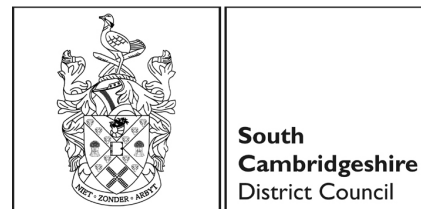


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4 August 2011

To: Chairman – Councillor David Bard
Vice-Chairman – Councillor Steve Harangozo
Members of the Climate Change Working Group – Councillors Tom Bygott,
Jose Hales, Douglas de Lacey, Mick Martin, Ted Ridgway Watt, Bridget Smith
and David Whiteman-Downes

Quorum: 3

Dear Councillor

You are invited to attend the next meeting of **CLIMATE CHANGE WORKING GROUP**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **FRIDAY, 12 AUGUST 2011 at 10.00 a.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution *in advance* of the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully
JEAN HUNTER
Chief Executive

The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.

AGENDA		PAGES
1. Apologies for Absence	To receive apologies for absence from committee members.	
2. Declarations of Interest		
3. Minutes of Previous Meeting		1 - 2
4. Climate Change Action Plan: 2011-2013		3 - 12
5. Installation of Photovoltaic Panels at South Cambridgeshire Hall		13 - 16
6. The South Cambridgeshire Sustainable Parish Energy Partnership: New Opportunities and Long Term Delivery Options		17 - 26
7. Work Programme 2011/12	With this meeting of the Working Group being the first since the Elections	

in May, and with several new Members joining the Group, it would seem appropriate for Members to consider the shape of an outline Work programme for the rest of the year.

The Working Group is currently scheduled to have 4 formal meetings a year, supplemented by informal and sub-group meetings as and when required in-between. A key function over this period will be to help facilitate and monitor the delivery of the new Climate Change Action Plan 2011-13.

It is envisaged that the implementation of the Action Plan will raise issues that Members will want to contribute to and participate in taking forward and thus probably act as the point of departure in considering content for an annual work programme (e.g. inviting external speakers or incorporating meetings with relevant off-site visits).

Presently, formal Working Group meetings are scheduled for 6th Sept 2011, 1st November 2011, 6th March 2012 and 1st May 2012. With the re-scheduling of the current meeting, Members may wish to consider converting the 6th Sept 2011 to an informal meeting to discuss and take forward a particular priority project or urgent matter.

OUR VISION

- We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.
- We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

Security

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- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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The Council is committed to openness and transparency. Until such time as the Council's Constitution is updated to allow public recording of business, the Council and all its committees, sub-committees or any other sub-group of the Council or the Executive will have the ability to formally suspend Standing Order 21.4 (prohibition of recording of business) for the duration of that meeting to enable the recording of business, including any audio / visual or photographic recording in any format or use of social media to bring Council issues to a wider audience. To minimise disturbance to others attending the meeting, all attendees and visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings.

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No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

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Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

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Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. Visitors are not allowed to bring food or drink into the meeting room.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Climate Change Working Group held on
Thursday, 26 May 2011 at 3.30 p.m.

PRESENT:	David Bard	Tom Bygott
	Jose Hales	Steve Harangozo
	Douglas de Lacey	Mick Martin
	Ted Ridgway Watt	Bridget Smith
	Peter Topping	David Whiteman-Downes
Officers:	Holly Adams	Democratic Services Team Leader
	Jean Hunter	Chief Executive
	Fiona McMillan	Legal & Democratic Services Manager and Deputy Monitoring Officer

1. ELECTION OF CHAIRMAN OF THE CLIMATE CHANGE WORKING GROUP 2011/12

Councillor Peter Topping proposed Councillor David Bard, seconded by Councillor David Whiteman-Downes and, there being no further nominations, it was **RESOLVED** that Councillor Peter Topping be elected Chairman of the Climate Change Working Group 2011/12.

2. APPOINTMENT OF VICE-CHAIRMAN OF THE CLIMATE CHANGE WORKING GROUP 2011/12

Councillor David Whiteman-Downes proposed Councillor Peter Topping, who declined the nomination.

Councillor David Bard proposed Councillor Stephen Harangozo, seconded by Councillor Bridget Smith and, there being no further nominations, it was **RESOLVED** that Councillor Stephen Harangozo be appointed Vice-Chairman of the Climate Change Working Group 2011/12.

The Meeting ended at 3.34 p.m.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Climate Change Working Group 12th August 2011
AUTHOR/S: Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

CLIMATE CHANGE ACTION PLAN: 2011-2013**Purpose**

1. The purpose of this paper is to present the current 'adoption draft' of the Council's Climate Change Action Plan 2011-2013 for members consideration prior to being passed to the September meeting of the Sustainability, Planning and Climate Change Portfolio Holder for approval.
2. This is not a key decision as the Climate Change Working Group is not a formal decision-making body of the Council. The Working Group's role is to provide expert Member consideration and advice in support of important climate change related issues and decisions to the Portfolio Holder for Sustainability, Planning and Climate Change or Full Council.

Recommendations

3. Members are requested to consider the attached 'adoption draft' of the Climate Change Action Plan 2011-2013 (Appendix 1) with a view to putting forward any agreed amendments or additions prior to recommending it for approval to the Portfolio Holder for Sustainability, Planning and Climate Change.

Reasons for Recommendations

4. Adoption of the CCAP will ensure that the Council fulfil its commitments with relation to being a signatory to (i.) the Nottingham Declaration, (ii.) the Cambridge Climate Change Charter, (iii.) the national 10:10 Campaign, and also (iv.) meeting the arrangements set out in the Memorandum of Understanding between the Local Government Group and the Department of Energy and Climate Change.

Background

5. This new Plan has come from a lengthy options assessment process that has spanned one of the most significant changes in Government in recent times. Following a period of public consultation, the Plan was ready for adoption from October 2010. However, as the policies of the new Coalition Government were rolled out it was clear that the Plan was going to be out of date before it was published. It was therefore decided to run an updated assessment process, some additional consultation and adopt it in 2011.
6. This has been a positive and forward-looking assessment process leading to a Plan that has its feet firmly on the ground. We are not starting from scratch though, but building on the previous Climate Plan and several years active experience. The emphasis is on setting a good example, delivering practical, value-for-money actions that matter and make a real difference for the residents, communities and businesses of South Cambridgeshire.

