

NEXT STAGE BUSINESS CASE

Appendices

ROUTE TO ZERO

INCLUSIVE GROWTH PORTFOLIO



Document Control

Document title	Next Stage Business Case – Route to Zero		
SRO	Ian MacLeod		
Author(s)	Maria Dunn, Pearl Roberts, Lewis Rees, Sophie Grimmer, Hannah McShane		
Version number	3.0	Document owner	Maria Dunn Pearl Roberts
Date approved		Document status	Final Document (Revised 18-08-2021)
Effective date		Approved by	

Version	Author	Date	Summary of changes
0.1	Pearl Roberts	19-03-2021	Initial Draft
0.2	Sophie Grimmer	30-03-2021	Revised Draft
1.0	Sophie Grimmer	31-03-2021	Final Edits
2.0	Maria Dunn	28-07-2021	Edits to reflect amended team structure, roles and responsibilities
3.0	Maria Dunn	18-08-2021	Edits to reflect change to team structure

Contents

Appendix 1 - Circular Economy Case Studies.....	4
Appendix 2 – R20 Funding Opportunities.....	6
Appendix 3 – R20 Wave 1 Delivery Projects: Timeframes and Milestones.....	10
Appendix 4 – Roles and Responsibilities.....	18
Appendix 5 – Risk Register	34

Appendix 1 - Circular Economy Case Studies

Case Study 1: Ecological criteria embedded in the public procurement process

Berlin, Germany

Established example of a municipality driving more circular considerations by businesses through using ecological procurement criteria to direct its own expenditure. In 2010 the Berlin House of Representatives passed the Berlin Public Procurement Act (BerlAVG). This obliged all public purchasing offices in the state of to apply ecological criteria for their procurement, including the lifecycle costs.

In 2013, the “Decree on the application of regulations for environmentally-friendly purchases and order placements for deliveries, construction work and services” came into force. The regulation contains demanding environmental criteria, including for: office materials, office equipment, cleaning agents and cleaning services, road vehicles, large-scale events, tenders for power supplies, the planning of the office buildings, and for the recycling of commercial waste.

Impact and benefits	<ul style="list-style-type: none"> • Particulate reduction by around 12 tonnes of diesel soot, bringing associated health benefits from cleaner air. • Greenhouse gas reduction by 47%, or 350,000 tonnes of CO2 equivalent. • Wood savings of 9,300 t of wood. • Natural stone saving of 2,000,000 tonnes. • Cost savings of around €38 million.
----------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Case study 2: The largest heat-pump plant in the world to produce heating and cooling

Helsinki, Finland

The Katri Vala Heat Pump Plant, located underground, recycles waste heat from purified wastewater, as well as excess heat from buildings such as data centres.

A rock cave for the heating plant was excavated under the Katri Vala Park, a few kilometres from Helsinki city centre. A high volume of purified wastewater, the heat of which is utilised in the district heat production, flows in the wastewater outflow tunnel 24 hours a day. Heat energy is obtained with heat pumps from purified wastewater, which is led from the Viikinmäki central wastewater treatment plant to the sea. All year-round heat energy is transmitted from the return water in district cooling, and therefore the heat pumps produce both district heat and district cooling. More than 80% of the waste resources the plant uses would be left unutilised without it.

Impact and benefits	<ul style="list-style-type: none"> • 2017 saw production increase to a total of 570,000 MWh, 8% of the heating needed for the city. • Carbon dioxide emissions are 80% lower than alternative heat production using heavy fuel oil.
----------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Case study 3: Amsterdam’s circular economy roadmap and projects in the construction value chain

Amsterdam, The Netherlands

In 2015 Amsterdam commissioned the world’s first city-wide circular economy scan to gain an overview of the key material flows in the City and understand the potential economic and environmental benefits of keeping these materials in higher value uses. These included job and GDP creation, lower GHG emissions and waste disposal.

A focus on two concrete value chains – Construction and Biomass and Food – rendered the concept tangible. Next, the program ‘Learning by Doing’ and the ‘Circular Innovation Program’ were published.

‘Learning by doing’ aims to prove in practice that the circular economy is profitable in all aspects through 20 individual projects, including procurement and land development. The Circular Innovation Program led to 30 projects including support for circular start-ups.

Amsterdam has multiple initiatives in relation to the built environment, notably they have:

- 1) Created a roadmap on circular buildings
- 2) Applied circular criteria successfully to four development tenders
- 3) Created networks for partnerships and training for the supply chain
- 4) Commissioned research and established ‘living labs’
- 5) Incorporated into procurement requirements

Impact and benefits	<ul style="list-style-type: none"> • Potential to create a value of €85 million per year within the construction sector through increased efficiencies • 700 additional jobs can be created • The initial scan estimates that in the construction chain alone, material savings of 500,000 tonnes are possible, which is significant when compared to the current annual import of 1.5 million tonnes of materials. This would save half a million tonnes of CO2 per year – or 2.5% of the current annual CO2 emissions of the city.
----------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Case study 4: Sharing City Seoul, aiming to engage all 10 million citizens

Seoul, South Korea

Seoul Metropolitan Government launched the Sharing City Seoul program in 2013. The initiative leverages technology to design and support sharing businesses to minimise waste and underused capacity, cut municipal costs and encourage new business opportunities and relationships.

The Seoul Sharing Promotion Committee undertakes the devising of policies for the promotion of sharing, to advise on how to improve various laws and systems, and to review the designation and support for organizations and enterprises that promote a sharing economy.

The online Seoul Sharing Hub is set to not only produce, archive, disseminate, and deliver such information, but also to network with the relevant domestic and over-seas organizations, enterprises, media, and other social areas, and to connect them with various institutes. It also conducts citizen campaigns; and educates business starters, citizens, and government officials about sharing.

Impact and benefits	<ul style="list-style-type: none"> • This initiative aims to cut municipal spending in the long-term, as sharing enables more benefits with fewer resources. Therefore, the government can provide more services to the citizens with a smaller budget eg. open up underused municipality buildings to the community rather than build new spaces. • The Seoul Car Sharing Program includes the City subsidising 50% of car parking spaces for car sharing services, booked through an app. This supported the membership from 373,513, in 2014, to 2.3 million by mid 2018 and tripling of user rates. • The Seoul Bike Sharing Program is the most popular and well-known sharing initiative, with over 11,000 daily users recorded in March 2018. • The Seoul Car Sharing program alone is estimated to have saved 486 tonnes of CO2, due to reduced car ownership.
----------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Sources:

<https://www.bcg.com/publications/2018/ten-steps-toward-circular-economy>

<https://www.ellenmacarthurfoundation.org/explore/make-a-circular-economy-pitch-in-your-organisation>

<https://zerowasteurope.eu/2014/05/steps-to-implement-the-circular-economy-concept/>

<https://youmatter.world/en/definition/definitions-circular-economy-meaning-definition-benefits-barriers/>

<https://www.ellenmacarthurfoundation.org/explore/cities-and-the-circular-economy>

<https://www.c40.org/researches/municipality-led-circular-economy>

https://circulareconomy.europa.eu/platform/sites/default/files/circular_cities_publication.pdf

