

CLASP Pathway – Identification of case studies and resources to support local authority activity in delivering NI 186



4NW

Final Report

September 2009

Quality Assurance

| | | |
|--|----------------------|---------------------|
| CONFIDENTIALITY (Confidential or not confidential): | | CONFIDENTIAL |
| Project Name: | CLASP Pathway | |
| Project Number: | CLASP 1 | |

Quantum Strategy & Technology Limited has internal quality policies based on the systems used by two major UK energy & environmental consultancies. These are both registered with BS Quality Assurance Limited as compliant with BS EN ISO 9001. Once formalised the Quantum systems will be submitted for similar registration. In the meantime all work conducted by Quantum and its subcontractors is carried out in accordance with these in-house procedures and documentation systems.

| UNIT APPROVAL | Name | Date |
|----------------------|-------------------------------|-------------|
| WRITTEN BY: | Louise Marix Evans | 21 May 09 |
| ISSUED BY: | Quantum Strategy & Technology | |
| APPROVED BY: | Gill Fenna | |

Revision History Records

| Revision | Date | Creation / Update summary |
|-----------------|-------------|----------------------------------|
| R0 | | |
| R1 | | |

Quantum Strategy & Technology

Station House
Stamford New Road
Altrincham
Cheshire
WA14 1EP

Tel (Office): +44 (0) 161 924 2388
Tel (Mobile): +44 (0) 7870 193053
Fax: +44 (0) 161 924 2389
Email: gill.fenna@quantumst.co.uk

Contents

| | | |
|----------|--|-----------|
| 1 | INTRODUCTION | 1 |
| 2 | PROJECT SUMMARY AND RESULTS..... | 2 |
| 2.1 | ACTIVITY SCOPING & MAPPING | 2 |
| 2.2 | CONSULTATION WITH NORTH WEST LOCAL AUTHORITIES..... | 2 |
| 3 | CONSULTATION RESULTS..... | 4 |
| 3.1 | PROGRESS ON NI 186, PROBLEMS AND SUCCESSES..... | 4 |
| 3.2 | CAPACITY TO DELIVER NI 186..... | 4 |
| 3.3 | PRIORITY ACTIVITY AREAS FOR SUPPORT..... | 5 |
| 3.4 | EST/PRACTICAL HELP FEEDBACK..... | 7 |
| 3.5 | SUMMARY OF CONSULTATION STAGE..... | 7 |
| 4 | PROPOSED BRIEFING SUBJECT AREAS..... | 8 |
| 4.1 | GREATEST HITS TO TACKLE CLIMATE CHANGE BRIEFING SERIES | 8 |
| 4.2 | FINAL BRIEFINGS PRODUCED | 9 |
| 4.3 | FEEDBACK AND USE OF BRIEFINGS | 9 |
| 4.4 | ADDITIONAL SUPPORT FROM CLASP PROGRAMME | 10 |
| 5 | CONCLUSION | 13 |
| | APPENDIX 1 – LOCAL AUTHORITY READINESS | 1 |
| | APPENDIX 2. LIST OF PEOPLE CONSULTED..... | 1 |
| | APPENDIX 3. LIST OF PEOPLE CONSULTED/CONTRIBUTING TO BRIEFINGS AND CASE STUDIES | 3 |

1 Introduction

The CLASP Programme aims to provide support to Local Authorities and Local Strategic Partnerships (LSPs) in reducing CO2 emissions from their own estate and wider local areas, and particularly in meeting the requirements of national indicators 185, 186 and 188.

The Pathway project focused on NI186 and was intended to provide approximately 10 briefing documents with related case studies on the priority areas for action identified by the North West Local Authorities. Other support needed and an indication of how local authorities are progressing were also fed back to CLASP during the project period. The project was intended to run from January – March 2009 but due to the complexity of the subjects of the briefings and the difficulty getting hold of people for case studies during year end (March) the final 10 documents were not completed until mid-May. These were distributed to all local authority contacts by email and were publicised in the CLASP newsletter.

Fifteen of the 22 (23 following LGR in Cheshire) unitary or county LSPs have signed up to NI 186 and within Lancashire and Cumbria a further 18 District Councils, most with their own LSPs will be expected to contribute the delivery of their county targets. Many of these LSPs are just in the first stages of organising to deliver on the targets and there is a recognised need for assistance with both the process and the actions that will be needed.

The Pathway project is closely linked to the complementary project to provide climate change briefings to LSPs in order to provide further assistance to them in understanding climate change indicator requirements and the actions and processes necessary to meet them.

This final report details the stages of the Pathway project from research and consultation to the publication of the briefing documents and gives further suggestions for CLASP support.

2 Project Summary and Results

2.1 Activity Scoping & Mapping

The first task was to identify a range of broad activity areas that local authorities and LSPs could or should address when acting to reduce per capita CO₂ emissions in their area.

