



**ENERGY PLAN
TASK AND FINISH GROUP
FINAL REPORT**

August 2015

*Working for
Warwickshire*

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1.0 Introduction

1.1 Executive Summary

Through this comprehensive review process, members have considered substantial written information and held three verbal evidence sessions, with representatives from a wide range of organisations. This resultant report proposes a number of recommendations for the commissioning Scrutiny Committee and the Cabinet of Warwickshire County Council to consider.

The conclusions and recommendations can be seen in detail at Section 4 (Page 16 onwards). This contains the findings, suggested policy areas and objectives, together with a framework for a Warwickshire Energy Plan. The recommendations from this review work are grouped under three key areas:

- Increase use of low and zero carbon technologies.
- Increase public support for low and zero carbon technologies.
- Taking people out of fuel poverty and improving their health and wellbeing.

1.2 Appointment

Following a motion at the Council Meeting on 9th December 2014, the Communities Overview and Scrutiny Committee appointed a member task and finish group to investigate the work of other authorities, with a view to developing an Energy Plan that will include:

- A policy of including energy production for all new WCC buildings, including solar panels on new school buildings.
- Wider schemes for macro and micro energy generation across Warwickshire.
- Schemes to assist those in fuel poverty.

1.3 Members and Contributors

The seven members appointed to the Task and Finish Group were Councillors Jenny Fradgley, John Horner*, Phillip Johnson, Keith Kondakor, Wallace Redford, Matt Western (Chair) and John Whitehouse.

*Following Councillor Horner's appointment to the Cabinet his membership of the Task and Finish Group ceased.

Members invited contributions from Warwickshire district and borough councils, housing associations, Act on Energy, Citizen's Advice Bureaux, the Warm and Well Partnership, Encraft, Greenwatt Technology and Community Energy Warwickshire.

The Task and Finish Group was supported throughout the review by Head of Physical Assets and officers from Construction Services, Localities & Community Safety, Public Health and the Democratic Services Team.

1.4 Evidence

In order to achieve an understanding of the review topic, the Task and Finish Group considered both primary and secondary evidence from a range of sources. This included a pack of information from officers comprising:

- An Energy Plan for Warwickshire – summary of internal and external published documents.
- WCC Energy Policy for Corporate Properties (2015 update).
- Energy Service Companies Guide - August 2012.
- Briefing Note on Energy Strategy for Birmingham.
- Climate Change Strategy Baseline Data 2005.
- Climate Change Strategy Update 2007.
- Warwickshire Climate Change Strategy 'Thinking global, acting local'.
- Warwickshire Biomass Market Development Outcomes.
- Warwick District Council Low Carbon Action Plan.
- Sub-national electricity consumption statistics 2005 – 2013.
- Warwickshire community owned renewables presentation 2010.
- Warwickshire energy consumption (electricity) analysis spreadsheet.
- Home Energy Project - Fuel Poverty document.
- Energy, 'Food Energy' and Renewable Energy Issues.
- Energy Security and Food Energy Background Materials.

The primary evidence comprised:

- A meeting with portfolio holders and officers of the five district and borough councils in Warwickshire, involving presentations and more general discussion of their activities to address fuel poverty and improve their assets / reduce energy consumption.
- An evidence gathering session with representatives of Act on Energy, Citizen's Advice Bureaux, Orbit Housing Association and the Warm and Well Partnership, with presentations and questioning focussed on addressing fuel poverty. Written information was considered from Warwickshire Rural Housing Association.
- Presentations were also received from Encraft, Greenwatt Technology and Community Energy Warwickshire, with this session being focussed on energy generation initiatives.

1.5 Dates and Timescales

- Stage 1: A meeting to agree the scoping document for this task and finish review (See Appendix A), receive a verbal report from members who attended the APSE Energy summit held at Leeds on 26th /27th February and review a pack of secondary evidence outlined at paragraph 1.3 above – March 2015
- Stage 2: Consideration of primary evidence listed at 1.3 above, through presentations, questioning and more general discussion over three meetings – April, May and June 2015
- Stage 3: The consideration of conclusions and recommendations from this Task and Finish Group (TFG) – July 2015
- Stage 4: Presentation of the final TFG report to the Communities Overview and Scrutiny Committee – September 2015
- Stage 5: Presentation of the TFG to Cabinet – October 2015

2.0 Overview

2.1 Background

At its meeting on 9th December 2014, the Council approved the following motion:

- (1) That the Council develops a far reaching Energy Plan to improve social and economic resilience in ensuring energy security at lower prices for the health and prosperity of all communities, including the business sector.
- (2) That the Council requests that the Communities Overview and Scrutiny Committee establish a Task and Finish group to investigate the work of other authorities with a view to developing an Energy Plan that will include:
 - A policy of including energy production for all new WCC buildings, including solar panels on new school buildings.
 - Wider schemes for macro and micro energy generation across Warwickshire
 - Schemes to assist those in fuel poverty.

2.2 Objectives

The objectives of this review were:

- To audit information held by Warwickshire County Council, other authorities and partners (both within Warwickshire and elsewhere) of initiatives for energy production, schemes for energy generation and assistance to those in fuel poverty.
- Through the audit, to identify gaps in information and areas for research.
- To look at energy reduction initiatives, in the context of the wider impacts for Warwickshire (including energy reduction for small and medium sized business enterprises).
- To contribute to the Warwickshire Financial Inclusion Partnership audit, regarding current and future initiatives relating to fuel poverty.
- To identify those areas where immediate improvements can be made, possibly with short-term financial investment yielding longer-term benefits for Warwickshire and its residents.
- To make recommendations to the Communities Overview and Scrutiny Committee on areas either for immediate attention or for further investigation.

A copy of the full scope for the review is attached at Appendix A.

3.0 Detailed Findings

3.1 Secondary Evidence

A pack of written evidence was circulated at the commencement of the review (see 1.3 above). Each document was considered by the Group and the following is a summary of the key findings.

- With regard to fuel poverty and rural poverty, the winter excess death statistics are at their highest level for 10 years. There are links with ill health as well as mortality attributable to living in cold homes and costs to health services as a result.
- The comparative resources devoted by leading authorities to energy planning and initiatives and those allocated in WCC.
- Recognition of the amount of work done previously on energy initiatives, that other authorities are now ahead of Warwickshire in this area and likely causes for this.
- Member feedback on the APSE Energy summit held at Leeds on 26th /27th February. This showed that unitary councils were most active in terms of energy initiatives, linking the planning function to energy issues. Specific projects were:
 - The work of N2D2 (Nottingham and Derby's Shire County and City Councils)

- Peterborough and Cambridgeshire's joint work
- Preston's project on wind turbines
- The financial benefits from reinvestment of savings e.g. from solar farms into other community initiatives.
- Differing approaches to work with the private sector to deliver initiatives. Nottinghamshire was adopting a phased approach, with a reducing involvement of the private sector partner, whereas Peterborough was delivering its work through Npower.
- The importance of a high level member buy-in.

3.2 Primary Evidence

The TFG invited contributions through a number of evidence gathering sessions:

15th April	Presentations from district and borough councils
12th May	Presentations from Act on Energy, Warm and Well Partnership, Citizens Advice Bureaux, Orbit Housing Association
2nd June	Presentations from Head of Physical Assets on current WCC Activity and from Encraft, Greenwatt Technology and Community Energy Warwickshire

3.3 Evidence Session – 15th April

Presentations were made by each of the five district and borough councils in Warwickshire. The presenters had been given a scope for their presentations to focus on the following areas:

1. Energy Policy including targets; own assets.
2. Energy Strategy.
3. Borough / district schemes including community programmes and schemes.
4. Other agencies or bodies that each authority has contracted, involved or worked with.
5. What authorities are doing now and what are their future plans.
6. How this corresponds with perceived need.
7. Local approaches to partnership working and the issues encountered.
8. Thoughts on where improvements could be made.
9. The assumptions that social housing is pretty much geared around tackling fuel poverty. A real issue is the private rented sector. Contributors views were sought on engagement with private sector landlords.
10. All boroughs and districts have a list of top 100 debtors. Information was sought about work done to identify and

put in place a package of measures around targeted support that may also tackle fuel poverty.

