>Implementation, Monitoring and Continuous Review</b>
4.1	Monitoring Implementation of Plan
4.2	Monitoring Performance of Adaptation Actions
4.3	Review and Updating of Plans

## Appendix 2: Wiltshire Climate Change Adaptation: Project Approach

The completion of a Wiltshire Climate Change Adaptation Plan is a complex project with far reaching impacts across Wiltshire Council and the county of Wiltshire. Ensuring the project is given high corporate priority is essential for its success given the cross service working that will be necessary to achieve the desired objectives. Working with partner organisations will also be a key to success.

The project objectives will be coordinated by the Climate Change Team within the Economy and Enterprise service area as directed by the Climate Change Board and supported by other staff and external resources as and when required.

As explained in section 2, the project will follow the requirements of the LRAP guidance as summarised by Appendix 1 and described below. The project approach is designed to be simple, transparent and comprehensive and is split into three phases. These phases will allow completion of the following NI188 Levels:

Phase 1:	Levels 0 and 1
Phase 2:	Level 2
Phase 3:	Level 3

Phase 1 will commence with initial consultation and research. This approach will:

1. ensure NI188 Level 1 will be fully met by the end of March 2010 so that the council meets its interim LAA targets;
2. ensure that a process of engagement across the council and with partner organisations is followed;
3. provide a baseline of council and partner organisations activity and interest and ability to engage with the process; and
4. allow a more detailed project plan to be prepared by the end of March 2010 setting out how Performance Indicator NI188 Levels 2 and 3 will be delivered by March 2011.

An initial six week period of engagement and consultation will be undertaken commencing December 1<sup>st</sup> 2009 and concluding on January 15<sup>th</sup> 2010. This consultation will be targeted at council departments and LAA partners for circulation and comment. The initial consultation will consist of:

1. an initial project plan (this PID);
2. suggested approach for the document review (Level 0.4); and
3. questionnaire allowing the capture of relevant information from council and partner organisations.

The consultation will be supported by presentations to each council department management team and each Wiltshire LAA thematic delivery partnership during December 2009 and January 2010.

A Local Climate Impacts Profile (LCLIP) will be undertaken commencing in January 2010 as part of Phase 1. This has been funded by the South West Regional Improvement and Efficiency Programme (SWRIEP) and a graduate post is being recruited for this work to be completed during the January to March 2010 period. The LCLIP is designed to provide an understanding of an authority's current vulnerability to weather and its preparedness for responding to these events. This work is a requirement to achieve Level 1 of the NI188 process.

During this phase of work, it is envisaged that two other tools will be used to help build a more detailed understanding of climate change impacts and opportunities in Wiltshire. These include the Business Areas Climate Impacts Assessment Tool (BACLIAT) which helps explore the implications of climate change for the business sector. In addition, it is suggested that a profile of likely future climate change should be developed using the UK Climate Projections 09 (UKCP09) tool developed by the Met Office.

A report of the consultation will be published before the end of March 2010. This will consist of:

1. revised project plan setting out in particular how Levels 2 and 3 will be met;
2. summary of consultation comments to provide part of the project baseline;
3. full document review (Level 0.4); and
4. summary of the LCLIP (Level 1.2).