Appendix 2 – R20 Funding Opportunities

Theme	Name	Description	£ Amount / Details	Link
Natural Environment	Green Recovery Challenge Fund round 2	A short-term competitive fund to kick-start environmental renewal while creating and retaining a range of jobs in England.	The second round of the Green Recovery Challenge Fund supports nature projects across England with funding worth up to £40m. Grants from the £40m first round of funding were awarded in December 2020. The Green Recovery Challenge Fund is open for applications at two grant levels: - £50,000-£250,000. Deadline 12pm 14 April 2021 - £250,000-£2m. Deadline for Expressions of Interest 12noon 22 March 2021 You must contribute at least 5% of your project costs in cash (partnership funding) for all grants over £250,000.	https://www.heritagefund.org.uk/funding/application-guidance-green-recovery-challenge-fund-round-2?utm_source=Trustees%20of%20the%20National%20Heritage%20Memorial%20Fund&utm_medium=email&utm_campaign=12212715_GRCF%20round2%20-%20guidance%20published&utm_content=GRCF2%20guidance&dm_i=12AA,79RE3,2M20VU,THC91,1
Buildings, Transport, Waste, Energy	Potential: Infrastructure funding	The Government should identify 'priority cities' and set aside £30bn for a pipeline of infrastructure projects by 2040 as part of an expansion of devolution, the National Infrastructure Commission (NIC) has urged.	tbc	http://www.transport-network.co.uk/NIC-calls-for-priority-cities-to-be-given-30bn-by-2040/17140?actId=ebwp0YMB8s3Mv0I085odUcvuQDVN7aSkYK0N8X3jHgn1QGd2bvPurJ9uCP1IVH&actCampaignType=CAMPAIGN_MAIL&actSource=500887
Natural Environment	Museums + Heritage Awards	A range of new free-to-enter categories have been introduced which focus on the unique challenges of the pandemic. Closed but still open? Pivoting boldly? Responding rapidly? These seven categories are free to enter and look specifically at the unique challenges posed by the COVID-19 pandemic.	n/a	https://awards.museumsandheritage.com
Transport	Low-emission vehicles eligible for a plug-in grant	You can get a discount on the price of brand new low-emission vehicles through a grant the government gives to vehicle dealerships and manufacturers.	max £3,000	https://www.gov.uk/plug-in-car-van-grants
Transport	Grant schemes for electric vehicle charging infrastructure	Electric Vehicle Homecharge Scheme Workplace Charging Scheme Chargepoint authorisation On-street Residential Chargepoint Scheme Ultra Low Emission Taxi Infrastructure Scheme	Various	https://www.gov.uk/government/collections/government-grants-for-low-emission-vehicles#electric-vehicle-homecharge-scheme
Various	Plans to issue a £15bn Green Gilt sovereign bond	The bonds are expected to help finance projects to tackle climate change, fund infrastructure investment and create environmentally friendly jobs across the country.	Various	https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/
Buildings, Transport, Waste, Energy	A £22bn National Infrastructure Bank based in Leeds	The UK's first infrastructure bank, which will channel billions of pounds into big projects and help tackle climate change	The bank will have an initial capitalisation of £12bn and is expected to support at least £40bn of investment in infrastructure projects.	https://www.bbc.co.uk/news/uk-england-leeds-56269234
Buildings, Transport, Waste, Energy	A string of small-scale development funding pledges	tbc	Various	

Natural Environment	A £15bn Green Gilt and new scheme to grow the offsetting carbon emissions market by investing in projects which save or avoid emissions.	The green gilt framework will detail the types of projects that will be financed to help meet the government's green objectives. The government will offer a green retail savings product through the Treasury-backed National Savings & Investments in the summer of 2021.	Various	https://www.p2pfinancenews.co.uk/2021/03/03/budget-outlines-plans-for-15bn-of-green-bonds-in-2021/
Transport	£3 bn bus revolution Bus strategy	https://www.gov.uk/government/publications/bus-back-better	Various	https://www.gov.uk/government/news/prime-minister-launches-3-billion-bus-revolution
Natural Environment	Tree planting grants by Woodland Trust		Various	https://www.woodlandtrust.org.uk/plant-trees/large-scale-planting/
Transport	Go Ultra Low City Scheme	Government incentives: - Workplace charging scheme - Plug-in vehicle grant - Electric vehicle home charging scheme	Various	https://www.goultralow.com/fleets-and-businesses/grants-incentives/
Buildings	Green Homes Grant Local Authority Delivery	The Green Homes Grant Local Authority Delivery scheme was launched in August 2020. This £500 million scheme funds energy efficiency and low carbon heating projects for low-income households across England.	Various	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/928816/ghg-lad-phase-1b-guidance.pdf
Digital	Shared Rural Network (SRN) programme	Government is to provide more than £500 millions of support to extend mobile coverage through the landmark Shared Rural Network. Major post-Brexit infrastructure project will see new and existing phone masts built or upgraded to end poor or patchy 4G signals	£530 million in a shared network of new and existing phone masts	https://www.gov.uk/government/news/government-breakthrough-on-500-million-support-package-to-boost-rural-mobile-coverage-2
Digital	Digital Connectivity Programme	Delivered by the Local Government Association (LGA), the Digital Connectivity Programme is a grant funded programme that builds your council's skills and capacity to take advantage of the opportunities offered by connectivity to your local place and communities.	Each bid will be able to apply for up to £20,000 of funding with councils expected to match fund any funding received from the LGA. This funding should not be used on existing projects where other external funding streams have been contributed to.	https://www.local.gov.uk/our-support/efficiency-and-income-generation/digital/digital-connectivity-programme
Digital	Local Digital Fund	The Local Digital Fund was announced in July 2018 by the UK Local Government Minister Rishi Sunak of the Ministry of Housing, Communities and Local Government (MHCLG). It aims to help local authorities implement the Local Digital Declaration by funding digital skills training and projects that address common local service challenges in common, reusable ways. The Fund will invest up to £7.5 million during financial years 2018/19 and 2019/20.	Closed - but potential for further rounds The Local Digital Fund is being used to: offer digital skills training to all signatories of the Local Digital Declaration for both leaders and delivery teams. Please note, due to the Coronavirus, classroom-based training is currently on hold. In the meantime, we have developed a library of online training courses for local authority staff.	https://localdigital.gov.uk/fund/

Transport	Local Government Support Programme	<p>The Local Government Support Programme helps local authorities decarbonise transport, improve air quality and increase electric vehicle adoption.</p> <p>The programme is fully funded by the Department for Transport and available to all local authorities across England.</p>	<p>Find out more about the range of support available.</p> <ul style="list-style-type: none"> - Help to deliver a public electric vehicle charge point network - Help to facilitate the EV transition - Support with sustainable travel plans - Help to engage with businesses and the community on EVs or sustainable travel 	https://energysavingtrust.org.uk/service/local-government-support-programme/
Transport	Bus Service Operators Grant: guidance for commercial transport operators	<p>The Bus Service Operators Grant (BSOG) is a discretionary grant paid to eligible transport operators to help them recover some of their fuel costs.</p> <p>This guidance highlights the conditions for eligibility, current rates, and information on how commercial transport operators can apply.</p>	<p>Various</p> <p>This will utilise the £120m announced at the Spending Review for the roll-out of zero emission buses. To drive forward our ambitions, we will learn from this early investment to inform models that will support scaling up of investment, exploring private financing and leasing options. This aligns with the work on the UK Government's new national infrastructure bank.</p>	https://www.gov.uk/government/publications/bus-service-operators-grant-guidance-for-commercial-transport-operators
Transport	ZEBRA scheme	We will build on existing interest to identify locations that are ready this year deliver hundreds more zero emission buses.	TBC	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/969205/DfT-Bus-Back-Better-national-bus-strategy-for-England.pdf
Transport	Transitioning towards Zero Emission Vehicles: feasibility studies	UK registered businesses can apply for a share of up to £7million to develop on-vehicle solutions that address challenges associated with the transition to zero emission vehicles. Funding is from Office Zero Emission Vehicles (OZEV).	£300,000- £600,000	https://apply-for-innovation-funding.service.gov.uk/competition/869/overview
Transport	Infrastructure solutions for zero emission vehicles	UK registered businesses can apply for a share of up to £10million to develop infrastructure solutions that address challenges associated with the transition to zero emission vehicles. Funded by the Office for Zero Emission Vehicles (OZEV).	£300,000- £800,000	https://apply-for-innovation-funding.service.gov.uk/competition/873/overview#eligibility

Appendix 3 – R20 Wave 1 Delivery Projects: Timeframes and Milestones

Theme: Buildings -New Build
Aim: Decreasing building energy demand and electrifying heating systems