The presentations were followed by a group discussion, resulting in the following learning points:

- Information about district heating schemes and code 4 standards in energy efficient developments. The two options could be pursued simultaneously.
- The need for an overarching view and a collective strategy.
- Including housing associations in the review. The work of Orbit HA was advocated particularly.
- The lack of control over private sector landlords, to ensure their properties are safe (and warm) for tenants. Previous political manifestos for such controls had subsequently been abandoned.
- The work of the Building Research Establishment in regard to safety standards and energy performance of properties.
- Procuring by performance – Examples of organisations using this approach were Coventry City Council for its commercial buildings and Rugby Borough Council used a similar approach.
- Securing European funding. There is a role for authorities and others to help those navigating complex bidding processes, often with short timescales.
- The submission of bids for ‘smart grids’ for new developments with an opportunity to bid for £5.8 million of ESIF funding.
- Smarter procurement, for example through the Eastern Shires Purchasing Organisation, could result in substantial collective savings.
- Planning applications were determined locally by each authority – there was no liaison between authorities on for example the location of solar farms.

Key conclusions from this evidence gathering session were:

- The need for more awareness of what is happening in each part of Warwickshire.
- An offer was made for people to visit a Warwick District Council biomass scheme
- The need for joint work and possibly a regular forum
- The inaccuracy of energy ratings for new build properties
- Lobbying Central Government
- The role of APSE and potential for joint working

3.4 Evidence Session – 12th May

Contributions were sought from Act on Energy, the Warm and Well Partnership, Citizens Advice Bureaux and Orbit Housing Association. The

presenters had been given a scope for their presentations to focus on the following key areas relating to the fuel poverty aspects of the review:

- How you identify those in need - is it reactionary or proactive in targeting those that may need help.
- How help and direction is provided.
- Known sources of funding and support available to tenants.
- The sorts of people/groups of people the organisations worked with that are in fuel poverty, the sorts of houses / homes that face the biggest challenges around fuel poverty.
- Whether their clients faced the 'heat or eat' dilemma and their biggest challenges in helping people in fuel poverty.
- How they measured and recorded the outcome of work with people in fuel poverty.
- Targeting hard to reach groups.
- Interventions that have helped tackle fuel poverty most effectively (Government, supplier / energy sector and local). Similarly the barriers and causes of frustration.
- How to improve local intervention, resources needed and how it would work in practice.

The key points from this evidence gathering were:

Act on Energy

- Statistically the UK had the worst fuel poverty indicators in Europe.
- Some people not heating their homes sufficiently. This skewed data on fuel poverty.
- Those with poorly insulated homes and/or off the mains gas network were most affected. Often it was elderly people living in larger (former family) homes.
- Home visits provided a more accurate picture of fuel poverty than contact via telephone or electronic means.
- The availability of £140 warm homes discount (WHD) and certain means tested benefits, to assist with heating costs.
- National funding through DECC's Central Heating Fund (£25m). A consortium bid approach was being progressed, involving about 50 local authority areas, to maximise the allocation for the West Midlands area. The National Energy Action (NEA) Technical Heating Fund (£250,000) was seeking innovative bids; with a maximum grant spend per property of £7,000.
- A worrying trend amongst some landlords to replace gas central heating systems with the electric heating installations, which reduced their maintenance liabilities, but increased tenants' costs.
- Average fuel costs had increased dramatically from £600 pa in 2006 to £1400 in 2014. The annual cost of oil fuelled systems was now up to £2,000 each year.

- The rules on free insulation had changed. Loft insulation was no longer a free service, but free cavity wall insulation remained.
- Switching fuel suppliers seemed a solution, but wasn't suitable for all. The standard iChoosr tariffs weren't flexible and for the over 70's there was limited supplier choice, without removing entitlement to the warm homes discount.

The Warm and Well Partnership

(A presentation by Act on Energy on behalf of partnership, now chaired by Public Health)

- The Warm and Well Partnership previously funded initiatives through grants from the Department of Health (Warm Homes Healthy People Fund). This national funding ceased and from 2014/15 onwards initiatives have been funded through Public Health at Warwickshire County Council, to the value of £100,000 per year (with additional investment of £100K from People Group for a pilot project for 2015/16. Examples of schemes funded included:
 - Through an initiative to increase benefit uptake (costing just £15,000) eligibility to over £½ million in additional benefits was being paid to eligible Warwickshire residents; a further campaign was planned.
 - Boiler servicing and small repair grant scheme of up to £300 for those on specific benefits.
 - A chimney sweep project delivered through Age UK, on referral from the Fire and Rescue Service.
 - Service delivery at the door – a multi-agency survey, with onward referrals where required. This included benefits advice, health and healthy eating, with targeted action based on locations suggested by district and borough councils.
 - Advice sessions in rural communities – linking with the mobile library service.
- In 2014/15, 976 calls were made to Act on Energy through their advice line a total of 2764 householders potentially benefitted and a total of 85 households were referred for boiler repair/replacement, loft and cavity wall insulation and other services, etc.
- A “Boiler on Prescription” pilot was proposed in Warwickshire, with funding of £100K from the County Council's People Group, working with Priority Families and Reablement Services. It would benefit up to 20 homes across Warwickshire, with beneficiaries being targeted on health grounds to receive a home energy assessment and physical improvements such as boiler repairs/replacements, loft and cavity wall insulation. It was planned to evaluate the impact of the pilot on health outcomes.

- DECC funding resulting from redress fines. Bids could be made through National Energy Action.
- Data sharing. It is known that information is held by many agencies. If this could be shared with other bodies, it would lead to easier identification of those in fuel poverty, or other issues requiring support, leading to better outcomes for tenants and residents. However, current restrictions on data sharing are a barrier.
- The need to map data from different sources. Data on chronic health conditions can be compared against data for fuel poverty, property types, EPC data on typical energy costs and the potential for savings.

Citizens Advice Bureau

- Evidence from a CAB survey of 2,200 people showed that 67% didn't change their fuel supplier / product, that 44% were choosing which bill they could afford to pay and many people didn't understand their fuel bill.
- Eligible residents in hardship could receive up to 90% off their water and sewage bill from Severn Trent Water.
- The rules around 'Green Deal' and the energy company obligation change regularly – it is difficult for professionals let alone residents to keep up with the changes.
- The decent homes scheme provides a useful minimum standard for tenants.
- CAB provide assistance in dealing with complaints against energy companies. It is difficult for some residents to navigate the complex processes.
- On rural poverty, the outreach work is valuable. Many residents prefer face to face rather than telephone or email contact.
- Warwickshire CAB has raised the profile of issues for those using prepayment meters (PPMs), addressing parliamentary all party select committees. The issues are:
 - where a PPM is already installed in a property, there is no dialogue with subsequent tenants regarding tariffs.
 - the assumption that PPM is due to a tenant having historic debt is misplaced.
 - Differing opinions on merits of PPMs – some residents prefer them as a way of controlling spending on energy.
 - 10.5% (nearly 25,000) Warwickshire households have PPMs and this number is rising.
- Smart meters. Repeated delays on their introduction. A view that people lose interest in monitoring smart meters, limiting their benefit. However, if energy companies shared this data, it would be useful. Orbit is working with a supplier on both smart meters and a tariff for those on PPMs. Orbit has ceased its removal programme of PPMs.

