

**No.1 Greatest Hits for Unitary Local Strategic Partnerships****Brief Description:**

Local Strategic Partnerships / Local Authorities that have adopted NI 186 (per capita CO<sub>2</sub> emissions reduction) as an indicator can use this briefing to identify potential actions to take towards meeting their target. It summarises research findings into CO<sub>2</sub> reductions and will help you to get started. The 'greatest hits' or biggest wins will vary according to the local area. For example, if most homes in the area already have high quality loft insulation then potential savings from a similar scheme in the same area may be limited and alternative solutions more fruitful.

**Fact Box - North West**

North West: 16 of 23 Local Strategic Partnerships have signed up to NI 186. This covers the 18 Districts in Lancashire and Cumbria which work closely with the County Councils on climate change.

**Category:**

The actions proposed below cut across the three Defra categories for CO<sub>2</sub> emissions – Industry & Commercial; Domestic and Transport.

**Partners:**

NI 186 targets can be delivered by working through all the members of the LSP and by using each member's networks, clients, contacts and suppliers to maximise the scale of activity and impact.

Single-tier authorities will also be working across wider groupings such as AGMA and the Mersey Partnership on a range of issues such as energy and transport. Closer working between planners and sub-regional transport professionals for example will be vital.

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### Policy links

- Energy efficiency helps reduce **fuel poverty**
- **Healthy living** is encouraged through promotion of active travel
- Empowering people to work together on climate change and energy issues leads to **stronger and safer communities**
- Local jobs and **economic development** in low carbon industries
- **National** Government target of 80% reduction in CO<sub>2</sub> emissions by 2050
- **Regional** target of 30% reduction in CO<sub>2</sub> by 2020
- **Local** Government NI 186 target of between 9 – 12.5% by 2011
- **Sub-regional** Climate Change Strategies and Action Plans
- **Future policies:** Community Energy Saving Programme (CESP) and Heat and Energy Saving Strategy (HES)

**Briefing No. 3** illustrates how NI 186 targets link to other LAA targets.

### Fact Box – Cumbria

Approx. 5% of Cumbria's total CO<sub>2</sub> emissions come from the public sector. If all public organisations carry out carbon management plans, achieving on average a 16% reduction in their own emissions, then the contribution to the overall NI 186 target from the public sector could be as much as 20%.

Planned actions on domestic emissions from EST Advice Centre, CERT and Social housing represent a 2.4% savings in emissions from this sector.

Additional action to maximise CERT measures, the Community Energy Programme, a new Concierge Service and Community Support could bring this reduction up to 6.8%.

### Getting started as a Partnership

**1. Understanding the target** It is vital that partners understand just how much needs doing to achieve the targets and that it can be done.

Urging residents not to overfill kettles, change to low energy lightbulbs, switch off standby and hang out washing will not dent your target.

Its achievement will require, for example, home insulation on a grand scale (in Cumbria this means insulating roughly 70,000 homes), a major shift away from car use and significant changes to the way energy is used and produced.

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**2. Find out what is happening already** Don't reinvent the wheel, there is plenty going on already. The best way to find out more is to talk to people. Hold an event for LSP partners to explore energy and climate change actions taking place in the area (support is available through CLASP). Identify who's good at what, where there are gaps and where improving links to others might help.

**3. Review existing climate change strategies** Action plans may have already been prepared locally and at a sub-regional level. Work with council departments that have been involved in their preparation (or include those that have not, for example, Air Quality teams in some areas have not been involved and have a lot to offer) and build on existing action sharing resources and ideas. Find out what really happened as a result of the action plans, and what didn't work.

**4. Assess local policies** Planning, health, economic development, and other policies will impact on CO<sub>2</sub> emissions. Draw together a team of policy and other representatives from the LA and LSP member organisations to identify, review and report on potential linkages to NI186, and where your policies may cause CO<sub>2</sub> emissions to rise.

**5. Agree approach to regional organisations** To avoid confusion and duplication of effort identify people at a sub-regional level as key contacts for outside organisations such as ENWORKS, NHS Trusts, PCTs and agree representatives for others.