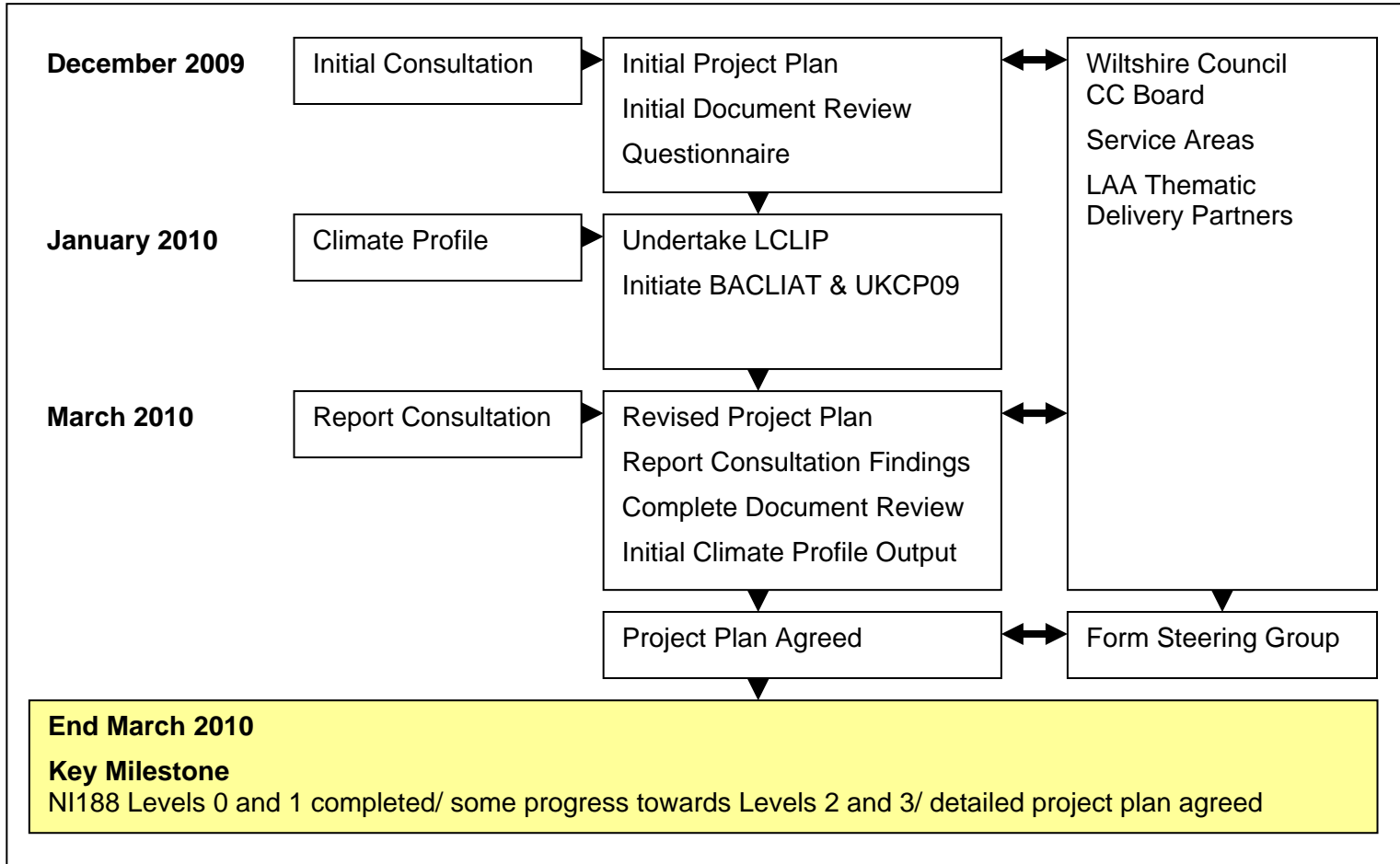
It is envisaged that a steering group will also be formed before the end of March 2010 to facilitate project management for Levels 2 and 3. Cross council and partner engagement is particularly important for these levels. Membership will be drawn from council departments and LSP partners.

The work set out in this PID for Phase 1 will ensure that Levels 0 and 1 of NI188 are comprehensively met and also provide a strong baseline for completing Levels 2 and 3.