The activities were drawn from a range of sources and initiatives including:

- Defra research report *Analysis to support climate change indicators for local authorities*, April 08;
- The URS *Assessment of Potential Carbon Savings Achievable in the North West Region by 2050*, October 08;
- BERR *Energy Measures Report*, September 07;
- Nottingham Declaration/EST resources;
- Business sector actions recommended by the Carbon Trust & ENWORKS;
- Grassroots approaches including Transition Towns and Carbon Action Groups;
- Forum for the Future's i-team work with Kirklees and St Helens on climate change (the results of this were too late for inclusion and did not provide particularly innovative results);
- Audit Commission study into domestic actions (discussion by telephone, the AC never provided further information).

The activity areas were categorised into the DECC-defined areas Industrial/Commercial, Domestic and Transport and an additional area was added; Cross-cutting issues. These were put into a mind map format. Where resources/support were obvious these were also mapped onto the activity maps, however, these were not exhaustively researched at this stage. (See separate document – Activity Areas)

The activity maps were reviewed by Gill Fenna and Steve Glynn and some were prioritised as actions of high impact for carbon reduction.

2.2 Consultation with North West local authorities

In order to consult on priority areas for support, two focus group workshops were arranged. All the local authority contacts from the Quantum and 4NW sustainability/environment contact lists were invited by email. Other partners and agencies including the sub-regional coordinators were also invited. Where those contacted could not attend, they were invited to suggest a suitable time for a telephone conversation. Workshops were arranged at venues that reduced the need for travel for the maximum number of people attending. The consultation was also promoted in the CLASP e-newsletter.

On 27 January a workshop was held in Warrington (Friends Meeting House) for unitary authorities from Greater Manchester, Cheshire and Merseyside. Eighteen people attended (17 from local authorities and one from Cheshire Low Carbon/Energy Projects Plus) along with Ailsa Gibson of 4NW.

On 28 January a workshop was held in Preston (hosted by Lancashire County Council) for local authorities from Lancashire and Cumbria, including the two unitary authorities of Blackburn with Darwen and Blackpool, the two County Councils and the District Councils. Fourteen people attended (13 from local authorities and one from community group LESS in Lancaster). Ailsa Gibson also attended this workshop.

The workshops lasted two hours each and covered:

- Introduction and update to the programme and to NI 186;
- Update on where authorities are up to in readiness to tackle NI 186; problems and things they're doing well on;

- Discussion on capacity to deliver NI 186;
- An exercise looking at the Activity Maps to: add missing activities; indicate case study examples; prioritise areas for support (using sticky dots);
- Discussion on the type and format of support to be provided to local authorities and in LSP briefings;
- Next steps.

Nine other officers/sub-regional co-ordinator were interviewed either in person or through telephone conversations. The EST was approached in order to identify the type of questions that they receive on a regular basis from North West local authorities and they sent information on this. Feedback was also received from Natural England.

3 Consultation Results

3.1 Progress on NI 186, problems and successes

In order to get a rough idea of progress against the indicator, local authorities attending the workshops were asked to rate themselves on readiness to tackle NI 186 ranging from 1 – 5 (five being totally prepared and resourced); most authorities rated themselves at level 2.

| Readiness Rating | 1 | 2 | 3 | 4 | 5 |
|---|------------------|----|---|---|---|
| Number of LAs rating themselves at this level | 3 (put 1 – 2) | 14 | 7 | 2 | 0 |

This is not surprising given that many are just starting to tackle this, and the indicator has only been relatively recently adopted.

Each LA also listed their main problems and identified areas that they are doing well. Some authorities' problems are issues that are listed as strengths by other authorities highlighting the importance of networking contacts to provide peer support.

| Problems | What we're doing well at |
|---|---|
| Measuring progress/impact or quantifying CO2 savings from actions | Delivery plan in place |
| Lack of guidance about what is good performance | HECA / Affordable warmth / household sector |
| Lack of staff and financial resources | EST One to one support / dedicated budget |
| Low profile or lack of buy in with LSP and/or leadership | Good buy in from leadership / LSP working |
| Engagement with partners | Partnership work for HECA / with university / with community groups |
| Lack of coordination | |
| Tackling industry / business emissions | Partnerships with Groundwork/ Environment Business Clubs/ ENWORKS |
| Transport/ LTPs which plan for expansion of traffic | LTP |
| Conflict with economic growth agenda | Linking with sustainable communities plan |

For full list of feedback from the workshops see Appendix 1

3.2 Capacity to deliver NI 186

The discussion about capacity to deliver NI 186 reflected some of the problems identified above, including a strong emphasis on the lack of understanding of what exactly local authorities/LSPs need to produce to demonstrate progress, since their emissions are measured centrally and reporting is not clear. This lack of clear guidance is making it difficult to make a strong case for resources. There is an emphasis on numbers amongst

performance teams and the lack of reporting format is a barrier. Full CAA guidance is still not available in September 2009 and remains a problem.