Orbit Housing Association

- The Orbit presentation included details of its overall property holdings, its development vision, the funding in place and planned investment in Warwickshire.
- Orbit had three key performance drivers – for the resident (lifestyle aspects), for energy (a carbon reduction programme of energy efficiency work) and for investment (including disposal of the 40 least energy efficient properties)
- It was noted that people on benefits were reluctant to share financial information, for fear of losing their benefits. A sustainability check on new tenants took place to make sure they could afford the energy and other costs
- Opportunities. Orbit seeks to develop community focussed partnerships, relying on local authorities as a conduit. The need to work together, not in isolation was a point raised at the session with district and borough councils as well.
- There was further discussion about data sharing, the merits of a longer-term partnership on energy issues and securing better data, to inform funding bids to benefit Warwickshire residents.

A written submission from Warwickshire Rural Housing Association was also considered.

3.5 Evidence Session – 2nd June

At this evidence session, the TFG received a presentation from the Head of Physical Assets. Its purpose was to provide a context on the work undertaken by the County Council since 2001. The areas included were energy policy for properties, applying for external funding and then work on renewable energy schemes and monitoring the County energy statistics. The County's Climate Change Strategy was launched in 2006. Work on renewables progressed from 2007, with further policy development from 2008. In 2010, Community Energy Warwickshire commenced, as did the Low Carbon Vehicle Forum, both with support from the County Council.

Further areas covered by the presentation were data for the periods 2011 – 2014 on carbon reduction, annual energy consumption and costings. Details were provided of the 12 schemes where solar photovoltaic (PV) panels had been installed. The presentation concluded with the County Council's 2015 energy policy targets and objectives.

Members considered that WCC could set a policy of requiring a percentage of renewable energy schemes in its developments, but the associated costs would have to be weighed against other priorities. Joining up with district and borough councils, to give economies of scale may assist.

External Presentations were made at this session by Encraft, Greenwatt Technology and Community Energy Warwickshire. Ahead of the meeting, information had been provided to each contributor of the key areas that should be included in their presentations.

Encraft

A PowerPoint presentation was made, covering the following areas:

- The role of Encraft - technical expertise in the market, a specialist engineering and building physics practice, working in the low carbon built environment.
- It has a broad customer base, typically working on more than 100 projects every year, across housing, commercial, public and community and private developments. An illustration of recent projects was provided.
- The significant technical, political and economic drivers for energy efficiency and schemes; it is likely there will be more community-led models. This is a commercial/revenue generating opportunity for local authorities.

The key points arising from this presentation were:

- Most buildings' energy efficiency performance is about half that stated.
- There is no monitoring or enforcement of design standards. For example air changes due to poor insulation require heating more often, costing more than stated on the EPC rating.
- From DECC guidance, 18% of the costs of the domestic fuel bill, which equates to £7-8bn nationally each year is wasted energy.
- It's now feasible to generate and use electricity more locally, than the former centralised approach.
- Across Warwickshire, residents spend £1/2bn each year on energy costs.
- Elsewhere (mostly in city areas) councils are setting up their own electricity generation companies.
- Local authorities have the specialist skills (e.g. legal, finance, engineers) and can bring together partners.

Greenwatt Technology

A presentation covered the following areas:

- Background to this low carbon and renewable energy project, with an overview of their areas of work.
- The low carbon drivers, through directives and market demands.
- The energy hierarchy.

- An electric vehicles project comprising 16 vehicles.
- An outline was given of work through the Coventry and Warwickshire Local Enterprise Partnership for a project at Stoneleigh. This will seek to bring together key sectors to work on bringing ideas for renewable energy into reality.
- The County Council has a key role in coordinating and bringing groups together. There is a good business opportunity and the potential for Warwickshire to become a clean technology hub

Community Energy Warwickshire (CEW)

This presentation covered:

- A community benefit society, incorporated in 2010. It has three NHS sites where solar PV panels have been installed.
- A third of CEW pre-tax profits are earmarked for community projects.
- Details were given of the CEW partnership model and its strategic approach, also its work with local government and the former climate change partnership.
- Areas where an energy plan could help and those where it would not help.

The areas discussed from this presentation were:

- Both CEW and Greenwatt recommended the reinstatement of the climate change partnership (See Appendix D).
- Areas where CEW recommended WCC could help were:
 - Establishing a county-wide carbon reduction commitment and get sign-on from all stakeholders
 - set targets for renewables – including community renewables
 - release potential WCC sites for community energy projects and encourage district/borough councils to do the same
 - help to “broker” partnerships, e.g. with schools
 - provide help-in-kind, e.g. roof condition surveys, legal support with leases and contractual documents
 - If funds are available, provide grants for building energy audits, EPC assessments and set up a revolving loan fund for feasibility and engineering studies

Further group discussion took place, the context of which is included at Appendix C. The County Council was encouraged to coordinate a framework for activity with the various groups looking for it to lead on energy initiatives. Contributors suggested that a lasting partnership body, such as an annual energy forum would be useful. The need for improved planning and good design was also stated, rather than retrospective energy improvements. The contributors felt the County Council was better placed to lobby the Government more effectively than any of the individual bodies.

4.0 Conclusions and Recommendations

4.1 Findings

The Task and Finish Group noted that the evidence gathered by officers and through the meetings detailed above covered much more than the anticipated scope. All existing activities were mapped and fell broadly under the following headings:

- ✓ Reduce unnecessary consumption of energy (don't leave things on if you don't need them)
- ✓ Reduce energy demand (use only the energy you do need to use)
- ✓ Improve Demand Side Management (DSM) (use the energy you need to use at the best time of day)
- ✓ Improve levels of energy efficiency in existing buildings (use the energy you need to use most efficiently)
- ✓ Increase use of low and zero carbon technologies (substitute the energy you do use with lower carbon energy sources)
- ✓ Ensure fossil fuels are used as effectively and efficiently as possible (procure the most efficient technology)
- ✓ Understand the risks and impacts on vulnerable people and services associated with future higher energy prices
- ✓ Increase public support for low and zero carbon technologies (demonstrate leadership)
- ✓ Take people out of fuel poverty (improve their health and well-being)
- ✓ Maximise the uptake of low carbon business opportunities (improve the local economy, support local job creation)
- ✓ Measure baselines, develop appropriate indicators and regularly report on progress

4.2 Proposed Way Forward – Policy Areas to Focus on

The most frequently occurring evidence presented on existing activities can be mapped under the following headings:

1. Increase use of low and zero carbon technologies
2. Increase public support for low and zero carbon technologies
3. Take people out of fuel poverty to improve their health and wellbeing.

Development and delivery of an Energy Plan for Warwickshire would need to be phased for manageable delivery. To do this, it is proposed that in adopting an Energy Plan, it be put in the context of a 'Resources and Delivery Plan' to focus partner support, secure external funding and fill gaps in provision.

WCC should review its own policy in respect of buildings, other land assets and the opportunities presented by new developments to allow the authority the opportunity to meet its obligations and commitments.

4.3 Proposed – Policy Objectives

Each of the policy areas can be broken down into a number of objectives:

Increase Use of Low and Zero Carbon Technologies:

- Increase the amount of decentralised embedded generation
- Establish programmes for the substitution of non-renewable energy sources especially in off gas-grid areas
- Provide expert energy efficiency and renewable energy advice to householders
- Determine the feasibility of district heating schemes
- Map the opportunities for renewable energy projects
- Encourage the planning framework to support the development of sustainable infrastructure needed to move to a low carbon and resource efficient economy
- Explore the potential for establishing low carbon energy zones
- Develop training courses to improve skills including on whole life costing, post occupancy evaluations etc.

