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NOTICE OF MEETING

Meeting	Policy and Resources Select Committee
Date and Time	Thursday, 17th September, 2020 at 10.00 am
Place	Virtual MS Teams Meeting
Enquiries to	members.services@hants.gov.uk

John Coughlan CBE
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This meeting is being held remotely and will be recorded and broadcast live via the County Council's website.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Non-Pecuniary interest in a matter being considered at the meeting should consider whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING

To confirm the minutes of the previous meeting held on 25 June 2020.

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. CLIMATE CHANGE STRATEGY (Pages 3 - 300)

To receive a report of the Director of Economy, Transport and Environment regarding the County Council's Climate Change Strategy which was recently agreed by Cabinet and Full Council.

7. MEDIUM TERM FINANCIAL STRATEGY (Pages 301 - 372)

To receive a report of the Director of Corporate Resources – Corporate Services regarding the County Council's Medium Term Financial Strategy recently agreed by Cabinet.

8. WORK PROGRAMME (Pages 373 - 378)

To consider a report of the Director of Transformation and Governance – Corporate Services detailing the Committee's forthcoming work programme.

ABOUT THIS AGENDA:

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

The press and public are welcome to observe the public sessions of the meeting via the webcast.

HAMPSHIRE COUNTY COUNCIL

Cover Report

Decision Maker:	Policy and Resources Select Committee
Date:	17 September 2020
Title:	<i>Climate Change Strategy 2020-2025</i>
Report From:	Director of Economy, Transport, Environment

Contact name: Chitra Nadarajah, Strategic Manager Climate Change

Tel:

Email: chitra.nadarajah@hants.gov.uk

1. Recommendations

- 1.1. It is recommended that the Policy and Resources Select Committee notes:
- a) the County Council’s Climate Change Strategy 2020-2025;
 - b) the Climate Change Action Plan 2020-2025;
 - c) notes the details on a range of climate change activity and programmes already underway within the Council towards meeting the climate change targets including the launch of three climate change projects.

2. Report purpose

- 2.1. The purpose of this item is for the Policy and Resources Select Committee to have the opportunity to receive the Climate Change Strategy and Action Plan 2020-2025, as agreed by Cabinet in July 2020 and to note the details on a range of climate change activity and programmes already underway within the Council towards meeting the climate change targets.

3. Contextual information

- 3.1. Cabinet considered the attached report setting out the County Council’s Climate Change Strategy and Action Plan 2020-2025 when it met on 14 July 2020.
- 3.2. The Policy and Resources Select Committee is invited to consider the report, and the next steps proposed to take the work forward.

CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	YES
People in Hampshire live safe, healthy and independent lives:	YES
People in Hampshire enjoy a rich and diverse environment:	YES
People in Hampshire enjoy being part of strong, inclusive communities:	YES

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Climate Emergency Motion	June 2019
Hampshire 2050 Commission of Inquiry	September 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Climate Change Act	2008
National Adaptation Programme	2018

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equality Duty

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.2. **Due regard in this context involves having due regard to:**

- The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

The County Council has a programme of work in place to advance inclusion and diversity in line with its corporate [Equality Objectives](#). This includes undertaking both internal and external assessment of its performance to identify areas of strength and for improvement. This report reviews past performance - the activities and services that are described were subject to appropriate equality impact assessment in accordance with this programme.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	14 July 2020
Title:	Climate Change Strategy
Report From:	Director of Economy, Transport and Environment

Contact name: Stuart Jarvis

Tel: 01962 845260

Email: stuart.jarvis@hants.gov.uk

Purpose of this Report

1. To present to Cabinet the Hampshire County Council Climate Change Strategy 2020-2025 for approval.
2. To outline the next steps towards developing an Action Plan for approval by Cabinet in September 2020.
3. To provide an update and further details of ongoing and new programmes of activity on climate change that are taking place that are contributing to meeting the Council's climate change targets.
4. To acknowledge the progress made one year after the Climate Emergency Declaration in June 2019.

Recommendations

5. That the Cabinet agrees:
 - i. The Hampshire County Council Climate Change Strategy 2020-2025 which provides a clear direction and framework for the County Council's climate change programme and sets out the carbon baseline emissions and carbon budgets for meeting the agreed 2050 climate change targets.
 - ii. The framework and next stages for developing the supporting Action Plan.
 - iii. The details on a range of climate change activity and programmes already underway within the Council towards meeting the climate change targets.
 - iv. That the Action Plan be submitted to Cabinet for approval in September 2020.

Executive Summary

6. In June 2019, Hampshire County Council declared a Climate Emergency, setting two challenging targets for the Council and County area – to be carbon neutral by 2050 and to build resilience to a two-degree rise in temperature. Attached to this report is Hampshire County Council's Climate Change Strategy 2020-2025 (Appendix 1).

7. The strategy is a significant milestone, a major step forward by the County Council, one year after declaring a climate emergency. The targets set by the Council are challenging and far reaching. It will require significant action to be taken by the whole Hampshire community not just the County Council, including other public sector partners, residents, and businesses. It will also require support from National government.
8. This strategy provides a clear direction for climate action in Hampshire, establishing the County Council's leadership and providing an overarching framework for all future action on climate change including setting out our priorities within each key sector. This strategy will shape our work and our partnerships over the next five years, ensuring we lead by example and create a unified approach to taking real action.
9. The strategy sets out the carbon emissions baseline, the carbon budget pathway to 2050 and the strategic priorities to deliver against our emissions reduction and our resilience targets. These strategic priorities focus on the key sectors that both contribute to carbon emissions and need to be resilient to the impacts of climate change.
10. The Baseline Emissions for the Hampshire area (excluding Southampton, Portsmouth, and the Isle of Wight) for 2019 by sector are as follows:
 - Industry & Commercial – 38.89%;
 - Transport – 36.98%;
 - Domestic – 23.66%; and
 - Waste – 0.46%.
11. It is worth noting that some of the figures are significantly different to those presented in previous papers which were based on basic information available from the National government data. The work by the Carbon Trust has provided a much more robust and detailed breakdown based on local figures that has changed the percentage for transport from 49% previously to 37%, demonstrating the value of undertaking this detailed work.
12. Industry and commerce is the largest source of emissions in Hampshire, closely followed by transport. As a local authority, the biggest influence we can have on emissions is on the transport and residential sectors. However, by working in partnership with the private sector we can have influence on the Industry & Commercial sector, where the emissions are mainly from manufacturing – in particular of chemicals and refined petroleum.
13. Work to ensure that the baseline emissions are kept as up to date as possible will be ongoing, as there will always be a lag in data availability. This is important as it will ensure that efforts are focused in the right places by ensuring the baseline remains robust and evidence based. This work will be undertaken by the climate change team following training from the Carbon Trust.
14. The strategy draws on the Vision, Policy and Approach for the Council on Climate Change as set out in the Hampshire 2050 Commission of Inquiry final report, as considered at the extraordinary County Council meeting in September 2019.

15. The strategy is based upon a set of key principles which underpin the approach taken by Hampshire County Council. These principles will guide and shape the policies, actions and partnerships developed to deliver the Climate Change targets for Hampshire. The key principles are:
- Carbon Hierarchy – this is a simple and effective framework establishing how to assess the priority of what actions to take;
 - Co-Benefits – prioritising actions that deliver multiple benefits for our communities such as reducing congestion, improving air quality, improved health, and economic growth;
 - Proportionate, Affordable and Equitable – recognising our wider role to society in delivering public services for the public good;
 - Accelerate where appropriate – taking the opportunity to accelerate delivery before the 2050 target, based on availability of necessary resources;
 - National government - policy and funding – recognising that achieving the targets will require National Government action and changes to the national policy landscape. It will require a clear funded roadmap to 2050 and support for action at a local level; and
 - Digital and Innovation – recognising technology as an enabler that could deliver a significant step change towards a low carbon, resilient Hampshire.
16. The strategy is focussed on the key sectors that contribute to emissions and where resilience needs to be built. These sectors are the strategic priorities for the Council’s approach. The strategy provides clarity within each sector on what the Council will focus on both for emissions reductions and resilience. The sectors covered are:
- Hampshire County Council’s own operations and assets;
 - Transport – active and public transport;
 - Residential – existing and new house housing stock;
 - Buildings & Infrastructure – built environment and other key infrastructure (highways, utilities etc.);
 - Energy Generation and Distribution – renewable, clean, local energy;
 - Waste & Circular Economy - reduction in waste generated and promote a circular economy approach across all parts of society from household waste to commercial;
 - Natural Environment - support carbon sequestration and climate resilience; and
 - Business and Green Economy – resilient green growth economy through leadership, technology, innovation.
17. The strategy identifies existing County Council policies/strategies that contribute towards the delivery of these strategic priorities. Where there are gaps these will be addressed through the action plan and monitoring and evaluation process.
18. The Action Plan will draw out the details of the actions being or planned to be undertaken that will contribute towards these priorities.

19. The strategy also covers Partnerships; Communications; Monitoring, Evaluation & Reporting; and Governance.

Next Steps for developing the Action Plan

20. The carbon baseline and budgets produced by the Carbon Trust are the foundation for the strategy and action plan by establishing where the emissions are coming from and therefore where effort needs to be focused to reduce those emissions.

21. The five yearly carbon budgets set out the pathway to meeting the carbon neutral target by 2050 (in line with the UK 2050 National target). With no change to current emissions, Hampshire will use up the 2050 target carbon budget by 2035, and the 1.5°C Paris Agreement carbon budget by 2031.

22. The table below shows how emissions will need to fall by successive 5 yearly allocations, reducing carbon budgets to meet the 2050 target (i.e. UK Government 2050 target).

Budgets	1.5°C	UK Govt.
2020 - 2024	-21%	-16%
2025 - 2029	-42%	-32%
2030 - 2034	-63%	-48%
2035 - 2039	-84%	-65%
2040 - 2044	-100%	-81%
2045 - 2049	-	-100%

23. Using the information gathered on all existing and currently planned actions across the Council (covering both the organisation and the wider Hampshire area), the Carbon Trust will work with the Council to assess how far the known pipeline of projects will take us to meeting the targets and how we will bridge the gap. The focus will be on the Hampshire-wide targets as this is where the gap will be greatest.

24. The Carbon Trust will then support the Council to identify a range of carbon and risk reduction intervention opportunities to bridge the gap and move us towards meeting our targets. The interventions identified will be informed by the baseline, pathway modelling and climate risk assessment and through consultation within the Council and wider stakeholders.

25. This work will be the basis for a robust action plan that clearly demonstrates what actions/projects/policies/programmes will be delivered that will contribute towards achieving the two targets. This will be a mix of ongoing areas of activity and new areas of work.

26. It is important to note that the action plan will include significant new actions to be able to meet the targets set. These actions will be highly dependent upon securing additional funding, including potential new funding from National government.

27. To support an evidenced based and transparent monitoring and reporting process, two decision-making tools are being developed to assess the carbon and resilience impact for all key decisions as agreed by Cabinet in January 2020. The tools are in development and will be tested using two case studies – a highways scheme for carbon and a newly built school for resilience.
28. The Carbon Trust will deliver the final stages of the work by the end of August 2020. The action plan will be presented to Cabinet following the completion of this work

New Activity on Climate Change

29. The climate change team is mostly in place with two positions yet to be filled due to delays with Covid-19. The team has invested most of its time on activities that will contribute towards the Hampshire-wide emissions and resilience targets.
30. The main focus of activity has been on residential emissions, this is because, as highlighted in the baseline emissions, it is a significant source of carbon emissions in Hampshire (23%) and is an area, alongside transport, where the Council can have significant impact.
31. The challenge going forward will be to understand how to better engage and work with the business sector which contributes to 39% of the emissions in Hampshire. Work will need to be done to explore opportunities and understand how in light of Covid-19 recovery, businesses can recover and thrive alongside building their resilience to and reducing their impact on climate change. Digital and innovation will be a key part of this.
32. To date the climate change team has been focusing on developing opportunities to engage with residents and communities to reduce their residential emissions and build resilience. This has included a range of activities including engagement with Parishes & Town Councils and community group events.

Greening Campaign

33. As a result of the engagement with Parishes and community groups, a grassroots climate change campaign for Hampshire residents was identified – “The Greening Campaign”. This campaign offers a ‘blueprint’ for community groups to develop community engagement, behaviour change, community sustainability and adaptation to the changing climate through a phased and locally driven approach.
34. Following a presentation from Terena Plowright, founder of the Greening Campaign to the Parish and Town Councils in January 2020 and Hampshire Sustainability and Energy Officers Group in February 2020, the Hampshire District and Borough Council Officers agreed to manage the rollout of the Greening Campaign amongst Town and Parish Councils and Community Groups within their areas locally (including the provision of any funding).

Climate Change Behavioural Insights

35. Another key area of work that the Climate Change team has been progressing with the Insight and Engagement Unit (IEU), Corporate Marketing and Corporate Communications teams is a Behavioural Insight led approach to

communications and marketing climate change. The research phase of this work is now complete, providing a robust evidence base for how the marketing and communications work will be developed (see Appendix 3 for the final report of this research). The research has been undertaken in partnership with other local authorities in the South East and has involved focus groups and a survey of 3000+ individuals.

36. A behaviour insight-led approach is key for identifying the biggest opportunities and barriers to reduce carbon and increase resilience to climate change, and to understand how citizens' behaviours can be most effectively influenced to realise the opportunities. Research will assess how much change might be possible, where, with whom and when. With 24% of Hampshire's carbon emissions coming from 'residential' and 37% 'transport', understanding and influencing citizen behaviour will play a key part in meeting the climate change targets.
37. Primary research, involving surveys and focus groups has also been delivered. The aim was to understand what pro-environmental actions individuals are willing to undertake and why, in relation to energy and water use, travel, food, resources and adaptation. The surveys can quantify who is willing to take different climate actions, informing who is best to target. The focus groups will help us understand how best to target behaviour change, indicating the types of messaging Hampshire residents are open to receiving from the County Council.
38. The research is feeding into an action prioritisation tool highlighting the public's willingness to change, motivations and barriers to change, and evidence of effective behaviour change. A carbon calculator has been devised alongside this, between the University of Southampton and the IEU, which will help determine which actions can deliver the largest carbon savings. An opportunity size for change will be generated based on the number of people willing to change x carbon saving. This will highlight the key actions to target, striking a balance between carbon savings and likelihood of change.
39. The Corporate Marketing Team will now build a marketing strategy to design and implement interventions, shaping the brand, graphic design and advertising that is aimed at the audiences we will aim to influence. A variety of channels will be used to influence climate change behaviours, but a digital approach will be primary, both in terms of reaching large, targeted audiences and being able to monitor and measure campaigns effectively.
40. Corporate Marketing has already facilitated the production of climate change webpages <https://www.hants.gov.uk/landplanningandenvironment/environment/climatechange> and helped devise creatives and set-up, monitor and report on Facebook adverts.
41. The Corporate Communications Team will also develop a communication strategy and plan, based on the behavioural insight research, consistent with the County Council's wider communications strategy, and will manage the County Council's reputation.

New projects targeting residential emissions

42. As part of the wider climate change programme and in line with the activities outlined above, the Climate Change team has identified further projects which

would complement the Greening Campaign, add significant further value to support the Council's efforts in addressing residential emissions and reducing Hampshire-wide carbon emissions.

43. Three projects were developed and approved by the Climate Change Board in early June 2020 and will be funded from the £2 million allocated to Climate Change initiatives from the Corporate Policy Reserve. The projects will all start in 2020 and will run for a maximum of 2 years.
44. The three projects not only support the Council in delivering against its carbon and adaptation targets but also work together creating a cohesive programme of activity around residents and communities/community groups. The four projects being funded are briefly set out below.

Telephone and Online Advice for Residents on Climate Change and Sustainability

45. Based on previous experiences with the Greening Campaign, residents can sometimes become frustrated if they don't know who to approach for advice and support that they can trust on how to take action in their homes on climate change and wider sustainability. This could be anything from energy advice to insulation etc. Insights into changes in lifestyle and behaviour have shown that the easier it is to make a change the more likely it is to happen, which is where the concept for this project originated.
46. The Environment Centre will set up a freephone advice line, available for two days per week, with an answerphone service available 24/7. This would be gradually phased out through the development of online resources such as a website, webchat, and chat bots. These resources would complement the roll out of the Greening Campaign by providing simple straightforward advice and support to residents from a trusted source. The work could also grow to support other initiatives and offer advice on more complex areas such as renewable energy, travel and other key areas of lifestyle change needed to transition to a low carbon future.

Establishing a Community Energy Network across Hampshire

47. One of the major gaps in Hampshire is the limited amount of renewable energy generated in the County which is currently less than 3%. The opportunity to generate our own energy that is low carbon and local is significant however the path to viable, funded schemes is complicated and not that simple to navigate without extensive experience. For the County to reach carbon neutrality, local renewable energy will be essential, and it would also build energy resilience in Hampshire. Hampshire County Council will not be able to fill this gap on its own, it does not have the financial or technical resources to do so at the scale required. The County Council can support and enable renewable energy in Hampshire and one way of doing this is through supporting community energy.
48. Community Energy South (CES) will deliver a project to stimulate the growth of a Community Energy Sector across Hampshire. The overarching project would consist of two work streams:
 1. The CES Pathways to Community Energy.
 2. A village wide community energy pilot project.

49. The emphasis will be on enabling local communities to build their own self sustainability capacity to achieve on-going, ground level emissions reductions. CES would act as a support mechanism to establish and support a network of community energy groups. The pilot project will work alongside this to identify start-up projects for community groups. This can then be used as a testcase for county-wide project development support.
50. This project would complement the work of the Greening Campaign by supporting those communities that are ready to take the step towards developing community energy.

Targeted Solar Group Buying Scheme for Hampshire

51. Solar Together is a group-buying scheme, which gives residents the opportunity to buy high quality solar panels at a highly competitive price. Local councils have teamed up with iChoosr to organise this innovative scheme for homeowners as well as small and medium-sized enterprises (non-domestic), to help deliver the vision of a zero-carbon county.
52. Targeted to about 125,000 residents who own their own house can register for the Solar Together group-buying scheme. The auction is a reverse auction, meaning the lowest bid wins. The winning bid sets the price for all solar systems. All suppliers are pre-vetted and must comply with criteria to guarantee the quality of the offer. The project would be cost neutral upon receiving fees through an installation conversion rate of less than 1%

Ongoing Activity by the Council on Climate Change – both organisational and Hampshire-wide

53. During late 2019 and early 2020, the climate change team gathered information from every department within the Council to map out all the current and planned activity on carbon reduction and resilience – either internally or externally focused.
54. This was an extensive piece of work and is the basis for the developing action plan. The work has highlighted the range and depth of activity already taking place within the Council on climate change.
55. The role of the climate change team will be to monitor this activity as part of the action plan process, alongside driving forward new areas of activity as outlined in the section above.
56. A few key highlights have been selected from all the information gathered, full details are provided in Appendix 2.
57. It is worth noting that extensive work has already taken place on reducing the Council's Scope 1 and 2 emissions. This was reported on in detail in the January 2020 Cabinet report. Hampshire County Council has taken an innovative and long-term approach to reducing carbon emissions from its estate and assets since Cabinet approved a Strategic Plan in July 2010. Over the last 10 years, a significant reduction of over 43% has been achieved. The first phase target was exceeded, and the second phase target achieved early in 2018 – 7 years early. Members have approved a new stretching target of 50% by 2025. Progress to date would indicate confidence that that can be achieved.

58. Across the County Council owned estate, other key areas of activity include establishing a £1million Salix De-carbonisation Fund to deliver a range of energy saving initiatives, purchasing certified green energy and increasing the plant-based menu at the EII court canteen and wider services, including schools.
59. There has been significant ongoing activity taking place on transport emissions. In addition to several service areas seeking to transition to more electric vehicles, teams within Planning and Public Health are also developing work with schools, workplaces, and communities to improve air quality. Prior to the Covid-19 situation approval to begin consultation and engagement on a new Local Transport Plan 4 (LTP4) had been sought. This work is progressing on the basis that the economic challenges and need to ensure our recovery is clean, healthy and green actually increases the importance of doing this work now. The LTP team has drafted a digital engagement process to seek the views of officers, members and external key organisations and stakeholders. The purpose of this engagement is to raise awareness of the need for change and seek views on what are the key outcomes desired from the transport plan. Most importantly it will seek views on a few guiding principles. These will set the approach to the LTP that will underpin everything related to movement and transport. The first round of internal officer engagement will take place towards the end of June or early July 2020.
60. Other work on transport has also included:
- I. Reviewing and redrafting Hampshire's development control policies and practices to support more integrated land use and transport planning across tiers of government, encourage better, smarter planning and see new development take place that produced high outcomes and greater public value.
 - II. Travel information, behaviour change activity, travel planning and school travel plans.
 - III. Developing a mobility strategy that seeks to identify how best to make use of new technologies like electric and autonomous vehicles, drones for deliveries, micro-mobility, and changes in the model of vehicle ownership.
 - IV. Air quality projects in Clean Air Zones and Air Quality Management Areas.
 - V. The development of active travel measure that support more active lifestyles and help people to "live local" in these challenging times. This includes the development of District wide Local Cycling and Walking Implementation plans.
 - VI. Development of a public transport strategy including mass rapid transit proposals, rural demand responsive travel pilots, interchange planning, information, and integrated ticketing. Currently, the Covid-19 situation is presenting some sever challenges which in the short-term focus is to preserve the integrity of the public transport sector in the medium to long term.
 - VII. Responding to the immediate Covid-19 challenge through the delivery of "pop up" public realm schemes designed to support social distancing but also lock in new sustainable travel behaviours.

- VIII. The development of areas strategies and action plans on a rolling programme. Moving on from Winchester and Basingstoke strategies we are now starting to develop other area-based strategies.
61. Several departments across the County Council are also working to ensure that our infrastructure is resilient to the impacts of climate change. For example, Highways teams are working to improve drainage systems, considering the use of new and emerging remote sensing technology to help manage just “in time” cleansing of gullies and are developing and implementing a Network Resilience Plan so that they can more efficiently identify and respond to areas prone to flooding and/or tree fall. In several cases, the highways construction materials are either being changed, or investigated, to become less carbon intensive, fuelling innovation and the circular economy. Additionally, teams within Property Services are repairing, upgrading, and investing in buildings to make them more resilient to extreme weather conditions. The Meals on Wheels service is developing and implementing procedures to ensure service delivery disruption is minimised in severe weather. Emergency Planning are also continuing to plan for a range of events such as heatwaves, cold weather, mosquitos, ticks and flooding, and the physical and mental health effects that these direct and indirect impacts may have on our residents.
62. Several service areas are also undertaking actions with regards to minimising their waste and improving resource efficiency. For example, Facilities Management, Property and Countryside Services are seeking to increase the recycling rate within their corporate office locations and the Waste and Resource Management Team continue to provide County-wide support for recycling and waste prevention, including a greater focus on food waste prevention. In addition, a whole system carbon assessment for waste has recently been undertaken which highlighted the need to focus on a reduction in residual waste for future system modelling.
63. There is also significant activity being undertaken across County Council services in relation to protecting and improving the natural environment. The Countryside Services are planning to pilot a ‘climate positive’ country park to include rewilding and carbon sink creation. A programme of tree and wildflower planting on highways amenity land, funded by ringfencing 100% of capital receipts from sale of surplus highways land, which was approved by Cabinet in January 2020 is also underway. The Hampshire Tree Strategy has been developed, through a Strategic Alliance with the Forestry Commission, Forestry England, and Woodland Trust to assist with planting one million additional trees. To improve resilience to the changing climate, ensure habitat connectivity and facilitate species adaptation, new and current native habitats are being further protected and rewilded where possible.
64. Several Council services are encouraging behaviour change amongst staff and residents. For example, Property Services continue to lead the ‘Do your energy Bit’ amongst staff, whilst the Waste and Resource Management Team are delivering a Behavioural Insights led recycling communications approach to targeted resident groups. Children’s Services are identifying ambassadors of climate change amongst foster carers and within Children's homes to change shopping habits to reduce food waste.

65. Finally, teams across of the County Council are also engaging with businesses and organisations to help support carbon reduction across these sectors. For example, the Economic Development team is helping to develop and support a marine innovation 'catapult' proposal as part of the major redevelopment plans at Fawley Waterside – which would be a national centre of excellence for industry to develop low carbon solutions for the future and are acting as a strategic partner in a European funded project which will deliver business support, guidance and grant funding to SMEs.
66. Effective and meaningful engagement across both Hampshire County Council and wider Hampshire will also be key to successfully responding to the challenges of climate change. The Council will need to demonstrate leadership which inspires and enables partners and communities and business to act, and in some cases will need to provide tools, resources and information to support them in doing so. As a starting point this will involve understanding the needs and priorities of partners and communities as well as the drivers which will give them the agency and capacity to act.
67. The Council already co-ordinates the Hampshire Energy and Sustainability Officers Group, made up of representatives from District and Borough Councils and the Public Sector Sustainable Development Group which has members from key public service organisations across Hampshire. It is an active member of the Hampshire and Isle of Wight Planning Officers Sustainable Design Group and the Hampshire Energy Efficiency Partnership.
68. On a national level the County Council also sits on the DEFRA-led Local Adaptation Advisory Panel which amongst other actions helped to develop the National Adaptation Programme for the UK.
69. These networks and groups, along with our membership of other professional organisations such as Association of Directors of Environment, Economy, and Planning (ADEPT), South East 7, UK100 (Countryside Climate Network) will be a key to engaging potential partners.

Conclusions

70. The Climate Change Strategy is a key milestone for the County Council, setting out the strategic priorities for the Council in meeting its targets. It provides a clear framework for the organisation and our partners, residents, communities and businesses towards meeting the targets of net zero carbon by 2050, building resilience to a two degree rise in temperature and to fully respond to the outcomes of the 2050 Hampshire Commission of Inquiry
71. There is already significant activity taking place across the Council and new projects are also due to be launched which will all provide valuable contributions towards meeting the targets.
72. The next steps will include the development of an action plan to set out the actions that the Council will take to meet its targets along with two decision-making tools to assess the carbon and resilience impact for all key decisions. These will be brought forward by September 2020.
73. The strategy sets out the Governance for the climate change work going forward. Cllr Jan Warwick in her role as the Adviser to Executive on Climate Change will have a key role in supporting this work. The Chairman of the

Council also announced that the theme for this year would be “A cleaner, greener Hampshire, with use of clean energy, a further reduction carbon emissions and improvements in air quality”. This complements and supports the climate change work and will be taken into account when undertaking communications and engagement activities.

74. The range of work set out in this report demonstrates that real on the ground action has already begun to be delivered and signals the importance that the Council is placing on this agenda despite the challenges of Covid-19.
75. It is also important to recognise that there is a significant opportunity to embed and maximise climate change and sustainability into the post Covid-19 recovery. Recovery could mean investing in new ‘green’ jobs, cleaner air and improved health and wellbeing. This green, low carbon, just approach has been championed by international and national governments, businesses, and other organisations (e.g. Petersburg Climate Dialogue, C40 Cities, Committee for Climate Change etc.). According to Ipsos Mori, 58% of UK residents (65% globally) surveyed support a green economic Covid-19 recovery (April 2020). This opportunity has been recognised in the County Council’s own Recovery Plan objectives and approach, agreed at Cabinet in May 2020.
76. Further work on embedding climate change into recovery will be taking place with the Hampshire 2050 Partnership and the Commissioners on 21st July 2020, looking at how the Partnership can provide the leadership and drive to a healthier Hampshire post Covid-19.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Climate Emergency Motion	<u>Date</u> June 2019
Hampshire 2050 Commission of Inquiry	September 2019
Direct links to specific legislation or Government Directives	
<u>Title</u> Climate Change Act	<u>Date</u> 2008
National Adaptation Programme	2018

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

The Climate Change Strategy and developing Action Plan will include actions which are likely have both positive and potentially negative impacts on persons sharing a relevant protected characteristic. These include, but are not limited to, social justice in terms of carbon and climate resilience and fuel poverty.

The strategy has a key principle that states that action taken must be proportionate, affordable and equitable. As a local authority it is important to recognise our wider role to society in delivering public services for the public good. Any actions taken on climate change must be in line with this and would therefore have to adhere to the principles of proportionality, affordability and be equitable.

A key strand of developing the Action Plan will be to fully assess the potential impacts of the actions and incorporate mitigation measures, as necessary. At this stage, no impacts have been identified.

Hampshire County Council Climate Change Strategy 2020-2025

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HAMPSHIRE 2050

VISION FOR THE FUTURE



Demographic and societal challenges



Economy



Work, skills and lifestyle



Environment and quality of place



Mobility, connectivity and energy



Rural Hampshire

Hampshire 2050 Commission of Inquiry

Page 22
The Commission of Inquiry - Vision for Hampshire 2050 was established in 2018 to consider evidence, deliberate upon key issues and to make recommendations on a high level and long-term Vision for Hampshire to 2050 which would guide and contribute to the future prosperity, quality of life, protection and enhancement of the character and environment of Hampshire.

The 2050 Commission identified the changing climate as the most important driver for change in Hampshire.

It was recognised that a well-adapted and resilient Hampshire will be essential to ensure that Hampshire's economy,

environment, and society continue to thrive and prosper. The Commission recommended that Hampshire County Council develop and promote a strategic focus on embedding climate resilience and mitigation across key policies and sectors with communities across Hampshire.

In addition, meeting the legally binding target of net zero emissions target by 2050 set by Government will require a Countywide response.

This Strategy sets out the Council's approach to delivering a strategic focus to tackling both the sources and the impacts of climate change in Hampshire.

Climate Emergency and Targets

Hampshire County Council declared a Climate Emergency in the summer of 2019.

Two targets have been set for the County Council, and these also apply to Hampshire as a whole:

Page 23

2050

Carbon neutrality

2°C

**preparing to be
resilient to the impacts
of temperature rise**

Hampshire County Council set a target to be carbon neutral by 2050, in line with national government. Hampshire County Council also uniquely set a target to build resilience to the impacts of a two-degree Celsius rise in temperature.

This target recognises the critical role we have in ensuring that not only are we resilient and able to continue to deliver our services, but also ensuring that our infrastructure, environment and communities are prepared too.

Our Vision

Recognising the changing climate as the biggest threat, a well-adapted and resilient Hampshire will be essential to ensure that Hampshire's economy, environment, and society continues to thrive and prosper.



Our Approach — To Lead, Empower and Stimulate action on climate change

Hampshire County Council and its partners must demonstrate leadership and embed climate change mitigation and resilience into all key policy areas to effectively enable our communities to tackle this issue. This approach will require a broad range of measures and step changes in lifestyles, policies, strategies and investment decisions across all levels of our society and a commitment to adhere to this.

Some of the responses and mitigating actions to counteract climate change are likely to stem from embracing new technologies, building new sustainable homes by utilising and encouraging the use of sustainable building materials, reducing and conserving energy and water, reducing waste,

using local and sustainable energies, investing further in sustainable transport options and developing natural flood management systems.

Communication, education and behavioural changes for our partners and communities will be fundamental in fostering this change.

Our Policy

Develop and promote a focus on embedding climate resilience and mitigation across key policies and sectors, working with communities across Hampshire.



The Strategy — Key Principles

This Strategy is based upon a set of key principles which will underpin the approach taken by Hampshire County Council. These principles will guide and shape the policies, actions and partnerships developed to deliver the Climate Change targets for Hampshire.

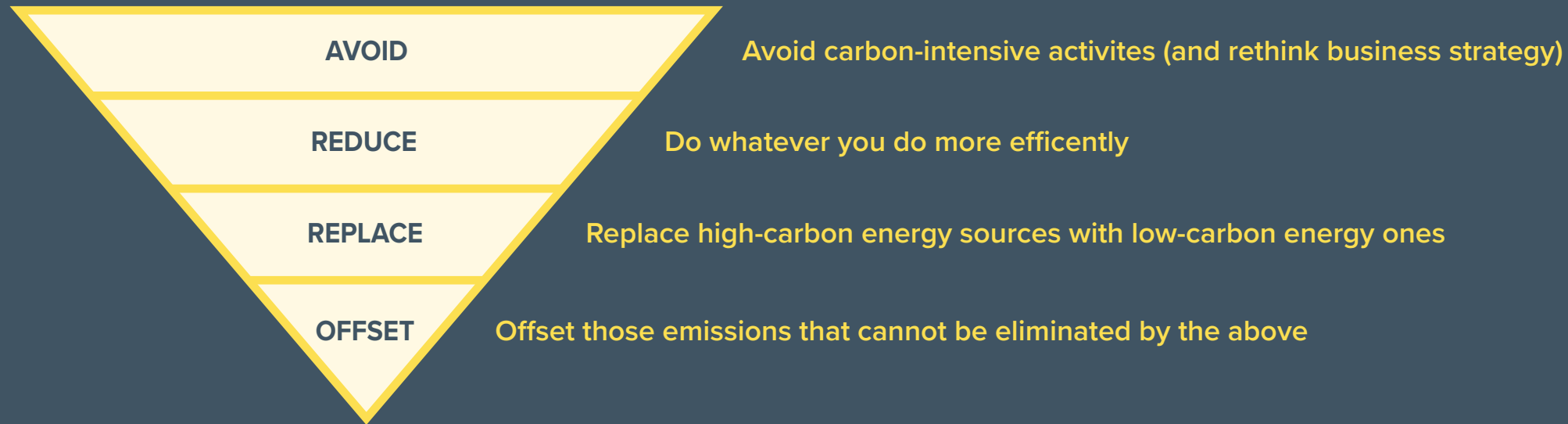


The Strategy — Key Principles

1. Carbon Hierarchy

This Strategy will follow the principles of the Carbon Management Hierarchy as set out in the image below which provides a simple and effective framework for how the County Council will approach meeting its emissions target.

Page 28



The Strategy — Key Principles

2. Co-benefits

Within each Strategic Priority, actions that deliver co-benefits will be prioritised. Many actions to reduce emissions and build resilience if done well can deliver multiple benefits for our communities such as reducing congestion, improving air quality, improved health, and economic growth.

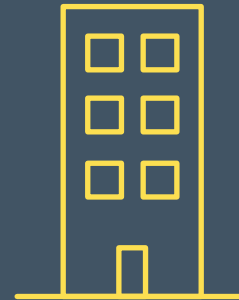


The Strategy — Key Principles

3. Proportionate, Affordable, Equitable

As a local authority it is important to recognise our wider role to society in delivering public services for the public good. Any actions taken on climate change must be in line with this and would therefore have to adhere to the principles of proportionality, affordability and be equitable.

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The Strategy — Key Principles

4. Accelerate Where Appropriate

The Council's carbon neutral for 2050 target was based on National Government's target. It is important to state that any opportunity to accelerate delivery will be taken in line with the other key principles set out in the Strategy, in particular the availability of resources and funding.



The Strategy — Key Principles

5. National Government — Policy and Funding

There are significant challenges to Hampshire achieving its targets, particularly the emissions reductions given the limited control the County Council has over the big sources of emissions - transport and residential. Achieving these targets will require National Government action and changes to the national policy landscape. It will require a clear funded roadmap to 2050 and support for action at a local level.



The Strategy — Key Principles

6. Digital and Innovation

The Hampshire 2050 Commission identified Changing Technology as a key driver for change in Hampshire. Technology is an enabler that could deliver a significant step change towards a low carbon, resilient Hampshire. It is therefore recognised as a Key Principle in this Strategy and that the Council will actively prioritise the development and delivery of innovation and digital to support the climate change agenda.



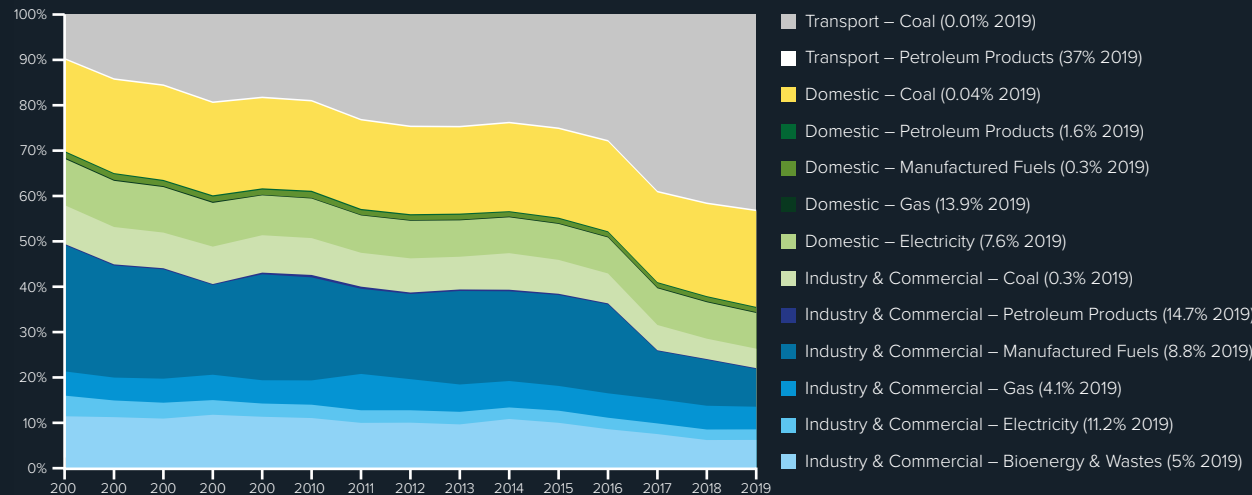
Baseline Carbon Emissions

This is the Baseline Emissions for the Hampshire area (excluding Southampton, Portsmouth and the Isle of Wight).

It provides an overview of the main sources of emissions in Hampshire and within each sector the fuel types are arranged by carbon intensity, with the most intensive at the top.

The use of Petroleum Products in Industry is diminishing,

however this is offset by substantial growth in Transport. As a local authority, the biggest influence we can have on emissions is on the transport and residential sectors. However, by working in partnership with the private sector we can have influence on the Industry and Commercial sector where the emissions are mainly from manufacturing.



2019 Baseline Emissions by Sector

Industry and Commercial – 38.89%

Transport – 36.98%

Domestic – 23.66%

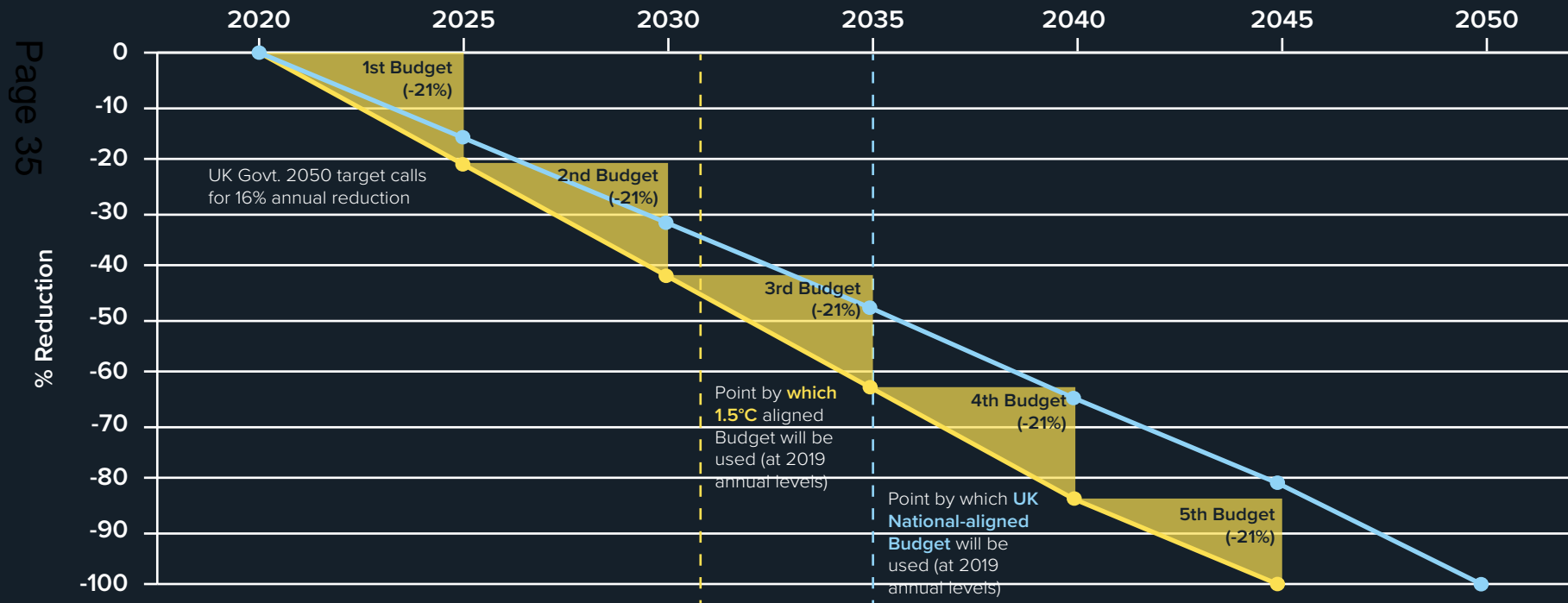
Waste – 0.46%

Carbon Budgets to 2050

The five yearly carbon budgets set out the pathway to meeting the carbon neutral pathway to 2050 (in line with the UK 2050 National target).

With no change to current emissions, Hampshire will use up the 2050 target budget by 2035, and the 1.5°C Paris Agreement budget by 2031.

Hampshire 2050 Carbon Budget



Strategic Priorities

The Strategy is focussed on the key sectors that contribute to emissions and where resilience needs to be built. These sectors are the Strategic Priorities for the Council's approach. The strategy provides clarity within each sector what the Council will focus on both for emissions reductions and resilience.

The Strategy also identifies supporting Hampshire County Council policies/strategies that already exist that contribute towards the delivery of these strategic priorities.

The Action Plan will draw out the details of the actions being undertaken that will contribute towards these priorities. Where there are gaps these will be addressed through the monitoring and evaluation process.



Hampshire County Council

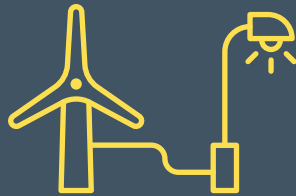
Organisational Emissions

To deliver carbon neutrality for and build resilience into the Council's own operations, estate, and fleet by 2050. Leading by example, enabling and promoting more sustainable long-term practices.

The areas covered by Scope 1-3 are set out in this document. The Council will set out in its action plan a clear pathway to achieving carbon neutrality by 2050

across these areas, prioritising Scope 1 and 2 in this first five-year strategy, moving towards a stronger focus on Scope 3 from 2025 onwards.

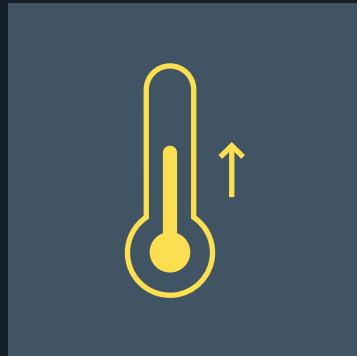
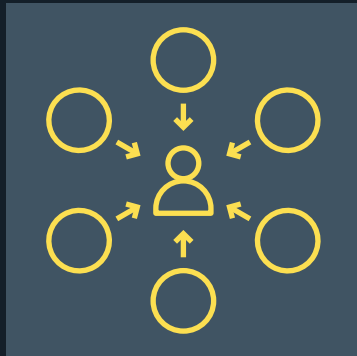
This approach will drive action and leadership on the emissions for which the Council has direct control, moving towards a more influencing and enabling role within the wider Hampshire area.



Hampshire County Council

Organsational Resilience

Hampshire County Council will ensure that it is resilient to the impacts of a changing climate, planning for a two degree rise in temperature. The Council will ensure that impacts on its service delivery, operations, estate, and fleet are reduced and managed through robust risk management and future proofing.



Hampshire County Council

Organisational Emissions Strategic Priorities

Scope 1

- Fuel combustion — buildings
Company vehicle

Scope 2

- Purchased electricity, heat and steam — buildings and streetlighting

Scope 3

- Purchased goods and services
- Business travel
- Employee commuting
- Waste disposal
- Use of sold products
- Transportation and distribution (up-and downstream)
- Leased assets and franchises

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Organisational Resilience Strategic Priorities

- Operational resilience — service delivery (highways, waste, Children & Adults Services)
- Temperature — overheating/cooling of assets
- Resilience to severe weather, flooding
- Emergency planning — Staff, Public Health
- Economic resilience — invest now save later

Supporting Policies/Strategies

- [Corporate Procurement Strategy](#)
- [Strategic Asset Management Plan](#)
- [Strategic Plan for 2017-2021](#)
- [Carbon Emissions Reporting](#)

Hampshire-wide Emissions and Resilience



Transport

To enable, support and deliver a reduction in transport-related carbon emissions to net zero (neutrality) by 2050 and a resilient transport network.

The priority for Transport will be to work with partners to develop a more holistic approach for communities and places that ultimately reduces the need to travel, increases the uptake of walking, cycling and public transport, alongside supporting and promoting the electrification agenda. It will also be critical to ensure that the transport network is resilient and plans for the current and future impacts of climate change.

Strategic Priorities

Emissions

- Active transport
- Public transport
- Fuel type
- Travel planning
- Digital enablers
- Electrification
- Highways / construction materials

Resilience

- Network resilience (tree fall, flooding etc.)
- Weather resistant materials
- Highways infrastructure - overheating

Hampshire-wide Emissions and Resilience



Transport

Supporting Policies/Strategies

- Local Transport Plan
- Cycling strategy
- Walking strategy
- Traffic Management Policy
- Highways Asset Management Policy
- Highways Asset Management Strategy



Hampshire-wide Emissions and Resilience



Residential

To enable, support and deliver a reduction in residential-related carbon emissions to net zero (neutrality) by 2050 and a resilient housing stock — both existing and new.

The priority for the residential sector will be to drive down emissions across all existing and new households through the three principles of reducing energy usage, increasing energy efficiency, and switching to low carbon, renewable sources of energy. Building resilience will also need to be considered alongside emission reductions, ensuring houses are fit for purpose. Partnership working with local councils and community groups will be key to delivery.

A significant element of this work will be around influencing and enabling behaviour change and lifestyle choices.

Strategic Priorities

Emissions

- Energy efficiency and reduction
- Community energy
- Fuel Switching / new technology/ fuel types
- On-site renewable energy generation
- Behaviour change

Resilience

- Overheating
- Insulation
- Reducing flood risk
- Community resilience and planning

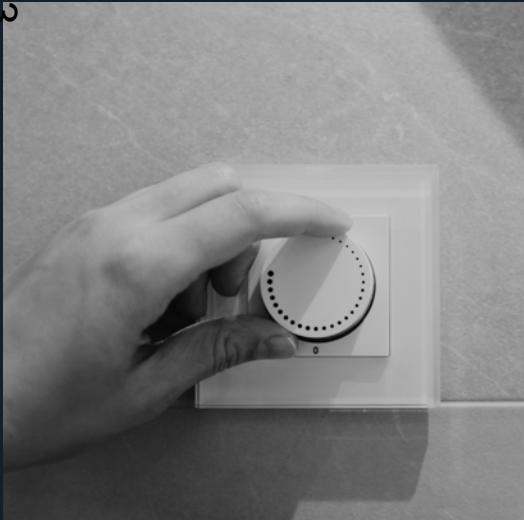
Hampshire-wide Emissions and Resilience



Residential

Supporting Policies/Strategies

- Emergency planning
- Local and Neighbourhood Plans



Hampshire-wide Emissions and Resilience



Buildings and Infrastructure

To enable, support and deliver a reduction in carbon emissions associated with the built environment to net zero (neutrality) by 2050 and a climate resilient infrastructure — both existing and new.

The priority for buildings and infrastructure will be to work with stakeholders to develop a holistic systems-based approach that considers the whole-life cycle of construction to occupation including the consumption of energy and water, and the integration climate change adaptation.

Strategic Priorities

Emissions

- Energy efficiency
- Energy consumption
- Whole life cycle embedded carbon
- On-site renewable energy generation
- Integration with wider renewable energy generation and electrification
- New technologies/fuel types
- Utilities — water, gas, electricity — energy demand reduction and decarbonisation

Resilience

- Ventilation/overheating/insulation
- Reduce consumption of resources (water, energy)
- Planning - new developments (e.g. SUDS)
- Biodiversity and green infrastructure
- Resilience to weather, flood risk
- Preservation of historic buildings
- Water resilience

Hampshire-wide Emissions and Resilience



Buildings and Infrastructure

Supporting Policies/Strategies

- HIPOG Climate Change Adaptation Guidance — January 2019



Hampshire-wide Emissions and Resilience



Energy Generation and Distribution

To enable and support renewable energy generation capacity and distribution across the county with a focus on providing low carbon, resilient energy to residents and businesses, whilst reducing costs.

The priority for Energy will be to work with local partners and communities to actively promote and enable the generation of local, renewable, resilient energy which would stimulate and support green growth in Hampshire maximising the use of technology and innovation. This should be delivered through a range of initiatives at all scales — i.e. large-scale, community owned or individual household schemes.

Strategic Priorities

Emissions

- Renewable energy
- Decarbonise grid/gas
- New technology
- Battery storage

Resilience

- Resilient energy systems

Hampshire-wide Emissions and Resilience



Energy Generation

Supporting Policies/Strategies

- [Hampshire Energy Strategy](#)



Hampshire-wide Emissions and Resilience



Waste and Circular Economy

To drive, enable and deliver a reduction in waste and increased reuse, repair, and recycling rates whilst developing and implementing low carbon solutions to waste collection and disposal.

The priority for Waste will be to work with government and partners to actively drive a reduction the waste generated and promote a circular economy approach across all parts of society from household waste to commercial. This will be delivered through increased producer and consumer responsibility and through behaviour insights, education, technology, and innovation.

Strategic Priorities

Emissions

- Disposal
- Waste prevention
- Reuse
- Recycling
- Closed landfill

Resilience

- Resilient waste systems

Hampshire-wide Emissions and Resilience



Waste and Circular Economy

Supporting Policies/Strategies

- [Hampshire Minerals and Waste Plan](#)
- [Assessment of Need for Waste Management Facilities in Hampshire: Landfill and Surcharging Report](#)
- [Hampshire Joint Municipal Waste Strategy](#)



Hampshire-wide Emissions and Resilience



Natural Environment

To protect, enhance, improve and develop the natural environment maximising the opportunity to manage and increase habitats, landscapes, and biodiversity which in turn support carbon sequestration and climate resilience.

The priority for the Natural Environment will be to work with partners to understand and develop the value of Hampshire's natural capital, as well as the risks to it from climate change and foster sustainable practices that will support carbon sequestration as well as mitigate the impacts of climate change.

Strategic Priorities

Emissions

- Carbon sequestration
- Landscape/habitat creation management/ Tree planting
- Farming/Food production

Resilience

- Non-invasive resilient trees (disease-resistant)
- Flood and water management
- Biodiversity/habitat preservation
- Sea level rise and coastal erosion
- Adaptive management of farms

Hampshire-wide Emissions and Resilience



Natural Environment

Supporting Policies/Strategies

- [Hampshire Tree Strategy](#)
- [Local Flood and Water Management Strategy](#)
- [Hampshire Biodiversity Information Centre Quality Assurance Policy](#)
- [Hampshire Countryside Service Access Plan 2015-2025](#)



Hampshire-wide Emissions and Resilience



Business and Green Economy

To support, enable and promote a resilient green growth economy through leadership, technology, innovation.

The priority for Business and the Green Economy will be to work with partners to actively promote green growth, providing a clear direction for businesses and industry to develop and grow skills, products, new technologies and innovation, with a particular emphasis on digital, to support the transition to carbon neutrality and building business resilience through for example remote working.

Strategic Priorities

Emissions

- Green technology
- Renewable energy
- Electrification
- Business emissions
- Digital

Resilience

- Business continuity
- Skills

Hampshire-wide Emissions and Resilience



Business and Green Economy

Supporting Policies/Strategies

- [Business Services Sustainability Report](#)



Partnerships

Hampshire 2050 Partnership

The renewed focus on climate change for the County Council started with the outcomes of the Hampshire 2050 Commission of Inquiry. The Hampshire 2050 Partnership, which was created to oversee the delivery of the recommendations of the 2050 Commission is made up of all the key public sector organisations in Hampshire — with every District/Borough/City/Unitary authority represented alongside other key authorities from blue light, health, National Parks and the Enterprise Partnerships etc.

Many of these partners have also declared climate emergencies or have stated that climate change is a key priority. This clearly demonstrates the commitment across the public sector to work together to tackle climate change across Hampshire. The Hampshire 2050 Partnership will therefore play a critical role in the delivery of and accountability for this strategy which is set out further in the Governance section.



Demographic and societal challenges



Economy



Work, skills and lifestyle



Environment and quality of place



Mobility, connectivity and energy



Rural Hampshire



Partnerships

Public Sector Working Groups

There are currently a number of public sector officer led working groups that meet to share information on actions being undertaken on climate change and sustainability best practice and to collaborate on joint projects and initiatives.

1. **Hampshire Sustainability and Energy Officers Group (HESOG)** – all the Districts, Boroughs, Cities and Unitaries including Southampton, Portsmouth, the Isle of Wight and its main focus is climate change – more recently delivering against the Climate Emergency declarations.

2. **Public Sector Sustainable Development Group (PSSDG)** – includes organisations such as Fire Service, NHS, MoD, University of Winchester, Southampton, Portsmouth and Solent Universities, national parks and looks at wider sustainability issues.

3. **Hampshire Energy Efficiency Partnership (HEEP)** – energy, sustainability or housing officers from Hampshire County Council, Portsmouth and Southampton City Councils, Isle of Wight Council, and district councils within Hampshire and is more focused on energy.

4. **Hampshire and Isle of Wight Planning Officers Group Sustainable Design Subgroup (HIPOG SDSG)** – representatives from Local Authorities and aims to share best practice, promote, and inform sustainability through planning.



Partnerships

Other Partnerships/Networks

The public sector is one aspect of partnership working that is needed to successfully tackle climate change. It is also extremely critical that we work in conjunction with expert organisations, businesses, and other stakeholders.

partnerships to develop best practice, policies, projects, and initiatives to support, enable, and stimulate the delivery of action on the ground.

The County Council will work through the wide range of existing partnerships to ensure that climate change is embedded into every aspect of its work. It will maximise opportunities offered by these existing networks and



Partnerships

Community Engagement – Expert Consultative Forum

Residents and communities have a key role to play in reducing emissions from their own homes and through lifestyle choices, or as communities taking local action. There are many examples of successful community energy projects demonstrating the ability of communities to take direct action.

Community engagement will therefore be a key component of how the Strategy and Action Plan are delivered. To provide an opportunity for meaningful engagement an Expert Consultative Forum will be convened. The Forum will be made up of relevant professionals, academics and

community representatives from a range of organisations across Hampshire and would advise on both the development and the delivery of actions within the plan.



Communications

Behavioural Insights Led

The County Council recognises that significant changes in lifestyle and behaviours of residents alongside the policy and intervention work will be necessary to deliver the scale of change needed to deliver against the targets set.

A key strand of the climate change work programme will therefore focus on how the Council engages, educates, and communicates with residents to encourage and enable changes in behaviour across the community on both emissions reductions and resilience. This engagement and communications will be based on robust evidence and behavioural insight research which was undertaken by the County Council's Insight and Engagement Unit.

The research identified the key opportunities for, and barriers to, achieving desired behaviour changes among citizens by exploring people's capacity, opportunity and motivation to change behaviour — and by assessing how much change might be possible, where, with whom (including demographic and Mosaic profiles) and when.

An assessment of the carbon impact of desired behaviour changes, together with potential health benefits, was also undertaken. The research also assessed the evidence of the most effective ways of communicating and ultimately achieving behaviour change. This work underpins all the communications and engagement work that will be delivered to support this strategy and the supporting action plan.



Communications

Website

A climate change website has been created where details of the Strategy and Action Plan, alongside key information for residents, businesses and other partners/stakeholders will be presented.

Page 59
The Strategy and the Action Plan will be web-based which will be regularly updated to provide live, up to date links to projects, actions, case studies, reports etc. providing a more useful resource for the Council and its partners.

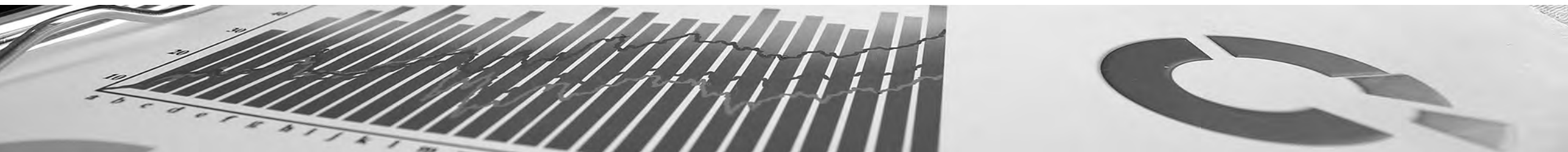
hants.gov.uk/climatechange



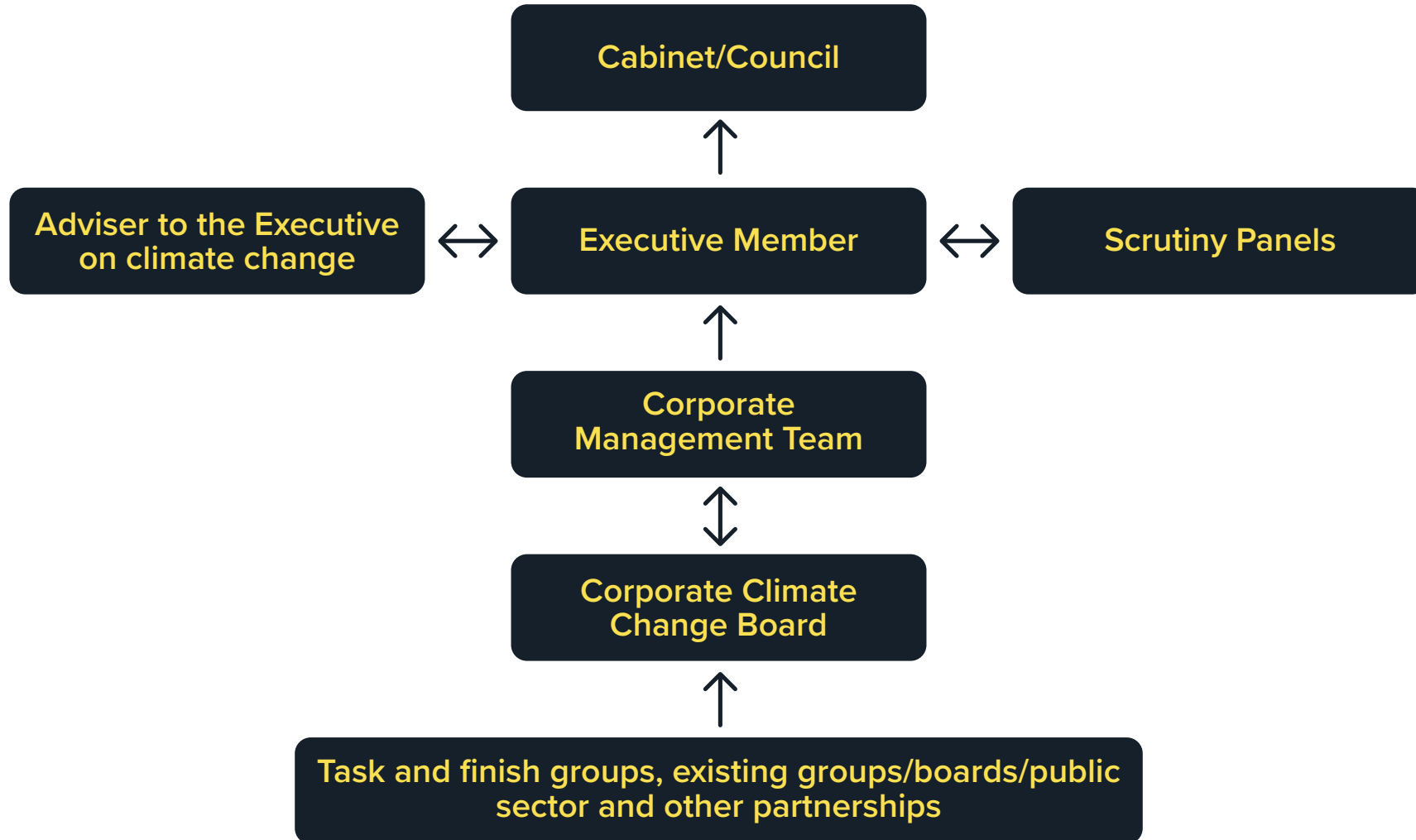
Monitoring, Evaluation and Reporting

It is essential that there is a transparent process for monitoring and evaluating progress against the targets set.

1. The strategy along with the Strategic Priorities will be reviewed every five years to consider any opportunity to accelerate delivery, to ensure that the focus of the priorities is still valid and that any new risks are taken into account for resilience.
2. The supporting action plan will be reviewed annually.
3. Progress will be reported annually against the action plan to Hampshire County Council Cabinet and to the Hampshire 2050 Partnership.
4. Monitoring of the actions in the Action Plan will be coordinated by the Climate Change Team and overseen by the Climate Change Board (see Governance section).
5. A decision-making tool will be developed and implemented for all key County Council decisions to assess the positive or negative impact on climate change mitigation and resilience. This will be applicable to all Key Decisions within the County Council.



Governance



Governance

A Climate Change Team has been established to oversee the monitoring and review of the strategy and action plan, alongside some key strategic programmes of activity.

Cabinet will receive regular updates on progress with the climate change work programme.

Regular progress updates will also be provided to the Leader, Executive Member for Economy, Transport and Environment and the Adviser to Executive on Climate Change, who will also have direct roles in championing, enabling and supporting the successful delivery of the climate change programme.


Engagement with relevant Scrutiny Panels will also be undertaken as required.

Annual reporting on progress with delivery of the action plan and the five-yearly review of the strategy will be reported to Cabinet and then to Full Council.

A Climate Change Board has also been established and is made up of representatives from each of the Council's departments. The Board members will amongst other responsibilities act as champions for climate change internally and externally, and co-ordinate and maintain strategic oversight of climate change activity and initiatives across the County Council.




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
Transport					
 Electrically powered vehicles	4 engagement officers working with general public across Hampshire - attending events, meeting etc to raise awareness of Connect to Support Hampshire contributing to demand management for Adults' Health and Care. To minimise environmental impact these staff use electrical	Adults' health and care/public health	Economic, Brand advertising (on vehicle livery) Raising awareness of positive reputation of HCC Health benefits from reduced air pollution	May-19	Both
	Incentivise use of electrically powered vehicles when technology has advanced to guarantee effectiveness and reliability	Adults' health and care/public health	Increased availability of recharging infrastructure Health benefits from reduced air pollution		HCC
	ETE department to change all (suitable) diesel vehicles to Electric.	Highways (commissioning)	Economic, saving in running costs. Health benefits from reduced air pollution.		HCC
	Transition Skanska HHSC Operational fleet (3.5T, 7.5T 15T) to electric.	Highways (commissioning)	Economic, saving in running costs. Health benefits from reduced air pollution.		HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
Page 64	Transition Skanska company car fleet to hybrid and electric.	Highways (commissioning)	Economic, saving in running costs. Health benefits from reduced air pollution.		HCC
	Look at travel plans for site teams and personnel visiting site or provide electric pool vehicles for members of staff regularly traveling for work.	Travel planning	Economic, saving in running costs. Health benefits from reduced air pollution.		HCC
	Geotechnic and Land Survey vehicles to change to electric where appropriate (4x4 electrics not readily available).	Highways (commissioning)	Economic saving in running costs Health benefits from reduced air pollution.		HCC
	To explore the possibility of introducing an Ultra Low Emission Vehicles scheme across Hampshire County Council (HCC).	HR	The Ultra Low Emission Vehicles scheme would play a key role in contributing to and embedding HCC's Climate Change Strategy as it promotes an environmentally-friendly method of transport which reduces the carbon footprint. It also has financial benefits for both the employee and employer (Tax and NI) as it is administered via salary sacrifice. It is also possible to argue that it would form part of an employee's total reward package which may improve levels of engagement and act as a staff retention and motivation tool	Options being developed for consideration	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Working on smart mobility EV charging infrastructure. Align activity funding to smart mobility initiatives	EM3	Health benefits from improved air quality Reduced congestion Increased productivity		Both
	Default position to be electric vehicles as part of the fleet replacement transition.	CCBS	Economic, saving in running costs. Health benefits from reduced air pollution.	2028 (completion)	HCC
	Explore the possibility of EV charging points to be supplied by a 100% renewable supplier	CCBS		Dec-20	HCC
	Actively trial and promote new vehicle technology when it arrives on the market e.g. electric minibus	CCBS	Reduced air pollution	Ongoing	HCC
 Less travel	Provision of Technology Enabled care (TEC) services in people's own homes. Enables the reduction or delay of more intensive Home Care with relies on staff visiting service users at home, therefore a reduction on car/transport usage for staff.	Adults' health and care/public health	Reduced use of Home Care, Residential and Nursing care	Ongoing	HCC
	Review and implement HCC's own Corporate Travel Plan to reduce car alone journeys for both commuter trips and business trips.	Travel planning	Staff attendance, reputation, physical health, mental health, congestion, improved local relations, air quality, life skills, road safety, financial savings (individual and corporate), carbon reduction, viability on local public transport services,	2019	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
Page 66	Through travel planning measures, support residential development on the reduction in car alone journeys on Hampshire's roads	Travel planning	Physical health, mental health, congestion, improved local relations, air quality, life skills, road safety, financial savings, carbon reduction, viability on local public transport services, crime reduction	2019	County-wide
	Through travel planning measures, support workplaces and other similar destinations (e.g. hospitals, retail, HWRC's) on the reduction in car alone journeys on Hampshire's roads	Travel planning/Strategic Planning	Staff attendance, reputation, physical health, mental health, congestion, improved local relations, air quality, life skills, road safety, financial savings, carbon reduction, viability on local public transport services,	2019	County-wide
	Using technology to route journey. As well as increasing productivity and cost effectiveness this also reduces emissions and use of fossil fuel consumption in travel	Adults' health and care/public health	Reduced wear and tear on fleet	Apr-19	HCC
	Writing in service specifications that providers need to engage with service users through digital means (e.g. sexual health services) reducing the need for travel to clinics	Adults' health and care/public health	Health (providing timely care in a way that meets the patient's needs)	ongoing	Both


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 67</div>	Equipment prescribers to ensure items fully explained and accepted, prior to request Equipment prescribers to order all items for each person together to reduce multiple visits	Adults' health and care/public health	reduced transport pollution, costs and time		HCC
	Green scheduling of work/jobs to reduce carbon emissions through travel, winter maintenance	Highways (commissioning)	reduced transport pollution, costs and time	2 years	HCC
	First time fix avoid duplicate visits. Also multi-skilled gangs to avoid multiple visits.	Highways (commissioning)	reduced transport pollution costs and time		HCC
	Booking service users and carers into community hubs rather than social workers travelling to individual services	Adults' health and care/public health	Better community links, and impacts on social isolation	May-20	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Completing more customer facing tasks on the phone and online	Adults' health and care/public health	Quicker outcomes promoting prevention	Apr-21	HCC
	Transport and health needs assessment	Adults' health and care/public health	Health (increased physical activity)	In development	HCC
	Work with providers to develop provision according to needs within the Hampshire boundaries.	Childrens' services	Reduction in costs to travel budgets Increase in outcomes for children through greater variety of placements and placements closer to home Health benefits from use of public transport through encouraging walking to get to transport	May-20	HCC
	Increase the number of in house foster carers, and increase occupancy in the in house residential provision.	Childrens' services	Reduction in costs to travel budgets Increase in outcomes for children through greater variety of placements and placements closer to home Health benefits from use of public transport through encouraging walking to get to transport	Apr-20	HCC


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Consider the climate impact alongside safeguarding when making decisions about placements.	Childrens' services	Reduction in costs to travel budgets Increase in outcomes for children through greater variety of placements and placements closer to home Health benefits from use of public transport through encouraging walking to get to transport	Mar-20	HCC
	Increase the uptake of the use of pool cars when travelling outside of Hampshire and sharing of vehicles when staff are travelling to the same destination. Increase the use of public transport where possible and safe to do so	Childrens' services	Reduction in costs to travel budgets Increase in outcomes for children through greater variety of placements and placements closer to home Health benefits from use of public transport through encouraging walking to get to transport	Sep-20	HCC
	To provide community transport using a minibus for vulnerable older people who need transport e.g. for shopping, Doctors appointments. The communal transport provision reduces the need for individual trips e.g. via taxis	Adults' health and care/public health	Reduced social isolation supports independent living		County-wide
 Active travel	Developing evidence on health benefits of alternatives for transport	Adults' health and care/public health	Physical health, mental health, air quality, life skills, road safety, financial savings		County-wide


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
Page 70	Active travel to schools including travel audits, transition from early years to primary and primary to secondary. This work is targeted to areas with poor air quality, higher deprivation and higher levels of obesity). Scootability training in schools. Also, the active travel team project to engaged with schools and local businesses (e.g segensworth) around drop-off and pick-up practices through monitoring air quality around the school site	Adults' health and care/public health	Physical health, mental health, air quality, life skills, road safety, financial savings	ongoing annually reporting	County-wide
	Supporting active travel team with community travel plans (White Hill and Borden new developments)	Adults' health and care/public health	Physical health, mental health, air quality, life skills, road safety, financial savings	ongoing	County-wide
	Encouraging staff to walk or cycle to work or use park and ride facilities	Adults' health and care/public health	Physical health, mental health, air quality, life skills, road safety, financial savings	Apr-19	HCC
	Support advise provided to developers on the routes to school on a new development to ensure it promotes active travel and reduced car alone journeys. A guidance document has been produced as a result summarising key issues as well as a fee structure for travel plan contributions.	Travel planning	Physical health, mental health, congestion, improved local relations, air quality, life skills, road safety, financial savings, viability on local public transport services, crime reduction, reduced no. of complaints	2016	County-wide



Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Deliver the reduction in GHG emissions from the integration of Couriers and County Supplies fleets	CCBS		Jun-21	HCC
	To explore the possibility of introducing a Cycle to Work scheme across Hampshire County Council (HCC). [n.b. Hampshire Fire and Rescue Service and Hampshire Constabulary already have a Cycle to Work scheme in place]	HR	Cycle to Work is a government initiative to encourage cycling as a means of transport to work. It reduces carbon emissions and promotes a healthy lifestyle. It also has financial benefits for both the employer and employee (Tax and NI) as it is administered via salary sacrifice	Options being developed for consideration	HCC
 Public transport	To continue to offer staff incentives on public transport, such as discounts on railway/bus travel (i.e. South Western Railway currently offer discounts of up to 20% on season tickets)	HR	Offering staff benefits, including discount on public sector travel (i.e. South Western Railway currently offer discounts of up to 20% on season tickets) will continue to promote an environmentally-friendly form of transport (i.e. less travel by car) which will help to reduce carbon emissions.	In place for a number of years	HCC
	Partnerships with bus operators to improve vehicle emissions through new vehicle investment or retrofit existing buses with clean exhaust technology.	Passenger transport	Economic, air quality; healthier lifestyles	Ongoing	County-wide
	Improved public transport through improved infrastructure, information and promotion.	Passenger transport	Economic, air quality; healthier lifestyles	Ongoing	County-wide

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Transforming Cities Fund - Portsmouth & Southampton City Regions. Delivering Bus Rapid Transit, public transport ticketing schemes, cycling infrastructure; transport interchanges; mobility hubs; public realm improvements. A potential spin-off is the Future Mobility Zones (FMZ) project in the Solent area, including drones, PT ticketing, Mobility as a Service, Demand Responsive transport trials. FMZ is subject to funding bid.	Passenger transport	Air quality, congestion reduction, health, economic		County-wide
 Fuel	Trial fuel additives / fuel alternatives to Skanska vehicles on HHSC. Possibly HCC vehicles as well?	Highways (commissioning)	Economic, saving in traditional fuel and possible maintenance costs. Health benefits from reduced air pollution		HCC
	Change the Skanska Dragon Patcher burners from Diesel to Kerosene.	Highways (commissioning)	Economic, saving in overall dragon patching costs.		HCC
	Trials of a Hydrogenated Vegetable Oil (HVO) bowser for County Supplies fleet and HVO supply to HTM Micheldever site. If HVO trials are successful, transition to a HVO fuel for the entire HCC fleet.	CCBS	Reduced air pollution	2021	HCC


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
 HGV's	Ban the movement of HGV's on a Sunday on highways, except for recovery vehicles (as is done in Germany - for many years) along with other european countries. Ban HGV's overtaking on motorways- as in Germany - to help implement heavy goods transporation corridors	Travel planning			County-wide
Energy					
 Renewable energy	Where effective, using solar panels to reduce energy consumption	Adults' health and care/public health	economic	Apr-20	HCC
	Install PV panels on ETE depot buildings.	Highways (commissioning)	economic		HCC
	Install PV panels on Trafalgar House building roof.	Highways (commissioning)	economic		HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Install EV charging points in Trafalgar House Car Park.	Highways (commissioning)	economic		HCC
	All HCC instructed temporary site offices & messes to have PV panels and or wind turbines to be carbon efficient for medium sized sites (I.E. sites in excess of 4 months duration) or consider All sites	Highways (commissioning)	Economic, reduce air pollution		HCC
	Transition of energy supply for HCC estate to 100% renewables	CCBS		2025	HCC
	Provision of renewable energy supply to be added to the next energy frameworks by September 2020. Fully renewable energy to be included as optional in contracts for HCC & schools	CCBS		Sep-20	HCC
	Continue Energy Performance Programmes (battery storage, EV, charging, solar, schools solar)	CCBS		Ongoing	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Look at alternative energy sources for HCC building and utilising current assets to aid that. i.e buiding roofs for solar panels (south facing ones) or suitable sites for ground source heat pumps.	Travel planning	Economic		HCC
 Energy efficiency	Using LED light bulbs to reduce energy consumption whilst maintaining safety	Adults' health and care/public health	Economic	Apr-19	HCC
	Providing advice and heating solutions for those who struggle to heat their homes, particularly those most vulnerable to the cold (Hitting the Cold Spots). Carbon savings achieved through practical measures, estimated at 120.72tCO2 for the quarter Jul - Sept 2019	Adults' health and care/public health	Improved health for those who are particularly susceptible to the cold. Improved economic situation where more cost effective heating solutions are identified. Reduced fuel poverty. Greater social support as more likely to have friends visit	2012, thought current contract started 1/4/19	County-wide
	Transition Skanska equipment / plant to electric	Highways (commissioning)	reduced transport pollution costs and time	5 years plus	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Retrofit LED lights in ETE depots and Skanska's Trafalgar House	Highways (commissioning)	Economic, employee wellbeing	2 years	HCC
	Skanska gangs to operate with electric powered electric tools only instead of petrol powered	Highways (commissioning)	Economic, reduce air pollution	Trial planned for early 2020	HCC
	Replacement of high-pressure sodium street lights with low energy LEDs	Highways (traffic)	Economic		HCC




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
[Yellow shaded area]	Replacement of incandescent traffic signal lanterns with low energy LEDs (will in some cases require whole sites to be upgraded to ELV, not just the lanterns to LED)	Highways (traffic)	Economic	Requisite contractual ammendaments to the PFI project agreement being progressed that will provide for LED replacement programmes. Investment planned for 2020/21, 2021/22 and 2022/23 to replace 12,000 approx of 32,400 high-powered street lighting units on principal roads in Hampshire.	HCC
	De-illumination of traffic signs (where permitted in the Regs).	Highways (traffic)			HCC
	Installation of low energy LED street lights at new developments (policy in place and now to only accept LED lighting for new developments)	Highways (traffic)	Economic		HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
Page 78	To deliver the Tri-LEP Energy Strategy	EM3	Health through more efficient and healthy homes Improved air quality		County-wide
	We have published a Heat and Power Strategy (see: https://solentlep.org.uk/media/2669/solent-lep-heat-and-power-strategy-and-action-plan-final-docx.pdf)	Solent lep			County-wide
	Conversion to LED lighting across all Countryside service maintained depots over next 5 years. New buildings to be fitted with LED Light fittings & PIRs	CCBS	contributes to carbon positive parks, economic	December 2024 (completion date)	HCC
	Completion of current LED programme (EPP4). LED lighting programme scheduled to continue for corporate estate buildings which did not meet EPP4 criteria.	CCBS	Economic	Mar-21	HCC


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Continuation of schools' Energy Performance Programme	CCBS	Economic	Ongoing	HCC
Infrastructure					
 Buildings	Repairing, upgrading and investing in buildings	Adults' health and care/public health	Buildings operate effectively in extremes of temperature, lower energy consumption, more efficient heating		HCC
 Roads	Providing input into local plans to promote walkable streets through creating safe, attractive and convenient routes	Adults' health and care/public health	Health (increased physical activity), social (decreased crime/anti-social behaviour)		County-wide
	Planning of asset location to accommodate future road work and maintenance implications - Already undertaken but could look at improving this with Developers.	Travel planning			Both
 Materials	Change all (suitable) Hot machine laid materials to 'Warm Mixes' for use on the highway network.	Highways (commissioning)	Economic, saving in electricity costs.	Trials underway	HCC