GONW made clear they wish to see plans, challenging but achievable targets, and community and partner engagement, so this should be initially treated as a process indicator. However, concerns were raised about how DECC and CAA will take actions into account.

The main barriers discussed were;

1. Lack of information on which actions will produce the biggest impacts.
2. The difficulty of calculating CO2 emissions savings related to different actions. There was a concern that different authorities might use different approaches to these calculations and that a regional approach may be useful. There were also concerns that the continuous reporting makes it hard to do any work and the re-issue of the baseline reduced trust in the figures.
3. Lack of an example of a good plan: some councils such as Cumbria County and Manchester City have produced NI186 plans but there is potential for much re-inventing of the wheel without central guidance.
4. The lack of engagement by LSPs and lack of coordination across different service areas. The perceived conflict between acting on climate change and promoting economic development was also a tension.
5. Regional or cross-boundary coordination with business support networks like ENWORKS, and partners such as the NHS or PCTs to avoid this contact being duplicated by every LSP.
6. Means of influencing other actors such as housing associations, private business was difficult.
7. The fact that action needs to happen on a vastly increased scale was also a concern - it needs more money, more activity, more people.

Identifying the 'Greatest Hits' was seen as key, in terms of understanding where to put the investment for the greatest carbon savings. It was also noted that some of the 'greatest hits' are not particularly attractive since they do not meet other targets such as job creation.

3.3 Priority Activity Areas for Support

The following activity areas were identified as priorities by both workshops: where the district council priorities differ from the unitary priorities this has been noted in italics. The numbers denote the votes each received.

Cross-cutting

- 16 Committed senior public sector leadership across LSP members
- 10 Staffing in place to manage, promote and deliver
- 9 Active engagement by thematic groups in LSP (don't just leave the delivery to the environment sub group)
- 8 Demonstration of how NI 186 actions deliver on other key targets (additional benefits)
- 7 Carbon budget on all council decisions/activities
- 5 Staff training

Domestic (*district council priorities – insulation take up; planning and building regulations enforcement*)

- 6 Increase micro generation
- 6 Strong planning enforcement and building regulations enforcement
- 4 Insulation Maximise take up

4 Low carbon LDF

Industry & Commerce

- 7 Support and encouragement for new sustainable businesses developing in response to recession
- 6 Encourage private sector companies providing audit, supply, energy efficiency fittings, DIY and micro-generation for the able to pay
- 5 Research renewable/micro generation sites and opportunities and funding/support
- 5 Understanding economic development policy impact on emissions
- 5 Put in low carbon energy infrastructure – LDF to encourage and smooth way for renewables
- 5 Energy efficiency supported in SMEs
- 5 Audit what businesses are emitting how much (James Noakes from Wigan knows how to do this with middle layer superoutput area data; Rochdale doing it via Groundwork)
- 4 Promote installation of renewable energy on site/off site

Industry and Commerce Public Sector

- 10 Communicate benefits of public sector actions to influence private sector and demonstrate leadership
- 8 Set up revolving loan scheme to fund investment in public sector energy efficiency and renewables
- 5 Energy efficiency / lifecycle costs product policy
- 4 All public sector do Carbon Mgt Programme or equivalent programmes

Transport (*districts keen on eco-driver / smart driver training and community travel planning*)

- 5 Do community travel planning
- 4 Grey fleet management (n.b. EST programme on this)
- 4 Car user policy rewards fuel efficient cars (e.g. Vale Royal)
- 4 10 year LTP should enable emissions reduction

It is not surprising that the bulk of support needs are in the areas of Industry and Commerce and Transport as well as Cross Cutting areas focusing on leadership, vision and buy in across the LSP since local authorities have been working on the domestic sector for many years. In fact it's reassuring that the workshops did not identify the domestic sector as a priority for support.

Top 11 Hits

- 16 Committed senior public sector leadership across LSP members (*cross cutting*)
- 10 Staffing in place to manage, promote and deliver (*cross cutting*)
- 10 Communicate benefits of public sector actions to influence private sector and demonstrate leadership (*industry & commerce public sector*)
- 9 Active engagement by thematic groups in LSP (don't just leave the delivery to the environment sub group) (*cross cutting*)
- 8 Set up revolving loan scheme to fund investment in public sector energy efficiency and renewables (*industry & commerce public sector*)
- 8 Demonstration of how NI 186 actions deliver on other key targets (additional benefits) (*cross cutting*)
- 7 Carbon budget on all council decisions/activities (*cross cutting*)

- 7 Support and encouragement for new sustainable businesses developing in response to recession (*Industry & commerce*)
- 6 Encourage private sector companies providing audit, supply, energy efficiency fittings, DIY and micro-generation for the able to pay (*Industry & commerce*)
- 6 Increase micro generation (*domestic*)
- 6 Strong planning enforcement and building regulations enforcement (*domestic*)

3.4 EST/Practical Help feedback

At the suggestion of Adam Hackett in Oldham, we contacted the EST to ask whether they received a lot of duplicate queries from local authorities in the North West. They provided a list of queries received during the current financial year.