7. This Climate Change Action Plan is about making further strides from 'we know' and 'we care' to 'we are doing something'.
8. The earlier, pre-Coalition Government, draft of the CCAP was consulted on at the end of last year. It had become a quite lengthy document that laid out:
 - (a) the drivers for action;
 - (b) the context and evidence-base in which actions must be framed;
 - (c) a clear approach and criteria for shaping actions and decision-making, and;
 - (d) a comprehensive set of actions covering the three areas of:
 - (i) internal operations,
 - (ii) service delivery and
 - (iii) community leadership.
9. It had been intended to move directly to adoption of the CCAP following this formal consultation. However, as stated above, so much had changed with the introduction of the policies and actions of the New Coalition Government since the consultation draft was published it was felt that the Council would be adopting a Plan that was significantly out of step with context and national direction against which it must operate. These changes include:
 - (a) Extensive public sector spending cuts;
 - (b) Demise or major service reductions/re-orientation of key partners (not all public spending related): Energy Saving Trust, National Energy Action, Government Office for the East of England, East of England Development Agency, Carbon Action Network East, Cambridgeshire Horizons, Cambridgeshire County Council and Renewables East;
 - (c) Creation of the Greater Cambridge and Greater Peterborough Local Enterprise Partnership;
 - (d) The 'Big Society' and 'Localism' agendas;
 - (e) Introduction of the Green Deal (from September 2012);
 - (f) Proposals for a Green Investment Bank;
 - (g) Review of the Feed-in Tariff;
 - (h) Introduction of the Renewable Heat Incentive (domestic from Sept 2012);
 - (i) Definition of 'zero carbon' in new build (increasing role for 'allowable solutions');
 - (j) Indicator and target 'gap' for local government: abandonment of Local Area Agreements and the Local Government Performance Framework;
 - (k) Proposals for the local retention of business rates for community/commercial scale renewable energy installations;
 - (l) Changes to the land-use planning system – including 'neighbourhood planning'.
10. If the Council's new *Climate Change Action Plan* was to be both fit for purpose and realistically achievable then it was clearly important that it was re-assessed and re-evaluated against these new delivery parameters – not only by the Council itself but by the partners alongside whom effective delivery is predicated.
11. To this end, at its scheduled meeting on 24th March the Climate Change Working Group hosted and ran a unique climate change Expert Forum (with approximately 20 external invitees). This successful session brought together, by invitation, a broad range of local and regional expert climate change opinion (public, private, voluntary and community). The aim was to let Members know what the Council's key partners in the field of climate change action feel that the local authority itself should be: doing more of; doing less of; doing more effectively, or; doing differently to ensure that, collaboratively, creatively and constructively, we are all able to deliver carbon savings

to the required level and timeframe, alongside managing the future impacts of climate change.

12. These expert views not only specifically referenced South Cambridgeshire, but also, and just as importantly, related to an integrative role within the wider county, regional, national and international response to securing a more sustainable future for us all.
13. The output from the Forum has been used, alongside the nationally driven changes introduced by the Coalition Government, to update a full 'assessment' document and to shape this final adoption draft of the Council's new Climate Change Action Plan 2011-2013.
14. A summary of the Forum findings and outputs is included in Appendix 2.

Options

15. The CCAP can be presented in a range of formats. Presently the option taken is:
 - (a) one to two page document allowing the reader to very quickly come to grips with the Council's position, approach and specific actions for tackling climate change 2011-13. This document is ideally sized for wider dissemination and could be converted to a more corporate design leaflet and/or poster format with assistance from our Graphic Design section.
 - (b) This formal CCAP document is supported by a comprehensive CCAP Assessment document. This is available to view/download at: <http://www.scambs.gov.uk/environment/energy/climatechangeactionplan.htm>

Implications

16. Financial	Subject to individual actions contained within the CCAP
Legal	Subject to individual actions contained within the CCAP
Staffing	Subject to individual actions contained within the CCAP
Risk Management	The adoption of an up to date CCAP is central to the Council fulfilling its commitments to tackling climate change and related responsibilities.
Equality and Diversity	Subject to individual actions contained within the CCAP
Equality Impact Assessment completed	Partial EqIA submitted for evaluation
Climate Change	By default

Consultations

17. This report is the product of internal and external consultations in the development of an adoption draft of the CCAP: Parish Councils, key partners and stakeholders, general public, expert forum, Climate Change Working Group, Executive Management Team and Portfolio Holder.

Effect on Strategic Aims

18. The adoption of an up to date CCAP is central to the Council fulfilling its commitments to tackling climate change and related responsibilities and actions.

Conclusions / Summary

19. This report has presented the adoption draft of the Authority's new Climate Change Action Plan 2011-2013 for consideration. This Plan has been drawn from a full assessment and a link to this lengthy document has been provided.
20. It has presented findings from the most recent Expert Forum consultation event in March and referenced the new context of the Coalition Government's new policies and direction against which the Plan has been reassessed and redrafted.

Background Papers: the following background papers were used in the preparation of this report:

- Climate Change Action Plan Consultation Draft (Oct 2010)
- Responses to the conventional consultation exercise on this Consultation Draft
- Agenda, minutes and associated papers and outputs from CCWG Expert Forum session on 24th March 2011

Contact Officer: Richard Hales – Sustainable Communities Team Leader
Telephone: (01954) 713135



The Council is committed to taking action to ensure that South Cambridgeshire plays its part in tackling manmade climate change.