**6. Identify resources available** Significant resources are needed to deliver NI 186 and tackle climate change. National, regional and local funds, expertise and services are available. However, NI 186 is a big area of work and it needs resourcing seriously with staff and budget to access money, support and carry out the coordination across departments and LSP members as well as delivering projects.

### Case Study – Lancashire

In 2007, Lancashire County Council identified climate change as one of its two “top priority” areas for the next three years and allocated funding of £1.8 million to support action. They already had a team of four people and now have a total of seven people working on climate change and wider environmental issues.

### Case Study – Manchester

Manchester City Council has identified £1 million to deliver catalytic projects in its Call for Action. Its Green City Team is staffed to the tune of £200,000 a year providing a Head of Green City & Environmental Campaigns, a Team Leader, four Project Officers, two Researchers and administrative support. The team works on wider Environmental Strategy and coordinates NI 185, 186 and 188. Its plan is to enable citywide CO<sub>2</sub> emissions to be reduced from the current 3.1 million tonnes, by at least one-third by 2020.

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**7. Identify priorities** Some actions will be easier to achieve, offer immediate benefits and/or have a strong positive message.

**8. Identify actions for the long-term** There are many actions that will require more effort, resources or research but that offer significant benefits in the future. These will need to be explored and initial actions outlined. They might include renewable energy, energy infrastructure, regeneration, transport etc.

**9. Measure the impact** It is important to establish a system to measure progress towards the NI186 target at an early stage. Document the work as a partnership for reporting on NI 186 as a process indicator in the first year. (See [Briefing No.4](#) for more detail).

**What should we do to hit our target? Things in each category below – there is no one big easy win, but a series of them which together can deliver the NI 186 targets.**

### NI 186 Greatest Hits... as an LSP

**1. Leadership** – identify and train or convince high level champion(s) to encourage action. (Contact CLASP for support.)

**2. Carbon Management Plans** - each LSP member should develop a challenging emissions reduction plan to include, for example: a 15% target for reducing CO<sub>2</sub> emissions from their own operations; high energy efficiency standards for new build and refurbishment projects; installation of micro-renewables; travel plans and transport initiatives for their own staff; and monitoring and reporting<sup>1</sup>.

**3. Establish a revolving loan fund** – for public sector organisations to make necessary investments (see [Briefing No.9](#))<sup>2</sup>.

**4. Procurement** – adopt a procurement policy and supply chain initiative to help reduce emissions among suppliers (see [Briefing No.6](#)), approach ENWORKS for assistance.

**5. Communications** - use messages and media that work for people in your area.

**6. Resources** – identify and allocate appropriate resources (staffing/budget) to each action. Look to see where resources and expertise can be shared between partners.

**7. Low Carbon Local Development Framework** – should include: requirements to minimise car travel; Code for Sustainable Homes level 4 (level 6 by 2016); 10% (minimum) renewable energy in new developments; BREEAM Excellent for industrial developments; Energy Plans for developers; exemplar projects; and Planner and Building Regulations training (See [Briefing No.7](#)).

**8. Flagship and exemplar projects** – These might include demonstration projects (e.g. an ‘eco house’) or wider initiatives with far reaching benefits (e.g. a boiler replacement programme). Each should seek to spread a “we can do that too” attitude. Don’t allow a flagship project to distract from large scale, high impact but possibly less newsworthy actions.

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### Useful Links:

LSPs can apply for free advice and mentoring from Local Improvement Advisors on a range of issues including climate change. <http://www.climatechangenorthwest.co.uk/free-support-from-local-improvement-advisers.html>

EST recently produced an online resource: Reducing CO<sub>2</sub> emissions in your local authority area - The guide. <http://www.energysavingtrust.org.uk/business/Business/Local-Authorities/Reducing-CO2-emissions-in-your-local-authority-area-The-guide>

Beacon Councils provide support in a variety of ways including open days, briefing papers, visits and talking on the phone. See <http://beacons.idea.gov.uk/idk/core/page.do?pagelId=1>