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Increased incorporation of RAP (Recycled asphalt pavement) into all hot asphalt.	Highways (commissioning)	Economic, saving in electricity costs.		HCC
	Change all (suitable) Hot binder course materials to 'cold lay' for use on the highway network.	Highways (commissioning)	Economic, saving in electricity costs.		HCC
	Use HBM as base and binder course material wherever possible on highway network.	Highways (commissioning)	Economic, saving in electricity costs.	Underway on a small scale in haunching programme at present	HCC
	Explore use of Graphene in bituminous materials.	Highways (commissioning)	TBC		HCC
	Use recycled plastic kerbs and plastic gully covers for use on the highway network.	Highways (commissioning)	Reduced musculoskeletal injuries, economic	Trials underway for plastic kerbs..	HCC


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Use recycled plastic street furniture, and recycled plastic traffic management equipment for use on the highway network. Produce more locally sourced materials for use on highway network	Highways (commissioning)			HCC
	Use of alternative sensor types at traffic lights above ground - i.e. no loop detectors to minimise impact to maintenance and disruption to road users and number of site visits required and amount of desruction required	Travel planning			Both
	Cement and lime stabilisation, use where ground conditions are poor - reduction in requirement to bring materials into and off of site.	Travel planning			HCC
	Ensure technical teams have the appropriate training and skills to facilitate the development of low carbon solutions.	Highways (commissioning)	Economic, reduce waste		HCC
 <p>Minerals infrastructure</p>	Establish baseline emission data and monitoring schemes for minerals infrastructure proposals.	Strategic Planning	Economic and health	Hampshire Minerals & Waste Plan - update (2021 onwards)	County-wide




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
 Waste Infrastructure	Review, baseline and develop plans. Emissions from throughput monitored daily, input material part of review. Consideration of regional infrastructure options.	Waste and resource management	Economic and health	Various - current estimated start 2022	HCC
Waste and circular economy					
 Reducing waste	Single use plastics will be eliminated from catering front of house of CCBS services.	CCBS		Apr-21	HCC
	Reduced printing	Adults' health and care/public health	Economic	Ongoing	HCC
	Winter Maintenance - route optimisation.	Highways (commissioning)	Economic (fewer salt-runs, less salt purchased/transported) health (reduced air pollution)		HCC
	Adopting paperless methods of record management	Adults' health and care/public health	Reduce demand for energy consumption associated with printing, storing, recycling paper based materials	Apr-19	HCC
 Recycling	Decontaminating and recycling 90% prescribed equipment items	adults' health and care/public health	economic	ongoing	HCC




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Validation and analysis of waste collection data for CCBS services to establish their baseline waste generation and assess the realistic potential for recycling. Liaise with CCBS services to set targets.	CCBS		2020	HCC
 Recycled materials	Create a recycled cold binder and base materials from planings/waste to use in the highway network.	Highways (commissioning)	Economic		HCC
	Create a recycled aggregate sub-base materials from waste to use back in the highway network.	Highways (commissioning)	Economic		HCC
	Safeguard existing recycling capacity and support new aggregate recycling proposals.	Strategic Planning	Economic and health.	In progress (Hampshire Minerals & Waste Plan)	HCC
	Already encourage use of recycled materials for pavement construction (roads and footways of new developments and major schemes) eg IBAA and Type 1 Materials, HBM, already in standard details but could emphasise.	Travel planning			HCC


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	HBM and use of road chippings to be used back on new roads, and kept within Hampshire. i.e road surfacing chippings removed from roads, is used for HBM	Travel planning			HCC
 Disposal methods	Review alternative methods, consider longer-term feasibility and implementation within boundaries of existing contracts and future aims	Waste and resource management	Economic, health, social	Various - current estimated start 2022	HCC
	Review alternative methods, consider longer-term feasibility and implementation within boundaries of existing contracts and future aims	Strategic Planning	Economic, health, social	Hampshire Minerals & Waste Plan - update (2021 onwards)	HCC
 Collections	Work with WCAs through HWP/Project Integra to consider alternative whole system approaches, reducing carbon impacts and improving efficiency and compliance with Gov objectives (Env Bill and Resources & Waste Strategy)	Waste and resource management	Economic, health, social and wider environmental benefits	Various - current estimated start 2022	HCC
 Food	Explore the feasibility of expanding food waste collections to Schools.	CCBS	Economic, health, social and wider environmental benefits	Sep-21	HCC



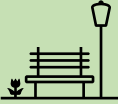

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Explore the feasibility of expanding food waste collections in CCBS' managed locations e.g. Offices, CCBS sites.	CCBS	Economic, health, social and wider environmental benefits	Jan-21	HCC
 Reuse	Drive material up the hierarchy, enable reuse ahead of recycling; support local organisations that enable reuse	Waste and resource management	Economic, health, social and wider environmental benefits	Various - predominantly ongoing with work currently underway	County-wide
 Closed Landfill	Closed Landfill: Manage and monitor closed landfills incl landfill gas - reuse gas where feasible and minimise carbon impacts	Waste and resource management	Economic and wider environmental benefits	Various - predominantly ongoing with work currently underway	HCC
Economy					
 Capital	Promotion of carbon reduction capital schemes through bid support work.	Travel planning			Both
	Divert resources to carbon reducing capital schemes: cycling, public transport, electric vehicle infrastructure, walking. Contribute / support this work.	Travel planning			Both



Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed	
	We are investing in a Natural Capital study with Fawley Waterside to secure a baseline of Natural Capital in the New Forest	Solent lep			County-wide	
	Develop a Natural Capital baseline for the LEP area	EM3			County-wide	
<div style="text-align: center;">  <p>Business support</p> </div>	Establish what our business membership and representative organisations are doing in relation to carbon reduction. Ask them to undertake intelligence of members, e.g. Carnival, Exxon Mobil to learn what those companies' priorities are and how we can work together on this shared agenda.	Economic development	Identify opportunities to collaborate and raise awareness amongst businesses of things they can do to mitigate impact and get support to adapt.	Autumn 2020	County-wide	
	Support the businesses in our area that can support this transition and seize the opportunity. We have recently completed a study on the extent of the low carbon sector within the EM3 area. This has shown that we have significant capability to help deliver the changes and technologies required.	EM3			Autumn 2020	County-wide
	Act as a strategic partner to the ERDF LoCASE project which will deliver business support, guidance and grant funding to SMEs	Economic development	The grants programme will support local SMEs to: improve their energy efficiency and resource use; support eco-innovative and low carbon solutions in ways that improve business performance in terms of resilience, profitability and competitiveness; and at the same time create jobs and contribute to the protection of the environment		Autumn 2020	County-wide


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
 Locally sourced food	Developing a Hampshire eating out healthily award which will incorporate a sustainability element prioritising locally sourced food	adults' health and care/public health	Promote healthy and sustainable food. Support and highlight businesses that provide this.	Undergoing market testing.	County-wide
 Technology	Establish a marine innovation 'catapult' at Fawley - a national centre of excellence for industry to develop low carbon solutions for the future.	Economic development	Developing world-leading technologies and techniques to deliver low/no carbon products and services that can service the UK economy and be exported	2021-2022	County-wide
Biodiversity, tree planting and re-wilding					
 Country park	Create a Climate Positive Country Park. Implementing change going beyond net zero carbon emissions to create an environmental benefit. To include: Rewilding, carbon sink creation, energy generation and waste management	CCBS	Cost reduction, showcase HCC action, test new approaches for future schemes	2023 (completion date)	County-wide
 Tree planting	Investigate green screen concept and include in schemes as appropriate.	Travel planning	Social		County-wide
	Project to address a section of wasteland where currently fly tipping and re-purpose for allotments for people with physical disabilities	adults' health and care/public health	Benefit to people with physical disabilities in terms of access to green spaces, physical activity and social interaction	Feb-20	County-wide



Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Increase tree planting and re-wilding of appropriate areas, the goal being to increase canopy cover percentages and the associated carbon sequestration.	Highways (commissioning)	Carbon sequestration benefits of increased canopy cover. Reduced fuel usage due to less cutting.		Both
Corporate policy					
 Commissioning	Incentivise providers to safeguard wellbeing of service users, maintain them at home and reduce potential hospital admission	Adults' health and care/public health	Wider awareness, cultural change,	Apr-21	County-wide
	Encouraging / incentivising service providers to increase environmental awareness and record their approach	adults' health and care/public health	Wider awareness and cultural change		Both
	Develop climate related KPIs for existing suppliers and climate related contractual terms for new suppliers / contracts. Work with existing suppliers to implement KPIs. Apply new contractual terms to future tenders once approved, to incorporate climate considerations into purchase of goods through County Supplies.	CCBS		2020 to start implementation (Will take 4 years to apply to all contracts)	HCC
	Low carbon suppliers to be factored into procurement of food and catering suppliers.	CCBS		2021/2022	HCC
 Procurement	Develop the Council's procurement processes to accommodate the Council's Climate Change policy/strategy and associated Action Plan	Procurement	Potential for indirect local economic, social and health benefits	Within 6 months of Council's Climate Change Strategy/Policy being approved	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed	
	Update the Council's procurement strategy to incorporate the Council's Climate Change policy/strategy	Procurement	Potential for indirect local economic, social and health benefits	Within 12 months of Council's Climate Change Strategy/Policy being approved	HCC	
	Update procurement guidance to ensure it signposts to relevant information on Climate Change considerations when procuring goods, works and services.	Procurement	Potential for indirect local economic, social and health benefits	Within 6 months of Council's Climate Change Strategy/Policy being approved	HCC	
 Policy	Update/Change all ETE technical guidance, surfacings options documents, Model contract docs, and all other Highway and infrastructure related policies, procedures, guidance and advise to specify carbon reduced materials, methods or working, use of recycled materials etc in all future projects/works and the like.	highways (commissioning)	Economic, saving in traditional fuel and possible maintenance costs. Health benefits from reduced air pollution?		HCC	
	CTMP's implement the requirement for contractors to develop a CTMP for every scheme even if there is no planning permission required. Also change the way that CTMPs are reviewed, to also include an assessment of where the contractor sources materials (distances from site) and removal of waste products to minimise the amount of transportation.	Travel planning				HCC
	Changing policy for lighting new developments to reduce the extent to which street lighting increases over time	Highways (traffic)				HCC
	Change design guidance to promote walking or cycling. Contribute / support to this work	Travel planning				Both
	Active travel team project to supporting schools to develop active travel policies	Adults' health and care/public health	Health and educational benefits (increased physical activity, awareness environmental pollution)	Ongoing	County-wide	



Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	A review of Hampshire Minerals & Waste Plan	Strategic Planning		Hampshire Minerals & Waste Plan update (2021 onwards)	County-wide
	To review existing policies and procedures (i.e. Flexible Working Policy, Expenses Policy) to ensure they align with HCC's Climate Change Action Plan and Strategy. For example, introducing a Climate Change Impact Assessment (similar to Equality Impact Assessment)	HR		To start from Q2 2020 (July-September)	HCC
 Contracts	Carbon reduction from construction activity. Include some form of clause in tender contracts that relates to climate change issues (recycled materials, geographic source of materials for example)	Travel planning			HCC
 Strategy	T21 estates review to include sustainability	adults' health and care/public health	Economic	Ongoing	HCC
	Work with ETE to provide input into Hampshire's local transport plan and district movement strategies - give advice and guidance on air quality, active travel and health benefits	Adults' health and care/public health	Health (increased physical activity)	The local transport plan is due for review in 2020/2021	County-wide
	Supplementary Planning Document guidance on air quality and spatial planning (links with transport and environment)	adults' health and care/public health/strategic planning	Health		County-wide
	Calculate carbon footprint (scope 1, 2& 3) of HCC Corporate Estate annually, in a 'State of the Estate' report, in order to develop a targeted plan to tackle worst performing assets as a priority.	CCBS		Sep-20	HCC





Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Review and update the Hampshire Minerals & Waste Plan and its policies to enable establishment of carbon baseline, monitoring and implementation of carbon reduction measures.	Strategic Planning	Health, Environment, Economic and Social	2021 onwards	County-wide
	Local Transport Plan (LTP) 4 - will set out HCC's transport strategy looking towards 2050. Will include strategies for several modes of transport - Bus, Rail, Ferry, Public Transport Information, Local Walking & Cycling Investment Plans (LCWIPs), Future Mobility Strategy	Passenger transport	More people using sustainable transport modes creates healthy lifestyles - increased walking & cycling. Improved mental health due to more community interaction. Sustainable Economic growth as a result of improved transport systems. Helps mitigate the impacts of housing growth and increasing population.		Both
	Transport for the South East - Transport Strategy to 2050	Passenger transport	Air quality, health benefits, economic benefits (reduced road congestion).		Both
	Our emerging Solent 2050 Strategy - one of our pillars is for the Solent is to be an engine for climate change adaptation and decarbonisation.	Solent lep			County-wide
	Review and refresh the Local Transport Plan and its associated action plan. Including actions, such as <ul style="list-style-type: none"> •Develop a new public transport Strategy •Develop and promote concepts for rapid bus inc. bus priority measures •Develop and interchange plan for rail stations •Enhance existing integrated ticketing system •Enhance bus stop infrastructure across Hampshire •Grant fund tap on tap off bus technology to improve the customer experience •Implement enforcement of bus lanes and use hypothecated income to subsidise public transport 	Strategic transport	Health, Environment, Economic and Social	May 201	Both
	Strategy to commit to ensuring that all collateral is made from sustainable materials and wherever possible recyclable or biodegradable.	Childrens' services	Reduction in food costs Healthy eating Community participation		May-20


Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
 Flexible working	Consider greater use of tele-conferencing to reduce time wasted travelling to/from meetings and vehicle use anyway.	highways (commissioning)	Reduce electricity/fuel costs, more efficient use of staff time at work, congestion benefits, better work life balance.		HCC
	Consider HCC managed Design working at home to reduce commuting in and out of Winchester.	highways (commissioning)	Reduce electricity/fuel costs, more efficient use of staff time at work, congestion benefits, better work life balance.		HCC
	Flexible working practices including teleconferencing, the use of drop-in centres and working from home	adults' health and care/public health	Reduce electricity/fuel costs, more efficient use of staff time at work, congestion benefits, better work life balance.	Ongoing	HCC
	Reduce reliance and demand for energy consumption in static buildings as well as reduce fossil fuel consumption in travel to specific office base	adults' health and care/public health	Reduce electricity/fuel costs, more efficient use of staff time at work, congestion benefits, better work life balance.	Apr-19	HCC
	Embed a culture of working flexibly through the use of devices, Microsoft Teams, conferencing, Skype etc.	Childrens' services	Reduction in costs to travel budgets Increase in outcomes for children through greater variety of placements and placements closer to home Health benefits from use of public transport through encouraging walking to get to transport	Mar-20	HCC
	Look at development of residential work hubs to build into new housing developments, alongside childcare facilities etc to help accommodate working from home alternatives and reducing traveling distances.	Travel planning	Reduction in travel costs		County-wide
	Using technology including telephone conference calls to enable flexible working whilst reducing emmissions and avoiding fossil fuel consumption in travel Using mobile technology as an alternative to home visits	Adults' health and care/public health	Family friendly employment practices; less reliance of office space	2021	HCC
Behaviour change					
 Encouraging behaviour change in staff	Participate in the annual Green Office Week in May.	Childrens' services	Reduction in food costs Healthy eating Community participation	2021	HCC

Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Promoting and incentivising materials recycling culture for staff and service users	Adults' health and care/public health	economic	Apr-19	HCC
 Encouraging behaviour change in residents	Adjustment of Outdoor Service provision towards educating on Climate Change issue. Currently evaluating a new approach for Runway's End Outdoor Centre, rebranding as an Eco-Centre, aiming to be carbon neutral.	CCBS		2023 (completion date)	Both
	Identify or develop and deliver resources to support children to engage with the climate change discussions and to encourage each to make one commitment.	Childrens' services	Reduction in food costs Healthy eating Community participation Wider environmental benefits	Sep-20	County-wide
 Active travel	Support on the reduction in car journeys to school through the engagement with schools on travel planning measures to promote active and sustainable modes, using the national Modeshift STARS accreditation scheme as a recording mechanism of activity and achievement.;	Travel planning	Physical health, mental health, congestion, air quality, life skills, road safety, financial savings, carbon reduction, viability on local public transport services, crime reduction, partnership working between the LAs, reputation of HCC	2003	County-wide
	The use of a localised active and sustainable travel brand, My Journey, between HCC, PCC and SCC including a one-stop shop website with journey planning tool and various social media channels.	Travel planning	Physical health, mental health, congestion, air quality, life skills, road safety, financial savings, carbon reduction, viability on local public transport services, crime reduction, partnership working between the LAs, reputation of HCC	2012	County-wide
 Energy	Education of staff, carers and children to be developed and rolled out to ensure all aware of individual responsibilities and impact.	Childrens' services	Reduction in energy costs	Sep-20	Both
 Food	Ambassadors of Climate Change to be identified for the Children's Homes and foster carers to lead on changing shopping habits to utilise food waste where available in communities and reduce all waste.	Childrens' services	Reduction in food costs Healthy eating Community participation Wider environmental benefits	Sep-20	County-wide



Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Prevent and reduce waste arisings, incl food waste in particular through active public engagement. Activities include home composting, recipes for leftovers, correct food storage and menu planning.	Waste and resource management	Reduction in food costs Healthy eating Community participation Wider environmental benefits	2017	County-wide
	Drive GHG emissions reductions by positively influencing customer food consumption and disposal behaviours e.g. customer meal choice and active use of recycling facilities.	CCBS	Reduction in food costs Healthy eating Community participation Wider environmental benefits	Dec-20	Both
	Increase number of low carbon (vegetarian and plant-based) meal options on the menu's provided by CCBS services.	CCBS	Health	Sep-21	HCC
	Shift red meat-based meals to lower carbon carnivorous options (pork, poultry, fish) on the menu's provided by CCBS services.	CCBS		Sep-21	HCC
	Re-arrange layout of CCBS services' menus to promote low carbon options at top / early on.	CCBS		Apr-21	HCC
Health					
 Air quality	Optimise traffic control assets to minimise stops and delay	Highways (traffic)	Health (decrease in acute and long term conditions due to poor air quality)		County-wide
	Raise awareness and enable communities to take steps to improve air quality	Travel planning	Health (decrease in acute and long term conditions due to poor air quality)	2016	County-wide




Hampshire County Council Carbon Reduction Action Plan

Project Area	Action	Service delivering	Co-benefits	Delivery start date	Emissions addressed
	Provide accurate and timely travel information enabling people to vary their travel time, route and mode to minimise congestion	Highways (traffic)	Health (decrease in acute and long term conditions due to poor air quality)		HCC
	Enhance on-street parking and loading controls to reduce congestion	Highways (traffic)	Health (decrease in acute and long term conditions due to poor air quality)		County-wide
	Shaping air quality communication messages and campaigns	Adults' health and care/public health	Health (decrease in acute and long term conditions due to poor air quality)	Ongoing	County-wide
	Developing an air quality position statement to increase dialogue between ETE and public health	Adults' health and care/public health	Health (decrease in acute and long term conditions due to poor air quality)		HCC
	AQMA - districts produce action plans that we provide advice, guidance and data	Adults' health and care/public health	Health (decrease in acute and long term conditions due to poor air quality)	Ongoing	County-wide
	Air quality sub group of the Environmental Health Chief Officers group - we presented data and PHE toolkit on health benefits for every district	Adults' health and care/public health	Health (decrease in acute and long term conditions due to poor air quality)	Ongoing	County-wide
	Developing an Strategic Environmental Assessment for the STP and Sustainability Appraisal for the HWMP incorporating air quality	Adults' health and care/public health/strategic planning	Health (decrease in acute and long term conditions due to poor air quality)	Hampshire Minerals & Waste Plan - update (2021 onwards)	Both

Hampshire County Council Climate Resilience Action Plan





Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
Resilient buildings and non-highway infrastructure						
 HCC owned buildings	Buildings that children are living in/visiting become too hot leading to dehydration and health impacts for children and staff Buildings becoming flooded and inaccessible	Education of staff, families and children Include impact of a 2 degree rise in temperature in health and safety audits now to plan for the future Work with providers to educate around climate resilience to ensure that buildings can cope with an increase in temperature Consider flood action plans in risk management in children's homes Educate staff and carers about potential risk of increased flooding in the future and encourage thinking about mitigations or actions should it occur.	Childrens' services	Health benefits (from increased fluid intake)	Sep-20	Both
	Risk of damage to buildings from extreme weather events e.g. flooding, storm damage, etc, and risk that buildings become unfit for use due to climate change e.g. excess heat making occupation of a school / care home dangerous	Develop the measures for building resilience to the impacts of a 2degC global temperature rise as part of a State of the Estate report	CCBS	Economic	Sep-20	HCC
Page 96  Planning	Built Form: Building styles may change in the future to adapt to climate change and climate change policies; Air quality in and around cities may decline due to increased temperature, also impacting on visibility; Surface Water Flooding: More intense bursts of rainfall are expected, leading to increased flooding – would be exacerbated by summer droughts, and also past and present house building programmes on floodplain land. Increasing damage to domestic properties, farmland, infrastructure, cultural heritage etc; Urban Heat Island effect - increase in summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat-related illness and mortality, and water pollution; Infrastructure development: Possibility of more sustainable energy infrastructure - wind turbines, solar panels.	RPB1 (also incorporating RPB2) - Preparation of design guides and bulletins for land release / development sites - establishing parameters that encourage robust GI, connectivity for walking/cycling routes etc, and promoting the benefits offered by landscape and biodiversity for ameliorating climate within urban areas.	Planning and Environment	Environmental (E), Economic (Ec), Social (S), Health (H), Biodiversity (B)	2020/2021	County-wide
		RPB5 - Work with the Environment Agency, local planning authorities and other partners to develop the planning skills and capabilities to advise developers on how adaptive approaches should inform strategic local plans, and enable climate resilient places.	Planning and Environment	Economic, social, health, wider environmental benefits	2020/2021	County-wide
		Review Hampshire Minerals & Waste Plan policies to ensure suitable consideration given to location of minerals and waste infrastructure to be resilient to climate change.	Strategic Planning	Economic, social	2021	County-wide

Hampshire County Council Climate Resilience Action Plan





Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 Landscape		RPB3 - Review and update Landscape and Development Checklist - To include requirement for development to demonstrate a net environmental gain	Planning and Environment	Social, mental health	2021/2022	County-wide
		RPB4 - Review and revise Hampshire Townscape Character Assessment to assess sensitivity to climate related changes.	Landscape		2022/2023	Both
 Historic buildings Page 97	Sea level rise and coastal erosion will endanger historic maritime landscapes, structures, buildings and archaeology. Increased flood defence infrastructure could also place specific sites under threat	1. Commitment to maintaining the HER as the evidence base to monitor the state of the historic environment ,and any decline and the efficacy of any intervention/project /strategy. 2. Engage with Environment Agency and coastal programme managers to ensure that Heritage Assets are given a 'value' in the cost benefit analysis. 3. Support Citizen programme or equivalent (community based archaeological recording of archaeology revealed in erosion)	Specialist environmental services	Economic, social, health, wider environmental benefits	1. Ongoing 2 & 3 2020/21	Both
	More frequent and severe flooding may cause direct damage to some historic buildings, create difficulties in obtaining insurance, or make buildings uneconomic to occupy and maintain.		Specialist environmental services			HCC
	Changes in hydrology in coastal areas, estuaries, rivers may put buried archaeological remains at risk e.g. dry sites becoming wet; wetland archaeology becoming dry.	1. Identify and map areas of wetland with this potential, map on to HER. 2. Programme of precautionary palaeo environmental sampling before loss.	Specialist environmental services	Social, mental health	2021/22	County-wide
	Alteration of agricultural practices, resulting from changes in crop or stock viability could pose a risk to some landscapes and buried archaeological sites.	Ensure that Defra have an active policy regarding historic landscape resilience (and within their stewardship schemes) and understanding and measuring change. Ensure designated landscapes (National Parks and AONBs) have an active policy as above	Specialist environmental services	Social, mental health	2020/21	County-wide
 Waste Infrastructure	Waste infrastructure: HWRCs, MRFs, ERFs, Transfer stations, Composting sites and closed landfill sites: Susceptible to increased temp and decreased precipitation (i.e. increased drying) resulting in infrastructure impacts for ERFs, MRFs, HWRCs and open windrow composting sites - large concrete aprons cracking/subsiding. ERF heights with roofs being unable to be supported if structural damage to walls. Fires at sites (as a result of decreased rainfall, increased dryness and increased wildfires); waste being set alight at HWRCs - lightning, drier conditions. Environmental damage as a result of flooding i.e runoff from some sites into the open environment (water courses, etc) as a result of increased rainfall intensity	Review, baseline (where we are now) and develop appropriate plans. Use previous work undertaken on NI188 to help identify risks and mitigations	Waste & resource management	Economic, wider environmental benefits, social and possibly health	(2020) Ongoing programme of resilience improvement	HCC

Resilient transport systems which adjust to the changing environment







Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 Materials	Weather fluctuations effecting asphalt quality	Use of graphene-enhanced asphalt	Highways (commissioning)	Economic, reduced maintaince	1-2 years	HCC
	New capital infrastructure fails increasing maintenance burden for HCC.	Amend design commissoin Task Orders to include a Climate Change section requiring design for effects of climate change (higher temperatures for longer periods / more intense rainfall / costal erosion).	Travel planning			HCC
 Highways maintenance		Improve Drainage systems as issues are identified	Highways (commissioning)	Economic	Ongoing	County-wide
	Flooding, greatest frequency of soakaway/SUDs maintaince	Increase capacity of soakaways / SUDs	Highways (commissioning)	Economic, social		County-wide
	Flooding,	Consider use of new and emerging sensors to help manage just in time cleansing of gullies etc	Highways (commissioning)			County-wide
 Highways design	Reduction of soil moisture content will lead to shrinkage of clay subsoils.	Consider design of new schemes to ensure long-term durability of carriageways and footways in clay soil areas	Highways (commissioning)	Long-term benefit to maintenance costs		County-wide
 Emergency planning	Widespread tree fall due to more severe weather events	Identification of routes on the highway network prone to treefall. Include in Network Resilient Plan and Weather Emergency Plan. Develop mitigation measures	Highways (commissioning)	Increased safety for highway users and reduction in network disruption		County-wide
	Increase in severe winter weather (ice and snow) leading to network disruption	Ensure Winter Emergency Plan is fit for pupose and link to the Network Resilient Plan (review both regularly). Identify hotspots on resilient network and develop mitigation measures.	Highways (commissioning)	Increased safety for highway users and reduction in network disruption		County-wide
	Increased flooding events on highway infrastructure	Ensure flooding events and high risk areas are recorded on GIS. Data collection, routine cleansing and schemes to be prioritised accordingly. Develop and implement a Network Resilience Plan	Highways (commissioning)	Minimise disruption on the highway network and limit the number of highway claims relating to flooding		County-wide
	Widespread ground water issues due to more severe weather events and more prolonged wet weather periods.	Identification of routes on the highway network prone to groundwater flooding. Include in Network Resilient Plan and Weather Emergency Plan. Develop mitigation measures	Highways (commissioning)	Increased safety for highway users and reduction in network disruption		County-wide
 Monitoring	Carriageway heat damage due to increased exposure to higher temperatures. Bleeding of bitumen is likely to increase amount of slippery road surfaces	Potentially increase SCRIM and other technical survey frequency to monitor impact and risk	Highways (commissioning)	Increased safety for highway users		County-wide
	Increased bridge scour compromising the integrity of the structure. Due to more severe weather events and more prolonged wet weather periods.	Consider increasing survey regime in potentially affected structures	Highways (commissioning)	Increased safety for highway users		County-wide



Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
	Increase in coastal erosion causing damage to highway infrastructure due to rising sea levels and more severe weather events.	Consider increase in surveys/monitoring and cross party collaboration with EA and other appropriate bodies	Highways (commissioning)			County-wide
	Increase in landslips due to prolonged periods of rainfall	Identification of embankments and assessment of slope stability and establish routine surveys	Highways (commissioning)	Increased safety for highway users		County-wide
 Claims	Increase in claims due to all key risks identified above	Review claims processes and procedures. Review Insurance type and cover.	Highways (commissioning)	Minimise highway authority's liability and reduction in payouts		HCC
 Roadside equipment	Overheating roadside electronic equipment leading to equipment failure	Upgrade/modify susceptible equipment/install fans	Highways (traffic)	Economic		HCC
	Insect/spider infestation in roadside cabinets	Enhanced base seals/fit mesh to air vents	Highways (traffic)	Economic		HCC
	Water ingress to roadside cabinets	Enhanced base seals/raise cabinets	Highways (traffic)	Economic		HCC
	Water creating dangerous electric circuit	Upgrade electrical installations to extra low voltage	Highways (traffic)	Economic		HCC
 Scheme programming	Inefficient scheme delivery based on old weather / ecology patterns	Investigate impact of climate change on scheme programming (ecology windows / weather / temperature)	Travel planning			County-wide
		<u>We have funded a range of sustainable transport projects including (you can find further details on these here: https://solentlep.org.uk/what-we-do/solent-growth-deal/solent-growth-deal/; Station quarter north (Southampton), Hard interchange (portsmouth), coves floating bridge (IOW)</u>	Solent lep			County-wide
 Governance		RTS1 - Project development - Review and update Good Governance / Gateway process to recognise importance of Climate Change adaptation / mitigation objectives	Travel Planning and Environment	Economic, social, health, wider environmental benefits	2020/2021	HCC





Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 Data		RTS2 - Adopt Ecosystems Services tool to establish baseline value of existing natural environment assets e.g. CAVAT	Travel Planning, Highways (Commissioning - Arboriculture) and Environment	Economic, social, health, wider environmental benefits	Started	County-wide
 Vegetation		RTS3 - Advocacy for retention of existing vegetation in preference to a removal / replacement approach. Refer also Action RPB3	Highways (Commissioning) and Environment	Economic, social, health, wider environmental benefits	Ongoing	County-wide
Page 100		RTS5 - Ensure sufficient resources are in place to secure management, maintenance and benefits of ecosystem services i.e. new planting and grass, for at least a period equivalent to that required in planning approval.	Highways (Commissioning), Travel Planning and Environment	Economic, social, health, wider environmental benefits	Ongoing	County-wide
	 Strategy	RTS4 - Ensure Local Transport Plan integrates countywide GI Strategy	Highways (Commissioning), Travel Planning, Planning and Environment	Economic / Social / Health	To coincide with LTP timetable	County-wide
Improved water resource and infrastructure management						
 Water recycling	availability of water during periods of draught	Grey water recycling in ETE depots	Highways (commissioning)	Economic		HCC
 Drainage	Increased drainage demand on new developments due to higher design criteria	SUDS - use of open drainage systems, to encourage greener space, bio diversity and tie in the LLFA's also to plan layout with regards to flood events.	Travel planning, Planning and Environment	Social, mental health	Ongoing	County-wide
	Additional flooding, reduced space open attenuation due to demand to deliver high numbers of properties per area available	Tree pits/attenuation built into one system along side of highways	Travel planning			County-wide
 Behaviour change	Decreased water available to meet everyone's needs	Education of staff, families and children about the impact of climate change on the availability of water supplies and encouragement of water saving strategies across all settings (eg. Turn tap off when brushing teeth).	Childrens' services	Reduction in water costs through more efficient use	Sep-20	County-wide




Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 Landscape	<p>Water storage or transfer infrastructure: Increased demand may lead to different/more infrastructure for storing water such as regional reservoirs, or local reservoirs e.g. on-farm reservoirs for summer irrigation. There may be increased pressure for water transfer solutions to shortages between different regions;</p> <p>Groundwater depletion: Due to more droughts in the southeast; more erratic rainfall - more intense bursts of rainfall leading to flooding rather than evenly spread rainfall that slowly percolates into groundwater supplies; decreasing groundwater levels; greater rates of evaporation from reservoirs and soils; Demand management: Hotter summers combined with drought may lead to increasing summer water demand from the public (sprinklers, swimming pools), agriculture (irrigation) and other businesses. Exacerbated by high predicted rates of housing growth; Water Quality: Increased evaporation, less frequent rain and resulting lower flows decreases the dilution of diffuse and point-source pollution, causing increased concentration of pollutants. The concentration of natural substances dissolved in water would also increase, causing changes to water chemistry and biology. Water quality in lakes, ponds and small streams could deteriorate in warm, dry summers as water temperatures rise and oxygen levels in the water decrease..</p>	<p>WR1 - Planting trees: increase shading, reduce temperatures, increase evapotranspiration, increase water infiltration, reduce speed of overland flows, improve biodiversity etc. Refer also Action L3 and RTS3</p>	Highways (Commissioning) and Environment	Economic / Social / Health	Ongoing	County-wide
Page 101		Review Hampshire Minerals & Waste Plan policies to ensure minerals and waste proposals include, where relevant, adaptation measures such as water/energy reduction, use of heat and power etc.	Strategic Planning	Economic / Social / Health	2021+	County-wide
Managing natural environment						
 Biodiversity	<p>Higher summer temperatures and milder winters - leading to low flows in rivers with resulting deterioration in habitat quality, water quality and oxygen levels, drying out of wetlands and ponds, and changing phenology (species and their requirements being out of sync) - all leading to overall net loss in native species and likely increase in native & alien pest & pathogen species. Increased fire risk especially on heathland</p>	<p>To protect all remaining areas of priority habitat, and to restore and re-create new areas of native habitat and green infrastructure to improve overall resilience to climate change through being 'more, bigger, better, joined up'; ensuring a more permeable landscape of sufficient habitat connectivity and quality to facilitate species dispersal and adaptation as their climatic space moves, to improve capacity of land to absorb more carbon, and to provide cooling and improved air quality in urban areas</p>	Specialist environmental services	Economic - more attractive place to live and work, Social/health - wellbeing - more accessible habitats & greenspace to visit, to absorb/spread recreational disturbance, improved water and air quality	On-going, likely to accelerate with the Environment Act & Biodiversity Net Gain	County-wide
		Contributing to the South Downs Joint Accord - preserving national parks and encouraging physical activity	Specialist environmental services	Health (increased physical activity), social (increased cohesion amongst people living in rural communities)	ongoing	County-wide
		Review Hampshire Minerals & Waste Plan to ensure restoration policies given suitable consideration to climate change resilience e.g. flood attenuation storage, green/blue infrastructure networks etc.	Strategic Planning	Social and health benefits.	2021+	County-wide


Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
	Changes to habitat and species communities. Habitats in Hampshire considered to be of high sensitivity include; coastal saltmarsh, saline lagoons, standing water, lowland fen, rivers and streams.	Increased resilience through expanding and connecting habitats. Opportunities for nature recovery and rewilding identified. Adaptive and updated management practices reviewed through updated management plans. Adopted Pollinator Action Plan	CCBS	Economic - more attractive place to live and work, Social/health - wellbeing - more accessible habitats & greenspace to visit, to absorb/spread recreational disturbance, improved water and air quality Public awareness, support and action re: Pollinators	started (to be completed by 2025)	County-wide
 Re-wilding		Re-wilding of Highway Verges (Planting wild flowers and the like)	Highways (commissioning) and Environment	Economic - more attractive place to live and work, Social/health - wellbeing - more accessible habitats & greenspace to visit, to absorb/spread recreational disturbance		County-wide
 Waste Page 102	Disposal of waste - decision of what to do and agreement with EA	Cut and collect trails of grass verges.	Highways (commissioning)	Social and health benefits.		County-wide
	Closed landfill: Sea-level rise and coastal flooding; caps on landfill being damaged as a result of drying	Review, baseline (where we are now) and develop appropriate plans. Use previous work undertaken on NI188 to help identify risks and mitigations	Waste & resource management	Economic, social, health, wider environmental benefits	(2020) Ongoing programme of resilience improvement	HCC
 Tree planting	An increase in the likelihood of tree pest and disease infestations to our tree stock resulting in - tree death, tree failure reduced canopy cover, increased maintenance costs, increased risk to HCC from damage, injury, death.	Increase appropriate standard tree planting Highway and non-highway land)	Highways (Commissioning) and Environment	Economic - more attractive place to live and work, Social/health - wellbeing - more accessible habitats & greenspace to visit, to absorb/spread recreational disturbance Urban cooling, shading, flood attenuation	Started	County-wide
	Impact to health due to footpaths and cycle ways being next to roads -	look at separating them out and crafting corridors of trees to filter pollutants from cars	Travel Planning, Highways (Commissioning - Arboriculture) and Environment		Started	County-wide
 Behaviour change	Increasing air pollution and associated health conditions, particularly for vulnerable members of society.	Work with schools, workplaces and communities to raise awareness of air quality issues and what can be done to reduce exposure to pollutants through the routes taken, green walls, turning engines off and so on.	Travel planning	Physical health, mental health, congestion, air quality, life skills, road safety, carbon reduction, efficient and cleaner vehicles,		County-wide




Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 <p>Green infrastructure</p>		<p><u>We have funded a green infrastructure scheme (see here: Solent Recreation and Mitigation Partnership)</u></p>	Solent lep			County-wide
 <p>Farms</p>	Changes in disease risks to livestock, crops and grazing management in servicing HCC Countryside estate and attractions	Adaptive management practices, review of cropping, livestock type and disease resistant varieties / breeds / crops. Animal health status set up.	CCBS	Improved animal health /zoonotic control.Public health.	started (to be completed by 2022)	HCC
 <p>Coastal areas</p>	Risk of coastal flooding and sea level changes impacting on habitats and species in Countryside reserves and sites	Joint departmental / long term strategic planning to prioritise key sites for change including those holding the line, managed retreat etc.May include need for adaptation and mitigation measures on reserves and/or adjacent/local sites and coastal access. Long term strategy required.	CCBS	Access to the coast providing health and social benefits.	started (to be completed by 2025)	HCC
Page 103	<p>Sea level rise and more intensive winter storms are leading to increased coastal erosion and greater flooding resulting in loss of internationally important coastal habitats such as mudflats, saltmarsh, vegetated shingle, eel grass beds and reedbeds, and associated breeding & overwintering wildfowl and waders, plus short-term impacts in river valleys causing displacement of flocks of over-wintering wildfowl and waders, ground nesting birds and waterlogging of species rich grassland.</p>	To protect undeveloped areas of coastline & estuary from development to; allow 'managed retreat', 'managed realignment', and restoration/re-creation of coastal habitats, to allow habitats to 'roll back' and link to others to improve overall resilience through being 'more, bigger, better, joined up'; will reduce nitrates levels reaching coastal waters; and improve capacity of land to absorb more flood water and carbon. More natural habitats such as wetlands and woodland have the potential to soak up water and mitigate flooding elsewhere	Specialist environmental services	Economic - more attractive place to live and work, Social/health - more attractive and accessible for coastal visits/exercise - more habitat to absorb/spread recreational disturbance, improved water quality	On-going, likely to accelerate with the Environment Act & Biodiversity Net Gain	County-wide
	<p>Landform and Geology: Loss of some features – particularly coastal, and alteration of coastline. Losses could include some well-known features that are a key focus of that landscape. Land physically lost to sea via managed realignment or non-protection; land take for habitat mitigation and improved access; Settlement Form: Potential coastal change - move away from building on floodplains and coastal areas; coastal properties could lose value; subject to change via planning policies as much as climate change itself; Increased demand for access to the coast set against loss of existing routes and access points to sea level rise. Loss of recreation assets e.g. country parks; higher demand for marinas, sailing, watersports, beaches, walking, waterside cafes and restaurants; Build-up of sea-defences in urban areas may lead to increasingly 'unnatural' coastline; flooding of land; direct loss of land and features; changes to erosion/deposition patterns also likely to alter the shape and location of natural features such as beaches and headlands. Coastal Squeeze;</p>	<p>CO1 - Understanding of impacts of sea level rise and climate change on the Hampshire coastline and landscape character areas. Refer also Action L1</p>	Environment	Economic / Social / Health	broader joint departmental / lon	County-wide
		<p>CO2 - Raise awareness and understanding of the impacts of Climate Change on the Solent and appropriate mitigation, resilience and adaptation measures (Solent Forum Business Plan: Objective 6)</p>	Environment	Economic, social, health, wider environmental benefits	Ongoing.	County-wide
		<p>CO3 - Plan for and accommodate landscape, biodiversity and access needs on the south coast within a highly built up area characterised by very little natural coastline, and few coastal open spaces</p>	Environment	Economic, social, health, wider environmental benefits	2020/21 and to tie into broader joint departmental / long term strategic planning.	County-wide
		<p>CO4 - Collaborate on review of strategically important Shoreline Management Plans where significant infrastructure and HCC landholdings are implicated e.g. Hayling Island, Hurst Spit, Calshot etc</p>	Environment and CCBS	Economic, social, health, wider environmental benefits	2020/21	Both






Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
		CO5 - Support Regional Flood and Coastal Committees for Southern, Thames and Wessex regions	Environment	Economic, social, health, wider environmental benefits	Ongoing	County-wide
 <p>Flood and water management</p> <p>Page 104</p>	Surface Water Flooding: More intense bursts of rainfall are expected, leading to increased flooding – would be exacerbated by summer droughts, and also past and present house building programmes on floodplain land. Increasing damage to domestic properties, farmland, infrastructure, cultural heritage etc	FWM 1 - Publication and application of new Local Flood and Water Management Strategy and surface water policies to ensure development is designed to reduce flood risk i.e. Policies written to ensure that only developments which can prove they have enough attenuation on site for a 1% probability rainfall event plus a 40% upgrade for climate change (guidance from EA re percentages for different sites – anywhere between 20 and 40%); Undertake research for Defra (current).	Environment	Economic, social, health, wider environmental benefits	2020/2021	County-wide
		FWM 2 - Develop 18 prioritised Catchment Area Action Plans - Working with communities to highlight flood and water management issues; Support for Parish Lengthsman schemes	Environment	Social, health and wider environmental benefits	started	County-wide
		FWM 3 - Promote delivery of biodiversity, tree planting programmes and landscape enhancement to support flood risk reduction outcomes; Use of landholdings for flood attenuation; online storage, reed bed systems (flood attenuation and filtration) e.g. Education Estate, County Farms, Country parks etc; application of Natural Flood Management principles e.g. Watercress and Winterbournes project. Refer also Action L3	Environment	Social, health and wider environmental benefits	Started	County-wide
		FWM4 - Implement and adopt Sustainable Drainage Systems (drainage hierarchy) to reduce flood risk, reduce maintenance and increase ecology and biodiversity. Promote better management / control through policies in new Local Flood and Water Management Strategy and Catchment Management Plans.	Environment	Social, health and wider environmental benefits	Started	County-wide
		FWM5 - Refresh and relaunch Hampshire Strategic Flood and Water Management Partnership Board as annual FWM conference	Environment	Economic, social, health, wider environmental benefits	2020 / 2021	County-wide
		FWM6 - Advising riparian owners on maintaining and managing watercourses; Regulation and consent for work on Ordinary Watercourses	Environment		Ongoing	County-wide
		FWM7 - Plan, develop and deliver flood risk and coastal defence schemes	Environment		Ongoing	County-wide
		Review of Hampshire Minerals & Waste Plan to ensure steady and adequate supply of aggregates to ensure availability of material for flood event materials e.g. sand bags, beach replenishment etc.	Strategic Planning	Social	2021+	County-wide


Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 <p>Landscape</p>	<p>River valley landscapes - vulnerability to variable water table levels e.g. winterbournes drying out, low flows. Reduced rainfall, drier hotter summers may increase problems in rivers and streams, drying out of wetland areas; Soils: increased soil erosion - particularly if soils become drier in summer, followed by periods of rapid rainfall; changes to soil moisture; Biodiversity: Loss of species characteristic within the landscape e.g. ash; Land use: Subject to change from changing societal patterns and demand – e.g. for recreation and tourism. Land use planning policies responding to climate change may also change land use – e.g. allocation of land, SUDS, positive planning; Agriculture: 'Climate space' changes: opportunities to grow different crops e.g. sunflowers, navy beans, soya, lupins, borage, apricots, walnuts, peaches, grapevines & evening primrose. Different market opportunities: biofuels, wood fuel, energy crops, wind 'farms'. Alteration of agricultural practices, resulting from changes in crop or stock viability could pose a risk to some landscapes. Cultural and experiential impacts: Loss of features e.g. coastal via direct loss, loss of characteristic habitats or features, loss of local products associated with landscapes, loss of veteran trees through storms and drought. Experience: Changing 'look' and 'feel' to landscape (e.g. new crops, more arid landscape; changes to the colours and textures seen in the landscapes). May affect people's perception of tranquility.</p>	<p>L1 - Review and revise Hampshire Integrated Landscape Character Assessment to assess landscape sensitivity to climate related changes.</p>	Environment	Social, health and wider environmental benefits	2021/2022	County-wide
		<p>L2 - Develop countywide Green and Blue Infrastructure Strategy integrating Ecological Network mapping and Nature Recovery Networks etc</p>	Environment	Economic, social, health, wider environmental benefits	2021/2022	County-wide
		<p>L3 - Develop and implement Tree Strategy including 1 million trees on the Highways project. Refer also Action L2, RTS3 and WR1</p>	Environment	Economic, social, health, wider environmental benefits	commenced	HCC
 <p>Homes</p>		<p>Providing input into local plans including the design of new build homes and their heating, cooling and ventilation systems as well as influencing the role of community development workers and how this may link with emergency planning</p>	Planning and Environment	Health (to ensure housing is designed to be healthy)	ongoing	County-wide
		<p>Conducting a healthy homes needs assessment which includes considering whether homes are fit for purpose and environmentally sustainable</p>		Health (to ensure housing is designed to be healthy)	ongoing	County-wide
 <p>Policy</p>	<p>Finite land resource & growing population (increased demand) Increased flooding risk Agriculture / agricultural sustainability Biodiversity loss Increased concrete reliance Nitrification (nitrate, phosphate) - See all of the above sections Re: Transport, infrastructure, natural environment & communities!</p> <p>Unsustainable development patterns and transport systems. Current planning system fails to respond to climate change challenge. National and local planning policy is ineffective and difficult to enforce & monitor. Housing delivery controlled by Housing industry and major housebuilders.</p> <p>Lack of evidence & information - relating to relative impacts, opportunities, costs/benefits, natural capital, energy options etc.</p>	<p>HCC Policy - Better implementation of HMWP Climate Change Policy (validation), increased emphasis on recycled aggregates / DM event - highlight policy requirements / Review and update of HMWP Climate Change policies / Plan as a whole (e.g. net gain) / Seek formal consultation response from Climate Change experts?</p> <p>HCC Influence on Local Plan making and major development proposals - encourage and promote use of smart and challenging planning policies with CC emphasis that are enforced.</p> <p>HCC provided data/evidence (demography, land supply, HBIC, HE, transport etc.) HCC State of the Environment report and HCC Spatial Framework to better inform decision making.</p>	Strategic planning	<p>A successful planning system (planning policies) should deliver Economic, Social and Environmental benefits as envisaged in the NPPF. Quality of place - natural & built environment - should improve health and wellbeing, create a sense of community and reduce the need to travel etc.</p>	<p>Ongoing.</p> <ol style="list-style-type: none"> 2020 Review of HMWP Update of Hampshire Minerals & Waste Plan (2021+) Review of Validation Checklist for early 2020 (greater emphasis on addressing current CC policy) State of the Natural Environment Report underway 	County-wide
<p>Resilient businesses and communities</p>						

Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
 Emergency planning		Emergency planning for a range of events that may occur secondary to climate related adverse weather conditions that can impact on health such as: heatwaves; cold weather; mosquitos; ticks; and flooding. This also encompasses providing information about the physical and mental health effects of emergencies such as flooding.	Adults' health and care/public health	Health (to protect from physical and mental harms of adverse weather events)	ongoing	County-wide
 Flood protection		Working with Portsmouth City Council to invest in the Southsea Flood Protection scheme.	Solent lep			County-wide
	Flooding on roads leading to children being unable to access school, staff being able to get into work and social workers unable to visit children and families	Visits are prioritised according to need and risk Business continuity plans are updated regularly for priority services Alternative, flexible working arrangements are embedded so more local travel is possible Where appropriate, other methods of contact such as Skype are used to engage with families	Childrens' services	Reduction in travel costs Children's wellbeing is promoted through contact via digital methods where physical contact is not possible Children remain well	Mar-20	HCC
 Health	Risk of sunburn and heat exhaustion particularly for young children	Education of carers and staff to ensure appropriate use of sunblock and increased fluid intake				County-wide
	Increased risk of health problems for any outside workers caused by longer exposure to stronger sunrays in summer months.	Reduce exposure by i) using more efficient protective clothing ii) consider greater use of evening/overnight working in summer months.	Highways (commissioning)	Reduced risk to health of outside workforce		HCC
 Investment		Published Infrastructure Investment Plans for Gosport and Isle of Wight, which consider climate change adaptation (see: https://solentlep.org.uk/media/2543/gosport-infrastructure-investment-plan-feb-2019.pdf and https://solentlep.org.uk/media/2324/15735-iiip-final-report-300518.pdf) Recently commissioned an Infrastructure Investment Plan for Havant Borough, and shortly to commission one for New Forest District	Solent lep			County-wide
 Businesses	Businesses not understanding mitigation opportunities and requirements.	Initiate roundtable discussions with key business leaders to discuss their role in working with us to maintain local economic resilience whilst adapting to climate change impacts and putting in place preventative and mitigating measures. Engage with FSB and Chamber of Commerce and others to reach SMEs	Economic development	Businesses are able to continue to operate and or adapt operations without adverse impact on or disruption to the business, staff and customers	Summer/Autumn 2020	County-wide

Hampshire County Council Climate Resilience Action Plan

Project Area	Key risks	Action	Service delivering	Co-benefits (economic, social, health etc)	Delivery start date	Emissions addressed
	Businesses understanding potential risks, mitigation opportunities and requirements but taking no action.	Encourage businesses, through our partner networks, to recognise the longer-term benefit and business sense of adapting to lower dependency on fossil fuel energies, adopting rainwater harvesting, switching off the lights, etc.	Economic development	Businesses become more resilient to potential climate change impacts, save money in the longer term to re-invest in the business and continue to serve their customers and retain staff	Autumn 2020	County-wide
 Communities		Plans include measures to mitigate effects of global warming such as extreme weather and personal resilience	Adults' health and care	Wider awareness, cultural change, improved wellbeing	Apr-21	County-wide
	Individuals have reduced resilience as unable to access food.	Meals on Wheels service delivering hot nutritious meals who need support to manage and maintain nutrition. Procedures in place to deliver accessible meals to these individuals even in severe weather and highlight if support is required from local friends or relatives	Adults' health and care/public health	Supporting customers to manage and maintain their nutrition has significant health benefits. In addition, the interaction with the driver provides social contact and the opportunity to carry out a wellbeing check, with any concerns raised and addressed. Action taken to address loneliness where identified	2013. Current contract started 1/10/18	County-wide

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Climate Change Behavioural Insights

Final Report

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Prepared for: Chitra Nadarajah, Strategic Manager, Climate Change

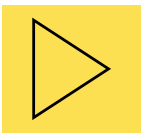


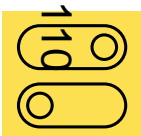

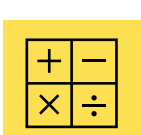

Department: ETE

Prepared by: Jonathan Baker, Laura Baker, Robert Ormerod, Philippa Mellish, Insight and Engagement Unit

Ref: CESIE0043

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Introduction - What we did

Purpose of this project

Background

Hampshire County Council, along with many other local authorities, has declared a Climate Emergency and is working with its partners to develop a strategy and action plan to achieve carbon reduction targets. This includes measures to encourage and enable changes in behaviour across the community, with policy and interventions based on robust evidence and behavioural insight. The County Council's Insight and Engagement Unit was tasked with delivering initial research to inform the approach to behaviour change.

The research was designed to support local authorities to work with their partners to reduce carbon consumption through changed behaviours by addressing two key questions:

1. Where do the most significant opportunities lie to reduce carbon consumption through citizen behaviour change?

The research identified the key opportunities for, and barriers to, achieving desired behaviour changes among citizens by exploring people's **capacity**, **opportunity** and **motivation** to change behaviour - and by assessing how much change might be possible, where, with whom (including demographic and Mosaic profiles) and when. An assessment of the carbon impact of desired behaviour changes, together with potential health benefits, was also undertaken.

2. How can behaviours be most effectively influenced to reduce carbon?

The research assessed the evidence of the most effective ways of communicating and ultimately achieving behaviour change.

Citizen actions that were considered in this project

In total we focused on 23 actions related to climate change and resilience:

Sustainable Energy and Water Use



- Use water saving devices
- Avoid unnecessary water usage
- Install insulation
- Choose energy efficient appliances when purchasing or replacing
- Install renewable energy devices in your home
- Change to a green energy tariff*

Sustainable Diet



- Reduce meat consumption
- Reduce dairy consumption
- Buy local produce to reduce food miles
- Reduce food waste
- Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil etc.)

Sustainable Travel



- Reduce car/taxi use by using active forms of transport
- Reduce car/taxi use by using public transport
- Buy/lease an electric car
- Avoid short haul flights by taking the train instead
- Avoid long haul flights by choosing not to travel internationally
- Avoid flights by working from home/conference/video calls
- Avoid local travel by working from home/conference/video calls

Sustainable Purchasing and Consumption



- Use reusable alternatives wherever possible
- Correctly recycle materials
- Reduce use of plastics

Resilience to Climate Change



- Modify my home to be more resilient to heat and drought
- Modify my house to be more resilient to storms and flooding

* - By Green energy tariff we mean one that is supplied directly by renewable energy not via certificate (REGO)

What we did - methodology

Desk Research

REVIEW of existing national and local evidence on:

- behavioural factors (capacity, opportunity, and motivation) relating to the specific areas of focus
- effective practice in behavioural interventions to reduce carbon. This related to general approaches and specific areas of focus

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Carbon Calculator

ASSESSMENT of the carbon impact of a range of specific behavioural changes

Conducted by the University of Southampton

Qualitative focus groups

UNDERSTANDING of how best to target behaviour change, barriers and motivations in a qualitative setting

Online survey

QUANTIFY who is willing to take different climate actions, quantify barriers and motivations and understand who it is best to target to change behaviour

Analysis conducted by Insight and Engagement Unit.

Statistical analysis conducted by the University of Southampton

CONDUCTED in March 2020

CREATED in April 2020

CONDUCTED in February and March 2020

CONDUCTED in April 2020

What does this tell us?

What behaviour change evidence already exists

What does this tell us?

How much carbon (CO² equivalent) can each climate change action save

What does this tell us?

What is the best way to communicate to people about climate behaviours

What does this tell us?

How many people are willing to take each climate action

Carbon calculator – methodology for carbon reduction numbers

The impact of actions on reducing carbon (the carbon calculation) was conducted by Aleksandra Nazeraj, PhD Candidate at the Department of Economics, University of Southampton and overseen by Yaryna Basystyuk, Senior Policy & Communications Officer at Public Policy|Southampton. Calculation units are kgCO₂ equivalent for individual actions.

Findings came from reputable sources, namely:

- DEFRA/BEIS
- Academic journals
- Energy Saving Trust

UNIVERSITY OF
Southampton

We applied the research to find out the carbon savings from conducting 18 specific actions (out of the 23 actions*)

We applied reasonable assumptions based on current behavioural data from reputable sources, namely:

- Government national statistical surveys
- Industry body estimates
- Sales data and prevalence of behaviours

Example of output:

kgCO₂ emissions per km of using a petrol, diesel car, plug in and battery electric car.

Example of output:

Buy/lease an electric car

Research was carried out into current use of petrol vs diesel and plug-in vs battery electric. Research was carried out to find out the average annual distance travelled per person per year by car.

The difference in kgCO₂e emissions per year for petrol/diesel cars and plug-in/battery electric cars was calculated.

What we discovered – Executive Summary

Overall summary

Climate Change Behavioural Action Plan

1

Install renewable energy
Opportunity Size
(millions of kg CO2 annually)
1690
Ease of Behaviour change: Low
Level of influence: Medium

2

Change to a green energy tariff
Opportunity Size
(millions of kg CO2 annually)
1303
Ease of Behaviour change: High
Level of influence: Medium

3

Buy/lease an electric car
Opportunity Size
(millions of kg CO2 annually)
637
Ease of Behaviour change: Low
Level of influence: Medium

4

Avoid flights by working from home
Opportunity Size
(millions of kg CO2 annually)
373
Ease of Behaviour change: Low
Level of influence: Medium

5

Install insulation
Opportunity Size
(millions of kg CO2 annually)
321
Ease of Behaviour change: Low
Level of influence: Medium

6

Avoid flights by taking the train
Opportunity Size
(millions of kg CO2 annually)
152
Ease of Behaviour change: Low
Level of influence: Medium

7

Reduce food waste
Opportunity Size
(millions of kg CO2 annually)
136
Ease of Behaviour change: Medium
Level of influence: Medium

8

Avoid international flights
Opportunity Size
(millions of kg CO2 annually)
101
Ease of Behaviour change: Low
Level of influence: Medium

9

Reduce meat consumption
Opportunity Size
(millions of kg CO2 annually)
84
Ease of Behaviour change: High
Level of influence: Medium

10

Use water saving devices
Opportunity Size
(millions of kg CO2 annually)
80
Ease of Behaviour change: Medium
Level of influence: Medium

11

Reduce dairy consumption
Opportunity Size
(millions of kg CO2 annually)
76
Ease of Behaviour change: High
Level of influence: Medium

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12

Avoid local travel by working from home
Opportunity Size
(millions of kg CO2 annually)
70
Ease of Behaviour change: High
Level of influence: High

13

Public Transport
Opportunity Size
(millions of kg CO2 annually)
45
Ease of Behaviour change: High
Level of influence: High

14

Choose energy efficient appliances
Opportunity Size
(millions of kg CO2 annually)
31
Ease of Behaviour change: High
Level of influence: Medium

15

Buy locally produced food
Opportunity Size
(millions of kg CO2 annually)
17
Ease of Behaviour change: Medium
Level of influence: Medium

16

Active Transport
Opportunity Size
(millions of kg CO2 annually)
16
Ease of Behaviour change: High
Level of influence: High

17

Use less water
Opportunity Size
(millions of kg CO2 annually)
4
Ease of Behaviour change: High
Level of influence: Medium

18

Correctly recycle materials
Opportunity Size
(millions of kg CO2 annually)
3
Ease of Behaviour change: Medium
Level of influence: Medium

19

Make ethical food choices
Ease of Behaviour change: Medium
Level of influence: Medium

20

Reduce use of plastics
Ease of Behaviour change: High
Level of influence: Medium

21

Modify my home
to be more resilient to heat and drought
Ease of Behaviour change: Low
Level of influence: Medium

22

Modify my house
to be more resilient to storms and flooding
Ease of Behaviour change: Low
Level of influence: Medium

23

Use reusable alternatives
Ease of Behaviour change: High
Level of influence: Medium

Executive summary – headline findings 1/2



Home energy and travel dominate the opportunities for citizen action to save carbon



Installing renewable energy devices (solar, heat pumps) is both the biggest opportunity for citizen carbon saving and the single most impactful individual action to take



Willingness to take carbon reducing activities clusters in three broad areas – home, travel and food, and resources. Willingness to take one action in these areas often means willingness to take another



Leading with an environmental message is rarely the best way to communicate climate change actions but it should be used as a secondary tactic. Money and ease are stronger primary messages

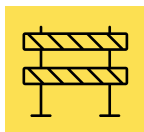


COVID-19 has provided a potentially short window to help address issues related to travel (particularly working from home) and food (particularly food waste)

Executive summary – headline findings 2/2

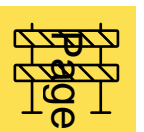


People are willing to change and know it is the right thing to do, but they must overcome a number of internal and external barriers. Approaches to addressing climate change must work past these barriers



Barriers that limit individual action are lack of:

- Physical or psychological capacity e.g. financial, time or knowledge constraints
- Motivation e.g. unhelpful habits or conflicting motivations
- Opportunity in individual environments e.g. possibility to do action or conflicting social norms



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The following approaches can help overcome these barriers:

- An additive approach e.g. 'every little helps' could work for climate change;
- Encourage reflection through point of action communications;
- Show consistent, visible leadership;
- Make doing the right thing more visible – it's not easy to see the people who didn't use carbon;
- Make it clear how much each action contributes;
- Create clear shared goals – people will change a lot if they agree.



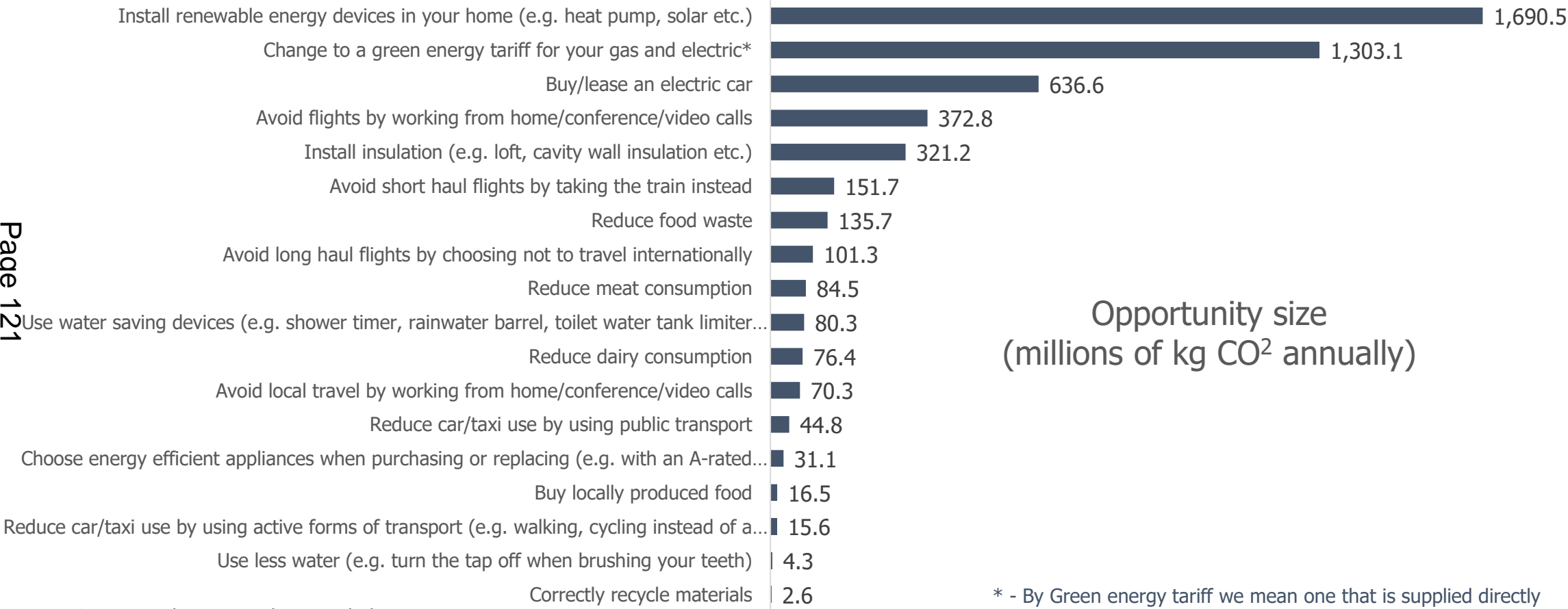
Information is needed to overcome lack of knowledge of carbon impacts for some actions, notably dairy and meat consumption

Summary of findings – Headline insights

Installing renewable energy devices is the largest CO² saving opportunity

Below is a representation of the carbon opportunity size (% of the Hampshire population willing to take an action multiplied by the amount of carbon saved for doing the action) in millions of kg of CO² equivalent annually

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Opportunity size
(millions of kg CO² annually)

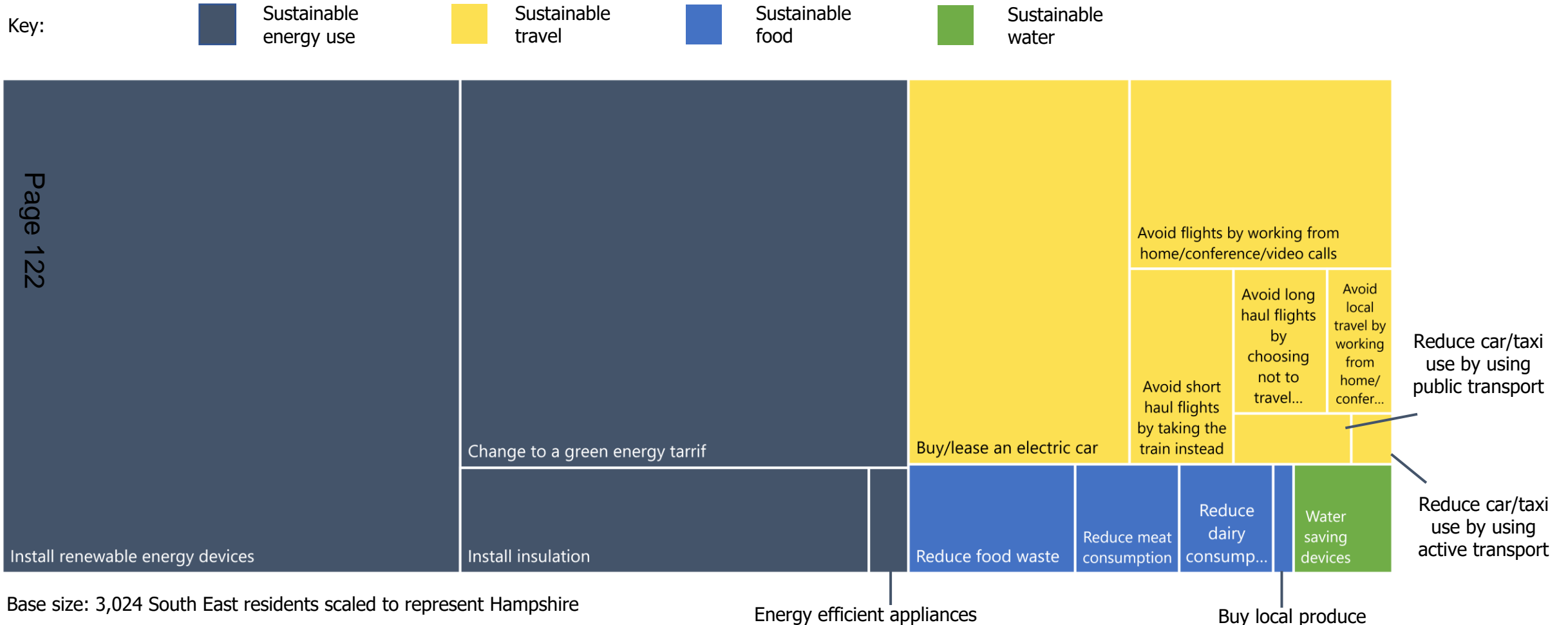
Base size: 3,024 South East residents scaled to represent Hampshire

* - By Green energy tariff we mean one that is supplied directly by renewable energy not via certificate (REGO)

Key takeout – Home energy (renewable energy devices and green energy tariffs) is the largest opportunities to save carbon

People are most willing to save on carbon through in-home energy saving measures and changing travel behaviour


Below is a representation of the carbon opportunity size of each action and area of actions (% of the Hampshire population willing to take an action multiplied by the amount of carbon saved for doing the action). Each panel represents the opportunity size of the action



Key takeout – The largest carbon opportunities lie in home energy and travel – these areas will be key to any climate change strategy

Not all actions are carbon equal

Action	Number of people needed to take the action for the same carbon reduction
Install renewable energy devices in your home (e.g. heat pump, solar etc.)	1
Change to a green energy tariff for your gas and electric	1
Avoid flights by working from home/conference/video calls	2
Install insulation (e.g. loft, cavity wall insulation etc.)	3
Buy/lease an electric car	5
Avoid short haul flights by taking the train instead	9
Avoid long haul flights by choosing not to travel internationally	10
Reduce food waste	12
Reduce meat consumption	16
Reduce dairy consumption	17
Avoid local travel by working from home/conference/video calls	27
Use water saving devices (e.g. shower timer, rainwater barrel, toilet water tank limiter (hippo, brick))	31
Choose energy efficient appliances when purchasing or replacing (e.g. with an A-rated energy label)	34
Reduce car/taxi use by using public transport	68
Reduce car/taxi use by using active forms of transport (e.g. walking, cycling instead of a vehicle)	96
Buy locally produced food	122
Correctly recycle materials	174
Use less water (e.g. turn the tap off when brushing your teeth)	229

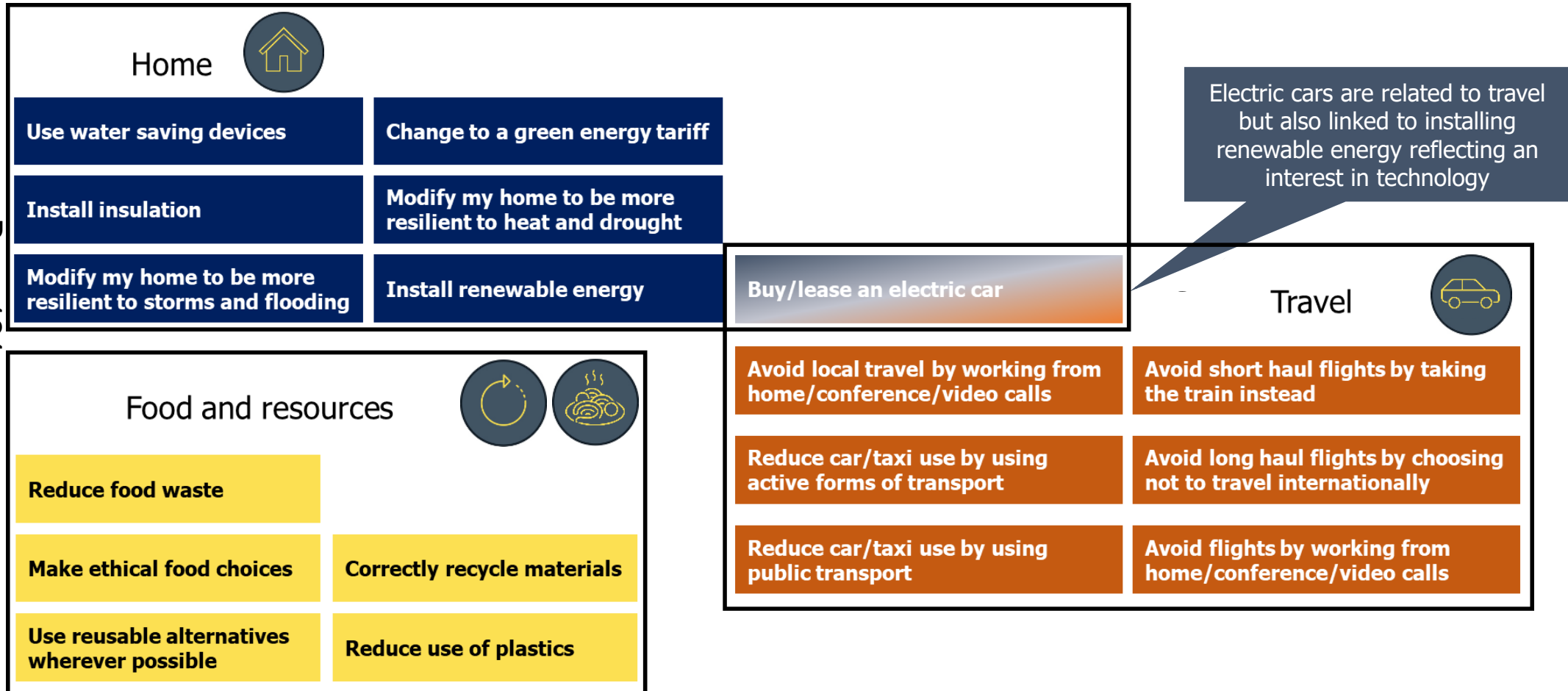


Key takeout – Changing behaviours should be measured against relative carbon impact e.g. if an initiative gets 229 times more people to use less water than a similar initiative gets people to install renewable energy- then that is the same value

Climate action willingness links together in clusters

There are three larger clusters of actions (Home, Food and Travel) where being willing to take one makes a person more likely to be willing to do another

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Base size: 3,024 South East residents

Key takeout – Targeting people who have taken one action, or are willing to take it, may be a good way to target them for another related action

Each climate action has a closely related action

Many people who are willing to take one action are likely to be willing to take another, similar action. Duplicate combinations are not shown

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Action	Willingness to do action(1=completely related 0 = not at all related)	Action it is most associated with
Avoid flights by working from home/conference/video calls	0.48	Avoid local travel by working from home/conference/video calls
Modify my home to be more resilient to storms and flooding	0.46	Modify my home to be more resilient to heat and drought
Modify my home to be more resilient to heat and drought	0.45	Install renewable energy devices in your home
Modify my home to be more resilient to storms and flooding	0.42	Install insulation
Install insulation	0.37	Use water saving devices
Reduce car/taxi use by using active forms of transport	0.36	Reduce car/taxi use by using public transport
Install renewable energy devices in your home	0.33	Buy/lease an electric car
Reduce use of plastics	0.32	Use reusable alternatives wherever possible
Use reusable alternatives wherever possible	0.32	Reduce use of plastics
Install insulation	0.31	Change to a green energy tariff for your gas and electric
Reduce use of plastics	0.31	Reduce food waste
Reduce meat consumption	0.29	Reduce dairy consumption
Reduce food waste	0.28	Correctly recycle materials
Make ethical food choices	0.28	Buy locally produced food
Buy locally produced food	0.28	Make ethical food choices
Reduce food waste	0.27	Use less water
Avoid short haul flights by taking the train instead	0.26	Avoid long haul flights by choosing not to travel internationally
Reduce use of plastics	0.21	Choose energy efficient appliances when purchasing or replacing

Base size: 3,024 South East residents

Key takeout – Identifying people willing to take certain climate change actions means you can reasonably assume they would be willing to take related ones e.g. buyers of electric cars would be interested in installing home renewable energy

Finance, and making actions easier, were the dominant ways to gain attention

From our focus groups (26 participants), those who were willing to undertake an action were asked to quickly (and with little time for reflection) place each action into a bucket with labels reflecting the best way to communicate this issue to them e.g. by addressing the health benefits, money or the environment

	Best approach/es to communicating action		
Green Energy tariff	Finance		
Renewable energy	Finance		
Water saving devices	Finance	Make it easier	
Buy/lease an electric car	Finance	Make it easier	
Ethical food choices	Finance	Make it easier	Health
Adapting home for hot weather	Finance		
Energy efficient appliances	Finance	Environment	Make it easier
Eat local	Make it easier	Environment	Finance
Avoid flying by taking the train	Finance		
Taking public transport	Make it easier		
Reduce meat and dairy	Health		

Source: Focus Groups

COVID-19 is making 1 in 3 people think and act differently on climate change

The open-ended question was as follows:

Thinking generally about the answers you provided in this survey. In which, if any, ways would you say the current public health situation (i.e. the outbreak of Covid-19 (Coronavirus)) causes you to think differently about any of the answers you provided?

- COVID-19 has not made me think differently about my actions
- COVID-19 has encouraged me to undertake more environmentally friendly behaviours
- COVID-19 has encouraged me to undertake more environmentally unfriendly behaviours

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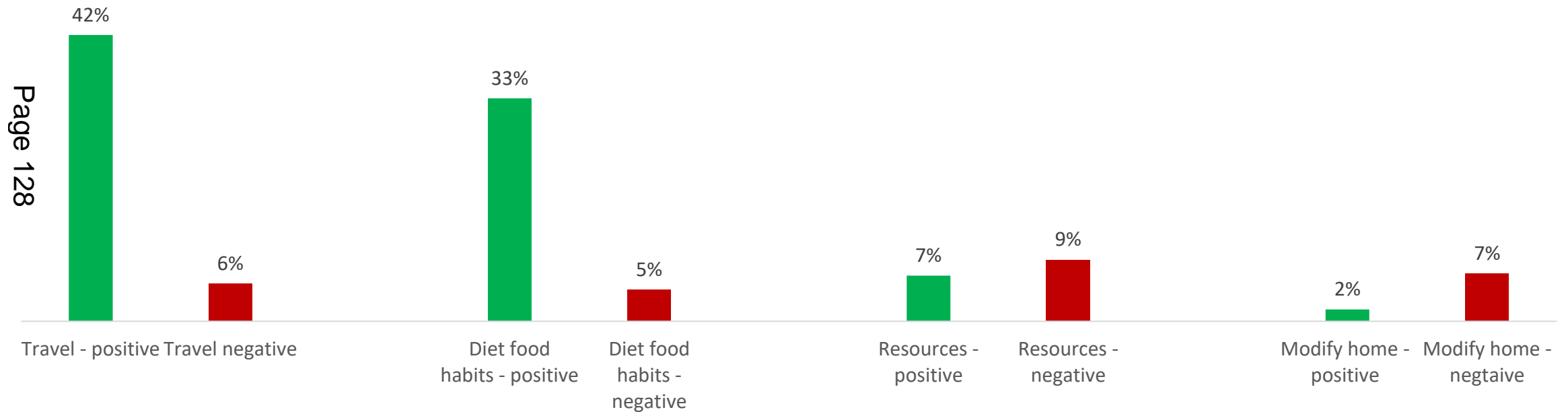
Base size: 3024

As we are interested in understanding what behaviours are particularly relevant and salient at this time, we will be looking into more detail at **34% who have reported that Coronavirus has changed their behaviour**

Base size: 3,024 South East residents

People were most likely to think differently about travel behaviour due to COVID-19

People had mentioned many positives involving travel and diet whereas resources and their willingness and ability to modify their home were more mixed.