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
1.01	New Build to agreed environmentally sustainable standard	Bali Paddock	02/ 2021	12/ 2021	Initial specification proposals reflecting Arcadis/Capita report and MHCLG consultation to achieve mandatory standard required by 2025	02/ 2021
					BCC Management Team consideration	02/ 2021
					Dialogue with Employers Agents – cost implications of specification and carbon savings impact	02/ 2021
					BCC Mgmt Team confirmation how to progress new build spec	03/ 2021
					BCC Mgmt Team confirmation of the existing schemes where standard is to be applied	Summer 2021
					Specification updated & target schemes identified for new spec (e.g. existing schemes of future)	Autumn 2021
					Adoption	12/ 2021
					Government guidelines on new build specification	04/ 2023
					Refresh standard based on Government Standard and Passivhaus Pilot and Energy Saving Technologies Pilot aligned to annual review	12/ 2023
					Adoption	04/2024 onwards
1.02	New Build – Energy Saving Technologies Pilot (Gresel Lane)	Bali Paddock	04/ 2020	06/ 2024	Scheme identified	04/ 2020
					ERDF Phase 1 Bid submission	07/ 2020
					Planning approval	12/ 2020
					ERDF Phase 2 Bid submission	01/ 2021
					Business Case & Report to Cabinet	03/ 2021
					Employers Agent assessment of carbon savings attributable to energy saving technologies against scheme	03/ 2021
					ERDF Bid outcome	04/ 2021
					Commence Tender	04/ 2021
					Contract Award	09/ 2021
					Start on site	01/ 2022
					Practical completion	06/ 2023
					Training/familiarisation for tenants and BMHT maintenance staff	06/ 2023
					12-month Defects period	06/ 2024
					Monitoring & Evaluation - monthly/quarterly reporting (detailed monitoring plans to be developed); final report after 12 months re recommended use of energy saving technologies and full cost/benefit analysis	06/2023 - 06/2024
1.02b	New Build - Passivhaus Pilot - Dawberry Fields	Bali Paddock	2020	08/ 2024	Site due diligence	2020
					Monthly design meetings	2020-2021
					Planning application submission.	08/ 2021
					Tender process	08/ 2021
					Business Case to Cabinet	07/ 2021
					Authority to accept tender / contract award	12/ 2021
					Start on site	03/ 2022
					Completion	08/ 2023
					Training/familiarisation for tenants and BMHT maintenance staff	08/ 2023
					12 months defect period	08/ 2024
					Monitoring & Evaluation – monthly/quarterly reporting (detailed monitoring plans to be developed); final report after 12 months re recommended use of passivhaus standard and full cost/benefit analysis	08/2023 - 08/2024
1.03	New Build - Review the Birmingham Development Plan	UyenPhan-Han Maria Dunn	06/ 2022	2024	Report to Cabinet setting out BDP review timetable over a 5-year period	10/ 2021
					Evidence, data collation, design studies	tbc
					Draft BDP	tbc
					Consultation	tbc
					Revised BDP	tbc
					Submission of BDP to the Planning Inspectorate for examination.	2024
1.04	New Build – Future City Plan	Gary woodward / Simon Delahunty-Forrest	01/ 2021	11/ 2021	Draft Future City Plan - first stage consultation starts	01/ 2021
					Draft Future City Plan - first stage consultation ends	03/ 2021
					Draft Future City Plan	09/ 2021
					Report to Cabinet (timed to coincide with COP26)	10/ 2021
					Future City Plan published	11/ 2021
1.05	New Build – Zero Carbon Homes Route Map (WMCA)	Maria Dunn	03/ 2021	03/ 2021	Work with WMCA to develop and shape zero carbon homes proposals and route map	03/ 2021
					Presentation to WMCA Board for approval	03/ 2021

Theme: Buildings - Retrofit
Aim: Decreasing building energy demand and electrifying heating systems

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
1.06	Housing Retrofit – Thermal Impact / Energy Efficiency Survey and Delivery Plan (Retrofit)	Maz Dad	03/ 2021	10/ 2021	Energy Efficiency / Decarbonisation Survey – scope agreed	03/ 2021
					Energy Efficiency / Decarbonisation Survey & Options Analysis (inc Options to achieve EPC 'C' and 'B')	04/2021 - 05/2021
					Market engagement	06/2021 - 10/2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 - 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/22 - 02/2027
					Monitoring and reporting	02/23 onwards
1.06b	Housing Retrofit – Implementation of city-wide retrofit plan	Maz Dad / Ian Morris	10/ 2021	02/ 2027	Collate results of survey into a city-wide retrofit plan	10/ 2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 - 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/22 - 02/2027
					Monitoring and reporting	02/23 onwards
1.07	Housing Retrofit – Large Panel Block (LPS) Retrofit and Ground Source Heating Pilot	Maz Dad / Ian Morris	01/ 2021	10/ 2022	LPS Pilot	01/2021 - 10/2022
					Review and Options and Cost-Benefit Analysis for all LPS Blocks including associated costs and carbon savings	01/21 - 12/2021
					Report to Cabinet	12/ 2021
1.07b	Housing Retrofit – Social Housing Demonstrator (WMCA)	Maz Dad	07/ 1905	44256	Green Homes 1b bid unsuccessful. Scheme currently not proceeding	02/ 2021
					Proposal requested to take forward Social Housing Demonstrator	03/ 2021
1.07c	Housing Retrofit – Energy Efficient Demonstrator	Ian C Morris	07/ 1905	44197	Energy Efficient Demonstrator bid unsuccessful. Scheme currently not proceeding	01/ 2021
					WMCA exploring alternative funding sources	tbc
1.08	Housing Retrofit – Phase 2 Green Homes LADs funding	Paul McGrath	12/ 2020	12/ 2021	Confirmation of £6.29m allocation to BCC	12/ 2020
					Internal discussion and dialogue	01/2021 - 02/2021
					Briefing and Delivery Proposal for consideration by Management Team (Julie Griffin)	02/ 2021
					Report to Cabinet	03/ 2021
					Tender process	04/2021 - 05/2021
					Authority to accept tender / contract award	05/ 2021
					Delivery	06/2021 - 12/2021
					Monitoring and evaluation report	12/ 2021
1.09	Housing Retrofit – Boiler Replacement Programme	Martin Tolley	03/ 2021	Feb 23 onwards	Energy Efficiency / Decarbonisation Survey – scope agreed	03/ 2021
					Energy Efficiency / Decarbonisation Survey & Options Analysis	04 – 05/2021
					Market engagement	06 – 10/2021
					Report to Cabinet	11/ 2021
					Procurement of Delivery Partner(s)	11/2021 – 02/2022
					Energy Efficient Programme Rollout including tenant consultation and post installation training and awareness	02/2022 – 02/2023 (Funding allocated against one year programme)
					Monitoring and reporting	02/2023 onwards
1.10	Housing Retrofit – Promote/educate all key stakeholders	Maz Dad	06/ 2021	tbc	Review existing corporate induction training materials and propose carbon literacy materials	06/ 2021
					Liaise with Housing Team on options for future engagement with service users	06/21+
1.11	Housing Retrofit – East Birmingham Heat Taskforce – produce retrofit & decarbonisation Outline Business Case	Mark Gamble	10/ 2020	01/2021+	First meeting of Community Energy Task Force	10/ 2020
					Continued meetings and liaison of the Community Energy Task Force	01/2021+
1.12	Housing Retrofit – Partnerships with Utilities	Paul McGrath	12/ 2020	2021	Utilities survey	12/2020 - 01/2021
					Confirm legal agreement	02/ 2021
					BCC Statement of Intent (Agility Eco)	03/ 2021
					Publish on BCC Website	03/ 2021
					Data Sharing Agreement with Utilities (GDPR compliance)	tbc
					Monitoring of Flexible ECO uptake	tbc

Theme: Transport
Aim: A sustainable, green, inclusive, go-anywhere network

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
2.01	Birmingham Transport Plan (BTP) & Delivery Plan	Ioanna Moscholidou	01/ 2020	12/ 2021	Draft BTP consultation	01 – 04/2020
					Original planned BTP adoption delayed as a result of Covid	09/ 2020
					Delivery Plan scoping	circa. 02 – 03/2021
					Delivery Plan commission third party expertise	circa. 04/2021
					Delivery Plan initial outline	circa 06 – 07/2021
					Policy gap assessment	04 – 06/2021
					Report to Cabinet and BTP adopted	09/ 2021
					Delivery Plan completed	circa. 12/2021
2.02	Delivering the BTP (Transport & Highways Capital Programme)	Ioanna Moscholidou	04/ 2021	03/ 2027	Communication and Engagement	TBC
					TBC	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Implement City Centre Segments scheme.	TBC
					Emergency Active Travel Fund Tranches 1 and 2- Develop 2-3 additional pop up cycle lanes as part of tranche 2 of the active travel fund, funding permitting	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Deliver Places for People projects – to reduce traffic in residential neighbourhoods	TBC
					Emergency Active Travel Fund Tranches 1 and 2 - Implement Space for Pedestrians in the local centres	TBC
					BTP - E-Cargo Bikes - Establish training and project partners	TBC
2.03	Bus franchising (TfWM)	Mel Jones, John Myatt	tbc	tbc	Bus franchising - Produce an Outline Business case (led by TfWM)	TBC
2.04	EV Charging Points	Sylvia Broadley	01/ 2021	12/ 2032	OLEV funding secured	2020
					Fast & Rapid Strategy	2020
					Procurement completed – ESB in place	2020
					Phase 1 rollout - 394 Fast and Rapid Charging; first rollout March 2021	2021 - 23
					Wider city strategy	Summer 2021
					Working to stimulate market	2021 onwards
					Phase 2 rollout - 9000 charging points	2023-32
2.05	Hydrogen Bus Pilot	Sylvia Broadley	01/2021	12/ 2028	Funding secured £11m for hydrogen buses, £5.4m for infrastructure inc from CAZ income	F2019
					Buses produced	03/ 2020
					Procurement completed – National Express in place; inc development of national framework	9/2020
					Mobilisation with National Express on operational arrangements including maintenance (hydrogen fuel cells) and skills training	01/21 - 04/2021
					Delivery 20 Hydrogen Buses	04/2021 - 06/2021
					Buses are operational on Sprint route	07/2021 - 08/2021
					Operational, maintenance, skills training programme (National Express)	From 06/2021
					Hydrogen bus services deployed on Sprint route X1 & X51	08/ 2021
					Work with TfWM to align Zero Emissions Bus Policy	01/2021 - 08/2021
					NO2 - evaluation Year 1 review of pilot and benefits	2022
					Transition bus fleet (1500) to net zero – combination of hydrogen (c. 140) and electric buses	2022-2024