Sustainable Development and Local Decision Making: LSPs, Sustainable Community Strategies and LAAs Sustainable Development Commission. [www.sd-commission.org.uk/publications.php?id=833](http://www.sd-commission.org.uk/publications.php?id=833)

EST one to one service: 2 year programme of support including grants and consultancy time for delivery of NI 186 and other indicators including Fuel Poverty. [www.energysavingtrust.org.uk/business/Business/Local-Authorities/Getting-Help-And-Advice/Local-authority-one-to-one-support](http://www.energysavingtrust.org.uk/business/Business/Local-Authorities/Getting-Help-And-Advice/Local-authority-one-to-one-support)

Improvement and Development Agency (IDeA) [www.idea.gov.uk/idk/core/page.do?pagelId=80829](http://www.idea.gov.uk/idk/core/page.do?pagelId=80829)

Local Government Information Unit – Centre of Excellence for Sustainability provides briefings on themed areas for carbon emissions reduction. [http://www.lgiu.gov.uk/module2-detail.jsp?id=85&section=who\\_we\\_are\\_lgiu&parent=1&selfid=85](http://www.lgiu.gov.uk/module2-detail.jsp?id=85&section=who_we_are_lgiu&parent=1&selfid=85)

### NI 186 Greatest Hits... Domestic

**1. Scale up housing stock improvements** (insulation/boilers) — develop closer relationships with your local insulation and boiler installers and energy suppliers running the CERT/Supplier Obligation and explore ways to access more homes using partnership links e.g. through contracts with Registered Social Landlords, PCT (staff homes; client or patient homes), University (student accommodation), parish councils (to target rural villages). Prepare suitable Community Energy Saving Programme projects in low income areas<sup>3</sup>.

**2. Establish a revolving loan fund for housing improvements** - no/low interest loan schemes or credit unions for home improvements (see [Briefing No.9](#)).

**3. Support community groups** to scale up marketing of schemes, set up community energy projects, and obtaining funding<sup>4</sup>.

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4. **“Sell your own energy”** - encourage people and community groups to take advantage of funding and energy supplier tariffs associated with renewable energy. Back this with well-publicised supportive planning policies.

5. **Map suitable areas for renewables** – work with planners to identify local community and public owned sites, areas of housing etc., suitable for a range of renewable energy technologies and map them against funding and other initiatives (e.g. fuel poverty programmes).<sup>5</sup>

### NI 186 Greatest Hits... Industry & Commerce

(see [Briefing No.5](#) & [Briefing No.6](#))

1. Ensure that the **Local Economic Assessment** embeds the low-carbon economy and measures to tackle climate change as a driver for sustainable economic development.

(See [Briefing No.5](#))

2. **Understand the impact** – roughly determine types of businesses and sectors, their likely emissions and those you can/cannot influence.

3. **Carbon Reduction Commitment**<sup>6</sup> – determine the implications for business and public sector and provide links to plans and support.

4. **Investigate the potential for savings and green technology** - work with business support organisations and initiatives (e.g. Groundwork, ENWORKS, Carbon Trust, Environment Connect, Chamber, EST fleet, ACT Travelwise) to determine progress to date, free/low-cost environmental services available, funding available and actions to promote take-up<sup>7</sup>.

5. **Involve LSP business members** to maximise engagement with business and take up of schemes and use of peer to peer business ambassadors.

6. **“Sell your own energy”** support businesses in identifying suitable sites and grants to install renewable energy generation to cut costs and increase energy security locally. Back this with well-publicised supportive planning policies.

### NI 186 Greatest Hits... Transport (See [Briefing No.8](#) Transport)

1. **Low emission Local Transport Plan 3** (2011) new draft guidance on formulating the next phase of Local Transport Plans emphasises climate change, economic growth, equality of opportunity, contribution to safety, security and health and improving quality of life. The plans need to aid delivery of the Sustainable Communities Strategy and will need to be linked closely to the Local Development Plan. A new approach and mindset to developing Local Transport Plans will be needed, with active engagement with a range of stakeholders.

2. **Public transport improvements** in large cities.