We will achieve this by:

- **setting exemplary standards in the way we operate our business and provide our services;**
- **working with local communities across the district to make the transition to more sustainable energy use;**
- **understanding and responding to how we can best help businesses to grow and prosper whilst using energy more sustainably.**

In order to ensure that the Council remains both flexible and responsive, the following priority actions will be pursued over the next 12 months (after which they will be reviewed and re-aligned as necessary for the next 12 months):

Council operations and service provision:

- install photovoltaic array at South Cambridgeshire Hall;
- install photovoltaic panels on suitable Council housing stock through a 'roof rental' contract whilst rolling out solid wall insulation to properties as and when available;
- continue to develop domestic waste recycling programme to achieve a 65% recycling rate in 2013;
- ensure the appropriate steps are taken to strengthen the new Local Development Framework's response to the climate change agenda;
- roll-out sustainable procurement training sessions;
- establish a Green Team Champions network.

Working with local communities

- take the Rampton Drift Retro-fit project from full installation into its comprehensive monitoring phase;
- continue to sustain and develop the South Cambs Sustainable Parish Energy Partnership and establish a longer term business model;
- in partnership with site developers on our major growth areas, provide 'sustainable show homes' that take options for more sustainable low-carbon living a step further forward for visitors to see and for prospective residents to specify in 'off-plan' purchases;
- prepare for the introduction of the Government's Green Deal low-carbon loans programme.

Understanding and responding to the needs of business in making the transition to more sustainable energy use in their operations:

- providing open conversations and local events to bring forward sustainable energy opportunities for the District's major business sectors;
- facilitate improvements to business recycling rates;
- engage with local smaller businesses through the Sustainable Parish Energy Partnership and under the auspices of the Cambridge Climate Change Charter.

The threats and challenges of climate change are clear and real. We need to diversify our energy supply, moving to a low-carbon economy. It also makes sense to use energy more efficiently, in our homes and in our businesses. In many of our villages, people are reliant on off-grid fuels such as heating oil, and these are going up in price.

Whether it is a wood-chip boiler in the home, solar panels on an office, retro-fitting better insulation on houses, or a farm-based unit producing bio-gas, South Cambridgeshire District Council is committed to finding practical solutions. We will drive forward local initiatives, working with and listening to communities and businesses. We will talk to and feed back what we learn to central government, so that policies in Whitehall are informed by experience on the ground here in Cambridgeshire.

The challenge is global and will be played out over the next 20 years. But, to make progress our actions must start to take effect here and now. They must be focused, realistically achievable, clearly scheduled, regularly reviewed and actively tailored to the issues and needs of our local area.

The vision is for South Cambridgeshire, by the end of 2013, to stand out as a local area leader in its contribution towards the national target of reducing greenhouse gas emissions by a third in the next ten years. We aim to be a district that understands how best to do this in relation to the local circumstances and needs of all its residents and businesses.

The core mission for the period of this Plan is to press on from our successful and innovative work to date in delivering more sustainable energy use in our homes, our communities and our businesses. Sustainable energy being energy that is only used when really needed, is used as efficiently as possible, is generated from renewable (or very low carbon) sources where practically possible and is affordable for all.

Other important issues such as adapting to climate impacts and land use change will not be ignored during the period of this Plan, but the priorities will rest with the transition to more sustainable energy use.

The Government's pathways and policies for tackling climate change are still developing. This means that local plans will need to swiftly respond to new direction and opportunities as they are brought forward.

The above priority actions for the next 12 months have been drawn from a full assessment of what tackling climate change in South Cambridgeshire is likely to mean over the next two to three years. The assessment can be found at:

<http://www.scambs.gov.uk/environment/energy/climatechangeactionplan.htm>.

Appendix 2: Output from the Climate Change Action Plan Expert Forum session held on 24th March 2011

1. The Forum discussions were structured around three approaches available to the Council in tackling climate change; with all three having important roles to play in underpinning and generating prioritised actions. The three approaches are:
 - (a) **Awareness raising**, with key questions here being:
 - (i) Are we *opening our dialogue* with our residents on the right foot? (front foot?)
 - (ii) What should we do to *attract attention*?
 - (iii) How do we convince everybody that this really matters?... *NOW not tomorrow!*
 - (iv) What's the message – *different for different folk*?
 - (v) How should we *format the message*?
 - (b) **Engaging**, with key questions here being:
 - (i) How do we *keep the dialogue going*?
 - (ii) What will *hold people's attention*?
 - (iii) what do we need to do to make carbon reduction an *active part of everybody's decision-making*?
 - (iv) Can we '*nudge*' or '*shove*' the choice?
 - (c) **Delivering**, with key questions here being:
 - (i) How do we turn a *choice into an action*?
 - (ii) What will *hold people's resolve*?
 - (iii) How do we show people that it's all worthwhile – *feedback the benefit*?
 - (iv) How do we get people to *move on* to deliver more low carbon choices (*keeping their appetite*)?
2. Using the output from the Expert Forum (pre-attendance priorities, minutes and flip-charts) along with the initial consultation round submissions the core findings may be summarised as follows:
 - (a) **Awareness Raising**
 - (i) Need effective and **innovative communication** to show a way forward towards low carbon living – incorporating plain English, clarity and directness of style.
 - (ii) Low carbon living is just **part of a sustainable lifestyle** – it is not a separate issue; without this understanding carbon reduction argument on its own can be confusing.
 - (iii) Provide a **tangible vision** of what a genuinely sustainable/self-reliant/future-proof South Cambridgeshire would look like.
 - (iv) **Face-to-face** communication is the most effective.
 - (v) **Constructively counter negative** and regressive messages and media coverage.
 - (vi) Provide **free and dependable advice** on sustainable energy matters across domestic, community and business sectors.
 - (vii) Specific attention must be paid to 'mainstreaming' climate change to **make responses normal and desirable**:
 1. sustainable energy terminology as **common** currency;