The list includes a very wide range of queries including:

- Requests for leaflets/speakers/presentations on specific initiatives
- Guidance on NI 186 reporting
- Detail on CO2 emissions calculations (including sources for EST published savings related to appliances/actions)
- Requests for key activities to reduce CO2 emissions
- Very specific technical questions (eg air pumps, vehicles, light bulbs, planning etc)
- Nottingham Declaration
- What kind of support EST can provide to local authorities

EST also provided a summary of questions to Defra received at a NI 185/186 workshop at GONW in September 08 – these questions were mostly reiterated during our consultation. They related to clarity on the target, reporting and actions needed; what is needed in a delivery plan and examples of actions that can be taken by all, as well as a collection of good practice.

3.5 Summary of consultation stage

There was a strong demand for external high level spoken briefings for leaders in LSPs (and for the Pennine Lancashire Leaders and Executives Group) to both inspire and scare the LSPs into action. Key issues to focus on included demonstrating how economic development and social issues can be tackled through low carbon approaches. Information on what LSPs need to do is also needed. This aspect of the required support will be delivered through the LSP Engagement Briefings.

There was a very strong demand for a list of what works and what order to do it in. Value for money and calculating CO2 emissions reductions were also important. Other key issues included how to engage business, how to manage economic development with low emissions, how to tackle transport emissions, planning and building regulation compliance and enforcement (and LDF), while other issues raised included revolving loan funds and community travel planning.

The issue of communications was high, and the skills to convince others that tackling climate change helps meet their targets need fostering.

While officers did not want a lot more written materials, they did want this information, and the best way to provide some of it is through short written briefing documents. They also wanted events or information targeted at specific roles, such as planners, facilities managers etc.

An additional request was for a regional or sub-regional approach to programmes such as ENWORKS the Carbon Trust, EST, CERT etc to clarify the local contribution of these programmes towards individual NI186 targets and advice on how to maximise the impact of these programmes.

4 Proposed Briefing Subject Areas

4.1 Greatest Hits to tackle climate change briefing series

Based on the results of the consultation, the following written briefings were proposed.

The format of the briefings was discussed so that they linked with the CLASP website and were accessible. We suggested emailing briefings out to each authority as well. The briefings aimed to use the language of the likely target that officers are seeking to influence, using Futerra's *Words that Sell* as a guide for example. We aimed to use the language of the Sustainable Communities Strategies so it resonated with the target audiences. This will embed a communications approach into each document.

1. Greatest Hits for District LSPs

This is a prioritised list of the best CO2 emissions savings projects at district council level, based on the greatest potential CO2 savings in areas that the districts have control or significant influence over. It can be used as a checklist and it will have information on resources, guidance, partners. It will be a vertical version of some of the activity maps.

2. Greatest Hits for Unitary LSPs

As above, but aimed at activities relevant for unitary authorities.

3. Quantifying the Savings

This will provide information on how to go about calculating CO2 emissions savings resulting from initiatives or projects. It will provide some key savings linked to the Greatest Hits list, along with some value for money information.

4. Greatest Hits for Low Carbon Economic Development

Integrating climate change into economic regeneration, including financing, Stern/Mini-Stern facts, investment information, case studies (including Manchester City Council).

5. Greatest Hits for Transport

Creating a practical low-carbon LTP, making a convincing case for transport staff, identifying where money may be available, greatest hits (short and long term) and case studies.

6. Greatest Hits in Planning & Building Regulations Compliance & Enforcement

Low carbon LDF, making it happen, what can you do within planning and building regulations, working with developers, and case studies.

7. Your Top 10 is my Top 10 – Communicating how climate change targets meet other targets

Communicating so other people achieve NI 186 within their targets; matrix of where targets complement one another and link; the phrases and language needed to make the case to shift climate change action out of the sustainability unit into the mainstream and over to partners.

8. Greatest Hits for Engaging with Business

How to know which businesses to target, who to work with, how to approach large, medium and small businesses, what services exist to help them, what language to use, facts and figures, case studies.

9. Greatest Hits to support Green Technologies Business Growth

This was seen as important but need to speak to Envirolink before confirming.

10. Greatest Hits in Community Travel Planning

"Soft" travel measures including travel planning for individuals, workplaces, communities and schools, with realistic costs and case studies.

11. Revolving Loan Funds

What they are, how they work, setting them up, what are the benefits? Useful for inside public sector, but also for communities/residents to access funding. Case studies (including Leicester Loan and Knowsley)

In addition to this, we proposed to update the activity maps and add further resources to these. There have been requests for them and they provide a good starting point.

The proposals were discussed and in February research and writing began.