Increase public and organisational support for low and zero carbon technologies

- Develop a Warwickshire Energy Plan as the coordination framework for action
- Produce for Members an annual overview of UK energy policy, prices, trends and significant influences thereon
- Develop an Energy Partnership for project development and delivery
- Encourage the development of community energy schemes
- Support domestic renewable energy solutions
- Investigate the introduction of incentives for improving energy performance
- Work with research institutions and professional bodies to ensure the local workforce has the skills required for a low carbon future
- Broaden the uptake of available financial support
- Ensure legal compliance with relevant planning, climate change and energy related legislation
- Communicate the right data, to the right people, at the right time, in the right ways

Take people out of fuel poverty to improve their health and wellbeing

- Ensure a source of sustainable funding for affordable warmth interventions
- Seek to implement evidence based recommendations (e.g. NICE Excess winter deaths guidance) and strategy (UK Fuel Poverty Strategy)

- Improve data sharing to better target interventions and monitor outcomes
- Strengthen partnerships across the County and districts and boroughs, drawing on agencies already involved in directly addressing fuel poverty
- Explore links between fuel poverty and wider energy agenda – including the monitoring of transport costs alongside data used to monitor official ‘fuel poverty’ figures, food and other household incomes.

4.4 Proposed - Warwickshire Energy Plan Framework

The framework of the Warwickshire Energy Plan could be in the following format:

Document / Activity	Purpose / People reading this document will know-
1. A one page summary containing key commitments and priorities which partners and policy makers have formally signed up to	Where the County priorities lie and how serious the County and its partners are in supporting them so everyone wishing to support can act accordingly
2. A more detailed 5-10 page expansion of the summary making clear the rationale for key priorities	Why the County’s priorities are as they are
3. A phased Resources and Delivery Plan identifying resources actions, milestones and responsibilities for delivery of the strategy	What and When the County and its partners are doing in the short and medium term to deliver the identified priorities and Who will be delivering the actions
4. Steering Group responsible for driving action and monitoring implementation	Directing How plans are developed and delivered, adapting them as external factors change the context
5. Best practice forum / web page / library of resources	A central knowledge base to support policy makers and delivery organisations and make delivery efficient

4.5 Recommendations

The Report makes recommendations under the following areas:

1. Increase use of low and zero carbon technologies
2. Increase public support for low and zero carbon technologies
3. Taking people out of fuel poverty and improving their health and wellbeing
4. Key recommendations for further work – where data is missing
5. Budget Allocation

1. Increase Use of Low and Zero Carbon Technologies

Recommendation 1.1 – Decentralised Embedded Generation

Increase the amount of decentralised embedded generation.

Rationale

Modelling of energy consumption up to 2020 by Warwickshire district was undertaken in July 2001¹ using local and national statistics. The modelled figures were checked for accuracy against The Digest of UK Energy Statistics 2014² and found to be underestimated by around 15%.

The model still gives an indication of the scale of losses (around 65% of primary fuel) between the power station and consumption by the final user in Warwickshire.

Area	Primary fuel used for grid electricity generation (grid) (GWh/year)	Electricity consumed by final user (GWh/year)	Estimated losses from conversion of primary fuel at the power station to final user (GWh/year)	If 10% renewable energy generation target set (GWh/year)	Population density (persons/ha) ³
North Warwickshire	939	328	600	33	2.50
Nuneaton & Bedworth	1,420	497	900	50	13.64
Rugby	1,217	426	800	43	2.61
Warwick	1,868	654	1,200	65	5.01
Stratford-upon-Avon	1,619	567	1,000	57	1.26
Total	7,062	2,472	4,500	247	2.71

Table 1: Estimated energy requirements by district 2020.

Increasing generation capacity nearer to where the demand occurs (decentralised energy) has many advantages:

- More sustainable use of resources
- Dramatically reduced conversion, transmission and distribution losses
- Reduced emissions of carbon dioxide
- Driver of technical innovation

¹ JLawrence regression analysis modelling using 59 UK area based electricity data sets e.g. statistics from DUKES, regional urban and rural studies, ONS Population Data, WCC Population Data. 535,600.

²

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/338750/DUKES_2014_printed.pdf

³ Estimated area of County 197,753 hectares.

- Job creation
- Opportunity for local political leadership
- Opportunity for community owned schemes
- Enhanced energy security nationally
- Electricity supply less vulnerable to sabotage or extreme weather
- Cost savings through reduced need for investment in high voltage transmission networks leading to more competitive and stable pricing longer term
- Cost effective route to achieving carbon targets for developers
- Could enable the development of heat networks and smart grids

Recommendation 1.2 – Investigate the Work of Others

Provide an officer resource to investigate the work of other UK authorities and exemplars from other countries.

Rationale

There is a need to understand the proportion of energy consumption provided locally through low / zero carbon supply. The Council should look at the initiatives implemented by leading UK authorities and exemplars from other countries.

Recommendation 1.3 – Zero and Low Carbon Energy

A plan to provide zero and low carbon energy to meet the needs of Warwickshire's communities.

Rationale

From recommended priority 1.2 above, there is a need to develop a plan with options to show how WCC can provide sufficient zero and low carbon energy to meet the needs of Warwickshire's community and how this could look in practice.

2. Increase public support for low and zero carbon technologies

Recommendation 2.1 – National Low Carbon Centre

Explore the feasibility of a National Low Carbon Centre at Stoneleigh Park, near Leamington.

Rationale

If a full feasibility study proved the proposal viable, the establishment of National Low Carbon Centre (NLCC) at Stoneleigh Park near Leamington would have many benefits and meet many current and future policy objectives in the delivery of and Energy Plan for Warwickshire:

- Over time it would grow and become the UK's leading centre of excellence for sustainable and low carbon technologies. The UK does not currently have this sort of facility.

- The timing is right – renewable energy generation, smart grids, storage and management systems are beginning to offer a real alternative to a fossil-fuelled economy.
- Warwickshire is ideally placed in a central and accessible location.
- The site is right with a site master plan already in place aimed at creating an innovative and stimulating environment to attract established and start-up cleantech / greentech companies.
- The current leaseholders (who hold a 150 year lease) are determined to put Stoneleigh Park on the map as the leading science park and business location in the Midlands.

- The current leaseholders are planning a major structural investment in Stoneleigh Park (£50m over 10 years) through a programme of new build, refurbishment and infrastructure developments.
- The NLCC would become a thriving enterprise and research centre in the heart of the country. Creating new enterprises and university spin-outs, establishing an independent clean technology research and demonstration hub would facilitate a skilled technical workforce.
- NLCC would become part of the European network of national low carbon centres attracting public and private sector funding from a wide variety of sources.
- NLCC would revive the national and international focus of activities at Stoneleigh Park (formerly the National Agricultural Centre and Royal Showground) and support the growth of the business economy, increase employment and skills opportunities in this high growth sector and add value to the visitor economy.
- NLCC would provide a focus for supporting farm and rural energy activities and initiatives including local energy grids, community energy schemes and generating additional income for farmers and communities from renewable energy generation.
- NLCC would address rural transport and mobility issues through the testing of alternative low emission vehicles (electric, bio-methane, hydrogen) for public and private transport purposes and would allow the establishment of a Green Transport hub operating between Coventry, Leamington and Warwick.

Recommendation 2.2 – Project Evaluation Model

Develop a project evaluation model to help in the decision making process.

Rationale

There are a huge number of potential partners, each with their own policies and strategies to guide their objectives and targets and a wide array of technologies or project activities that could be supported.

To determine which activity is right for Warwickshire and right for any particular partner, it is proposed that an easy to use Project Evaluation Model

is developed to help in the decision making process. The Model would enable the assessment of each potential project under four main criteria evaluation headings:

1. Strategic + Partnership Fit
2. Project Attractiveness
3. Achievability / Capability
4. Partnership Presence / Public Relations

The result would be presented as a weighted score enabling comparison of the various options and prioritisation of action(s) taken. A sample of the Evaluation Model is provided at Appendix E.