Base size: 985

Key takeout – Behaviour has changed in a number of areas, particularly travel and diet – this presents a potential opportunity to encourage or reinforce behaviours that are positive for climate action

Willingness to change exists but must overcome practical and psychological barriers

People are willing to change and know it is the right thing to do

But they must overcome a number of internal and external barriers

Limits to taking actions

**Other motivations
overriding climate change**

**National and local
government support**

**Lack of knowledge /
wrong information**

Approaches to addressing climate change through citizen action must understand and work past these barriers

Overcoming barriers is about framing the challenge in the right way 1/2

An additive approach e.g. 'every little helps' could work for climate change

Addresses which barriers?

- People using one good act to justify a bad one
- People don't know the carbon impacts of their actions
- They should be nudging me to make the right choice
- Focus on achievable steps

Encourage reflection through point of action communications

Addresses which barriers?

- Environmental issues are not clear cut and citizens don't know what to do
- Some people are interested in the issues and have tried to research but are still not clear
- Consequences of consumption are hard to see at point of use
- They should be nudging me to make the right choice

Show consistent, visible leadership

Addresses which barriers?

- Someone else can change
- Governments should be investing

Where has this principle been used?




Fundraising Thermometer

GOAL

MILESTONE 3 (75%)

MILESTONE 2 (50%)

MILESTONE 1 (25%)

Target: \$55,000
Achieved: \$27,500




Where has this principle been used?



Energy Efficiency Rating	Current	Potential
Very energy efficient - lower running costs		
(92-100) A		
(81-91) B		
(69-80) C		
(55-68) D		
(39-54) E		
(21-38) F		
(1-20) G		
Not energy efficient - higher running costs		
England, Scotland & Wales		EU Directive 2002/91/EC

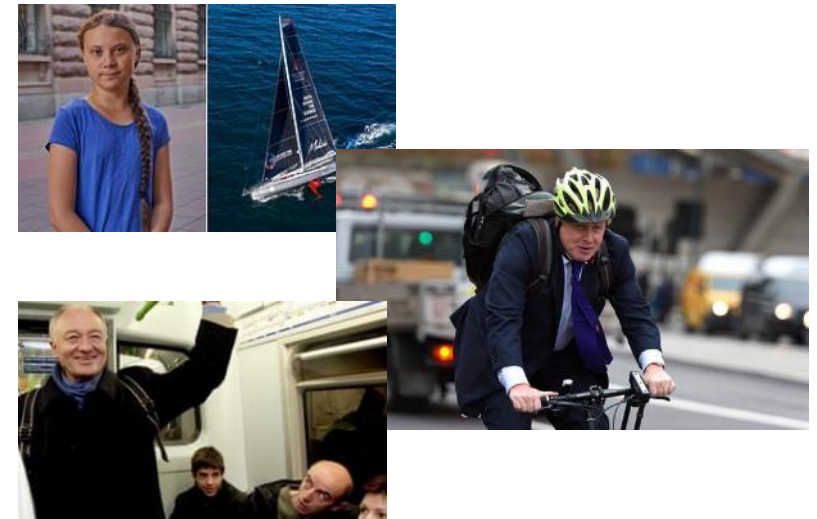
Fixed rate contract 12 Months

Early exit fee £30.00 per fuel

Comparison site exclusive

Green plan

Where has this principle been used?



Overcoming barriers is about framing the challenge in the right way 2/2

Make 'doing the right thing' more visible – its not easy to see the people who didn't drive/fly

Addresses which barriers?

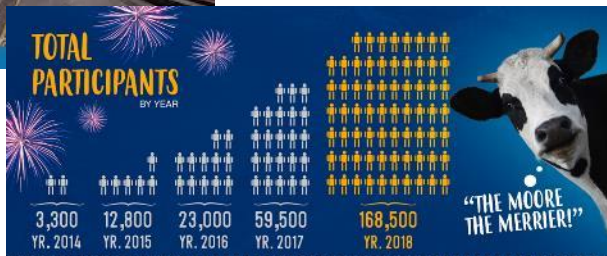
- People justify a self-serving conclusion
- They should be nudging me to make the right choice
- Focus not on what we are losing by using low carbon alternatives but what we gain
- Focus on achievable steps

Where has this principle been used?

Flight shame/Train pride campaign in Sweden



Showing how many people participate



Make it clear how much each action contributes

Addresses which barriers?

- People justify a self-serving conclusion
- Consequences of consumption are hard to see at point of use
- They should be nudging me to make the right choice
- Environmental issues are not clear cut and citizens don't know what to do

Where has this principle been used?

Item	Points
Chicken Bowl	12
Chicken/Vegete Bowl	10
Beef Bowl	12
Beef/Vegete Bowl	10
Half of Bowl	12
Works Bowl	12
White Meat Chicken Pile	10
Chicken Pile	10
Chicken/Vegete Pile	8
Beef Pile	12
Beef/Vegete Pile	10
Half of Pile	11
Works Pile	10
Mini Chicken Bowl	7
Mini Beef Pile	7
Mini Half of Bowl	7
Chicken Plate	17
Beef Plate	17
Chicken/Beef Plate	17
Ris Plate	14
Works Plate	16

Points system showing how one action contributes to a target or limit



Create clear shared goals – people will change a lot if they agree

Addresses which barriers?

- Environmental issues are not clear cut and citizens don't know what to do
- An ability to discuss, agree goals and commit to change could lead to more behaviour change

Where has this principle been used?



Juries – people aim to seriously assess evidence and come to a conclusion with high stakes for the people involved

Information is needed to overcome lack of knowledge of carbon impacts

Looking at all actions we could see differences of those saying they would not do the action and then giving the reasons they do not believe it would make a difference – we listed these to show which actions are most in need of information to change these views.

Page 132

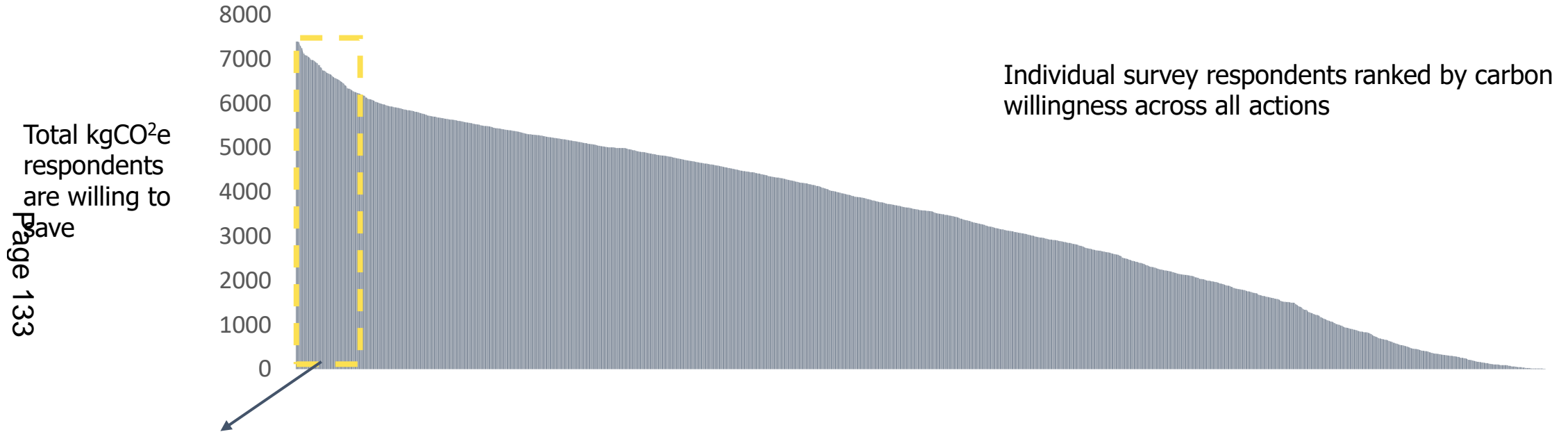
Action	% people unwilling & saying they do not believe action will make a difference
Reduce dairy consumption	19%
Reduce meat consumption	16%
Avoid flights by working from home/conference/video calls	9%
Buy/lease an electric car	9%
Avoid long haul flights by choosing not to travel internationally	7%
Avoid local travel by working from home/conference/video calls	6%
Avoid short haul flights by taking the train instead	6%
Change to a green energy tariff for your gas and electric	6%
Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil etc.)	5%
Reduce car/taxi use by using public transport	5%
Use water saving devices	5%
Install renewable energy devices in your home	3%
Reduce car/taxi use by using active forms of transport	3%
Buy locally produced food	2%
Install insulation	2%
Reduce use of plastics	2%
Use less water	2%
Choose energy efficient appliances when purchasing or replacing	1%
Correctly recycle materials	1%
Reduce food waste	1%
Use reusable alternatives wherever possible	1%

Base size: 3,024 South East residents

Key takeout – There is a significant proportion of people who may act differently if they become convinced of the carbon impact of meat and dairy and even electric cars. At the least this should not be a defense not to take action

Younger, higher social grade people are the biggest opportunity targets

Profiling those who are willing to save the most carbon



Top 200 respondents by willingness to save carbon are more likely to be male, 25-44, ABC1 social grade* (using standard demographic groups based on occupation) and in Mosaic group G - Domestic Success

Base size: 3,024 South East residents

*Social grade explanation: <http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/>

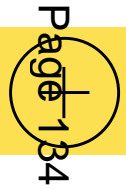
Key takeout – Successful large-scale carbon reduction must take in those who are willing to do the most

Recommendations 1/2

Many different actions could result from the findings of this research. We have submitted the below as a shortlist of actions that are supported by the evidence in this report.



Short term - COVID-19 has opened up two distinct areas of opportunity – increased working from home and improved food waste behaviours – existing budgets and even new investment for these priorities should be prioritised in setting new, better behaviours before lockdown fully ends and habits revert to old ways, or to a new normal that is not as positive as it could be.



An overarching 'points' system that encourages people to take a step up the ladder of carbon saving could encourage people to understand and stretch themselves when saving carbon. This approach may work best with the willing but underinformed.



Creating communal agreement on climate goals will make people more receptive to communications – this would be hard to establish but could make people and communities easier to mobilise. COVID-19 has demonstrated that people will take extraordinary actions if they believe it is necessary.



Largest opportunity – any climate change strategy that does not address home energy (insulation/Green energy tariff or renewable energy devices) will not capture the biggest opportunity. The size of opportunity justifies harder work, or more budget, to find the best possible route to get people to reduce their home energy use.

Recommendations 1/2

Many different actions could result from the findings of this research. We have submitted the below as a shortlist of actions that are supported by the evidence in this report.



In the longer term, soften resistance on actions that save larger amounts of carbon but are not perceived to do so by consistent information messaging. This applies most strongly to reducing meat and dairy consumption, business meeting flights and (to a lesser extent as the car industry is likely to assist) electric cars.



Finance is a key way in to gain interest but environment is a motivator. One possible strategy would be to encourage/nudge/subsidise home insulation in return for a promise to use the savings to take out green tariffs. The customer pays no money but makes a double CO² saving – lower energy use and greener supply.



This report contains targeting information including demographic groups more likely to be willing to take an action, as well as actions that are closely linked. We recommend deploying this information and testing it to make sure that budgets are maximised by connecting with those willing to act.

Descriptive statistics of climate change action

10

Average number of actions each citizen is willing to take

229

Number of people that would have to carry out the least effective carbon reducing activity (use less water) to equal 1 person carrying out the most carbon effective action (install renewable energy at home)

Install renewable energy devices in your home

The carbon saving action that would make the biggest difference for a citizen action

Page 136

78% -> 20%

Range of willingness from top action (eat local food 78%) to the bottom (correctly recycle materials (20%))

3359 kg CO² equivalent

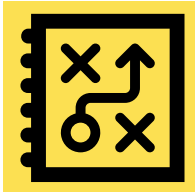
Amount of carbon saving the average citizen is willing to consider each year

Buy locally produced food

Action that the highest number of people expect to take in the next 12 months

How to use or adapt this information for your district

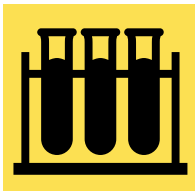
We hope the findings in this report are useful and they should be meaningful for many different local areas or authorities. It is possible to closely adapt findings to smaller areas (Cities or local authorities) to make it more representative. We anticipate partners using this research in a number of ways



Use the general findings to create communications and marketing strategies



Adapt the data to for you locality – the data is a rich source of information and could be weighted (transformed) to match your population – please get in touch if this is of interest



We recommend testing and confirming that the approaches described are effective – we would welcome any collaboration or results of activities so that best practice can be established

For more information please contact insight@hants.gov.uk

Behaviour change theory and Climate Change – a brief guide

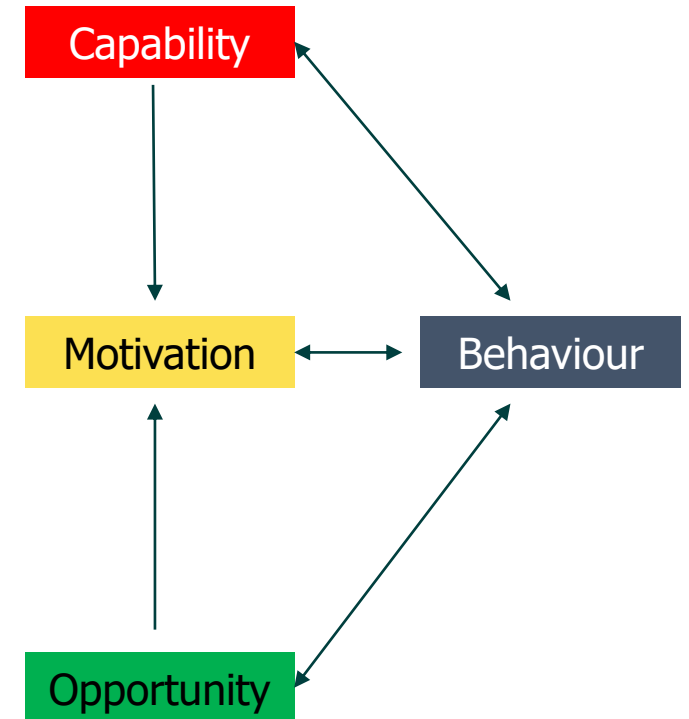
Capacity, Opportunity, Motivation - Behaviour model (COM-B)

Behaviour change occurs as a result of interaction between three necessary determinants: capabilities, opportunities and motivation

Page 139

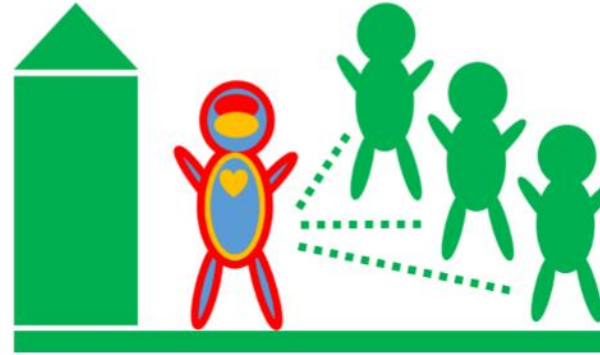
How does this relate to individual action on climate change?

Physical capability to engage in an activity	e.g. affordability of vegetarian alternatives
Psychological capability to engage in an activity, including knowledge and skills	e.g. knowledge of relationship between meat eating and climate change, knowledge and skills to cook vegetarian food
Reflective motivation i.e. conscious decision making – their plans, intentions, beliefs, identity	e.g. meal plan to reduce meat consumption, belief that individual meat reduction will make a difference to tackle climate change
Automatic motivation i.e. unconscious decision making – their emotions, habits and impulses	e.g. going to the meat section in supermarket is habitual, association of vegetarian cooking with poor nutrition
Physical opportunity	e.g. having vegetarian options readily available, prompted in the supermarket about environmental impact of buying meat
Social opportunity	e.g. it is the social norm to eat vegetarian if your friends and family do this, famous chefs endorsing vegetarian cooking



Influences of behaviour: COM-B model

The picture is a visual representation of the interaction between capabilities, opportunities and motivations that determine behaviour and thereby affect outcomes.



Capability: the psychological capacity of our brain and the physical capacity of our body to conduct a behaviour

Motivation: the factors affecting our automatic/conscious and reflective/unconscious decisions

Opportunity: presented by our external physical and social surroundings

Page 140
Changed Determinants



Changed behaviour: e.g. eating less meat



Changed Outcomes: e.g. improved health, reduced carbon footprint



Barriers to address in changing behaviours affecting climate change (1)

1. Many choices in human consumption are unconscious

Motivation

- Human cognition has two parallel processes
 - Automatic: Decisions are made rapidly and driven by intuitive processes (e.g. habit, social influence, emotion, rules of thumb)
 - Reflective: Decisions are considered and rational
 - Most of our decisions are (necessarily) made automatically, and this can be difficult to change

2. Behaviour is distinct from attitudes, values and intentions

Motivation

- Page 14
- While individuals generally say they are concerned about the environment, their good intentions do not always translate into pro-environmental behaviours. This is known as the **value-action gap**. Attitudes can lead us to adopt the easiest behaviours (such as recycling), but it is another matter to significantly compromise our convenience, enjoyment, or profit. People tend to do just enough to avoid guilt and rationalise unsustainable actions through psychological defences, such as:
 - Moral licensing: using one good act to justify the bad e.g. I can take a flight to Spain if I recycle this year
 - Motivated reasoning: reasoning towards a self-serving conclusion e.g. My actions are not significant, I will not be personally impacted by climate change
 - Avoidance: simply not thinking about the issue

3. The consequences of consumption can be hard to see especially at point of decision

Psychological capability

- Energy and water are invisible resources. Even if you do receive information, this is difficult to conceptualise e.g. what does a kwh measure?
- If an individual uses more water or energy today there is no immediate feedback or cost. To exacerbate this issue, individuals disproportionately focus on immediate costs and excessively discount future impacts, a phenomenon known as **present bias**

Barriers to address in changing behaviours affecting climate change (2)

4. Climate change does not seem personally relevant

Psychological capability

- Many individuals believe climate change is a problem for people in other countries thus climate change is an abstract idea from which we are physically distant i.e. **judgmental discounting**.
- People have low **perceived behavioural control**; they don't believe that individual action will change anything – people feel helpless and skeptical

5. Our social context

Social opportunity

- **Social cues** act as a benchmark for individual consumption – this effect is greater than we intuitively realise. Therefore, it can be difficult for us to go against the perceived norm e.g. refusing a plastic straw at a restaurant, taking the bus to work in a community where owning a car is considered a key signifier of success
- Perceived inequality i.e. why should I change if others are not willing?

6. It can be hard to follow through on actions due to physical context

Physical opportunity

- **Choice architecture** steers consumers to non-sustainable choices e.g. energy consumers are often automatically assigned to conventional, rather than renewable energy suppliers, or cost is often the default order presenting energy options.
- **Hassle factors** can explain why even when individuals do clearly prefer the sustainable option, small tasks can prove to be disproportionate barriers to follow-through. Whether they are real (“programming a thermostat is hard”) or just perceived (“programming a thermostat seems hard”) they can prevent actions from happening, even when the benefits are large or intentions are good.

References

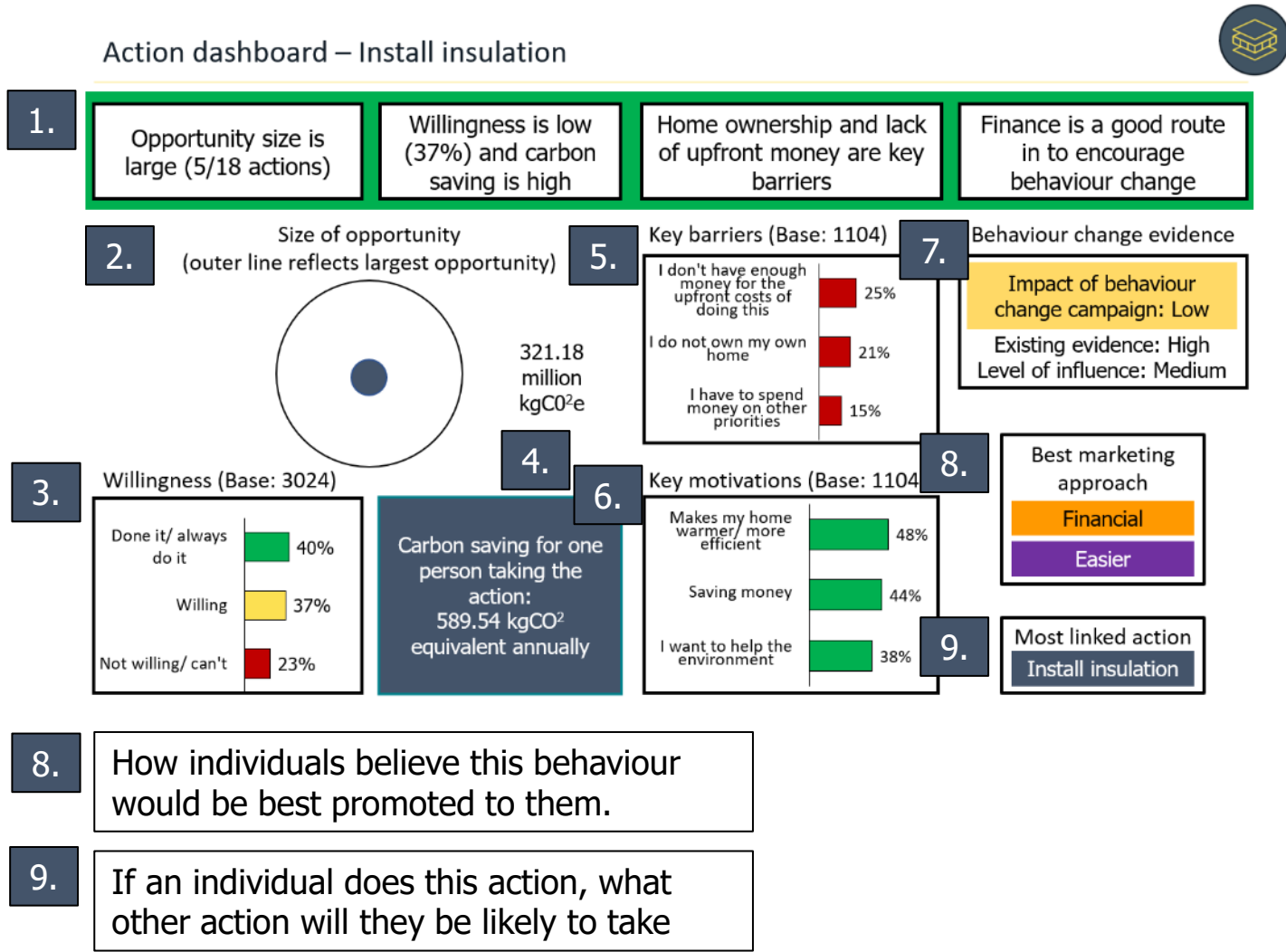
[Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017

Gifford, [The Dragons of Inaction: Psychological Barriers That Limit Climate Change Mitigation and Adaptation](#), 2011

Action summaries - Introduction

Guide on how to interpret the action dashboard

1. Key top line findings
2. The opportunity size reflects millions of kg of CO² saved annually if all willing individuals in Hampshire changed their behaviour accordingly
3. Summary of willingness to take action
4. kg of CO² saved per person by taking this action
5. Top 3 barriers identified by individuals willing to undertake this action i.e. what is stopping them from making the change
6. Top 3 motivators identified by individuals willing to undertake this action i.e. what is encouraging them to make the change
7. Summary of behaviour change findings. See ['Guide on how to interpret the desk research \(2\)'](#)



Guide on how to interpret the desk research (1)

Desired behavioural outcome

Install loft and wall insulation and plug gaps to stop drafts

Methods that have effectively promoted behaviour change

What is the most effective practise?

- Remove barriers to insulating home e.g. hassle factors
- Make information on energy saving tangible and personalised
- Provide education alongside insulation to promote higher energy saving

Impact of behaviour change campaign: Low



Existing evidence: High
Level of influence: Medium

Best evidence is presented in a dark blue box. This includes control trials and meta analyses, so findings are likely to be reliable due to high sample sizes

Best evidence – Control trial

- Different leaflets for loft insulation were sent out across 3 boroughs
 - Borough 1: Loft insulation and no loft clearance: £179 (Control)
 - Borough 2: Loft insulation & Loft clearance: £369 – cost price (No hassle factor)
 - Borough 2: Loft insulation & Loft clearance: £450 retail price (No hassle factor)
- While there is some indication that reducing the hassle factor and the price increases the uptake of loft conversions, due to low uptake on the trial, the numbers were too small to provide firm conclusions (UK, 2013)

Case study evidence is presented in the light blue box. Evidence presented in these boxes includes:

Case studies

- Education programmes provided at the same time as the adoption of new technology and one-off modifications can act as a stimulus for changing habitual behaviours. A well-designed study looking at those insulating and draft-proofing their properties showed that significant increases in energy savings were attainable by providing education at such moments of change (16% average gas saving with insulating alone vs. 26% with education included) (USA, 2008)
- When people were given information on how many cracks there were in their home 20% of people weather stripped their windows. But when information was made tangible (i.e. the gap in your house is the size of a basketball) 60% weather stripped. (Unknown, 2013)

- Studies with a small sample size/ no control group
- Resources that use behaviour change principles


Evidence may be useful to see creative ideas but yet to be tested in a control trial

References

Department of Energy and Climate Change, [Removing the hassle factor associated with loft insulation: Results of a behavioural trial](#), September 2013
Department of Energy and Climate Change, [What Works in Changing Energy-Using Behaviours in the Home?](#), November 2012
TED Talks, [Three Myths of Behavior Change - What You Think You Know That You Don't: Jeni Cross](#), March 2013

Note: Best evidence is not necessarily the best thing to do

Pictures are included on some slides to demonstrate what materials have been used to promote behaviour change

Note: Studies in this report have measured **behavioural change** in response to interventions (rather than measuring changes in intentions as a response to interventions). This focus is due to the significance of the '[value-action gap](#)'. 

For areas where there is a lack of research, we have looked at intentions and included a purple warning sign

Guide on how to interpret the desk research (2)

Impact of behaviour change campaign:
Low



Impact of behaviour change campaign:

High: Intervention will lead to EITHER lots of individuals changing their behaviour slightly OR smaller number of individuals changing their behaviour significantly

Medium: Intervention will lead to EITHER some of individuals changing their behaviour slightly OR smaller number of individuals changing their behaviour slightly

Low: Behaviour is hard to change

Evidence

High: Meta-analyse or systematic review has been conducted

Medium: Control trials have been conducted

Low: Some case study evidence

Existing evidence: High
Level of influence: Medium

Level of influence:

Here we are looking at the influence Hampshire County Council has on imposing suggested interventions – whether those be

- Government (i.e. national, local)
- Industry (i.e. businesses)
- Civil society (i.e. campaigners, educators, members of the public)

High: Hampshire County Council can directly influence this behaviour

Medium: Hampshire County Council has influence on bodies that can directly influence behaviour

Low: Hampshire County Council has no influence



Action summaries – Sustainable energy and water use

Area summary: Sustainable energy and water use



Install renewable energy

Opportunity Size
(millions of kg CO2 annually)

1690

Willingness to take action	Ease of Behaviour change	Level of influence
58%	Low	Medium

What evidence suggests you should do...

Financial incentives.



Change to a Green energy tariff

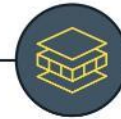
Opportunity Size
(millions of kg CO2 annually)

1303

Willingness to take action	Ease of Behaviour change	Level of influence
59%	High	Medium

What evidence suggests you should do...

Letters to residents from a trusted source. Default green energy tariffs. Encourage social sign up. Make comparison of different energy tariffs easy.



Install isulation

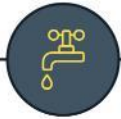
Opportunity Size
(millions of kg CO2 annually)

321

Willingness to take action	Ease of Behaviour change	Level of influence
37%	Low	Medium

What evidence suggests you should do...

Remove barriers i.e. hassle factors
Make information saving tangible and personalised.
Provide education alongside insulation to promote higher energy saving.



Use water saving devices

Opportunity Size
(millions of kg CO2 annually)

80

Willingness to take action	Ease of Behaviour change	Level of influence
61%	Medium	Medium

What evidence suggests you should do...

Real-time feedback with tailored messages.
Use social norms, message framing and choice architecture as secondary tactics.



Choose energy efficient appliances

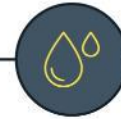
Opportunity Size
(millions of kg CO2 annually)

31

Willingness to take action	Ease of Behaviour change	Level of influence
48%	High	Medium

What evidence suggests you should do...

Point of sale displays.
Financial subsidies.



Use less water

Opportunity Size
(millions of kg CO2 annually)

4

Willingness to take action	Ease of Behaviour change	Level of influence
34%	High	Medium

What evidence suggests you should do...

Incentivise water saving through giving away free devices.



Action dashboard – Install renewable energy devices (e.g. heat pump, solar etc.)

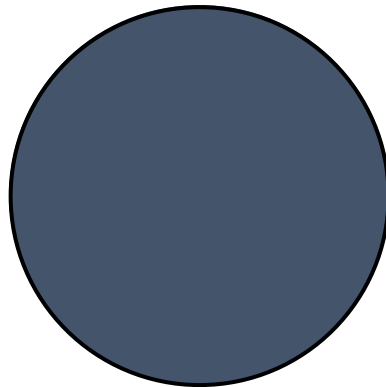
Opportunity size is the largest (1/18 actions)

Willingness is high (58%) and carbon saving is high

A focus on the upfront costs is a barrier – long term saving a motivator

Finance is a good route in to encourage behaviour change

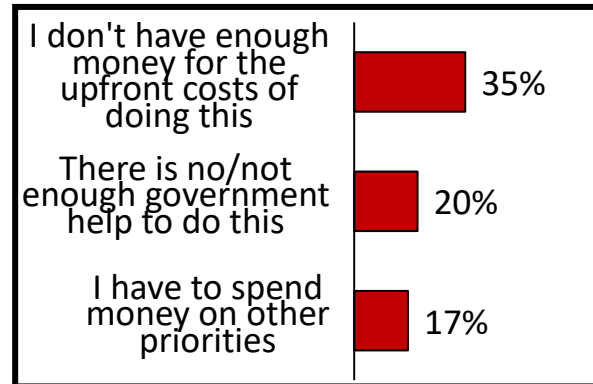
Size of opportunity (outer line reflects largest opportunity)



1690.49 million kgCO₂e

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Key barriers (Base: 1759)



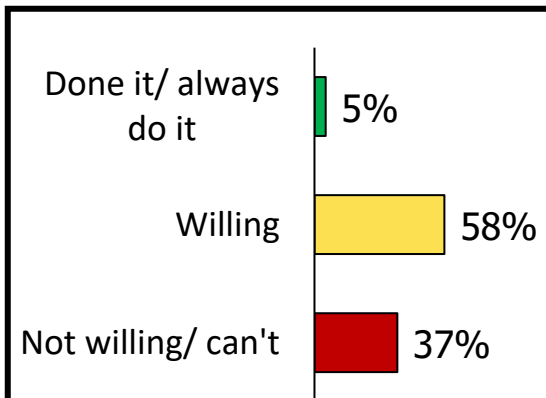
Behaviour change evidence

Impact of behaviour change campaign: Low

Existing evidence: Medium

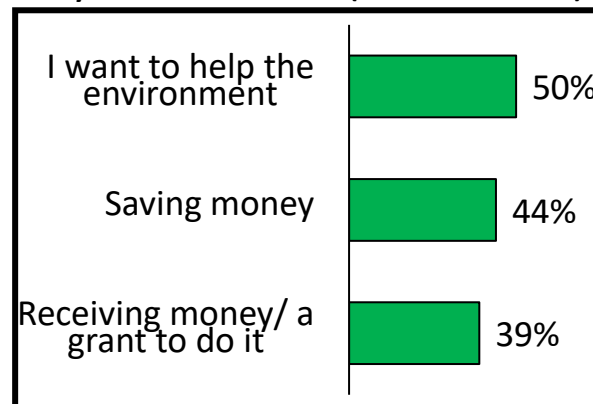
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 1979.5 kgCO₂ equivalent annually

Key motivations (Base: 1759)



Best marketing approach

Financial

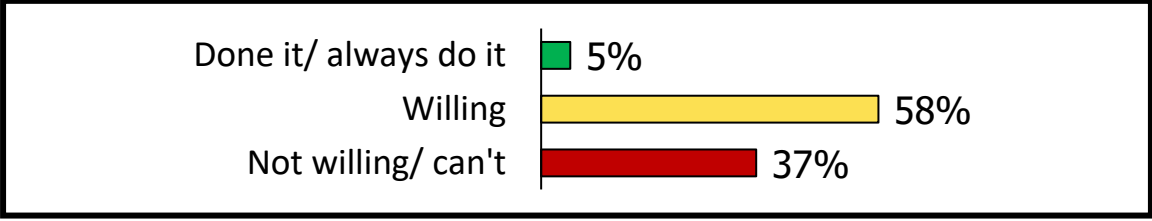
Most linked action

Buy/lease an electric car

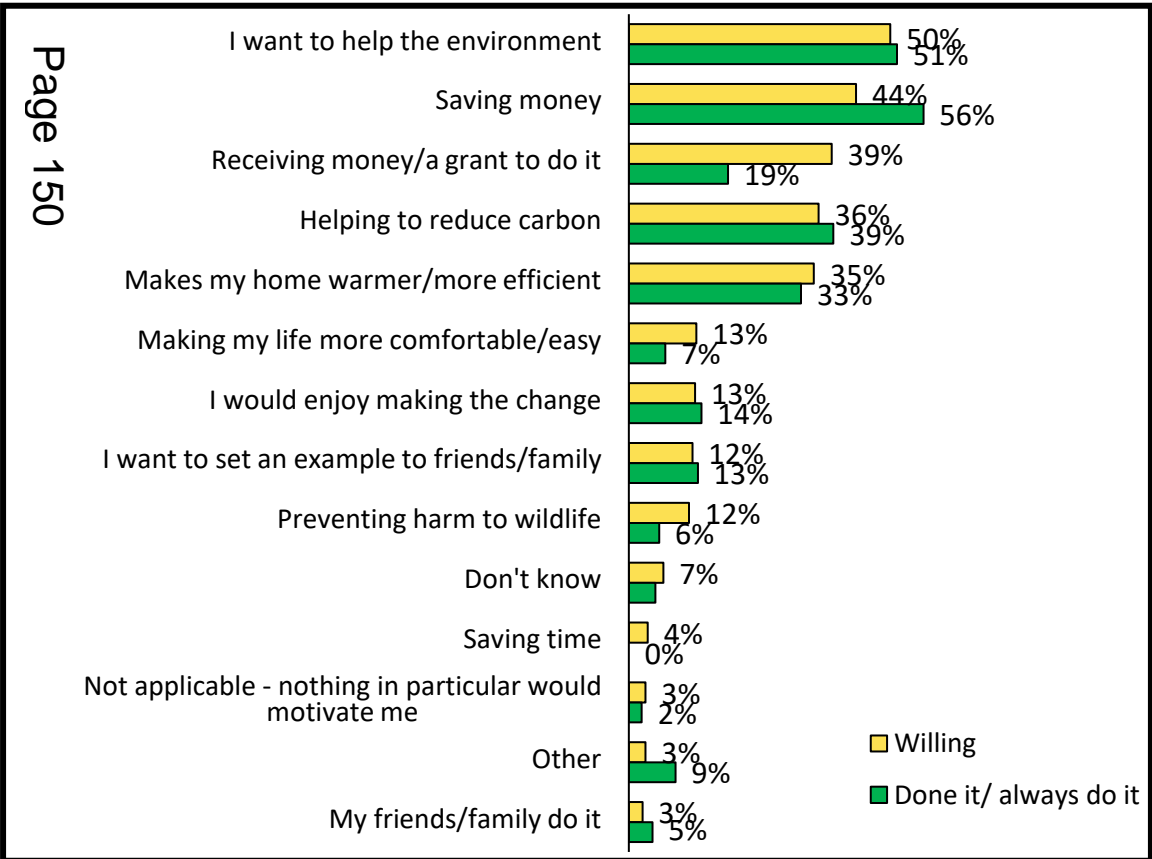


Install renewable energy devices in your home (e.g. heat pump, solar etc.)

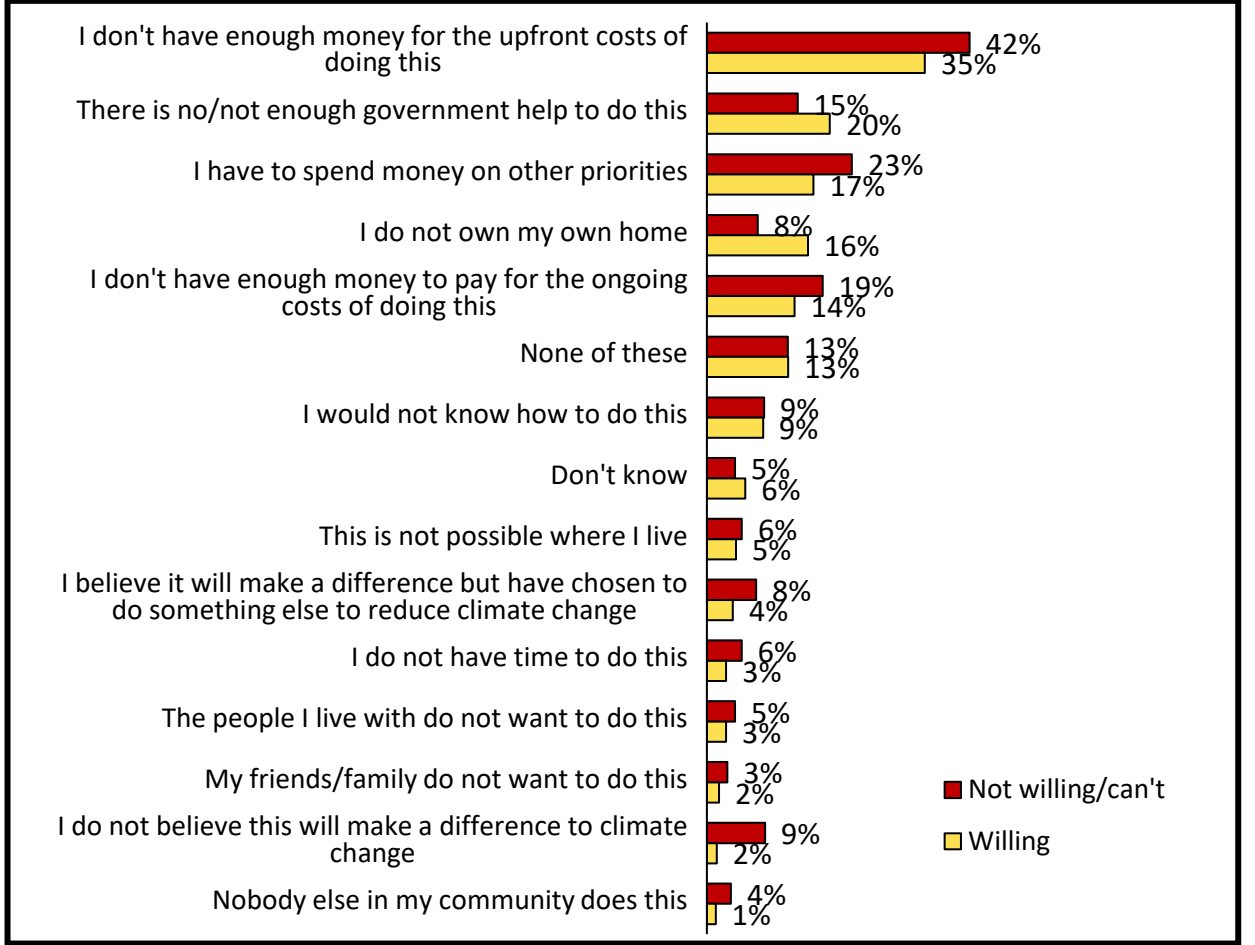
Willingness (Base: 3024)



Key motivations (Base: 1759, 154, multi-choice)



Key barriers (Base: 665, 1759, multi-choice)



Summary/key points

- Saving money is a strong motivator, yet the upfront costs are the biggest barrier

Install renewable energy devices in your home

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Financial incentives

Existing evidence: Medium
Level of influence: Medium

Best evidence – systematic review

- Financial incentives are an important method to increase citizen investment in renewables. Individuals do not always behave in a 'economically rational' way, therefore considering behavioural, social, institutional and regulatory barriers is essential.
 - Feed in tariff and quotas, grants and tax incentives can be successful in mobilising greater levels of investment from local citizens, but that soft loans tend to be less effective as a stand-alone instrument
 - There may often be a requirement to include specific design features into Feed in Tariffs, quotas, grants, and tax incentives, that will cater to the specific needs of communities
 - Complementary measures are important in addressing non-financial barriers, such as lack of familiarity with the technology, technology immaturity, or low awareness of the incentive programme itself
- Policy review of seven countries leading in photovoltaic generation. The leading nations set out flexible financing, feed in tariffs, incentives, tax exemptions subsidies and active promotion for citizens.

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Case study:

- Policy review of seven countries leading in photovoltaic generation. The leading nations set out flexible financing, feed in tariffs, incentives, tax exemptions subsidies and active promotion for citizens.

Curtin, J., McInerney, C., & Gallachóir, B. Ó. (2017). Financial incentives to mobilise local citizens as investors in low-carbon technologies: A systematic literature review. *Renewable and Sustainable Energy Reviews*, 75, 534-547

Moosavian, S. M., Rahim, N. A., Selvaraj, J., & Solangi, K. H. (2013). Energy policy to promote photovoltaic generation. *Renewable and Sustainable Energy Reviews*, 25, 44-58.



Action dashboard – Change to a green energy tariff for your gas and electric

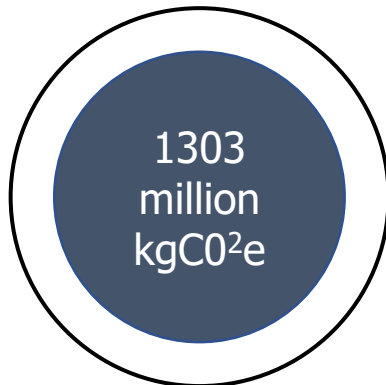
Opportunity size is in the top 5 (2/18 actions)

Willingness is high (59%) and carbon saving is high

Finance and home ownership are the key barriers

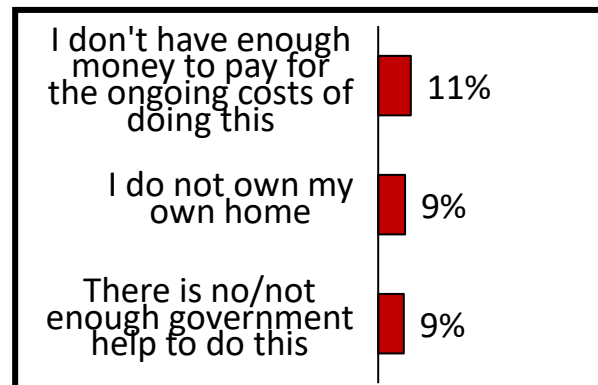
Evidence of behaviour change is strong. Finance is the best route in

Size of opportunity (outer line reflects largest opportunity)



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Key barriers (Base: 1775)



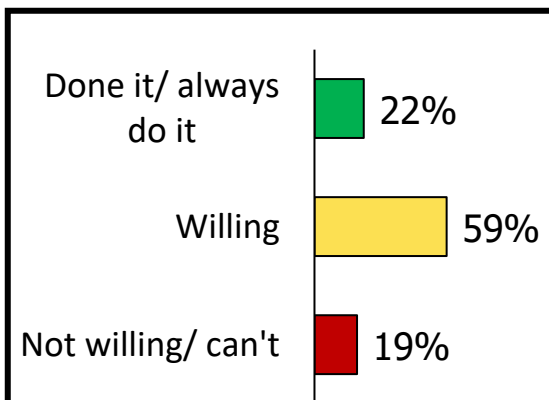
Behaviour change evidence

Impact of behaviour change campaign: High

Existing evidence: High

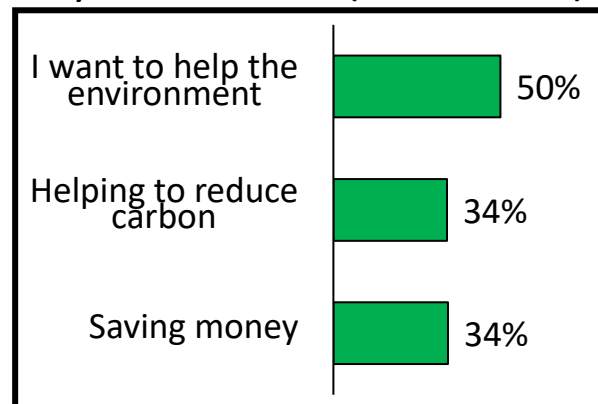
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 1500 kgCO₂ equivalent annually

Key motivations (Base: 1775)



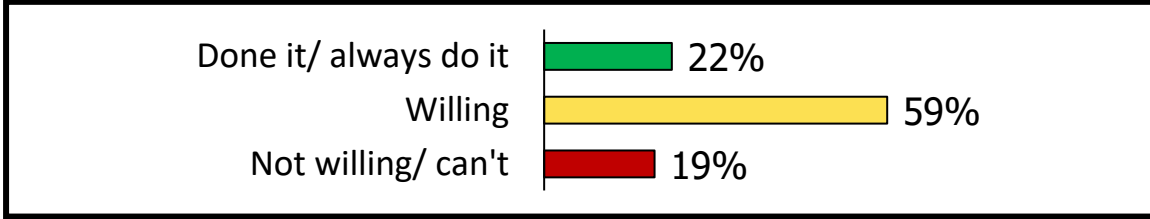
Best marketing approach
Financial

Most linked action
Install insulation

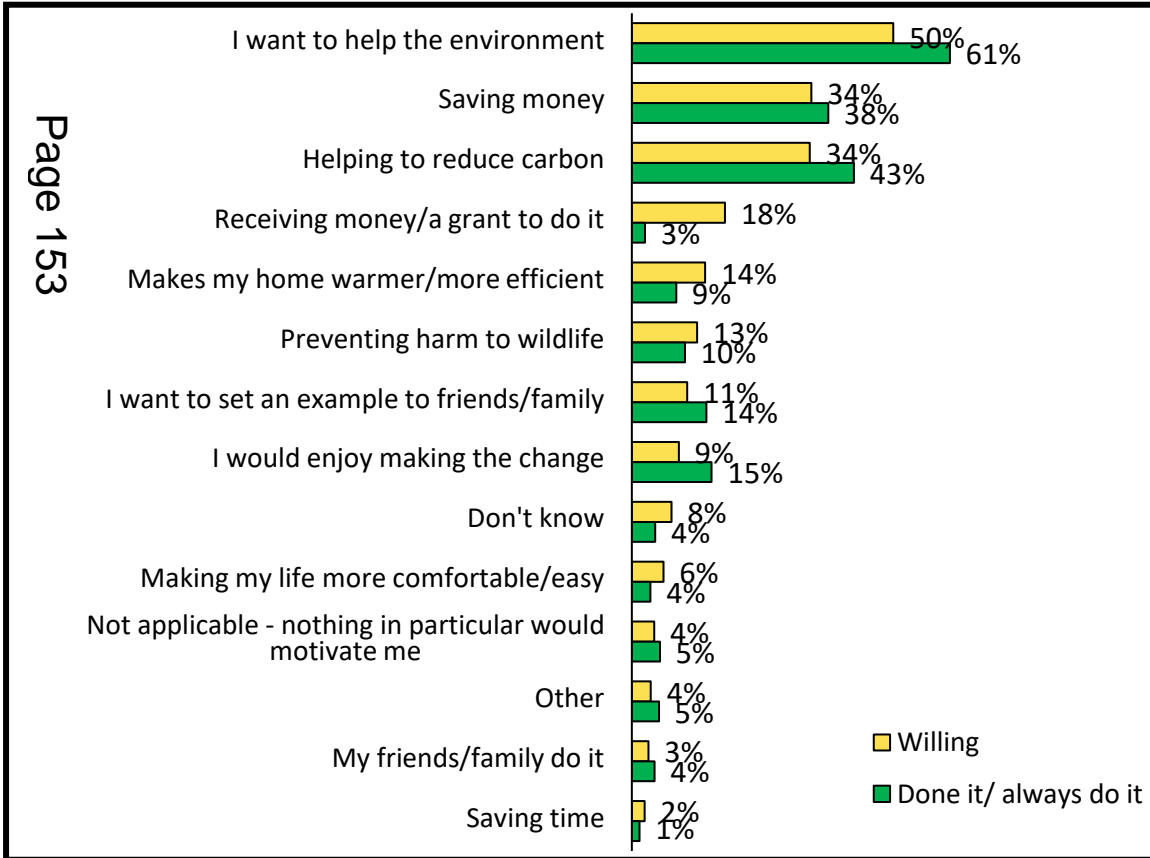


Change to a green energy tariff for your gas and electric

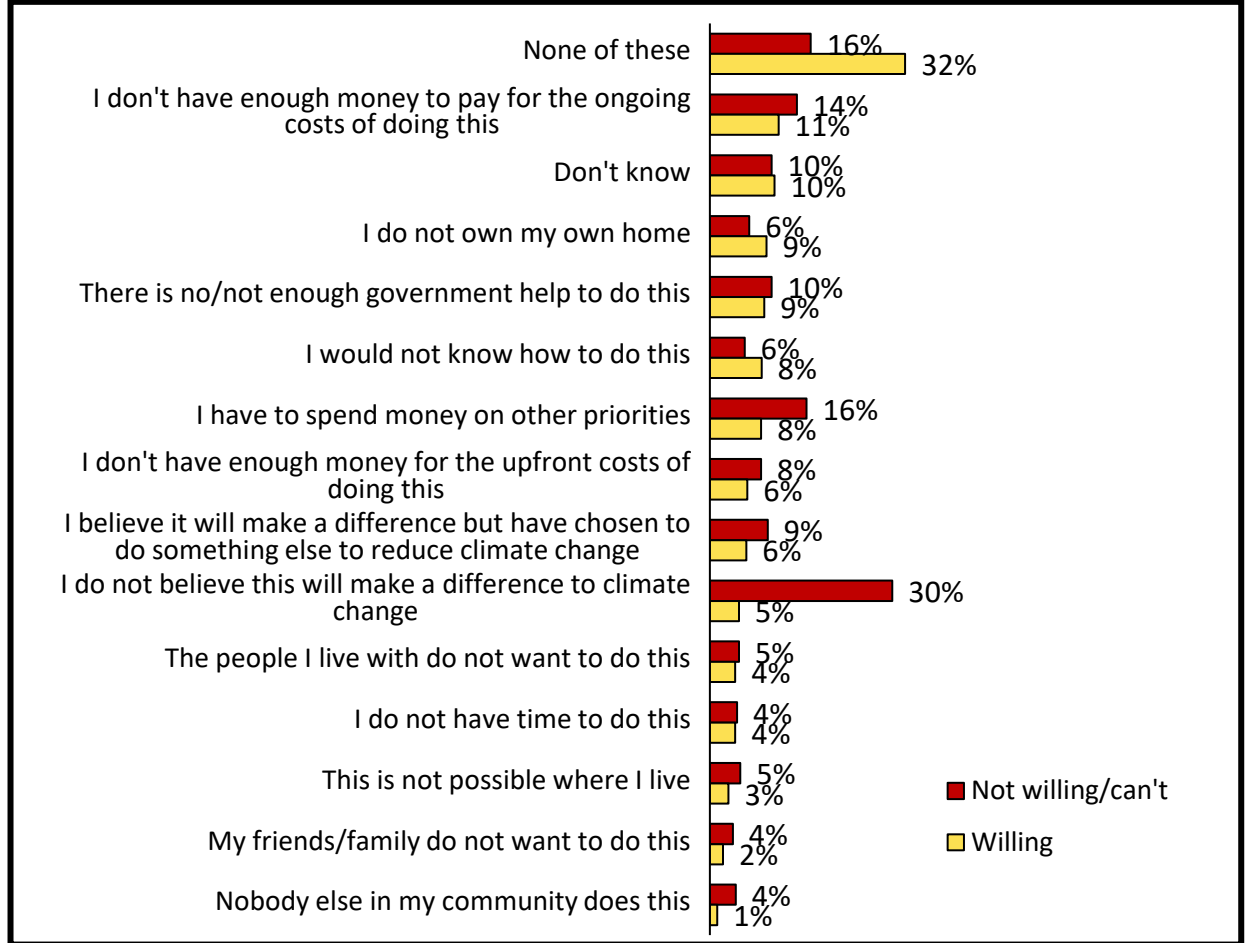
Willingness (Base: 3024)



Key motivations (Base: 1775, 660, multi-choice)



Key barriers (Base: 403, 1775, multi-choice)



Summary/key points

- Focusing efforts on the willing with environmental concerns could unlock more switches to green tariffs (especially competitively priced ones)
- Focusing on simple, actionable steps to make the change easy

Change to a green energy tariff for your gas and electric

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Letters to residents promoting energy switching from a trusted source
- Default green energy tariffs
- Encourage social sign up to green energy tariffs
- Make comparison of different energy tariffs easy

Existing evidence: High
Level of influence: Medium

Best evidence – Control trial

- Trial 1) Supplier branded letters showing personalised cheaper deals from rival suppliers promoted switching energy tariff more effectively than Ofgem branded letters due to trusted relationships and the clear lack of ulterior motive in one supplier promoting its competitors.
- Trial 2) An Ofgem-branded letter showing personalised cheaper deals were more effective at promoting switching to a new energy tariff than up to six marketing letters from rival suppliers (UK, 2018)

References

The Behavioural Insights Team, [One letter that triples energy switching](#), February 2018

Case studies

- Found when renewable energy was presented to consumers as the default option (i.e. opt-out), consumers choose this option 68% of the time but when the conventional supplier was presented as the default option, consumer choose the renewable option 41% of the time. This was despite higher costs for renewables (Germany, 2008)
- When apartment residents publicly signed up to install an automatic power regulator on their heating and cooling system to reduce energy demand, overall participation rates in the building increased (USA, 2013)
- Price comparison websites and apps serve to simplify decision-making for customers, while simplified metrics like a Tariff Comparison Rate (TCR) on energy tariffs combine multiple dimensions of price into a single figure to help consumers find the best options (UK, 2019)

United Nations Environment Programme, [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 21

The Behavioural Insights Team, [Conservation for Nature](#) 2019, page 37 and 48



Action dashboard – Install insulation (e.g. loft, cavity wall insulation etc.)

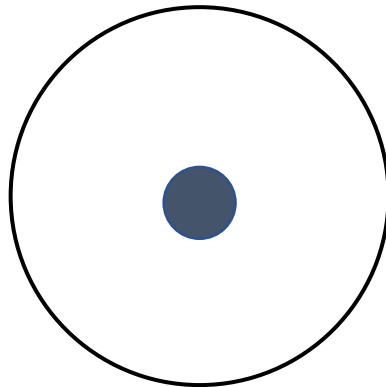
Opportunity size is large (5/18 actions)

Willingness is low (37%) and carbon saving is high

Home ownership and lack of upfront money are key barriers

Finance is a good route in to encourage behaviour change

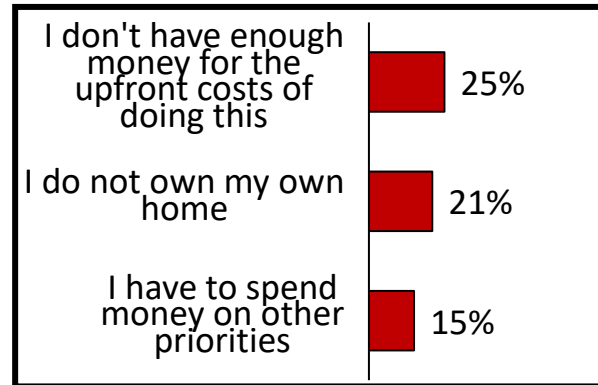
Size of opportunity (outer line reflects largest opportunity)



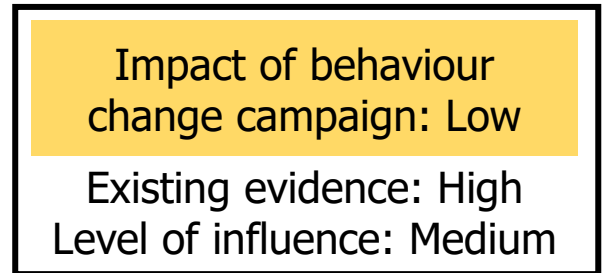
321.18 million kgCO₂e

Page 155

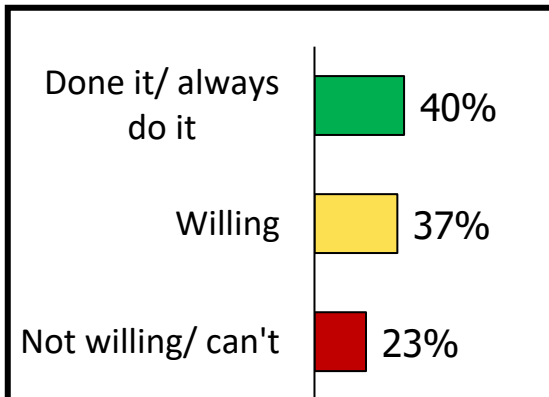
Key barriers (Base: 1104)



Behaviour change evidence

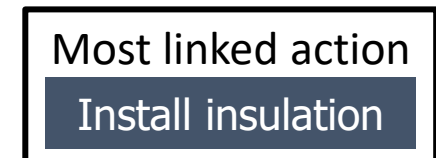
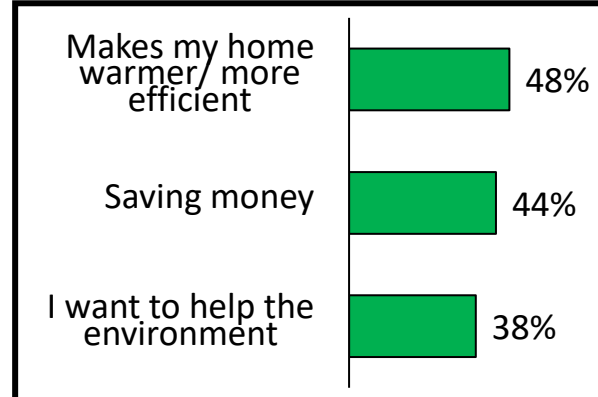


Willingness (Base: 3024)



Carbon saving for one person taking the action: 589.54 kgCO₂ equivalent annually

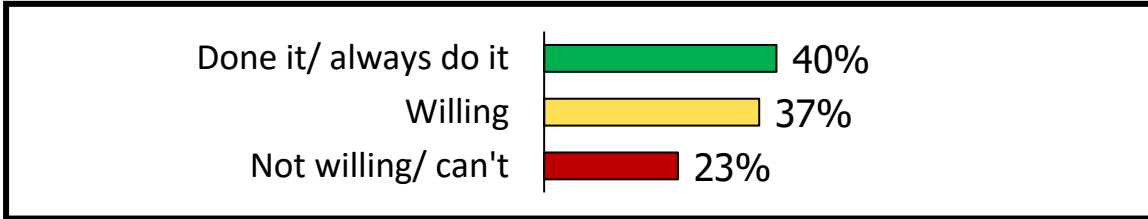
Key motivations (Base: 1104)



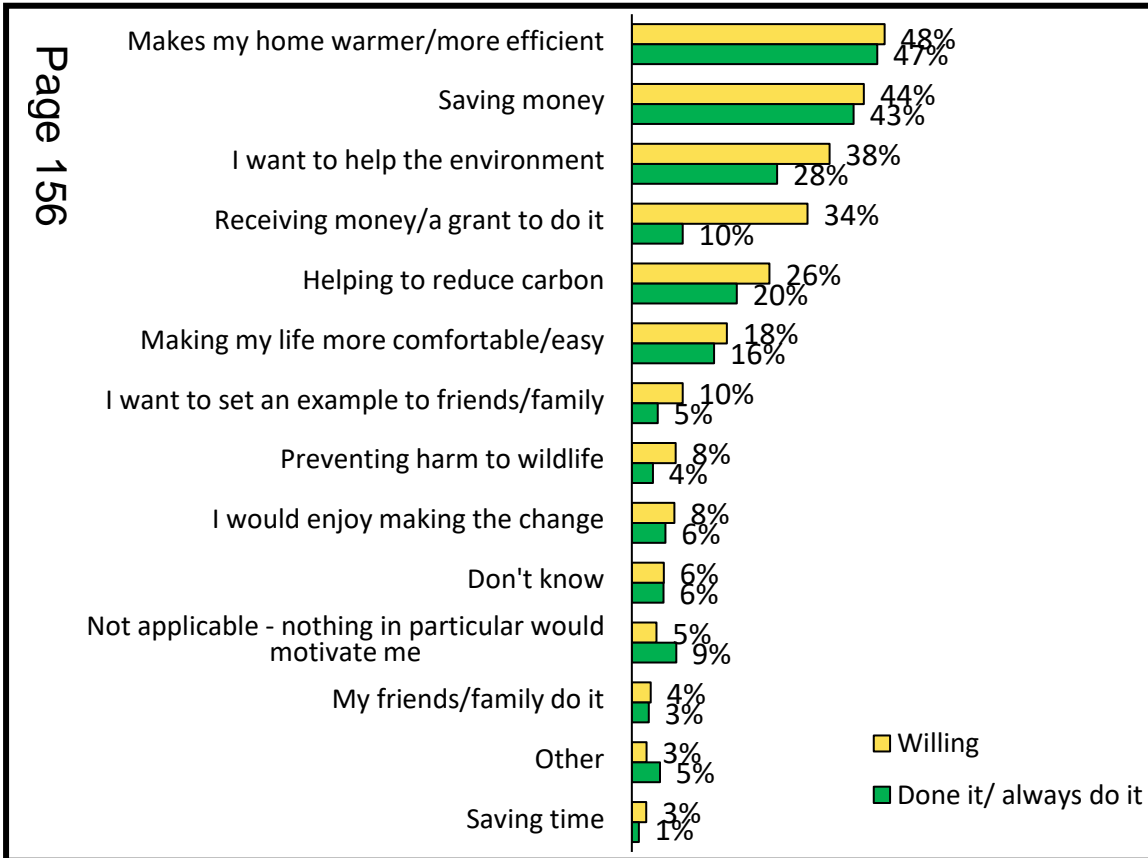


Install insulation (e.g. loft, cavity wall insulation etc.)

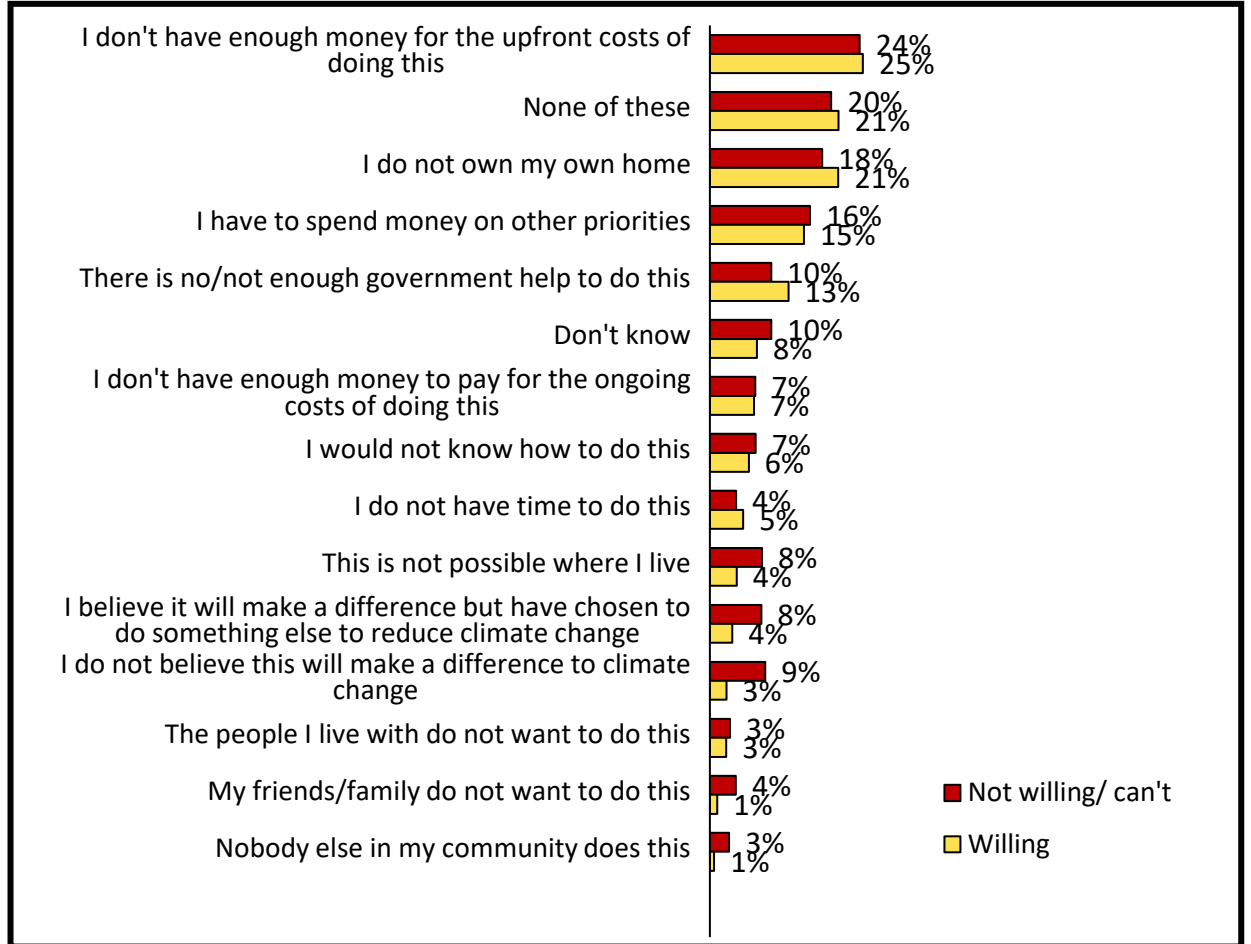
Willingness (Base: 3024)



Key motivations (Base: 1104, 1216, multi-choice)



Key barriers (Base: 188, 1104, multi-choice)



Summary/key points

- Finance is key – Saving money and receiving a grant/money are strong motivations for the willing
- Money and home ownership are the biggest barriers

Install insulation

What is the most effective practise?

- Remove barriers to insulating home e.g. hassle factors
- Make information on energy saving tangible and personalised
- Provide education alongside insulation to promote higher energy saving

Impact of behaviour
change campaign:
Low



Existing evidence: High
Level of influence: Medium

Best evidence – Control trial

- Different leaflets for loft insulation were sent out across three boroughs
 - Borough 1: Loft insulation and no loft clearance: £179 (Control)
 - Borough 2: Loft insulation & Loft clearance: £369 – cost price (No hassle factor)
 - Borough 2: Loft insulation & Loft clearance: £450 retail price (No hassle factor)
- While there is some indication that reducing the hassle factor and the price increases the uptake of loft conversions, due to low uptake on the trial, the numbers were too small to provide firm conclusions (UK, 2013)

Case studies

- Education programmes provided at the same time as the adoption of new technology and one-off modifications can act as a stimulus for changing habitual behaviours. A well-designed study looking at those insulating and draft-proofing their properties showed that significant increases in energy savings were attainable by providing education at such moments of change (16% average gas saving with insulating alone vs. 26% with education included) (USA, 2008)
- When people were given information on how many cracks there were in their home 20% of people weather stripped their windows. But when information was made tangible (i.e. the gap in your house is the size of a basketball) 60% weather stripped. (Unknown, 2013)

References

Department of Energy and Climate Change, [Removing the hassle factor associated with loft insulation: Results of a behavioural trial](#), September 2013
Department of Energy and Climate Change, [What Works in Changing Energy-Using Behaviours in the Home?](#), November 2012
TED Talks, [Three Myths of Behavior Change - What You Think You Know That You Don't: Jeni Cross](#), March 2013

Action dashboard – Use water saving devices



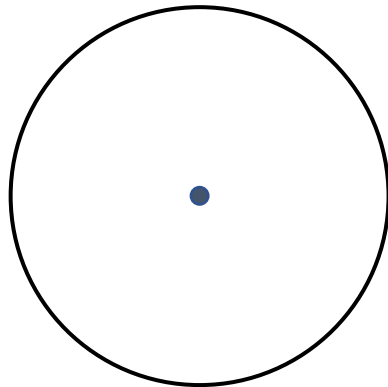
Opportunity size is moderate (10/18 actions)

Willingness is high (61%) and carbon saving is low

Saving money as well as the environment are key motivators

Finance is a good route in and installation is a well linked action

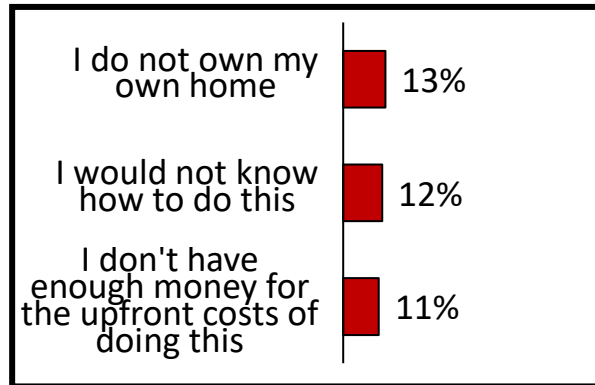
Size of opportunity (outer line reflects largest opportunity)



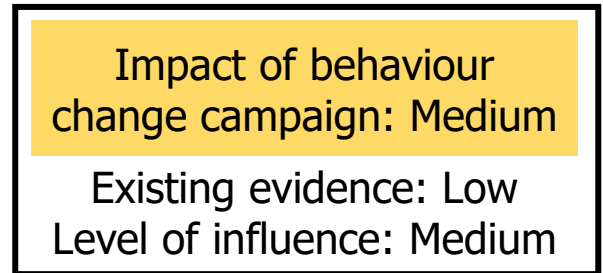
80.31 million kgCO₂e

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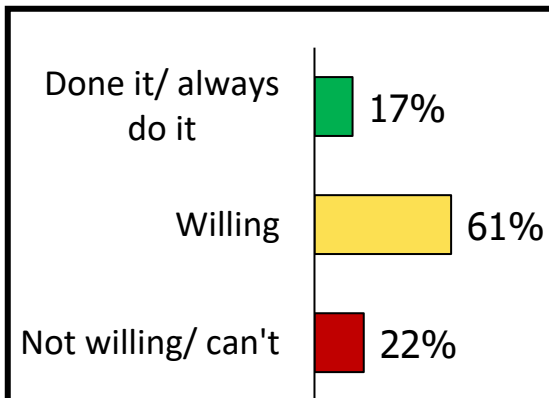
Key barriers (Base: 1844)



Behaviour change evidence

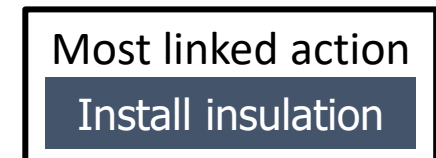
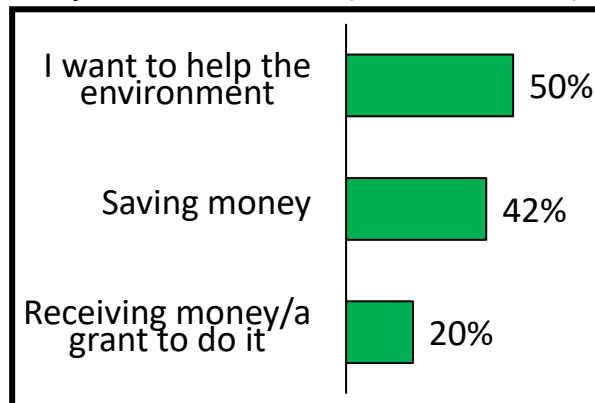


Willingness (Base: 3024)



Carbon saving for one person taking the action:
89.42 kgCO₂ equivalent annually

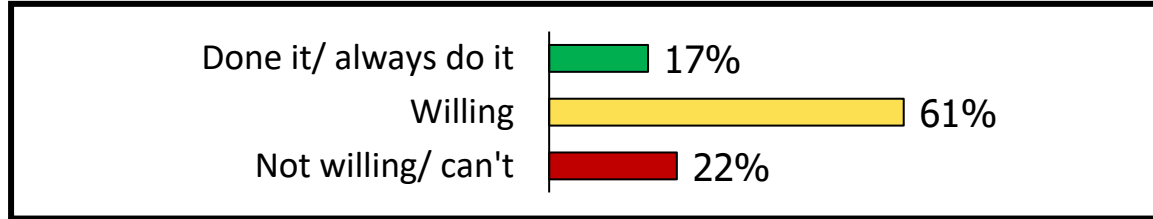
Key motivations (Base: 1844)



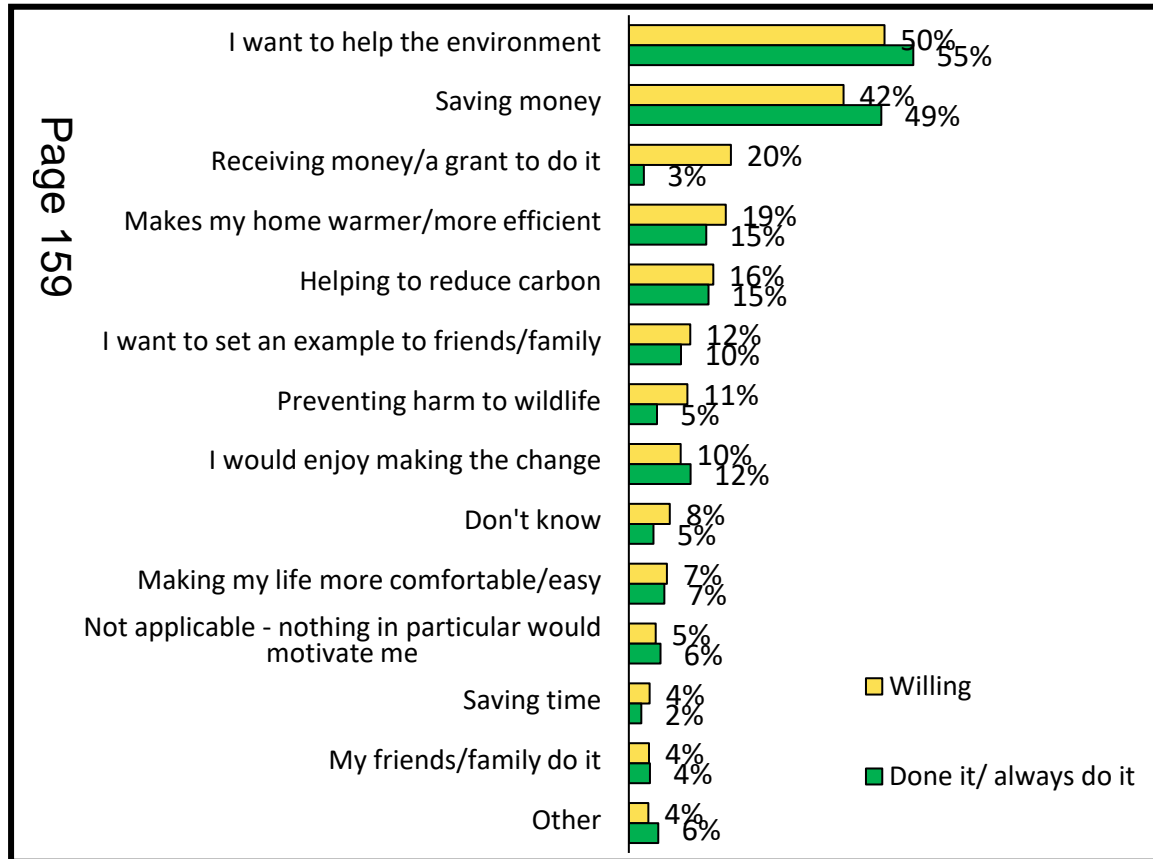


Use water saving devices (e.g. shower timer, rainwater barrel, etc.)