2. **embed** in other messages across all sectors (e.g. food, farming, shopping, fuel poverty);
 3. ensuring **visibility** at all levels;
 4. using **images** to support words;
 5. focus on **younger** audiences;
 6. securing **cross-sector** support;
 7. all SCDC **Members** as advocates.
- (viii) Understanding financing (a key message carrier) whilst also putting '**pay-back**' into **perspective** – wellbeing, security, comfort etc. are all important. Overall what do people get out of tackling climate change – clear consistent message required.
- (ix) Ensure all community actions are as visible as possible – use **local case studies**
- (x) Make the most of **existing channels** and audiences.
- (xi) Provide **targets and indicators** of change.
- (b) **Engaging**
- (i) Explain that there is a **choice**.
 - (ii) Always show people the first, and **then next, step** into low-carbon living (an incremental progression instead of a blind leap).
 - (iii) Build the **Council's capacity to discuss** the difficult climate change issues (especially at executive and senior management levels)
 - (iv) Provide **information/education programme** for RSL's, estate agents, commercial house builders and public sector procurement bodies.
 - (v) Provide strong **leadership and champions** across all sectors (sustainable working and more general lifestyle choices).
 - (vi) **Ownership** ultimately lies with individuals, although family, neighbours and community support is often crucial.
 - (vii) **Energy use is not a bad thing** – it just needs to be much more sustainable.
 - (viii) **Be realistic** about the choices people will make or consider.
 - (ix) Residents want a **strong lead and clear message** from the Council.
 - (x) Highlight the **cost of doing nothing** and that this will impact all aspects of our lives.
 - (xi) Use involvement with **schools**.
 - (xii) Need for Council to **strongly support community projects** based around sustainable energy (especially community renewables) and other initiatives.
 - (xiii) Community actions need not just be voluntary – **social enterprise** has a significant role to play.
 - (xiv) Keeping **up to date** with initiatives and projects.
 - (xv) Getting to the decision-making of **those that are not already convinced** – demonstrate the benefits.
 - (xvi) Help needs to be **targeted**.

- (xvii) Access people at key **points of change** in their lives (e.g. moving home).
- (xviii) Engage **intermediaries** and third parties (e.g. estate agents).
- (xix) Evaluate and **publish outcomes** to promote and improve future decision-making.
- (xx) make better use of **Energy Performance Certificates** to engage residents and building occupiers on the steps they can take to save energy, carbon and money.
- (xxi) Continue to develop and maintain the South Cambridgeshire **Sustainable Parish Energy Partnership**.
- (xxii) Extensive roll-out of Sustainable **Parish Energy Booklets**.

(c) **Delivering**

- (i) Ensure **land-use planning policies and decisions** are consistently and explicitly in support of more sustainable and low-carbon living and commercial activity (especially: energy saving, microgeneration, community renewable energy projects, Travel Plans and adaptation to climate change impacts).
- (ii) Pursue, **monitor and enforce** the delivery of sustainable energy details in construction.
- (iii) Actively support the delivery of **community-based renewable energy** schemes.
- (iv) Make the most of the **Feed-in Tariff (F-iT)** and **Renewable Heat Incentive (RHI)**.
- (v) Link **Travel for Work** plans into Travel Plan area networks and ensure major growth areas have Travel Plan co-ordinators.
- (vi) Actively instigate the establishment of '**revolving**' **sustainable energy** funds for community use (e.g. via S106, F-iTs, the Renewable Heat Incentive and potential future off-set funding)
- (vii) Skill up all Council **front-line officers and Members** to provide advice and explicitly champion sustainability within their fields of expertise and in relation to the issues they may be promoting.
- (viii) Provide support in preparation for and options in delivery of the Government's new **Green Deal**.
- (ix) Support **social enterprise**.
- (x) Provide a **stable and long-term** carbon reduction service – will normalise activity.
- (xi) **Target interventions** – for example towards off-gas-grid properties and communities.
- (xii) Ensure **Council's own** building and internal operations (including procurement) provide working examples of low-carbon working.
- (xiii) Implement measures with **Council's housing** tenants and their respective properties to secure steps required for low-carbon living

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Climate Change Working Group 12 August 2011
AUTHOR/S: Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

INSTALLATION OF PHOTOVOLTAIC PANELS AT SOUTH CAMBRIDGESHIRE HALL**Purpose**

1. Following the decision made at the meeting of Full Council on 21 July 2011 when approval was given to use capital reserves to invest in the installation of photovoltaic panels at South Cambridgeshire Hall this progress report has been prepared to inform Members of the processes that are required to be implemented to ensure the project is completed on time and within budget and the progress made to date.
2. This is not a key decision as the Climate Change Working Group is not a formal decision-making body of the Council. The Working Group's role is to provide expert Member consideration and advice in support of important climate change related issues and decisions to the Portfolio Holder for Sustainability, Planning and Climate Change or Full Council.

Recommendations

3. That Members consider the attached report with a view to raising relevant issues and questions on the options arising from the site assessment work to date so that these can be fed into the detailed survey work currently in train. This survey work will be directly reflected in the tender brief for the installation – ultimately from which the supplier/ installer selection sign-off will need to be made by the Portfolio Holder for Sustainability, Planning and Climate Change at his November meeting.

Recommendations approved by Full Council 21st July 2011

4. That an increase in the capital programme of up to £190,000 be approved to fund the installation of an array of photovoltaic panels at South Cambridgeshire Hall.
5. That the necessary scheme design and contract award approvals be delegated to the Sustainability, Planning and Climate Change Portfolio Holder in consultation with the Climate Change Working Group.
6. Reasons:
 - (a) Improved rate of return on the investment made.
 - (b) Reduction in running costs of South Cambridgeshire Hall.
 - (c) Reduction in CO₂ emissions.

Background

7. The Feed in Tariff (FIT) scheme was introduced by Government in April 2010 to promote growth in the installation of solar electricity panels and other small scale generating renewable technology.
8. One of the key Council actions for 2011/12 is, "E2 We will take advantage of the Government's Clean Energy Cash Back scheme to install appropriate renewable

energy technologies within our housing stock and complete key projects from our Climate Change Action Plan to promote renewable energy generation tied to council assets and for the wider community.”