Theme: Transport
Aim: A sustainable, green, inclusive, go-anywhere network

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
2.06	City Centre Clean Air Zone	Steve Arnold	01/ 2020	12/ 2028	CAZ Business Case	12/ 2018
					Government approval to business case	03/ 2019
					Launch date delayed from 01/2020 to 06/2020	07/ 2019
					Request to postpone launch from Summer to 'early' 2021	03/ 2020
					New launch date for CAZ confirmed as 1 June 2021	10/ 2020
					Handover of MVP for IT	12/ 2020
					Heavy Duty Vehicle Fund £10m – Upgrade & Replace, supports SMEs to purchase/lease new compliant vehicles; retrofit non-compliant vehicles to improve air quality. Live for applications	From 2/1/2021
					Scrapage/Mobility Credit Scheme £10m – for workers earning less £30k p.a. to encourage scrapage non-compliant vehicles. Procurement of partner to run scheme near completion; successful bidders notified Feb 2021. Aim is to do full launch of scheme in April	From 02/2021
					Licensed hackney carriage £15m – Upgrade & Replace, to encourage upgrade through retrofits, purchase of hybrids or EVs. Live for applications	From late 2021
					Start testing live data	03/ 2021
					Silent pay operational agreement ahead of live testing	03/ 2021
					Phase 6 handover	04/ 2021
					CAZ formal agreement between BCC, Secretary of State (DVLA really), vehicle check, payment portal and centralised help desk	04/ 2021
					Operational handover of cameras	End 04-05/2021
					Phase 2 of comms programme - radio, social, postcards to residents in the CAZ, with partners. Now in prep for phase 3	03/2021-07/2021
					CAZ rollout	06/2021
					Start publishing monthly report (TfL model) → tracks changes to traffic volume and composition and air quality on website	From 1st 07/2021
					Setting up a long term tracking system	02/2021 to 12/2021
					Air quality compliance	From 2022 (TBC)
2.07	Cole Valley Walking & Cycling	Naomi Coleman, Helen Jenkins, Mark Gamble	02/ 2021	06/ 2023	BCC land registration and valuation process/approval	02/2021-05/2021
					Project Start	04/2021 - 06/2023
					Arrange SLAs with Delivery Partners	04/2021-05/2021
					Recruit project manager	04/2021-05/2021
					Start date of project manager	05/2021-06/2023
					Process for obtaining licensing and permit	05/2021 - 04/2022
					Delivery of community-led small interventions	06/2021-06/2023
					Canal and litter picking and clearance programme	08/2021-05/2023
					Procurement of contractor services	10/2021-03/2022
					Ecological monitoring by Environment Agency and habitat and species monitoring	06/2021-06/2023
					Delivery of Ackers Adventure common space activation	09/2021-05/2022
					Delivery of Flagship Common Space Activation in Tyseley Park	09/2021-10/2022
					Design of Green space and cycle network improvements	10/2021-11/2021
					Delivery of River Cole/Kingfisher common space activation - Marshland	09/2021-07/2022
					Delivery of River Cole/Kingfisher common space activation - Meadow	09/2021 - 06/2023
					Delivery of woodland management activities	01/2022-03/2023
					Delivery of cycle path improvements	05/2022 - 07/2022
					Delivery of public green space seating area	06/2022-11/2022
					Delivery of Ackers Weir removal/bypass	06/2022-10/2022
					Project evaluation	01/2023-06/2023
					Project finish	06/ 2023

Theme: Waste**Aim:** Reducing the amount of waste produced across the city and identifying the most efficient way to deal with the waste that is produced

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
3.01	Commission a Joint Study with WMCA	Darren Share				Tbc
3.02	Charging Infrastructure at Waste Depots	Darren Share, Sylvia Broadley				Tbc
3.03	Municipal Waste Strategy	Darren Share				Tbc
3.04	Waste Fleet – Hydrogen/EV Fleet Demonstrator	Darren Share, Sylvia Broadley				Tbc
3.05	WMCA Circular Economy	Maria Dunn				Tbc

Theme: Energy**Aim:** Meeting demand with green energy

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
4.01	Tyseley Energy Innovation Park	Darren Share, Sylvia Broadley				Tbc
4.01a	Tyseley Energy from Waste Incinerator upgrade & replacement	Darren Share, Michelle Climer				Tbc
4.02	District Heat Networks Energy Centres	Derrick Taylor	02/ 2021	03/ 2022	Secure Engie DHN decarbonisation options & estimates	03/ 2021
					Carry out Engie contract options appraisal	03/ 2021
					Assess BEIS/WSP DHN scheme extension options	04/ 2021
					Evaluate BEIS BDEC recommendations	04/ 2021
					WSP to create OBCs for core DHN and agreed options	05/ 2021
					Secure approval of CLT and Legal and Finance	06/ 2021
					Report to Cabinet via governance procedure to approve and recommend chosen options	10/ 2021
					Engage Legal and contract team to discuss current DHN contract renegotiations	11/ 2021
					Commence negotiations with ENGIE	12/ 2021
					Draft DHN requirements for new potential sites identified through the THERMOS tool and approved extension options in collaboration with City Heat Decarbonisation project officer	07/ 2021
					Seek approval to proceed with Market soft test for DHN options with candidate vendors in collaboration with City Heat Decarbonisation project officer. Understand HNIP funding opportunities from HNIP budget.	08/ 2021
					In collaboration with City Heat Decarbonisation project officer, report to Cabinet for approval to proceed with procurement of service providers for DHN identified through THERMOS tool	01/ 2022
					Advertise opportunity to potential DHN operators	03/ 2022
					Discuss EfW options with Waste Management colleagues to include into future Waste Disposal contract to be let between 2024-34	03/ 2022
4.03	BEIS Heat Decarbonisation Study	Sylvia Broadley	09/ 2020	09/ 2021	Stage 1 - desktop analysis of decarbonisation technologies, building topologies, detailed outline profile of intervention prioritisation and carbon impact out to 2050	12/ 2020
					Stage 2 - will deliver four business cases for heat decarbonisation interventions that are 'funding ready'. BEIS will confirm next steps as result of national programme OBC funding	09/ 2021
4.04	SALIX Public Sector Decarbonisation (Council House)	Alice Clark	02/ 2021	08/ 2023	Complete Salix Business Case	02/ 2021
					Calculate carbon reduction from existing lighting to LED	02/ 2021
					Complete full business case with input from finance, procurement and legal	05/ 2021
					Contractors, on-site August	07/ 2021
					Council House handover	03/ 2022
					Council House Extension handover	08/ 2023