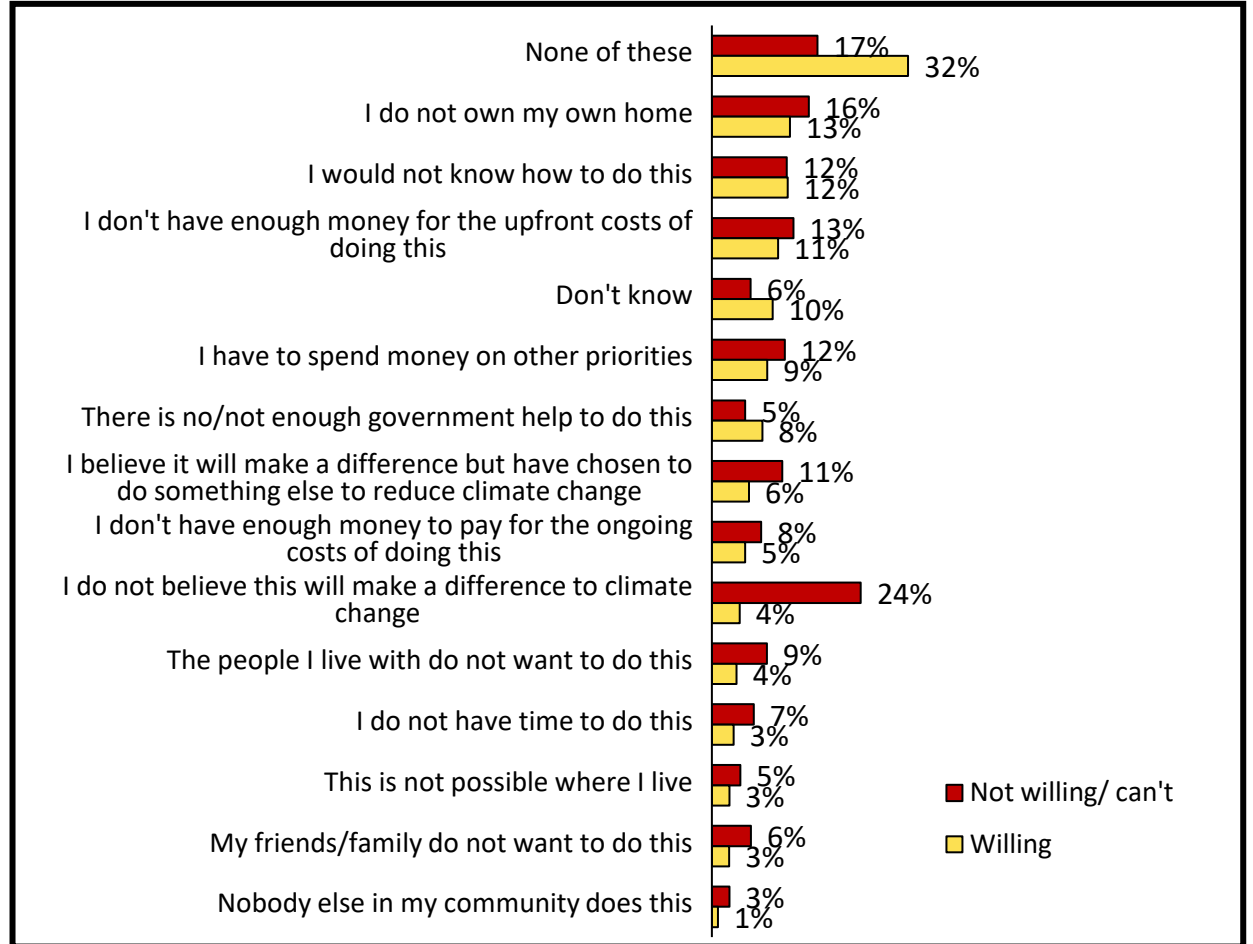
Willingness (Base: 3024)



Key motivations (Base: 1844, 530, multi-choice)



Key barriers (Base: 443, 1844, multi-choice)



Summary/key points

- Connecting water to carbon is an issue among the unwilling
- Uncertainty on what this behaviour entails and some misunderstanding that there are high upfront costs, or you need to own your own home

Use water saving devices

Impact of behaviour
change campaign:
Medium



What is the most effective practise?

- Incentivise water saving through giving away free devices

Existing evidence: Low
Level of influence: Medium

See ['Install loft and wall insulation and plug gaps to stop drafts'](#)

Case studies

- Interviews were conducted with 42 families. One of the areas covered was would water saving devices promote water saving?
 - Overall, individuals felt it was a relevant incentive and would promote water savings
 - However skepticism around whether interest in saving water would last once all water saving devices were collected (UK, 2013)



Research into saving water - the experiences and perceptions of customers and their households (2013). Consumer council for water.

Action dashboard – Choose energy efficient appliances when purchasing or replacing



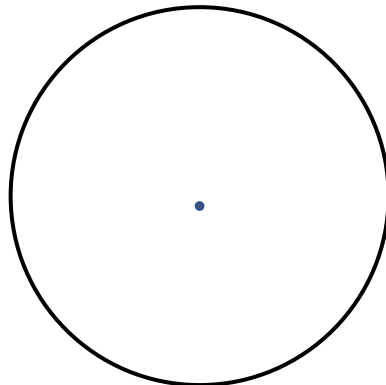
Opportunity size is small (14/18 actions)

Willingness is moderate (48%) and carbon saving is high

A focus on the upfront costs is a barrier – long term saving a motivator

Finance is a good route in to encourage behaviour change

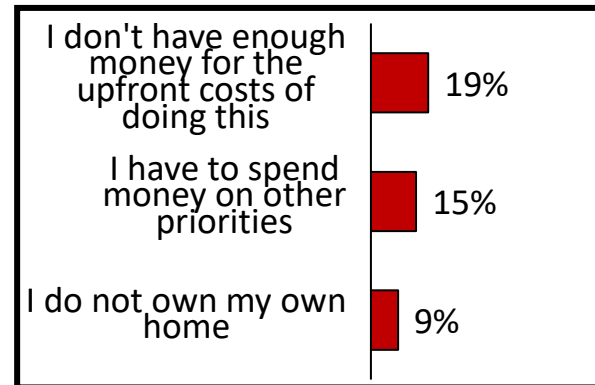
Size of opportunity (outer line reflects largest opportunity)



31.13 million kgCO₂e

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Key barriers (Base: 1443)



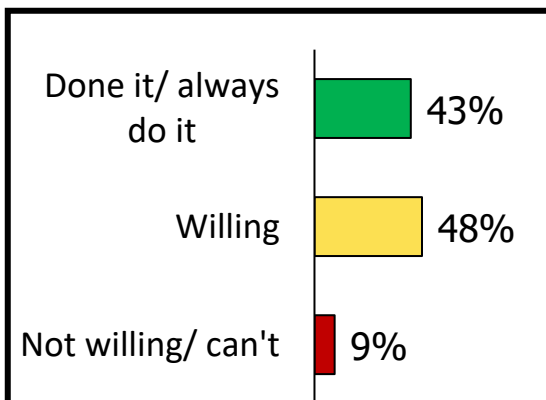
Behaviour change evidence

Impact of behaviour change campaign: High

Existing evidence: High

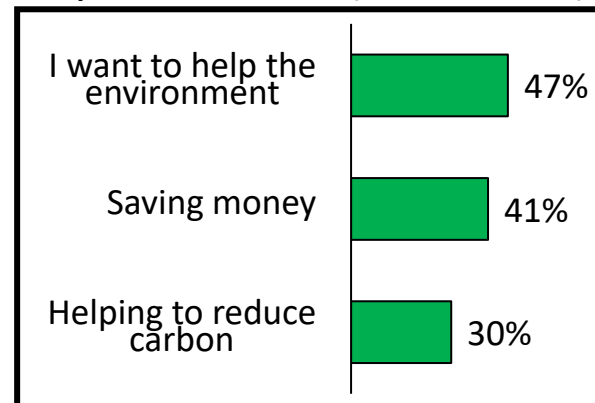
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 44.04 kgCO₂ equivalent annually

Key motivations (Base: 1443)



Best marketing approach

Not determined

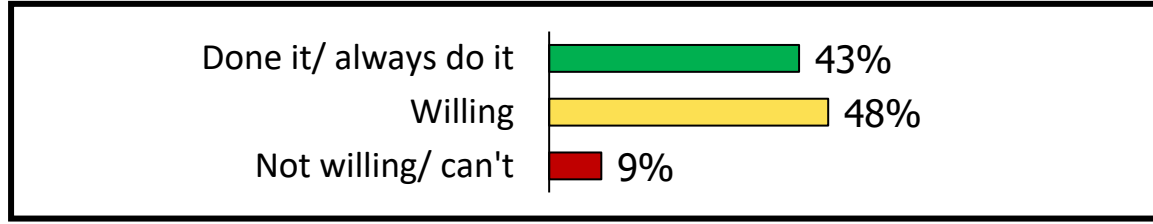
Most linked action

Reduce use of plastics

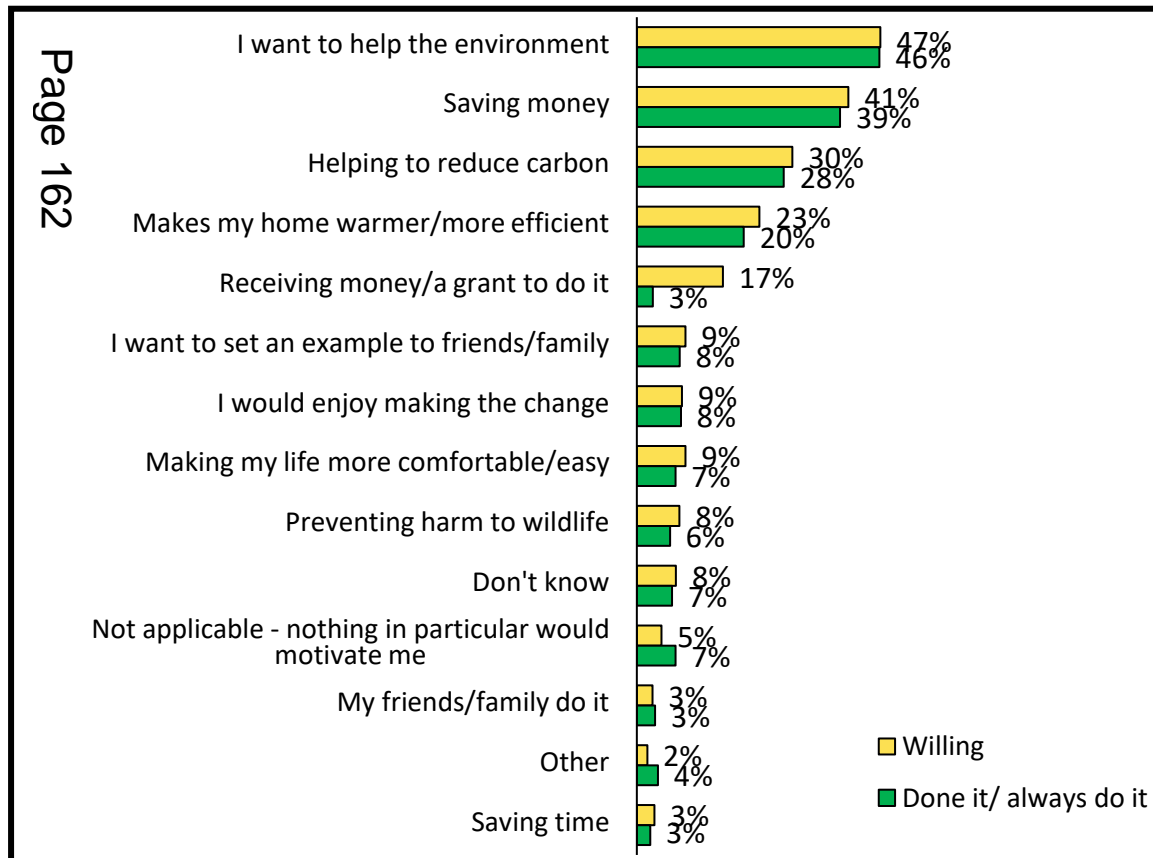


Choose energy efficient appliances when purchasing or replacing

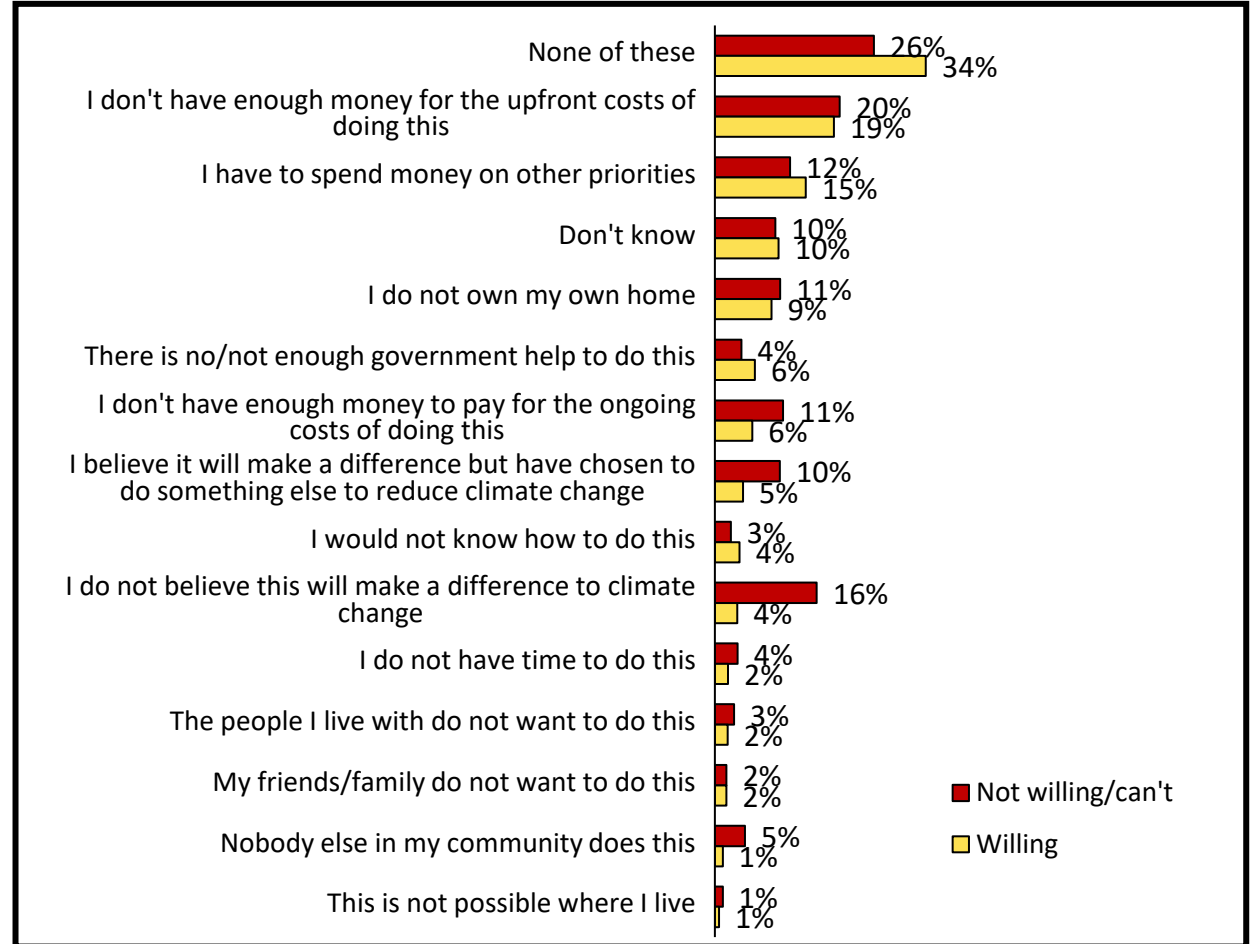
Willingness (Base: 3024)



Key motivations (Base: 1443, 2757, multi-choice)



Key barriers (Base: 157, 1443, multi-choice)



Summary/key points

- Convincing the willing that they will save money will promote this action. The environmental impact should be promoted secondarily.

Choose energy-efficient products when purchasing or replacing

Impact of behaviour change campaign: High



Existing evidence: High
Level of influence: Medium

What is the most effective practise?

- Point of sale displays
- Financial subsidies

Best evidence – Control trial

- Lifetime running costs of white goods included at point of sale promoted consumers to purchase low energy appliance (see example label). This proved more effective than EU energy labelling with kWh per year. This strategy addresses information barriers in a salient form at point of sale (UK, 2014)

Case study

- Purchase of energy efficient stoves in Uganda increased from 5% to 45% with the following interventions: no upfront costs, paying in instalments and the option to drop out at anytime (Uganda, 2012)

Indesit IDVA735 vented tumble dryer **£185**

- Rated B for energy efficiency
- Max drying load 7kg
- 12 Sensor dry programmes
- 2 heat settings
- Reverse tumble dryer
- Venting from rear
- Flexible vent hose
- **H 85cm 33¼" W 59.7cm 23½" D 58.4cm 23"**
- **Tumbler dryer installation £8**
- **Guarantee 2 years**

Add to your peace of mind with a repair and protection plan for your home appliances

+ Added Care for your home appliances

Lifetime electricity running cost £551

Need help installing an appliance?

We can install many different appliances and can disconnect and dispose of old ones too.

Experts on Hand

References

Department of Energy and Climate Change, [Evaluation of the DECC/John Lewis energy labelling trial](#), September 2014

United Nations Environment Programme, [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 25



Action dashboard – Use less water (e.g. turn the tap off when brushing your teeth)

Opportunity size is in the bottom 2 (17/18 actions)

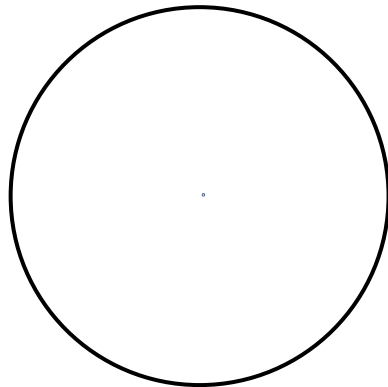
Willingness is low (34%) and carbon saving is low

Belief it does not make a difference is a key barrier

Evidence of behaviour change is moderate. Finance is the best route

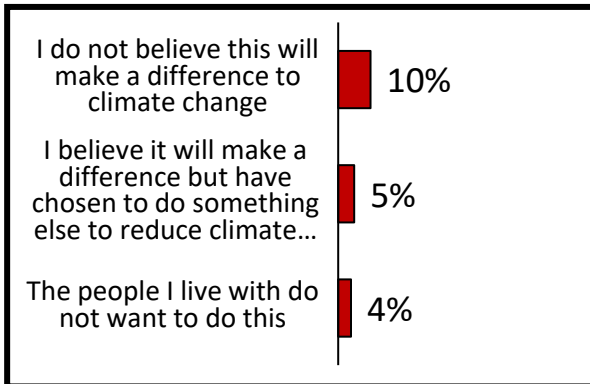
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Size of opportunity (outer line reflects largest opportunity)

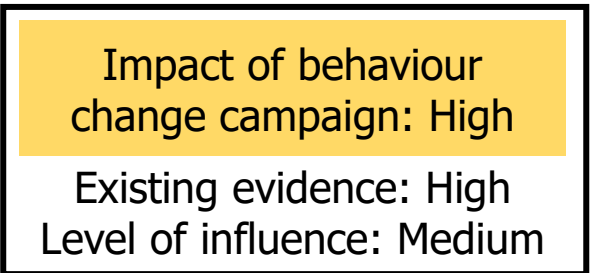


4.33 million kgCO₂e

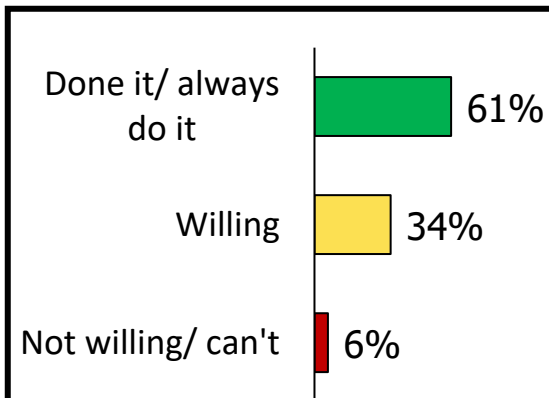
Key barriers (Base: 1775)



Behaviour change evidence

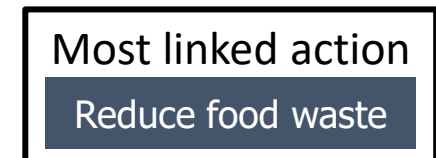
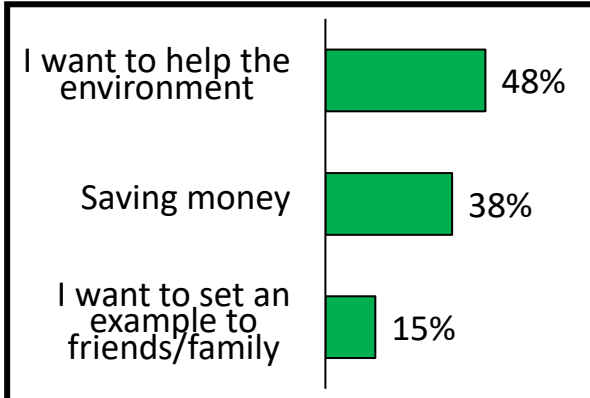


Willingness (Base: 3024)



Carbon saving for one person taking the action: 8.64 kgCO₂ equivalent annually

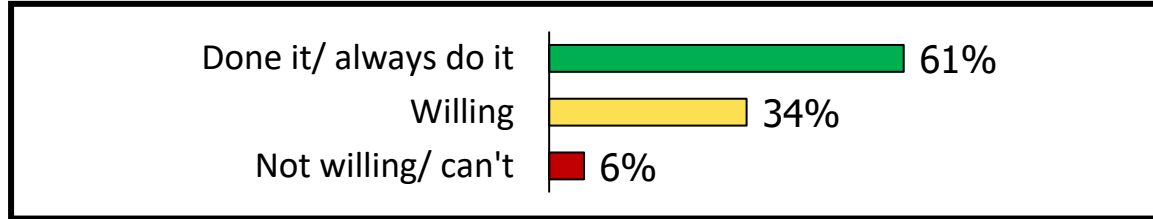
Key motivations (Base: 1775)



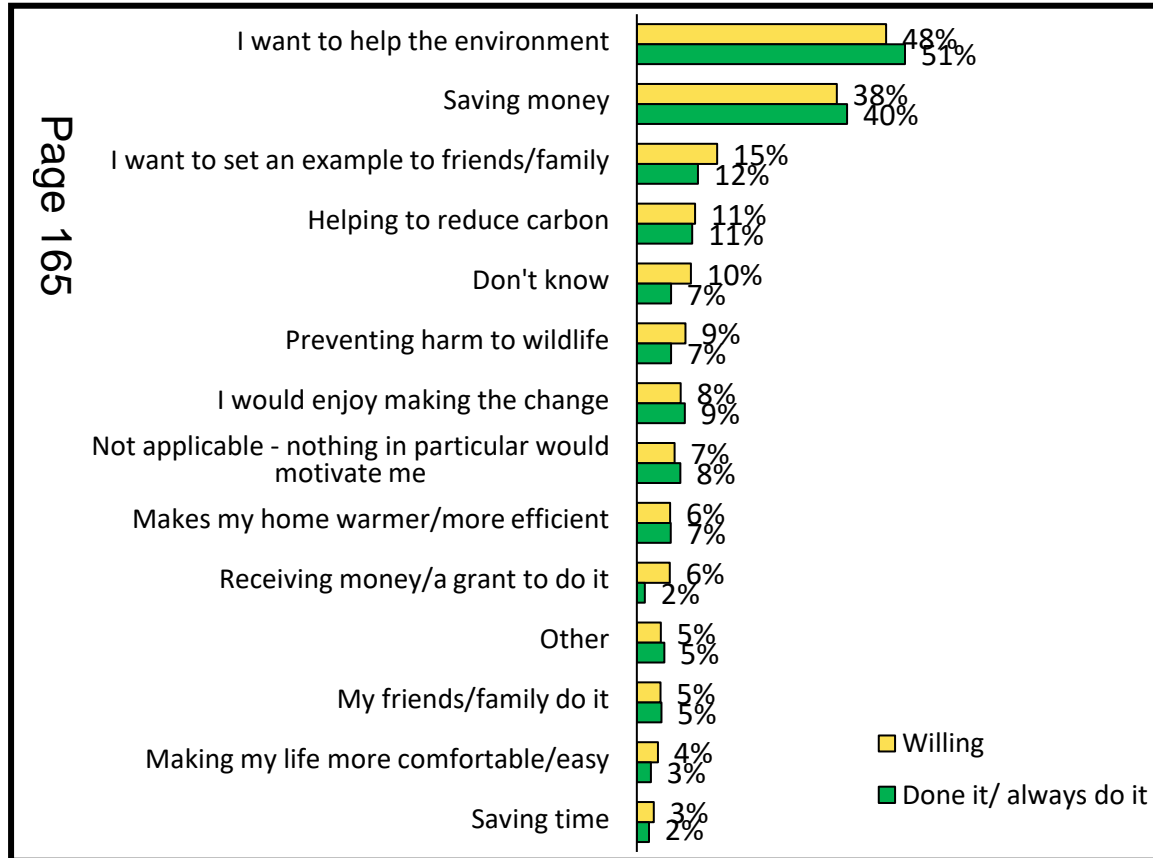


Use less water (e.g. turn the tap off when brushing your teeth)

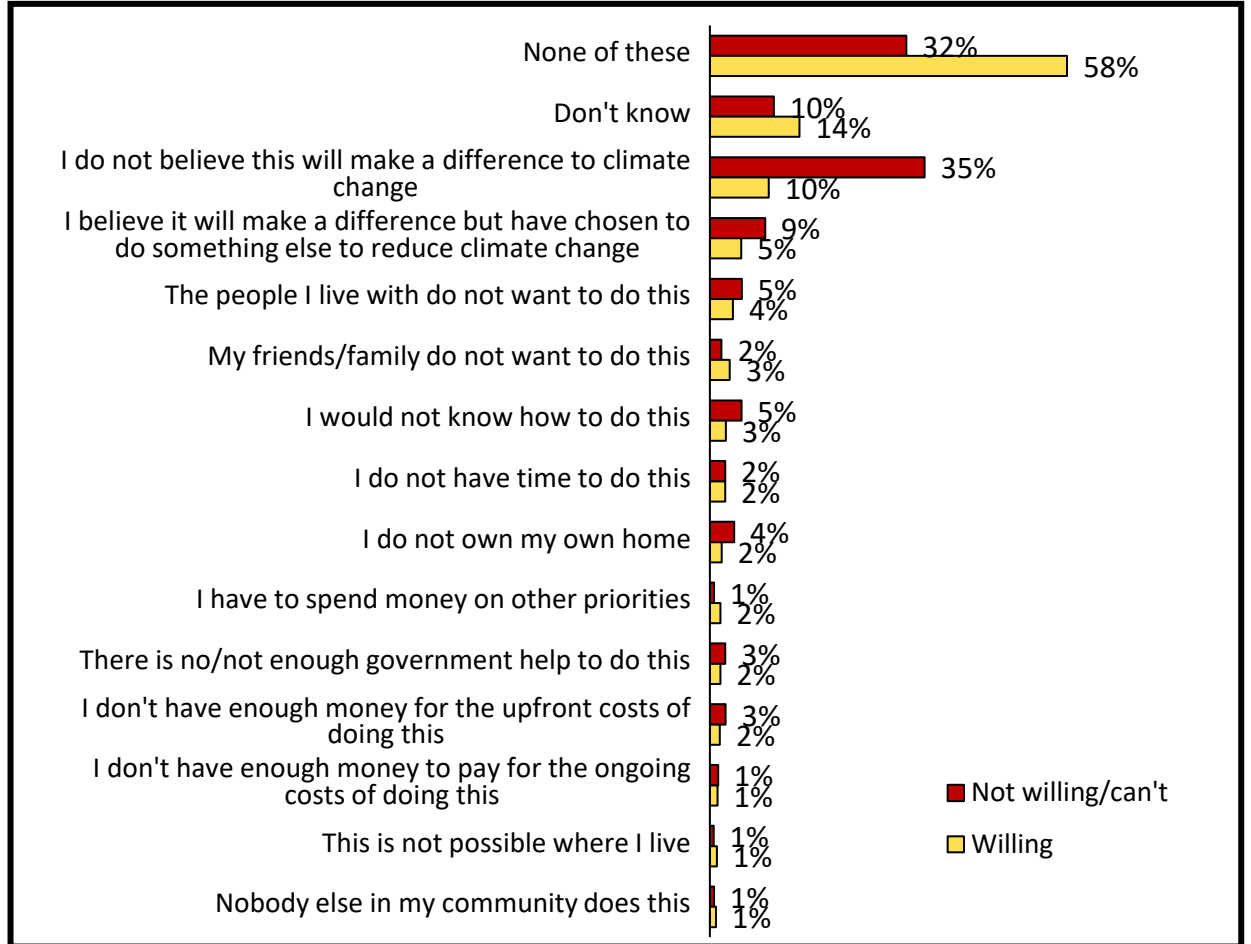
Willingness (Base: 3024)



Key motivations (Base: 1019, 2912, multi-choice)



Key barriers (Base: 148, 1019, multi-choice)



Summary/key points

- Helping the environment is the top motivation to save water, with money second most important
- Belief this is not important in reducing climate impact

Use less water (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Real-time feedback with tailored messages
- Use social norms, message framing and choice architecture as secondary tactic

Existing evidence: High
Level of influence: Medium

Best evidence – Control trial

- Effectiveness of providing different types of information to reduce water use with households in Australia
 - Intervention 1: Advice, including simple tips on how to save water
 - Intervention 2: Social Norms, guidance on how to reduce water usage based on what other households have done
 - Intervention 3: Specific Use, water-saving tips along with specific information of where water was being used in their household
 - Control, received no information.

All interventions reduced water usage. While interventions 1 and 2 showed faster initial decline, intervention 3 showed a more sustained decline in the long run (Australia, 2011)

References

United Nations Environment Programme, [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 30

Best evidence – Control trial

- Attunement labels were given to participants to be installed around their home and garden, e.g. dishwashers, outdoor taps. The labels are designed to show residents the environmental impact of the behaviour and suggest actions to reduce the impact. Shower label was fitted with a digital clock to enable residents to monitor time spent showering. The programme led to a 23% reduction in water consumption, particularly for using less water in the garden and reducing shower time (Australia, 2005)

Department of Energy and Climate Change, [What Works in Changing Energy-Using Behaviours in the Home?](#), November 2012, page 35

Use less water (2)

Impact of behaviour
change campaign:
High



Best evidence – Review

- Information is only meaningful when people know how they can change their behaviour and consider this feasible
- Real-time water use feedback provided through smart meters results in long-term savings only when such tailored feedback is reinforced by repetition, social norms, and message framing incentives
 - Framing refers to emphasizing aspects of a message – this could be direct impacts of behaviour or intrinsic motivation
- The water conservation impact of social norms or message framing appear to be short-lived if not supported by tailored feedback or information on the importance of saving water
- The use of emotions, primes and choice architecture prompt momentary water-saving responses

References

Koop, S. H. A., Van Dorssen, A. J., & Brouwer, S. (2019). Enhancing domestic water conservation behaviour: A review of empirical studies on influencing tactics. *Journal of Environmental management*, 247, 867-876.

Case studies

- Letter based interventions to reduce water use in Costa Rica
 - Intervention 1: Social comparison across neighborhood on water bill with 'injunctive' norm
 - Intervention 2: Social comparison across city on water bill with 'injunctive' norm
 - Intervention 3: Postcards with water prompting people to make concrete plans to reduce water consumption
- Neighbourhood social comparison reduced water consumption between 2.7% and 5.6%
Postcard intervention reduced water usage by 3.6% and 5.6% (Costa Rica, 2014)

Use less water (3)

Impact of behaviour
change campaign:
High



Related: Using energy meaningfully

Best evidence – Meta-analysis

- Provision of Home Energy Reports, which present both comparative consumption information and energy efficiency advice, lead people to change their energy-using behavior in the order of 1% to 3% per household
- Households with more scope to reduce energy use (i.e. those with higher baseline energy consumption) experience larger savings in energy use within interventions
- Team-based approaches, which use peer support (and pressure) as a way to encourage changes in behaviour, have led to energy savings of the order of 8–10%. However, wide scale implementation of such programmes may be limited by the requirement for highly tailored instructions and coaching to each household or team
- Home energy reports and team-based interventions produce sustained energy reductions whereas competitions can raise awareness and lead to large short-term changes (UK, 2012)

References

Department of Energy and Climate Change, [What Works in Changing Energy-Using Behaviours in the Home?](#), November 2012

Use less water (4)

Impact of behaviour change campaign: High



Related: Using energy meaningfully

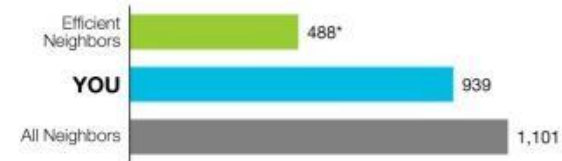
Best evidence: Control trial (from meta-analysis)

- Home Energy Reports included two main elements:
 - Social comparison (see picture): Electrical consumption compared to neighbours and the 'injunctive norm' by categorising the household as great, good or below average
 - Action steps: providing tips for saving energy, ranked by level of effort, investment and potential monetary savings. The tips provided are targeted to the household through an analysis of the household's historical energy use patterns and demographic characteristics

Average energy use fell to 2% per household

- Those who had the highest level of energy consumption pre-intervention decreased usage by 6.3% and only 0.3% for those with low usage (USA, 2011)

Last Month Neighbor Comparison | You used **92% MORE** energy than your efficient neighbors.



* This energy index combines electricity (kWh) and natural gas (therms) into a single measurement.

How you're doing:

Great 😊 😊

▶ **GOOD** 😊

More than average

Who are your Neighbors?

■ **All Neighbors:** Approximately 100 occupied, nearby homes that are similar in size to yours (avg 1,104.337 sq ft) and have electric heat

■ **Efficient Neighbors:** The most efficient 20 percent from the "All Neighbors" group

Best evidence: Control trial (from meta-analysis)

- The EcoTeams programme: four to ten neighbours and friends to engage in facilitated discussions about environmental behaviour in the household, covering topics relating to energy and water consumption as well as waste management and transport. They met once a month for eight months. The group setting enables members to discuss personal experiences and receive feedback and advice. Participants weigh their rubbish and recycling and monitor their energy use over the course of the programme. Electricity use fell by 7% as a result of the programme (UK, 2008)

References

Department of Energy and Climate Change, [What Works in Changing Energy-Using Behaviours in the Home?](#), November 2012

Use less water (5)

Impact of behaviour
change campaign:
High



Related: Monitoring energy use

Best evidence – Control trial

- NEST Learning thermostat: Uses sensors and machine-learning to understand the thermal properties of your building and your occupancy habits and tweaks the heating accordingly. Savings were achieved of around 6-7% of the heating system's gas use, or 4.5-5% of total household gas consumption, compared to the 'modern suite' of controls (a programmable timer, room thermostat, and radiator valves) (UK, 2017)

Case studies

- Impacts of energy use often seems irrelevant and distant. To tackle this, this study provided households with real-time tailored information about their electricity use that either communicated cost savings information or the health impacts (including pollution, childhood asthma, and cancer) associated with electricity consumption. The group receiving the health messages reduced energy consumption by 8%, compared to those that received monetary savings information. This information was dramatically more effective with parents, who reduced their consumption by 19% (USA, 2015)

References

Behavioural Insights Team, [The Nest Learning Thermostat: Making energy savings easy](#), November 2017

United Nations Environment Programme, [Consuming differently, consuming sustainably: behavioural insights for policymaking](#), 2017, page 19

Action summaries – Sustainable travel



Area summary: Sustainable travel



Buy/lease an electric car

Opportunity Size
(millions of kg CO2 annually)

637

Willingness to take action	Ease of Behaviour change	Level of influence
52%	Low	Medium

What evidence suggests you should do...

Invest in infrastructure. Financial incentives that give immediate rewards. Promote collective and community action.



Avoid flights by working from home

Opportunity Size
(millions of kg CO2 annually)

373

Willingness to take action	Ease of Behaviour change	Level of influence
24%	Low	Medium

What evidence suggests you should do...

Make it easy to see the impact of flying
Identify the most effective communications to tackle known barriers to action.



Avoid flights by taking the train

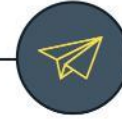
Opportunity Size
(millions of kg CO2 annually)

152

Willingness to take action	Ease of Behaviour change	Level of influence
35%	Low	Medium

What evidence suggests you should do...

Make it easy to see the impact of flying
Identify the most effective communications to tackle known barriers to action.



Avoid international flights

Opportunity Size
(millions of kg CO2 annually)

101

Willingness to take action	Ease of Behaviour change	Level of influence
26%	Low	Medium

What evidence suggests you should do...

Make it easy to see the impact of flying
Identify the most effective communications to tackle known barriers to action.



Avoid local travel by working from home

Opportunity Size
(millions of kg CO2 annually)

70

Willingness to take action	Ease of Behaviour change	Level of influence
47%	High	High

What evidence suggests you should do...

Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives. Use moments of change to ensure intervention is timely.



Public Transport

Opportunity Size
(millions of kg CO2 annually)

45

Willingness to take action	Ease of Behaviour change	Level of influence
41%	High	High

What evidence suggests you should do...

Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives. Use moments of change to ensure intervention is timely.



Active Transport

Opportunity Size
(millions of kg CO2 annually)

16

Willingness to take action	Ease of Behaviour change	Level of influence
48%	High	High

What evidence suggests you should do...

Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives. Use moments of change to ensure intervention is timely.

Action dashboard – Buy/ lease an electric car



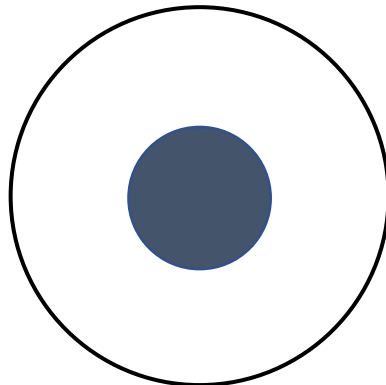
Opportunity size is in the top 5 (3/18 actions)

Willingness is moderate (52%) and carbon saving is high

Upfront costs are the key barriers and only a change in costs will encourage

Finance is the communication angle to use

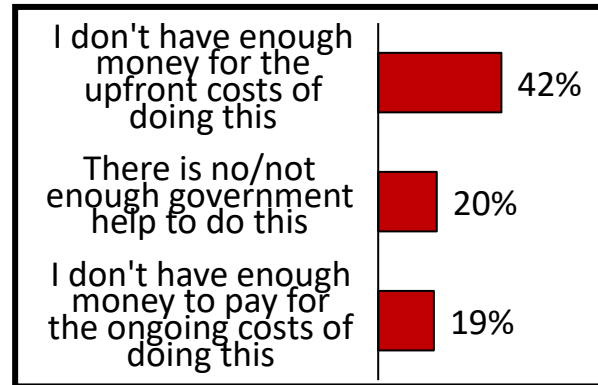
Size of opportunity (outer line reflects largest opportunity)



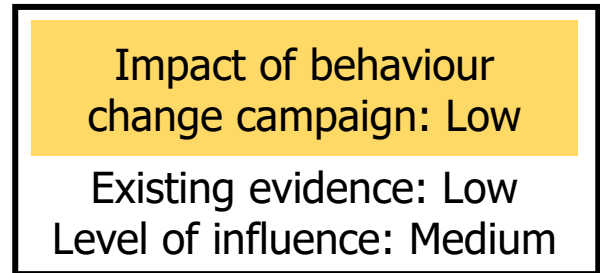
636.64 million kgCO₂e

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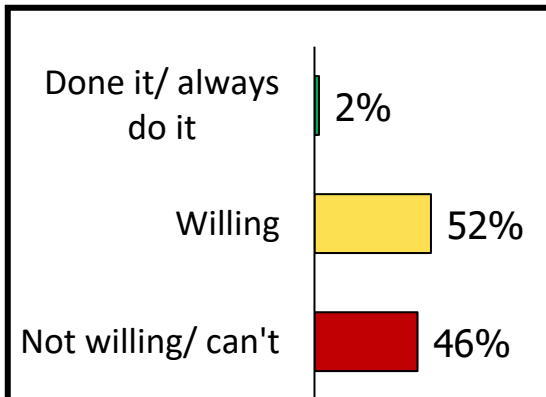
Key barriers (Base: 1567)



Behaviour change evidence

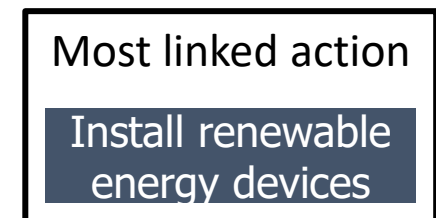
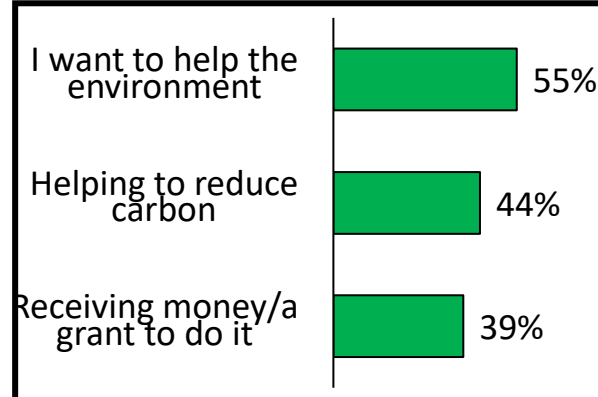


Willingness (Base: 3024)



Carbon saving for one person taking the action:
831.5 kgCO₂ equivalent annually

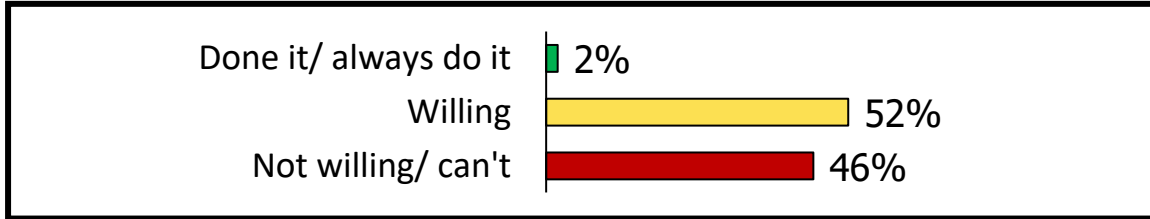
Key motivations (Base: 1567)



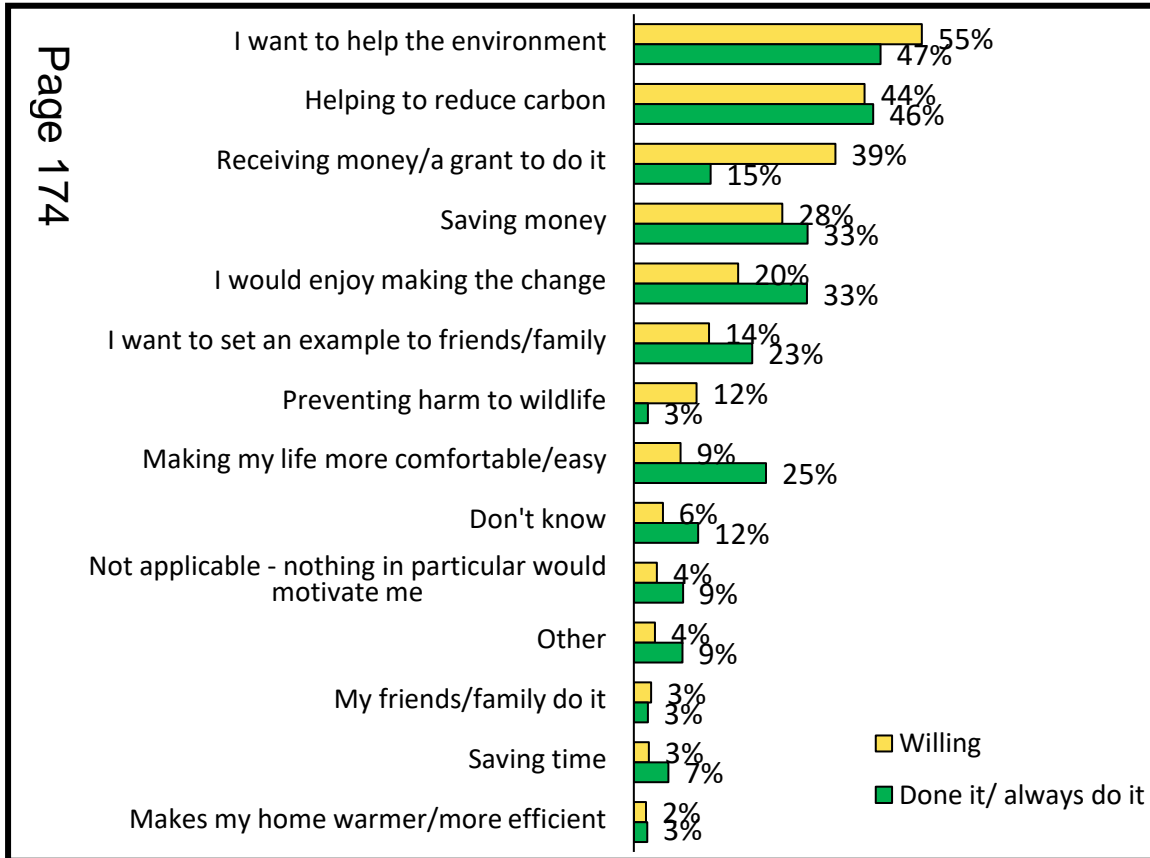


Buy/lease an electric car

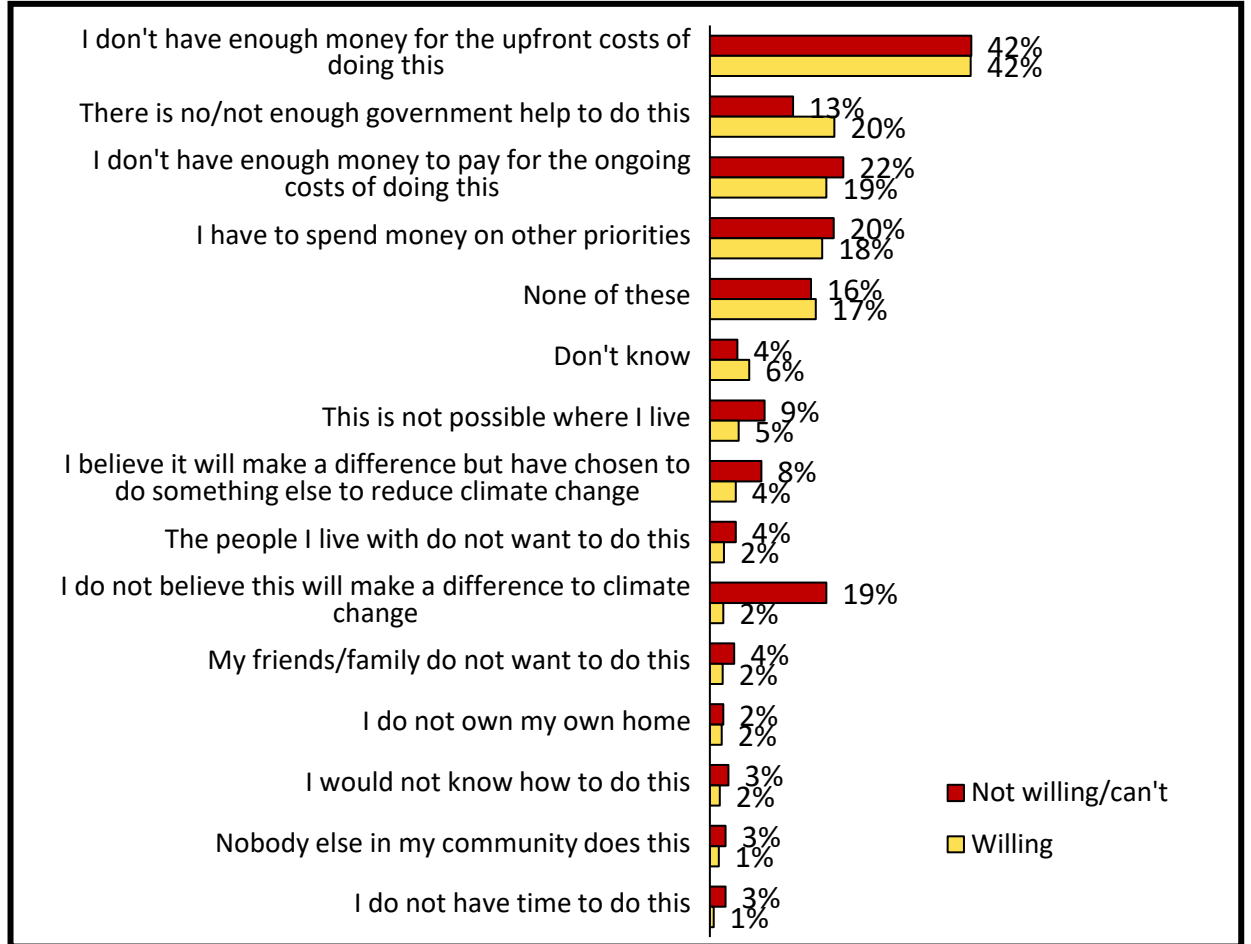
Willingness (Base: 3024)



Key motivations (Base: 1567, 72, multi-choice)



Key barriers (Base: 967, 1567, multi-choice)



Summary/key points

- Enjoying the change and wanting to set an example are key differences among those already owning electric cars
- Willing are more motivated by the environment but held back by costs

Buy/lease an electric car

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Invest in infrastructure
- Financial incentives that give immediate rewards
- Collective action
- Social norms

Existing evidence: Low
Level of influence: Medium

Case study

- Study into the adoption rates of electric cars in 400 US states with local incentives
 - Financial incentives closer to the point of sale are more attractive to potential customers than rewards that arrived later (i.e. a rebate raised sales by 4.8% compared to tax credit only raising sales by 2.3%);
 - Presence of public charging infrastructure has a strong influence on vehicle purchases decisions;
 - Promoting environmental awareness (USA, 2018)
- The use of electric vehicles can be incentivised by building on the belief that a group is capable of affecting change, include targeting communications at communities or framing individual electrical vehicles use as part of a collective endeavour
- Social norms can also be used to increase the uptake of electric vehicles through programmes that get people to experience electric vehicles, which have the benefit that people are then more likely to recommend them to others

Reference

Narassimhan & Johnson, [Driving modal shift from car to bus](#), 2018

Barth, M. et al. (2016) Still underdetected – Social norms and collective efficacy predict the acceptance of electric vehicles in Germany. *Transportation Research Part F: Traffic Psychology and Behaviour*, 37, pp. 64–77

Bühler, F. et al. (2014) Is EV experience related to EV acceptance? Results from a German field study. *Transportation Research Part F: Traffic Psychology and Behaviour*, 25, pp. 34-49

Action dashboard – Avoid flights by working from home/ conference/ video calls



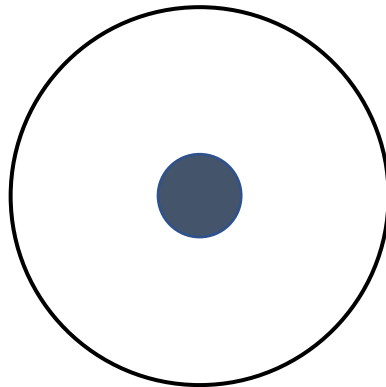
Opportunity size is high
(4/18 actions)

Willingness is low
(24%) and carbon
saving is moderate

People choose other
climate actions over
avoiding flights

Making it easier is key to
changing behaviour

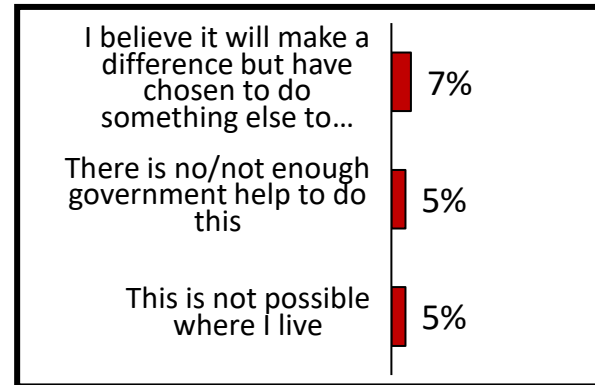
Size of opportunity
(outer line reflects largest opportunity)



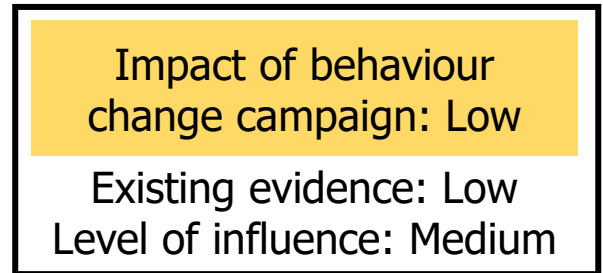
372.84
million
kgCO₂e

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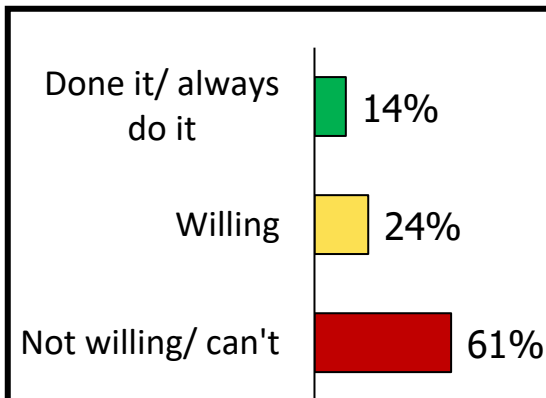
Key barriers (Base: 443)



Behaviour change evidence

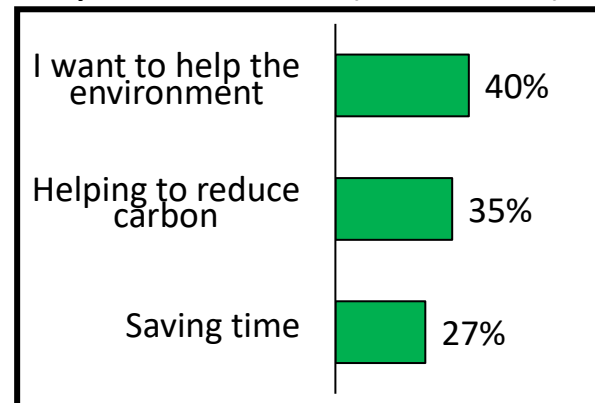


Willingness (Base: 3024)



Carbon saving for one person taking the action:
1055.07 kgCO₂ equivalent annually

Key motivations (Base: 443)



Best marketing approach

Easier

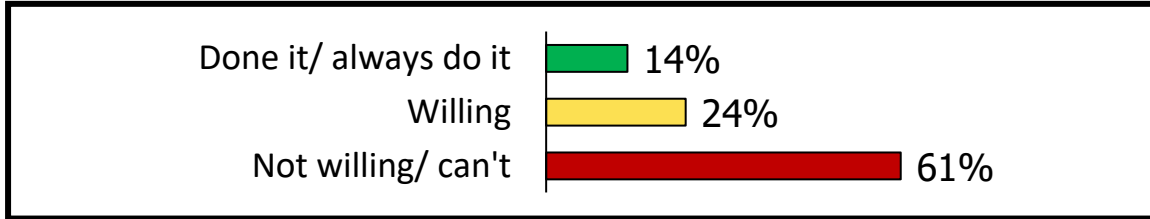
Most linked action

Avoid local travel – home /conference / video call

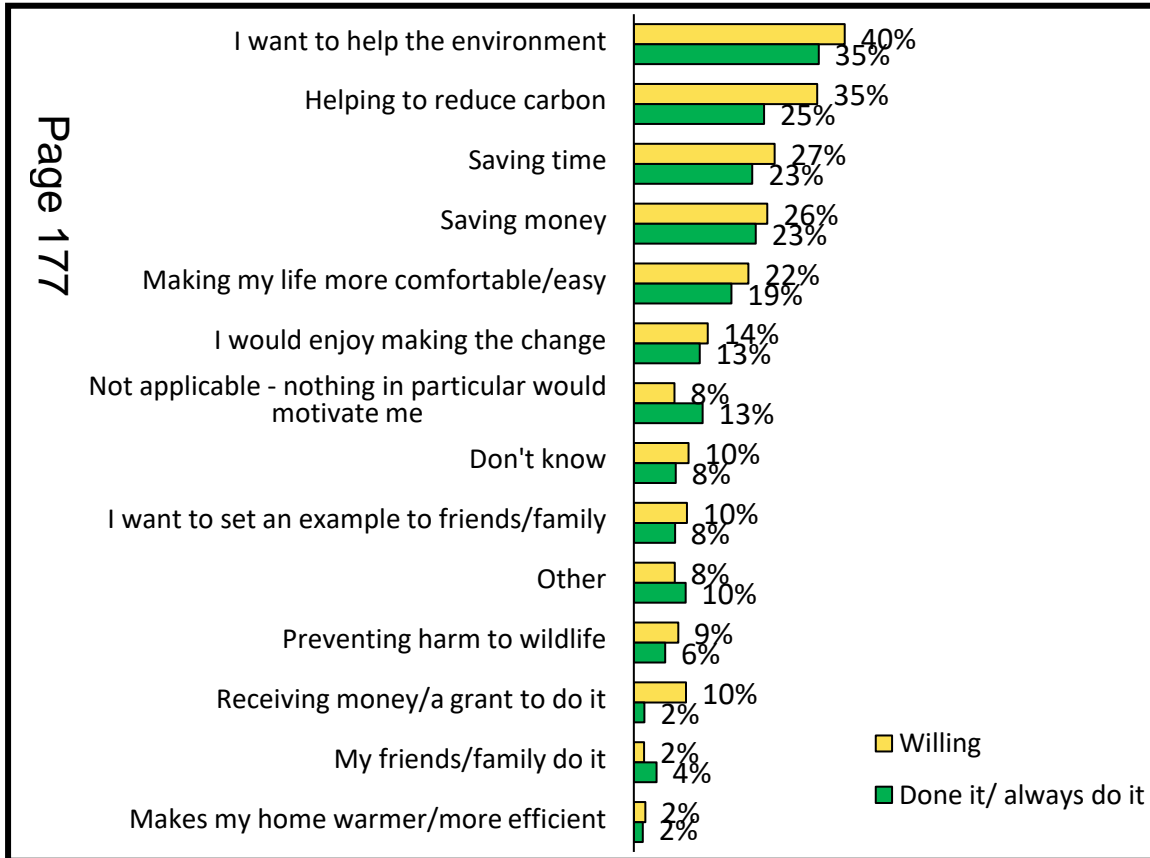
Avoid flights by working from home/conference/video calls



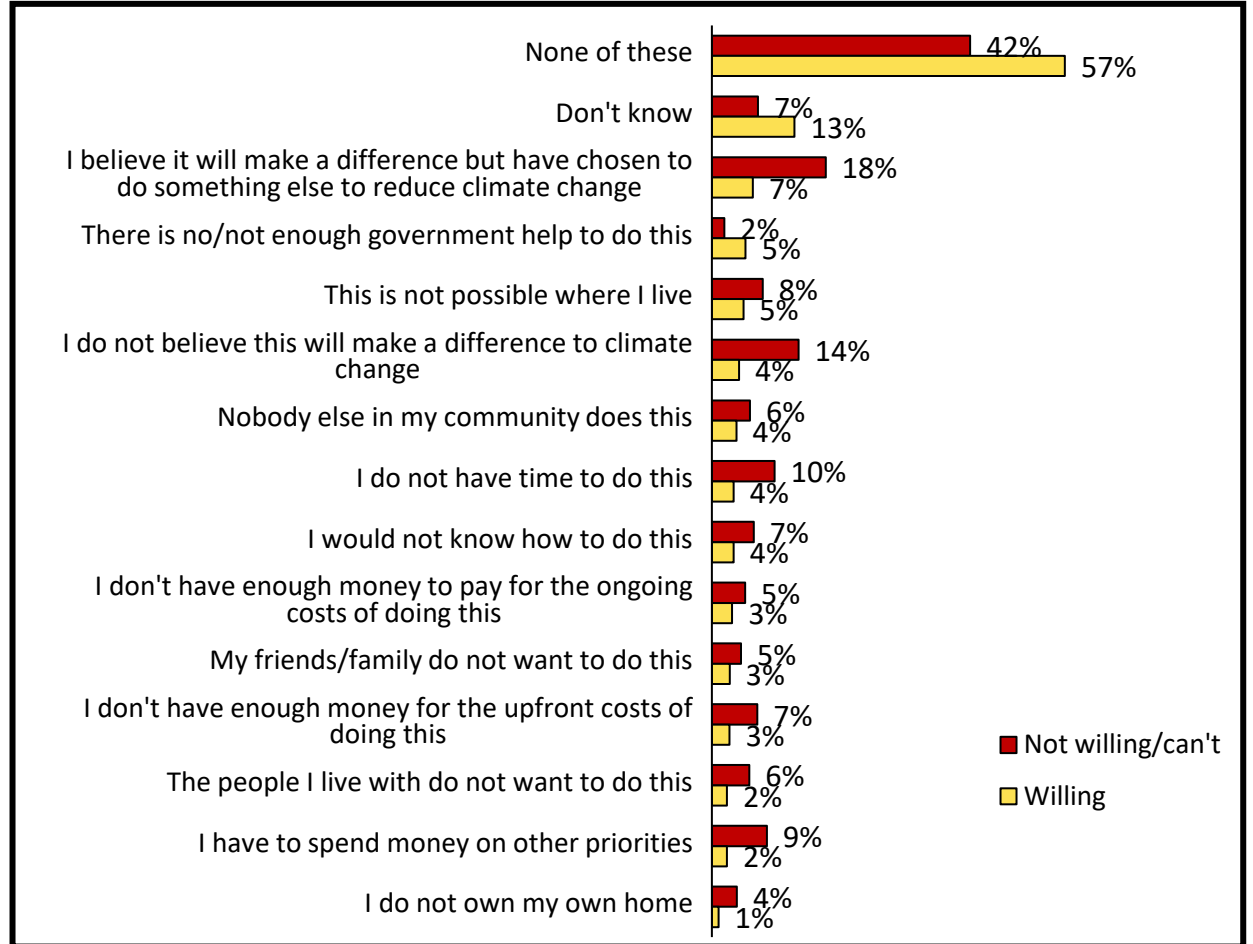
Willingness (Base: 1819)



Key motivations (Base: 443, 721, multi-choice)



Key barriers (Base: 145, 443, multi-choice)



Summary/key points

- Individuals are choosing other ways to reduce climate change due to lack of incentive to do otherwise

Avoid flights by working from home/conference/video calls

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Make it easy to see the impact of flying
- Identify the most effective communications to tackle known barriers to action

Existing evidence: Low
Level of influence: Medium

Case studies to reduce flights

- 'Flygskam' - flight shame and 'Tagskryt' - train brag is a campaign originating from Sweden to encourage reduction in air travel due to environmental impact. The impact of this campaign on social media through the hashtag #jagstannarpåmarken - #stayontheground is thought to be one of the reasons behind a 3% fall in domestic passenger numbers in 2018 (Sweden, 2019)
- Websites have made it easy to see the impact of flying on climate change by comparing to arctic ice melt and actions that can be done to mitigate effect

References

BBC, [Why 'flight shame' is making people swap planes for trains](https://shameplane.com), 2019
<https://shameplane.com>

Case studies to encourage offsetting flights

- Negative attitudes about carbon offsetting act as a barrier to purchasing. The most effective messages to boost voluntary carbon offsetting that were identified in this study were:
 - Effectiveness message: successful projects which have been implemented with funding raised through voluntary carbon offsets
 - Transparency message: percentage of passengers' contribution on each project was determined
 - Choice message: four projects with pictures and descriptions that the individual could choose to donate to (Australia, 2017)

Sunio & Schmöcker, [Improving carbon offsetting appeals in online airplane ticket purchasing: testing new messages, and using new test methods](#), 2017, Journal of Sustainable Tourism

Action dashboard – Avoid short haul flights by taking the train instead



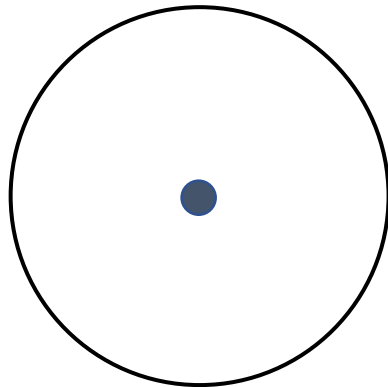
Opportunity size is moderate (6/18 actions)

Willingness is low (35%) and carbon saving is high

Time and money and the key restraints to this action

Financially viable alternatives are key

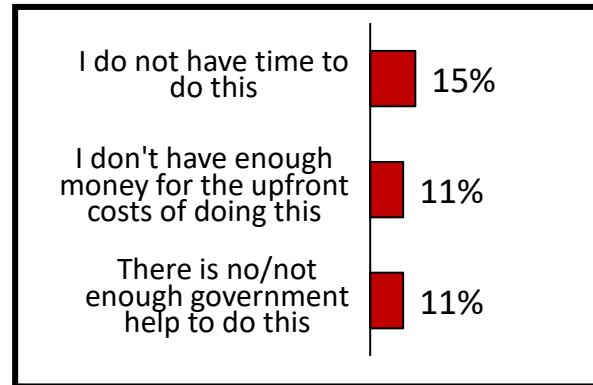
Size of opportunity (outer line reflects largest opportunity)



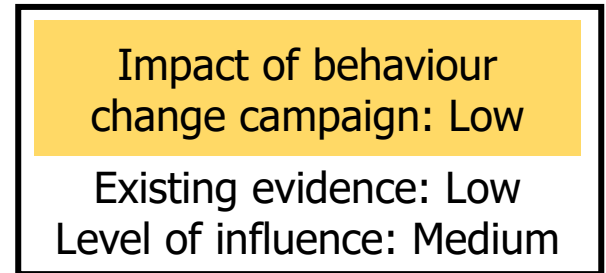
151.51 million kgCO₂e

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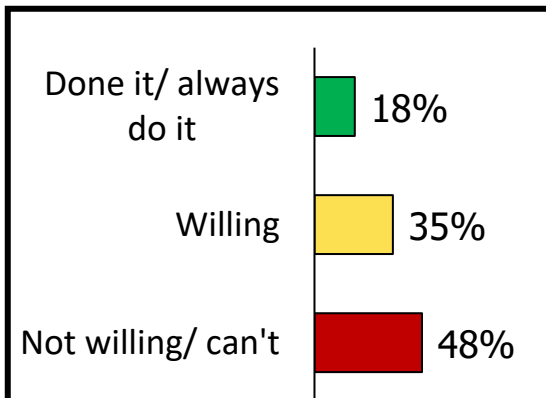
Key barriers (Base: 1041)



Behaviour change evidence

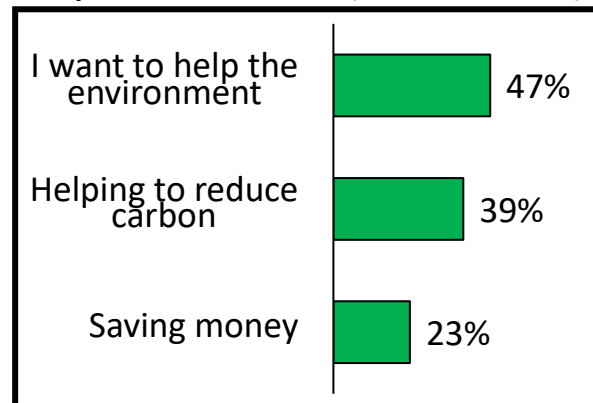


Willingness (Base: 3024)



Carbon saving for one person taking the action: 294 kgCO₂ equivalent annually

Key motivations (Base: 1041)



Best marketing approach

Financial

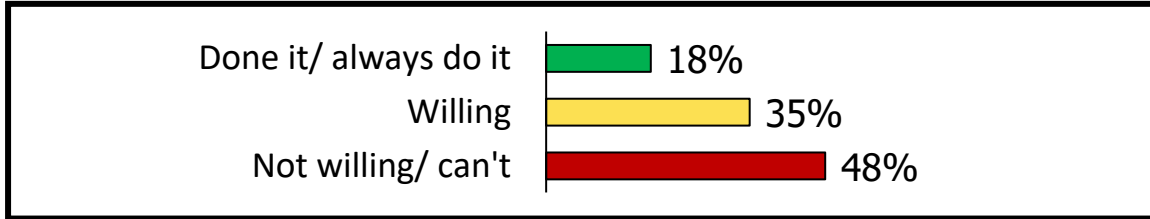
Most linked action

Avoid long haul flights by not travelling internationally

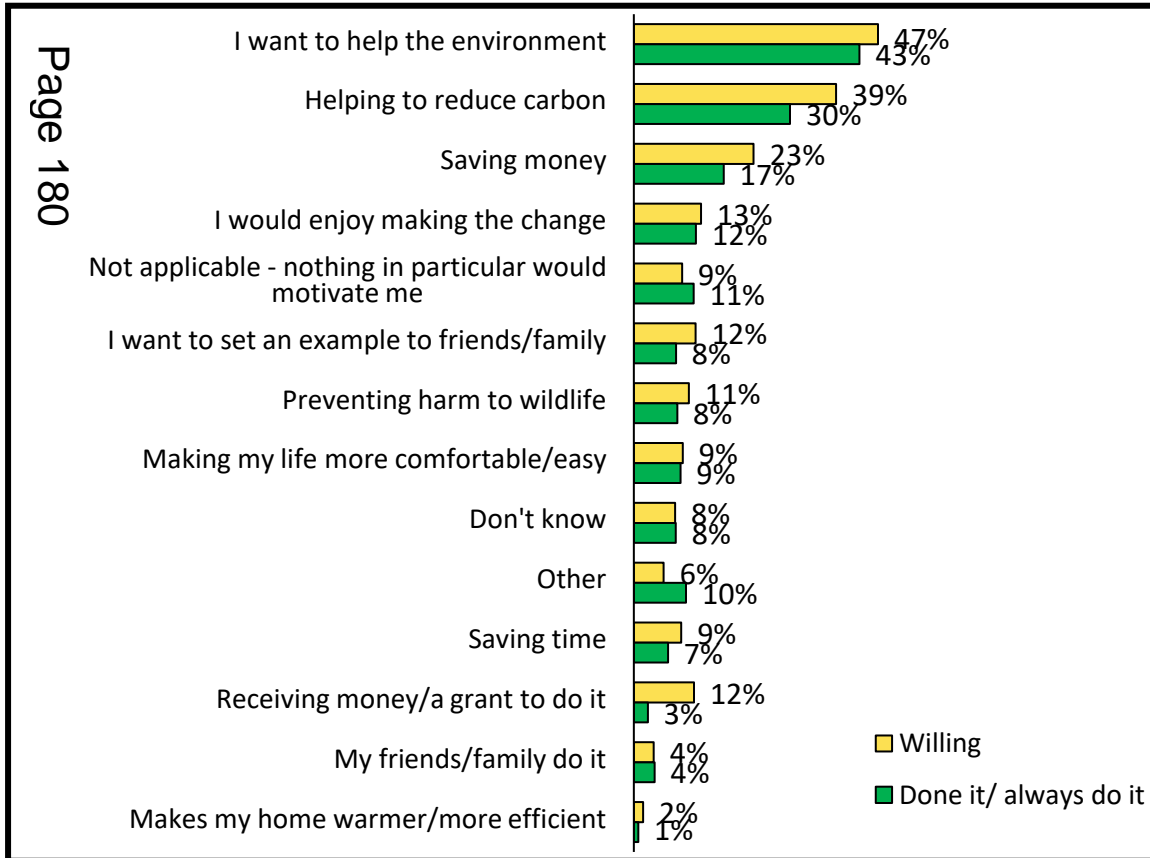


Avoid short haul flights by taking the train instead

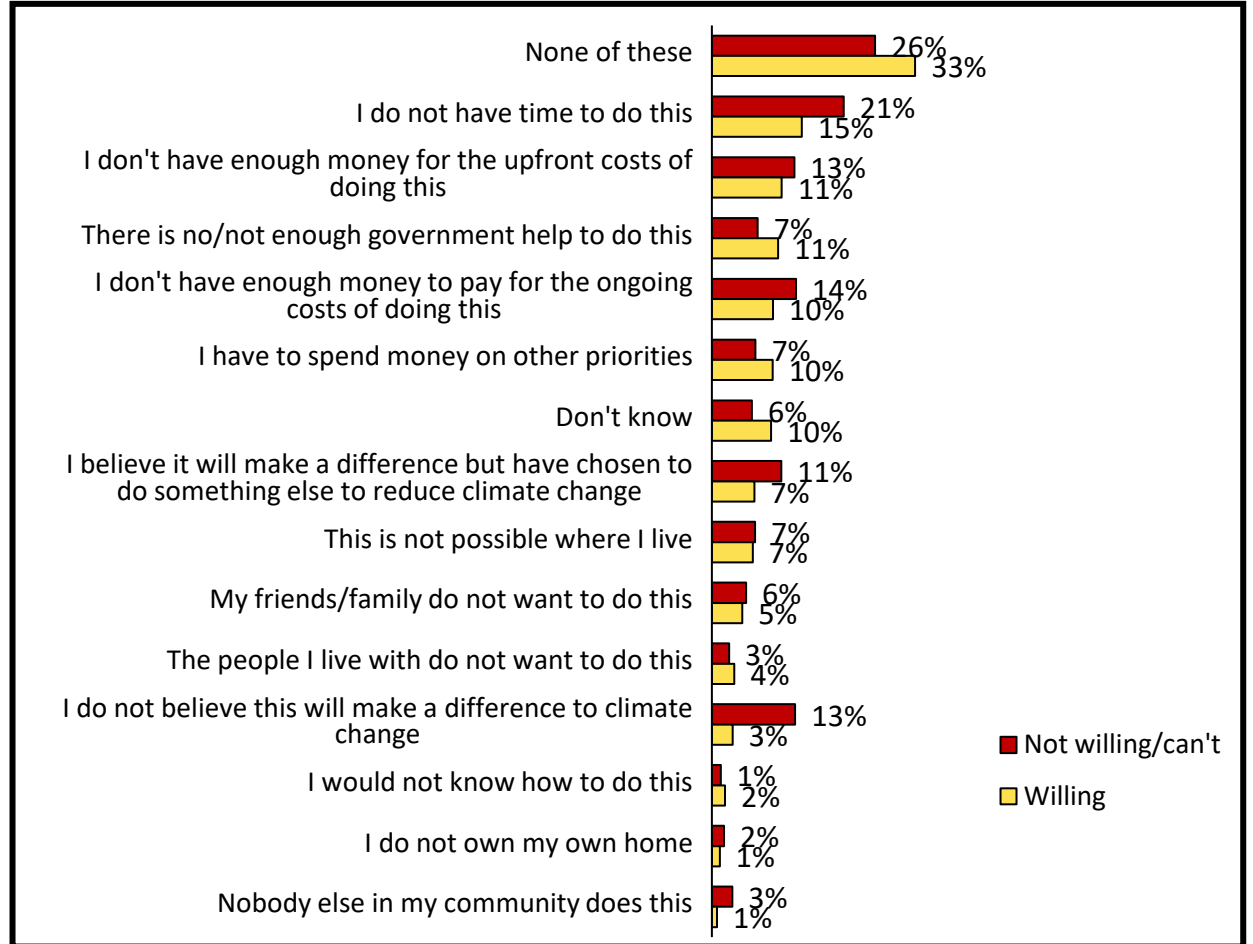
Willingness (Base: 3024)



Key motivations (Base: 1041, 1490, multi-choice)



Key barriers (Base: 502, 1041, multi-choice)



Summary/key points

- Motivations to avoid short haul flights are clearly environmental
- Time, cost and lack of incentive are the most important barriers for the willing

Avoid short haul flights by taking the train

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Make it easy to see the impact of flying
- Identify the most effective communications to tackle known barriers to action

Existing evidence: Low
Level of influence: Medium

Case studies to reduce flights

- 'Flygskam' - flight shame and 'Tagskryt' - train brag is a campaign originating from Sweden to encourage reduction in air travel due to environmental impact. The impact of this campaign on social media through the hashtag #jagstannarpåmarken - #stayontheground is thought to be one of the reasons behind a 3% fall in domestic passenger numbers in 2018 (Sweden, 2019)
- Websites have made it easy to see the impact of flying on climate change by comparing to arctic ice melt and actions that can be done to mitigate effect