Recommendation 2.3 – Covenant of Mayors

Cabinet is recommended to sign up to the Covenant of Mayors.

Rationale

A demonstration of commitment will attract partners and provide a framework for action⁴ across the County and make attracting funding easier⁵. The European Union is committed to a reduction in overall emissions of carbon dioxide to at least 20% below 1990 levels by 2020. Local authorities are expected to play a key role in achieving the EU's energy and climate objectives. Many initiatives are in place to support this, such as the Covenant of Mayors in which towns, cities and regions voluntarily commit to reducing their CO₂ emissions beyond this 20% through the development of a Baseline Emission Inventory (BEI) and the implementation of a Sustainable Energy Action Plan (SEAP). A great deal of guidance and information is therefore available to local authorities who become a signatory.

A SEAP is expected to cover the whole geographical area of the local authority, involve both public and private sectors and concentrates on measures to reduce CO₂ emissions and final energy consumption by end users. CO₂ targets can be set either as an absolute reduction or per capita reduction. The industrial sector is not a key target of the Covenant of Mayors, so a local authority can choose to include actions in this sector or not.

The main sectors in a SEAP are standards for new and renovated buildings, procurement of energy efficient products and services and urban transport & mobility. It can also include: local power generation (renewables, Combined Heat and Power (CHP), Tri-generation – heating & cooling); land use planning and changes in consumption patterns working with stakeholders and citizens.

Through its SEAP a local authority is expected to clearly outline the vision and strategic objectives and targets for different sectors based on the BEI. It must

⁴ <http://www.covenantofmayors.eu/Reaping-the-benefits-of-energy.html>

⁵ http://www.covenantofmayors.eu/IMG/pdf/Financing_Opportunities_Matrix.pdf

also state the actions it intends to take in order to reach its 2020 commitments, detailing measures for the next three – five years.

It is strongly recommended under the Covenant that measures related to the local authority's own buildings and facilities are implemented first, in order to set an example and motivate the stakeholders.

3. Taking people out of fuel poverty and improving their health and wellbeing

Recommendation 3.1 – Ensure sustainable funding for affordable warmth initiatives

Ensure funding support for the Warwickshire Warm and Well Partnership and a single point of access energy advice service, ensuring sustainability of these services through raising fuel poverty as a priority with both health and social care commissioners (via the Integration Executive and Health and Wellbeing Board).

Rationale

Every £1 spent on affordable warmth initiatives generates a healthcare cost saving of £42p overall. Single point of access energy advice services are recommended in the latest NICE Excess Winter Deaths guidance. Such a service will continue to be commissioned from Act on Energy for 2015/16 and 2016/17 by Public Health. With ongoing reductions in local government spending, it is important for us to continue to prioritise, and arguably increase investment in this area and ensure sustainable sources of funding for affordable warmth initiatives.

Recommendation 3.2 – Implement evidence based recommendations and strategy

Support delivery of “boiler/affordable warmth on prescription” pilots, mirroring pilots delivered elsewhere in the Country (e.g. Sunderland), identifying those most vulnerable from the effects of living in cold homes and providing them with home energy efficiency improvements, alongside evaluation of health outcomes.

Support the development of a referral network, of organisations which will

- a) Consider the home environment of those individuals they come into contact with; and
- b) Refer into the above single point of access services, as recommended in NICE guidance.

Support the development of a plan for working with both social, but importantly private landlords (the latter with respect to their new responsibilities to ensure homes are of an adequate efficient rating, to be enforced in 2018).

Rationale

The above recommendations are supported by NICE Excess Winter Deaths guidance and the UK Fuel Poverty Strategy.

Recommendation 3.3 – Improve data sharing

Support the sharing of health/benefit and other data to underpin the above work.

Rationale

This has been identified as part of the review process and will help us to target interventions most appropriately to those most vulnerable to the health effects of living in cold homes.

Recommendation 3.4 – Strengthen partnerships

Strengthen the Warm and Well partnership by establishing District/Borough Council “leads” for different affordable warmth initiatives and further involvement of wider financial inclusion advice providers such as CAB, WWRAS etc.

Explore the links between fuel poverty and the wider energy agenda, e.g. how individuals may be able to reduce bills through benefitting from renewable energy initiatives etc.

Rationale

We will be able to increase the impact of interventions to bring households out of fuel poverty by increasing our partnership efforts and sharing responsibility for this agenda.

Recommendation 4 - Key recommendations for further work – where data is missing

- Detailed monitoring of energy consumption by district. Find out the current energy situation, find out where we will be in 2050 with business as usual (BAU) and plan the transition away from BAU.
- Collation of data on number, type, installed capacity and output of renewable energy generation systems.
- Establish if it is possible to estimate energy efficiency data for non-domestic buildings. WCC publishes the energy consumption benchmarks on an annual basis. Find out what other organisations do and develop Warwickshire specific benchmarks.
- A geographic plan of future energy needs, generation and distribution covering various scenarios of renewable and non-renewable energy.

Recommendation 5 - Budget Allocation

The 2015/16 budget included allocations for 2016/17 and 2017/18 of £100,000 each year for the introduction of community energy schemes. Technically these allocations are provisional, as they would need to be considered during the budget setting process for 2016/17 and 2017/18.

It is recommended that the above allocations are used to effect delivery of an Energy Plan for Warwickshire. If an additional resource need is identified as a result of producing the Energy Plan, then this should be detailed and found by the County Council.

5.0 Financial and Legal Implications

The views of relevant Heads of Service, Finance, Legal and the Equalities Officer have been sought on this report, prior to its submission to the Communities Overview and Scrutiny Committee. Their feedback is set out below.

5.1 Head of Physical Assets

I would highlight and recognise the significant work completed since 2001, and the approach taken by this Task and Finish Group to engage partners in understanding what is possible and deliverable for the future.

For the Energy Plan to be implemented, a vital component is a phased Resource and Delivery Plan which is key to ensuring that targets are set and met, backed up by the right resources at the right time.

There would also need to be a mapping of current activity by the council's Energy Team in order to prioritise objectives and ultimately, the work of the Energy Team.

5.2 Head of Localities and Community Safety

I am appreciative of the work undertaken by the Task and Finish Group and it is evident that a significant amount of work has been undertaken by the Task and Finish Group on this matter.

I will limit my comments on the recommendations to those detailed in recommendation 3, where again I am supportive of the outcomes proposed by the Task and Finish Group, recognising however the need for resources to deliver on the recommendations and the wider need for the Council to balance all such requests for financial allocations given the continuing budget pressures faced by the Council and its partners.

5.3 Finance

Implementation of the recommendations will have cost implications for the County Council, notwithstanding that these may be wholly or partially offset, over time, by savings in WCC energy costs and in the level of demand in other service areas. Business cases including detailed cost-benefit analysis, cash flows and how any future savings or cost reductions can be measured and taken will need to be considered on a case-by-case basis.

Subject to Council approval the £100,000 allocation in each of the next two years to support the introduction of community energy schemes could be redirected to support the delivery of these recommendations. Funding for any further spending would need to be considered as part of the 2016/17 One Organisation Plan financial refresh where the priority of these initiatives can be considered alongside all other demands on the Council's financial resources. Alternatively the source of funding will need to be identified and agreed at the point the detailed proposal comes forward for approval.

5.4 Legal

The following comments have been made. Thank you for sight of the report. I have no particular observations on the content at this time.

5.5 Equality and Diversity

In relation to recommendation 3.3, that those identified as most vulnerable to fuel and rural poverty are targeted and consulted with, so that there are improvements to their health and wellbeing.