Theme: Natural Environment
Aim: Protect and enhance the city's natural capital

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
5.01	Future Parks Accelerator Project	Hamira Sultan Nick Grayson	04/ 2019	03 / 2022	Establishing a new governance model for the natural environment, supported by 4 new city-wide / council wide cross sectors frameworks: Environmental Justice, Healthy City, Sustainable Finance and Citizen Involvement	01/2021 - 03/2021
					Period for collecting information, testing dates and the financial ask for Pilots to prepare for Cabinet report	04/2021 - 12/2021
					Environmental Justice outputs by March 2022 - supported 25 x young people (aged 18-25) to increase skills around green spaces. Interactive GIS map and new domain in IMD	03/ 2022
					Health City outputs by March 2022 - 250 residents prescribed green space interventions to improve their health and wellbeing. Bloomberg healthy city domains built into 20 min neighbourhood assessment matrix arriving at area wide population level health measures	03/ 2022
					Citizens Involvement outputs by March 2022 - 250 volunteers sharing regular data about their work in green spaces; collected 250 Earth stories from citizens. Integrated Neighbourhood Network Scheme and Green Birmingham Website and new volunteering mechanism	03/ 2022
					Sustainable Finance outputs by March 2022 - raise £25,000 through sponsorship and fundraising to support works in parks. Framework tested on strategic housing budget and programme and on 20 min neighbourhood asset class, Parks Foundation and community based fund raising capacity	03/ 2022
					Green Governance outputs by March 2022 - identified additional 25 hectares of green accessible space through the new city green space map	03/ 2022
					Employment & Skills Pilot - Ward End, East Birmingham	03/ 2021
					Housing Pilot - Lyndhurst, Erdington, North Birmingham and Druids Heath Estate, Brandwood, South Birmingham	03/ 2021
					Childrens Pilot - Dawberry Fields, Brandwood, South Birmingham	03/ 2021
					Health Pilot - Witton Lodge Community Association, Erdington, North Birmingham	03/ 2021
					Finalise report for Cabinet	12/ 2021
					Finalise pilot delivery dates and financial ask for pilots	01/2022 - 03/2022
5.02	Trees Supplementary Planning document	Simon Needle Uyen-Han-Phan	11/ 2020	Autumn 2021	Public Consultation	02/ 2021
					Updating SPD	06 / 2021
					Cabinet Approval of SPD	07 / 2021
					SPD Adopted	09 / 2021
5.03	Biodiversity Supplementary Planning document	Simon Needle	11/ 2020	Autumn 2021	As above (5.02)	Sep-21
5.04	Urban Forest Masterplan	Simon Needle Uyen-Han-Phan	06/ 2021	2040	First Consultation	03/ 2021
					Inventory and report on tree abundance, diversity and cover	TBC
					Assessment of plantable areas; identifying areas for planting within wards and identifying right tree types	TBC
					Identify and cost opportunities for new tree planting	TBC
					Second Consultation	TBC
					Identify first wave of 'SMART' Actions e	TBC
					Finalise report for Cabinet	Summer 21
					Implementation	Autumn 21 +
					Monitoring and Evaluation	TBC
5.05	Ward End and Cole Valley Green Skills Hub	Mark Gamble	12/ 2020	Jun-21	EOI LEP bid £2m	02/ 2021
					Develop OBC to GBSLEP - development, including commissioning surveys, design work, economic case & carbon savings	06/ 2021
5.06	WM National Park Concept	Simon Delahunty-Forrest	tbcc	tbcc	Work with WMCA to develop and shape proposals	tbcc
5.07	Design Guide SPD	Stuart Wiltshire	11/ 2020	Autumn 2021	Public Consultation	02/ 2021
					Updating SPD	06 / 2021
					Cabinet Approval of SPD	07 / 2021
					SPD Adopted	09 / 2021

Theme: Council Behaviour Change

Aim: Action the Council will take to facilitate internal behaviour change

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
6.01	Agile / Remote Working	Tracy Kirtton	06/ 2020	03/ 2023	Covid survey (health and wellbeing)	06/ 2020
					OBC to cabinet	11/ 2020
					CAZ staff travel survey	TBC
					Power BI map of staff postcodes	04/ 2021
					Home working survey launch	04/ 2021
					Full business case to Cabinet	04/ 2021
					Agile Liaison Officers start (depending on BC outcome)	06/ 2021
					Introduction of quick poll software	06/2021–09/2021
6.02	Training & Induction	Ella Chapman, Tracey Luckman, Ellie Crook	01/ 2021	tbc	Review existing corporate induction training materials and propose carbon literacy materials	01/ 2021
6.03	Council -wide Route to Zero Behaviour Change Communications Strategy, Campaigns & Monitoring	Amit Bratch, Ellie Crook, Derrick Taylor	01/ 2020	tbc	Restart Communications and Engagement Sub Group as part of the review of the R20 Taskforce	06/ 2021

Theme: Council Strategy & Engagement

Aim: Council's role in facilitating change with external organisations such as businesses and the public

No. Projects	Key Project Description	BCC Lead	Start	End	Milestones	Milestone Dates
7.01	Working with Partners	Maria Dunn	tbc	tbc	Develop clear positions to influence, lobby and work in partnership with public sector partners, businesses, academics, third sector, private sector in West Midlands and UK	2030
7.02	Update all Strategies/Policies to embed carbon reduction	Amit Bratch with support from each project lead	01/ 2021	tbc	Schedule of all BCC core strategies / policies identifying plans and dates for review/adoption	03/ 2021
7.03	Embed carbon reduction in decision making	Amit Bratch with support from Tracey Murray/Eleanor Crook	09/ 2020	07/ 2021	Environmental and Sustainability report assessment template and guidance for use with all Cabinet and CMT reports	01/ 2020
					Develop Case Study Exemplars	02/ 2021
					Deliver training, education and awareness sessions	03/ 2021
					Trial Rollout	04/2021 - 06/2021
					Review Trial	07/ 2021
7.04	Council Commissioning & Procurement	Richard Tibbatts	02/ 2021	10/ 2021	Create contracts renewal schedule to inform low carbon development prioritisation	03/ 2021
					E.g. Feb 2021 - switched to 100% green energy for property and highways portfolio through our contract with West Mercia Energy and Total Gas and Power. Additional Cost £62k saving 23,618 tCO2e (£74k inc Schools) saving 4970 tCO2e	02/ 2021
					New procurement target operating model implemented	05/ 2021
					Transition and skills development of staff in respect of category \ market knowledge and emissions reduction trajectory	07/ 2021
					External professional advisor identified and appointed to support implementation of low carbon capabilities	07/ 2021
					Strategy, Policy and operational procedures, SV documentation and Policy updated to incorporate R20 priorities	07/ 2021
					Procurement implications from other R20 workstreams identified	08/ 2021
					Appoint R20 procurement lead, additional external procurement resource recruited to take on new incremental workload arising from R20 programme	08/ 2021
					All corporate and service procurement processes, templates and documentation updated to incorporate R20 priorities	10/ 2021
					Train service areas and contract managers in new low carbon R20 procurement skills \ capabilities	10/ 2021

Appendix 4 – Roles and Responsibilities (new posts)

Job Title: Assistant Director-Route to Net Zero Carbon

Reports to: Director - Inclusive Growth

Grade: Assistant Director

Job Purpose:

The Assistant Director-Route to Net Zero Carbon is a core member of the Council's Inclusive Growth Directorate.

The Assistant Director-Route to Net Zero Carbon job purpose is to act as the lead officer and provide strategic advice on the Council's Route to Zero strategy in response to its Climate Emergency Declaration, net zero target and strategic inclusive growth objectives. To act to optimise opportunities for investment to deliver sustainable net zero objectives, a just transition and inclusive economic growth. To represent the City Council at a national and regional level and work with strategic partners including Government, the Combined Authority, Local Enterprise Partnerships, other public sector partners, private sector partners and investors to bring forward the delivery of route to zero investment that supports the wider objectives of the City Council and meets its net zero carbon goals whilst responding positively to economic, health and social challenges to ensure and enable positive outcomes for residents and businesses. Whilst this post sits within the Inclusive Growth directorate, the postholder will be responsible for working to achieve net zero carbon across the whole organisation, ensuring that Route to Zero becomes firmly embedded in everything that we do. The role requires the ability to set strategy but also to support the delivery of projects on the ground, ensuring that the Council achieves a reduction in its own carbon emissions and drives forward carbon reduction across the City as a whole.

In particular, the Assistant Director-Route to Net Zero Carbon sets the direction and purpose and ensures the delivery of agreed policies, projects and interventions to secure the Council's Route to Zero commitments in the short and long term, taking account of local, regional and national contexts.

- The organisation's vision to be a 'Council of the Future' has been developed closely with members and our partners across the City and provides an exciting and challenging view for the growth of the Birmingham, where every child, citizen and

place matters. Designed to develop our people and communities and to focus on our priorities of children, housing, health, jobs and skills.