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**3. Travel plans<sup>8</sup>** – identify organisations for travel planning (eg colleges, PCT, big employers) and promote travel planning services, where available, or establish a travel planning service and funding.

Provide a **personalised travel planning** project – either using Sustrans' TravelSmart<sup>9</sup> service or a community based approach.

**4. Better information** - Promote available information (or develop new marketing campaigns) on public transport, walking and cycling as alternatives to car use.

**5. Cycle to Work** (tax exemption scheme<sup>10</sup>) - ensure schemes are available via all public sector organisations, LSP members along with appropriate cycling facilities and a policy to pay a mileage rate for cycling on business.

**6. National low impact travel schemes** – Promote schemes (e.g. Energy Savings Trust Grey Fleet, Smart driver training<sup>11</sup>).

**7. Car share schemes<sup>12</sup>** – Promote the benefits and opportunities via business channels.

**Case Study Links:** The case studies below show two different approaches for very different areas – the Cumbria approach that puts together evidence and engagement to produce and focus action as a partnership and that of Manchester which is driven by strong leadership to drive big projects that send a strong signal and develop understanding, capacity and partnerships to mainstream action on climate change.

### Case Study - The Cumbria Strategic Partnership

The Cumbria Strategic Partnership<sup>13</sup> has developed a strategy and series of action plans on climate change to reduce greenhouse gas emissions and enable people, organisations and industry in Cumbria to adapt to unavoidable impacts of climate change. CSP members were asked to seek a mandate to sign up to a Cumbria Climate Change Commitment binding their organisations to implement the strategy and action plan. 43 out of 48 members had signed by March 2009.

A part of the process for this was the development of a NI 186 delivery report which was based primarily on information provided by many organisations in Cumbria. This information was gathered through meetings and telephone conversations, and at a Stakeholder Workshop. The delivery report takes into account existing Cumbrian strategies such as the Local Transport Plan, the Cumbria Housing Strategy, the Cumbria Economic Strategy, and links closely with the developing Climate Change Strategy. It also incorporates regional strategies and support programmes.

Estimates of the savings potential of planned actions were provided by some public sector organisations and the support organisations. Where these were not available, estimates were made based on comparable organisations in other parts of the UK.

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The recommendations for action were developed in conjunction with the potential delivery organisations, prioritising activities that are practicable and deliverable within the required timescale. Calculations of the impact of further measures are based on a combination of information provided by the organisations involved, and similar measures carried out in other areas. Where possible, costs for the recommended actions were estimated and an outline cost-benefit assessment provided.

The report and process by which it was developed gave the Cumbria Strategic Partners confidence, increased awareness, understanding of the magnitude of the challenge, facts and figures to target resources for action and a plan on how to get there and what questions to ask – it's put meaning on the target. "We now know the scale of the challenge, potential opportunities and where to prioritise our efforts" – Phil Davies, Climate Change Officer, Cumbria County Council

### Case Study – Manchester City Council

#### Manchester Call to Action<sup>14</sup>

The Call to Action describes a new way of thinking about climate change, which fits in the context of Manchester's Community Strategy and describes how taking early action on climate change can deliver an even better city in which to live and work.

The Call to Action describes the need to make deep cuts in Manchester's emissions, by at least one-third of current emissions, by 2020. Doing so will:

- Improve the city's competitiveness and strengthen its economy
- Bring new opportunities for existing city businesses and create jobs
- Transform and modernise its infrastructure
- Assist the regeneration of run-down parts of the city
- Enhance its programme of creating neighbourhoods of choice, and
- Enhance social mobility and quality of everyday life

In order to start to mainstream climate change action, nine 'catalytic' actions will be delivered. These actions will not of themselves achieve deep cuts in carbon emissions but they will give rise to the mainstream understanding, partnerships, vision and capacity across Manchester needed to hit the target of a reduction of in excess of one million tonnes, while securing economic and other advantage, and to be ahead of the curve. The actions are:

**1. World-leading neighbourhood regeneration** that will be internationally recognised for socially, economically and environmentally sustainable place-making.