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<https://shameplane.com>

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 - Choice message: four projects with pictures and descriptions that the individual could choose to donate to (Australia, 2017)

Sunio & Schmöcker, [Improving carbon offsetting appeals in online airplane ticket purchasing: testing new messages, and using new test methods](#), 2017, Journal of Sustainable Tourism

Action dashboard – Avoid long haul flights by choosing not to travel internationally



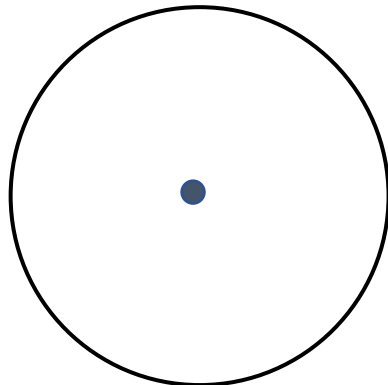
Opportunity size is moderate (8/18 actions)

Willingness is low (26%) and carbon saving is high

Choice is the key element of behaviour change – it often needs unanimity

Financially viable alternatives are key

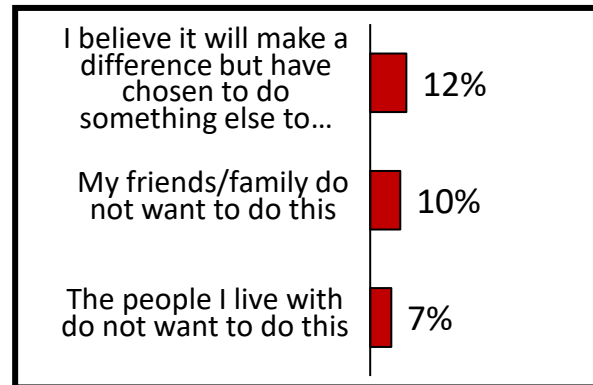
Size of opportunity (outer line reflects largest opportunity)



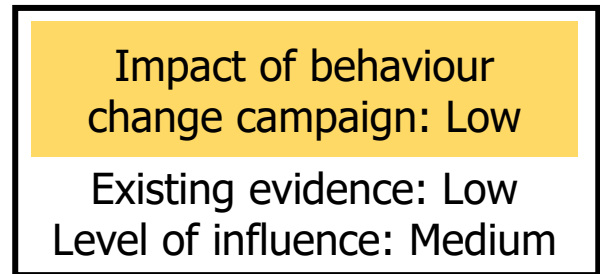
101.54 million kgCO₂e

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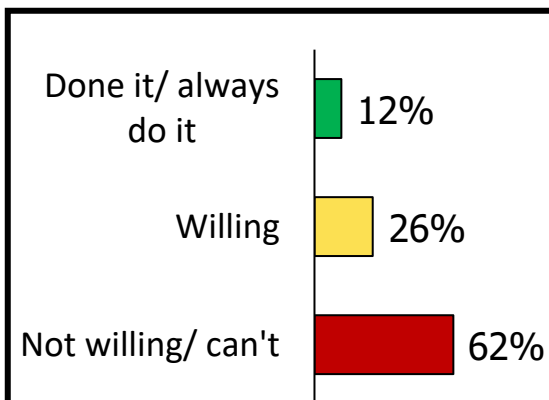
Key barriers (Base: 785)



Behaviour change evidence

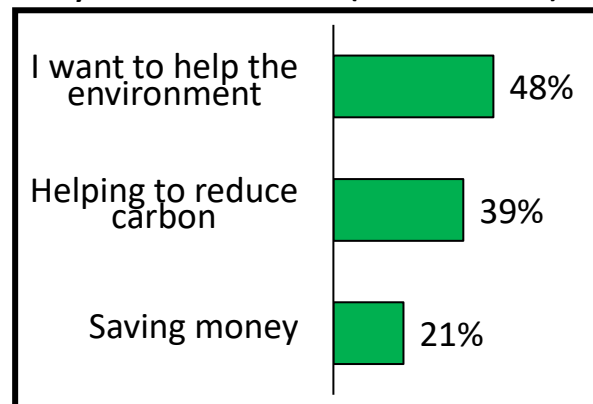


Willingness (Base: 3024)



Carbon saving for one person taking the action:
265 kgCO₂ equivalent annually

Key motivations (Base: 785)



Best marketing approach

Financial

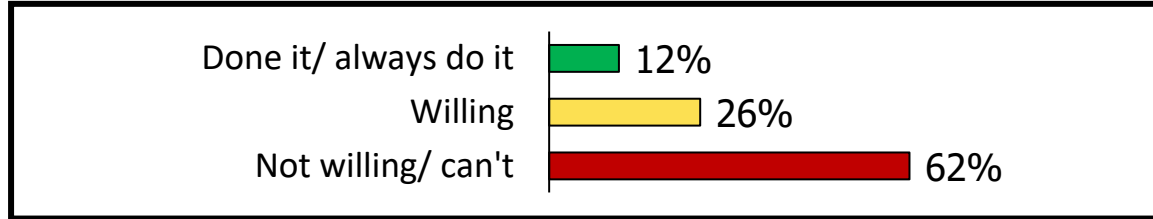
Most linked action

Avoid short haul flights by taking the train instead

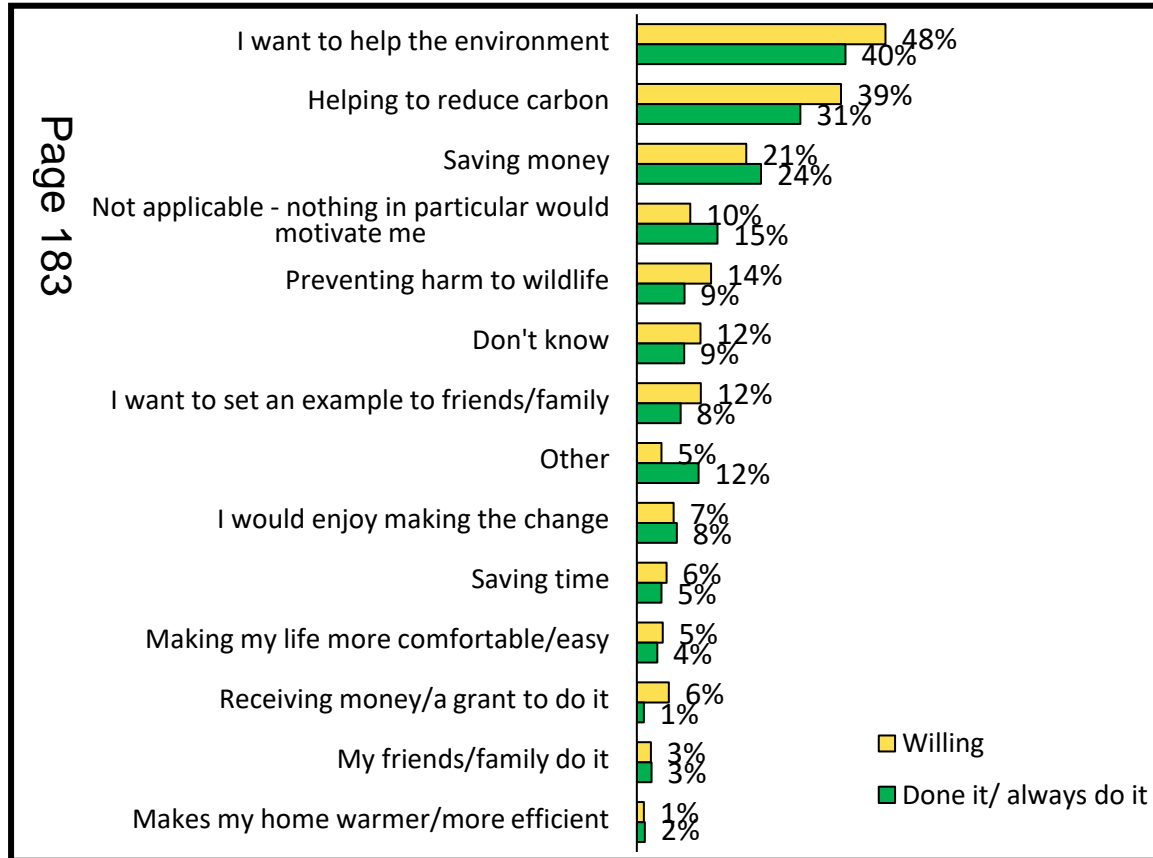


Avoid long haul flights by choosing not to travel internationally

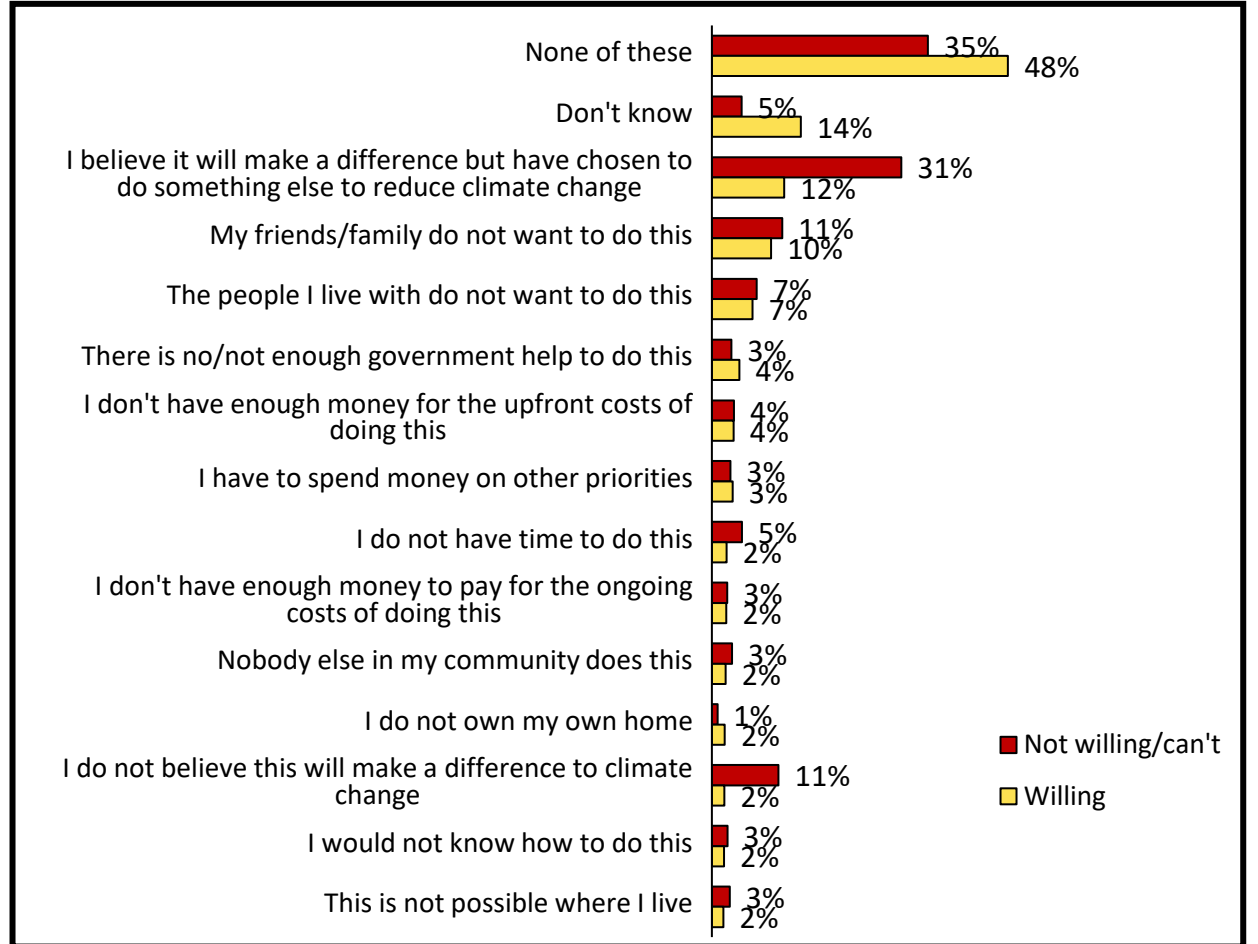
Willingness (Base: 3024)



Key motivations (Base: 785, 1409, multi-choice)



Key barriers (Base: 1189, 785, multi-choice)



Summary/key points

- Choosing alternatives (potentially less impactful) is a key barrier among the unwilling
- Social norms stand as a clear barrier

Avoid international flights by choosing not to travel internationally

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Make it easy to see the impact of flying
- Identify the most effective communications to tackle known barriers to action

Existing evidence: Low
Level of influence: Medium

Case studies to reduce flights

- 'Flygskam' - flight shame and 'Tagskryt' - train brag is a campaign originating from Sweden to encourage reduction in air travel due to environmental impact. The impact of this campaign on social media through the hashtag #jagstannarpåmarken - #stayontheground is thought to be one of the reasons behind a 3% fall in domestic passenger numbers in 2018 (Sweden, 2019)
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<https://shameplane.com>

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 - Transparency message: percentage of passengers' contribution on each project was determined
 - Choice message: four projects with pictures and descriptions that the individual could choose to donate to (Australia, 2017)

Sunio & Schmöcker, [Improving carbon offsetting appeals in online airplane ticket purchasing: testing new messages, and using new test methods](#), 2017, Journal of Sustainable Tourism

Action dashboard – Avoid local travel by working from home/ conference/ video calls



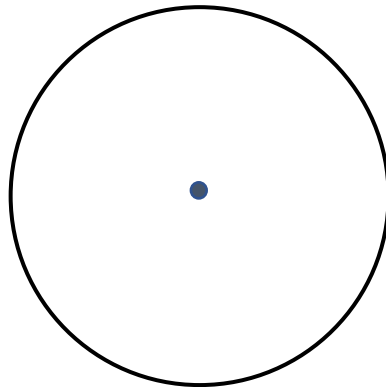
Opportunity size is moderate (12/18 actions)

Willingness is moderate (47%), CO² saving moderate

Motivations are around saving money, time and the environment

Evidence is weak on the best approach to take

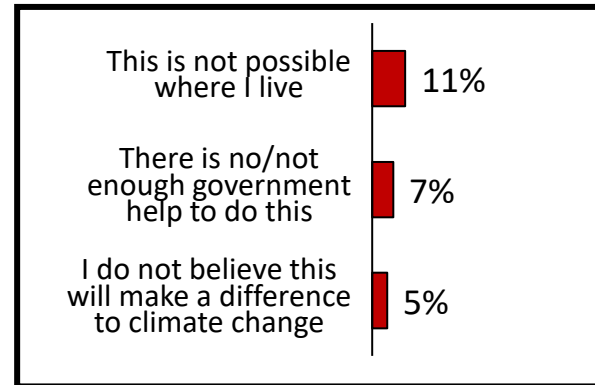
Size of opportunity (outer line reflects largest opportunity)



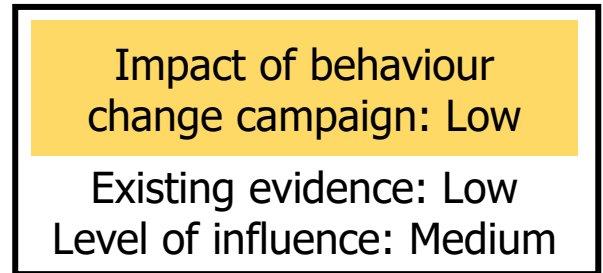
70.59 million kgCO₂e

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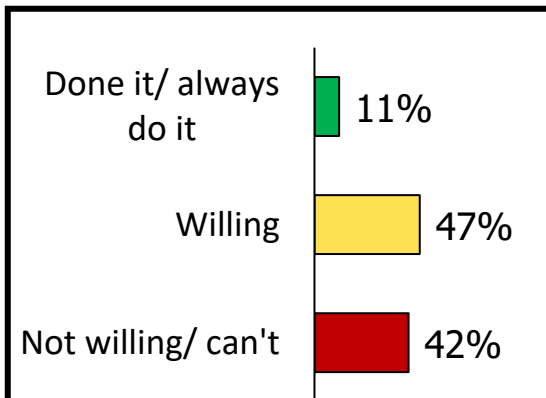
Key barriers (Base: 850)



Behaviour change evidence

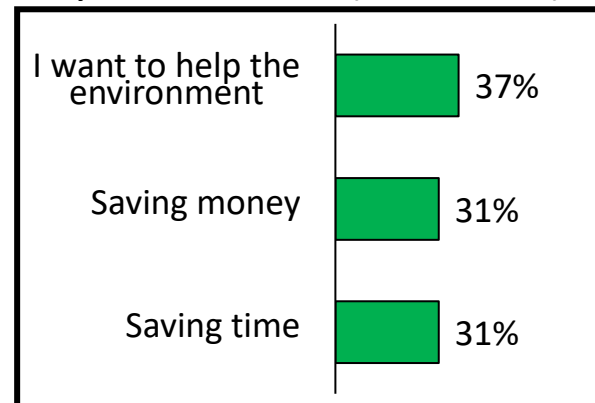


Willingness (Base: 3024)



Carbon saving for one person taking the action: 102 kgCO₂ equivalent annually

Key motivations (Base: 850)



Best marketing approach

Not determined

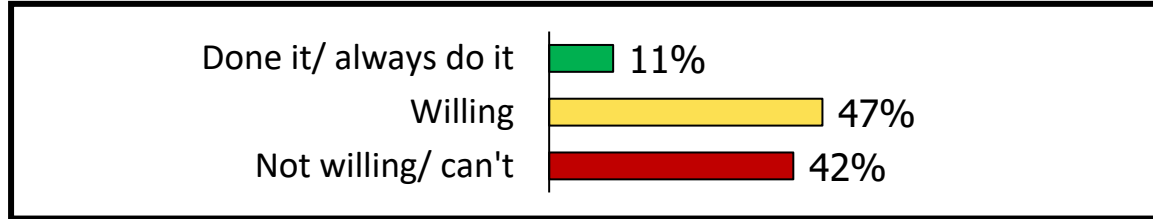
Most linked action

Avoid flights by working at home / conference/ video calls

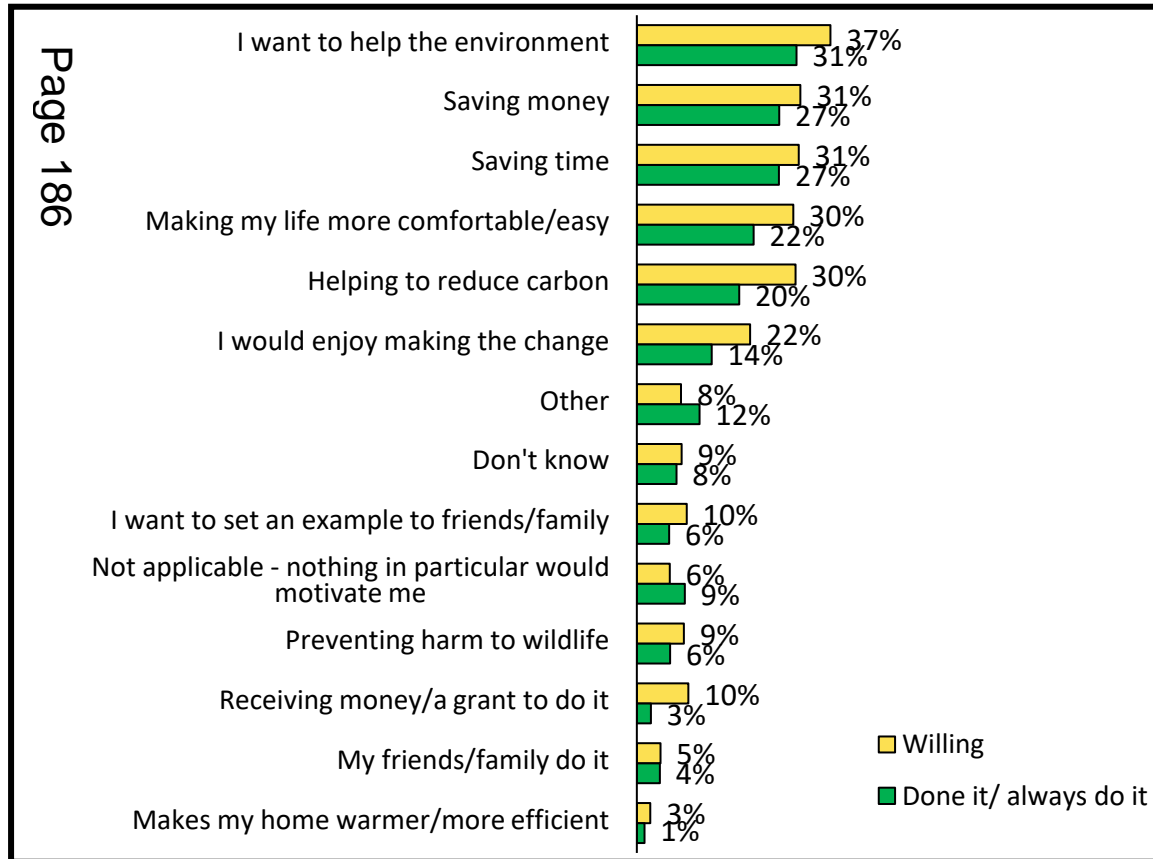


Avoid local travel by working from home/conference/video calls

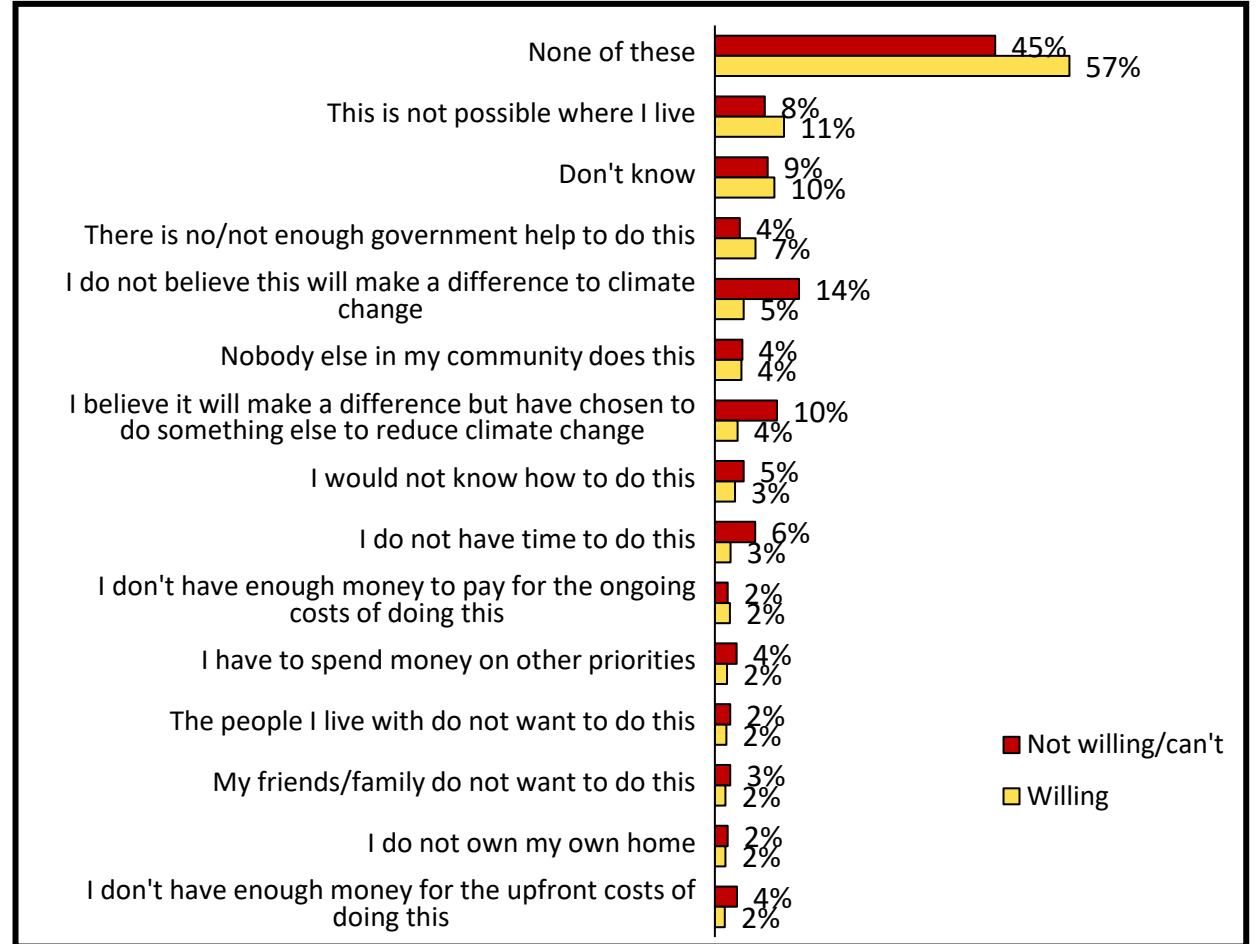
Willingness (Base: 1819)



Key motivations (Base: 850, 1003, multi-choice)



Key barriers (Base: 194, 850, multi-choice)



Summary/key points

- There are many strong motivations to avoid travel by working from home
- (From verbatim analysis) resistance via lack of technology or permission are key barriers. COVID-19 is reducing those barriers

Avoid local travel by working from home/conference/video calls (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives
- Use moments of change to ensure intervention is timely – e.g. use road closures as an opportunity to suggest more sustainable forms of transport

Existing evidence: High
Level of influence: High

Best evidence – Control trial

- Encouraging use of sustainable transport (car sharing, public transport and cycling) for employees at Heathrow. Interventions used:
 - Letters/emails with call to actions, testimonials, opportunity cost made salient, easy steps to participation, matching to other co-workers (car sharing only), free tickets (public transport only) and follow up/reminders
 - Personalised commuter plan
 - 'Try a bike on us' scheme

There was no significant effect of the interventions in the scheme however this could be due to:

- Informal interventions already being conducted in setting, so they were unable to gain 'quick wins'
- Lack of timely interventions (see below)
- Lack of pairing behaviour change with more direct measures such as improvements to infrastructure, incentives and regulation (UK, 2017)

References

[An Evaluation of Low Cost Workplace-Based Interventions to Encourage Use of Sustainable Transport](#), 2017, Behavioural Insights Team

Avoid local travel by working from home/conference/video calls (2)

Impact of behaviour
change campaign:
High



Case study for making information easy to understand

- By displaying fuel efficiency in terms of litres of fuel saved per 100 miles of driving (rather than as an increase in the number of miles per litre of fuel) individuals were able to conceptualise the efficiency of different vehicles and the cost of alternative travel choices more accurately (UK, 2008)

References

Thaler and Sunstein, Nudge: Improving Decisions about Health, Wealth, and Happiness, 2008

Case study: Greener Journeys

- Targeted various groups to reduce driving and promote public transport use:

- Car drivers
 - targeted 'moments of pain' e.g. parking, petrol stations;
 - targeted those with good bus routes;
 - gave out free vouchers to car drivers. Redeemers of free bus vouchers were 21% more likely to use the bus again in the next few months.
- Encourage young people to delay driving
 - created a new tool called 'how much does it cost to drive'. Good engagement on social media with 21% agreeing they could do better things with their money after using the tool



[Driving modal shift from car to bus](#), 2013

Case study for using role models

- High profile individuals acting in ways that help to tackle climate change can help to normalise such behaviour. For example, in London the Mayor's vision is for cycling in London to "be a normal part of everyday life, something people hardly think about and feel comfortable doing in ordinary clothes."

<https://www.london.gov.uk/what-we-do/transport/cycling-and-walking/mayors-vision-cycling>

Avoid local travel by working from home/conference/video calls (3)

Impact of behaviour
change campaign:
High



Case studies for timely interventions

- Route choices made by London commuters before and after tube strikes in February 2014 were investigated. More than 5% of commuters changed travel route permanently once normal service resumed (UK, 2014)
- After a major ride to work day event people were more likely to continue riding to work. More than one in four (27%) of those who rode to work for the first time as part of the event were still riding to work five months after the event (Australia, 2007)
- Frequent drivers who changed to public transport during a 8-day freeway closure continued to use public transport more frequently one year after the closure than did those drivers who did not change to public transport during the closure (Japan, 2003)

References

- Locom et al., [The Benefits of Forced Experimentation: Striking Evidence from the London Underground Network](#), 2017
- Rose & Marfurt, [Travel behaviour change impacts of a major ride to work day event](#), 2007
- Fujii & Garling, [Development of script-based travel mode choice after forced change](#), 2003

Case studies for incentivising travel in off-peak times

- Stanford University offers commuters who arrive at its notoriously congested campus in off-peak times a chance to win cash prizes in a daily lottery (USA, 2015)
- In Bangalore commute times for those leaving after 7:30am are about 1.5-2 times longer than the average commute for those who leave before that time. An incentive scheme called INSTANT rewarded commuters with entries into a weekly raffle according to their arrival time, with less congested arrival times receiving more credits. 14,000 commuters took part and with the number of participants traveling before the peak shifting from 21% to 34% (India, 2009)

- Zhu et al., [Reducing road congestion through incentives: a case study](#), 2015
- [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 33



Action dashboard – Reduce car/taxi use by using public transport

Opportunity size is moderate (13/18 actions)

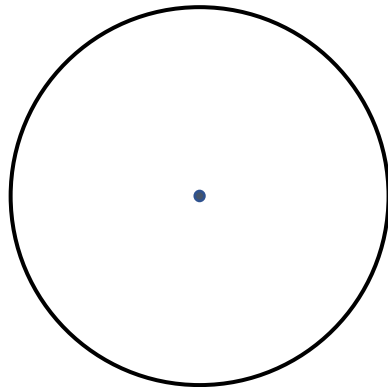
Willingness is moderate (41%) and carbon saving is low

Having time and being able to do it in the local area are the key barriers

Making it easier or obvious is the best angle to use

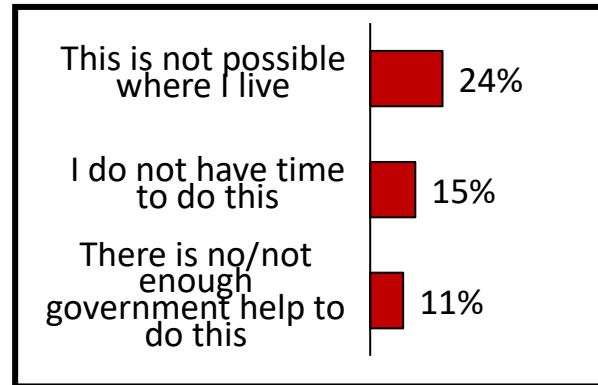
Page 190

Size of opportunity (outer line reflects largest opportunity)

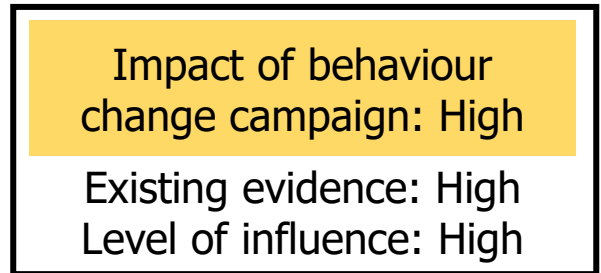


44.67 million kgCO₂e

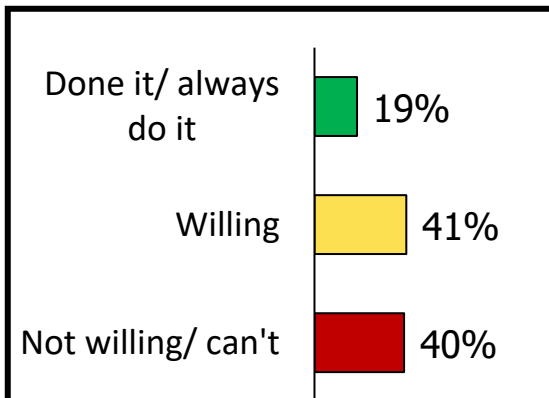
Key barriers (Base: 1233)



Behaviour change evidence

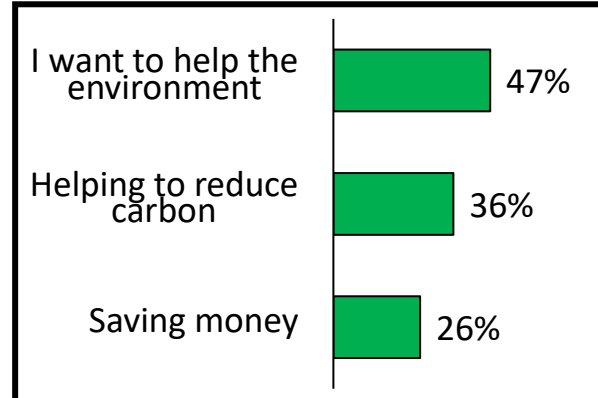


Willingness (Base: 3024)



Carbon saving for one person taking the action: 74 kgCO₂ equivalent annually

Key motivations (Base: 1233)



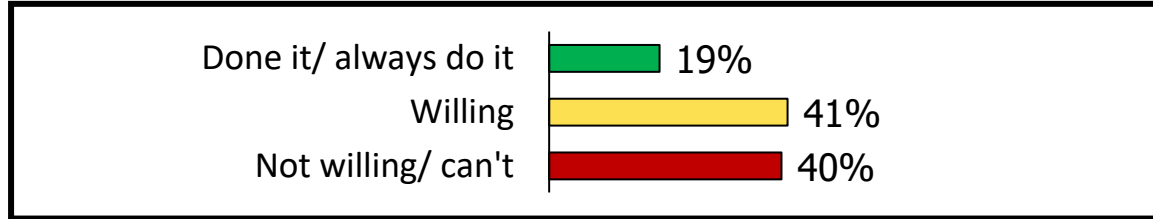
Best marketing approach
Easier

Most linked action
Reduce use by using active transport

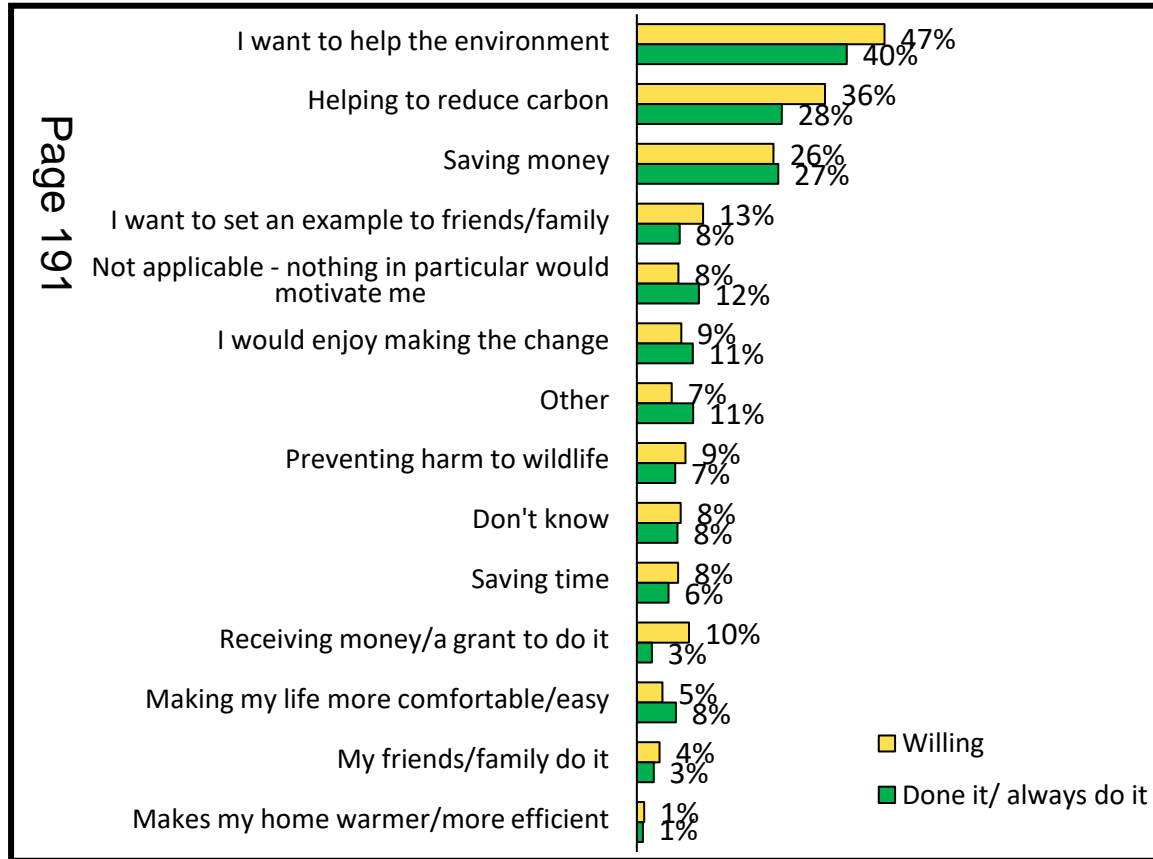


Reduce car/taxi use by using public transport

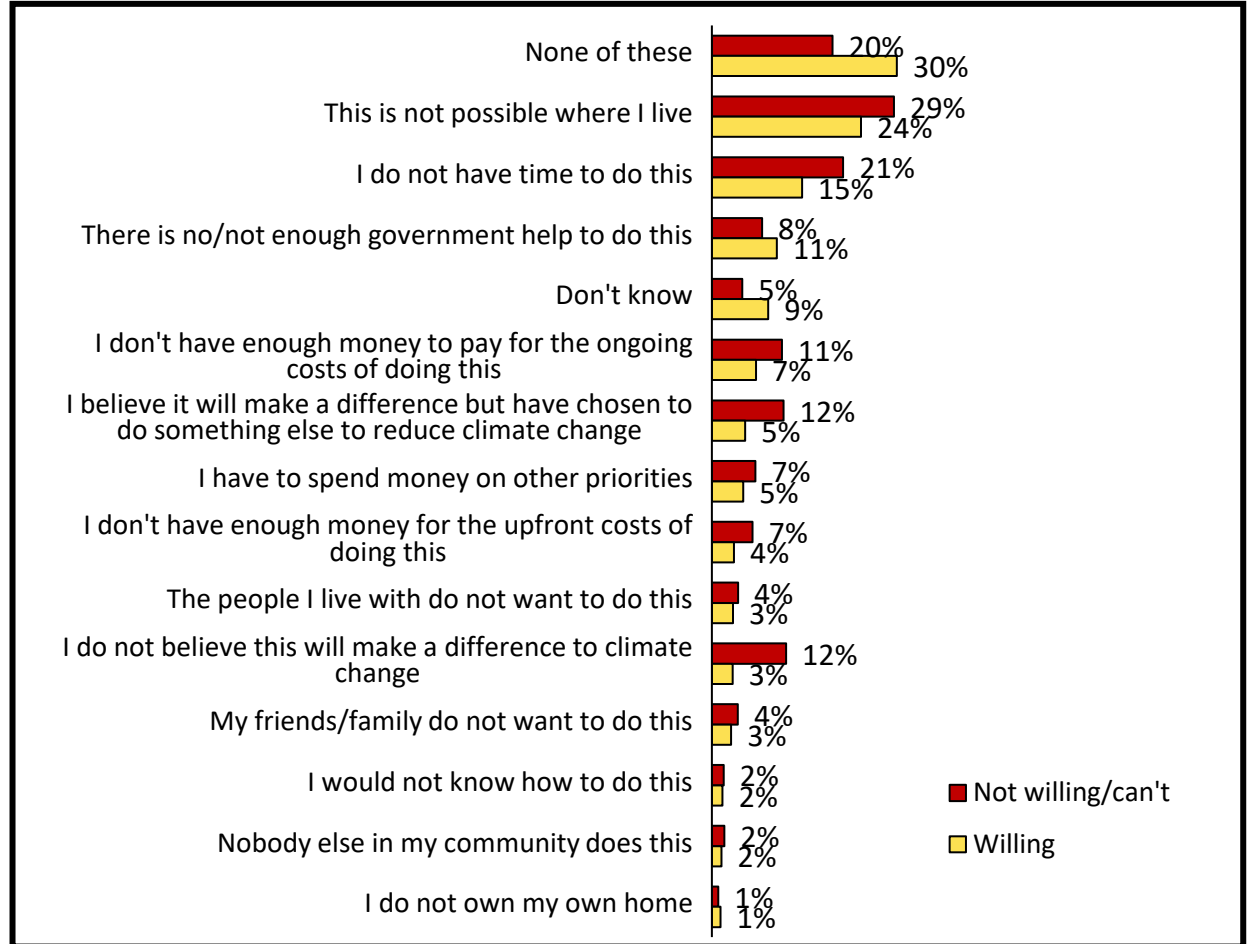
Willingness (Base: 3024)



Key motivations (Base: 1233, 2146, multi-choice)



Key barriers (Base: 935, 1233, multi-choice)



Summary/key points

- Unlocking the ability to take public transport in a time efficient way is the most important factor. Keeping costs low is also key.

Reduce car/taxi use by using public transport (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives
- Use moments of change to ensure intervention is timely – e.g. use road closures as an opportunity to suggest more sustainable forms of transport

Existing evidence: High
Level of influence: High

Best evidence – Control trial

- Encouraging use of sustainable transport (car sharing, public transport and cycling) for employees at Heathrow. Interventions used:
 - Letters/emails with call to actions, testimonials, opportunity cost made salient, easy steps to participation, matching to other co-workers (car sharing only), free tickets (public transport only) and follow up/reminders
 - Personalised commuter plan
 - 'Try a bike on us' scheme

There was no significant effect of the interventions in the scheme however this could be due to:

- Informal interventions already being conducted in setting, so they were unable to gain 'quick wins'
- Lack of timely interventions (see below)
- Lack of pairing behaviour change with more direct measures such as improvements to infrastructure, incentives and regulation (UK, 2017)

References

[An Evaluation of Low Cost Workplace-Based Interventions to Encourage Use of Sustainable Transport](#), 2017, Behavioural Insights Team

Reduce car/taxi use by using public transport (2)

Impact of behaviour
change campaign:
High



Case study for making information easy to understand

- By displaying fuel efficiency in terms of litres of fuel saved per 100 miles of driving (rather than as an increase in the number of miles per litre of fuel) individuals were able to conceptualise the efficiency of different vehicles and the cost of alternative travel choices more accurately (UK, 2008)

References

Thaler and Sunstein, Nudge: Improving Decisions about Health, Wealth, and Happiness, 2008

Case study: Greener Journeys

- Targeted various groups to reduce driving and promote public transport use:
 - Car drivers
 - targeted 'moments of pain' e.g. parking, petrol stations;
 - targeted those with good bus routes;
 - gave out free vouchers to car drivers. Redeemers of free bus vouchers were 21% more likely to use the bus again in the next few months.
 - Encourage young people to delay driving
 - created a new tool called 'how much does it cost to drive'. Good engagement on social media with 21% agreeing they could do better things with their money after using the tool



[Driving modal shift from car to bus](#), 2013

Case study for using role models

- High profile individuals acting in ways that help to tackle climate change can help to normalise such behaviour. For example, in London the Mayor's vision is for cycling in London to "be a normal part of everyday life, something people hardly think about and feel comfortable doing in ordinary clothes."

<https://www.london.gov.uk/what-we-do/transport/cycling-and-walking/mayors-vision-cycling>

Reduce car/taxi use by using public transport (3)

Impact of behaviour
change campaign:
High



Case studies for timely interventions

- Route choices made by London commuters before and after tube strikes in February 2014 were investigated. More than 5% of commuters changed travel route permanently once normal service resumed (UK, 2014)
- After a major ride to work day event people were more likely to continue riding to work. More than one in four (27%) of those who rode to work for the first time as part of the event were still riding to work five months after the event (Australia, 2007)
- Frequent drivers who changed to public transport during a 8-day freeway closure continued to use public transport more frequently one year after the closure than did those drivers who did not change to public transport during the closure (Japan, 2003)

References

- Larcom et al., [The Benefits of Forced Experimentation: Striking Evidence from the London Underground Network](#), 2017
- Rose & Marfurt, [Travel behaviour change impacts of a major ride to work day event](#), 2007
- Fujii & Garling, [Development of script-based travel mode choice after forced change](#), 2003

Case studies for incentivising travel in off-peak times

- Stanford University offers commuters who arrive at its notoriously congested campus in off-peak times a chance to win cash prizes in a daily lottery (USA, 2015)
- In Bangalore commute times for those leaving after 7:30am are about 1.5-2 times longer than the average commute for those who leave before that time. An incentive scheme called INSTANT rewarded commuters with entries into a weekly raffle according to their arrival time, with less congested arrival times receiving more credits. 14,000 commuters took part and with the number of participants traveling before the peak shifting from 21% to 34% (India, 2009)

- Zhu et al., [Reducing road congestion through incentives: a case study](#), 2015
- [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 33



Action dashboard – Reduce car/taxi use by using active forms of transport

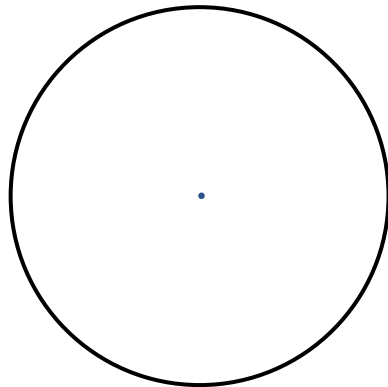
Opportunity size is in the bottom 5 (16/18 actions)

Willingness is moderate (48%) and carbon saving is low

Having time and being able to do it in the local area are the key barriers

Making it easier or obvious is the best angle to use

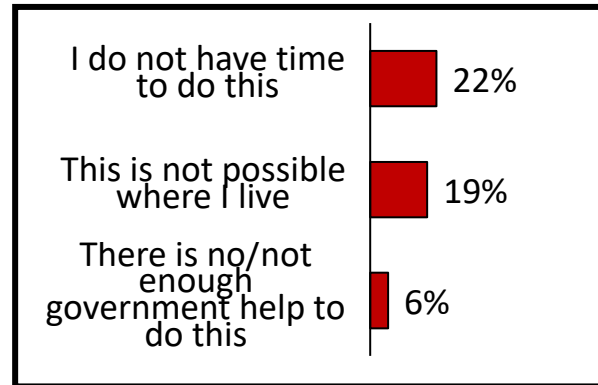
Size of opportunity (outer line reflects largest opportunity)



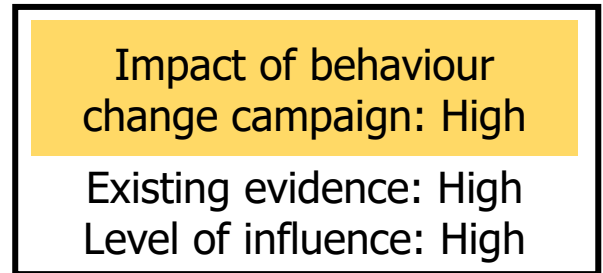
15.55 million kgCO₂e

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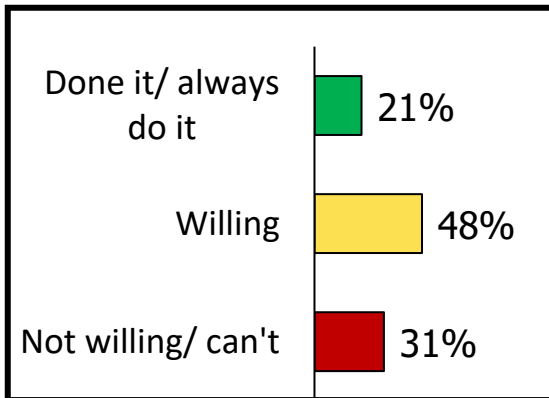
Key barriers (Base: 1461)



Behaviour change evidence

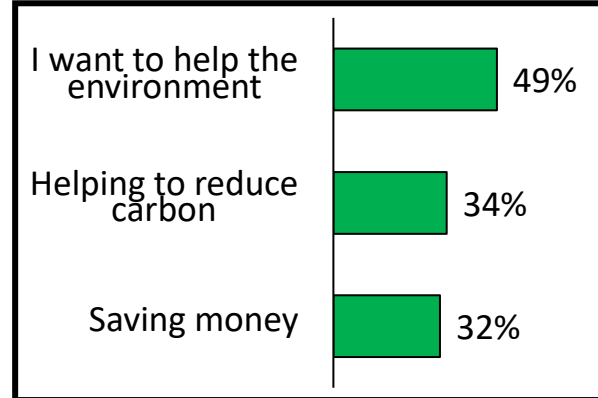


Willingness (Base: 3024)



Carbon saving for one person taking the action: 22 kgCO₂ equivalent annually

Key motivations (Base: 1461)



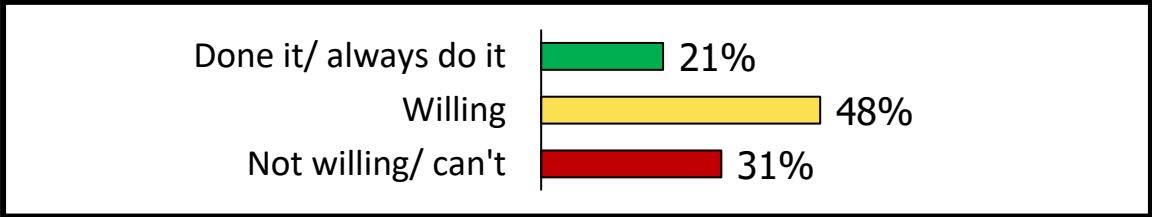
Best marketing approach
Easier

Most linked action
Reduce use by using public transport

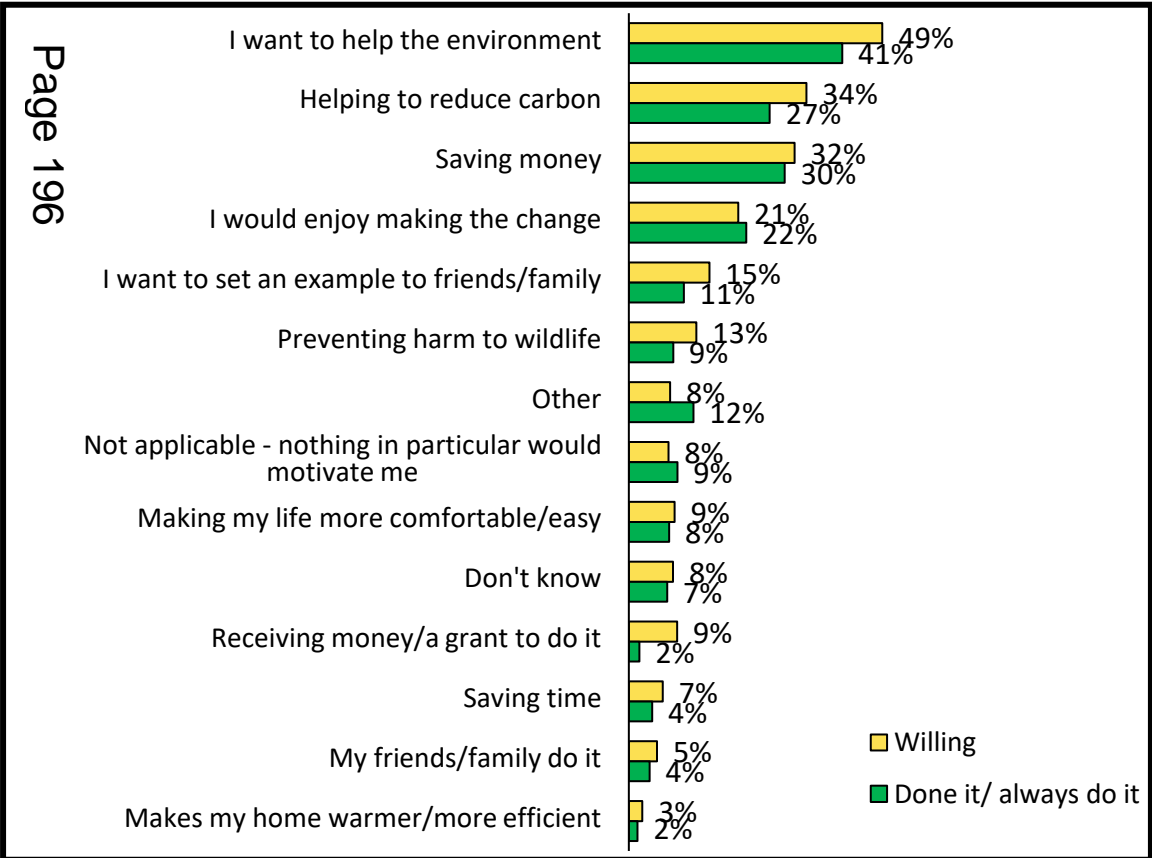


Reduce car/taxi use by using active forms of transport (e.g. walking, cycling)

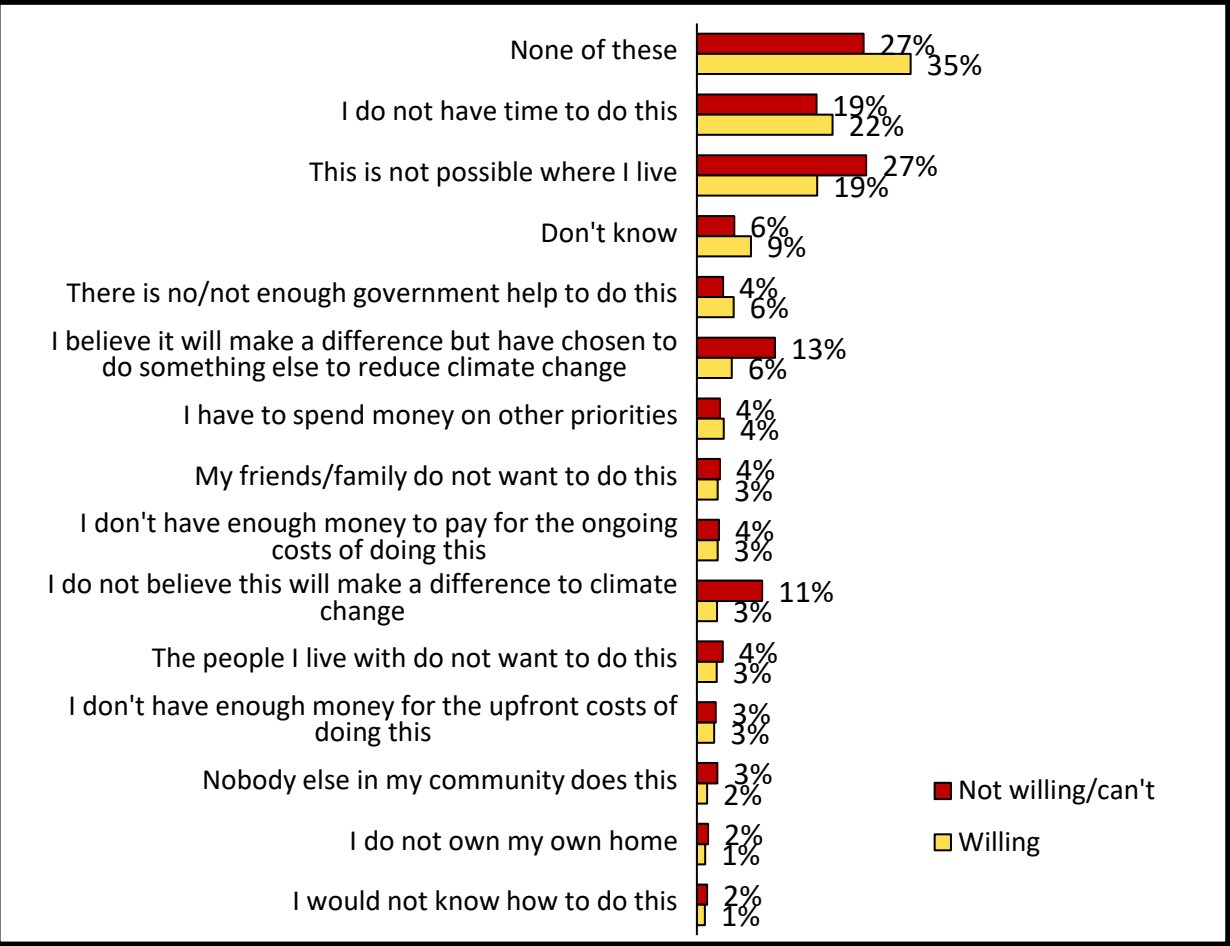
Willingness (Base: 3024)



Key motivations (Base: 1461, 2427, multi-choice)



Key barriers (Base: 710, 1461, multi-choice)



Summary/key points

- Environmental concerns (tempered by time) are key to converting the willing
- Promote local walking and cycling routes with clear timings

Reduce car/taxi use by using active forms of transport (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Gain quick wins through low-cost interventions e.g. letters and emails with call to actions, testimonials, easy steps to participation and incentives
- Use moments of change to ensure intervention is timely – e.g. use road closures as an opportunity to suggest more sustainable forms of transport

Existing evidence: High
Level of influence: High

Best evidence – Control trial

- Page 197
- Encouraging use of sustainable transport (car sharing, public transport and cycling) for employees at Heathrow. Interventions used:
 - Letters/emails with call to actions, testimonials, opportunity cost made salient, easy steps to participation, matching to other co-workers (car sharing only), free tickets (public transport only) and follow up/reminders
 - Personalised commuter plan
 - 'Try a bike on us' scheme

There was no significant effect of the interventions in the scheme however this could be due to:

- Informal interventions already being conducted in setting, so they were unable to gain 'quick wins'
- Lack of timely interventions (see below)
- Lack of pairing behaviour change with more direct measures such as improvements to infrastructure, incentives and regulation (UK, 2017)

References

[An Evaluation of Low Cost Workplace-Based Interventions to Encourage Use of Sustainable Transport](#), 2017, Behavioural Insights Team

Reduce car/taxi use by using active forms of transport (2)

Impact of behaviour
change campaign:
High



Case study for making information easy to understand

- By displaying fuel efficiency in terms of litres of fuel saved per 100 miles of driving (rather than as an increase in the number of miles per litre of fuel) individuals were able to conceptualise the efficiency of different vehicles and the cost of alternative travel choices more accurately (UK, 2008)

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Thaler and Sunstein, Nudge: Improving Decisions about Health, Wealth, and Happiness, 2008

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 - targeted 'moments of pain' e.g. parking, petrol stations;
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 - gave out free vouchers to car drivers. Redeemers of free bus vouchers were 21% more likely to use the bus again in the next few months.
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 - created a new tool called 'how much does it cost to drive'. Good engagement on social media with 21% agreeing they could do better things with their money after using the tool



[Driving modal shift from car to bus](#), 2013

Case study for using role models

- High profile individuals acting in ways that help to tackle climate change can help to normalise such behaviour. For example, in London the Mayor's vision is for cycling in London to "be a normal part of everyday life, something people hardly think about and feel comfortable doing in ordinary clothes."

<https://www.london.gov.uk/what-we-do/transport/cycling-and-walking/mayors-vision-cycling>

Reduce car/taxi use by using active forms of transport (3)

Impact of behaviour
change campaign:
High



Case studies for timely interventions

- Route choices made by London commuters before and after tube strikes in February 2014 were investigated. More than 5% of commuters changed travel route permanently once normal service resumed (UK, 2014)
- After a major ride to work day event people were more likely to continue riding to work. More than one in four (27%) of those who rode to work for the first time as part of the event were still riding to work five months after the event (Australia, 2007)
- Frequent drivers who changed to public transport during an 8-day freeway closure continued to use public transport more frequently one year after the closure than did those drivers who did not change to public transport during the closure (Japan, 2003)

References

- LaCom et al., [The Benefits of Forced Experimentation: Striking Evidence from the London Underground Network](#), 2017
- Rose & Marfurt, [Travel behaviour change impacts of a major ride to work day event](#), 2007
- Fuji & Garling, [Development of script-based travel mode choice after forced change](#), 2003

Case studies for incentivising travel in off-peak times

- Stanford University offers commuters who arrive at its notoriously congested campus in off-peak times a chance to win cash prizes in a daily lottery (USA, 2015)
- In Bangalore commute times for those leaving after 7:30am are about 1.5-2 times longer than the average commute for those who leave before that time. An incentive scheme called INSTANT rewarded commuters with entries into a weekly raffle according to their arrival time, with less congested arrival times receiving more credits. 14,000 commuters took part and with the number of participants traveling before the peak shifting from 21% to 34% (India, 2009)

- Zhu et al., [Reducing road congestion through incentives: a case study](#), 2015
- [Consuming differently, consuming sustainably: behavioural insights for policymaking](#) 2017, page 33

Action summaries – Sustainable food



Area summary: Sustainable food



Reduce food waste

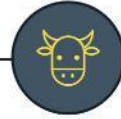
Opportunity Size
(millions of kg CO2 annually)

136

Willingness to take action	Ease of Behaviour change	Level of influence
40%	Medium	Medium

What evidence suggests you should do...

Environmental restructuring. Use of social norms. Information provision



Reduce meat consumption

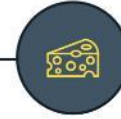
Opportunity Size
(millions of kg CO2 annually)

84

Willingness to take action	Ease of Behaviour change	Level of influence
38%	High	Medium

What evidence suggests you should do...

Environmental restructuring to promote reduced meat/dairy consumption. Promoting self-monitoring and self-regulation.



Reduce dairy consumption

Opportunity Size
(millions of kg CO2 annually)

76

Willingness to take action	Ease of Behaviour change	Level of influence
38%	High	Medium

What evidence suggests you should do...

Environmental restructuring to promote reduced meat/dairy consumption. Promoting self-monitoring and self-regulation.



Buy locally produced food

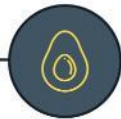
Opportunity Size
(millions of kg CO2 annually)

17

Willingness to take action	Ease of Behaviour change	Level of influence
78%	Medium	Medium

What evidence suggests you should do...

Make 'locally produced' labels salient when food shopping. Make it easy e.g. promoting 'rules of thumb'. Role models



Make ethical food choices

Willingness to take action	Ease of Behaviour change	Level of influence
66%	Medium	Medium

What evidence suggests you should do...

Promote knowledge, social norms and availability.

Action dashboard – Reduce food waste



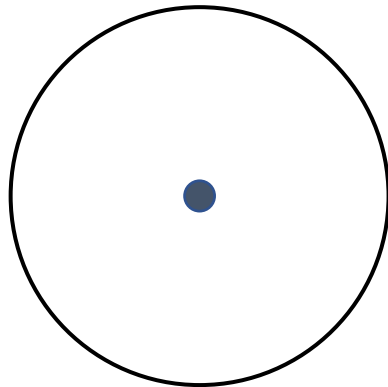
Opportunity size is moderate (7/18 actions)

Willingness is moderate (40%), CO² saving is high

Few acknowledged barriers and a desire to help the environment

Research shows overconfidence in how well people reduce waste

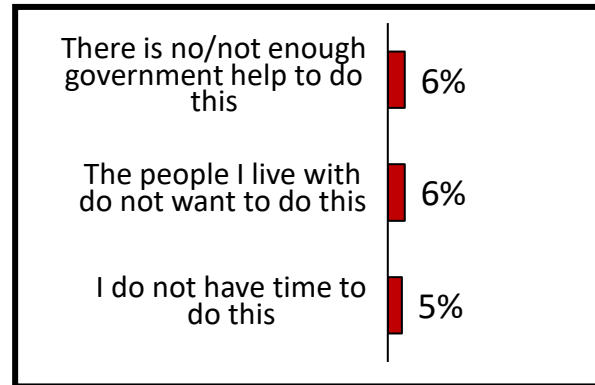
Size of opportunity (outer line reflects largest opportunity)



135.46 million kgCO₂e

Page 202

Key barriers (Base: 1187)



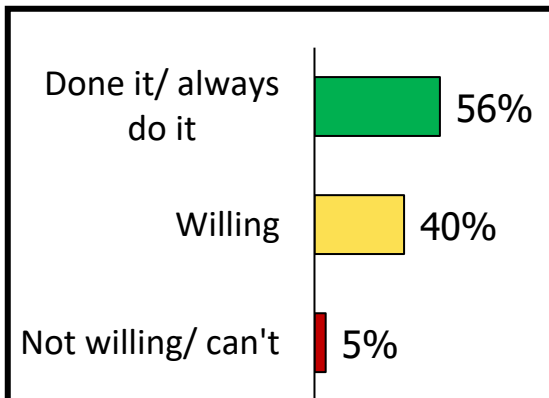
Behaviour change evidence

Impact of behaviour change campaign: Medium

Existing evidence: High

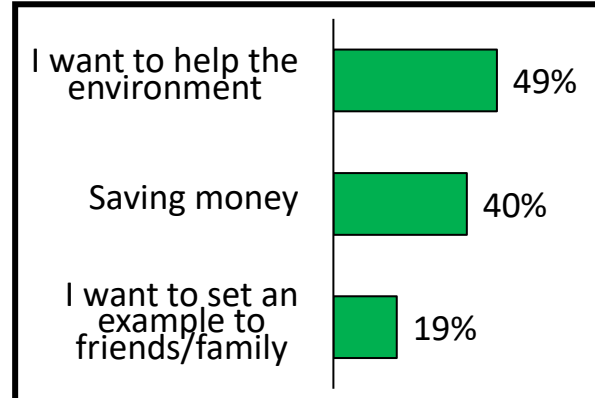
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 230 kgCO₂ equivalent annually

Key motivations (Base: 1187)



Best marketing approach

Not determined

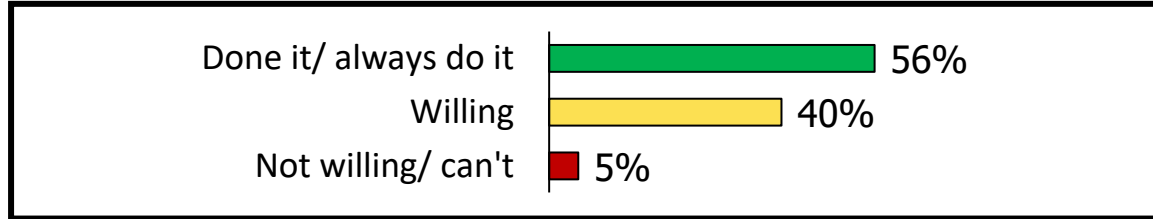
Most linked action

Reduce use of plastics

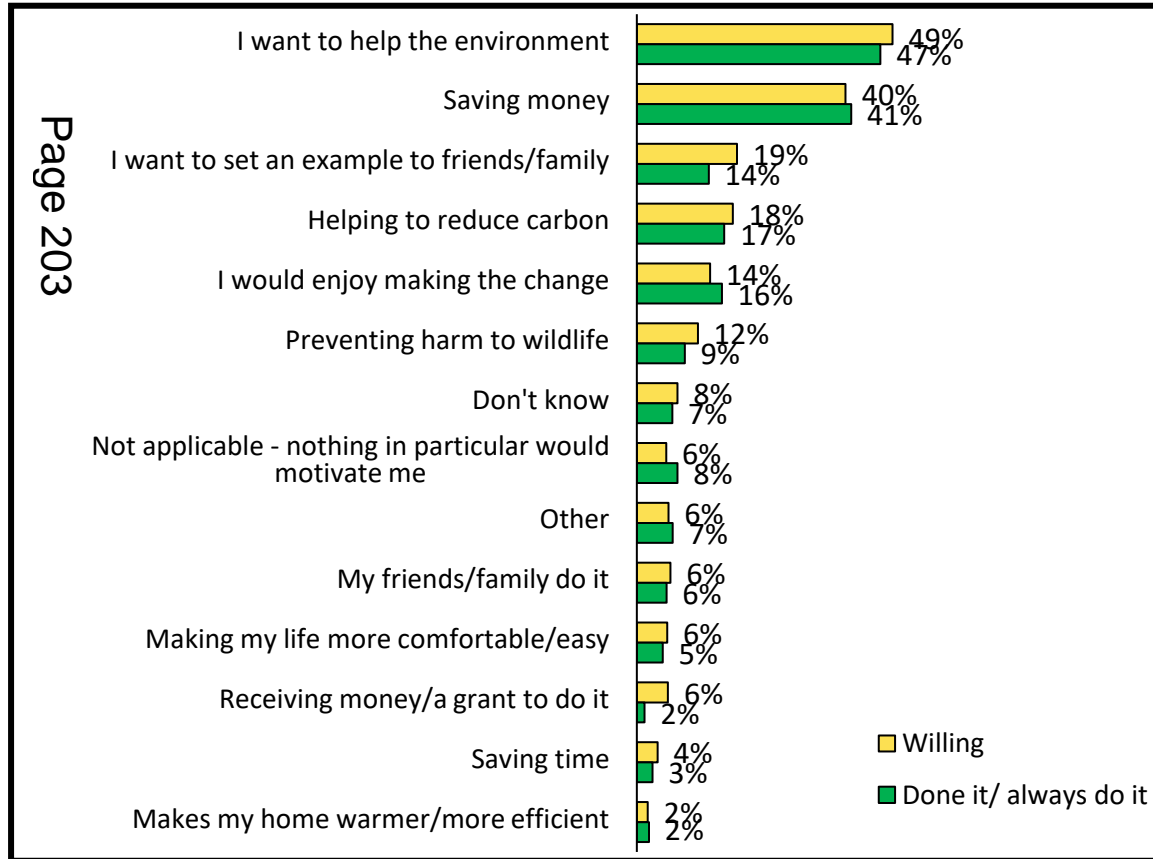
Reduce food waste



Willingness (Base: 3024)

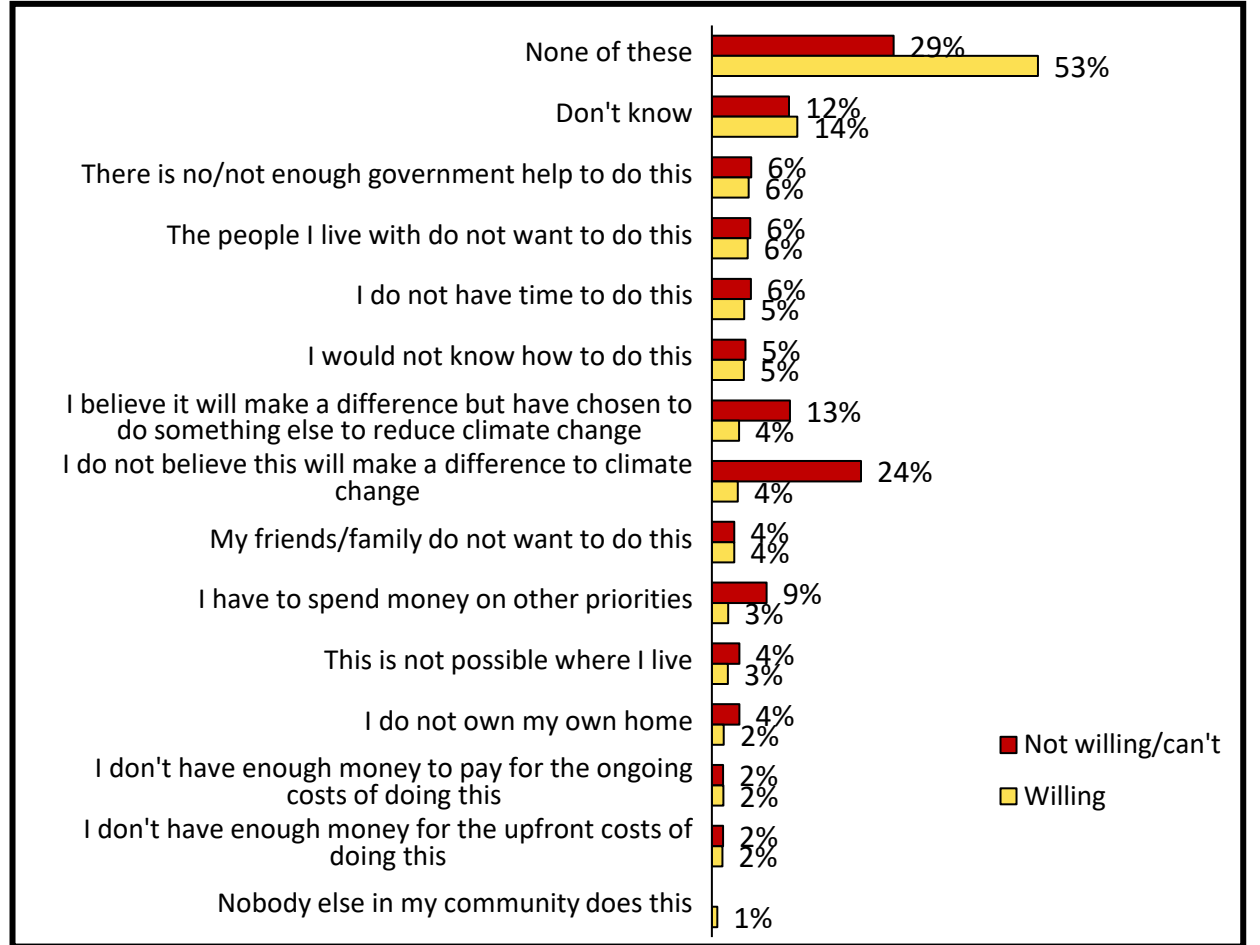


Key motivations (Base: 1187, 2930, multi-choice)



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Key barriers (Base: 109, 1187, multi-choice)



Summary/key points

- There is a high level of willingness to reduce food waste – the barrier may be detailed knowledge of what food waste is (insight from desk research)

Reduce food waste

Impact of behaviour
change campaign:
Medium



What is the most effective practise?

- Environmental restructuring, use of social norms and information

Existing evidence: High
Level of influence: Medium

Best evidence – Meta-analysis

- Plate size interventions resulted in up to 57% food waste reduction.
- Changing nutritional guidelines in schools reduced vegetable waste by up to 28%.
- Information campaigns had up to 28% food waste reduction.
- Other intervention types had little or no robust evidence provided.
- A greater number of longitudinal, larger sample size interventions are required (UK, 2019)

Reference

Reynolds et al., [Review: Consumption-stage food waste reduction interventions – What works and how to design better interventions](#), 2019

Best evidence - control trial

- Two simple and nonintrusive 'nudges' reduce the amount of food waste in hotel restaurants by around 20%
 - Physical cue: typical buffet plates were replaced by smaller-sized plates.
 - Social cue: Sign hung up: "Welcome back! Again! And again! Visit our buffet many times. That's better than taking a lot at once."