- The foundations for the organisation to be a 'Council of the Future' are about being a 21st Century Council with 21st Century Officers and Councillors. The Assistant Director Route to Zero is critical to the development of these foundations by ensuring that all the appropriate resources and capabilities available to the Council are used to maximum effect, in particular both financial and human capital.
- The role will, through inspiring others identify, drive and secure opportunities to reduce carbon emissions, alongside improving and transforming services. These opportunities will be found across the services directly managed and across the Council as well as influencing a range of partners across the city. Because the pace of improvement needs to be rapid and sustainable the portfolio may change over time, so adaptability and focus on delivery are also critical features.
- The post is at the heart of the Inclusive Growth directorate in leading on development of all parts of the city, in particular new strategies to address the climate crisis that are inclusive and capable of delivering the route to net zero carbon as well as leading and managing the Route to Zero portfolio:
 - Overall management of the Route to Zero function
 - Overall management of the Route to Zero portfolio – across all City Council Directorates, commissioned partners and external organisations
 - To act as the main link on Route to Zero with Government, Combined Authority and other external partners including delivery partners and investors

Key Accountabilities:

- To support the Chief Executive, Elected Members and colleagues in translating strategic vision and priorities into delivery plans, monitoring their progress on a regular basis and outcomes achieved.
- To work closely with the Director – Inclusive Growth and with Council delivery departments/colleagues and external partners to shape and develop a coherent and prioritised Route to Zero Portfolio of investable projects/interventions and ensure that it is maintained and delivered effectively and efficiently.

-
- To provide strong professional and managerial leadership across the organisation, including setting clear objectives and measures, managing performance and resources, and assessing impact/risk.
 - To create a working environment where employees will flourish and deliver services within Birmingham City Council to the highest possible standard.
 - To develop/negotiate joint approaches to Route to Zero service planning and delivery in partnership with all the relevant internal and external services providers and regional and national bodies.
 - To develop and maintain positive and creative relationships with diverse stakeholders including elected members, council officers and other external agencies in order to maximise joint effort and pool resources wherever possible.
 - To develop a robust performance management system for the service to ensure all activities have clear business plans linked to council plans which direct staff objectives both within the service and across the Council.
 - To act as an ambassador for the Council, promoting and enhancing the authority's image, forming strategic alliances and developing effective working relationships on a local, regional and national basis.
 - To ensure the Council is equipped at all times and open to inspection/external assessment in order to maximise opportunities to learn and enhance outcomes and levels of achievement.
 - To ensure all employees, both within the portfolio and across the council, are developed and supported to enable them to reach required competencies to deliver services to both national and local standards through systematic and targeted performance management.
 - To lead and promote good employee relations through staff engagement and regular contact with Trade Union representatives at all levels.
 - To promote the Council's core values and equal opportunities with our communities and staff through personal example, open commitment and clear action.

- To develop a positive working environment encouraging active involvement of employees in shaping the development and co-production of services.
- To foster a cross Council culture by ensuring the overall vision, ethos and values are central to the use of resources through introduction, development and application of appropriate organisational development strategies and delivery plans.
- To lead empowerment of managers and staff to operate within a culture of accountability and shared responsibility for generating and delivering the best possible outcomes.

Key Results Areas:

- To lead work across the entire Route to Zero portfolio and its constituent programmes/projects. At the heart of this role is leading the Council's work on achieving carbon neutrality within its own operations and across the city.
- To engage internal partners within the Inclusive Growth Directorate, across all delivery functions and with partners right across the city, overseeing the design and delivery of Route to Zero projects and programmes, ensuring these are joined up and that delivery partners are held to account.

This work is enabled through the development, shaping, agreement and maintenance of the Route to Zero Portfolio and constituent projects and interventions agreed with delivery departments and a range of delivery partners. The Assistant Director ensures that Route to Zero Portfolio delivers against political priorities and manifesto commitments and that it is mandated, funded and integrated into the delivery plans agreed with operational delivery departments and other delivery partners.

- To work closely with Members in assessing the carbon reduction objectives of the city, both now and in the future, and address these and gain support and commitment for the Route to Zero Portfolio Working alongside Members, enabling them to understand their part in achieving agreed outcomes.
- To bring together policy, research, emerging solutions and best practice; including policy, strategy, new technology and new products and applying and adapting them for the local context. Keeping under review developments in tackling carbon emissions and ensuring that the Portfolio is regularly reviewed and updated to remain relevant.
- To commissioning delivery departments and other partners to develop and deliver defined projects. Ensuring the procurement of contracts and services to deliver defined projects are regularly reviewed, monitored and performance managed.

- To position Birmingham as a 'testbed' / hub for climate innovation to attract inward investment and green businesses.
- To act as the Council's core Route to Zero link. To lobby externally to attract public and private sector investment to the West Midlands and Birmingham City, ensure that regional inputs are made to the development of national strategies and policies and that Birmingham is seen at the vanguard of the zero-carbon agenda.
- To identify and secure funding from the public and private sector to implement transformative Route to Zero projects/interventions/solutions.
- To lead the establishment of the Route to Zero Investment and Development Team. [This Team may be in partnership with a university of other research and development function. This team will be established on a self-financing basis]. The Team will work with delivery departments, ensuring the wider work of the Council on climate change and the built environment aligns with Route to Zero.
- To work closely with executive and political colleagues within the Council (including for example the Route to Zero Advisory Group and Climate Change Task Force/ Climate Change Assembly) and with a wide range of partners including WMCA, Central Government Departments, Academia and Industry to deliver sustainable growth while reducing carbon emissions to net zero.

The Assistant Director performs a critical role in delivering the Council's Route to Zero ambitions in collaboration with external stakeholders including Government, WMCA, LEPs, TfWM, businesses, investors, academia, third sector etc. This is enabled through proactive engagement, joint working and an interventionist approach to stimulate, develop and deliver innovative solutions that tackle carbon emissions across the city region. In particular, the Assistant Director will work with partners to create a 'can do' culture, increase the city's profile and maximise investment in the city.

- To build on and make use of established local, regional, national and international networks to support Birmingham's net zero carbon objectives.
- To gain agreement by all parties to Route to Zero portfolio outcomes and performance monitor against these to ensure compliance, ensuring that performance is tracked, and remedial action is taken where necessary. To lead the annual reporting to Full Council on progress against the Route to Zero Action Plan and to lead updates to that Action Plan. Continuously managing, monitoring and evaluating the R20 portfolio to ensure it remains relevant, projects are delivered, and defined outcomes and targets are achieved.

Finance and Staffing Dimensions:

-
- To provide leadership and management to the Route to Zero Portfolio across the Council and in collaboration with external partners.
 - Overall management for Route to Zero project delivery team:
 - Route to Zero Wave 1 Projects – c.50 projects across 8 themes
 - Subsequent Route to Zero Projects – to be developed
 - To secure investment for the Route to Zero portfolio.
 - To be accountable for the effective management of the Route to Zero budget.

These duties are neither exclusive nor exhaustive and you may be expected to undertake duties and responsibilities, as directed by the Director – Inclusive Growth.

**Person Specification:****Job Title:** Assistant Director-Route to Net Zero Carbon**Requirements:** Evidenced by: **a:** application form **b:** test **c:** interview**Knowledge and Experience**

Technical	a	b	c
A relevant professional qualification or equivalent. Educated to degree standard with evidence of continuous professional development.	✓		
A thorough understanding of the statutory and regulatory framework which guides local government/ the public sector.	✓		✓
Experience of proven strategic leadership and consistent achievement as a senior leader in a broadly comparable environment.	✓		✓
Experience of leading significant programmes of corporate and transformational change and which has achieved significant outcomes and generated savings/revenues. Proven track record of execution. Experience in identifying, evaluating and shaping opportunities and managing programme portfolios.	✓		✓
Experience delivering best value through innovative, integrated, client and community focused service provision whilst promoting equal opportunities.	✓		✓
Experience in developing effective working relationships with diverse stakeholders and operating and negotiating with outside agencies	✓		✓
Experience of strategic management and achieving sustainable improvements, with the ability to translate strategic objectives into projects/programmes and delivery plans.	✓		✓
Experience in a senior role with a track record of delivering outcomes in a local authority or equivalent organisation, complemented by relevant experience in transformation delivery / route to zero	✓		✓
Experience of effective budget management at a high level and accountability for strict monitoring and best use of resources.	✓		✓
Experience of applying commercial and business acumen, exploiting new opportunities to achieve output related change and an outward customer facing and community focus. This will include experience of creating new sources of income and securing major funding from public and private sources. Substantial commercial experience in engaging and negotiating with public and private sector investors and managing commissions/contracts to secure agreed outcomes.	✓		✓
Experience and ability to use ICT tools to a basic standard (e.g. Word/ Excel/ PowerPoint), Outlook, Blackberry (or other smart phone), PC/Laptop, other ICT systems etc.)	✓	✓	
Extensive experience at a senior management level of addressing climate change and delivering strategic transformation programmes/ portfolio	✓		✓
Detailed practical understanding of Route to Zero opportunities across a range of disciplines and its transition into implementation. Leading the design, consultation and funding activities necessary to implement transformative interventions.	✓		✓
Experience of successfully managing accountabilities in relation to major funding programmes.	✓		✓
Successful and demonstrable work with diverse communities.	✓		✓