4.2 Final Briefings Produced

During the extensive research and collection of case studies for the Briefings, the order of the subjects was moved round to a more logical sequence. Due to the Atkins study into the impact of Smarter Choices in the North West which was taking place for 4NW, the proposed briefing Greatest Hits in Community Travel Planning, was shelved pending the publication of the Atkins report which was due for June 2009 and which is now being considered by 4NW in mid-September. The proposed briefing on supporting green technologies business growth was dropped since it is such a specialised area supported by Envirolink.

The final published list of Briefings was as follows:

[No.1 Greatest Hits for Unitary LSPs](#)

[No.2 Greatest Hits for District LSPs](#)

[No.3 Your Top 10 is my Top 10 -Explaining how climate change targets meet other targets](#)

[No.4 Quantifying the Savings](#)

[No.5 Greatest Hits for Low Carbon Economic Development](#)

[No.6 Greatest Hits for Engaging with Business](#)

[No.7 Greatest Hits in Planning](#)

[No.8 Greatest Hits for Local Transport Plans](#)

[No.9 Greatest Hits for Revolving Loan Funds](#)

[No.10 The Whole NI 186 Picture](#)

The documents were colour coded and interlinked using colour coded titles to enable the reader to switch between them. The documents were produced as PDFs both as individual documents and a single PDF document containing all 10 briefings.

The process of writing and approving the briefings and case studies involved the support of a wide range of people, too numerous to list here (please see Appendix 3 for a fuller list of those who assisted). In particular, invaluable guidance was given by Geoff Gardner, Managing Consultant (Sustainable Transport), Highways & Transportation at ATKINS on the Local Transport Plans briefing, Sarah Longlands at CLES on the Low Carbon Economic Development briefing and Dan Hudson, Senior Planner at Lancaster City Council for the Planning briefing.

The process of research and collection of case studies provided invaluable material for use in the LSP climate change briefing sessions being delivered by Quantum in parallel with this project. The briefing documents were shared back with those who assisted in the research.

4.3 Feedback and Use of Briefings

Initial feedback on the briefings was enthusiastic and positive, much of it verbal from officers we spoke to on the telephone or at events.

Sally Kelling at Kirklees with whom the documents were shared commented that it "looks

like a really interesting and comprehensive piece of work, I have forwarded to the whole unit”.

The Ursus evaluation of CLASP has also highlighted the use of the briefings:

“NI 186 materials have been very well received. Many of the respondents have already read them and expected to find them very useful as an awareness raising tool for colleagues and LSP members and to advance work in areas such as transport, planning and business which are less advanced. The case studies are also seen as very useful and the links with other LA officers to discuss the practicalities of getting initiatives off the ground had already been followed up by a few LAs.”

The briefings are proving to be a very useful resource for the LSP Climate Change Briefings which we are delivering in the region. Recently briefing No.4 Quantifying the Savings has been referenced a lot in these sessions due to participants’ anxiety about measuring the impact of their activities and reporting on it.

4.4 Additional support from CLASP Programme

Our February 2009 interim report identified support requested from the CLASP Programme as follows:

- Information provided specific to particular job roles (not just within local authorities, but perhaps wider across public and private sector) such as facilities managers, planners, neighbourhood managers etc. This could be through occasional meetings/workshops (or clinics), establishing a web page on the CLASP website for a forum, establishing a googlegroup, alerts to such a group of relevant publications or events on the CLASP website. (Similar to the Energy Managers’ group).
- Region-wide workshops for practitioners in Transport and Economic Development, to promote the case for low carbon development.
- Links to the NW Climate Change Map case studies – these need to link more closely to the Greatest Hits work, and updates and new case studies should be encouraged to be added.
- Possible toolkit approach to NI 186 and the activity areas.
- High-level leadership marketing to promote action on climate change to and beyond LA leaders across public and private sector.

In April 2009 we provided further ideas based on feedback received during the local authority consultation for the CLASP Pathway project and identified the following types of support that would be useful in enabling LSPs to better deliver NI 186:

1. **Demonstrating Leadership** – showing business and public sector leaders the benefits of addressing climate change through different routes – whether that be money saving through energy efficiency investments; delivering on health & well being targets through increasing active travel; safer stronger communities through supporting community based energy or travel projects; building a sustainable future-proof economy through efficient resource use, skills for environmental technologies, new sources of investment. Examples
 - Identifying and using high-level leaders (“non-green” Ambassadors) who ‘get it’ to discuss the benefits in a non-climate change context to their peers. These ambassadors (council leaders and business leaders who are already seeing benefits) are probably already identified and used in a climate change context but need to be put in front of new audiences.
 - BITC’s “The Prince’s Seeing is Believing” programme to provide senior business leader with personal experience of climate change issues and opportunities through visits to affected areas or projects
 - Common Purpose – offer workshop components on climate change integrated into other courses for leaders
 - Sneaking climate change onto the agendas of everyone else’s conferences and publications to give real examples of the business and other benefits.