9. Following a tender process, PRP Architects were commissioned to prepare a feasibility study to evaluate the various options available to benefit from the Feed in Tariff scheme by the installation of solar panels on the property at South Cambridgeshire Hall.
10. Their report evaluated six options and identified the costs and benefits of each. This study formed the basis of the recommendation now approved by Council.
11. The existing buildings and site conditions were examined and the availability of suitable locations for the required plant and equipment assessed. The solar resource for each area was quantified to determine the potential solar radiation that would be received and the orientation and degree of over shadowing that would be experienced. The physical constraints of the existing buildings were also examined to estimate the costs of the installation including any changes or modifications required to the existing structure, fabric and building services to integrate the equipment

Considerations

12. To obtain the 32.9p/kWh rate of tariff available the optimum proposal is one which provides for generation at just below the 50kWp threshold.
13. The level of Feed In Tariff for installations below 50kWp is expected to be reduced for future installations in April 2012 but for projects that are completed by the end of March 2012, the existing tariff will remain fixed for 25 years.
14. The time frame available to complete the project is very tight and the detailed design and procurement phases of the work need to commence at the beginning of August 2011. Approval of detail design will be required in early September and approval of the installation tenders will be required at the beginning of November 2011.
15. The scheme design will be subject to Planning and Building Regulation approval.

Options Considered

16. The two large roof areas of the main building on the Northern and Southern wings were found to be suitable and were included in the analysis. A further option of providing an array of panels mounted on a structure within the main car park was also found to be suitable.
17. The option of installing photovoltaic panels on the roof requires less upfront capital investment than the car park options and therefore produces a better rate of return for the Council with a shorter payback period. This option is therefore recommended.
18. While the intension is to provide as many panels as possible on the roof of the existing building with in the 50kWp upper limit, the constrictions of the roof space available, the orientation of the building and the degree of over shadowing will determine the actual size of the installation possible.
19. Real Time Display – In order to publicly demonstrate the Councils commitment to the production of on sire renewable energy a visitor oriented real time display which will

indicate the output of the solar panels and the energy use of the building will be installed in the reception area.

Project update

20. Initial Project Meeting with Design Team held 28 July 2011 to define scope of work and delivery programme.
21. Design Team appointment document prepared and issued for signature to confirm appointment
22. Collection and issue of as built information.
23. Detailed survey work instigated
24. Contact made with Utilities

Implications

25.	Financial	The capital sum required is to be within the £190,000. budget The actual payback period and the internal rate of return are to be confirmed. The net surplus to be realised from reduced energy consumption, the feed in tariff and the export of surplus energy less maintenance and replacement costs over 25 years is to be confirmed. The annual saving on running costs for South Cambridgeshire Hall is to be confirmed.
	Legal	Planning and building control approval will be obtained for the proposed installation. Legal scrutiny will be obtained before contracts are placed.
	Staffing	None.
	Risk Management	Delivery by end March 2012 – progress to be monitored against agreed project programme The withdrawal of the FIT. Government announcements to be monitored to enable the project to be aborted before contracts are placed if at all possible. The period with most risk is after the contract is placed with the delivery contractor, expected 7 Nov 2011 until the installation is complete and operational, expected 9 March 2012
	Equality and Diversity	None identified
	Equality Impact Assessment completed	No Technical paper – for consideration
	Climate Change	The reduction in the Council's CO ₂ emissions estimated at between 321,379 and 359,484 kg over 25 years is to be confirmed.

Consultations

26. Consultations continue with the Council's Planning and Building Regulation Teams to determine the approvals required.

Consultation with Children/Young People

27. None.

Effect on Strategic Aims

28. The adoption of the recommendations of this report will contribute to the Council's agreed Action Plan of reducing CO₂ emissions and will also contribute to the Councils desire to generate additional income and reduce operational costs.

Background Papers: the following background papers were used in the preparation of this report:

Report to Council Meeting 21 July 2011 and decision note issued following the meeting.
PRP Architects South Cambridgeshire District Council (SCDC) PV Feasibility Study, June 2011

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Climate Change Working Group 12 August 2011
AUTHOR/S: Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

**THE SOUTH CAMBRIDGESHIRE SUSTAINABLE PARISH ENERGY PARTNERSHIP:
NEW OPPORTUNITIES AND LONG TERM DELIVERY OPTIONS****Purpose**

1. The purpose of this report is to consider the long term delivery and financial support options for the South Cambridgeshire Sustainable Parish Energy Partnership (SPEP) in the light of:
 - (a) potential uncertainty over the availability of core Council funding to support the Partnership from April 2012;
 - (b) the need to move the Partnership on from its formative first phase role, of taking local awareness-raising of sustainable energy issues and responses into active engagement, onto a second phase of mainstream and widespread delivery across the communities of South Cambridgeshire.
 - (c) the Government's new framework for encouraging the installation of more sustainable energy measures in domestic and non-domestic properties across the country.
2. This is not a key decision as the Climate Change Working Group is not a formal decision-making body of the Council. The Working Group's role is to provide expert Member consideration and advice in support of important climate change related issues and decisions to the Portfolio Holder for Sustainability, Planning and Climate Change or Full Council.

Recommendations

3. That Members consider the content of this report with a view to establishing a small three Member sub-group to take the most promising options forward and reporting back on progress at the next formal Working Group meeting.

Executive Summary

4. The South Cambs Sustainable Parish Energy Partnership is a successful, growing and developing support service and partnership body that seeks (with access to District and respective Parish Council resources) to help communities across South Cambridgeshire to come together around realising and delivering locally driven carbon and energy savings.
5. In a time of severe public sector spending cuts it is prudent to consider alternative and innovative mechanisms for bringing in external funding support. It is also important to keep up with the rapidly changing and evolving Government policy framework for ensuring that it meets very challenging targets and objectives for carbon reduction alongside energy security and affordability.
6. To this end, this paper outlines the key considerations and options for attracting external funding support for the South Cambs' SPEP in the light of current and emerging Government policy relevant to its field of delivery.