In terms of further action and implementation of the recommendations, ensure there is due regard shown to equalities within your consultations and Equalities Impact Assessment processes so that the response can be proportionate and consider the likely effect (whether positive or negative) it will have upon protected groups. Similarly, this energy plan ensures there will be equality of opportunity in accessing both information about and direct services for those affected by fuel poverty.

Explore links between fuel poverty and the wider energy agenda and also the council wider poverty agenda (in particular the child poverty strategy) to ensure certain communities and groups of people are not disproportionately affected and especially those with protected characteristics.

Appendix A Scoping Document

Review Topic	Energy Plan for Warwickshire Task and Finish Group (TFG)
Task and Finish Group Members	Councillors Fradgley, Horner, Johnson, Kondakor, Redford, Western (Chair) and Whitehouse.
Co-option of District and Borough members (where relevant)	None
Key Officers / Departments	Steve Smith, Head of Property Bill Basra, Partnerships Delivery Manager Jonathan Horsfield, Renewable Energy Advisor Nadia Inglis, Consultant in Health Protection Jacky Lawrence, Energy Manager John Betts, Head of Finance (or his nominee) when required
Lead Democratic Services Officers	Paul Spencer / Paul Williams
Relevant Portfolio Holder(s)	Jeff Clarke, Portfolio Holder for Environment Alan Cockburn, Deputy Leader (Responsible for Finance and Property) Jose Compton, Portfolio Holder for Adult Social Care Bob Stevens, Portfolio Holder for Health

<p>Relevant Corporate Ambitions</p>	<p>The health and wellbeing of all in Warwickshire is protected. Action to address fuel poverty will contribute to the outcome ‘improved health and wellbeing for everyone’.</p> <p>Resources and services are targeted effectively and efficiently. The relevant outcomes are:</p> <ol style="list-style-type: none"> 1) ‘the Council’s budget remains balanced and resources are managed effectively’; and 2) ‘high quality needs-based public services are deployed effectively’. <p>This will be achieved through</p> <ul style="list-style-type: none"> • Meeting the accreditation standards of ISO 14001 • The proportion of property in Warwickshire with energy ratings E,F or G being no more than the target of 30.6% • The target to reduce carbon dioxide emissions from properties by 2.5% year on year per £1 million pounds of gross revenue expenditure.
<p>Type of Review</p>	<p>Task and Finish Group</p>
<p>Timescales</p>	<p>To report to the Communities Overview and Scrutiny Committee by July 2015. This is expected to be an interim report, which will become clearer as the review progresses.</p>
<p>Rationale</p>	<ul style="list-style-type: none"> • There is growing uncertainty over energy price and availability. A number of progressive local authorities have developed energy plans to guide service delivery and protect vulnerable people and businesses from this uncertainty. Warwickshire County Council does not have such a plan. • The development of an energy plan will depend on a good knowledge of the issues involved. This review will provide that understanding. • A motion tabled and approved at the 9th December 2014 meeting of County Council provided the mandate for this work.

<p>Objectives of Review</p>	<ul style="list-style-type: none"> • To audit information held by Warwickshire County Council, other authorities and partners (both within Warwickshire and elsewhere) of initiatives for energy production, schemes for energy generation and assistance to those in fuel poverty. • Through the audit, to identify gaps in information and areas for research. • To look at energy reduction initiatives, in the context of the wider impacts for Warwickshire (including energy reduction for small and medium sized business enterprises). • To contribute to the Warwickshire Financial Inclusion Partnership audit, regarding current and future initiatives relating to fuel poverty. • To identify those areas where immediate improvements can be made, possibly with short-term financial investment yielding longer-term benefits for Warwickshire and its residents. • To make recommendations to the Communities Overview and Scrutiny Committee on areas either for immediate attention or for further investigation.
<p>Scope of the Topic</p>	<p>Included</p> <ul style="list-style-type: none"> • Energy production on WCC buildings and land e.g. solar panels on school buildings. • Wider schemes for macro and micro energy generation across Warwickshire. • Schemes to assist those in fuel poverty.
<p>How will the public be involved?</p>	<p>No public engagement is planned initially. However, public engagement may be undertaken in future work, dependent on the outcome of the audit.</p>
<p>What site visits will be undertaken?</p>	<p>None anticipated.</p>

<p>How will our partners be involved?</p>	<p>The stakeholders for this review include:</p> <ul style="list-style-type: none"> • District and borough councils • The Coventry and Warwickshire Local Enterprise Partnership • Association for Public Service Excellence (APSE) • Warm and Well Partnership • Financial Inclusion Partnership • Act on Energy
<p>How will the scrutiny achieve value for money for the Council / Council Tax payers?</p>	<ul style="list-style-type: none"> • Lower energy bills for Warwickshire County Council • Lower care costs (the link between health and fuel poverty) • Encouraging local energy generation to boost the local economy • A joined up approach with targeted efforts.
<p>What primary / new evidence is needed for the scrutiny?</p>	<p>This section will be completed once the baseline evidence has been reviewed at the first TFG meeting.</p>
<p>What secondary / existing information will be needed?</p>	<p>A pack of information will be circulated to members of the TFG ahead of the first meeting. This will comprise information on initiatives being undertaken by the County Council, other authorities, partners and bodies such as APSE.</p>
<p>Indicators of Success –</p>	<ul style="list-style-type: none"> • The recommendations of the TFG are accepted by the Communities Overview and Scrutiny Committee and Cabinet. • The TFG is commissioned to undertake more detailed project work on specific recommendations from this review. • Reduced energy costs for WCC and attendant release of funds for service delivery. • Reduced incidence of fuel poverty. • Reduced excess winter deaths attributable to fuel poverty.
<p>Other Work Being Undertaken</p>	<p>This will be identified through the audit.</p>

Appendix B - Glossary

Term	Definition
Energy	The capacity to do work - includes heating buildings, lights, appliances and transport. Energy is reported in mega or gigawatt hours (MWh or GWh)
Joule	One Joule is equal to the energy transferred (or work done) when applying a force of one newton through a distance of one metre (1 newton metre or N)
Power	The rate of doing work and is reported in kilo or megawatts (kw or MW).
Tonne of oil equivalent	The tonne of oil equivalent (toe) is a unit of energy defined as the amount of energy released by burning one tonne of crude oil. It is approximately 42 gigajoules.
Watt	One watt is the energy consumption rate of one joule per second. One watt is also defined as the current flow of one ampere with voltage of one volt.

Appendix C - The Bigger Context

The focus of TFG work has been to consider the more immediate issues such as fuel poverty, how we can reduce how much energy we use, and on local low carbon generation. Behind this is the reality of climate change, and underpinning our financial prosperity a hitherto unchallenged assumption that there will always be an abundance of cheap primary energy powering economies, enabling growth and providing jobs and better incomes.

December 2015 sees the 21st session of the Conference of Parties to the United Nations Framework Convention on Climate Change (COP21) in Paris. Around 40,000 participants will assemble in order to make the tough decisions needed to keep the rise in global temperatures below 2°C, enable societies to adapt to existing climate changes and transition towards a low-carbon future.

There are many existing sub-national programmes in place to encourage strong collaborations to accelerate mitigation, adaptation and resilience initiatives.

Two thirds of global greenhouse gas emissions come from energy production and use. Business is already a significant part of the solution to addressing the impacts of climate change. The global market for low-carbon and environmental goods and services is projected to grow to over €4.8 trillion by the end of 2015. EU businesses have helped achieve a 19% reduction in emissions between 1990 and 2013 while the GDP grew by 45%.

Energy prices had been rising faster than inflation for several years. The oil price shock of 2008 was a warning for many that, at such high global rates of economic growth, alongside population growth and rising expectations, oil supplies would not continue to meet demand with potentially enormous consequences in the global economy and on geo-political stability⁶. Much of the 'easy to access' oil has been used, and we are increasingly reliant on the 'harder to reach' and more expensive sources (shale, deep sea, arctic).