2. **Spreading the word** – doing the above across a range of organisation sizes and locations, from the big regional decision makers/influencers to the Chambers, Rotary Clubs and Golf Clubs - using a mix of practicality and inspiration. This needs stepping up, resourcing and a check that there's a route into each type of audience and an ambassador/messenger to get the message in (like a counter- espionage type operation).
3. **NI 186 LSP Health Checks** – check your progress on main areas – domestic, transport, industry or your processes – or identify gaps and potential projects. A programme of support meeting with key individuals, senior level buy in, and participation to produce an action plan. Follow up check after six months. This approach should suit all levels of LSP – from those with mature plans to those just starting to think about NI 186. This could be delivered through the Local Improvement Advisor Programme.
4. **Fast Project Set-up Service** – for already proven projects in LSPs/LAs this would provide a free resource person to come in and set up discrete projects eg. Staff travel plan, new approach to car lease and essential car user systems, cycle to work schemes, carbon accounting of decisions – a procedural based project that needs some consultation, communications but which follows a format. Could jump start projects in areas that don't have staff to set them up. This could lead to step-change. The CLASP Local Partnerships Small Projects fund responds to this recommendation.
5. **NI 186 Helpline** – access to impartial, practical advice for officers who don't want to call a peer – and who need to bounce ideas off someone or be put in touch with the right support or information. A panel of advisors would be identified to manage the helpline and provide support. Feedback from many officers was that 'I would like to speak to someone'. Often just talking through a plan or approach is a helpful support and check that can give a lot of confidence and can help share good practice between authorities.

Suggested topics for CLASP events:

- Domestic energy efficiency – bringing the Beacons to you (Kirklees, Leicester etc)
- Low carbon economy – getting the benefits all round
- Transport – getting the LTP3 right
- Travel smarter choices with EST, ACT Travelwise, Sustrans and Carplus – establishing and resourcing travel choices that save CO2 and meet your other LAA targets to boot
- Planning committee members
- Health – how to deliver climate change and health targets together
- Communicating climate change to deliver your targets
- Creating strong resilient communities through action on climate change

A CLASP Beacon Event was held in June and a transport event is to be held in late September, while two ENWORKS events have been held through CLASP.

Additional recommendations:

Following discussions with Geoff Gardner of Atkins in September 2009, we would suggest the production of a further briefing document on Smarter Choices, based on his recent report to 4NW and holding workshops or meetings (perhaps based at GONW to increase attendance) for transport officers, sustainability officers and health partners to further make the links between transport, sustainability and health.

We would also recommend LAs access the CLASP small projects fund to run training programmes to make the links between climate change targets and other priorities at an officer level, in preparation of reduced budgets for LAs and LSPs after 2011.

The NHS Sustainable Development Unit is planning to raise awareness of its Carbon Reduction Strategy so holding health and climate change events with LSPs might be timely.

Given the continuing uncertainty over the CAA assessment process, CLASP should take a leading role in ensuring that their final guidance does not conflict with the informal guidance that has been presented to NW LSPs.

5 Conclusion

The Pathway project has produced ten practical and useful briefings for local authority and LSP officers and leaders to enable them to prioritise action on NI186 and to give them information on key activity areas in which support was needed. The briefings have also been used as a resource by officers to communicate with other service areas and organisations on climate change.

The process of activity mapping and consultation with officers has given them the feeling of being supported by the regional agencies, of being listened to and has enabled them to network with each other and share information and support.

The process of researching and writing the briefings has provided a rich background of case studies and evidence for use in the LSP Climate Change Briefing sessions.

Ongoing communication and support from CLASP has shown officers in the region that they can indicate their support needs and be listened to and receive the type of support and information and indeed funding that they require.

Appendix 1 – Local Authority Readiness

| Authority | Readiness for NI 186 from 1 (unready) to 5 (totally on target) | What are the problems? | What are you doing well on? |
|---|--|---|--|
| NB these have been anonymised for public circulation of the report | 2 ¼ | Resourcing additional community activity and private sector Measuring it! | NI 188 Adaptation with Bolton Vision (LSP) Sustainability Appraisals/Health Impact Assessment Affordable Warmth CO2 Mitigation (EST 1:1 and LACM) Corporate priority for 'environmental sustainability' following CPA Use of Resources Assessment |
| | 2 | Coordinating action, devolving responsibility Limited resources Commercial premises, lots of development Transport planners mainly concerned with congestion | ECA Actions and LTP actions wide and varied |
| | 4 | | |
| | 4 | No single LSP plan yet – work happening, but not yet joined up | Very focused delivery plan Member and Leadership buy in |
| | 2 | Identifying emissions from business sector Lack of resources Measuring impact Transport (LTP 2) | EST One to One support Buy in from members Household sector |
| | 2 ½ | Lack of guidance about what is good performance. Lack of resources given scale of work programme Low profile corporately and in LSP | Affordable warmth work Flood risk assessments Renewable / Low carbon/decentralised energy work at AGMA level NI 186 and 188 in LAA |