7. 4 options are identified for Member consideration and taking forward for further investigation and testing:
 - (a) Seeking funding contributions from Parish Council Partners
 - (b) Developing a referral fee arrangement with local installers
 - (c) Linking SPEP into the Green Deal provider chain as an agent for unlocking consumer demand
 - (d) Endeavouring to secure an external support grant/award

Background

8. SPEP was launched by the Council in March 2009 to provide direct support to Parish Councils and local volunteer groups to reduce energy costs, cut carbon emissions and secure a more sustainable future for their residents and local communities. The main aims were and are as follows:
 - (a) to help the District's communities come together around tangible carbon and energy savings through supporting the work they want to do – building confidence and achievement;
 - (b) to match a practical range of sustainable energy support to real local need; circumstances and capacity - starting things up or helping things along;
 - (c) to share local experience – often the best cues for action come from finding out what others have done;
 - (d) to help parish councils cut energy costs for their residents and tackle climate change - putting sustainable energy on their agendas as something they can now really do something about.
9. SPEP support has been hinged on the following four principles:
 - (a) **Additionality:** only bringing forward or supporting projects that would not have happened without such support.
 - (b) **Tailoring:** appreciating that 'one size does not fit all' and that projects must be specifically adjusted to meet individual needs and circumstances.
 - (c) **Progress through doing:** encouraging the transition to more local sustainable energy not just through words and case studies but most importantly through getting local delivery activity happening on the ground.
 - (d) **Taking our cues from the people around us:** understanding that our decision-making is most strongly influenced by the experience of those we are in direct contact with (family, friends, colleagues and acquaintances).
10. The original support took the form of some limited external consultancy and additional capital funding from a Local Public Service Agreement (LPSA) capital Reward Grant alongside a Council funded part-time Parish Energy Project Officer post. The LPSA Reward Grant monies were intended to be available for three years but the Government cut all such funding from September 2010. By this time, however, SPEP had proved much more successful than envisaged at the outset and had largely pulled clear of the need for LPSA capital funding support.
11. Since then the Partnership has been funded by the Council with an extension to the Parish Energy Project Officer contract to the end of March 2012 and relatively minor revenue spends from the annual Sustainability budget. There is also an additional ring-fenced £10k fund available from a Council contribution to a Cambridgeshire Climate Change Partnership funding stream that was under-spent and drawn back last year.

12. The delivery focus for the Partnership, in this establishment and development phase, has been upon bringing sustainable energy closer to people's day to day living so that the options for making the transition from unsustainable to sustainable energy living become a part of our regular decision-making. 'Sustainable energy' being energy that:
 - (a) is only used when needed;
 - (b) is used efficiently with as little waste as possible;
 - (c) is from renewable sources that provide more security of supply and minimise carbon emissions, and;
 - (d) is affordable.

13. The mechanism for attracting parish partners has proved successful with 29 Parish Councils now 'signed-up' to the Partnership. To join, Parish Councils simply have to agree to accept support through the minutes of a Parish Council meeting and agree on a named Parish Councillor being their sustainable energy 'champion'. This 'champion' is the working link between the Parish Council and a local volunteer group taking and delivering actions on the ground. The key to success is the activity level of the local volunteer group. Every group is different in size, interests and activities. Some groups know what they want to do and what they would like support with, others are less sure and will seek advice on projects or how to get started.

14. In order to provide a suitable level of flexibility that allows for the differences between groups, and works with the principals of the Partnership, support is provided by means of a 'menu' approach from which volunteer groups can select according to their interests, needs and circumstances. We currently offer, for any/all partners, direct support in establishing community projects around the following deliverables:
 - (a) Electricity monitor loan – domestic & commercial
 - (b) Village energy mapping
 - (c) Community carbon options calculator
 - (d) Thermal image camera training and loan
 - (e) Sustainable energy events – especially covering home insulation and renewable energy technologies.
 - (f) 'Carbon Conversations' courses
 - (g) Basic home energy questionnaire (Energy Performance Certificate-based)
 - (h) Village car share
 - (i) Parish energy booklets
 - (j) Promotion of local initiatives focussing upon the wider take-up of energy efficiency and microgeneration installations
 - (k) Volunteer support packs for engaging local businesses and other organisations (via the Cambridge Climate Change Charter)

15. Promotion and take-up of these projects is carried through the following:
 - (a) Training and information workshops
 - (b) Site visits
 - (c) Newsletters
 - (d) Website
 - (e) Eco-renovation directory
 - (f) 1-to-1 visits
 - (g) Village Energy Show

16. As the number of parishes has increased so has the demand upon the Project Officer's time. Face-to-face meetings, running workshops and supporting village events is core work that generates very positive outcomes. This is importantly

supplemented with information via newsletter and website and specific support packs, frameworks and templates that can be tailored by volunteers to meet their local needs and circumstances. Capital and revenue costs, outside of officer time, are relatively low; the main ongoing expenses to date have been: energy monitors (single and three-phase), printing (parish energy booklets and event materials), thermal imaging camera training and hire, hall hire, site visits and licensing of the village car share database (the latter is currently subject to review).

17. Looking forward we do not anticipate purchasing any more energy monitors this year – this was one of the major start-up costs. Parish energy booklet print runs will be covered from the £10k ring-fenced fund as required. Hall hire costs are negotiated with parish councils where possible and the review of the license for the village car share database should keep its annual costs below £500 if it is deemed viable to continue.
18. Overall, therefore, the estimated annual revenue costs to the Council of continuing to support the Partnership into 2012/13 in its current mode of operation would be between £1500 and £2000 excluding the salary costs of the part-time Parish Energy Project Officer.
19. The following section provides detail on considerations as to how the Council maybe able to attract external funding to contribute to delivering essential support to SPEP.

Considerations

20. To date, the above delivery model has proved very popular and successful. The Council has established and developed a relatively unique partnership structure – directly embracing localism, sustainability, reducing carbon emissions, fuel poverty and self-reliance. It has opened a very important channel of communication that is taking community level awareness-raising of these issues into the all-important phase of engagement – where they become an active part of day-to-day decision-making.
21. One of the features of the Partnership is the diversity of its membership. Parish Council's sign-up because they recognise the potential value to their residents and that there are local volunteers prepared to take the available support forward in their communities. As much as every parish is different so is the capacity and interests of the volunteer groups and their members, and the relationship between the volunteer group and the Parish Council is similarly variable. A first consideration in terms of securing external funding would be to seek contributions from the Parish Councils signed up to the Partnership. It is arguable as to whether SPEP is as yet mature and secure enough across its membership to attract such contributions. If applied it would need to be some form of variable tariff (perhaps by population) but there is a real risk, without a very careful and balanced approach, that we would lose members and curtail our ability to attract new parishes at a time when we need to be pushing on to achieve greater and greater coverage.
22. The challenge, in a time of reduced/constrained public spending, is to push on the mainstreaming of engagement with sustainable energy whilst converting an increasing proportion of this engagement into delivering further tangible change on the ground. This is not any easy thing to do and 'normalising' the transition to sustainable energy communities and a low carbon economy is a long term programme. The experience from regional and national initiatives launched over the last ten years illustrate the importance of longer term programmes to provide confidence, consistency of message and continuity.