Reference

Kallbekken & Sælen, ['Nudging' hotel guests to reduce food waste as a win-win environmental measure](#), 2013, Economics Letters



Action dashboard – Reduce meat consumption

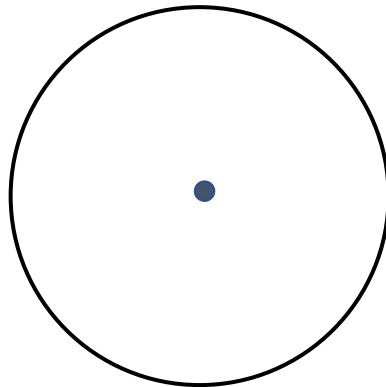
Opportunity size is moderate (9/18 actions)

Willingness is moderate (38%), CO² saving moderate

Social pressure and choosing alternative actions are key barriers

Health is a good angle to approach this action – dairy action is linked

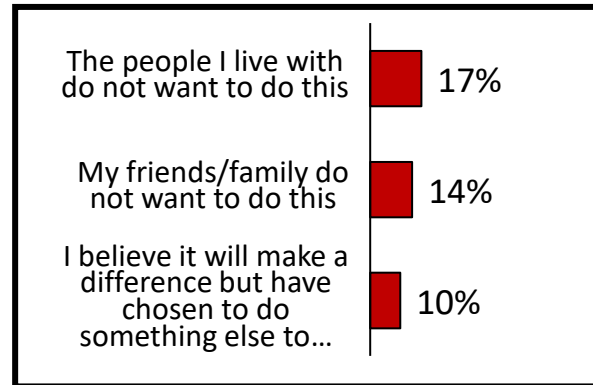
Size of opportunity (outer line reflects largest opportunity)



84.46 million kgCO₂e

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Key barriers (Base: 1150)



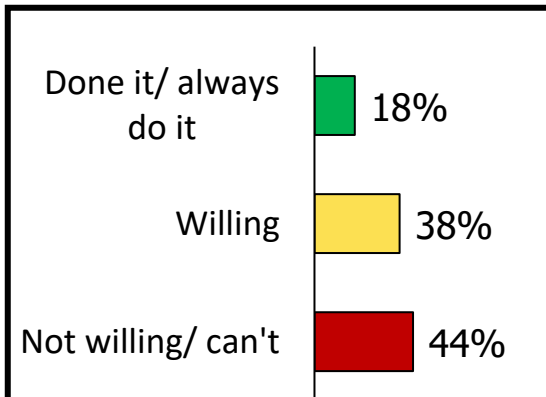
Behaviour change evidence

Impact of behaviour change campaign: High

Existing evidence: High

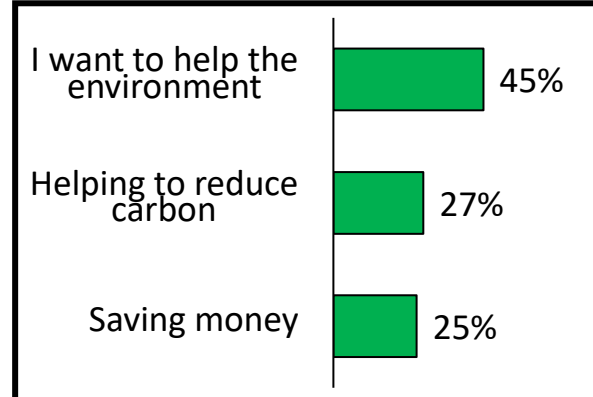
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 150.95 kgCO₂e annually

Key motivations (Base: 1150)



Best marketing approach

Health

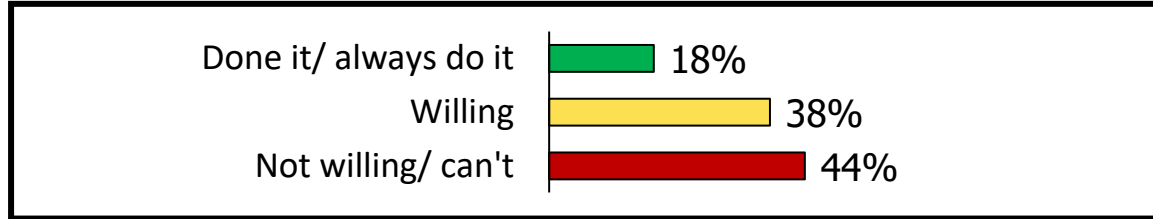
Most linked action

Reduce dairy consumption

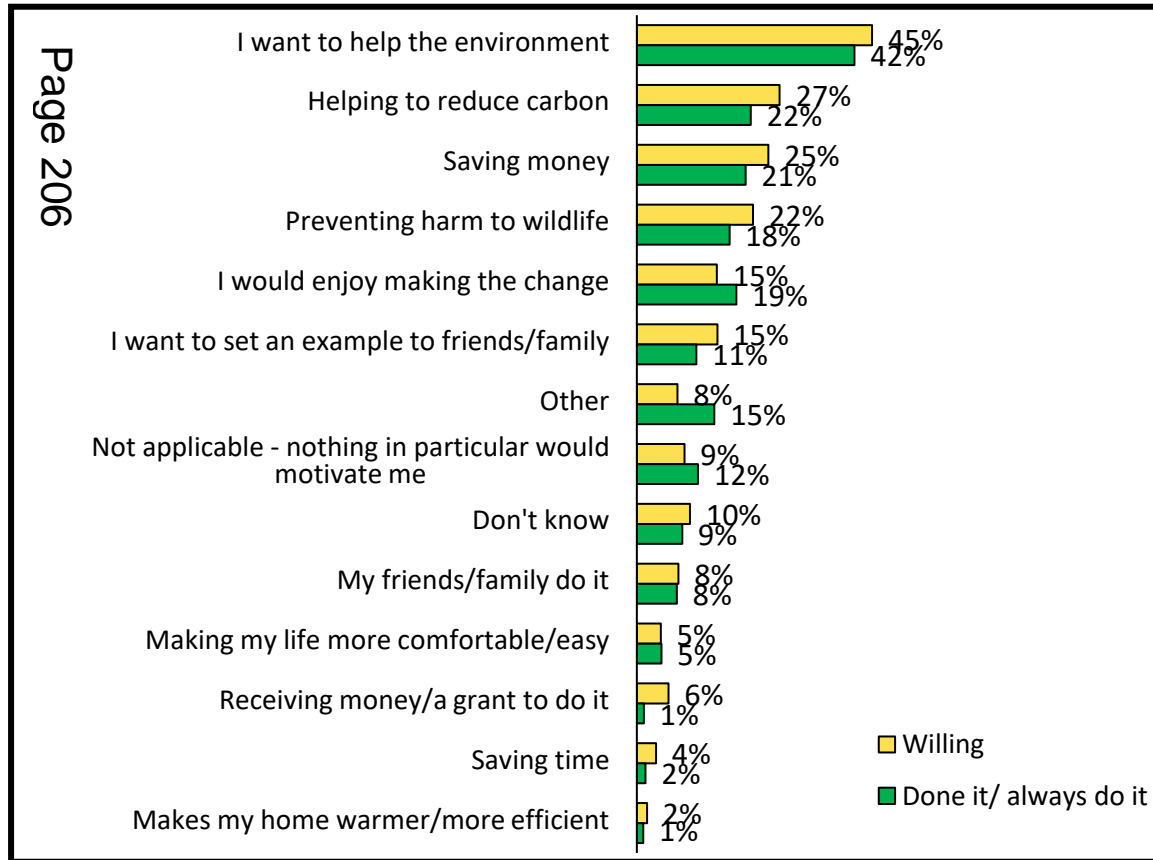


Reduce meat consumption

Willingness (Base: 3024)

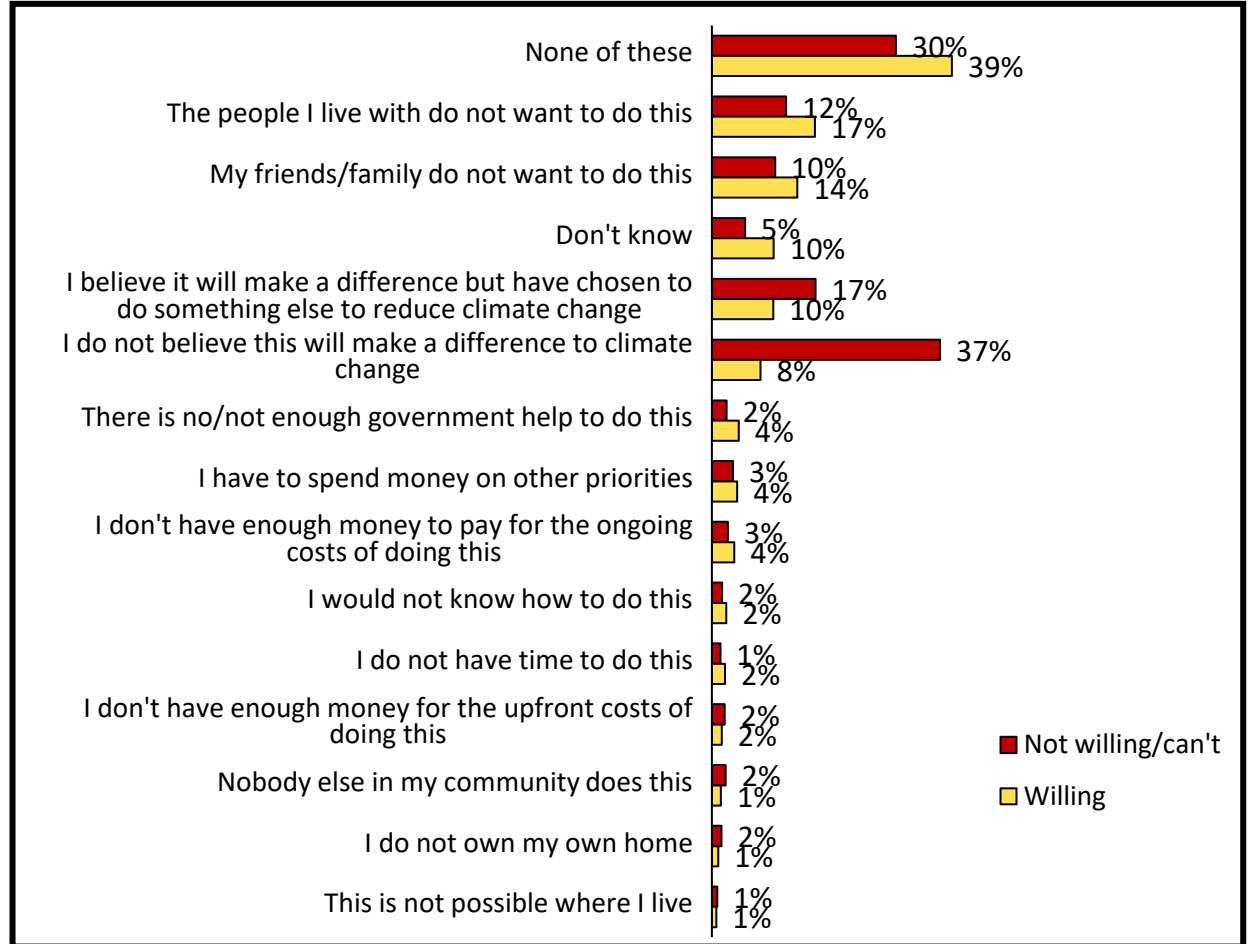


Key motivations (Base: 1150, 2116, multi-choice)



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Key barriers (Base: 1192, 1150, multi-choice)



Summary/key points

- Believing it does not make a difference is a key barrier among the unwilling
- Friends and family resisting can be a barrier for the willing
- Choosing to do another action promotes inaction

Reduce meat consumption (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Environmental restructuring to promote reduced meat consumption
- Promoting self-monitoring and self-regulation

Existing evidence: High
Level of influence: Medium

Best evidence – Systematic review of control trials to reduce meat consumption

- It was found that the following interventions reduced meat consumption:
 - reducing meat portion sizes;
 - providing meat-free alternatives with supporting educational material such as, provision of plant-based food and cooking demonstration programme;
 - manipulating the sensory properties of meat or meat alternatives reduced meat demand such as, changing the visual presentation or hedonic value of these products at point of purchase;
 - repositioning meat products to be less prominent at point of purchase were associated with lower meat demand, such as lower down a menu (UK & Germany, 2018)

Page 207

Best evidence - Systematic review of control trials to change diets and activity levels

- Approaches such as self-monitoring and self-regulation, using techniques like goal-setting, prompting, self-monitoring, feedback on performance and reviewing goals, promoted behavior change. Teaching a different behaviour, recording it, such as by writing a food diary, and having strategies to cope with relapses, can all successfully change behaviour.
- Adding social support to inventions (family based) provided additional effectiveness to interventions (UK, 2011)

References

Bianchi & Garnett, [Restructuring physical micro-environments to reduce the demand for meat: a systematic review and qualitative comparative analysis](#), 2018, The Lancet Planetary Health

Greaves et al., [Systematic review of reviews of intervention components associated with increased effectiveness in dietary and physical activity interventions](#), 2011, BMC Public Health

Reduce meat consumption (2)

Impact of behaviour
change campaign:
High



Case studies

- If you integrate plant-based diets into the menu design rather than placing them in a separate chapter, people are more likely to order vegetarian because they appear as just another item, and the option is normalised rather than segregated as for vegetarians only (UK, 2018)
- When promoting sustainable food replacing labels like 'vegetarian' or 'meat-free' with language like 'field-grown' or more indulgent descriptions made non-vegetarians more likely to order vegetarian dishes (UK, 2018)
- 'Veganuary' (a campaign to promote veganism throughout January) uses behavior change principles. Self-monitoring is promoted by goal-setting; the ease of veganism is promoted by online recipes and vegan options in restaurants becoming common-place; social norms are promoted by big brands releasing vegan options e.g. Greggs and the social media presence of Veganuary
 - Veganuary was launched in 2014, with 3,300 people signing up; by 2018 there were 168,000
- In addition to 'Veganuary' Meat Free Mondays encourage a day-based approach to plant-based eating (Meat Free Mondays website) whilst Eating Better's #MeatFreeLunch campaign focuses on a meal occasion.

References

Behavioural Insights Team, [Conservation for Nature](#) 2019, page 49 and 26
Rapid Transition Alliance, [Climate and Rapid Behaviour Change](#), 2018, page 20

Reduce meat consumption (3)

Impact of behaviour
change campaign:
High



Case study: Meat Your Match – the Protein Challenge

- Aimed at reducing meat consumption in 18 24-40-year-old males who currently were high meat consumers
 - How?
 - Aligned incentives with audience interest – health message
 - Set clear goals
 - Easy to fit in with current lifestyle: simple and ready to eat meals e.g. Thai vegetable curry, pulse-based stew, cottage pie and promoted direct swaps e.g. whey protein for pea protein
 - Focus on embracing something new rather than giving something up
 - Trusted sources of gym and dietary information i.e. The Body Coach, BBC Good Food
 - 80% of individuals reduced the proportion of meat in their diet
 - The environment and animal welfare message can help sustain dietary shifts, but the main motivator was health (UK, 2018)



Action dashboard – Reduce dairy consumption



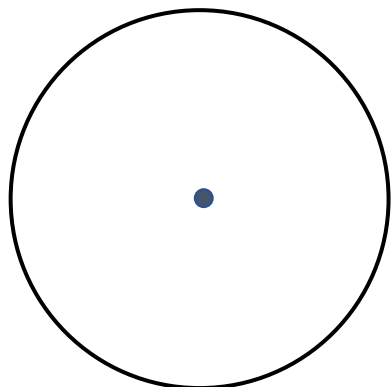
Opportunity size is moderate (11/18 actions)

Willingness is moderate (38%), CO² saving moderate

Social pressure and choosing alternative actions are key barriers

Health is a good angle to approach this action – meat action is linked

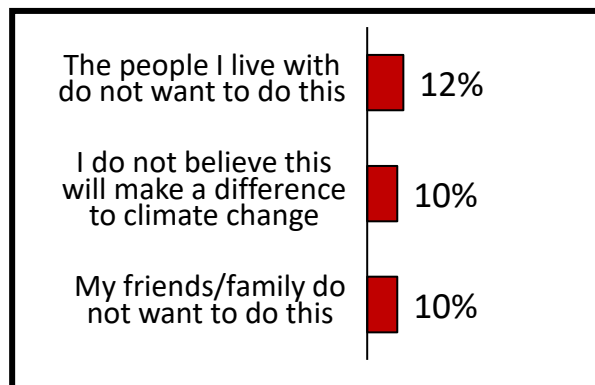
Size of opportunity (outer line reflects largest opportunity)



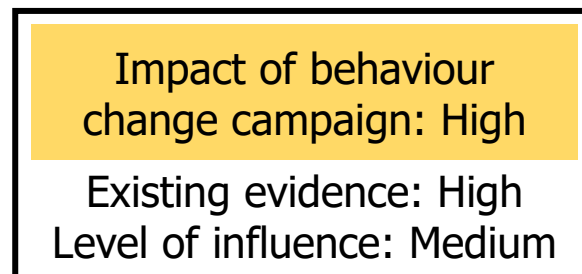
76.42 million kgCO₂e

Page 210

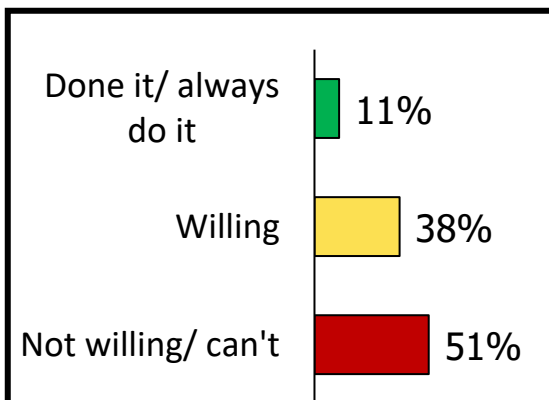
Key barriers (Base: 1139)



Behaviour change evidence

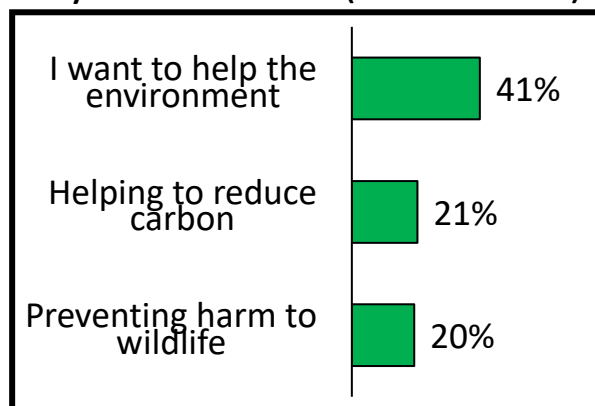


Willingness (Base: 3024)



Carbon saving for one person taking the action: 136.59 kgCO₂e annually

Key motivations (Base: 1139)



Best marketing approach

Health

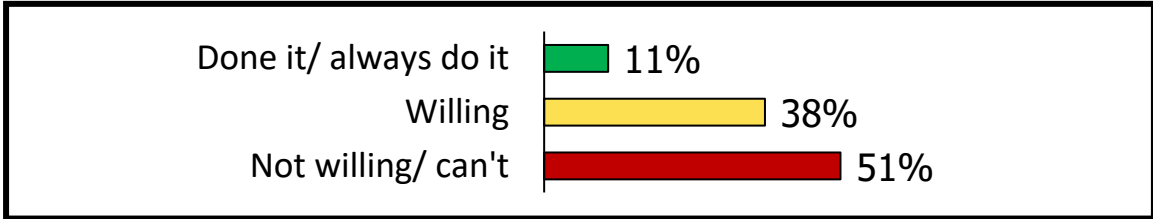
Most linked action

Reduce meat consumption

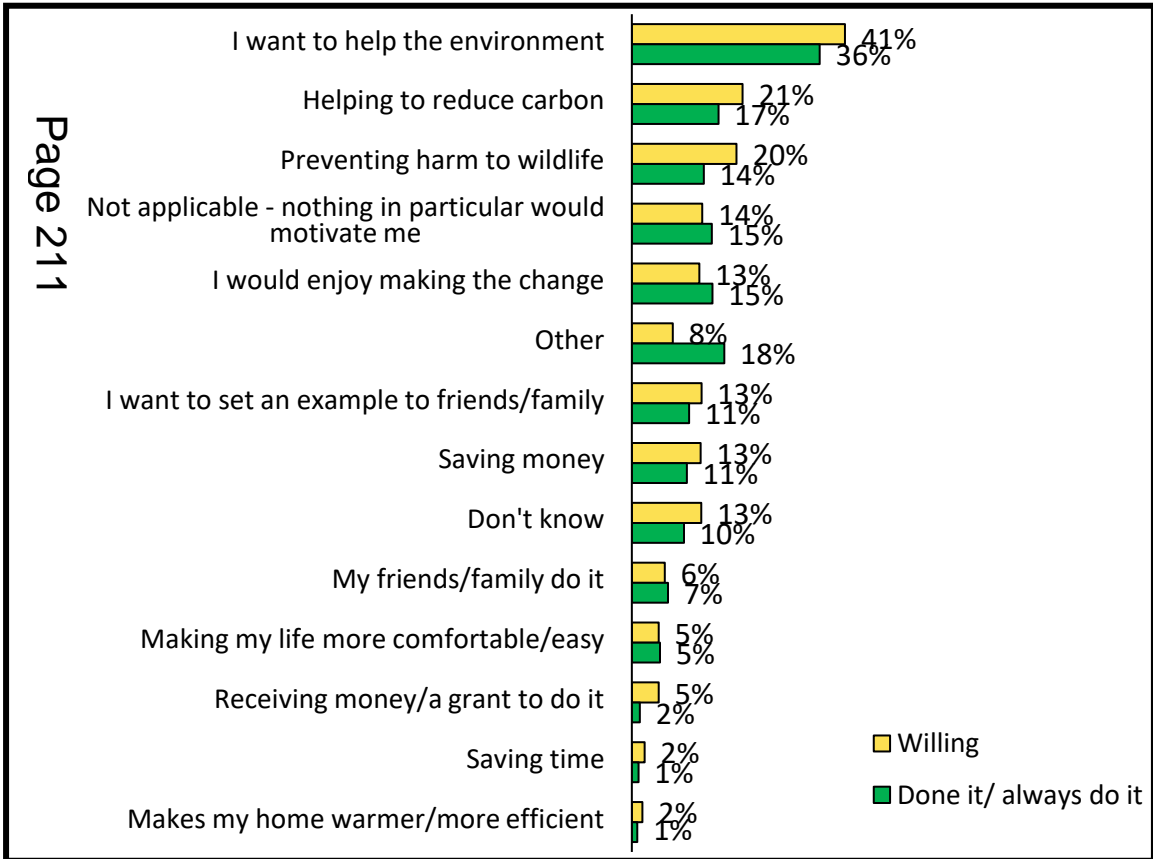
Reduce dairy consumption



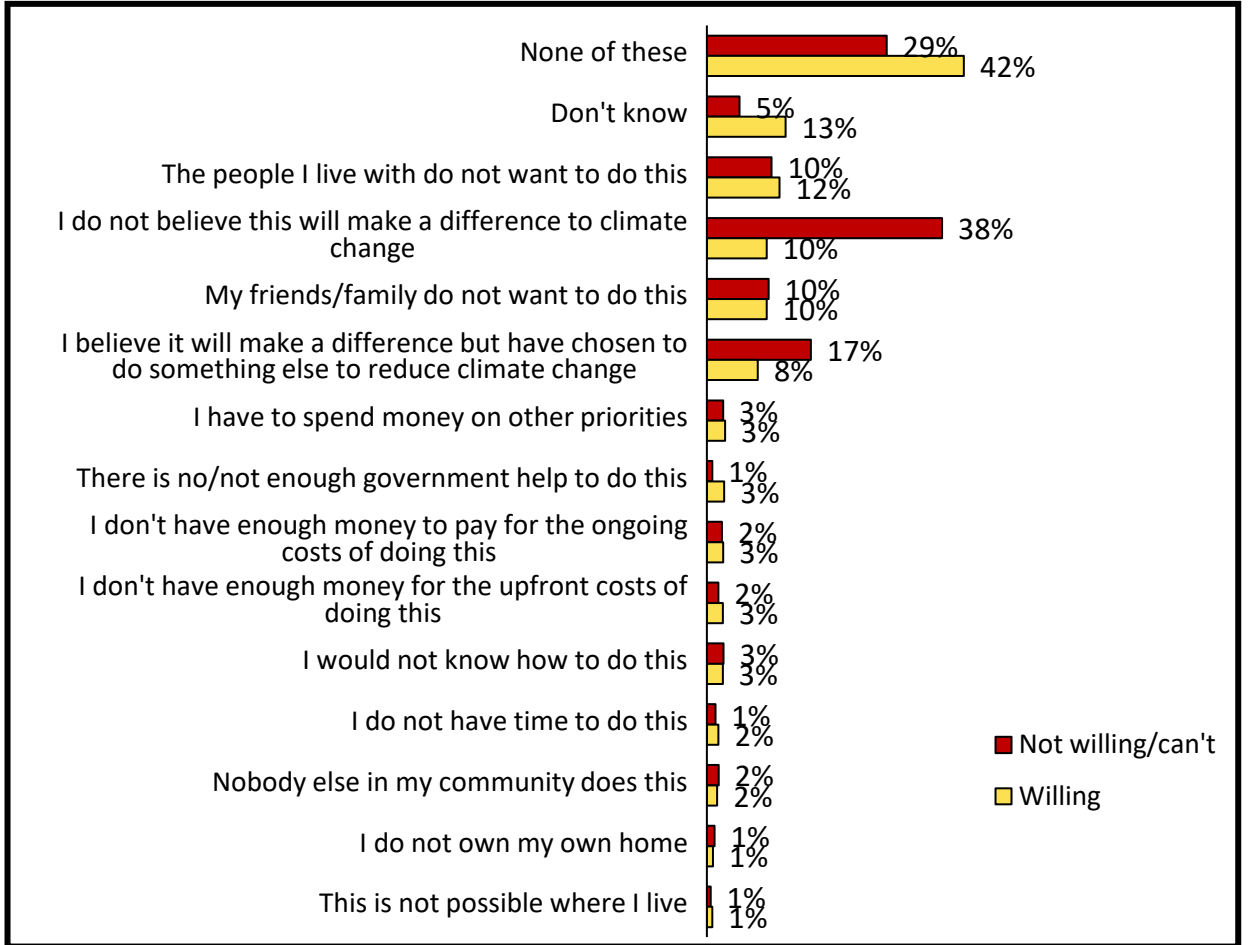
Willingness (Base: 3024)



Key motivations (Base: 1139, 1731, multi-choice)



Key barriers (Base: 1479, 1139, multi-choice)



Summary/key points

- Approx. 1 in 5 people (38% of 51% who are unwilling) do not believe reducing dairy impacts climate change – greater knowledge could drive action
- Social influencers are important in action

Reduce dairy consumption (1)

Impact of behaviour
change campaign:
High



What is the most effective practise?

- Environmental restructuring to promote reduced dairy consumption
- Promoting self-monitoring and self-regulation

Existing evidence: High
Level of influence: Medium

Best evidence – Systematic review of control trials to reduce meat consumption

- It was found that the following interventions reduced meat consumption:
 - reducing meat portion sizes;
 - providing meat-free alternatives with supporting educational material such as, provision of plant-based food and cooking demonstration programme;
 - manipulating the sensory properties of meat or meat alternatives reduced meat demand such as, changing the visual presentation or hedonic value of these products at point of purchase;
 - repositioning meat products to be less prominent at point of purchase were associated with lower meat demand, such as lower down a menu (UK & Germany, 2018)

Best evidence - Systematic review of control trials to change diets and activity levels

- Approaches such as self-monitoring and self-regulation, using techniques like goal-setting, prompting, self-monitoring, feedback on performance and reviewing goals, promoted behavior change. Teaching a different behaviour, recording it, such as by writing a food diary, and having strategies to cope with relapses, can all successfully change behaviour.
- Adding social support to inventions (family based) provided additional effectiveness to interventions (UK, 2011)

References

Bianchi & Garnett, [Restructuring physical micro-environments to reduce the demand for meat: a systematic review and qualitative comparative analysis](#), 2018, The Lancet Planetary Health

Greaves et al., [Systematic review of reviews of intervention components associated with increased effectiveness in dietary and physical activity interventions](#), 2011, BMC Public Health

Reduce dairy consumption (2)

Impact of behaviour
change campaign:
High



Case studies

- If you integrate plant-based diets into the menu design rather than placing them in a separate chapter, people are more likely to order vegetarian because they appear as just another item, and the option is normalised rather than segregated as for vegetarians only (UK, 2018)
- When promoting sustainable food replacing labels like 'vegetarian' or 'meat-free' with language like 'field-grown' or more indulgent descriptions made non-vegetarians more likely to order vegetarian dishes (UK, 2018)
- 'Veganuary' (a campaign to promote veganism throughout January) uses behavior change principles. Self-monitoring is promoted by goal-setting; the ease of veganism is promoted by online recipes and vegan options in restaurants becoming common-place; social norms are promoted by big brands releasing vegan options e.g. Greggs and the social media presence of Veganuary
 - Veganuary was launched in 2014, with 3,300 people signing up; by 2018 there were 168,000
- In addition to 'Veganuary' Meat Free Mondays encourage a day-based approach to plant-based eating (Meat Free Mondays website) whilst Eating Better's #MeatFreeLunch campaign focuses on a meal occasion.

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References

Behavioural Insights Team, [Conservation for Nature](#) 2019, page 49 and 26
Rapid Transition Alliance, [Climate and Rapid Behaviour Change](#), 2018, page 20

Reduce dairy consumption (3)

Impact of behaviour
change campaign:
High



Case study: Meat Your Match – the Protein Challenge

- Aimed at reducing meat consumption in 18 24-40-year-old males who currently were high meat consumers
 - How?
 - Aligned incentives with audience interest – health message
 - Set clear goals
 - Easy to fit in with current lifestyle: simple and ready to eat meals e.g. Thai vegetable curry, pulse-based stew, cottage pie and promoted direct swaps e.g. whey protein for pea protein
 - Focus on embracing something new rather than giving something up
 - Trusted sources of gym and dietary information i.e. The Body Coach, BBC Good Food
 - 80% of individuals reduced the proportion of meat in their diet
 - The environment and animal welfare message can help sustain dietary shifts, but the main motivator was health (UK, 2018)





Action dashboard – Buy locally produced food

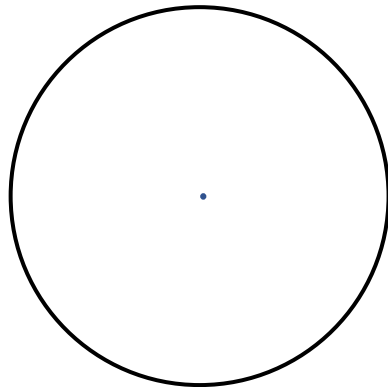
Opportunity size is low
(15/18 actions)

Willingness is highest
(78%), CO² saving is
low

Finance is the key barrier
to what would be an
enjoyable change

Buying locally is linked to
ethical food choices

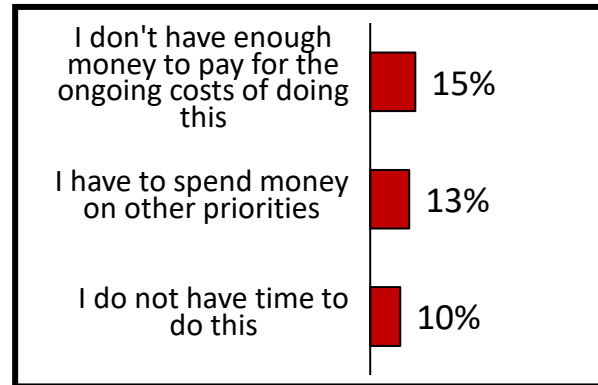
Size of opportunity
(outer line reflects largest opportunity)



16.54
million
kgCO²e

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Key barriers (Base: 2359)



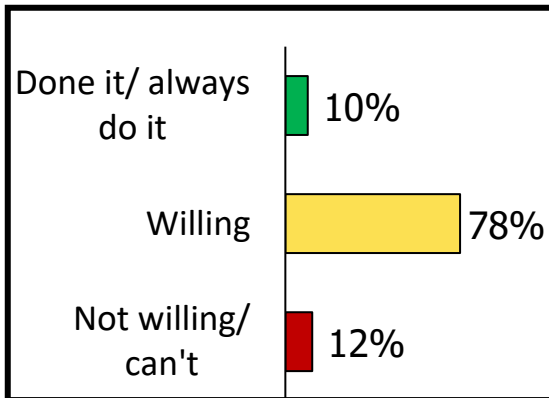
Behaviour change evidence

Impact of behaviour change campaign: Medium

Existing evidence: Medium

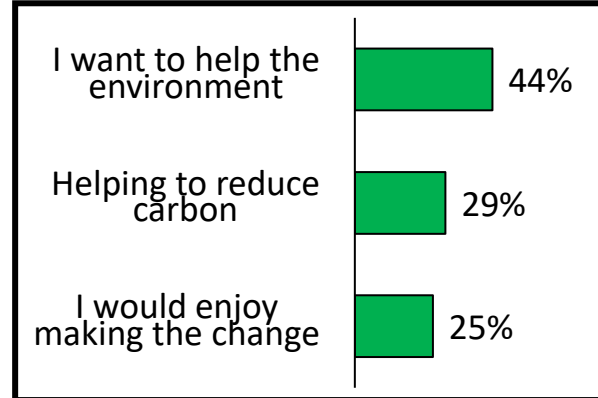
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action:
14.4 kgCO² equivalent annually

Key motivations (Base: 2359)



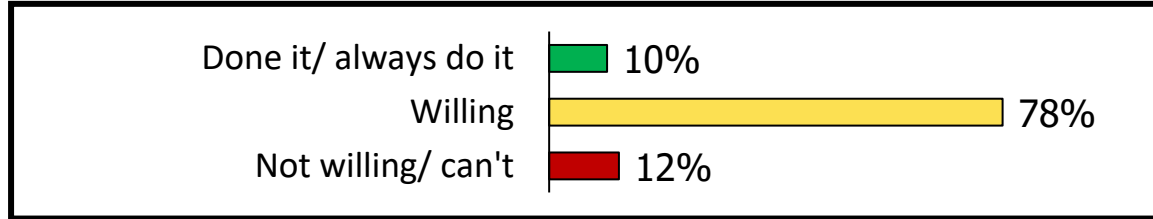
Best marketing approach
Not determined

Most linked action
Make ethical food choices

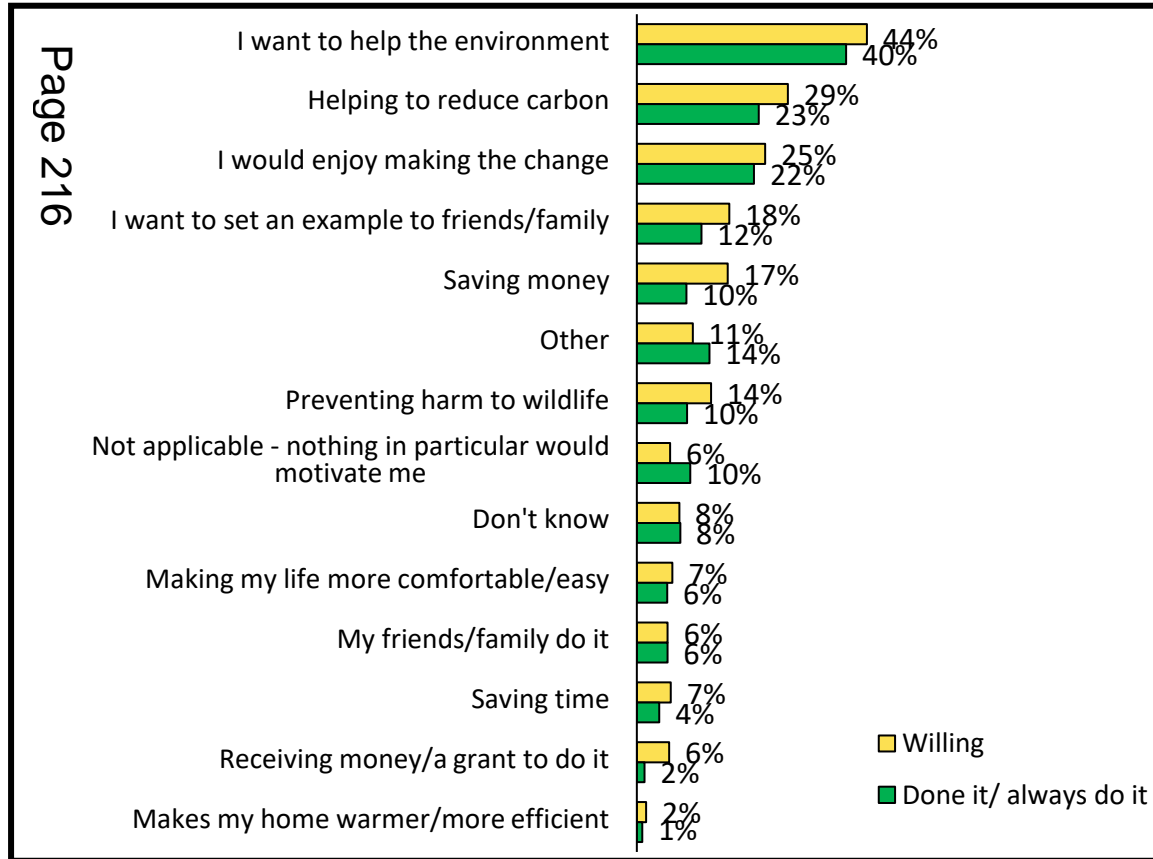


Buy locally produced food

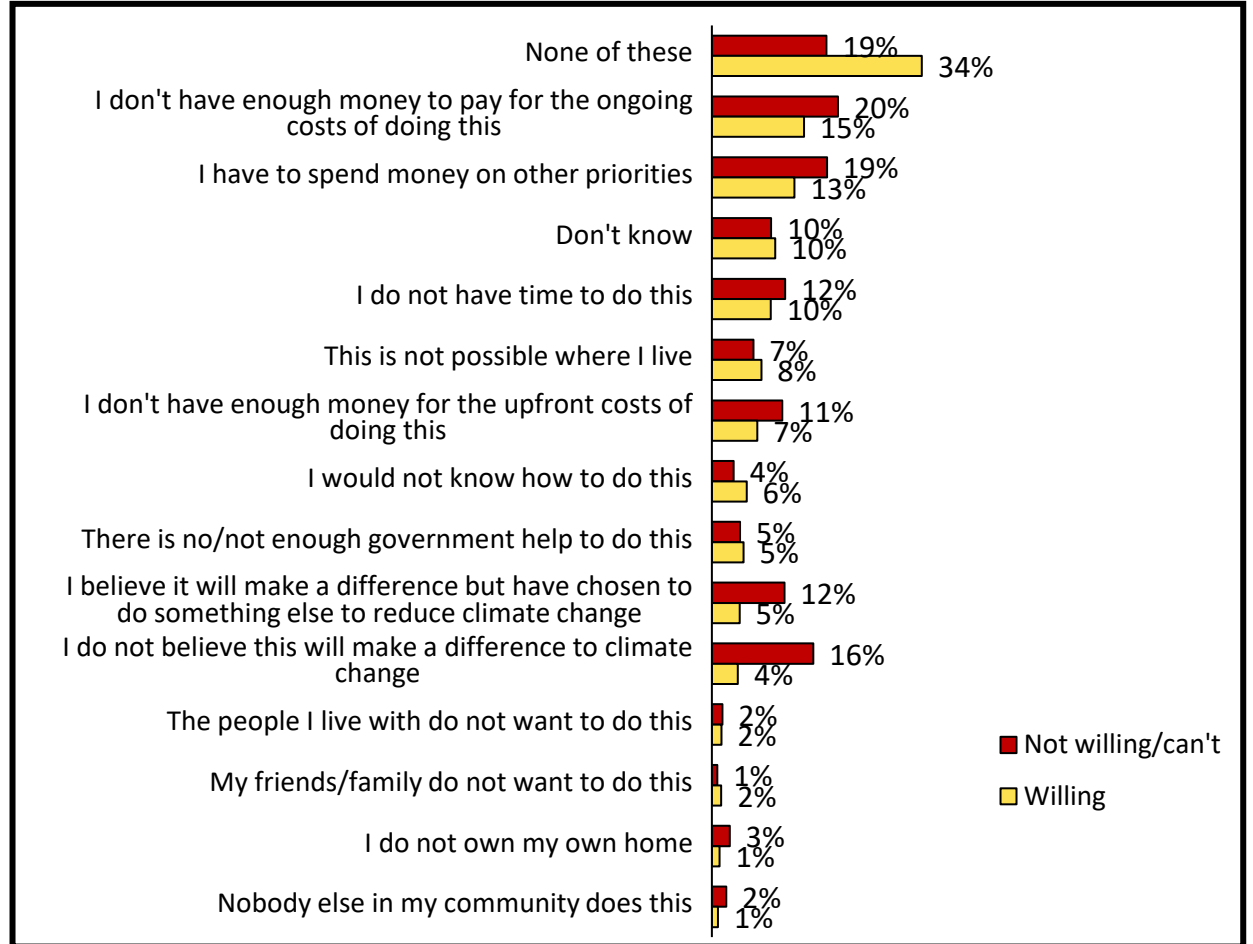
Willingness (Base: 3024)



Key motivations (Base: 2359, 2747, multi-choice)



Key barriers (Base: 336, 2359, multi-choice)



Summary/key points

- A large majority of people are willing to buy local and believe it will help the environment and reduce carbon – greater knowledge could nudge action towards more effective priorities

Buy locally produced food

What is the most effective practise?

- Make 'locally produced' labels salient when food shopping
- Make it easy e.g. rule of thumb to use so you know what vegetables are locally sourced
- Role models endorsing consumption of local produce

Case studies

- Purchasing decisions are often made rapidly based on one or two product factors for routine purchases – often price and health. By making the distance the food had travelled more salient (using LED fitted carts) 72% of the products purchased by shoppers had lower mean food mileages than those selected by shoppers using the regular cart. Placing shoppers in a social context – comparing different choices on the same product – was also effective (UK, 2012).
- 'Giki' makes sustainable shopping easy – you scan your food and can find out if it is UK made, has a low carbon food print, palm oil free, organic etc.
- Campaign called 'Eat Seasonably' made it easy for individuals to understand what was in season by presenting a clear and constant picture (see image). The campaign was supported by key food figures such as Gregg Wallace and Hugh Fearnley-Whittingstall (UK, 2009).
- Simple messages or 'rules of thumb' are successful ways of creating movement in the right direction. For example, encouraging people in the UK to choose root vegetables and vegetables that can be 'field grown', such as carrots and parsnips, is a simple way of increasing the consumption of UK grown veg (UK, 2006).

Reference

Kalnikaite et al., [Decision-making in the aisles: informing, overwhelming or nudging supermarket shoppers?](#), 2012, Personal and Ubiquitous Computing

<https://gikibadges.com/>

Behaviour Change, [Eat Seasonably](#), 2009

Garnett, T. (2006) [Fruit and Vegetables & UK Greenhouse Gas Emissions: Exploring the Relationship](#). Food Climate Research Network. Centre for Environmental Strategy: UK

Impact of behaviour
change campaign:
Medium



Existing evidence: Medium
Level of influence: Medium



Action dashboard – Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil etc.)



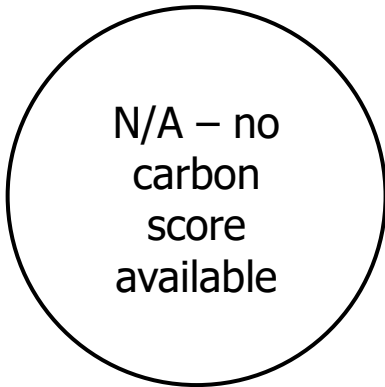
Willingness is high (66%), CO2 is N/A

Finance is the key barrier to what would be an enjoyable change

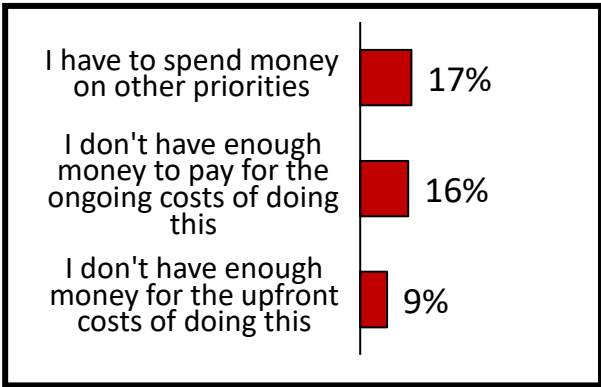
Preventing harm to the environment and wildlife are key motivations

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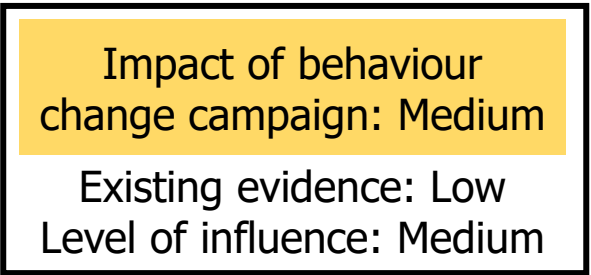
Size of opportunity (outer line reflects largest opportunity)



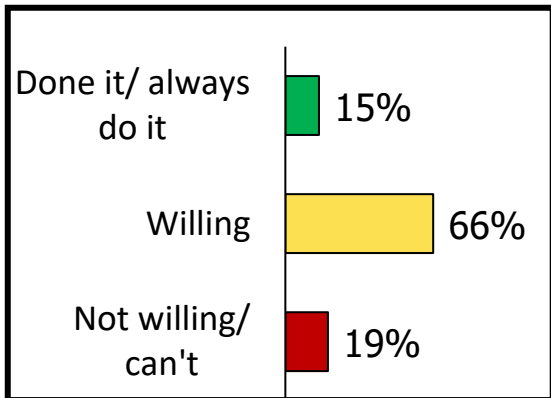
Key barriers (Base: 1996)



Behaviour change evidence

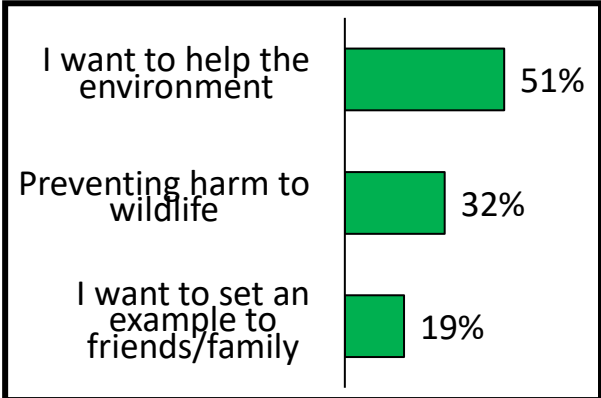


Willingness (Base: 3024)



N/A – no carbon score available

Key motivations (Base: 1996)



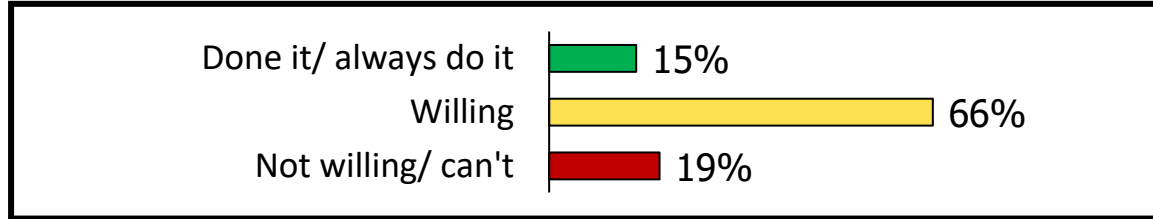
Best marketing approach
Not determined

Most linked action
Buy locally produced food

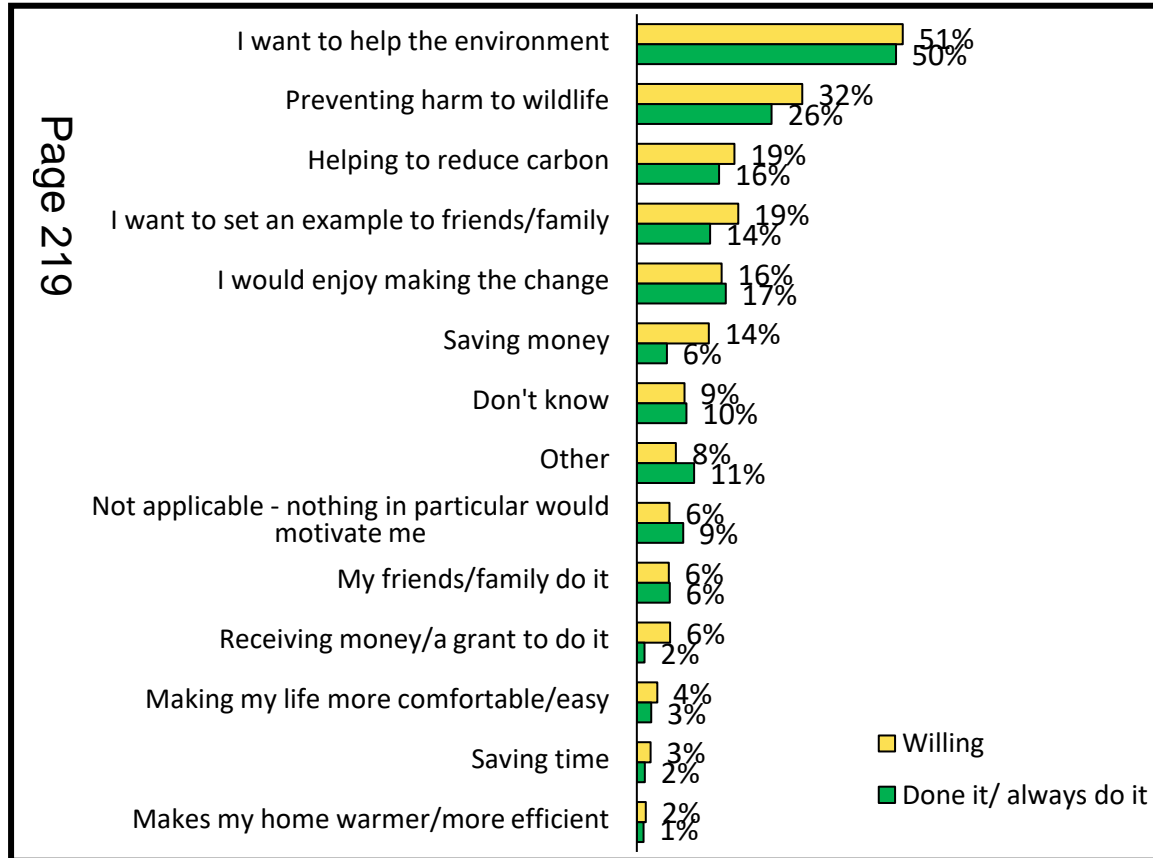


Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil etc.)

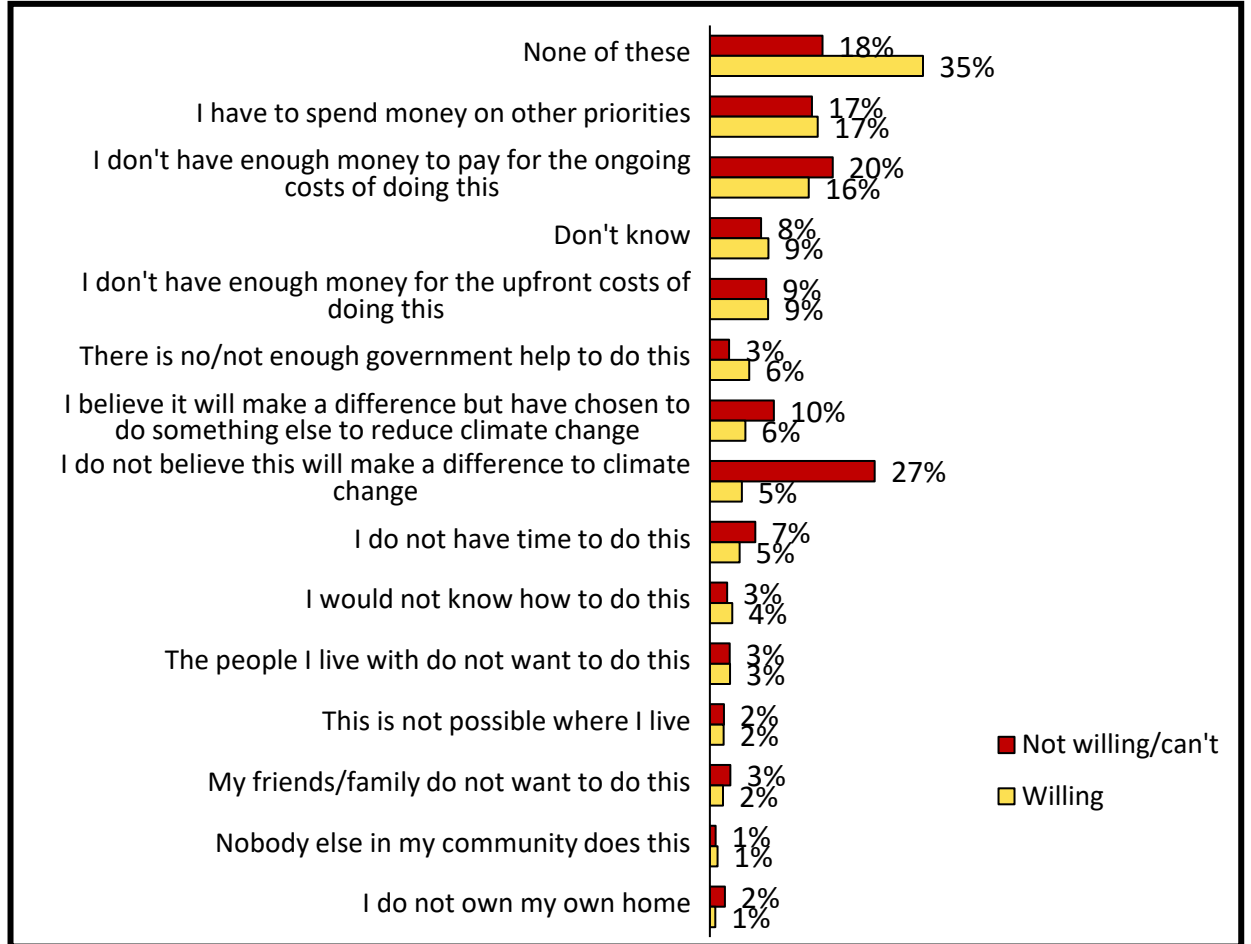
Willingness (Base: 3024)



Key motivations (Base: 1996, 2626, multi-choice)



Key barriers (Base: 532, 1996, multi-choice)



Summary/key points

- Ethical choices are motivated by the environment and wildlife
- Cost is a key barrier to action

Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil etc.)

Impact of behaviour
change campaign:
Medium



What is the most effective practise?

- Promote knowledge, social norms and availability

Existing evidence: Low
Level of influence: Medium

Case studies

- Survey was conducted investigating attitude and intention to buy sustainable dairy. Ethical purchasing can be promoted by
 - Raising involvement (i.e. understanding and knowledge of issues involved);
 - Raising perceived consumer effectiveness (i.e. consumer ability to contribute to protecting the environment and improving producer's welfare);
 - Promoting certainty and trust in ethical claims;
 - Social norms or peer pressure;
 - High perceived availability.



Reference

Vermeir, I., & Verbeke, W. (2006). Sustainable food consumption: Exploring the consumer "attitude-behavioral intention" gap. *Journal of Agricultural and Environmental ethics*, 19(2), 169-194.

Action summaries – Sustainable resources



Area summary: Sustainable resources



Correctly recycle materials

Opportunity Size
(millions of kg CO2 annually)

3

Willingness to take action	Ease of Behaviour change	Level of influence
20%	Medium	Medium

What evidence suggests you should do...

Make it easy, fun and visual

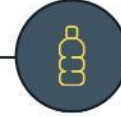


Use reusable alternatives

Willingness to take action	Ease of Behaviour change	Level of influence
34%	High	Medium

What evidence suggests you should do...

Combine financial incentives with environmental restructuring



Reduce use of plastics

Willingness to take action	Ease of Behaviour change	Level of influence
63%	High	Medium

What evidence suggests you should do...

Combine financial incentives with environmental restructuring



Action dashboard – Correctly recycle materials

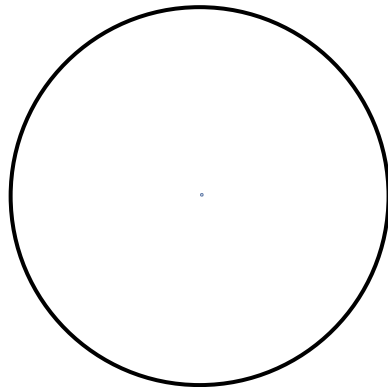
Opportunity size is the lowest (18/18 actions)

Willingness is low (20%), CO² saving is the lowest

Additional ability to do it or making it easier will increase recycling

Buying locally is linked to ethical food choices

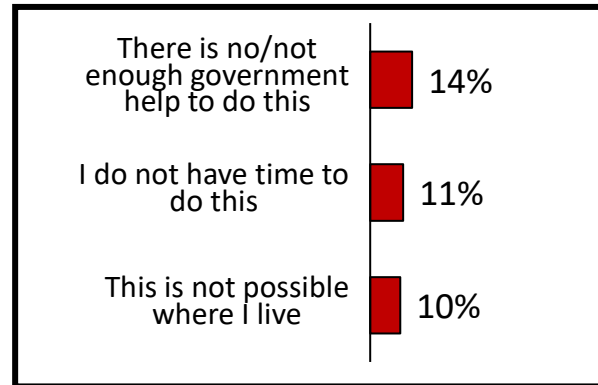
Size of opportunity (outer line reflects largest opportunity)



2.63 million kgCO₂e

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Key barriers (Base: 614)



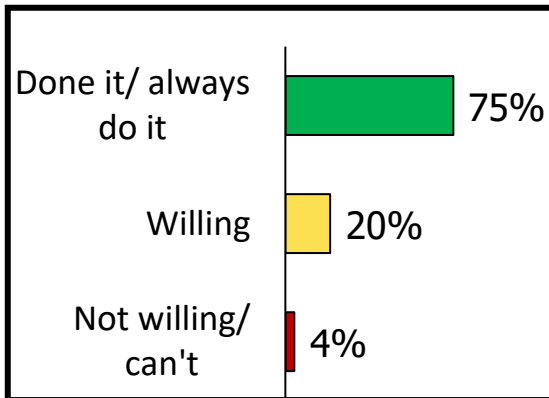
Behaviour change evidence

Impact of behaviour change campaign: Medium

Existing evidence: High

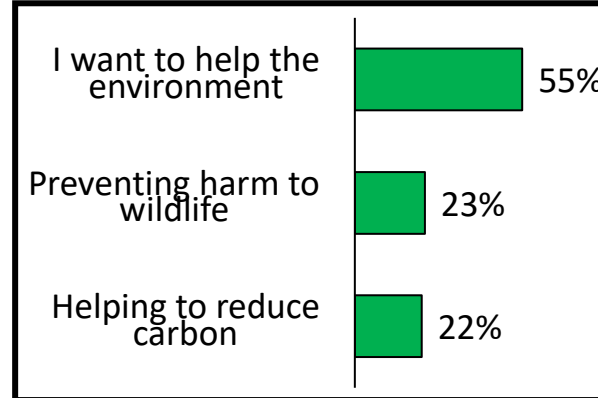
Level of influence: Medium

Willingness (Base: 3024)



Carbon saving for one person taking the action: 8.92 kgCO₂ equivalent annually

Key motivations (Base: 614)



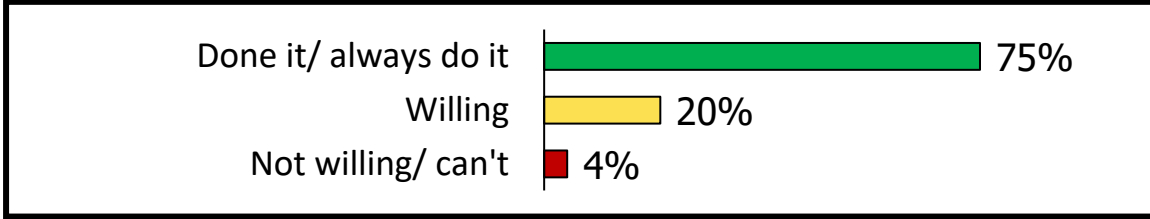
Best marketing approach
Not determined

Most linked action
Reduce food waste

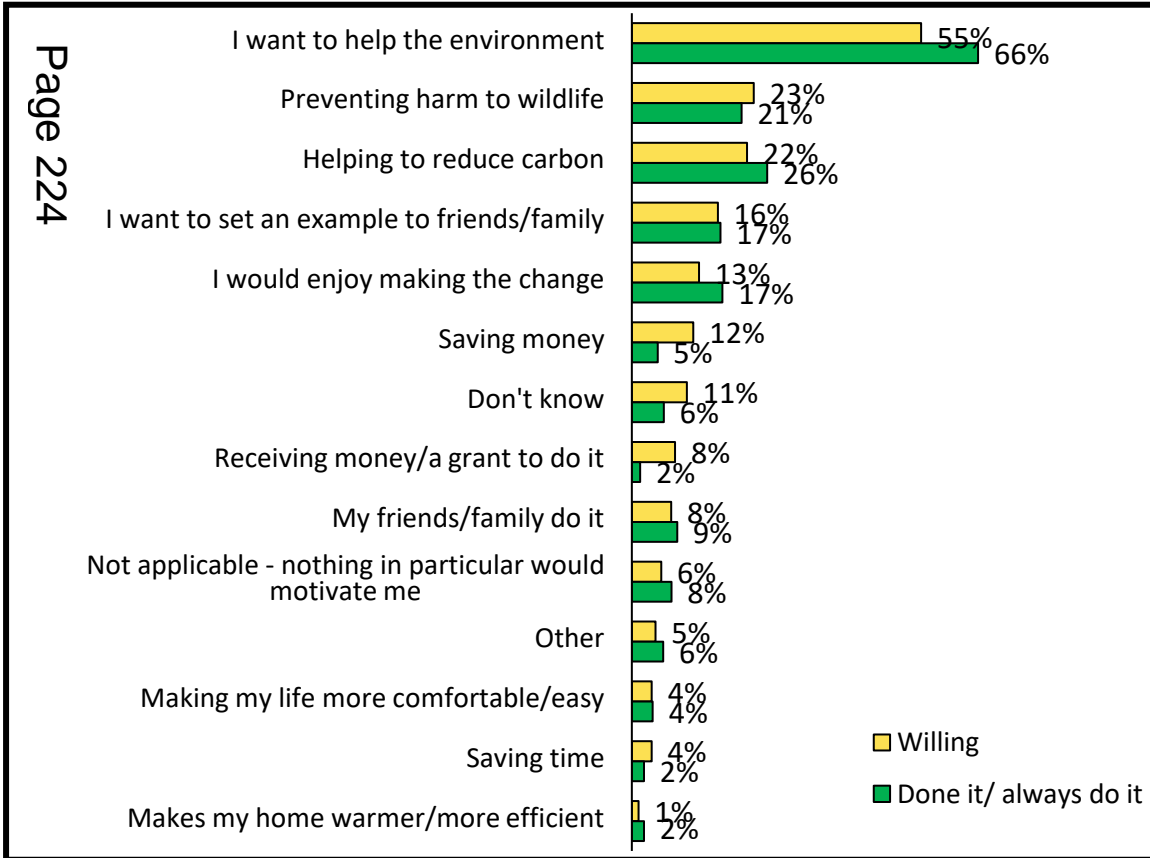


Correctly recycle materials

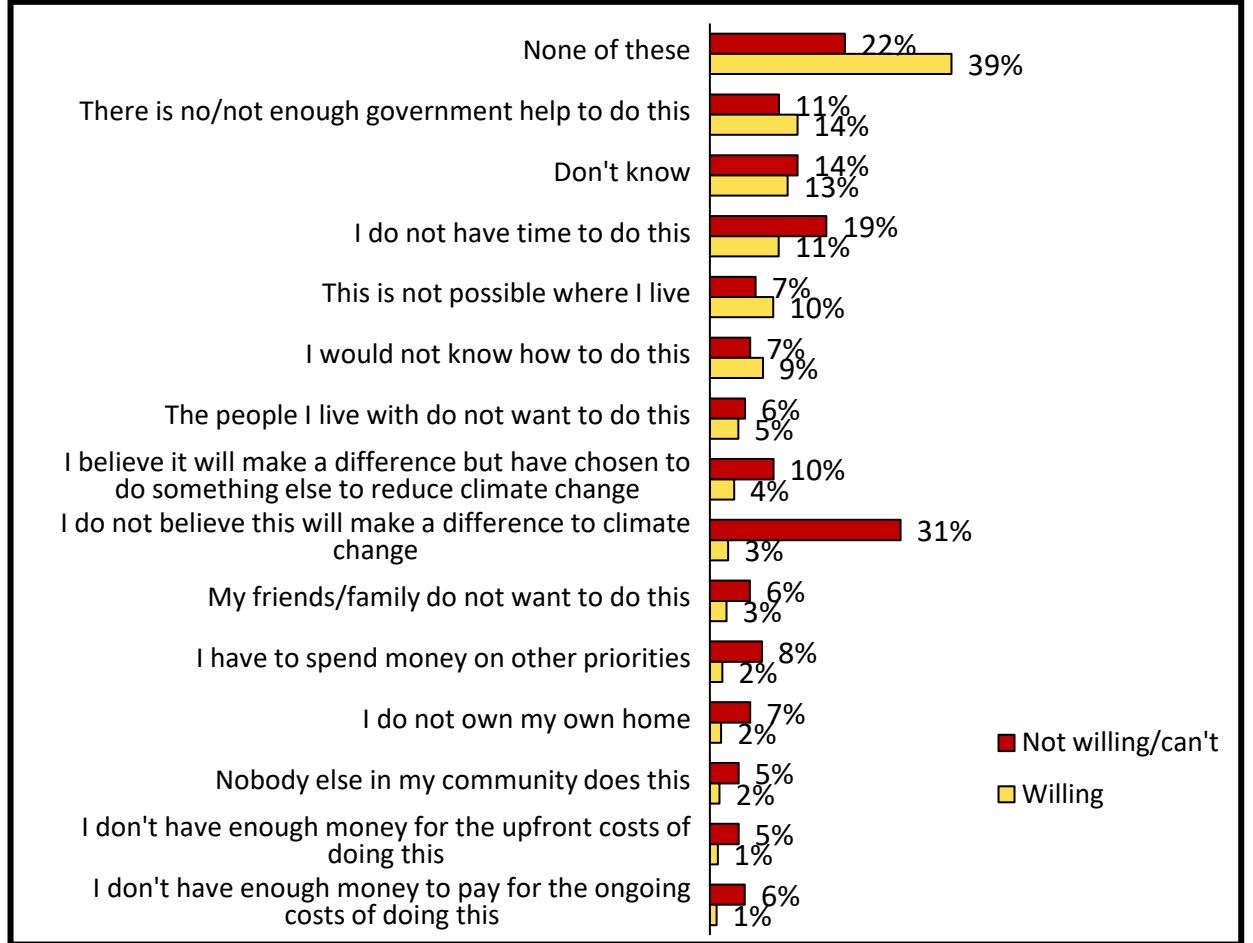
Willingness (Base: 3024)



Key motivations (Base: 614, 2968, multi-choice)



Key barriers (Base: 103, 614, multi-choice)



Summary/key points

- Willing recyclers are less motivated by the environment but more motivated by money and see barriers that need government help to overcome

Correctly recycle materials

What is the most effective practise?

- Make recycling easy

Case study: Recycle on the go and #LeedsByExample

- The number of people recycling in Leeds City Centre has almost tripled from 17% to 49%. What was effective?
 - Make recycling fun and visual – playful messaging and bright bins
 - Quality of recycling can vary – when placing bins in busy areas ensure recycling bins are visible and in locations where people are less in a rush. Ensure there is a general waste bin directly beside the recycling bin to reduce contamination.
 - Collect cups as they are a major contaminant in recycle bins. Managed spaces collecting cups yield highest quality recycling. Retailers and commuter routes collect the highest volume of cups (UK, 2019)

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Impact of behaviour
change campaign:
Medium



Existing evidence: High
Level of influence: Medium



Reference

[Recycle on the go and #LeedsByExample](#), 2019, Hubbub

Action dashboard – Use reusable alternatives (e.g. shopping bags, containers etc.)

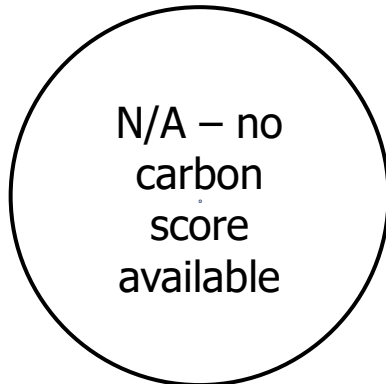


Willingness is low (34%), CO² is N/A

Key motivation is to help the environment

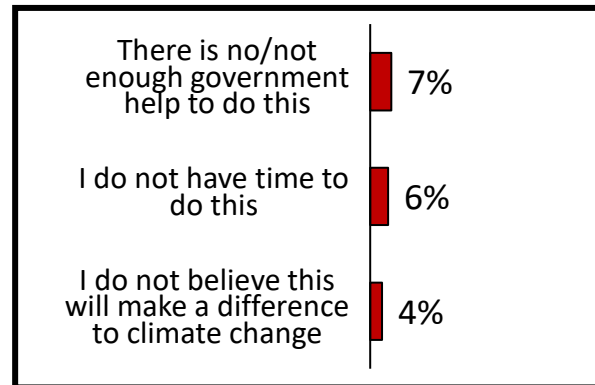
Action is linked to reducing use of plastics

Size of opportunity
(outer line reflects largest opportunity)

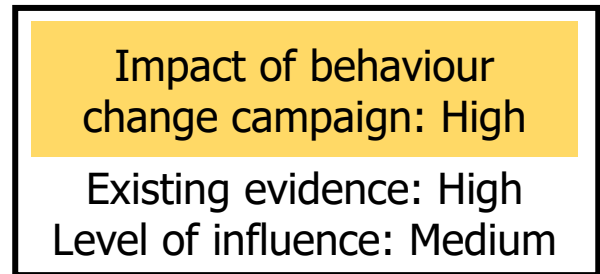


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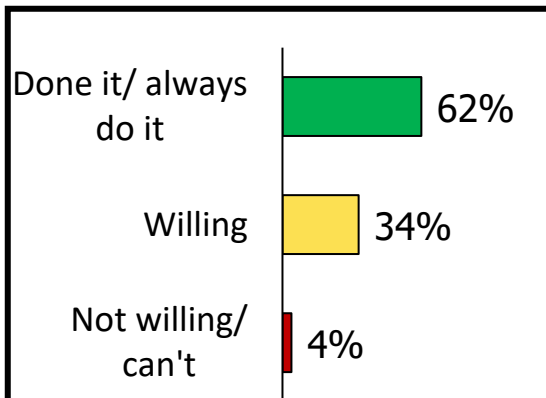
Key barriers (Base: 1022)



Behaviour change evidence

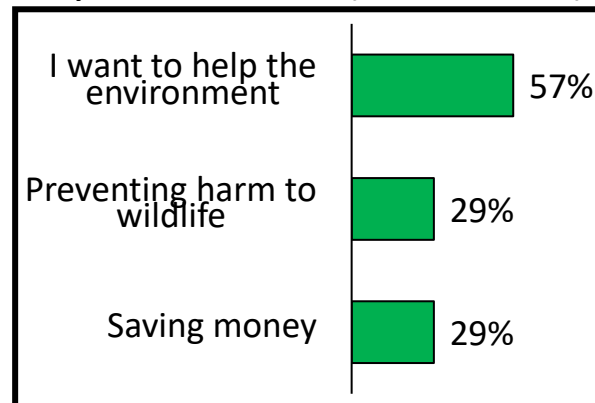


Willingness (Base: 3024)



N/A – no carbon score available

Key motivations (Base: 1022)



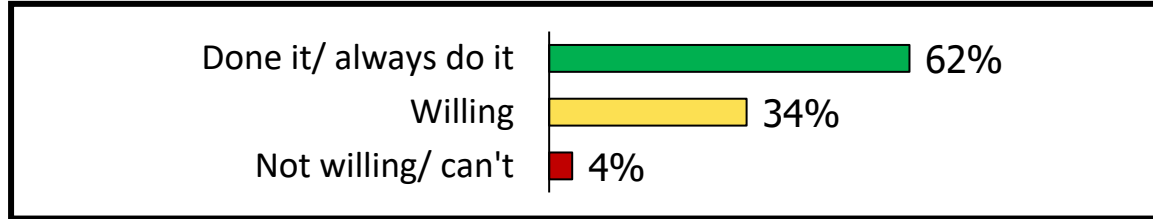
Best marketing approach
Not determined

Most linked action
Reduce use of plastics

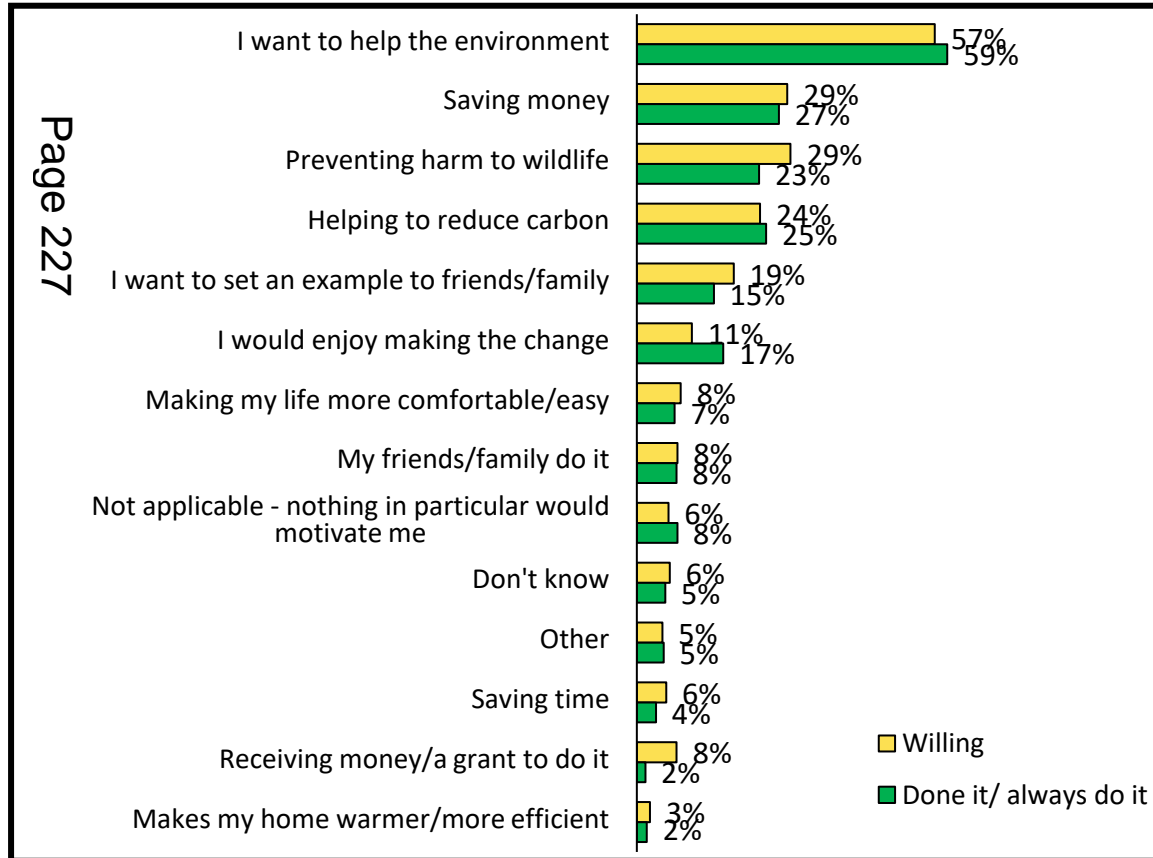


Use reusable alternatives (e.g. shopping bags, containers etc.)

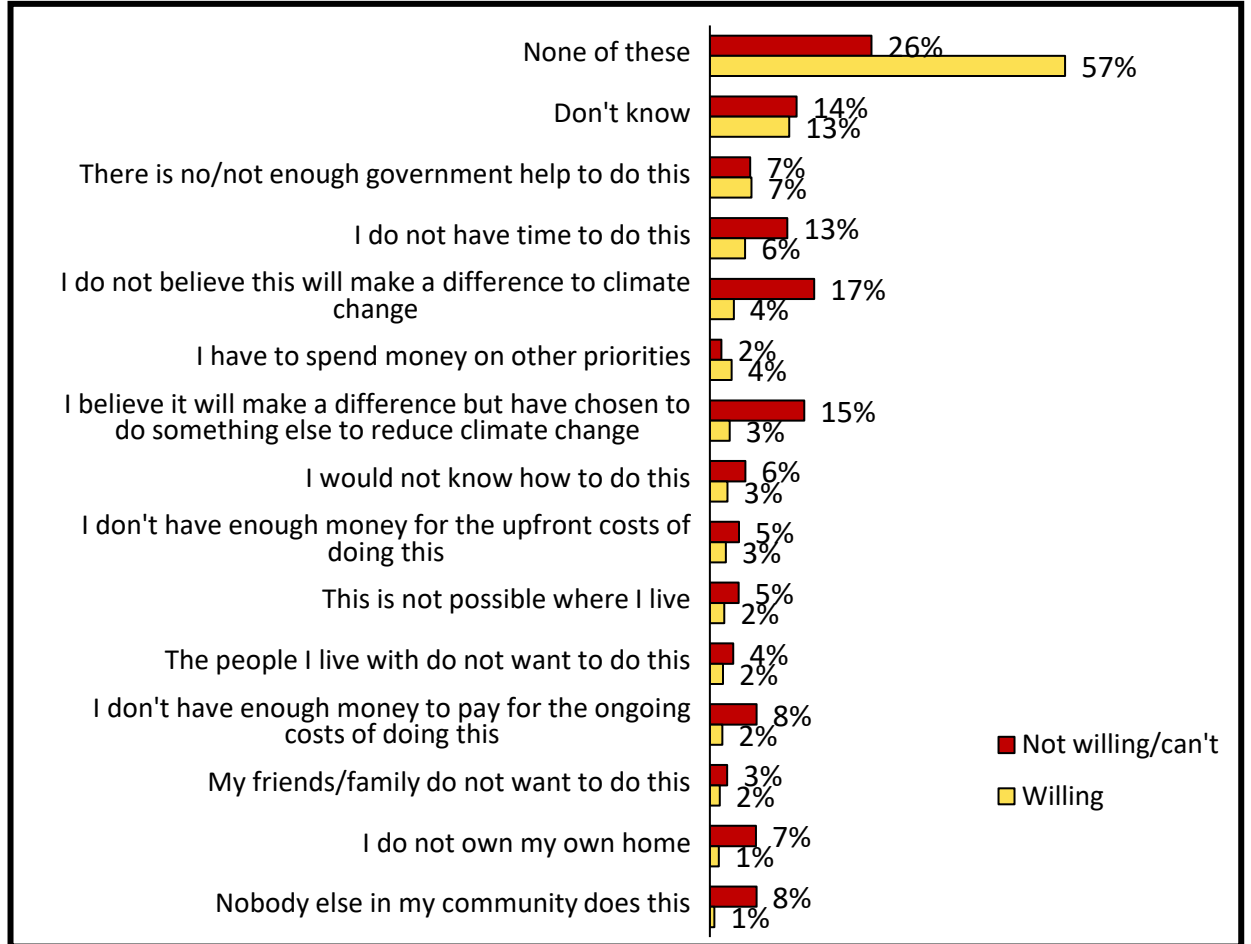
Willingness (Base: 3024)



Key motivations (Base: 1022, 2961, multi-choice)



Key barriers (Base: 104, 1022, multi-choice)



Summary/key points

- Key motivations are environment, money and wildlife harm prevention
- Key barrier is lack of government support. The automatic nature of the behaviour reflects the low scores amongst many barriers for the willing.