| | | | |
|--|------------------------------|--|--|
| | 3? | Quantifying CO2 savings from highlighted actions | LCLIP underway Close ties to universities for research projects Work closely with EST 121 account ESTAC/HECA 60k mailshot to residents LSP Borough climate change strategy proposed EMS ISO14001 being considered by executive Good buy in from service directors members etc New Environment LSP – good partnership working LTP 2 |
| | 2 ½ | Knowing what to include Transport emissions Business/Industry emissions Engagement with partners Identifying big emitters | Working with EEAC/HECA work Partnership for HECA Partnership developed with businesses/TBEA/Groundwork Good buy in at senior level Dedicated EE budget |
| | 4 | Transport | Insulation, HECA, CERT (British Gas) Solar power & PV Council Tax discount Partnership with Action for Sustainable Living funding from AGMA Innovation Fund for Energy Academy (aimed at fuel rich) NW Climate Fund project to install woodburners in fuel poor homes Trafford Park Masterplan to engage businesses ENWORKS/Groundwork |
| | 2 (not an adopted indicator) | Resources (time, money, people etc) Guidance Lately, a shift towards economic emphasis | Smarter Choices Energy (AGMA level) Community engagement (to an extent) |
| | Readiness for NI 186 | What are the problems? | What are you doing well on? |
| | 1 to 2 | Partner engagement/ownership/buy in Economic regeneration competing interest/conflict Data log / understanding data set Defra Coordinating everything that is ongoing (no | Have consulted LSP on work on NI 185 Home energy grants/HECA good |

| | | | |
|--|-----------------------------|--|--|
| | | dedicated resource) Requirements from GONW to show progress | |
| | 3 | Engaging / obtaining information from partners Establishing details of initiatives that count towards target Understanding data behind CO2 trends, eg CO2 transport down, car use up | Home energy Business engagement via business environment club |
| | | | |
| | 2 | Engaging business | Linking with sustainable communities plan Domestic energy Involving departments officers services |
| | 3 | Lack of LSP buy in | Sustainability Unit being set up – two new posts Funding for C-Red in place |
| | Readiness for NI 186 | What are the problems? | What are you doing well on? |
| | 2 | Structures of county to be decided LGR Lack of resources – staff/budgets Future of HECA | Good HECA, Climate Change network ENWORKS Low carbon community programme |
| | 2 | Structures of CWAC Lack of clarity on what to measure Insufficient LSP involvement LGR Lack of resources – staff/budgets Future of HECA | Good HECA, Climate Change network ENWORKS Low Carbon Community Programme Capture of CO2 savings due to recycling |
| | Readiness for NI 186 | What are the problems? | What are you doing well on? |
| | 3 1/2 | - All areas (transport, industry & households) need extra resources to achieve target.. 40% will be achieved, 60% to add. - Maximising community participation - Transport in general - ESTAC now split between Cumbria and | Quantified the scale of the challenge and undertaken 186 delivery plan. Integrated this into 11 climate change action plans. Connected with NWDA strategies. Good understanding of existing support mechanisms. Leadership 'emerging'. |

| | | | |
|--|-----------------------------|---|--|
| | | Lancashire so less capacity - Strategies, especially economic, not sufficiently integrated | |
| | 2 1/2 | - Fragmented approach – no clear champion - Slow to deliver changes - Community engagement | - Recycling changes ready to start - Significant energy reductions - Recording of our own energy, mileage, waste |
| | 1 1/2 | - Difficulty engaging Management Team/Chief Executive - Limited engagement with third parties eg Housing Association - Budgetary constraints - Staff resource | In house knowledge good, energy consumption, mileage etc |
| | Readiness for NI 186 | What are the problems? | What are you doing well on? |
| | 3 1/2 | - Difficulty of assessing whether we re on track, how can we allocate savings to detailed activity? - Time, resources and staff Elections | Strong partnership working Leadership during this work Elections |
| | 2 1/2 | - Scale of issue - Lack of time - Conflicts – growth agenda – no ready-made low carbon/carbon neutral solutions - Apathy/hostility - Costs, other priorities, need to change behaviour | Got sorted – got senior buy in Aware of scope of issues on domestic / business front |
| | 3 | - Resources, staff and money - Focus on economic regeneration may distract - No appreciable demand from public - High car dependence of ? economy - Heavy rail/coach difficult to promote - High levels of deprivation - Poor housing stock | - Recycling - Cycle training - Bus ridership - Building energy management - Restructuring LSP - Wind generation on the prom – illuminations - ? Solaris gaining some focus |