**2. Retrofitting Manchester's Town Hall** to improve its energy efficiency.

**3. A business alliance** for climate change action.

**4. Low carbon energy infrastructure** through working with AGMA and the forthcoming Climate Change Agency.

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**5. Low Carbon Communities** within each existing regeneration area, that will enable residents to cut energy costs.

**6. A climate-change ready Local Development Framework.**

**7. Establishing a Manchester Prize**, attracting cutting edge designers and architects from across the world to turn the City into a living laboratory for climate change solutions.

**8. Greening the city** through working with the University of Manchester on the **i-Trees** project to create a green corridor along Oxford Road by planting more trees and installing green roofs and facades.

**9. Supporting Manchester Airport** to be a green airport and achieving its aim for the site to be carbon neutral for energy use and vehicle fuel by 2015.

A detailed plan for how carbon reductions of in excess of one million tonnes will be achieved will be published to later in 2009.

The Northwest Greatest Hits for NI 186 series includes the following briefings:

- 1** No.1 Greatest Hits for Unitary LSPs
- 2** No.2 Greatest Hits for District LSPs
- 3** No.3 Your Top 10 is my Top 10 –  
Explaining how climate change targets meet other targets
- 4** No.4 Quantifying the Savings
- 5** No. 5 Greatest Hits for Low Carbon Economic Development
- 6** No.6 Greatest Hits for Engaging with Business
- 7** No.7 Greatest Hits in Planning
- 8** No. 8 Greatest Hits for Local Transport Plans
- 9** No. 9 Greatest Hits for Revolving Loan Funds
- 10** No.10 The Whole NI 186 Picture

Researched and written by Quantum Strategy & Technology for CLASP

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### References

- 1 [www.carbontrust.co.uk](http://www.carbontrust.co.uk) Carbon Trust: Carbon Management Programme, audits, support, funding/grants and Partnership for Renewables for public sector bodies, such as Local Authorities, NHS Trusts, Universities and Central Government organisations, to develop and manage renewable energy projects. [www.pfr.co.uk](http://www.pfr.co.uk)
- 2 Salix Finance provides conditional grants for revolving loan funds for public sector organisation energy efficiency and renewables investment. [www.salixfinance.co.uk](http://www.salixfinance.co.uk)
- 4 Energy Efficiency Partnership for Homes website has useful information especially related to the sub-groups and sector reports including hard to treat homes. [www.eeph.org.uk](http://www.eeph.org.uk)
- 5 Energy Saving Trust – [www.est.org.uk](http://www.est.org.uk)
- 6 North West Domestic Energy Alliance - [www.nwdea.org.uk](http://www.nwdea.org.uk)
- 7 Community Action for Energy - [www.est.org.uk/cafe](http://www.est.org.uk/cafe)
- 8 [www.4nw.org.uk/towards-broad-areas-for-renewable-energy-development.html](http://www.4nw.org.uk/towards-broad-areas-for-renewable-energy-development.html)
- 9 Carbon Reduction Commitment.  
[www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm](http://www.defra.gov.uk/environment/climatechange/uk/business/crc/index.htm)
- 10 [www.environmentconnect.co.uk](http://www.environmentconnect.co.uk)
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- 14 [www.energysavingtrust.org.uk/business/Business/Transport-in-business](http://www.energysavingtrust.org.uk/business/Business/Transport-in-business)
- 15 [www.carplus.org.uk](http://www.carplus.org.uk)
- 16 [www.cumbriastrategicpartnership.org.uk/Climate\\_Change/climatechange.asp](http://www.cumbriastrategicpartnership.org.uk/Climate_Change/climatechange.asp)
- 17 [www.manchester.gov.uk/site/scripts/documents\\_info.php?categoryID=500117&documentID=3833&pageNumber=3](http://www.manchester.gov.uk/site/scripts/documents_info.php?categoryID=500117&documentID=3833&pageNumber=3)

CLASP – The Northwest Climate Change Local Area Support Programme  
[www.clasp-nw.info](http://www.clasp-nw.info)