23. Central Government is in the process of bringing forward a new vehicle to accelerate this process of tangible change on the ground. This comprises a guaranteed return on investment from the installation of renewable electricity and heat generation technologies and an innovative loan scheme (incorporating some 'safety-net' grant support) for consumers to finance the energy efficiency measures.
24. The specific elements are:
- (a) The Feed-in Tariff (F-iT) – providing a significant revenue return to the owners of approved renewable electricity generation technologies. This was introduced from April 2010 and although tariffs are presently subject to review are expected to continue to provide a viable return for most community or individual property-scale installations.
 - (b) The Renewable Heat Incentive (RHI) – as above but for renewable or low carbon heat generation technologies. This will be introduced for commercial and community premises from 30th September 2011 (delayed from July) and should be introduced for domestic properties from Autumn 2012.
 - (c) Renewable Heat Premium Payments scheme (RHPP) – from 1st August some households will be eligible for grants to install renewable heat units. £15m has been allocated on a first come first served basis (but with £3m reserved for social landlords), the scheme will run until 31st March 2012 and is being administered by the Energy Saving Trust. The grants are aimed at the four million households not on the gas grid in England, Scotland and Wales. In these cases owners will be able to receive £1,250 for ground source heat pumps, £850 for air source and £950 for biomass boilers. Grants of £300 for solar hot water panels will be available to all households regardless of gas connection. Many parishes in South Cambridgeshire are off the gas grid. Heat meters will be installed in some properties to improve understanding of usage in advance of introducing the RHI for dwellings towards the end of next year.
 - (d) The Green Deal – a framework to enable private firms to offer consumer energy efficiency improvements to their homes, community spaces and businesses at no upfront cost and recoup payments through a charge in instalments on the energy bill that is 'attached' to the property (i.e. if the original customer moves out then the repayment obligation moves to the next bill payer). The 'deal' will be delivered by Green Deal 'providers' and will incorporate the following:
 - (i) the expected financial savings from the installed measures must be equal to or greater than the costs attached to the energy bill, known as "the golden rule" of the Green Deal;
 - (ii) measures must be approved for each property by an accredited, objective adviser who has carried out an assessment;
 - (iii) the measures must be installed by an accredited installer;
 - (iv) various consumer protections will be put in place.
 - (e) The Energy Company Obligation (ECO) – at the end of 2012 this will replace the Carbon Emissions Reductions Target (CERT) and Community Energy Saving Programme (CESP) which have been the main tools for driving uptake of energy efficiency measures. The ECO will provide a safety net for the Green Deal to help out those vulnerable low income households or those in expensive to treat properties (e.g. solid walls) where the 'Golden Rule' would not work within a 20-25 year repayment window. It is worth noting that the end of CERT will also probably mean that the current heavily subsidised loft and cavity wall insulation treatments will no longer be available for all - with the full price being paid through Green Deal finance (rising from the current £170 to something in the region of £450-£600 for a typical installation).

25. It is clear from the above that a great deal of the future work of the South Cambs SPEP will be tied to its role in supporting the roll-out of the Green Deal, ECO, RHI, RHPP and F-iT. The Partnership is ideally placed to facilitate in South Cambridgeshire each of these components of the Government's framework for tackling the very sizeable, urgent but to date largely intractable problem of comprehensive energy efficiency and microgeneration coverage across the country.
26. The SPEP was designed and is already making headway in unlocking consumer demand for such measures. The current Department of Energy and Climate Change (DECC) guidance states that bodies such as local councils or local community groups stand to be the organisations known and trusted by the consumer that will lead the promotion of the Green Deal.
27. Through the sector-leading Rampton Drift Retro-fit project the Council is also presently gathering a very significant and unique body of experience in what delivering the Green Deal will be all about. Working with commissioned partners Wilmot Dixon and PRP architectural consultants we are fitting out 13 properties in Rampton Drift with just the sort of measures the Green Deal will be bringing forward (the project is funded from Government's Housing Growth Fund).
28. Further consultation on the Green Deal is expected in September. A progressive and strong response from the Council and partners will be important so that Government appreciates that some local authorities already have potentially very effective consumer access structures in place. With a national programme such as this, coupled with tremendous interest from the commercial installers and investors, there is a real risk that a Green Deal blanket roll out using external marketing and engagement companies could undermine the local community capacity building that the SPEP has brought together.
29. Having acknowledged this risk, however, the Green Deal mechanism stands to offer SPEP significant opportunities to develop its impact and to attract external funds. SPEP has always recognised the importance of actively promoting Government subsidy and grant programmes that seek to bring forward residents as customers to take advantage of the savings and incentives on offer. These have included outstanding value cavity and loft insulation (via CERT), grants to replace very inefficient boilers (the scrappage scheme) and, most recently, an excellent rate of return on investment through installing renewable electricity generation technologies (through the Feed-in Tariffs).
30. In essence, SPEP volunteers have sought to signpost or hook-up their local residents with good quality and good value commercial suppliers and installers so that they can take advantage of the savings on offer. This is not only good for residents but also good for the suppliers and installers – bringing financial returns for both.
31. There is theoretically a financial dividend to be captured here by SPEP through, in effect, referring customers to approved suppliers/installers with the latter potentially being prepared to pay a small 'referral fee' back into the Partnership for all the installations completed as a consequence of SPEP volunteer group work in bringing customers forward.
32. We were in the process of trialling this through a vehicle carefully established and procured by the former Carbon Action Network East (CAN-East – a body bringing together all 47 local authorities in the eastern region to advance sustainable energy). Unfortunately, before we were able to bring the referral income stream on-line, CAN-East disbanded and with it went the legitimised delivery vehicle known as the Eastern

Carbon Reduction Initiative. The process did prove, however, that it should be possible for SPEP to generate an external revenue stream through a 'referral' model.