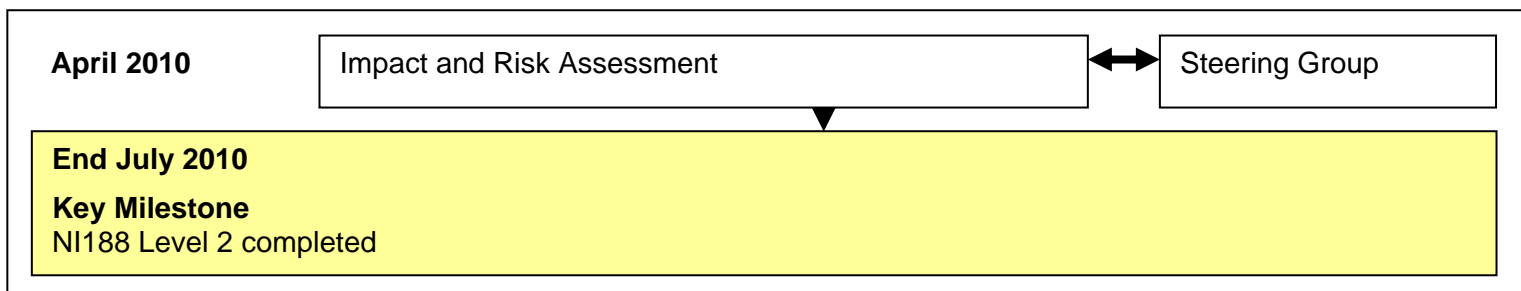
Details for how phases 2 and 3 will be undertaken will be set out in the revised project plan to be published by the end of March 2010. Deferring the completion of this project plan until March 2010 will ensure the plan can be fully informed by the initial consultation and research process.

## Outline of Initial Project Plan

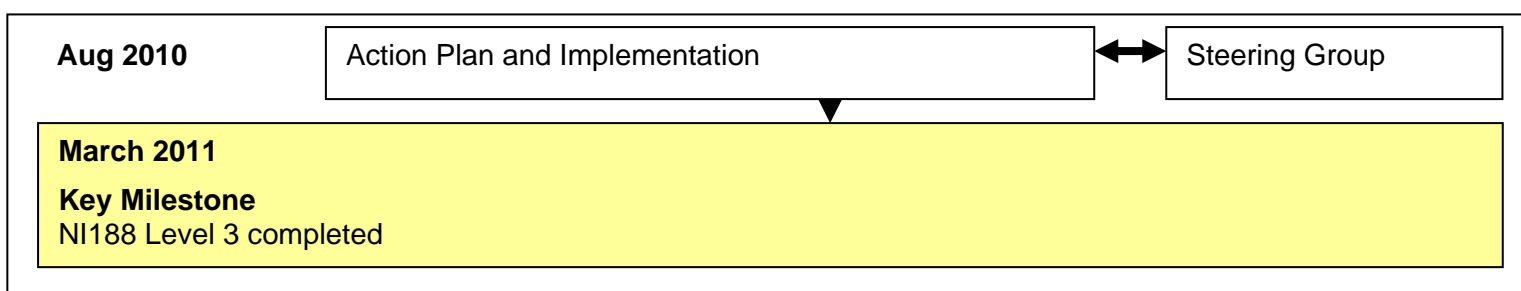
### PHASE ONE



### PHASE TWO



### PHASE THREE



LCLIP = Local Climate Impacts Profile

BACLIAT = Business Areas Climate Impacts Assessment Tool

UKCP09 = UK Climate Projections 09

Risk	Likelihood	Impact	Mitigating action
<b>Resources</b>			
1. Available officer time is limited and subject to competing priorities.	L	M	1. The Head of Climate Change to ensure effective resource planning across the Climate Change Team. 2. The Head of Climate Change to assess with the project Manager the detail of the March 2010 project plan and allocate budget for 2010/2011 as necessary.
<b>Project management</b>			
1. Climate change is new area of work and has a good corporate profile but will struggle against other competing priorities and settling down of services post Unitary. May mean Climate Change does not get the visibility and support needed for success.			1. The Head of Climate Change and Service Director to ensure it is embedded within E&E and more widely corporately. 2. Members of Climate Change Board to champion this work in their service areas
<b>Other</b>			
1. Climate change is a new area and there is little advice and guidance on how to practically achieve NI188. Therefore the project will have to have a degree of flexibility built in to allow for developing knowledge and changing	H	L	1. Project Manager and team members will research best practice, join suitable networking groups, attend conferences etc. to ascertain best practice as it develops. 2. Use GOSW as sounding board as project develops. 3. Use Climate Change Board to help guide and assess best ways forward in the Wiltshire context.