Experience of working closely with elected members and multi-agency partnerships. Excellent stakeholder management and relationship management skills. Ability to work effectively in political environment. Able to challenge stakeholders whilst maintaining excellent relationships.	✓		✓
Experience of managing and controlling substantial budgets, including the negotiation of funding arrangements with external agencies. Substantial commercial experience in engaging and negotiating with public and private sector investors and managing commissions/contracts to secure agreed outcomes	✓		✓
Experience of forming and playing a major role in partnerships, particularly with the private sector.	✓		✓
Leading climate change strategies and delivery of action plans	✓	✓	
Integrating climate action ambitions across Council/organisation departments as a cross-cutting theme, particularly in respect to the delivery of housing, place shaping, energy, transport and economic growth.	✓	✓	
Leading the design, consultation and funding activities necessary to ensure the delivery of meaningful climate change interventions to achieve carbon neutral councils and cities	✓	✓	
Knowledge of best practice of climate action activities such as green transport/energy/housing/local economic growth	✓	✓	

Competency Framework

Authentic: Sets vision and team direction <i>Enterprising and performing</i>			
Achieving personal work goals and objectives Demonstrates personal strengths in pride and growth; accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities; targets resources on key priorities and outcomes		✓	✓
Entrepreneurial and commercial thinking Demonstrates personal strengths in improvement and prevention, as well as commercial and business acumen; keeps up to date with competitor information and market trends, maintains awareness of developments in the organisational structure and politics; tenacious drive for continuous improvement, demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.		✓	✓
Creating and conceptualising - formulating strategies and concepts; Demonstrates a strength in strategic awareness; Works strategically to realise organisational goals; demonstrates creativity, initiative, resourcefulness and resilience, sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.		✓	✓
Enabling: Develops great staff teams <i>Supporting and co-operating</i>			
Adhering to values and behaviours Demonstrates strong moral compass; upholds public service ethics and values; and demonstrates integrity; promotes and defends equal opportunities, has a personal and professional commitment to trust, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.		✓	✓
Leading and supervising Demonstrates a strength in acting as a catalyst; a strong leader with energy, flair, resilience and credibility; provides others with a clear direction; inspires, leads, motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour and tackles underperformance sensitively and effectively.		✓	✓
Collaborative: Builds great relationships and partnerships <i>Interacting and presenting</i>			
Relating and networking Demonstrates a strength in rapport building; easily establishes good relationships with diverse stakeholders including elected members, customers, staff and partners; communicates well with people at all levels, including members, partners and trade union representatives; builds wide and effective networks of contacts.		✓	✓
Persuading and influencing Demonstrates a strength in persuasion; gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others to maximise opportunities.		✓	✓
Resourceful: Weaves resources to add value to outcomes <i>Adapting and coping</i>			
Adapting and responding to change		✓	✓

Demonstrates strong personal strengths in resilience, bounce back and reconfiguration; maintains a positive outlook; adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; remains calm and focussed; shows an interest in new experiences and challenges; handles criticism well and responds appropriately.			
<p>Determining and initiating action</p> <p>Demonstrates a strength in judgement and personal responsibility; takes responsibility for actions, projects and people; works under own initiative; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks and sees ideas through to delivery, basing decisions on evidence.</p>		✓	✓

Role Title		Route to Net Zero Portfolio Manager
Term of Contract	Permanent Full-time	
Assumed Start Date	1 st January 2022	
Reporting to	Assistant Director-Route to Net Zero Carbon	
Responsibilities	<p>The Portfolio Manager will support the overall status and delivery of Route to Zero. This involves supporting the project and programme governance for the delivery of all projects, including continuous opportunity analyses, project prioritisation and reporting status against Critical Success Factors. The PM will be responsible for the successful delivery of the Route to Zero Portfolio by developing, planning and coordinating a number of significant programmes and enabling projects. The PM will support the Assistant Director in the recruitment process of a new Route to Zero Team and ultimately manage the team on a daily basis.</p>	
Core Skills	<p>We are looking to recruit an experienced and/or qualified Portfolio Manager and who has a good understanding of Portfolio Management methodologies. You will understand the value in applying discipline to the planning and delivery of programmes and projects to ensure they are delivered to Time, Cost and Quality. The ideal candidate has extensive experience managing climate change-related projects and/or programmes and/or portfolios for several years and has the following skills and experience:</p> <ul style="list-style-type: none"> • Significant experience within a similar environment working on portfolio definition and development • Expert knowledge of the project, programme and change management lifecycle and the key stages within it • Track record in proactively engaging and driving change to improve the overall quality of service and practice • Excellent stakeholder management skills • Able to challenge stakeholders whilst maintaining excellent relationships • Excellent communicator • Strong leadership experience • Experience in leading and working closely with business/project/programme leaders • Capable of managing a diverse workload and prioritising work to meet business. 	
Desired Skills	<p>Knowledge and implementation of Climate Change projects</p> <p>Technical knowledge of projects that will reduce Council carbon emissions</p>	
Grade level	6	
Salary	<p>£44,863 - £56,075</p> <p>Max gross pa £82,452</p>	

Principal Route to Net Zero Carbon Finance and Bid Manager	
Role Title	
Term of Contract	Permanent Full-time
Assumed Start Date	1 st January 2022
Reporting to	Assistant Director – Route to Net Zero Carbon
Responsibilities	The Finance and Bid Manager will be creative in identifying funding opportunities for Route to Zero. They will prepare winning bids, whilst taking ownership of the end-to-end bid process. The Finance and Bid Manager will be responsible for managing an opportunity from qualification through to contract award, including strategy development, commercial considerations, procurement, partner identification, risk management and contract management. Responsibilities include the introduction and implementation of all necessary bid procedures, governance, and processes.
Core Skills	<p>Bid management from opportunity identification through to project delivery, and will provide valuable input into opportunity qualification, strategies, commercial discussions, and project design.</p> <p>Sound commercial understanding, and risk management skills.</p> <p>Has the ability to manage complex, multi-workstream opportunities.</p> <p>Solid understanding and implementation of internal governance procedures.</p> <p>Experience preparing and promoting compelling bids for funding</p> <p>Have proven and substantial experience of successfully securing funding, ideally for climate change related opportunities.</p> <p>Managed private and public funding contracts</p> <p>Funding partner engagement</p>
Desired Skills	<p>Ideally has a background in sustainability programmes</p> <p>Have proven and substantial experience of successfully securing funding, ideally for climate change related opportunities.</p> <p>As an expert, they'll be able to identify the specialist input required to get strong results linked to sustainability, green economy and inclusive growth.</p>
Grade level	5
Salary	£ 35,745- £43,857 Max gross pa: £64,222

Role Title	Principal Route to Net Zero Carbon Portfolio Officer
Term of Contract	Permanent Full-time
Assumed Start Date	1 st January 2022
Reporting to	Route to Net Zero Portfolio Manager
Responsibilities	The Principal Route to Zero Net Zero Carbon Principal Officer will support the team in developing and delivering a long-term portfolio of programmes/ projects to support BCC in achieving their climate action commitments. They will work with teams throughout the organisation along with external stakeholders. Their technical knowledge will help to provide advice and identify and prioritise opportunities for carbon and cost reduction. They will also keep abreast of innovation
Core Skills	Experience developing sound investable business cases Focus on results Project management skills Experience bringing projects through to delivery Experience of working in a large organisation, and successfully delivering
Desired Skills	Experience embedding a proactive approach to carbon emissions management/ reduction across organisations Professional background in climate change action, energy management, organisational travel and fleet, waste management, natural environment or other relevant areas
Grade level	5
Salary	£ 35,745- £43,857 Max gross pa: £64,222

Role Title	Principal Route to Net Zero Carbon Behavioral Change and Engagement Officer
Term of Contract	Permanent Full-time
Assumed Start Date	1 st January 2022
Reporting to	Assistant Director - Route to Net Zero Carbon
Responsibilities	The role is key in helping to develop and manage a programme of behavioral change and to-ordinate communications and engagement activity from across the portfolio, ensuring internal and external stakeholders are kept informed about key milestones and ongoing work. The Officer will also develop eye-catching and engaging content for a range of print and digital channels to help generate excitement for the portfolio activities, encourage participation by residents, businesses and industry as well as delivering all communication campaigns and consultations.
Core Skills	We are looking for an experienced communications and engagement officer with all-round skills to build positive relationships with a range of stakeholders both internally amongst staff, members and senior management, and externally amongst resident, local business, community and industry groups. The candidate should have experience in shaing behavioral change programmers, preferably relating to carbon emissions reduction. The ideal candidate will be results driven, highly organised with an understanding of stakeholder engagement and the importance of tailoring the right message to the right audience. They will also have the creativity and technical skills to develop effective, targeted content for a range of digital and print channels.
Desired Skills	The ideal candidate will have experience working on climate change/ energy/ air quality or similar projects.
Grade level	5
Salary	£ 35,745- £43,857 Max gross pa: £64,222