Use reusable alternatives

What is the best practise?

- Combine financial incentives with environmental restructuring

Best evidence – Control trial

- Field experiment conducted at twelve university and business sites to examine whether the use of reusable cups can be promoted through easily implementable measures. The interventions were:
 - Provision of alternatives (reusable cups for sale or given out for free)
 - Financial incentive (charged for a single use cup or given a discount for using a reusable cup)
 - Environmental messaging – shown across all cafes, including control group (see image)
- Study suggests provision of a free reusable cup and financial discount is particularly effective. Discounting for use of a reusable cup is effective as people are more susceptible to losses than gain and it communicates the social norm.
- Three cafes continued with the charge after the experiment had finished and distributed more reusable cups for free among their students. This boosted the use of reusable cups up to 33.7% across three cafés (UK, 2018).

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Impact of behaviour change campaign:
High



Existing evidence: High
Level of influence: Medium

FIGHT THE WASTE!
3 BILLION TAKEAWAY CUPS GO TO
LANDFILL EVERY YEAR IN THE UK



Reference

Poortinga & Whitaker, [Promoting the Use of Reusable Coffee Cups through Environmental Messaging, the Provision of Alternatives and Financial Incentives](#), 2018, Sustainability

Action dashboard – Reduce use of plastics

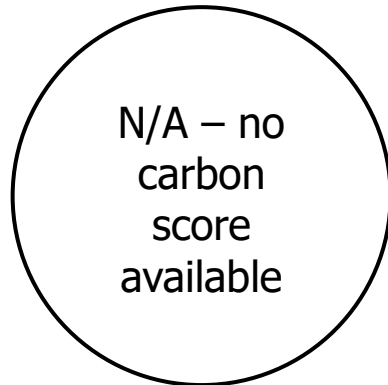


Willingness is high (63%), CO² is N/A

Additional practical help or restraints on options could increase the action

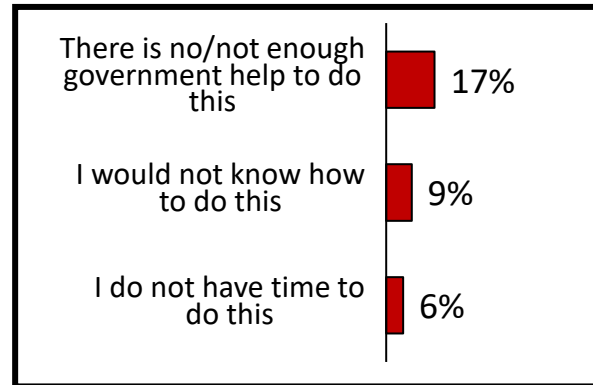
Making it easier to make the right choice is key

Size of opportunity
(outer line reflects largest opportunity)

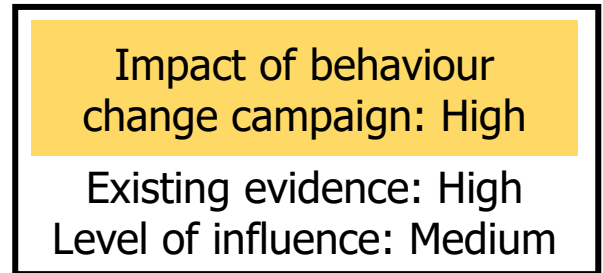


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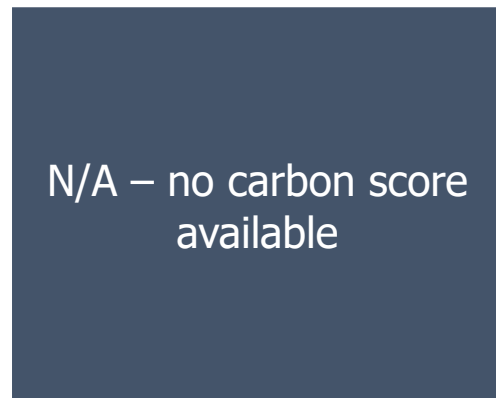
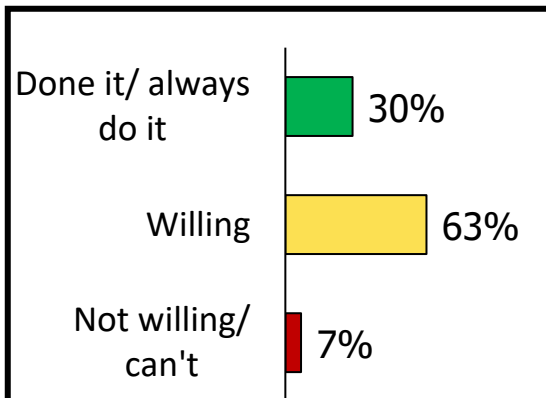
Key barriers (Base: 1895)



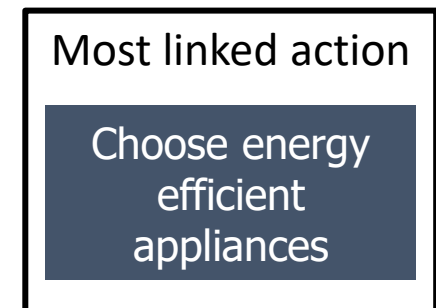
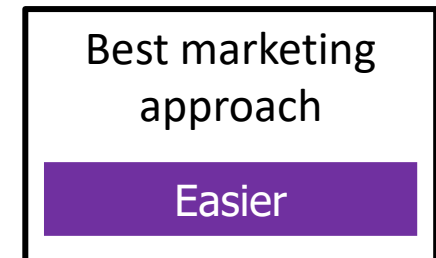
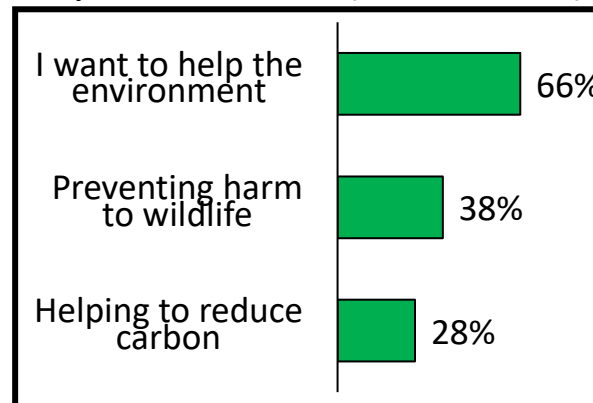
Behaviour change evidence



Willingness (Base: 3024)



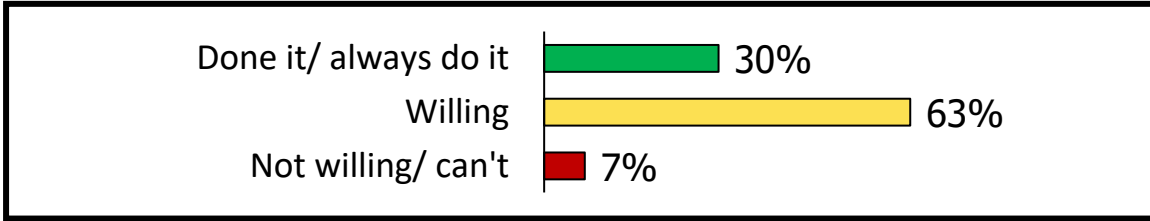
Key motivations (Base: 1895)



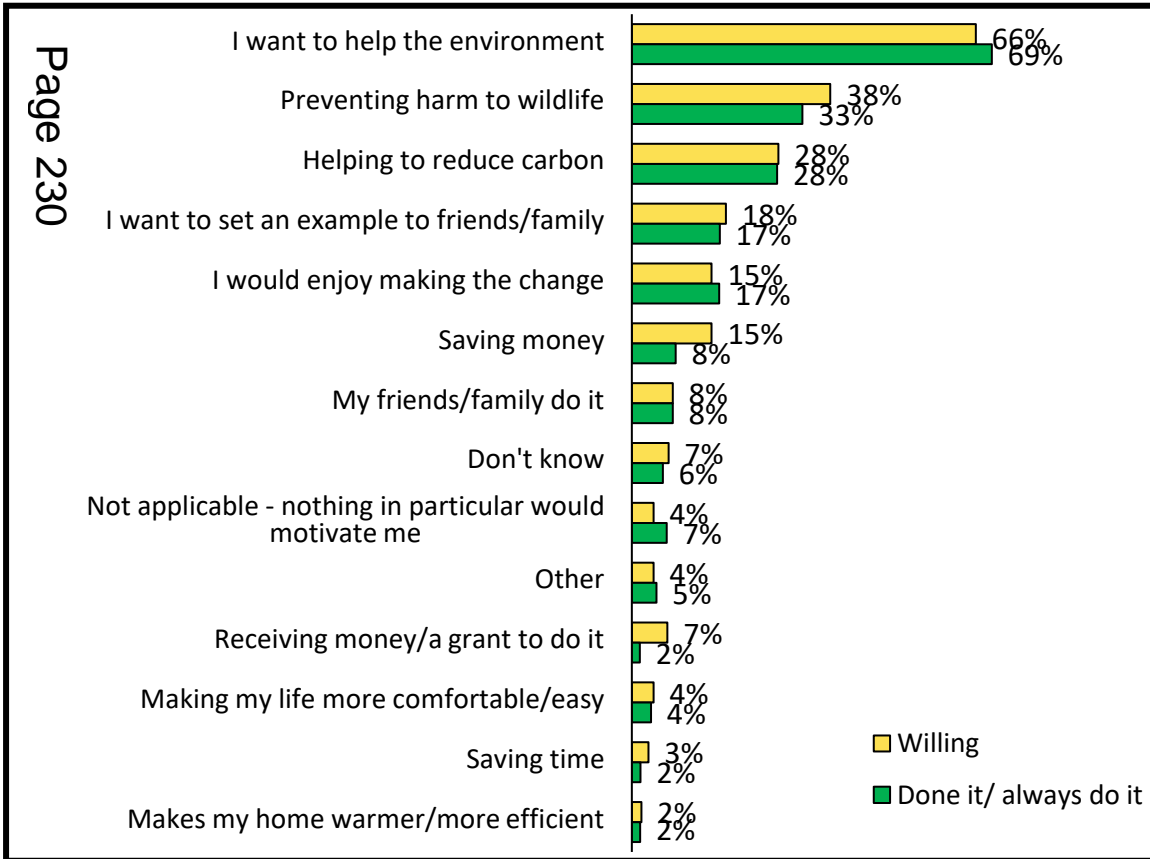
Reduce use of plastics



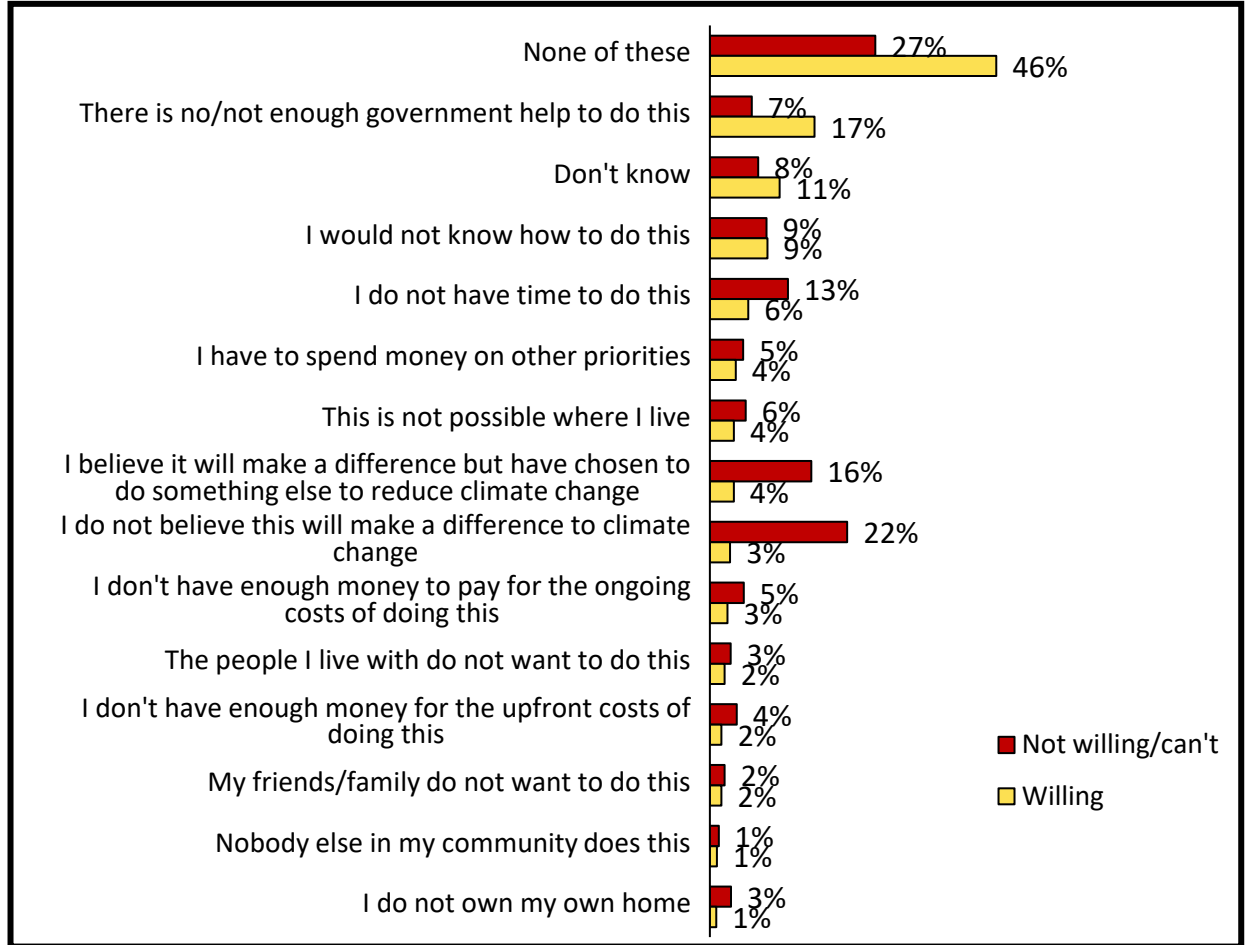
Willingness (Base: 3024)



Key motivations (Base: 1895, 2874, multi-choice)



Key barriers (Base: 200, 1895, multi-choice)



Summary/key points

- Preventing harm to wildlife stands out as a motivation among the willing
- Key barrier to action is lack of control individual's have over this

Reduce use of plastics

What is the best practise?

- Combine financial incentives with environmental restructuring

Best evidence – Control trial

- Field experiment conducted at twelve university and business sites to examine whether the use of reusable cups can be promoted through easily implementable measures. The interventions were:
 - Provision of alternatives (reusable cups for sale or given out for free)
 - Financial incentive (charged for a single use cup or given a discount for using a reusable cup)
 - Environmental messaging – shown across all cafes, including control group (see image)
- Study suggests provision of a free reusable cup and financial discount is particularly effective. Discounting for use of a reusable cup is effective as people are more susceptible to losses than gain and it communicates the social norm.
- Three cafes continued with the charge after the experiment had finished and distributed more reusable cups for free among their students. This boosted the use of reusable cups up to 33.7% across three cafés (UK, 2018).

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Impact of behaviour
change campaign:
High



Existing evidence: High
Level of influence: Medium

FIGHT THE WASTE!
3 BILLION TAKEAWAY CUPS GO TO
LANDFILL EVERY YEAR IN THE UK



Reference

Poortinga & Whitaker, [Promoting the Use of Reusable Coffee Cups through Environmental Messaging, the Provision of Alternatives and Financial Incentives](#), 2018, Sustainability

Action summaries – Resilience to climate change



Area summary: Resilience to climate change



Modify home to be more resilient to heat and drought

Willingness to take action	Ease of Behaviour change	Level of influence
60%	Low	Medium

What evidence suggests you should do...

Make salience of extreme weather conditions less abstract i.e. relevant to individuals



Modify home to be more resilient to storms and flooding

Willingness to take action	Ease of Behaviour change	Level of influence
41%	Low	Medium

What evidence suggests you should do...

Make salience of extreme weather conditions less abstract i.e. relevant to individuals

Action dashboard – Modify my home to be more resilient to heat and drought

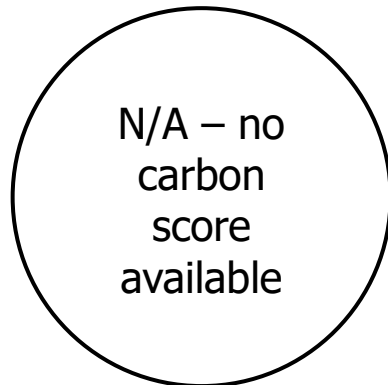


Willingness is high (60%), CO² is N/A

Money restraints and home ownership are key barriers

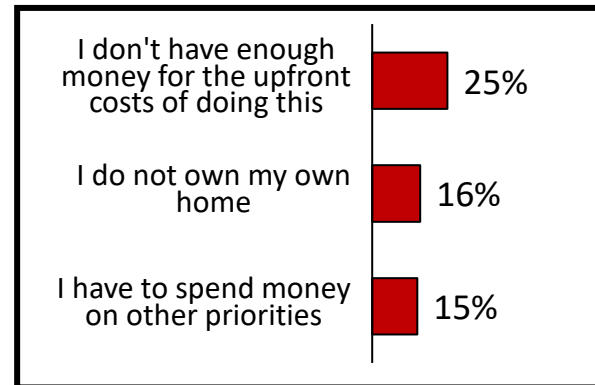
Action is linked to renewable energy devices

Size of opportunity
(outer line reflects largest opportunity)

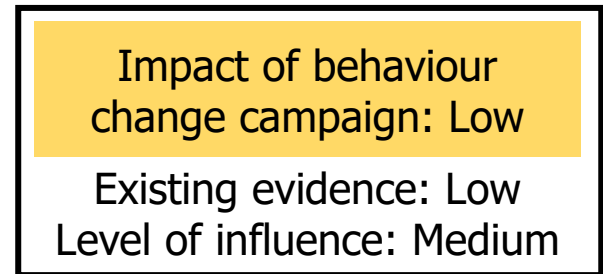


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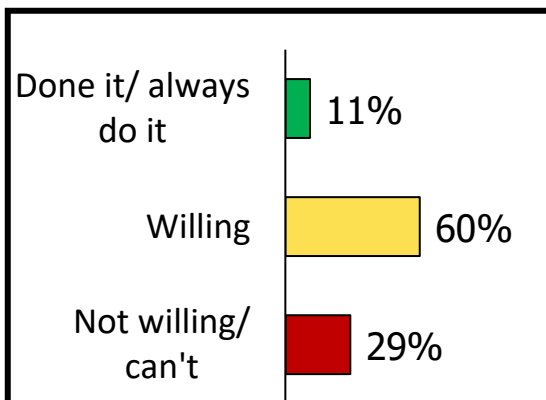
Key barriers (Base: 1822)



Behaviour change evidence

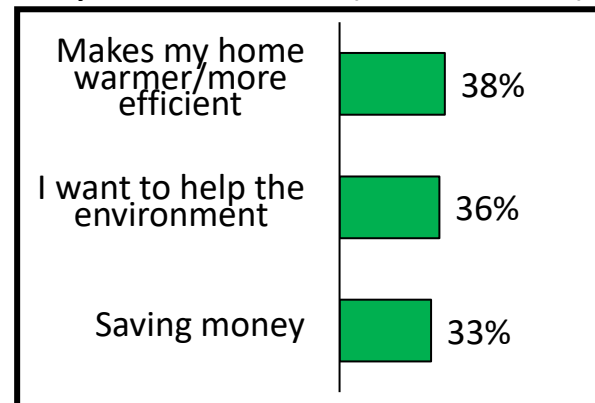


Willingness (Base: 3024)



N/A – no carbon score available

Key motivations (Base: 1822)



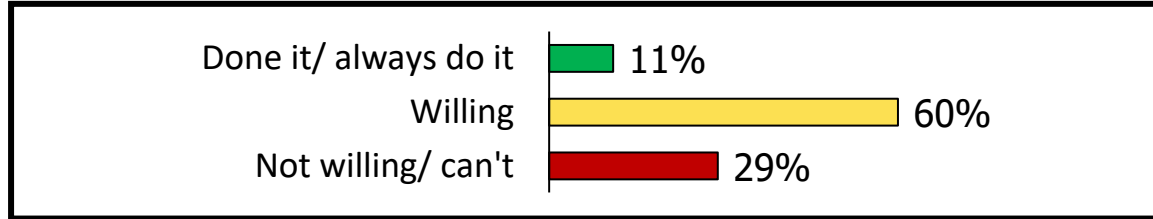
Best marketing approach
Not determined

Most linked action
Install renewable energy devices

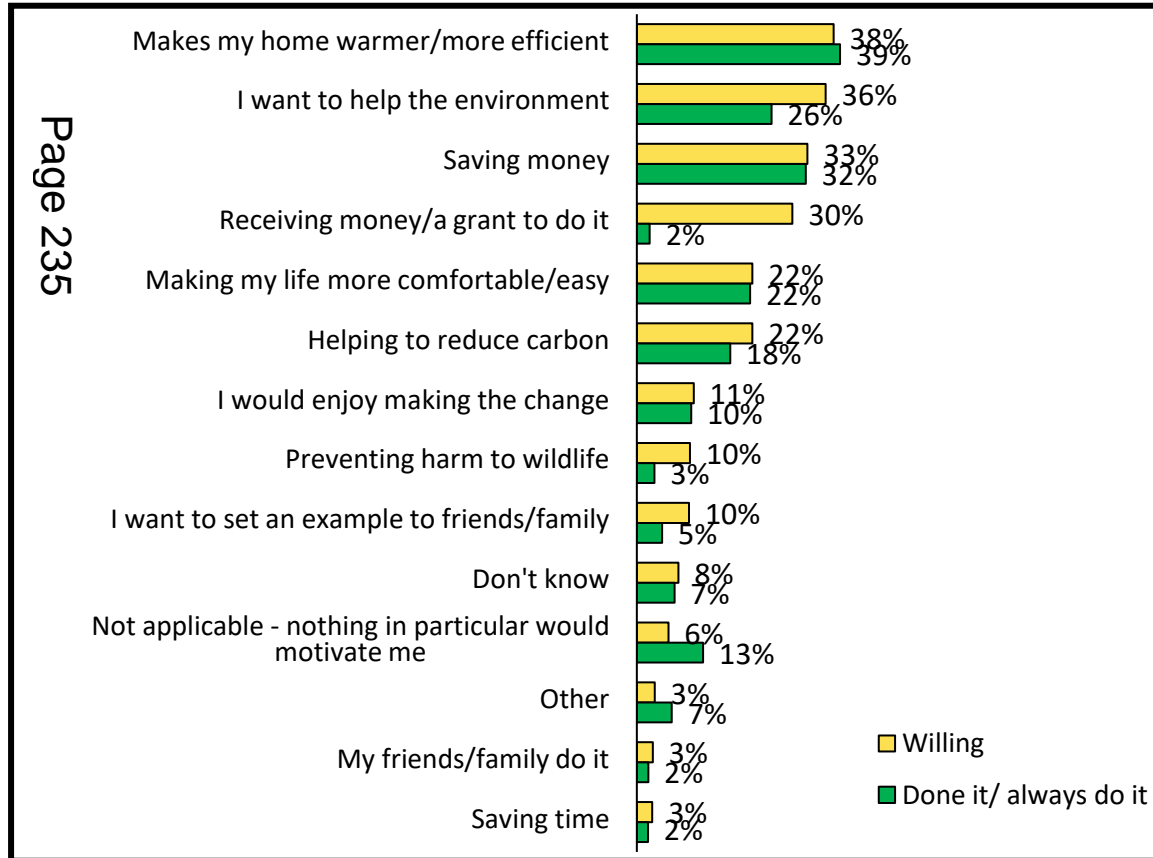


Modify my home to be more resilient to heat and drought

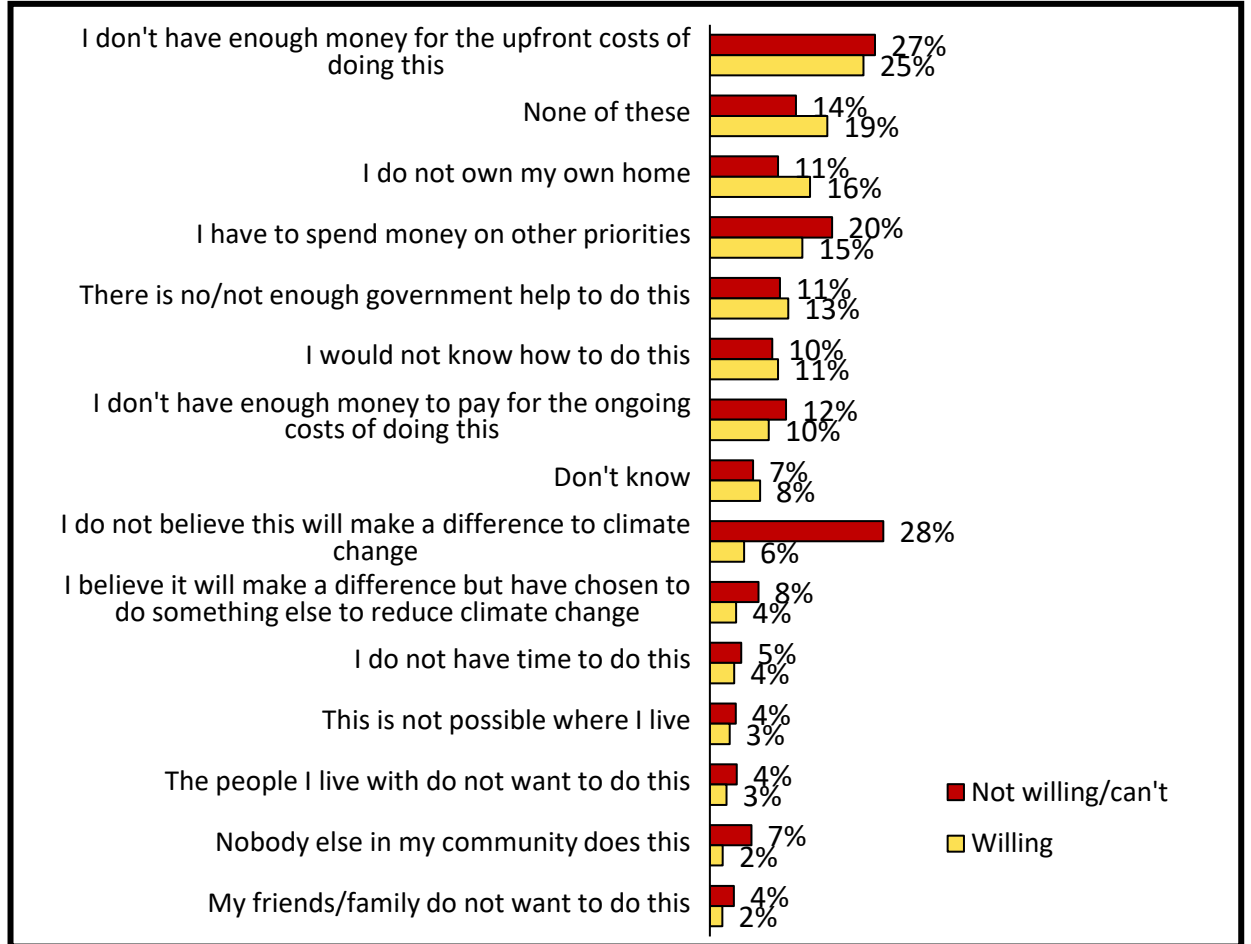
Willingness (Base: 3024)



Key motivations (Base: 1822, 328, multi-choice)



Key barriers (Base: 419, 1822, multi-choice)



Summary/key points

- Willing are motivated to do this but want to be paid/assisted to do so
- Promoting efficiencies savings with resilience measures is motivating

Modify home to be more resilient to heat and drought

Impact of behaviour
change campaign:
Low



What is the most effective practise?

- Make salience of extreme weather conditions less abstract i.e. relevant to individuals

Existing evidence: Low
Level of influence: Medium

See '[Install loft and wall insulation and plug gaps to stop drafts](#)' and '[Avoid unnecessary water usage](#)'

Case study – timely interventions

- Personal experience with an extreme weather event increases willingness to pay higher taxes to support mitigation and adaption (USA, 2019)



Reference

Bergquist et al., [Experiencing a Severe Weather Event Increases Concern About Climate Change](#), 2019

Action dashboard – Modify my home to be more resilient to storms and flooding

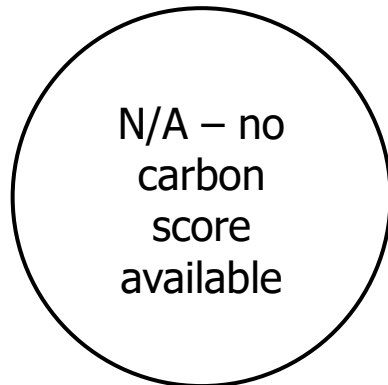


Willingness is moderate (41%), CO² is N/A

Money restraints and home ownership are key barriers

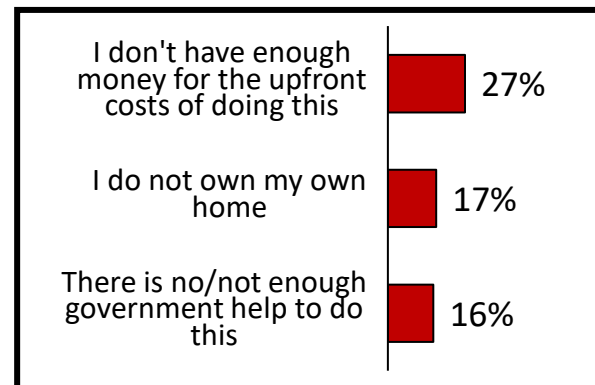
Action is linked to installing insulation

Size of opportunity
(outer line reflects largest opportunity)

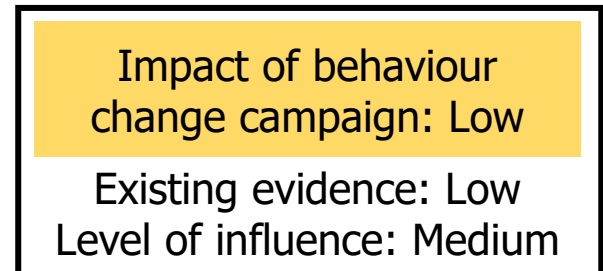


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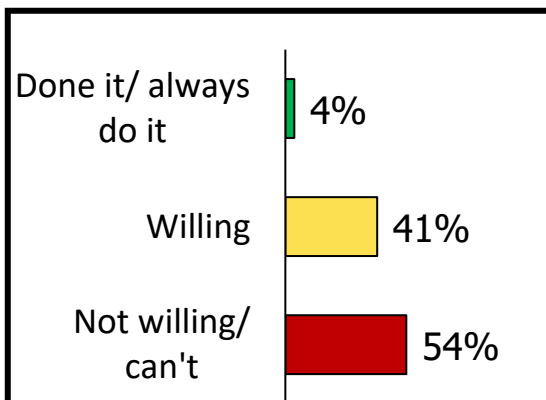
Key barriers (Base: 1244)



Behaviour change evidence

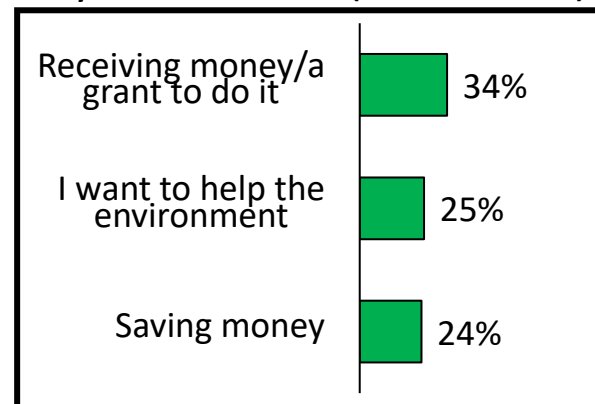


Willingness (Base: 3024)



N/A – no carbon score available

Key motivations (Base: 1244)



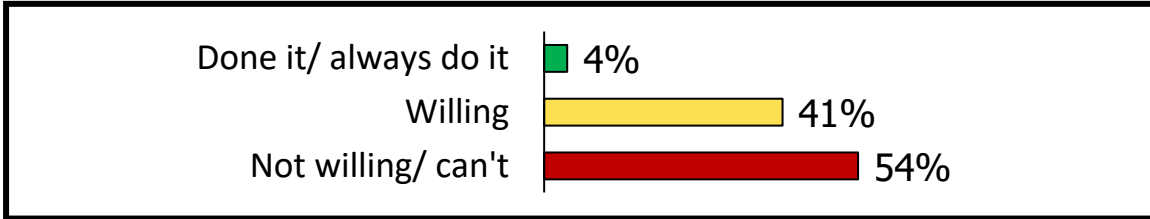
Best marketing approach
Not determined

Most linked action
Install insulation

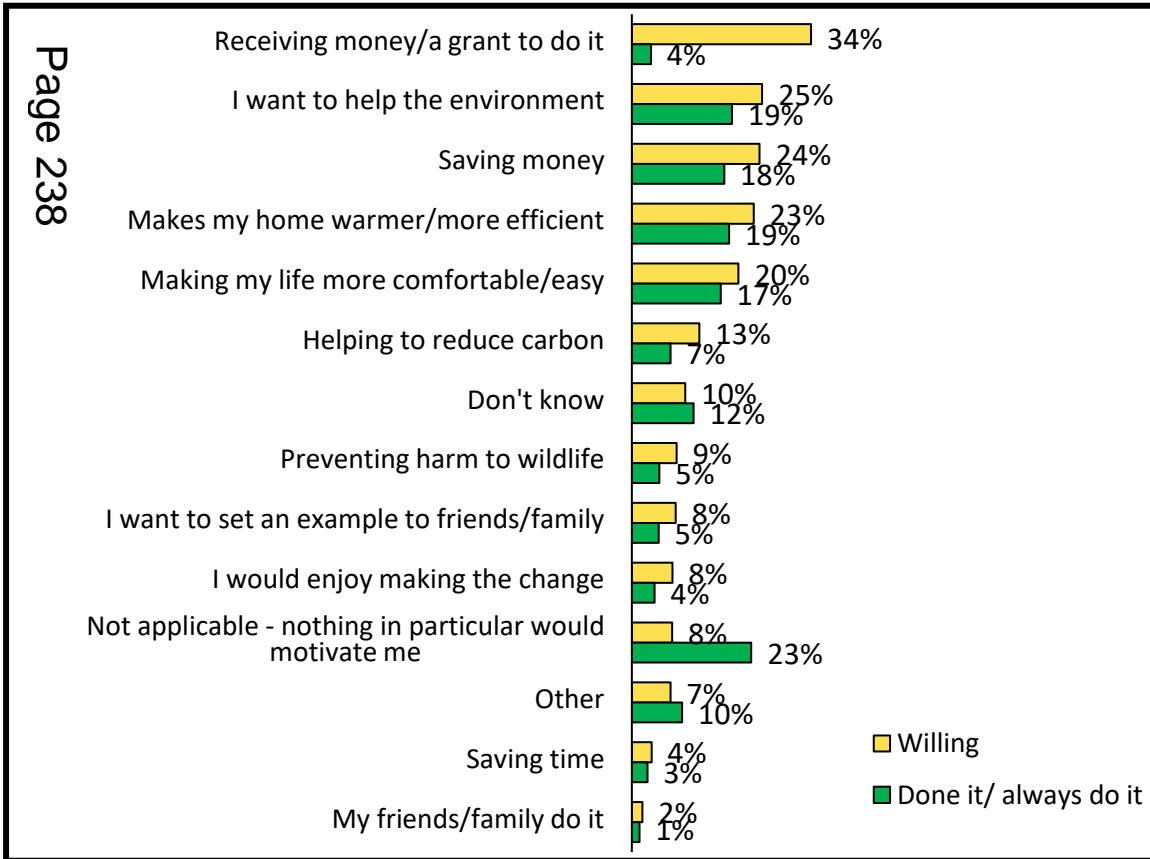


Modify my home to be more resilient to storms and flooding

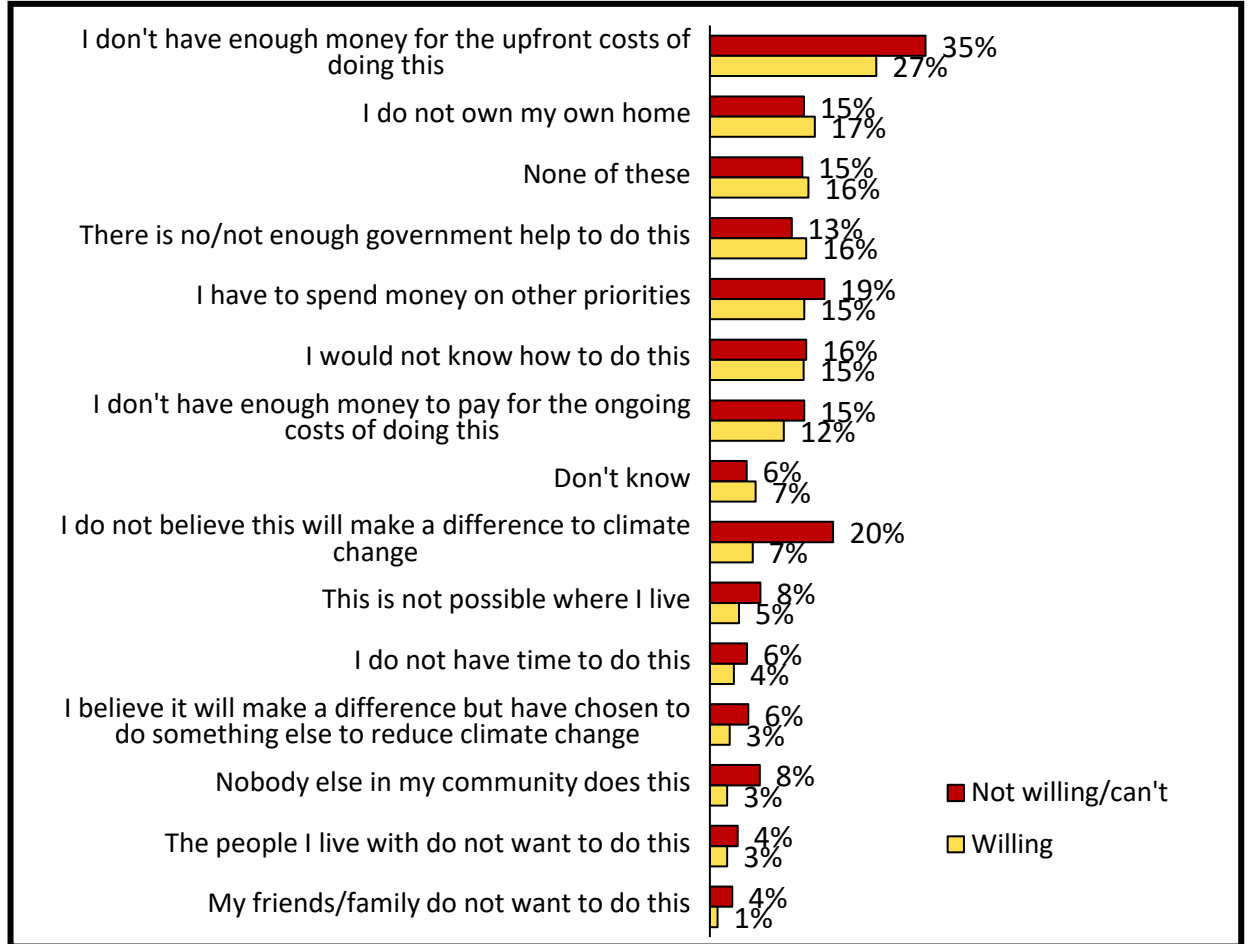
Willingness (Base: 3024)



Key motivations (Base: 1244, 131, multi-choice)



Key barriers (Base: 458, 1244, multi-choice)



Summary/key points

- Willing are motivated to do this but want to be paid/assisted to do so as money is key barrier

Modify my home to be more resilient to storms and flooding

Impact of behaviour
change campaign:
Low



Existing evidence: Low
Level of influence: Medium

What is the most effective practise?

- Make salience of extreme weather conditions less abstract i.e. relevant to individuals

See '[Install loft and wall insulation and plug gaps to stop drafts](#)' and '[Avoid unnecessary water usage](#)'

Case study – timely interventions

- Personal experience with an extreme weather event increases willingness to pay higher taxes to support mitigation and adaption (USA, 2019)



Reference

Bergquist et al., [Experiencing a Severe Weather Event Increases Concern About Climate Change](#), 2019

Detailed quantitative survey findings

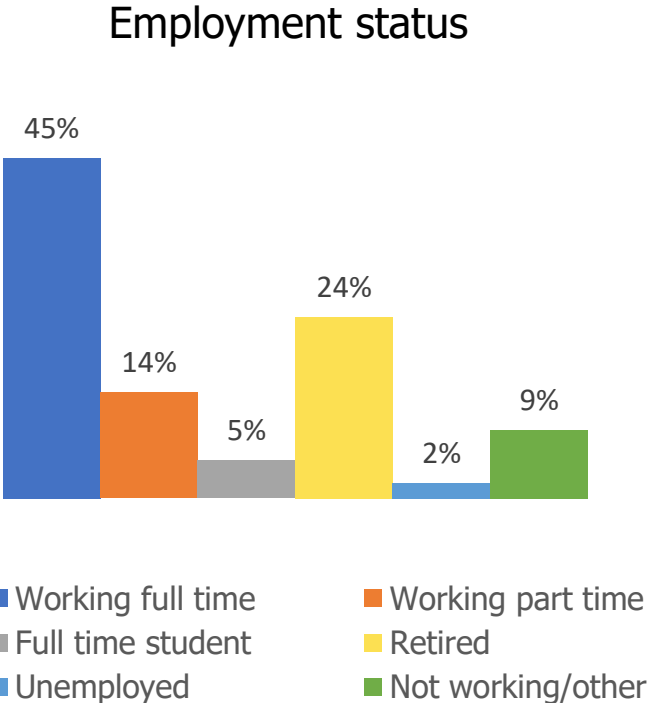
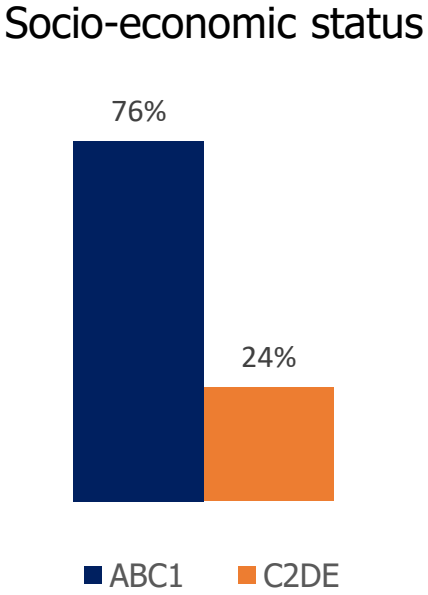
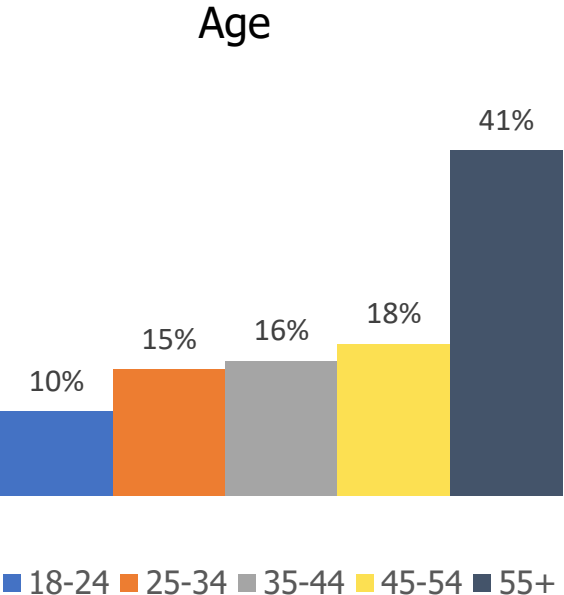
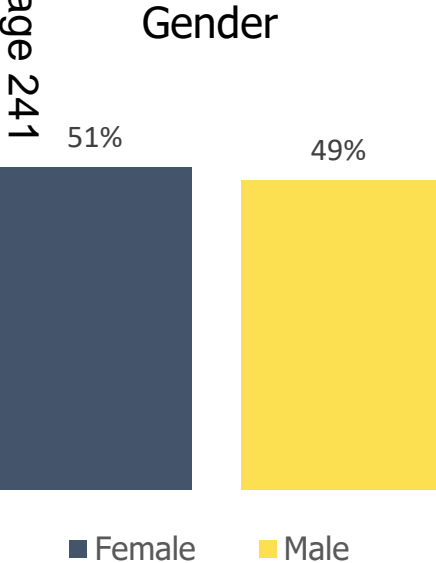
Online survey - Methodology

What and when:

- Online survey created by the Insight and Engagement Team with sample provided by YouGov (commissioned due to their ability to deliver Mosaic demographic groups without the need to collect personally identifiable information and survey software capabilities)
- **3,024** responses between 14 April and 22 April representative of the South East by interlocking age and gender quotas

Audience Profile – Audience profile in the South East broadly matched that of Hampshire

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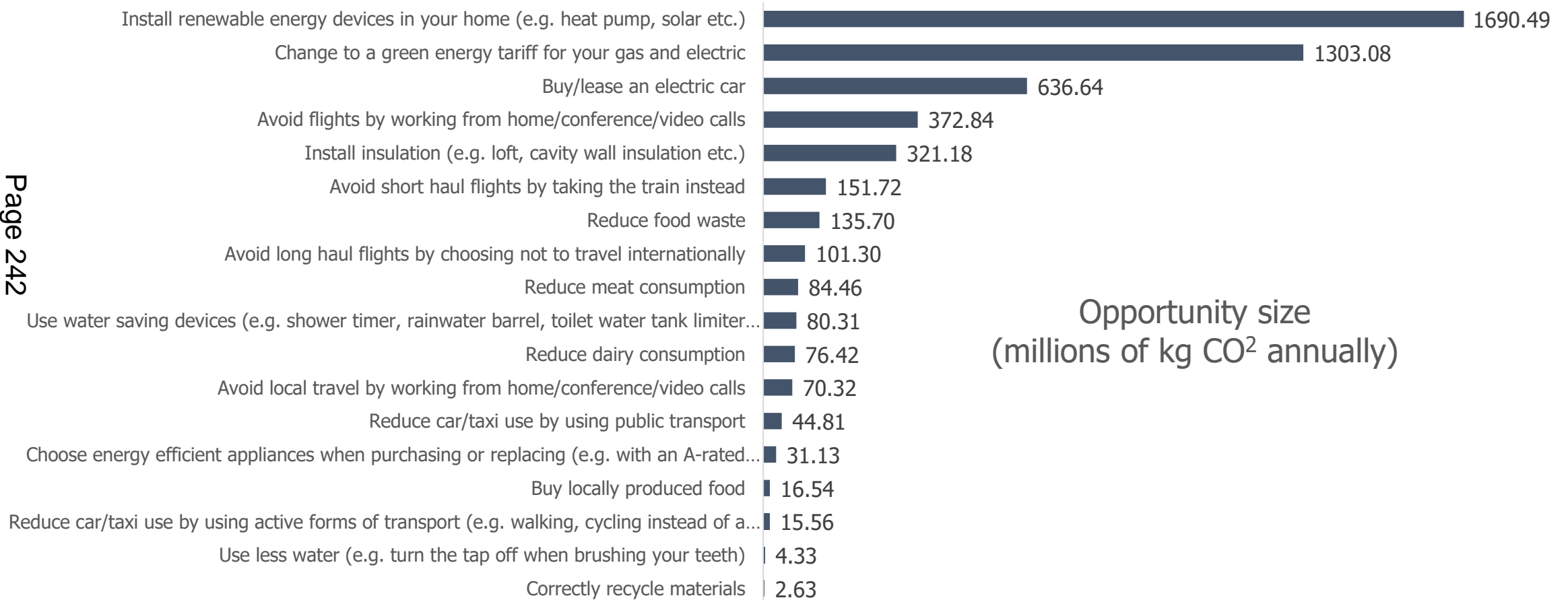


Base size: 3,024 South East residents

Installing renewable energy devices is the largest CO² saving opportunity

Below is a representation of the carbon opportunity size (% of the Hampshire population willing to take an action multiplied by the amount of carbon saved for doing the action) in millions of kg of CO² equivalent annually

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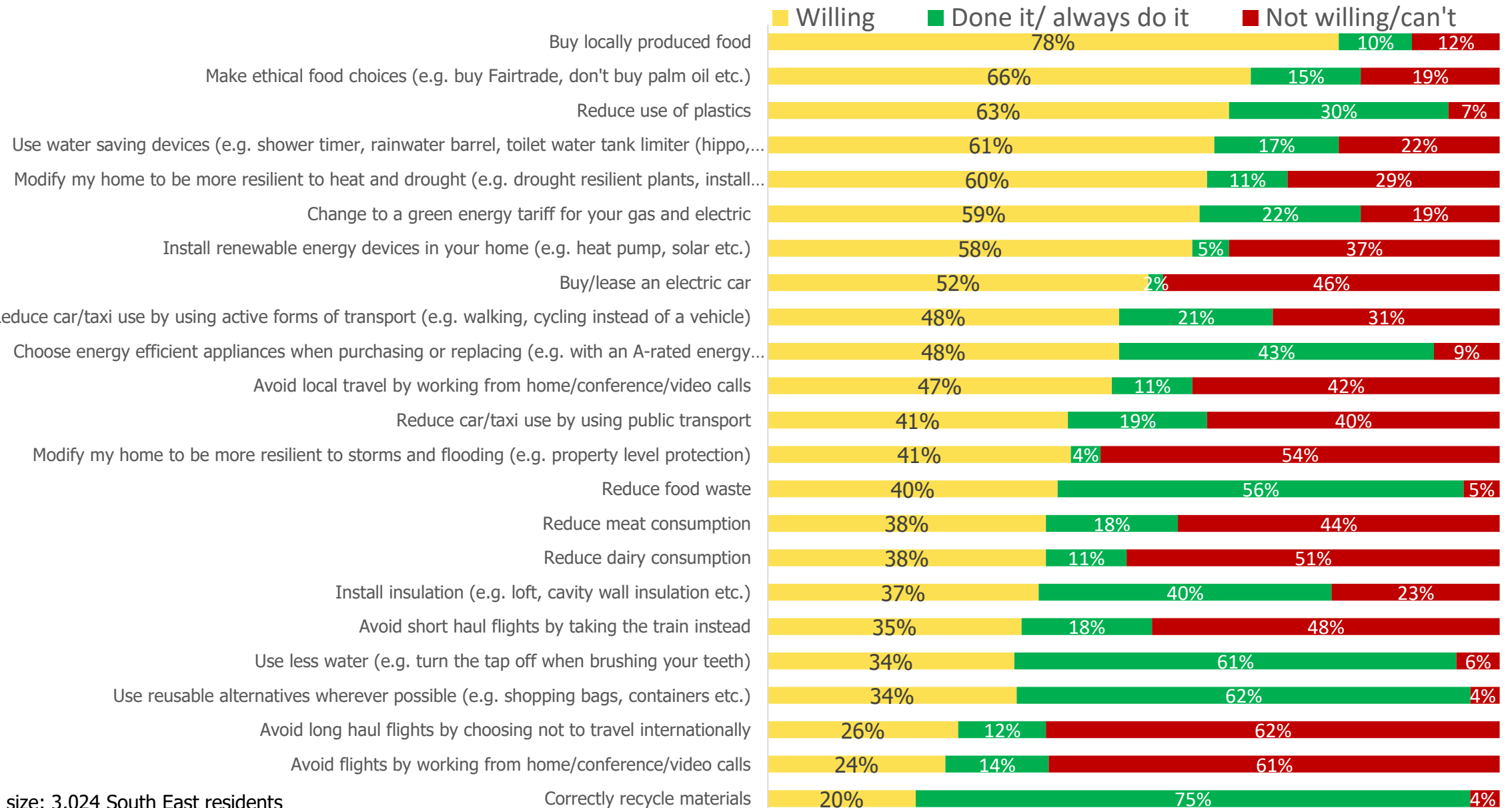
Opportunity size
(millions of kg CO² annually)

Base size: 3,024 South East residents scaled to represent Hampshire

Key takeout – Home energy (renewable energy devices and green energy tariffs) is the largest opportunities to save carbon

Willingness is concentrated in food choices and improvements at home

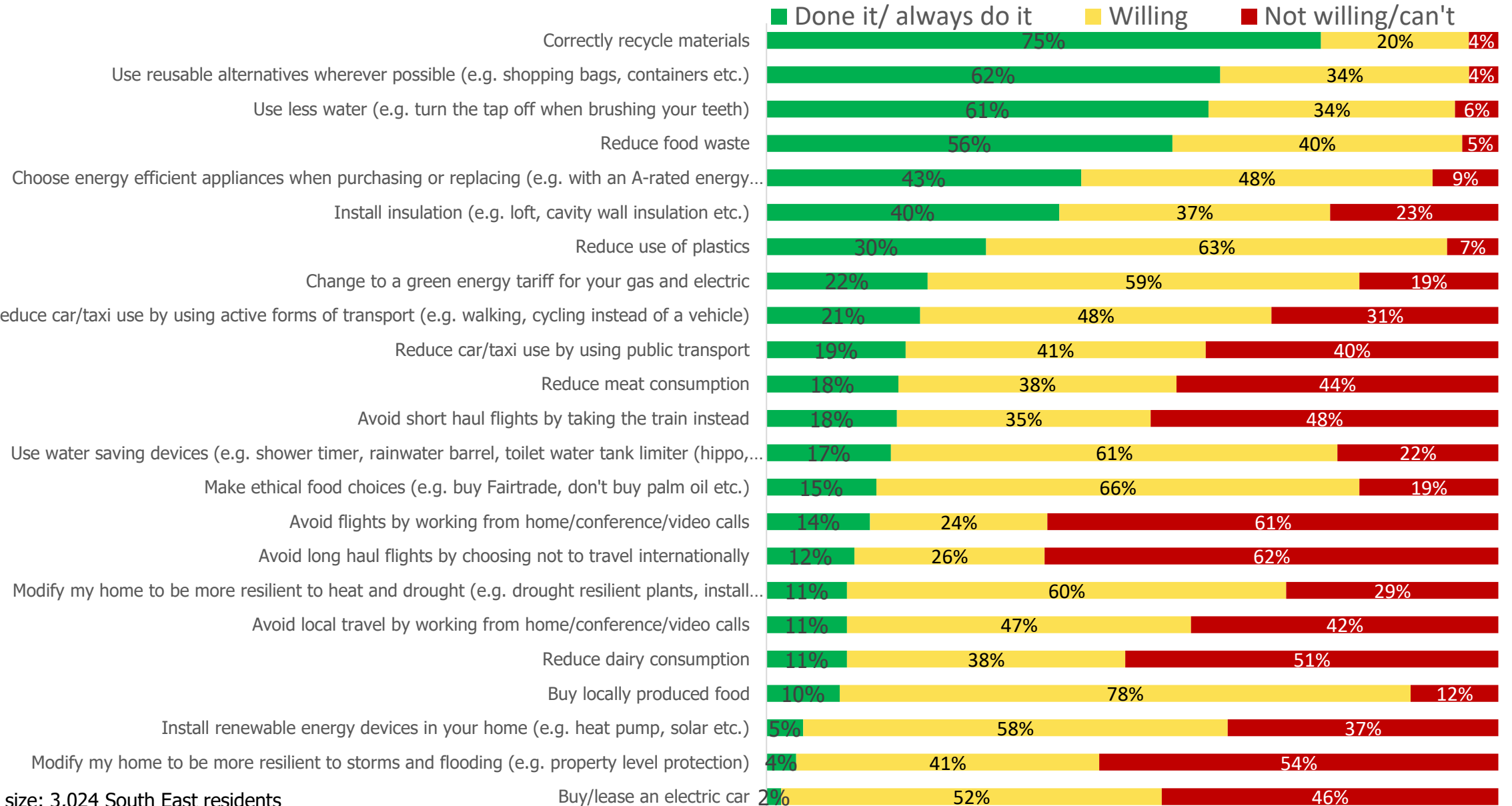
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Base size: 3,024 South East residents

Majority of people believe they always recycle and reuse

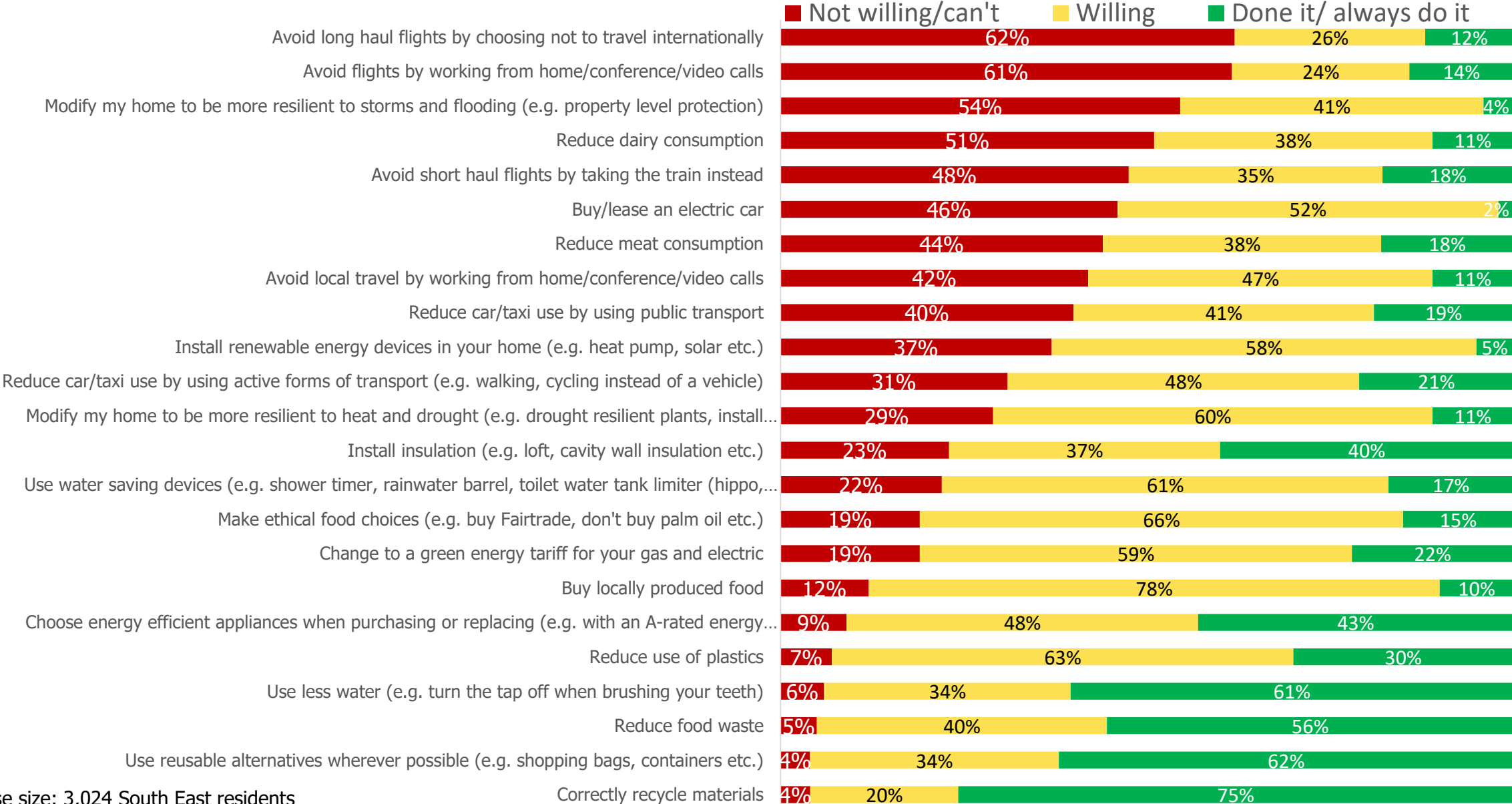
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Base size: 3,024 South East residents

Resistance strongest for flying, storm resilience, electric cars and meat and dairy reduction

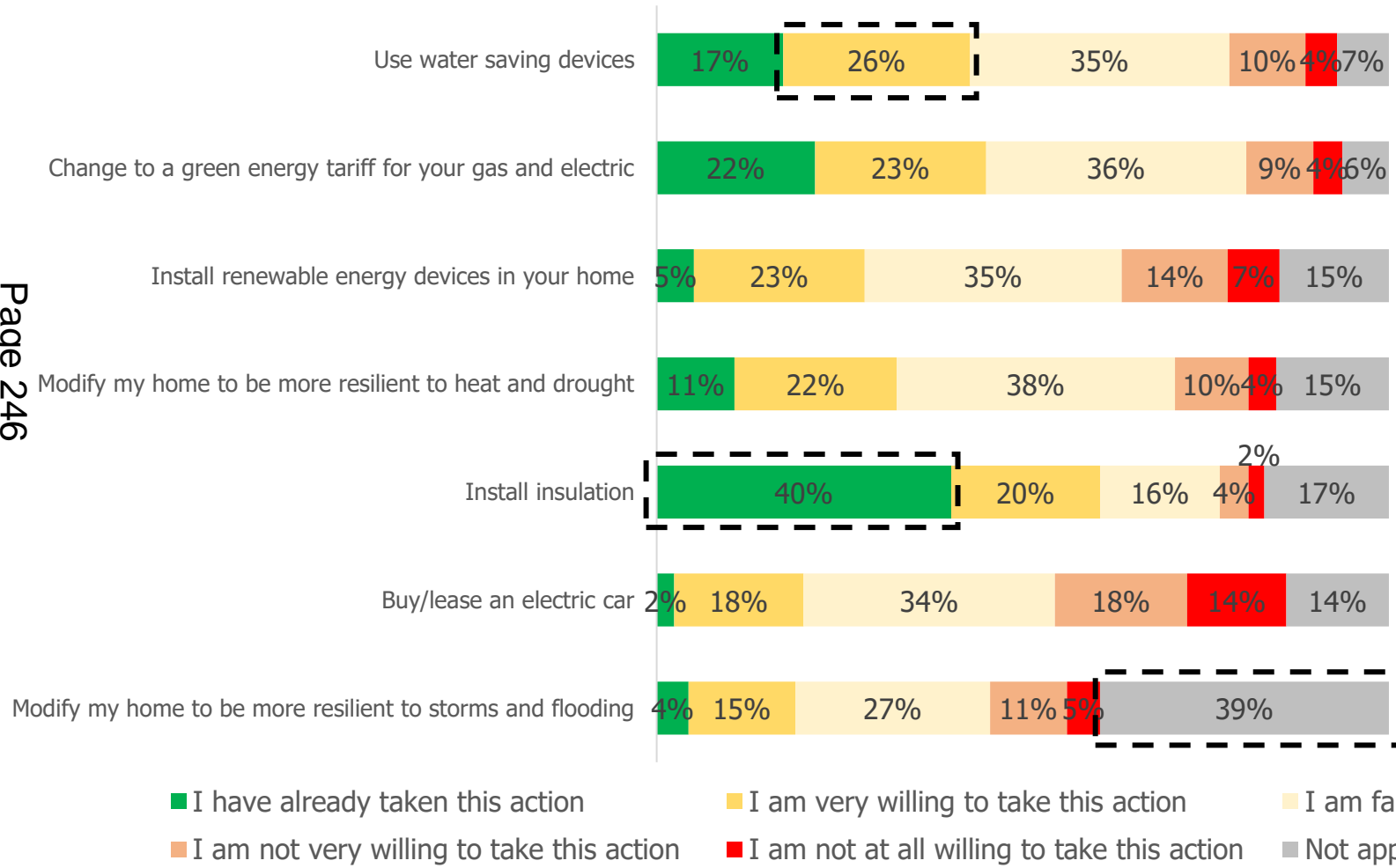
Page 245



Base size: 3,024 South East residents

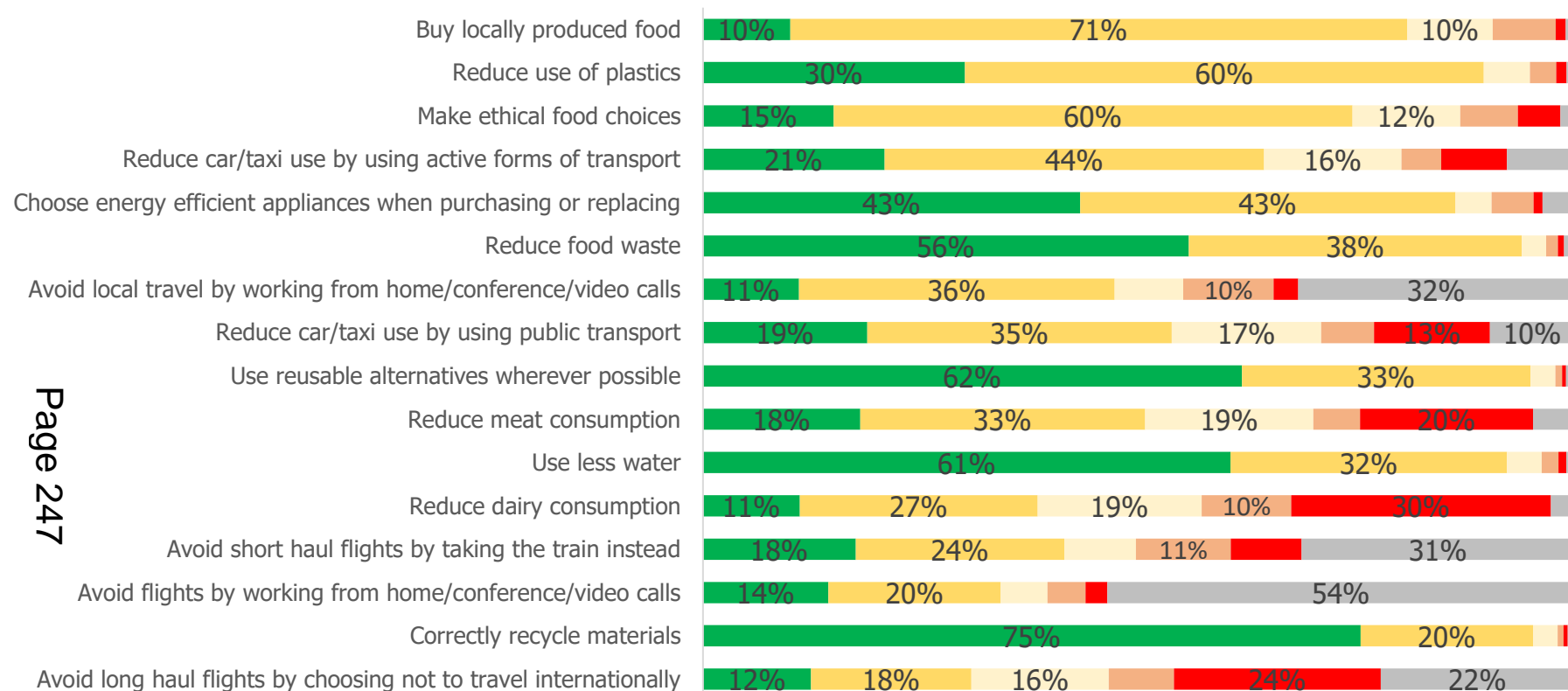
Detailed responses for one-off actions

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- The action that the most people are very willing to take is to use water saving devices
- The action that the most people feel they have done is insulating their home
- The action that the most people feel least applies to them is modifying the home to be more resilient to floods and storms

Detailed responses for continuous actions



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- I always do this action
- I sometimes do this action but I am willing to do it more
- I sometimes do this action and I am not willing to do it more
- I never do this action but I am willing to do it
- I never do this action and I am not willing to do it
- Not applicable – this does not apply to me

Note: Any response with <10%, the number has been removed from the graph

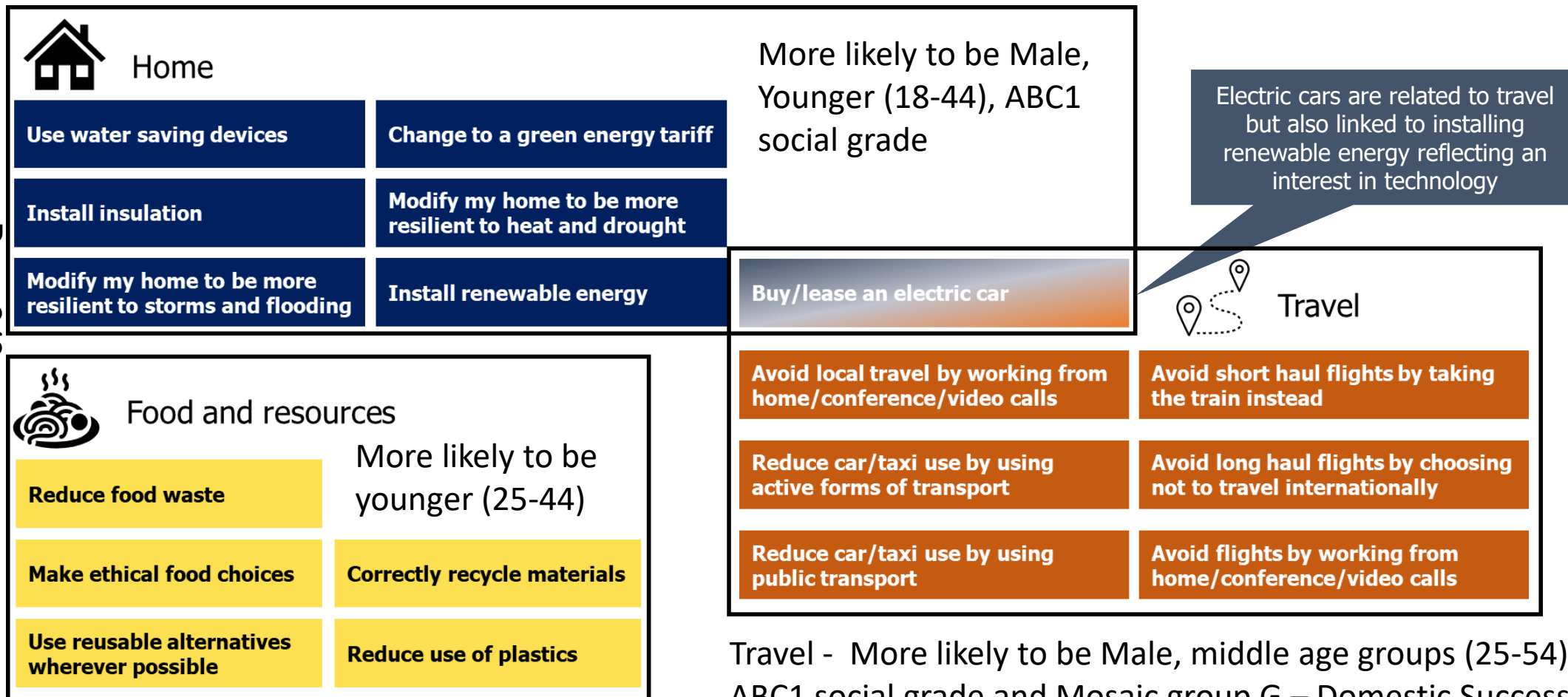
The actions that most people already do and are willing to do more of are **buying locally produced food, reducing use of plastics and making ethical food choices**

The actions that most people do not already do but are willing to do are **avoid short haul flights by taking the train instead, avoid local travel by working from home and reduce dairy consumption**

Actions link together in clusters

There are three larger clusters of actions (Home, Food and Travel) where being willing to take one makes a person more likely to be willing to do another

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Base size: 3,024 South East residents

Key takeout – Targeting people who have taken one action or are willing to take it may be a good way to target them for another related action

Action willingness clusters together

Table below shows the relationship between being willing to take one climate change action and any other action. Colour indicates the strength of this correlation with 1 (Dark Green) being fully correlated and 0 or dark red being completely unrelated. Any negative scores mean that being willing to take an action makes people less likely to take the related action.