Ninety-five percent of global transport is oil dependant. The time required to smoothly shift transport systems to other power sources is likely to require policy driven hard across a couple of decades and on-going prosperity to fund all the new infrastructure.

In 2012 the Corporate Board supported a series of risk workshops across WCC's service areas to ask what the impact might be on our customers (and then on WCC's service delivery) if the cost of road transport fuel on the forecourt was £2.50 / litre⁷ without increased incomes to pay for it. By way of

⁶ Oil and the World Economy: Some Possible Futures' - International Monetary Fund Working Paper 12/256 (October 2012) suggesting higher prices would bring forward very little additional oil to meet and maintain continued economic growth

⁷ This was based up on the price of oil rising to \$250 / barrel as suggested in the IMF Working Paper referred to above

summary it was concluded that the impacts would be wide ranging and should lead to a review of WCC policies and priorities. A report with recommendations for further work went back to Corporate Board in July 2013 at the same time was early work on the One Organisation Plan was being considered. Other than stimulating WCC officer engagement with Warwick University on research around food (energy) security issues – the energy security work has not been taken further.

In 2015 the low oil price is of course helpful to businesses and affordability for our customers. However, that global price is currently low due to the continued sluggish growth in economies and geo-political positioning within OPEC. Much oil exploration has been cancelled or curtailed, due to low prices and lack of profitability at current prices.

The delivery of affordable energy both globally and in the UK in all the forms currently needed is now much less certain than in the past. That uncertainty and over time the continued likelihood of energy price inflation faster than other goods has implications for our customers and service delivery.

Both climate change and our energy security have direct implications for our customers and service delivery – including fuel poverty and financial inclusion, energy use and local generation covered by the TFG work. These areas are interconnected with links that need to be understood, however for practical reasons at this stage they are to be considered separately.

Fuel Poverty has three main drivers: Poverty as a result of building energy efficiency, fuel source cost, and poverty due to the individual circumstances of the household. These are compounded by the behaviours of householders with regard to how they manage their homes and fuel consumption. The knock-on effects of fuel poverty are poor health outcomes, financial exclusion, as well as poor employment and education outcomes.

A lot of work is being undertaken by a range of different agencies. However there is need for better co-ordination, provision of information and a strengthening of referral networks.

Local partnerships (Warm and Well and the Warwickshire Financial Inclusion Partnership) have prioritised this area. The Warwickshire Financial Inclusion Partnership has made this the topic of their annual conference in September, which will be co-hosted with Coventry. It is also referenced within the Child Poverty Strategy. This needs to be strengthened. Information sharing between agencies also needs to be improved in those areas where frontline workers are entering homes and identifying households in fuel poverty.

In a climate of restricted resources, the argument for resource allocation in tackling fuel poverty is based on the preventative aspects where an initial outlay results in a return on investment through less pressure on acute services due to progressive health deterioration. Every £1 spent on affordable warmth initiatives results in an overall saving of 42p in healthcare costs.

Appendix D - Warwickshire Climate Change Partnership – Warwickshire’s priorities established following the first partnership event June 2005

The Warwickshire Climate Change Strategy Partnership (WCCP) was formed in 2005 to guide the development of a Climate Change Strategy for the county with the intention of reducing carbon dioxide emissions in all sectors including transport.

The Warwickshire Climate Change Strategy was launched in 2006 by Jonathan Porritt. It consisted of five themes:

1. Energy,
2. Transport,
3. Resource efficiency,
4. Adaptation and
5. Communications & Education.

The WCCP consisted of people from private, public and third sector organisations and they came together with the intention of:

- Supporting Public Sector leadership to guide the county from where it was in 2005 to where it needed to be to meet a 60% reduction in emissions of carbon dioxide by 2050 whilst acknowledging that there are competing pressures for commitment and resources.
- Reducing wasteful and unnecessary energy consumption and improving energy efficiency, therefore saving money on fuel costs.
- Increasing the consumption and generation of renewable energy.
- Maximising uptake of business and employment opportunities.
- Eliminating fuel poverty.
- Integrating climate change and energy into existing strategies and the planning framework.
- Promoting appropriate tree planting and other offset / adaptation schemes for those emissions which could not be avoided.
- Ensuring Warwickshire had optimum access to funding for sustainable energy initiatives.

The WCCP identified the emerging priorities and actions of the Strategy as:

Leadership

1. A new kind of leadership with open partnership working to enable all to take action.
2. Mapping organisations and activities that are helping to reduce carbon emissions.
3. Collation of data as a base line from which to set real not hypothetical targets.

Low carbon generation

1. Map renewable energy resources in the county and produce a supplier list.
2. Ensure a robust distribution network.
3. Provide a planning framework that requires new developments to incorporate 10% renewable energy.

Education and awareness

1. Win hearts and minds – with an effective and adequately funded, branded communications campaign.
2. Create a one stop shop for energy advice.
3. Create a library of keynote papers that help people reduce carbon emissions.

Low Carbon Travel

1. Lead by example – public procurement of fuel efficient vehicles and bio-diesel.
2. Incorporation of carbon emission reduction targets into the local transport plan.
3. Examine how to tackle air travel emissions through offsetting, tree planting or a carbon compensation adaptation scheme.

Low carbon business and employment

1. Promote existing services run by the Carbon Trust etc. to SME's.
2. Create a business network where waste from one company becomes the resource of another.
3. Identify common themes (e.g. skills and training needs) and set up a mentor scheme to allow larger companies to mentor smaller companies.

Low carbon living

1. Enable everyone to calculate the carbon footprint of their own houses.
2. Translate targets into easy to understand actions.
3. Let people know what's happening – monitor and report on progress.

Low carbon construction

1. Hearts and minds – engage with elected members, portfolio holders, building control officers etc.
2. Ensure existing building regulations are complied with.
3. Work together to prepare for the Energy Performance of Buildings Directive (EPBD) and the production of Display Energy and Energy Performance Certificates.

Warwickshire Low Carbon Energy Strategy – over-arching priorities


1. Warwickshire specific energy statistics and benchmarks.
2. Identification of priority actions.
3. Leadership, action, monitoring and reporting.
4. Hearts and minds – campaign with a consistent message.
5. Partnership – working together to share knowledge and resources.
6. Mapping of resources.

Steering Group

The inaugural WCCP Steering Group meeting was held in July 2005 and was facilitated in order to get clarity on ambitions, role, available time & resources of partners, work programme and timelines from the outset:

WCCP Steering Group should:	WCCP Steering Group should not
Be a catalyst to action e.g. create stakeholder mini-partnerships	Assume we'll reach targets without extra effort
Be informed of policy developments relating to the bigger picture and ambitions	Duplicate effort
Be recognised as a credible body with clout because of the people on it and the activities undertaken	Go further without Terms of Reference to commit us
Be able to influence other groups to action	Work in a haphazard way with no route map
Facilitate joined up thinking and action, reporting back into key structures	Be seen as negative
Identify and eliminate obstacles	Deal with issues in silos ignoring sustainability
Show leadership in setting and driving the agenda. Identifying areas of inactivity and addressing these	Worry about being too representative
Be a source of all information in the County, a forum to discuss best practice and identify a source of advice to support people taking action	Be too prescriptive
Communicate transparently and regularly	

Appendix E Proposed Evaluation Model



Warwickshire
Energy
Plan

1 Project Details

To start:
 Please enter the Project Details in the orange boxes below...