| | | | |
|--|--------------|---|---|
| | | | - Energy efficiency projects – Number 1 Hotel |
| | | | |
| | Around 2 | - Staff resources for truly coordinated actions and community leadership/engagement - Co-ordinated action and drive to really increase activity | - Good at some specific service areas like insulation/home improvements/fuel poverty - Corporate awareness is good - Beginning to organise working group |
| | 1 possibly 2 | - Capacity (lack of staff) - Lack of coordination - Lack of resources/ cash - no District wide action plan | - Communications within council and district - Some work with community/voluntary organisations - EST 121 support to start in March - Cycling demonstration town - Some home energy awareness |
| | 2 1/2 | - Limited resources to impact across homes and business - Where to focus education | - Take up of grant schemes – insulation etc - LBEA resource efficiency - Action Plan – member and service head buy in |
| | | | |
| | 2 | - Lack of staff (bid in for a two year temp post) - Finding figures for borough - what impact actions will have on target - Lack of technical expertise | - Working on CC action plan - Commitment, management support - Looking at cutting CO2 in transport such as car sharing ideas/public transport - Trying to communicate with business to reduce CO2 levels |
| | 3 | - Resources, business engagement, coordinated action | - Communications Campaign - Strategy in place - Training - LSP campaign |
| | | | |
| | | | |

Appendix 2. List of People Consulted

Thank you to all those who contributed through the consultation:

27 January, Warrington Workshop

Peter Cathery, Bolton MBC

Chris Horth, Bury MBC

Barnaby Fryer, Rochdale MBC

Will Horsfall, Salford MBC

Hannah Matthews, Stockport MBC

Revathi Balasubramanyam, Tameside MBC

James Noakes, Wigan MBC

Jim Yates, Halton

Debbie Houghton, Halton

Natalie Naisbitt, Knowsley

Towera Mpore, St Helens

Peter Bulmer, Cheshire County Council

Keigh Boughey, Crewe & Nantwich

Alan Lupton, Ellesmere Port & Neston

Dave Watson, Warrington Borough Council

Susan Shaw, Cheshire County Council

Robin Wilson, Vale Royal Borough Council

Tania Sayer, Cheshire Low Carbon

Steve Newton, Crewe & Nantwich

28 January, Preston Workshop

Gwen Kinlock, Blackburn with Darwen Borough Council

David Simper, Blackpool Council

Anne Hourican, Hyndburn Borough Council

Fiona Cruchley, Lancashire County Council

Jill Wesolowski, Lancaster City Council

Michael Edwardson, Pendle Borough Council

Adam Joyce, Rossendale Borough Council

Elizabeth Sullivan, South Ribble Borough Council

Gill Latham, South Ribble Borough Council

Phil Davies, Cumbria County Council

Richard Hennah, Barrow-in-Furness Borough Council

Deborah Garnett, Eden District Council

Adrian Cozens, Eden District Council

Anne Chapman, LESS in Lancaster

By telephone:

Adam Hackett, Oldham MBC
Philip Mepham, Rossendale Borough Council
Tony Dodd, Wirral MBC
Barry Simons, Rochdale MBC
Peter Daley, Allerdale BC
Andrew Loynd, FLOWE, Fylde
Dave Hortin, Burnley Borough Council
Steve Turner, Manchester Enterprises

Meeting:

Jon Sadler, Manchester City Council
Andrew Hunt, Tameside MBC (during a conference)
Email: EST, English Nature

Appendix 3. List of people consulted/contributing to briefings and case studies

Catherine Ainsworth, Choose How You Move, Worcestershire County Council
Geoff Hutchins, Hot Lofts, Leicester City Council
Kate Urwin, South Norfolk Council
Alan Evans, Economic Development, Wirral Council
Phil Davies, Cumbria County Council
Fiona Cruchley, Lancashire County Council
Jonathan Sadler, Green City Team Leader, Manchester City Council
Barry McKean, Energy Manager, Knowsley Council
Sarah Longlands, CLES
Geoff Gardner, Atkins
Dan Hudson, Senior Planner, Lancaster City Council
Alison Hartley, Principal Energy Manager, Private Sector Housing Energy Group, Manchester Housing, Manchester City Council
Darren Pegram, Stockport MBC
Richard Whitham, Assistant Transport Projects Officer, Blackpool Council
James Noakes, Wigan Council
Kevin McDonald, Salix Finance
Sally Kelling, Kirklees Council
Andrew Loynd, Project Manager (FLoWE)
Jan McDonald, Environmental Business Development Manager, Lancashire County Developments Ltd
Philip Mephram, Rossendale Borough Council
Richard Hebditch, Campaign for Better Transport
Sustrans
Heather Shaw, Home Energy Officer, Pendle Borough Council
Steven Glynn, Fiona Nicholls – Association for Sustainable Change
Cara McCullough, Knowsley Council
Mark Swindlehurst, Lancaster University
Ian Storey, Story Group