Role Title	Route to Net Zero Carbon Assistant Portfolio Officer
Term of Contract	Permanent Full-time
Assumed Start Date	1 st January 2022
Reporting to	Principal Route to Net Zero Carbon Portfolio Officer
Responsibilities	To support the team through a period of development and change, with an ultimate aim of operating slick and efficient processes, and projects whilst

	<p>providing the best service to the Council's customers, residents and businesses. The Route to Net Zero Carbon Assistant Portfolio Officer will be responsible for providing effective quality assurance support and expertise to the Organisation on all aspects of the Portfolio and its programme & project lifecycles whilst supporting the team in delivering digital and technology change. The postholder will be responsible for setting up the programme of regular meetings, managing agendas and ensuring that information is circulated on time.</p>
Core Skills	<p>Providing effective quality assurance support</p> <p>Data analysis support to large organisations, and ideally climate change teams</p> <p>Produce reports & dashboards using various software / data systems to access & generate information.</p> <p>Support project governance processes, ensuring standardisation of all project documentation and effective management of project progress.</p> <p>Contract and supplier management of external technical and data consultants</p>
Desired Skills	Data analysis support to climate change teams in large organisations
Grade level	3
Salary	<p>£20,344 - £26,317</p> <p>Max annual cost £39,133</p>

Appendix 5 – Risk Register

Risk category	Risk description	Date raised	Owner	Mitigation action	Proximity	Current risk assessment		
						5 – Very high, 4 – High, 3 – Significant, 2 – Low, 1 – Very Low		
						Impact	Likelihood	Score
Political	Stakeholders: risk that BCC stakeholders are insufficiently informed of R20 programme, Wave 1 projects and work plan for 2021-22	29/03/2021	Ian MacLeod / Maria Dunn	- Stakeholders will be identified and engaged to ensure alignment on outcomes and targets from April	3	3	3	9
Professional / Managerial	Programme/Theme & Project Leadership: Poorly defined and executed leadership and governance for the R20 programme/themes/projects	29/03/2021	Ian MacLeod / Maria Dunn	- BCC to appoint a political lead and executive lead for each thematic area, and ensure that each project has as a minimum an SRO appointed -R20 Programme Board to be established -Weekly R20 Team meetings -Regular briefings between R20 Team and Director for Inclusive Growth	4	5	5	25
Professional / Managerial	Resources: insufficient capacity within BCC to support the R20 work plan in 2021-22 including Wave 1 project delivery; identification, evaluation, prioritisation of Wave 2 etc; engagement with external partners	29/03/2021	Ian MacLeod / Maria Dunn	Resourcing capacity for Wave 1 projects to be confirmed - R20 team recruitment process -AD post creation approved by Director Inclusive Growth; continue job evaluation and recruitment - Risks to R20 portfolio forward resourcing will	4	3	4	12

				be flagged and requisite amends made to the proposed R20 team.				
Professional / Managerial	R20 Project Evaluation / Prioritisation: availability of core baselining and target carbon zero data/information by BCC officers	29/03/2021		Iterative evaluation process to develop requisite detail / information - ICC research / review of benefits and 'proxy' measures - Collection and collation of data by project will be a key consideration during project delivery and project evaluation	4	5	5	25
Professional / Managerial	R20 Governance: programme board to be established; align programme governance with BCC officer and political governance	29/03/2021	Ian MacLeod / Maria Dunn	- Director Inclusive Growth to establish programme board and interfaces to other governance forums	4	3	3	9
Professional / Managerial	Buildings Retrofit: Strategy and projects to be confirmed. It is unclear what projects/initiatives are in place to deal with retrofit for Council Buildings (incl. schools etc); Commercial Buildings	29/03/2021	Maria Dunn / Housing Team	- Discussion with Housing Officers on retrofit - Retrofit projects to be supported by R20 programme - Thermal Impact / Energy Efficiency Letter of Engagement to be signed in order for Panacea to progress work - Martin Tolley to confirm action on PV Solar proposal and Community Heating proposal	4	4	4	16
Professional / Managerial	Natural Environment: West Midlands National Park concept delayed to Wave 2 projects	29/03/2021	Simon Delahunt y-Forrest	- Ensure programme is considered in future phases	4	2	2	4
Professional / Managerial	EV Chargers - Failure of securing planning approval for EV charger installations across the city	29/03/2021	Sylvia Broadley	Thorough management of the planning approvals process (TOR, consultations, site design, enforcement)	4	5	3	15

Professional / Managerial	Behaviour Change theme: Wave 1 projects do not explicitly address Council-wide behaviour change	29/03/2021	Tracy Kirton	-A strategy and group need to be reactivated	4	4	4	16
Professional / Managerial	New Build: Scope to increase carbon savings by embedding carbon reduction within all aspects of commissioning and procurement activities including construction supply chain	29/03/2021	Bali Paddock	Prioritise introduction of category management in commissioning and procurement	3	4	4	16
Professional / Managerial	New Build: Passivhaus Pilot cost benefit report will be delivered in 2024 upon completion. There is a risk that time is being spent obtaining data which could be obtained from pilots already completed or close to completion on other LA's	29/03/2021	Bali Paddock	<ul style="list-style-type: none"> - Continue to liaise with BCC team to understand what additional information can be obtained from pilots that is not available from existing projects. - Potential that additional benefits are the key driver for pilots rather than carbon reduction 	1	3	3	9
Professional / Managerial	Waste: BCC waste team are unavailable to provide plan milestone scheduling and information on CO2e data and project financial data in support of Wave 1 waste projects	29/03/2021	Darren Share	Continue efforts to liaise with Waste team to secure contributions and data - conscious of current confidential procurement process	5	3	3	9
Environmental	Scale of R20 portfolio: ability to demonstrate reduction in carbon emissions across the portfolio	29/03/2021	Ian MacLeod / Maria Dunn	<ul style="list-style-type: none"> - Stakeholders have been identified and engaged - Information will be collected in an iterative process - Project reviews will interrogate the data collected in order to ensure information 	4	4	4	16

				provided is reliably sourced - Engagement with external partners required to develop next wave R20 projects				
Social	Transport - Birmingham won't meet its carbon targets: BCC has influence over city transportation but needs to play a much stronger influencing role than they currently are (business, residents)	29/03/2021	Ian MacLeod / Maria Dunn	Implement R20 Communications Strategy, proactive engagement with partners (incl. schools, GBSLEP, TfWM)	2	5	5	25
Financial	Financial: Failure to secure fair share of government funding and secure private sector investment to progress R20 projects/initiatives	29/03/2021	Ian MacLeod / Maria Dunn	- National policy and economic statements will continually be reviewed and their impact on the programme assessed	3	3	3	9
Financial	Financial: economic outlook/volatility in economic markets impacts appetite of private sector to invest	29/03/2021	Ian MacLeod / Maria Dunn	- Economic outlook and market data will continually be reviewed against potential impacts on programme	3	3	3	9
Professional / Managerial	Resources: risk that BCC is not able to attract the skilled and experienced resources required for the R20 team	29/03/2021	Ian MacLeod / Maria Dunn	Staff recruitment process will continually be reviewed to ensure that role requirements are being fulfilled by those shortlisted - Where required alternative arrangements (e.g. interim role/ contract role) will be explored to ensure a wide pool of candidates	3	4	3	12
Partnership/ Contractual	Scale of R20 portfolio: Risk that stakeholders are not fully brought into the rationale for and the identified R20 portfolio	29/03/2021	Ian MacLeod / Maria Dunn	- Stakeholders will continue to be identified and engaged - Project reviews will interrogate the data collected in order to ensure information provided is reliably sourced - Partnership working within working groups,	4	4	3	12

				including external and internal stakeholders, will be encouraged and explored				
Professional / Managerial	Resources: To progress exploring the scalability of the 5 identified targeted opportunities (EV Charging, District Heat Scheme, Procurement, Energiesprong, Low Emission Bus) BCC need to prioritise and allocate skilled resources	29/03/2021	Ian MacLeod / Maria Dunn	Candidates with the required skills and capacity based, on the scope of work and target deliverables, will be identified and appointed for each targeted opportunity	4	5	5	25