33. This potential is likely to exist in this form until the end of 2012 (when CERT is scheduled to cease) for domestic energy efficiency measures. With the advent of the Green Deal, however, in autumn 2012 a new and quite possibly more productive opportunity may arise. Operational details remain scant, but SPEP has the real potential to work closely with Green Deal Providers to more effectively secure local take up of the Green Deal assessments and 'offers'. This stands to provide bankable value to the 'Provider' that could be partially recouped to externally fund SPEP support.
34. A final consideration for securing external financial support would be to secure grant support for its operation from a body that recognised its value. Five years ago this might have been relatively straightforward, but in the current economic climate would be very much more difficult.
35. An over-arching matter that would influence all the above considerations is to reflect upon the future management structure for the delivery of SPEP support. Presently this is offered as a service by the District Council, through its officers with support from the Portfolio Holder and Climate Change Working Group. In the future, SPEP might like to become more independent of the Council – establishing its own Steering Group from the Partners and perhaps in the longer run setting up as an independent social enterprise-type body (e.g. a community interest company).

Options

36. The above considerations have drawn out four distinct options for raising external funding contributions for SPEP as the Partnership moves forward into 2012/13.
37. Option 1: Seek funding contributions from Parish Council Partners.
 - (a) Issues: This would probably need to be based upon establishing some form of service level agreement with each parish council that outlined the key deliverables that the support programme would provide to their respective volunteer groups. At this point in the development of SPEP, this would entail some form of variable tariff that reflected the capacity of the local volunteer group and also perhaps the population of the parish.
 - (b) Pros: would potentially strengthen the role of parish councils in the partnership and develop more direct accountability.
 - (c) Cons: would put pressure on internal partner relationships within each parish at a time when many volunteer groups are still developing, building their own confidence and capacity and benefitting from not feeling tied to providing specific delivery outputs. This is still relatively early days for the partnership and the risk of losing partners or creating barriers to signing-up new ones would probably be high if some form of subscription was required from respective Parish Councils.
38. Option 2: Develop a referral fee arrangement with local installers
 - (a) Issues: this would require procuring (via an open procurement process) the services of one, or maybe two, local installers who would then become SPEP's approved/recommended sustainable energy providers. In return for this market advantage the installers would contribute a referral fee back into the Partnership for each installation completed within the District (up to £20 per installation).

- (b) Pros: creates a specific incentive that focuses upon delivering installation on the ground. Provides a degree of confidence to customers seeking quotes – a direct route to delivery. Allows success to be easily monitored. Is beneficial to the local economy.
 - (c) Cons: may reduce competitiveness; may not generate significant revenue at first; would probably be overtaken by, or would conflict with, the introduction of the Green Deal Provider framework from autumn 2012.
39. Option 3: Link SPEP into the Green Deal provider chain as an agent for unlocking consumer demand
- (a) Issues: the effective penetration of the Green Deal will hinge upon developing quality access to householders. As a framework to enable private firms to offer consumers energy efficiency improvements to their properties this access will be crucial. The Partnership is in a position to facilitate this and, in adding value, has an opportunity to share in the profits whilst maintaining its local principals and aims. For example, a Green Deal Provider may be prepared to contribute to the funding of the Parish Energy Project Officer post as a local agent helping communities unlock consumer demand. The Rampton Drift Retro-fit project is providing us with very real experience and exposure to the nitty-gritty of Green Deal delivery on the ground.
 - (b) Pros: could provide a total solution and enable SPEP to provide a leading contribution to the Green Deal as a Government flagship. Would ensure that SPEP is directly working with the Green Deal process – if it does not there is a risk that it will undermine the work and approach of the Partnership.
 - (c) Cons: a service contract, with a Green Deal Provider or similar, could be constrictive to broader SPEP support work.
40. Option 4: Endeavour to secure an external support grant/award
- (a) Issues: although external grant/award funding sources are much rarer today than they were a few years ago, there is still potentially some availability for innovative projects bringing forward and establishing new delivery arrangements. SPEP could readily be seen as falling into this category for rural and semi-rural districts.
 - (b) Pros: subject to probably lengthy and successful application processes, grants generally supply a very secure, although time-limited, form of funding support. Successful applications also generate useful publicity and can in themselves help to attract additional sources of funding. May provide space/time to work on one or all of options 1-3 above.
 - (c) Cons: grants are one-off and generally short-term, mostly require match-funding and will not sustain a project in the long term (i.e. it will still be necessary to consider alternative options). Most grants are tied to specific delivery agreements on outcomes and monitoring which can prove onerous or deflecting from other priorities.

Implications

41. Financial	Subject to option selection and viability – potential to bring in external funding and reduce Council contributions to SPEP support.
Legal	Subject to option selection and implications (i.e. procurement and/or service contracts)
Staffing	Potential to provide additional security to SPEP support services.
Risk Management	Risk that ongoing spending cuts may threaten provision of dedicated SPEP support.

Equality and Diversity	None identified
Equality Impact Assessment completed	No Report is presently an options appraisal.
Climate Change	SPEP is the Council's lead programme for facilitating community-led carbon reduction.

Consultations

42. Portfolio Holder for Sustainability, Planning and Climate Change.

Effect on Strategic Aims

43. The ongoing development and support of SPEP, as part of the Council's Climate Change Action Plan 2011-13, is a priority Council Action for 2011/12.

Background Papers: the following background papers were used in the preparation of this report:

DEPARTMENT OF ENERGY & CLIMATE CHANGE, 2010, *The Green Deal. A summary of the Governments proposals.*

DEPARTMENT OF ENERGY & CLIMATE CHANGE, 2011, *What measures does the Green Deal cover?*

DEPARTMENT OF ENERGY & CLIMATE CHANGE, 2011, *Consumer protection in the Green Deal*

DEPARTMENT OF ENERGY & CLIMATE CHANGE, 2011, *Renewable Heat Incentive*

SCDC, 2011, *Climate Change Action Assessment 2011-2013*

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