Potential Partnership Project Evaluation Tool v1.1

Progress

Project Details	Insert NAME OF PROJECT	Name of Assessor	Insert NAME OF ASSESSOR	Date of Assessment	Insert DATE OF ASSESSMENT
Project Scoring Summary					
Evaluation Criteria	Grade	Left to allocate:	Weighting	Evaluation Outcome	
1. Strategic + Partnership Fit	Review	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	100%	H	
2. Project Attractiveness	Good	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>		H	
3. Achievability / Capability (includes own and partners capability)	Excellent	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>		H	
4. Opportunity for Partnership Working	Review	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>		H	
Some sections of the assessment still need to be completed					
1. Strategic + Partnership Fit					
Evaluation Criteria	Assessment	Important	Example Definition	Weighting	
Aligned with Strategy? - does the project support current strategy / policy / corporate objectives?	N/A Unimportant	Important	Not Defined	Left to allocate:	100%
Are there external supporters of project? Is it part of a larger push?	N/A Unimportant	Important	Not Defined	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	Hi <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>
Political / Planning issues	N/A Unimportant	Important	Not Defined	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	Hi <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>
Is the project attractive to the whole county / organisation / just part of it, or could it conflict with delivery of other projects?	N/A Unattractive	Attractive	Not Defined	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	Hi <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>
Strategic Attraction: Client	N/A Unattractive	Attractive	Not Defined	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	Hi <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>
Strategic Attraction: Project Partners	N/A Unattractive	Attractive	Would involve working with high risk project partners	Low <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>	Hi <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="1"/>

Warwickshire Energy Plan

Potential Partnership Project Evaluation Tool v1.1

Progress

2. Strategic + Partnership Fit
 Score the project on the criteria on the left by moving the slider bar beneath each entry. An example definition for your rating is given to the right

Project Details	Name of Assessor	Jacky Lawrence	Date of Assessment	15/07/2015
Project Scoring Summary				
Evaluation Criteria	Grade	Left to allocate:	Weighting	100%
1. Strategic + Partnership Fit	Review	Low		H
2. Project Attractiveness	Good	Low		H
3. Achievability / Capability (includes own and partners capability)	Excellent	Low		H
4. Opportunity for Partnership Working	Review	Low		H
				Incomplete
				Some sections of the assessment still need to be completed
1. Strategic + Partnership Fit				
Evaluation Criteria	Assessment	Example Definition	Weighting	
Aligned with Strategy? - does the project support current strategy / policy / corporate objectives?	N/A Unimportant	Important	Left to allocate:	100%
Are there external supporters of project? Is it part of a larger push?	N/A Unimportant	Important	Low	Hi
Political / Planning issues	N/A Unimportant	Important	Low	Hi
Is the project attractive to the whole county / organisation / just part of it, or could it conflict with delivery of other projects?	N/A Unattractive	Attractive	Low	Hi
Strategic Attraction: Client	N/A Unattractive	Attractive	Low	Hi
Strategic Attraction: Project Partners	N/A Unattractive	Attractive	Low	Hi

Assessment	Example Definition
N/A Unimportant _____	Highly synergistic with current strategy. Organisation can clearly identify where it can add value to customers and agencies already involved in delivery
N/A Unimportant _____	Many external supporters. Could be a risk if organisation not seen as supportive too
N/A Unimportant _____	Political / planning encouragement and £ incentivisation to pursue the project. Organisation wants to be directly associated with the projects and is happy to publicise it
N/A Unattractive _____	Supports and Enhances at least one other business unit / attractive for the whole county
N/A Unattractive _____	Strong existing client relationship or it would be desirable to strengthen the relationship
N/A Unattractive _____	Strong existing partners relationship or it would be desirable to strengthen the relationship

Warwickshire Energy Plan		10. Project Scoring Summary	
Use the Weighting Sliders as before to balance the overall importance of each category to the assessment			
Potential Partnership Project Evaluation Tool v1.1			
Progress			
Project Details	Project Title	Name of Assessor	Date of Assessment
	Stonleigh NLCC	Jacky Lawrence	15/07/2015
Project Scoring Summary			
Evaluation Criteria	Grade	Left to allocate:	Weighting
1. Strategic + Partnership Fit	Good	Low	5%
2. Project Attractiveness	Good	Low	
3. Achievability / Capability (includes own and partners capability)	Excellent	Low	
4. Opportunity for Partnership Working	Review	Low	
			Some sections of the assessment still need to be completed
			Incomplete
1. Strategic + Partnership Fit			
Evaluation Criteria	Assessment	Example Definition	Weighting
Aligned with Strategy? - does the project support current strategy / policy / corporate objectives?	N/A Unimportant	Important	Complete
Are there external supporters of project? Is it part of a larger push?	N/A Unimportant	Important	Low
Political / Planning issues	N/A Unimportant	Important	Low
Is the project attractive to the whole county / organisation / just part of it, or could it conflict with delivery of other projects?	N/A Unattractive	Attractive	Low
Strategic Attraction: Client	N/A Unattractive	Attractive	Low
Strategic Attraction: Project Partners	N/A Unattractive	Attractive	Low

Warwickshire Energy Plan		11. Assessment Outcome		Warwickshire County Council	
Potential Partnership Project Evaluation Tool v1.1		The assessment is completed and the evaluation outcome is show below			
Progress					
Project Details	Project Title	Name of Assessor	Jacky Lawrence	Date of Assessment	15/07/2015
Project Scoring Summary					
Evaluation Criteria	Grade	Left to allocate:	Weighting	Evaluation Outcome	
1. Strategic + Partnership Fit	Good	Low	Complete	Approve	
2. Project Attractiveness	Good	Low			
3. Achievability / Capability (includes own and partners capability)	Excellent	Low			
4. Opportunity for Partnership Working	Review	Low			
1. Strategic + Partnership Fit					
Evaluation Criteria	Assessment	Important	Example Definition	Left to allocate:	Complete
Aligned with Strategy? - does the project support current strategy / policy / corporate objectives?	N/A Unimportant	Important	A mixture: more or less in line with strategy, but may be a new area of work.	Low	HI
Are there external supporters of project? Is it part of a larger push?	N/A Unimportant	Important	No Govt or Private sector support	Low	HI
Political / Planning issues	N/A Unimportant	Important	Political / planning encouragement and £ incentivisation to pursue the project. Organisation wants to be directly associated with the projects and is happy to publicise it	Low	HI
Is the project attractive to the whole county / organisation / just part of it, or could it conflict with delivery of other projects?	N/A Unattractive	Attractive	Conflicts with other business units. Politically very sensitive, unlikely to be allowed	Low	HI
Strategic Attraction: Client	N/A Unattractive	Attractive	Strong existing client relationship or it would be desirable to strengthen the relationship	Low	HI
Strategic Attraction: Project Partners	N/A Unattractive	Attractive	No strong views on these partners	Low	HI

Appendix F Scrutiny Action Plan

Recommendation		PfH Comments	Cabinet Comments	Target Date for Action	Lead Officer	OSC Update	Progress Notes
1.1	Increase the amount of decentralised embedded generation						
1.2	Provide an officer resource to investigate the work of others						
1.3	A plan to provide zero and low carbon energy to meet the needs of Warwickshire's communities.						
2.1	Explore the feasibility of a National Low Carbon Centre at Stoneleigh Park, near Leamington.						
2.2	Develop a Project Evaluation Model to help in the decision making process.						

Warwickshire County Council
Overview and Scrutiny – Improving Services for the Community

Recommendation		PfH Comments	Cabinet Comments	Target Date for Action	Lead Officer	OSC Update	Progress Notes
2.3	Sign up to the Covenant of Mayors.						
3.1	Ensure sustainable funding for affordable warmth initiatives						
3.2	Implement evidenced recommendations and strategy						
3.3	Improve data sharing						
3.4	Strengthen partnerships						
4	Recommendations for further work – where data is missing						
5	Budget Allocation						