Home



Travel



Food

	Use water saving devices (e.g. shower timer, rainwater butler)	Install insulation (e.g. loft, cavity wall insulation etc)	Install renewable energy devices in your home (e.g. solar panels, wind turbine)	Change to a green energy tariff for your gas and electricity	Buy/lease an electric car	Modify my home to be more resilient to heat and cold	Modify my home to be more resilient to storms and flooding	Use less water (e.g. turn the tap off when brushing your teeth, shorter showers)	Choose energy efficient appliances when purchasing	Reduce car/taxi use by using active forms of transport	Reduce car/taxi use by using public transport	Avoid short haul flights by taking the train instead	Avoid long haul flights by choosing not to travel internationally	Avoid flights by working from home/conference/working from home	Avoid local travel by working from home/conference/working from home	Reduce meat consumption	Reduce dairy consumption	Buy locally produced food	Reduce food waste	Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil)	Use reusable alternatives wherever possible (e.g. shopping bags, water bottles)	Correctly recycle materials	Reduce use of plastics
Use water saving devices (e.g. shower timer, rainwater butler)	1	0.372849	0.344101	0.306517	0.216348	0.354581	0.303667	0.076911	0.077466	0.145292	0.11882	0.103032	0.093268	0.097515	0.147308	0.058293	0.129346	0.112133	0.101597	0.138624	0.068501	0.022903	0.067907
Install insulation (e.g. loft, cavity wall insulation etc)	0.372849	1	0.378494	0.311057	0.218455	0.381514	0.419917	0.068274	0.114399	0.117683	0.094845	0.115582	0.141649	0.119014	0.13703	0.055404	0.112232	0.08089	0.120475	0.104838	0.095676	0.074858	0.086869
Install renewable energy devices in your home (e.g. solar panels, wind turbine)	0.344101	0.378494	1	0.277094	0.328044	0.445451	0.411956	0.031582	0.030381	0.139741	0.132038	0.122008	0.119854	0.142789	0.176826	0.051188	0.103026	0.117859	0.083121	0.096189	0.027669	0.01308	0.0398
Change to a green energy tariff for your gas and electricity	0.306517	0.311057	0.277094	1	0.201909	0.286195	0.253598	0.039609	0.127741	0.102729	0.085097	0.087589	0.06469	0.066424	0.079296	0.082985	0.097635	0.07027	0.099392	0.136688	0.059798	0.04942	0.073161
Buy/lease an electric car	0.216348	0.218455	0.328044	0.201909	1	0.24459	0.202242	0.039157	0.018888	0.194588	0.173831	0.141475	0.145255	0.114999	0.178936	0.111903	0.136289	0.127183	0.081198	0.153262	0.05934	0.021113	0.054777
Modify my home to be more resilient to heat and cold	0.354581	0.381514	0.445451	0.286195	0.24459	1	0.455181	0.045803	0.031892	0.142969	0.137647	0.104937	0.120265	0.111003	0.136586	0.078102	0.101437	0.100615	0.093845	0.126081	0.05033	-0.0083	0.053419
Modify my home to be more resilient to storms and flooding	0.303667	0.419917	0.411956	0.253598	0.202242	0.455181	1	0.02674	0.018009	0.092764	0.095417	0.083108	0.093611	0.124977	0.154473	0.049721	0.097697	0.104757	0.046374	0.089227	0.040595	-0.00098	0.004784
Use less water (e.g. turn the tap off when brushing your teeth, shorter showers)	0.076911	0.068274	0.031582	0.039609	0.039157	0.045803	0.02674	1	0.170534	0.100361	0.080458	0.041544	0.00555	0.084526	0.100499	0.090047	0.071023	0.079534	0.265073	0.137954	0.221288	0.22105	0.216149
Choose energy efficient appliances when purchasing	0.077466	0.114399	0.030381	0.127741	0.018888	0.031892	0.018009	0.170534	1	0.099149	0.08169	0.085354	0.032335	0.046075	0.069803	0.064426	0.092214	0.117211	0.168914	0.167083	0.169807	0.182706	0.213171
Reduce car/taxi use by using active forms of transport	0.145292	0.117683	0.139741	0.102729	0.194588	0.142969	0.092764	0.100361	0.099149	1	0.363987	0.213178	0.15055	0.115977	0.191867	0.211826	0.171683	0.187389	0.179587	0.202096	0.120645	0.069677	0.142913
Reduce car/taxi use by using public transport	0.11882	0.094845	0.132038	0.085097	0.173831	0.137647	0.095417	0.080458	0.08169	0.363987	1	0.210389	0.148775	0.118699	0.139851	0.144303	0.145248	0.12534	0.117157	0.160749	0.061588	0.068	0.086725
Avoid short haul flights by taking the train instead	0.103032	0.115582	0.122008	0.087589	0.141475	0.104937	0.083108	0.041544	0.085354	0.213178	0.210389	1	0.261579	0.209626	0.192595	0.126334	0.154994	0.132626	0.104591	0.13207	0.092965	0.070304	0.094472
Avoid long haul flights by choosing not to travel internationally	0.093268	0.141649	0.119854	0.06469	0.145255	0.120265	0.093611	0.00555	0.032335	0.15055	0.148775	0.261579	1	0.168523	0.163347	0.139018	0.163962	0.103127	0.047679	0.106463	0.047359	0.034899	0.074973
Avoid flights by working from home/conference/working from home	0.097515	0.119014	0.142789	0.066424	0.114999	0.111003	0.124977	0.084526	0.046075	0.115977	0.118699	0.209626	0.168523	1	0.477409	0.054963	0.092917	0.077716	0.120867	0.080149	0.119184	0.118688	0.081964
Avoid local travel by working from home/conference/working from home	0.147308	0.13703	0.176826	0.079296	0.178936	0.136586	0.154473	0.100499	0.069803	0.191867	0.139851	0.192595	0.163347	0.477409	1	0.095091	0.136401	0.143724	0.149672	0.108639	0.150436	0.121453	0.131319
Reduce meat consumption	0.058293	0.055404	0.051188	0.082985	0.111903	0.078102	0.049721	0.090047	0.064426	0.211826	0.144303	0.126334	0.139018	0.054963	0.095091	1	0.293604	0.157711	0.145907	0.217057	0.076818	0.029636	0.138505
Reduce dairy consumption	0.129346	0.112232	0.103026	0.097635	0.136289	0.101437	0.097697	0.071023	0.092214	0.171683	0.145248	0.154994	0.163962	0.092917	0.136401	0.293604	1	0.152374	0.115879	0.163092	0.046257	0.040268	0.092053
Buy locally produced food	0.112133	0.08089	0.117859	0.07027	0.127183	0.100615	0.104757	0.079534	0.117211	0.187389	0.12534	0.132626	0.103127	0.077716	0.143724	0.157711	0.152374	1	0.170093	0.28137	0.136291	0.077453	0.205877
Reduce food waste	0.101597	0.120475	0.083121	0.099392	0.081198	0.093845	0.046374	0.265073	0.168914	0.179587	0.117157	0.104591	0.047679	0.120867	0.149672	0.145907	0.115879	0.170093	1	0.202318	0.303283	0.28449	0.306843
Make ethical food choices (e.g. buy Fairtrade, don't buy palm oil)	0.138624	0.104838	0.096189	0.136688	0.153262	0.126081	0.089227	0.137954	0.167083	0.202096	0.160749	0.13207	0.106463	0.080149	0.108639	0.217057	0.163092	0.28137	0.202318	1	0.155595	0.100183	0.251421
Use reusable alternatives wherever possible (e.g. shopping bags, water bottles)	0.068501	0.095676	0.027669	0.059798	0.05934	0.05033	0.040595	0.221288	0.169807	0.120645	0.061588	0.092965	0.047359	0.119184	0.150436	0.076818	0.046257	0.136291	0.303283	0.155595	1	0.26328	0.318786
Correctly recycle materials	0.022903	0.074858	0.01308	0.04942	0.021113	-0.0083	-0.00098	0.22105	0.182706	0.069677	0.068	0.070304	0.034899	0.118688	0.121453	0.029636	0.040268	0.077453	0.28449	0.100183	0.26328	1	0.22984
Reduce use of plastics	0.067907	0.086869	0.0398	0.073161	0.054777	0.053419	0.004784	0.216149	0.213171	0.142913	0.086725	0.094472	0.074973	0.081964	0.131319	0.138505	0.092053	0.205877	0.306843	0.251421	0.318786	0.22984	1

Key takeout – Targeting people who have taken or are willing to take one action can help them to take a related action

COVID-19 is making 1 in 3 people think and act differently on climate change

In an open-ended question at the end of the survey, we asked respondents whether Coronavirus has made them reconsider any of their actions. Respondents were given an opportunity to spontaneously reflect on how Coronavirus has changed their routines and lifestyles.

The open-ended question was as follows:

Thinking generally about the answers you provided in this survey. In which, if any, ways would you say the current public health situation (i.e. the outbreak of Covid-19 (Coronavirus)) causes you to think differently about any of the answers you provided?

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- COVID-19 has not made me think differently about my actions
- COVID-19 has encouraged me to undertake more environmentally friendly behaviours
- COVID-19 has encouraged me to undertake more environmentally unfriendly behaviours

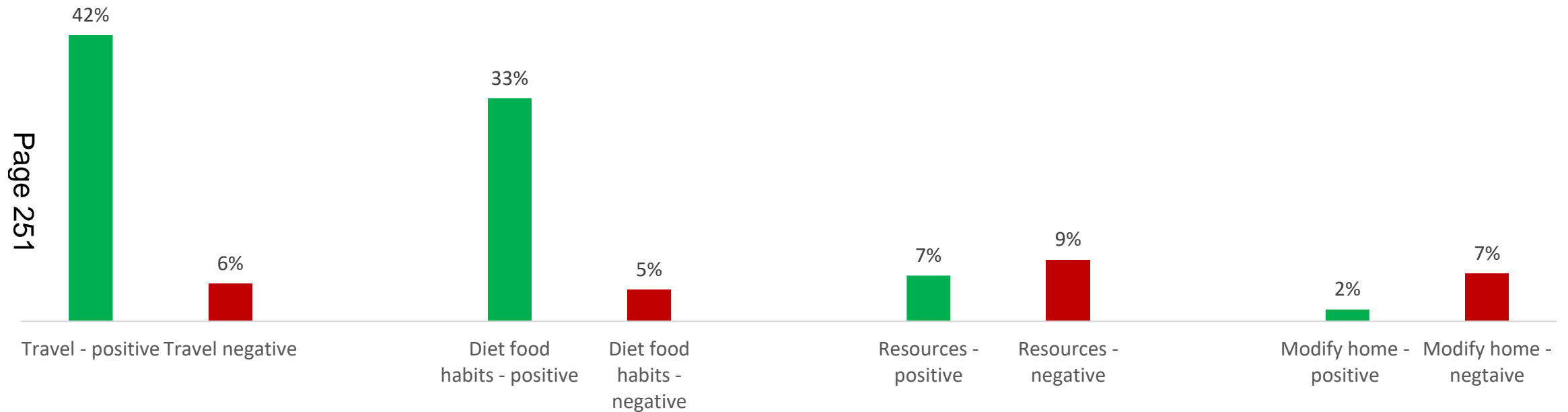


Base size: 3024

As we are interested in understanding what behaviours are particularly relevant and salient at this time, we will be looking into more detail at **34% who have reported that Coronavirus has changed their behaviour**

Travel climate actions are where most people are thinking differently due to COVID-19

People had mentioned many positives involving travel and diet whereas resources and their willingness and ability to modify their home were more mixed.



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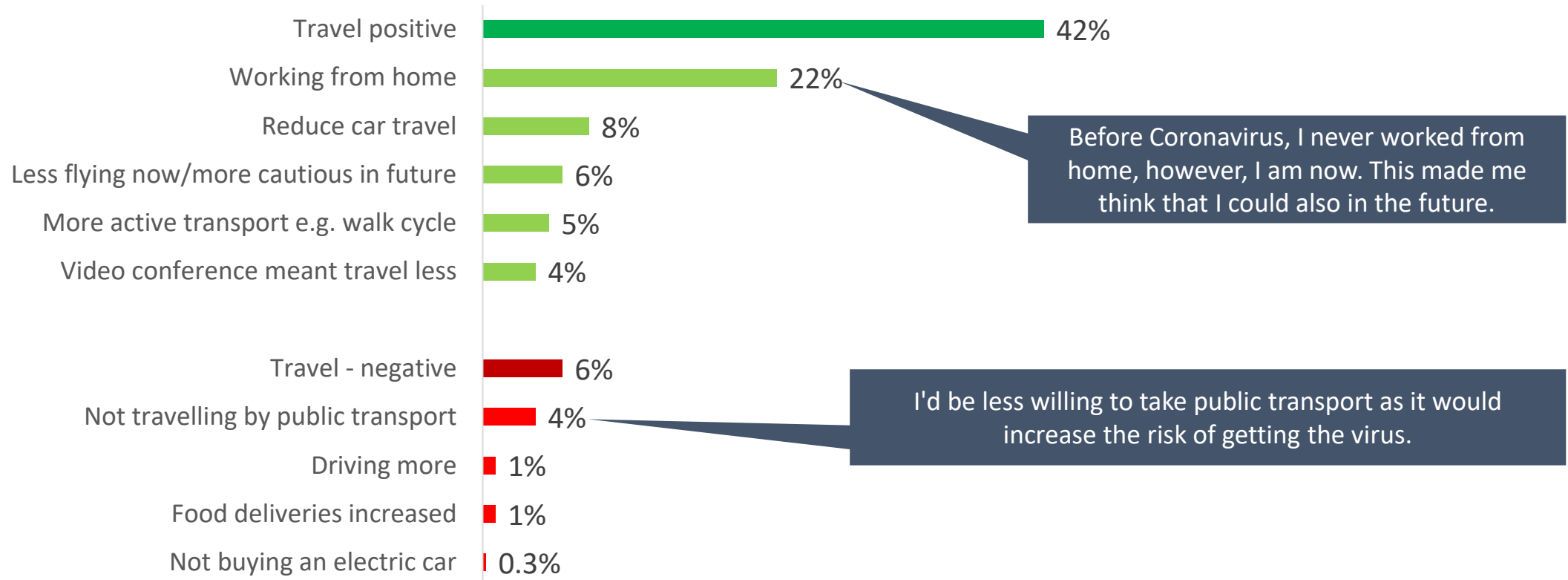
Base size: 985

Key takeout – Behaviour has changed in a number of areas, particularly travel and diet – this presents an opportunity to encourage or reinforce behaviours that are positive for climate action

What would people change – Travel positive and negative



42% of people who reported COVID-19 having changed their behaviour said they would travel more sustainably. The most common reason for this was working from home. Many people expressed a desire to continue doing so



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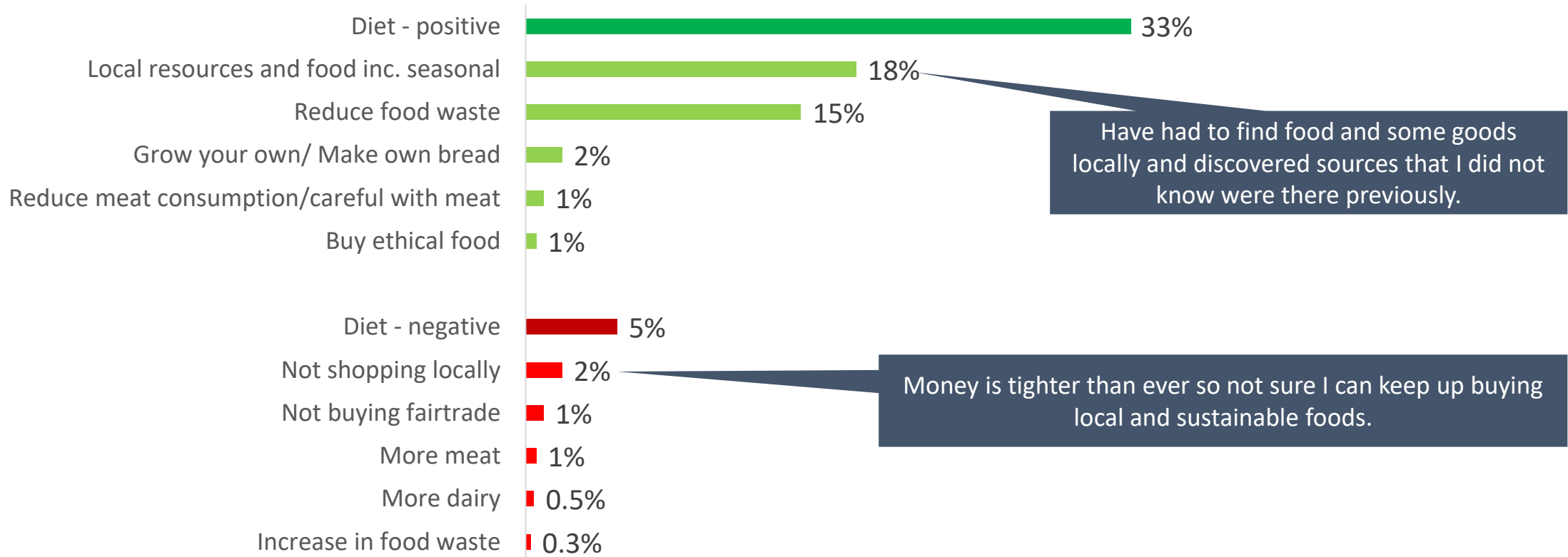
Base size: 985

Key takeout – There is a large positive opportunity to lock in working from home behaviours to reduce unnecessary travel and enhance work/life balances. This may be needed to balance out a drop in use of public transport

What would people change – Diet positive and negative



33% of people who reported COVID-19 having changed their behaviour said they are eating differently with many finding local foods, which they link with sustainability.



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Base size: 985

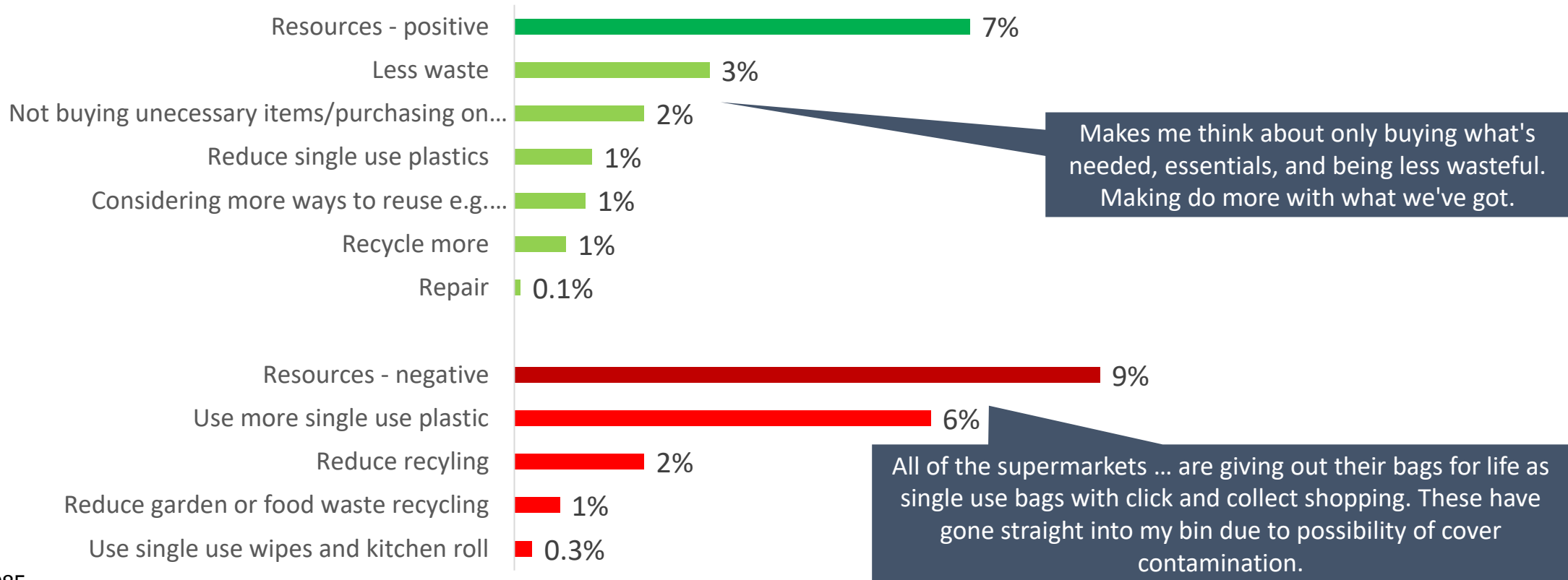
Key takeout – People believe that shopping locally is helping carbon impact when it might make little difference

What would people change – Resources positive and negative



9% of people who reported COVID-19 having changed their behaviour said they use resources less sustainably. The most common reason for this was single use plastic

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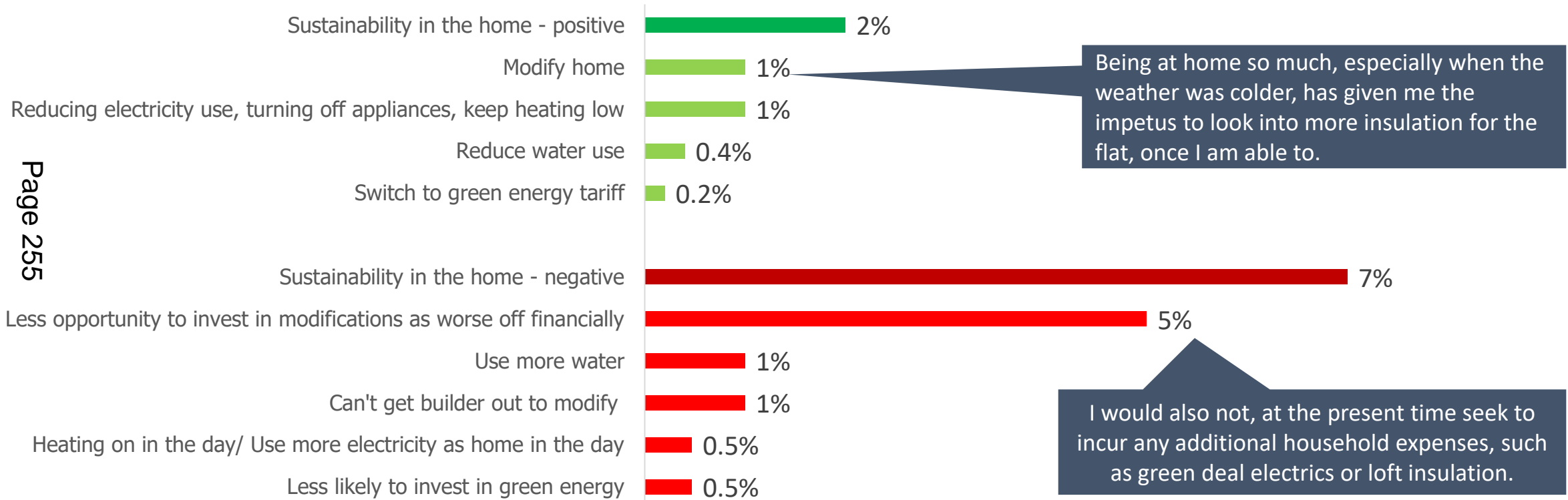
Base size: 985

Key takeout – While many respondents are making positive changes there is evidence of waste that would not usually have occurred

What would people change – Home and energy positive and negative



7% of people who reported COVID-19 having changed their behaviour said they would or are using energy less sustainably. The most common reason for this was feeling they had less ability to invest in modifications



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Base size: 985

Key takeout – Many respondents may be thinking more about sustainable actions but feel less able to do this. Identifying easy to do and safe ways to save money and energy could go down well with citizens

Priorities for change in the next twelve months are led by diet

Among those who were willing to take any of the 23 climate related actions we asked whether people felt they were **likely to make changes in the next twelve months**. Below shows the broad areas where people felt they were most likely to make change in the short term.

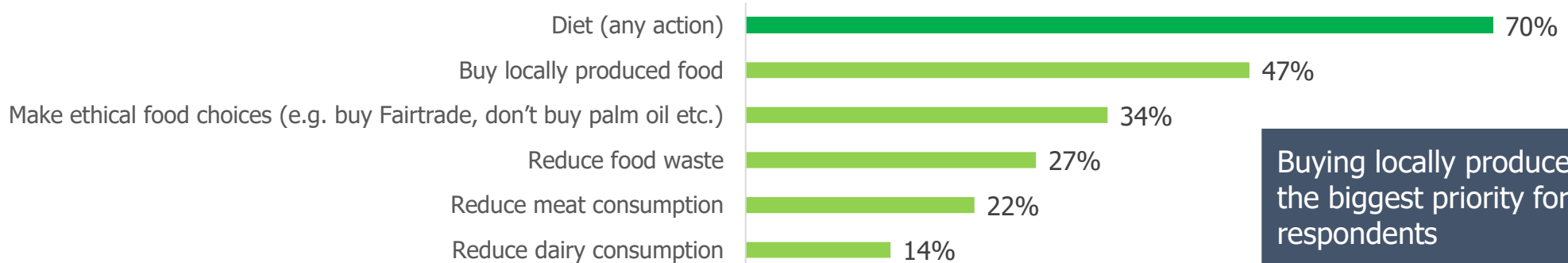


Base size: 2,995

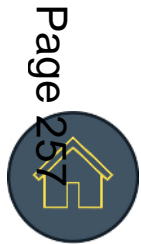
Key takeout – Immediate changes are dominated by diet perhaps reflecting the level of control people have and the relative ease to make change

Priorities for change 1/2

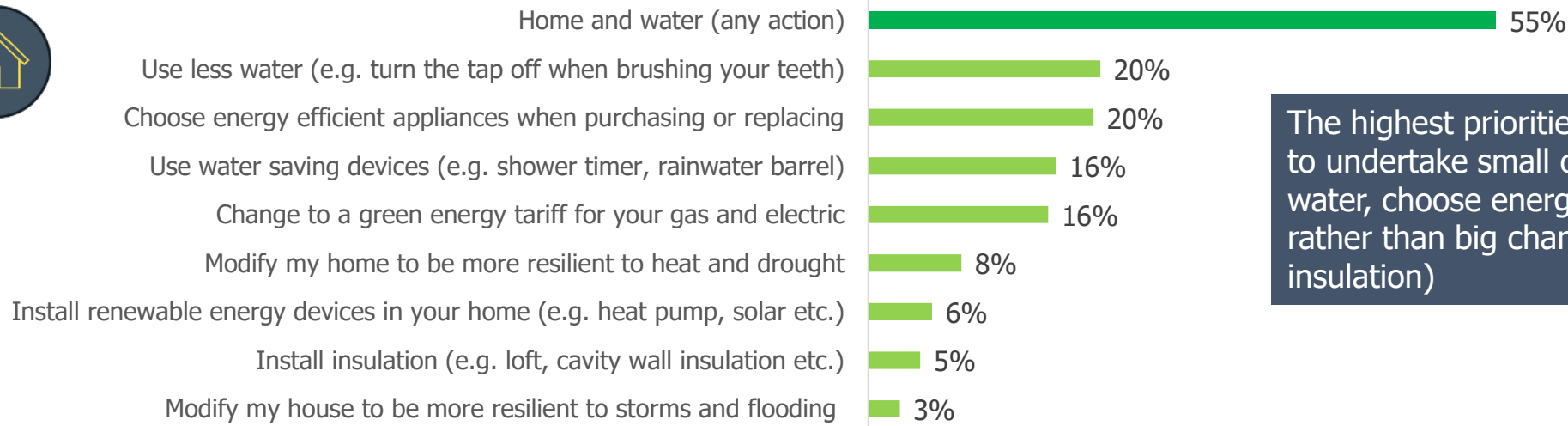
Buying locally produced food is the single climate action that is most mentioned as a change that respondents expect to make in the next 12 months



Buying locally produced food was the biggest priority for respondents



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The highest priorities in the household were to undertake small changes (e.g. use less water, choose energy efficient appliances) rather than big changes (house modification, insulation)

Base size: 2,995

Key takeout – Respondents are taking climate actions but potentially not the ones the County Council would want them to take to save the most carbon

Priorities for change 2/2

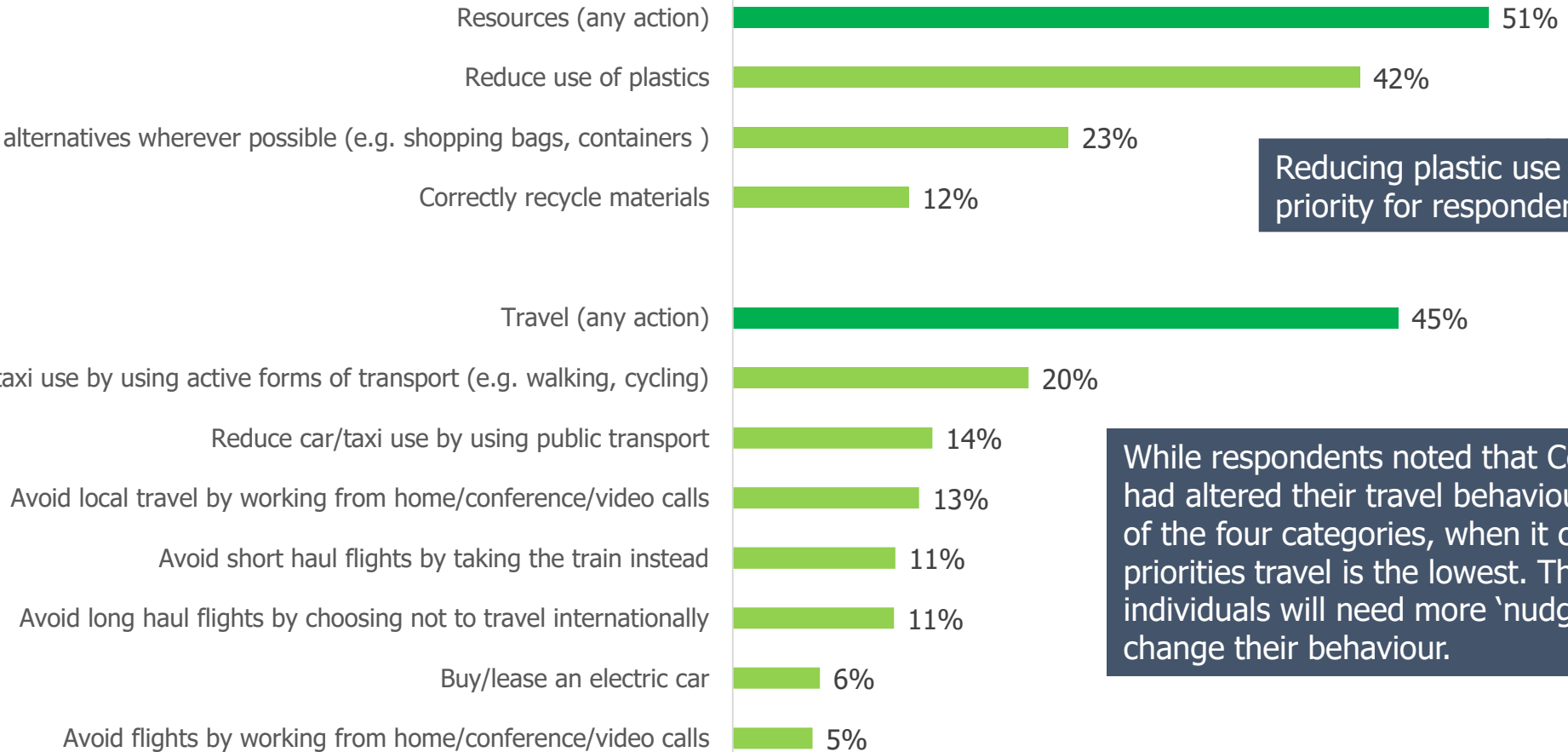
Buying locally produced food is the single climate action that is most mentioned as a change that respondents expect to make in the next 12 months



Use reusable alternatives wherever possible (e.g. shopping bags, containers)



Reduce car/taxi use by using active forms of transport (e.g. walking, cycling)



Reducing plastic use was a clear priority for respondents.

While respondents noted that Coronavirus had altered their travel behaviours most out of the four categories, when it comes to priorities travel is the lowest. This suggest individuals will need more 'nudging' to change their behaviour.

Base size: 2,995

Key takeout – Respondents are taking climate actions but potentially not the ones the County Council would want them to take to save the most carbon

Who is best to target for each action – demographic groups analysed by the University of Southampton

Action	Groups that are significantly more likely to be willing to take the action
Use water saving devices	Women, Mosaic Group C – County Living, Fulltime employed, Unemployed
Install insulation (e.g. loft, cavity wall insulation etc.)	35-44, Mosaic Group C – County Living, Mosaic Group G - Domestic Success, Fulltime employed, Unemployed
Install renewable energy devices in your home	ABC1 social grade, 18-54, East Sussex, Isle of Wight, C - Country Living, G - Domestic Success, N - Urban Cohesion, Fulltime employed, Unemployed, LinkedIn, Pinterest, WhatsApp
Change to a green energy tariff for your gas and electric	Women, ABC1 social grade, 18-54, Oxfordshire, N - Urban Cohesion, Fulltime employed, Unemployed, 2 children in household, Pinterest, WhatsApp
Buy/lease an electric car	ABC1 social grade, 18-34, 45-54, A - City Prosperity, B - Prestige Positions, C - Country Living, G - Domestic Success, Fulltime employed, Unemployed, Twitter, WhatsApp
Modify my home to be more resilient to heat and drought	ABC1 social grade, Isle of Wight, B - Prestige Positions, N - Urban Cohesion, Fulltime employed, Unemployed
Modify my home to be more resilient to storms and flooding	ABC1 social grade, West Sussex, A - City Prosperity, C - Country Living, G - Domestic Success, Fulltime employed, Unemployed
Use less water	Men, 25-34, Oxfordshire, Twitter
Choose energy efficient appliances when purchasing or replacing	18-34, Isle of Wight, Surrey, Oxfordshire, O - Rental Hubs, Never married
Reduce car/taxi use by using active forms of transport	A - City Prosperity, C - Country Living, F - Suburban Stability, G - Domestic Success, H - Aspiring Homemakers, Living as married, Snapchat
Reduce car/taxi use by using public transport	Berkshire, Buckinghamshire, A - City Prosperity, B - Prestige Positions, F - Suburban Stability, G - Domestic Success, N - Urban Cohesion, Fulltime employed, LinkedIn, Skype
Avoid short haul flights by taking the train instead	18-24, A - City Prosperity, B - Prestige Positions, C - Country Living, G - Domestic Success H - Aspiring Homemakers, Skype
Avoid long haul flights by choosing not to travel internationally	Male, 18-24, A - City Prosperity, C - Country Living, G - Domestic Success, Skype
Avoid flights by working from home/conference/video calls	A - City Prosperity, Surrey
Avoid local travel by working from home/conference/video calls	25-34, Berkshire, Oxfordshire, C - Country Living, E - Senior Security, H - Aspiring Homemakers, LinkedIn, Skype
Reduce meat consumption	18-24, G - Domestic Success, I - Family Basics, M - Modest Traditions, 4 years and under, Instagram, Snapchat, WhatsApp
Reduce dairy consumption	Female, 18-24, East Sussex, Oxfordshire, G - Domestic Success, I - Family Basics, M - Modest Traditions, O - Rental Hubs, Working (Full or part-time), Skype
Buy locally produced food	Female, 25-54, H - Aspiring Homemakers, K - Municipal Tenants, O - Rental Hubs, Instagram, Twitter
Reduce food waste	Female, 18-44, H - Aspiring Homemakers, Married/ Civil Partnership, Never married
Make ethical food choices	Female, 25-44, G - Domestic Success, Pinterest, Instagram
Use reusable alternatives wherever possible	Male, 25-44, Oxfordshire, West Sussex, C - Country Living, H - Aspiring Homemakers, Full-time working, Living as married, Never married
Correctly recycle materials	18-44, East Sussex, Isle of Wight, H - Aspiring Homemakers, I - Family Basics, K - Municipal Tenants, O - Rental Hubs
Reduce use of plastics	25-44, Oxfordshire, Surrey, Living as married

Who is best to target for each action – combined demographic target groups 1/3

Action	Profile	Count (# of observ.)	Proportion (%)
Use water saving devices (e.g. shower timer, rainwater barrel, toilet water tank limiter (hippo, brick))	Female, Full time, Children over 18 years old, Facebook messenger	91	3.01
	Female, Full time, Facebook messenger	448	14.81
	Female, Full time, Facebook messenger, less than 55 years old, not Widowed, having more or less than one child (i.e. except of one child), and ABC1 social grade	276	9.13
Install insulation (e.g. loft, cavity wall insulation etc.)	Full time, 35-44 years old, Pinterest	58	1.92
	Full time, 35-44 years old	348	11.51
	Full time, 35-44 years old, ABC1 social grade, not Widowed, at least one child, and Children Profile: 4 years and under	68	2.25
	Full time, 35-44 years old, ABC1 social grade, not Widowed, at least one child, and Children Profile: 12 to 16 years	36	1.19
Install renewable energy devices in your home (e.g. heat pump, solar etc.)	Full time, less than 55 years old, ABC1 social grade, not Widowed, uses LinkedIn & Pinterest & WhatsApp	66	2.18
	Full time, less than 55 years old, ABC1 social grade, not Widowed, Children over 18 years old, uses LinkedIn	36	1.19
	Full time, less than 55 years old, ABC1 social grade, not Widowed, uses LinkedIn	396	13.10
	Full time, less than 55 years old, ABC1 social grade, not Widowed, uses Pinterest	142	4.70
	Full time, less than 55 years old, ABC1 social grade, not Widowed, Children over 18 years old, uses WhatsApp	73	2.41
	Full time, less than 55 years old, ABC1 social grade, not Widowed, uses WhatsApp	826	27.31
Change to a green energy tariff for your gas and electric	Female, full time, less than 55 years old, ABC1 social grade, Married/ Civil Partnership, 2 children, uses WhatsApp	31	1.03
	Female, full time, less than 55 years old, ABC1 social grade, Married/ Civil Partnership, uses Pinterest	43	1.42
	Female, full time, less than 55 years old, ABC1 social grade, Married/ Civil Partnership, uses WhatsApp	134	4.43
	Female, full time, less than 55 years old, ABC1 social grade, Married/ Civil Partnership, uses Skype	32	1.06
	Female, full time, less than 55 years old, ABC1 social grade, uses Pinterest	99	3.27
	Female, full time, less than 55 years old, ABC1 social grade, uses WhatsApp	344	11.38
	Female, full time, less than 55 years old, ABC1 social grade, uses Skype	89	2.94
Buy/lease an electric car	Full time, less than 55 years old, ABC1 social grade, Children Profile: 12 to 16 years, uses Facebook	95	3.14
	Full time, less than 55 years old, ABC1 social grade, Children Profile: 12 to 16 years, uses Twitter	54	1.79
	Full time, less than 55 years old, ABC1 social grade, Children Profile: 12 to 16 years, uses Instagram	37	1.22
	Full time, less than 55 years old, ABC1 social grade, Children Profile: 12 to 16 years, uses WhatsApp	97	3.21
	Full time, less than 55 years old, ABC1 social grade, uses Facebook & Twitter & Pinterest & Instagram & WhatsApp	62	2.05
	Full time, less than 55 years old, ABC1 social grade, uses Facebook	741	24.50
	Full time, less than 55 years old, ABC1 social grade, uses Twitter	480	15.87
	Full time, less than 55 years old, ABC1 social grade, uses Pinterest	142	4.70
	Full time, less than 55 years old, ABC1 social grade, uses Instagram	445	14.72
	Full time, less than 55 years old, ABC1 social grade, uses WhatsApp	827	27.35
Modify my home to be more resilient to heat and drought (e.g. drought resilient plants, install window shades)	Full time, ABC1 social grade, not Widowed, WhatsApp	941	31.12
	Full time, ABC1 social grade, not Widowed, WhatsApp, less than 55 years old, number of children different of 2, Children Profile: 12 to 16 years	48	1.59
	Full time, ABC1 social grade, not Widowed, WhatsApp, less than 55 years old,	826	27.31
Modify my home to be more resilient to storms and flooding (e.g. property level protection)	Full time, ABC1 social grade	1153	38.13
	Full time, ABC1 social grade, not Widowed, less than 55 years old, uses Instagram	444	14.68
	Full time, ABC1 social grade, not Widowed, less than 55 years old, uses Facebook_Messenger	649	21.46

Who is best to target for each action – combined demographic target groups 2/3

Action	Profile	Count (# of observ.)	Proportion (%)	
Reduce dairy consumption	Female, less than 55 years old, not full time employed, uses Skype	47	1.55	
	Female, less than 55 years old, not full time employed, uses Skype, ABC1 social grade, not more than 2 children (i.e. less than 2 children)	36	1.19	
Buy locally produced food	Female, over 35 years old, not Widowed, uses Twitter and Instagram	331	10.95	
	Female, over 35 years old, not Widowed, uses Twitter	503	16.63	
	Female, over 35 years old, not Widowed, uses Instagram	607	20.07	
	Female, over 35 years old, not Widowed, uses Twitter and Instagram, ABC1 social grade, not more than 2 children (i.e. less than 2 children)	248	8.20	
	Female, over 35 years old, not Widowed, uses Twitter, ABC1 social grade, not more than 2 children (i.e. less than 2 children)	379	12.53	
	Female, over 35 years old, not Widowed, uses Instagram, ABC1 social grade, not more than 2 children (i.e. less than 2 children)	446	14.75	
	Female, over 35 years old, not Widowed, uses Instagram, ABC1 social grade, not more than 2 children (i.e. less than 2 children), Children Profile: 4 years and under	40	1.32	
	Female, over 35 years old, not Widowed, uses Twitter, ABC1 social grade, not more than 2 children (i.e. less than 2 children), Children Profile: 5 to 11 years	39	1.29	
	Female, over 35 years old, not Widowed, uses Instagram, ABC1 social grade, not more than 2 children (i.e. less than 2 children), Children Profile: 5 to 11 years	40	1.32	
		Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status)	1064	35.19
Reduce food waste	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses Facebook	482	15.94	
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses WhatsApp	426	14.09	
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses Facebook, Children Profile: 5 to 11 years	45	1.49	
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses Facebook, Children Profile: 12 to 16 years	37	1.22	
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses WhatsApp, Children Profile: 5 to 11 years	52	1.72	
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), not full time employed, less or more than one child (i.e. not one child), uses WhatsApp, Children Profile: 12 to 16 years	45	1.49	
		Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), uses Pinterest	194	6.42
	Female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status), uses Pinterest, ABC1 social grade, not Part time employed, at least one child (i.e. one child or more)	38	1.26	
Use reusable alternatives wherever possible (e.g. shopping bags, containers etc.)	Inactive, female, not 25-34 years old (i.e from any other age group), not Never Married (i.e. with any other marital status)	481	15.91	
Correctly recycle materials	Female, not full time employed, not 25-34 years old (i.e from any other age group), not Separated/ Divorced, uses Twitter	230	7.61	
Reduce use of plastics	Female, ABC1 social grade, not 25-34 years old (i.e from any other age group), not Separated/ Divorced, uses Instagram	389	12.86	
	Female, ABC1 social grade, not 25-34 years old (i.e from any other age group), not Separated/ Divorced, uses Instagram, not unemployed, less than 3 children, Children Profile: 5 to 11 years	32	1.06	
	Female, ABC1 social grade, not 25-34 years old (i.e from any other age group), not Separated/ Divorced, uses Instagram, not unemployed, less than 3 children, Children Profile: 12 to 16 years	34	1.12	
	Female, ABC1 social grade, not 25-34 years old (i.e from any other age group), not Separated/ Divorced, uses Instagram, not unemployed, less than 3 children, Children Profile: Over 18 years	128	4.23	

Who is best to target for each action – combined demographic target groups 3/3

Action	Profile	Count (# of observ.)	Proportion (%)
Use less water (e.g. turn the tap off when brushing your teeth)	Unemployed, female, 45-54 years old, uses WhatsApp	4	0.13
	Female, 45-54 years old, uses WhatsApp	206	6.81
	Female, 55+ years old, uses WhatsApp	382	12.63
Choose energy efficient appliances when purchasing or replacing (e.g. with an A-rated energy label)	Female, 45-54 years old, uses WhatsApp, every other marital status except of "Never Married", one child	40	1.32
	Female, 45-54 years old, uses WhatsApp, every other marital status except of "Never Married", two children	40	1.32
	Female, not part time employed, over 25 years old, not Widowed, 2 children or less, uses Facebook_Messenger	683	22.59
Reduce car/taxi use by using active forms of transport (e.g. walking, cycling instead of a vehicle)	Female, not part time employed, over 25 years old, not Widowed, 2 children or less, uses Facebook_Messenger, Children Profile: 5 to 11 years	69	2.28
	Female, not part time employed, over 25 years old, not Widowed, 2 children or less, uses Facebook_Messenger, Children Profile: 12 to 16 years	66	2.18
Reduce car/taxi use by using public transport	Less than 55 years old, living as married	333	11.01
	Not 25-34 years old, not full time employed, uses LinkedIn and Skype	52	1.72
Avoid short haul flights by taking the train instead	Not 25-34 years old, not full time employed, uses LinkedIn	208	6.88
	Not 25-34 years old, not full time employed, uses Skype	160	5.29
	18-24 years old, uses Pinterest	44	1.46
Avoid long haul flights by choosing not to travel internationally	18-24 years old, uses Skype	41	1.36
	Female, not 25-34 years old, more or less than 2 children (i.e. not 2 children), Children Profile: 18 years and under	169	5.59
	Female, not 25-34 years old, more or less than 2 children (i.e. not 2 children)	1170	38.69
	Female, not 25-34 years old, more or less than 2 children (i.e. not 2 children), Children Profile: 18 years and under, not full time employed, not Never Married, uses Twitter	32	1.06
Avoid flights by working from home/conference/video calls	Female, not 25-34 years old, more or less than 2 children (i.e. not 2 children), not full time employed, not Never Married, uses Twitter	157	5.19
	Female, not 25-34 years old, more or less than 2 children (i.e. not 2 children), not full time employed, not Never Married, uses Twitter	102	3.37
	Not 25-34 years old, uses Skype	371	12.27
Avoid local travel by working from home/conference/video calls	Not 25-34 years old, uses Skype, female, not Widowed, less than 3 children, Children Profile: 5 to 11 years, Children Profile: 17 to 18 years and/or Children Profile: 18 years and under, and/or Children Profile: Over 18 years	126	4.17
	No identified groups		
Reduce meat consumption	Female, less than 55 years old, not Widowed, ABC1 social grade, uses Pinterest and WhatsApp and Skype	39	1.29
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses Pinterest	171	5.65
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses WhatsApp	579	19.15
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses Skype	126	4.17
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses Pinterest, not inactive, not more than 2 children (i.e. less than 2 children), Children Profile: 18 years and under	47	1.55
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses WhatsApp, not inactive, not more than 2 children (i.e. less than 2 children), Children Profile: 18 years and under	155	5.13
	Female, less than 55 years old, not Widowed, ABC1 social grade, uses Skype, not inactive, not more than 2 children (i.e. less than 2 children), Children Profile: 18 years and under	31	1.03

Qualitative focus group findings

Focus group – Methodology

What and when:

- Four focus groups were held across Hampshire
 - Gosport – 24th February
 - Romsey - 25th February
 - Basingstoke – 26th February
 - Petersfield – 3rd March
- The sample was representative of the South East (including Hertfordshire) for age (range 18-72, average age 42), gender (14 female, 12 male) and social economic status (range of social segments)
- Individuals were selected with a broad range of concerns to match national trends (e.g. EU/Brexit, health, immigration). Individuals were not aware that the focus group was centered on discussing climate actions
- The sessions were held in the evening and lasted 1.5 hours
- A total of 26 Hampshire residents took part – 5-7 people per group
- Original materials used during the group are available on request

Topics covered:

- Individuals values, lifestyles and motivations
- What low carbon actions individuals are already taking and what they are not
- Key barriers and motivations at different stages of change for different actions
- Effective messages to reduce individuals carbon emissions

Willingness to change exists but must overcome practical and psychological barriers

People are willing to change and know it is the right thing to do

But they must overcome a number of internal and external barriers

Limits to taking actions

**Other motivations
overriding climate change**

**National and local
government support**

**Lack of knowledge /
wrong information**

Approaches to addressing climate change through citizen action must understand and work past these barriers

People are willing to change....

Individuals demonstrated a broad range of motivations to engage in low carbon activities:

Health

"I spoke to someone who only eats meat at the weekend – they felt healthier, less tired and if that also helps the environment then it can't be a bad thing"

Finance

"At uni found cheese expensive so cut it out"

Ease

"I use all public transport and live somewhere where everything is convenient shopping, exercise, work"

Right thing to do

"At Christmas just two of us, and still wanted free range turkey but it was expensive so did a vegan loaf rather than a cheaper bird. Luckily, other half doesn't mind."

Environment

"I really like meat but after chatting to my nephew who works in the environmental sector, he said if everyone had a day without meat it would cause a reduction in CO² so I'm having one day a week at least not eating meat"

Social norms

"In certain shops it's the fashion to take your own container. It's becoming the cool thing to do, rather than weird"

Good habits

"So when I was growing up my Mum had a water meter installed and she got really funny with us about how much water we used, so I have trained myself to shower in that way [turn it off when putting shampoo on] and it's always stuck"

Legislation

"It baffled me when I first got there [South Korea] but there is not option you have to do it [correctly recycle]. Where you take the rubbish out they have cameras, and if you are the person to do it wrong, you get fined."

Individuals had high engagement with visible environmental impact behaviours, with an easy to do alternative ...

Most individuals actively recycled, used reusable alternatives and reduce use of plastics

"I always try to use Tupperware or a reusable water bottle but if out will buy food or bottle"

... and for some individuals this was enough to overcome challenges

"[Supermarkets aren't doing enough to reduce plastic] so that's why we vote with our feet and change if we feel they aren't"

... but actions are limited by other motivations....

Other motivations override low carbon motivations:

Health

"Growing up having milk and cheese is healthy, good for your bones. Never made a conscious effort not to have dairy. I don't have a lot anyway. Hear about osteoporosis so I make sure my kids have cereal"

"Air pollution is the biggest problem for cycling in Southampton – you're going to take years off your life"

Safety

"You need to have a death wish to cycle on the road. Drivers don't care and cycle lanes disappear they lead up to a roundabout then you are dumped into trouble"

Finance

"At the end of the day, yes they are interested in things being renewable and more energy efficient but if its going to cost them more money they will choose the cheaper option most of time and I know I would"

Ease

"I live 20 minutes from the town centre and I would still drive because its more convenient. You don't have to rush, time to be anywhere else carry things back, what shoes I'm wearing. Purely just convenience more than anything"

Established habits

"There are a million and one options to have meat free meals, but you go to your favorites, on a Sunday you have a roast. For me it's my comfort zone "

Social norms

"Happy to take the vegan option at lunch but would not consider at home as my husband will only have meat"

...and further limited by visibility of the issue and a desire to let ourselves 'off the hook'...

Most people have concerns for the environment and want to do the right thing. People explain away behaviours that do not fit with this attitude

People justify a self-serving conclusion e.g. motivated reasoning

My actions won't make a difference: *"Grandparents say why not fly less but I always say the plane is going anyway so I might as well be on it."*

Someone else can change: *"It's alright for Coldplay to say we aren't going on tour anymore until we can find an alternative"*

People use one good act to justify the bad i.e. moral licensing

Comparison between flying and recycling: *"Part of peoples' lives that they enjoy most is going on holiday. They would much rather recycle than reduce flying."*

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Consequences of consumption are hard to see at point of use

"No one talks about saving water. I know every summer there is a water/ hose pipe ban, which makes me think oh okay we shouldn't be using the hose"

People underestimate effects of extreme weather

"Not something that would ever affect me [flooding]. There are so many things that we are thinking about on this sheet, plus what's going on in our lives. I'm not going to worry about something that's not going to affect me ... hopefully."

... and by a lack of knowledge...

People are overwhelmed by the amount of information out there and its lack of clarity

"Mine is an ignorance thing, I haven't gone out of my way to seek as much information as I probably should do about some of these issues. It's not been thrown at me and forced on me so I'm living in a bit of bubble, there's key words – renewable energy. But do I really know? Drilling it down exactly what it means, no not really, not on all these actions. It's overwhelming and I don't now where to start"

Feeling overwhelmed leads to lack of knowledge, in 3 main areas

1. Unsure how to complete actions

Simple messages such as 'use less water', 'waste less food' and 'use less plastic' may not be effective as people do not know how they can do this

"I would [save water] if I knew how ... other than taking more showers than baths"

"What is a water saving device, where would you find it?"

"I have a water butt and would be open to other water saving devices but there isn't much awareness of water saving devices"

2. Misinformed on actions

People don't know the carbon impacts of their actions ...

"Curious as to why I should decrease my meat because I disagree with it. It is unproven that it produces more carbon emissions"

... and the other impacts

"You wouldn't get enough protein and would have to take lots of supplements"

3. Confusion on what action to take

Environmental issues are not clear cut and citizens don't know what to do

How much glass do you have to have to make a car journey to the recycling center worthwhile? *"You've got a lot of bottles to make the journey worthwhile"*

Some people are interested in the issues and have tried to research but are still not clear

Are electric cars environmentally friendly? *"Mining the lithium – there is a lot of eco stuff that is never talked about"*

What type of milk should I drink – soy, almond, oat, dairy? *"You read that production of the soy can use as much energy if not more [than dairy milk], its really difficult to find alternatives that do the job environmentally"*

...and feeling national and local government should be helping us...

Locally governments should be investing in better public transport, active transport routes, flood preparations and recycling services. Here we will look at recycling services in detail:

Recycling services used as an example (reflective of the picture for all areas)

We would do more if more services were provided for us

"That's what Hampshire should be involved in, setting up bigger [recycling] places. We are prepared to drive now [to recycle], we would do it bigger scale, so would a lot of people."

Page 270 There should be a standardised service across the UK

"One county does food, one doesn't then there's foil ... It really needs to start from the top ... If everyone sang from the same song sheet, we wouldn't be there scratching our head about a plastic container"

Cross-country comparisons make the UK look bad / uncaring

"I was working in South Korea and their system puts ours to absolute shame."

There is a role of local government in large-scale, national problems ...

"It has to start from the top, it's difficult for councils I know, but basically finding ways of forcing manufacturers to use recyclable stuff is a lot more important ultimately that what any individual can do"

... But national government should be taking forceful and directive action

"We are consumers at the end of the day, we do the best for ourselves but if the government set their plans and objectives. If we had an I have to box then we would have to and I would do it. Make certain things like renewable energy. Ban the use of gas. Don't give me the choice as a consumer cos you are always going to get people that won't"

...along with big businesses making it easier to do the right thing.

Big business should be helping me

They should be forcing me to make the right choice

"Why is the onus on consumers to make that choice [between energy efficient/non-efficient appliances]? Why don't the companies have that responsibility and automatically when you buy that"

They should be nudging me to make the right choice

"You have all these price comparison websites telling you the cheapest – they are not telling you the greenest"

Big businesses will drive technological innovation so I can continue my behaviour

"Eventually technology will have to catch up. People won't be able to drive round in cars that use lots of fuel"

Who are individuals willing to listen to and trust?

Individuals value communications from trusted and impartial organisations

Businesses

Lack of trust in big businesses...

Assumption that profit is more important than the environment
"The information just isn't there. It's left to big companies that make a profit out of it to tell us what to do. It isn't always in the best interest for us or the planet"

Businesses are associated with green washing *"Have suspicions when it says this is an ethical product and I'm going to charge you £2 more for it – is it really an ethical product. It has come to light in recent years that this has been used as a marketing tool"*

... but not all businesses

"You have Ecosia – the search engine that plants trees and another one for helping with plastic. There are a few companies that are putting their profit into helping"

Local government

Individuals value communications they receive from the council...

"I think those letters you [the Council] send out are really handy. There are usually big letters you send out which say: you can get a water butt half price. I think those letters are really informative when they come out"

"If its an official letter from Council or Southern Water I will actually read it. 'If you get this device, it will save this amount of money as well as the environmental impact'"

... and would like to receive more clear information

"I would certainly like to know more [about what the Hampshire County Council are doing]"

"We need better information, we need clarity [to know what is the right thing to do]"

Individuals are wary of incentives from Government

"What concerns me is that cars with low emissions are now taxed road tax – are they going to do the same thing with electric cars 5 years down the road?"

How to overcome barriers (1 – what people say)

Individuals spoke about ways that would help them to overcome barriers in relation to them conducting climate action. Ideas have been linked to the behaviour change element that the intervention is trying to change in the [COM-B model](#)

Nostalgia – back to the future

"Go backwards instead of forwards. You look at the 40's, 50's, 60's, paper bags, glass bottles, grow your own, there was all that stuff for the environment"

Resources are precious

"You know how it used to work in the old days you take it back and you get your money back, couple of pence for that."

Put value back into traditional forms of transport

"Our holidays to France involved the ferry and that used to be the highlight"

Food – buying organic and reducing food waste

"The people that come for the eggs, they go crazy for them because they can see the chickens running around ... they know the eggs came from that chicken"

"I think it's a bit of a generational thing, upbringing because I was always told don't get up from the table until you have finished all your food ... but when I look at my children now they are spoilt, if they don't want to eat something I can't force them and they do leave food"

Reflective motivation

Positive focus

Focus not on what we are losing by using low carbon alternatives but what we gain

"[I would be keen to try vegetarianism if I had] more exciting recipes I could try – I would be open for it"

Focus on achievable steps

"Encouragement, if you don't think you can live an eco life its okay to do as well as you can. It's okay not be to perfect. If you know most of the time you do your recycling and run it down to the shop its okay the times that you can't. It seems to be at the moment, if you aren't doing it all the time you are not getting there. It's okay to do what you can"

Reflective motivation

How to overcome barriers (2 – what people say)

Encourage reflective rather than automatic thinking

"At school they have stickers on the bins 'This bin takes paper, this bin takes ...'. If we had that at home as well it would help the kids"

"If I was rewarded, I would make more of a conscious effort to be environmentally friendly, think more about what I'm doing"

"The thing that is not very nice about it [food waste recycling in South Korea] is you have to handle your food waste a lot and keep it in your house for a week and the smell of it. But you become extremely conscious of the amount of food waste you produce. It made me finish my meals rather than throwing it away"

Reflective motivation

Don't make changes look radical

"I think it's labeled as an extreme thing to do [eating vegetarian] but some things are quite nice"

Reflective motivation

Use transitions

When young people go to university, they want to save money, promote low meat and dairy diets as a financial saving

When young people finish university, they are often used to not having a car, promote use of public/active transport into a job

Reflective motivation

Set an achievable goal

"When they tell you to reduce your meat consumption – [they should] tell you what to aim for because it's not that helpful to say reduce because what does that really mean. If you say reduce to 2 or 3 times a week, that's a benchmark you can work towards, otherwise it's quite a general instruction"

Reflective motivation

Promote community groups to talk about climate actions

"It's interesting hearing what everyone else says. You are so focused on your own life and what your parents tell you, what your friends do. Your freecycle thing [someone in the group gives unwanted items a home using a freecycle Facebook page] – I would never have thought of that – and you think actually that's not hard work for me to do"

Social opportunity

Tricking friends/ families into carbon savings

"Tell wife to stop buying ironing water as can just use filtered water. So filling bottle up with water so she doesn't notice"

Taking a group of "macho men" to a vegetarian Indian restaurant. *"They were very surprised afterwards that it doesn't have to be steak, you can have extremely nice food and not realise [it is vegetarian]"*

Social opportunity

How to overcome barriers (3 – what people say)

Short term trend vs. long term change

For young people behaviour needs to be cool ...

"From my daughter's perspective, teenagers are selfish unless something is cool and trendy. Then all of sudden if it's cool to have your own reusable straw in your bag or a funky water bottle, then they are completely brought into it. If not, it's not cool, it's geeky to know about these things"

... But for older people it needs to be viewed as a long-term change

"Sometimes I think it's all hipster stuff – opt-in, opt-out, one minute it's straws, then it's plastic, then it's veganism and a lot of it you stand still and watch it go by"

Social opportunity

Education

"If they took more time to educate people on all these issues, then you will probably have more converted people making a choice about something because they are informed."

Clear, engaging and simple messages are effective

"I watched an advert about how leaving switches on causes a fire – although it's stupid because you know it, when you see it and hear someone talking about it – it rewires you, I don't leave plugs on anymore"

Focus on young people

"Education needs to come a lot earlier, primary schools and secondary schools. If the next generations are coming up with this ethos behind them, then it will be easier to adapt to situations in the future. Us older lot are stuck in our ways a lot more and need a lot more education to understand."

Psychological capability

Finance and making action easier are the dominant ways to approach people to change

From our focus groups (26 participants) those who were willing to undertake an action were asked to place each action into a bucket with labels reflecting the best way to communicate this issue to them e.g. by addressing the health benefits, money or the environment

Green energy tariff	Renewable energy – solar, heat pump	Water saving devices	Electric car	Ethical food	Adapt home for hot weather	Energy efficient appliances	Eat local	Reduce flying	Public transport – bus, train, car share	Adapt home for storms and flooding	Use less water	Reduce meat	Home insulation	Active transport e.g. walk, cycle	Video calling	Reduce dairy	Reduce plastics	Reduce food waste	Reuse materials
Easier	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Health	Easier	Easier	Right thing	Health	Easier	Environment	Right thing
Environment	Easier	Easier	Easier	Easier	Easier	Easier	Easier	Environment	Easier	Easier	Environment	Health	Easier	Easier	Friends	Health	Easier		
Environment	Easier	Easier	Easier	Easier	Environment	Environment	Easier	Environment	Easier	Easier	Environment	Health	Easier	Easier	Friends	Health	Easier		
Finance	Easier	Easier	Finance	Environment	Finance	Environment	Environment	Finance	Easier	Finance	Finance	Health	Finance	Easier	n/a	Health	Right thing		
Finance	Environment	Easier	Finance	Finance	Finance	Environment	Environment	Finance	Easier	Finance	Finance	Health	Finance	Health	n/a	Right thing			
Finance	Environment	Environment	Finance	Finance	Finance	Finance	Finance	Finance	Easier	If owned own	Finance	Health	Right thing						
Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Finance	Right thing	Right thing								
Finance	Finance	Finance	Finance	Health	Finance	Finance	Finance	Right thing	Health	Right thing									
Finance	Finance	Finance	Finance	Health	Finance	Finance	Finance												
Finance	Finance	Finance	Finance	Health	Finance	Finance	Health												
Finance	Finance	Finance	Finance	Right thing	Health	Right thing													
Finance	Finance	Finance	Finance	Right thing	If owned own home														
Finance	Finance	Right thing	Finance																
Finance	If owned own	Right thing																	
Finance	Right thing	Right thing																	
Finance	Right thing																		
Right thing	Right thing																		
Right thing																			
Right thing																			

Key takeout – Environment is rarely the leading way to encourage behaviour change according to respondents. Finance is a stronger motivator in many cases

Overcoming barriers is about framing the challenge in the right way 1/2

An additive approach e.g. 'every little helps' could work for climate change

Addresses which barriers?

- People using one good act to justify a bad one
- People don't know the carbon impacts of their actions
- They should be nudging me to make the right choice
- Focus on achievable steps

Encourage reflection through point of action communications

Addresses which barriers?

- Environmental issues are not clear cut and citizens don't know what to do
- Some people are interested in the issues and have tried to research but are still not clear
- Consequences of consumption are hard to see at point of use
- They should be nudging me to make the right choice

Show consistent, visible leadership

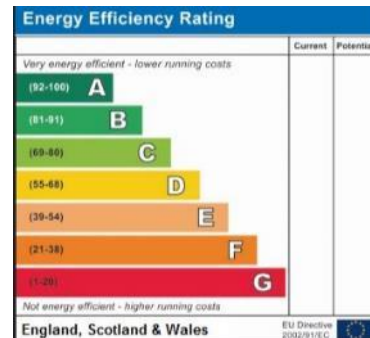
Addresses which barriers?

- Someone else can change
- Governments should be investing

Where has this principle been used?



Where has this principle been used?



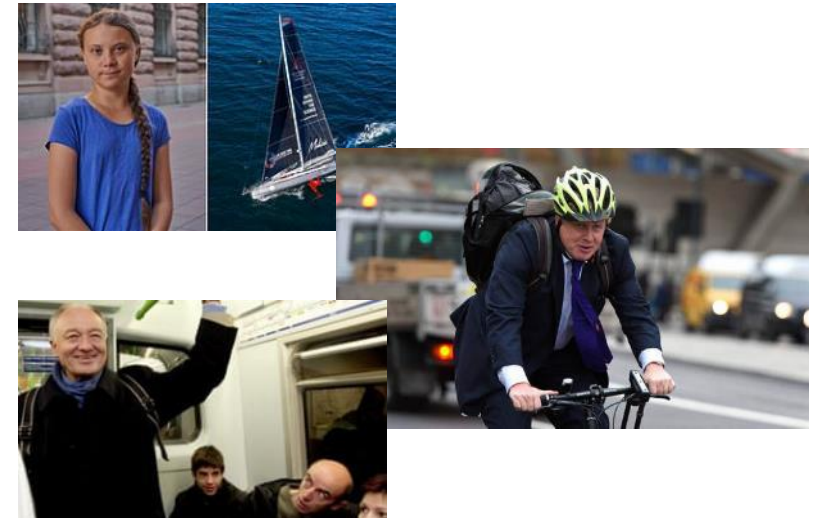
Fixed rate contract 12 Months

clusive Early exit fee £30.00 per fuel

Comparison site exclusive

Green plan

Where has this principle been used?



Overcoming barriers is about framing the challenge in the right way 2/2

Make doing the right thing more visible – its not easy to see the people who didn't drive/fly

Addresses which barriers?

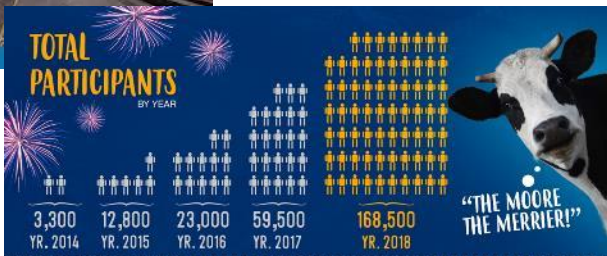
- People justify a self-serving conclusion
- They should be nudging me to make the right choice
- Focus not on what we are losing by using low carbon alternatives but what we gain
- Focus on achievable steps

Where has this principle been used?

Flight shame/Train pride campaign in Sweden



Showing how many people participate



Make it clear how much each action contributes

Addresses which barriers?

- People justify a self-serving conclusion
- Consequences of consumption are hard to see at point of use
- They should be nudging me to make the right choice
- Environmental issues are not clear cut and citizens don't know what to do

Where has this principle been used?

Item	Points
Chicken Bowl	12
Chicken/Vegete Bowl	10
Beef Bowl	12
Beef/Vegete Bowl	10
Half of Bowl	12
Works Bowl	12
White Meat Chicken Plate	10
Chicken Plate	10
Chicken/Vegete Plate	8
Beef Plate	12
Beef/Vegete Plate	10
Half of Plate	11
Works Plate	10
Mini Chicken Bowl	7
Mini Beef Bowl	7
Mini Half of Bowl	7
Chicken Plate	17
Beef Plate	17
Chicken/Beef Plate	17
Ris Plate	14
Works Plate	16

Points system showing how one action contributes to a target or limit



Create clear shared goals – people will change a lot if they agree

Addresses which barriers?

- Environmental issues are not clear cut and citizens don't know what to do
- An ability to discuss, agree goals and commit to change could lead to more behaviour change

Where has this principle been used?



Juries – people aim to seriously assess evidence and come to a conclusion with high stakes for the people involved

For more information contact insight@hants.gov.uk

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Hampshire County Council Climate Change Strategy 2020-2025

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Stuart Jarvis
Director, Economy, Transport and Environment

Chitra Nadarajah
Strategic Manager, Climate Change



Presentation Summary

1. Hampshire 2050 – Vision for the Future
2. Climate Emergency and Targets
3. Our Vision and Policy
4. Key Principles
5. Baseline Carbon Emissions
6. Strategic Priorities (Key Sectors)
7. Partnerships
8. Action Plan 2020-25
9. Next Steps
10. How communities can get involved

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HAMPSHIRE 2050

VISION FOR THE FUTURE



Demographic and societal challenges



Economy



Work, skills and lifestyle



Environment and quality of place



Mobility, connectivity and energy



Rural Hampshire

Hampshire 2050 Commission of Inquiry

The Commission of Inquiry - Vision for Hampshire 2050 was established in 2018 to consider evidence, deliberate upon key issues and to make recommendations on a high level and long-term Vision for Hampshire to 2050 which would guide and contribute to the future prosperity, quality of life, protection and enhancement of the character and environment of Hampshire.

The 2050 Commission identified the changing climate as the most important driver for change in Hampshire.

It was recognised that a well-adapted and resilient Hampshire will be essential to ensure that Hampshire's economy,

environment, and society continue to thrive and prosper. The Commission recommended that Hampshire County Council develop and promote a strategic focus on embedding climate resilience and mitigation across key policies and sectors with communities across Hampshire.

In addition, meeting the legally binding target of net zero emissions target by 2050 set by Government will require a Countywide response.

This Strategy sets out the Council's approach to delivering a strategic focus to tackling both the sources and the impacts of climate change in Hampshire.

Climate Emergency and Targets

Hampshire County Council declared a Climate Emergency in the summer of 2019.

Two targets have been set for the County Council, and these also apply to Hampshire as a whole:

2050

Carbon neutrality

2°C

**preparing to be
resilient to the impacts
of temperature rise**

Hampshire County Council set a target to be carbon neutral by 2050, in line with national government. Hampshire County Council also uniquely set a target to build resilience to the impacts of a two-degree Celsius rise in temperature.

This target recognises the critical role we have in ensuring that not only are we resilient and able to continue to deliver our services, but also ensuring that our infrastructure, environment and communities are prepared too.

Our Vision

Recognising the changing climate as the biggest threat, a well-adapted and resilient Hampshire will be essential to ensure that Hampshire's economy, environment, and society continues to thrive and prosper.

Our Policy

Develop and promote a focus on embedding climate resilience and mitigation across key policies and sectors, working with communities across Hampshire.

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The Strategy — Key Principles

This Strategy is based upon a set of key principles which will underpin the approach taken by Hampshire County Council. These principles will guide and shape the policies, actions and partnerships developed to deliver the Climate Change targets for Hampshire.

1. Carbon Hierarchy

The Strategy follows the principles of the Carbon Management Hierarchy – Avoid, Reduce, Replace, Offset

2. Co-benefits

Actions that deliver co-benefits such as reducing congestion and improving air quality will be prioritised

3. Proportionate, Affordable, Equitable

Any actions taken on climate change must be in line with delivering services for the public good and will therefore have to adhere to the principles of proportionality, affordability and be equitable.

4. Accelerate Where Appropriate

The Council's carbon neutral for 2050 target is based on the National Government's target.

Any opportunity to accelerate delivery will be taken in line with the other key principles set out in the Strategy, in particular the availability of resources and funding.

The Strategy — Key Principles

This Strategy is based upon a set of key principles which will underpin the approach taken by Hampshire County Council. These principles will guide and shape the policies, actions and partnerships developed to deliver the Climate Change targets for Hampshire.

5. **National Government - Policy and Funding**

There are significant challenges to Hampshire achieving its targets, particularly the emissions reductions given the limited control the County Council has over the big sources of emissions - transport and residential. Achieving these targets will require National Government action and changes to the national policy landscape.

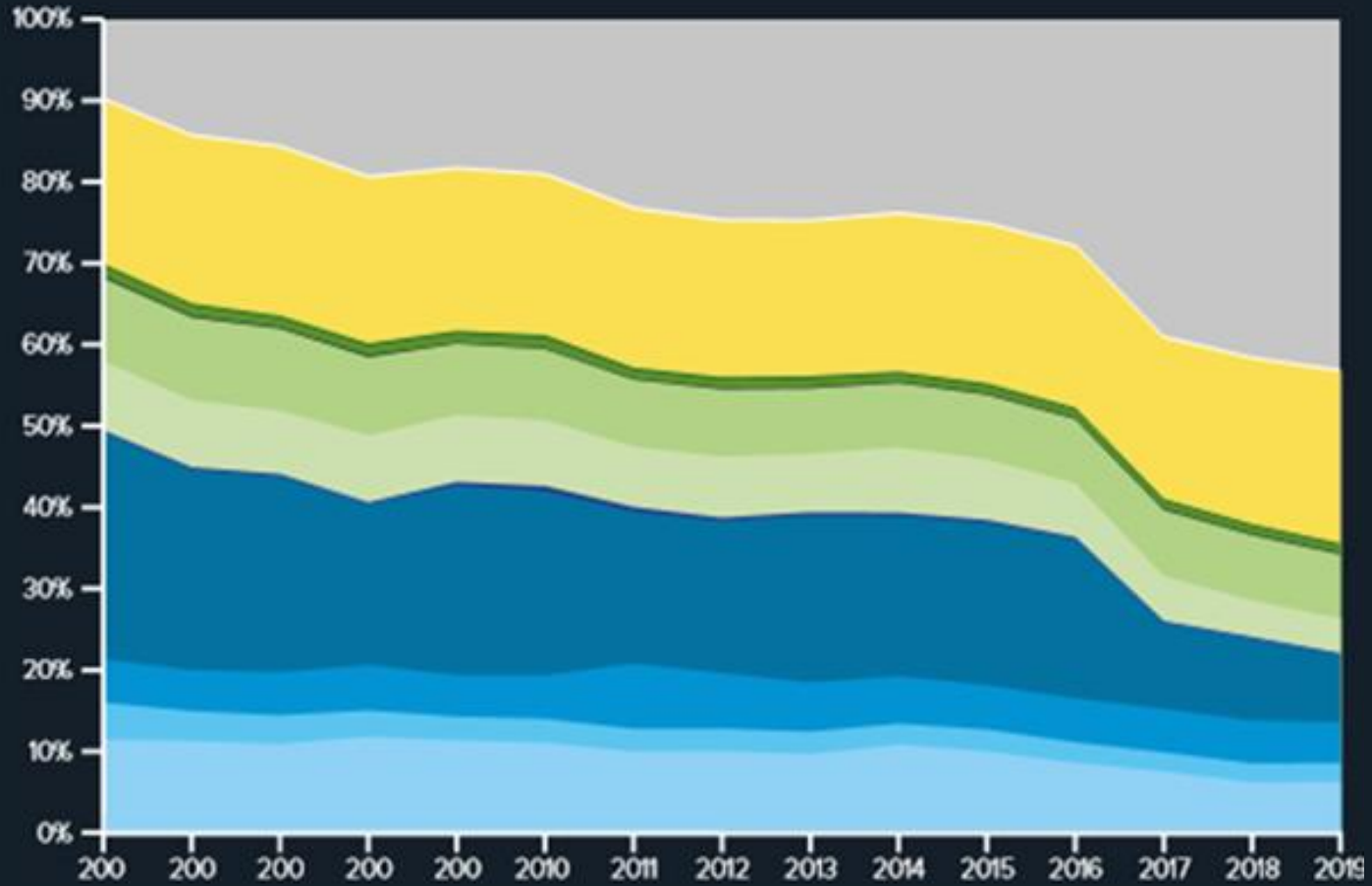
6. **Digital and Innovation**

Technology is recognised as an enabler that could deliver a significant step change towards a low carbon, resilient Hampshire. The Council will therefore actively prioritise the development and delivery of innovation and digital to support the climate change agenda.

Baseline Carbon Emissions

2019 Baseline Emissions by Sector

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Industry and Commercial – 38.89%
Transport – 36.98%
Domestic – 23.66%
Waste – 0.46%

Strategic Priorities

The Strategy is focussed on the key sectors that contribute to emissions and where resilience needs to be built. These sectors are the Strategic Priorities for the Council's approach. The strategy provides clarity within each sector what the Council will focus on both for emissions reductions and resilience.

The Strategy also identifies supporting Hampshire County Council policies/strategies that already exist that contribute towards the delivery of these strategic priorities.

The Action Plan will draw out the details of the actions being undertaken that will contribute towards these priorities. Where there are gaps these will be addressed through the monitoring and evaluation process.



Strategic Priorities (Key Sectors)

1. Organisational Emissions and Resilience
2. Transport
3. Residential
4. Buildings and Infrastructure
5. Energy Generation and Distribution
6. Waste and Circular Economy
7. Natural Environment
8. Business and Green Economy

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Partnerships

As a Local Authority, we have the biggest influence on emissions in the transport and residential sectors.

Partnership working will be key to making progress, especially where we have limited control or remit.

We will continue to work with the Hampshire District and Borough Councils, wider Public Sector organisations and our residents and communities.

The Hampshire 2050 Partnership will oversee collective delivery against our commitments, and will support, enable, and stimulate the delivery of action.

Action Plan 2020-2025

During late 2019-20, the climate change team mapped current and planned activity across all departments on carbon reduction and resilience.

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This formed the basis for the developing action plan.

This highlighted the range and depth of activity already taking place both internally and with transport, infrastructure, waste, natural environment and business sectors.

The 45 page action plan was presented to Cabinet on the 14th July.

Action Plan 2020-2025

On the 6th August, the climate change team undertook a virtual community event to engage with Hampshire climate change and other interested community groups.

Approximately 65 attendees from 40 organisations attended and almost 200 comments and suggestions were made which have been taken into consideration.

The climate change team also developed a Strategic Framework of Programmes which, further to the aforementioned action plan, outlines new Strategic Programmes needed to bridge the gap to meet our targets.

These updates will be presented to Cabinet on the 29th September.

Next Steps

Completion of the Action Plan 2020-2025 to accompany the Strategy 2020-2025 (to be reviewed by Cabinet at the end of September 2020).

Roll out of and embedding climate change mitigation and adaptation decision making tools across the organisation to be used for all key decisions from April 2021.

Development of expert stakeholder community engagement forum.

Establishing monitoring processes for identified Actions across the organisation.

Development of residential projects (see next slide).

How communities can get involved

The Greening Campaign

The Greening Campaign is a grassroots project which reaches out to all communities in Hampshire to take positive climate action.

The campaign is made up of at seven phases starting with small scale individual householder actions to developing a community plan.

More information on the Greening Campaign can be found [here](#).

Hampshire County Council is overseeing local delivery through the Hampshire District and Borough Councils.

Please contact your local District or Borough Council to engage further in the campaign.

How communities can get involved

Further information on this developing project will be provided soon

A freephone advice line and online resource service

The Environment Centre

Providing straightforward advice about climate change and sustainability, including energy efficiency and home insulation, to support communities across Hampshire and those involved with [the Greening Campaign](#).

It will grow to offer advice on energy, travel and other key areas needed to move to a low carbon future.

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How communities can get involved

Further information on this developing project will be provided soon

Creating a Community Energy Network across Hampshire

Community Energy South

Supporting and enabling local communities to build their own capacity for renewable energy and energy efficiency by establishing a Community Energy Network across Hampshire.

This will achieve on-going reductions in emissions.

A pilot project will find start-up projects for community groups.

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How communities can get involved

Further information on this developing project will be provided soon

Targeted Solar Group Buying Scheme for Hampshire

iChoosr

Providing the opportunity for selected homeowners to buy high quality solar panels at a highly competitive price.

Homeowners will be able to register for the Solar Together group-buying scheme, where groups of individuals get a better deal together.

A reverse-auction for pre-vetted suppliers is held, meaning that the supplier with the lowest price wins. No cowboys! The scheme usually favours local suppliers.

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Links to further information

[Hampshire County Council Climate Change Strategy](#)

[Hampshire County Council Climate Change Action Plan](#) (will be available on the website after Cabinet)

[Hampshire County Council Climate Change Webpages](#)

[Vision for Hampshire 2050 Webpages](#)

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HAMPSHIRE COUNTY COUNCIL

Cover Report

Decision Maker:	Policy and Resources Select Committee
Date:	17 September 2020
Title:	Medium Term Financial Strategy Update
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Carolyn Williamson

Tel: 01962 847400

Email: Carolyn.williamson@hants.gov.uk

Purpose of this Report

1. The purpose of this report is for the Policy and Resources Select Committee to have the opportunity to receive the Medium Term Financial Strategy Update report which went to Cabinet and Full Council in July (attached as Appendix 1). A presentation will also be provided at the meeting.

Recommendation

2. That the Policy and Resources Select Committee notes the contents of the Medium Term Financial Strategy Update report

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

This is a covering report. Impact Assessments have been considered as part of the substantive report attached.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet County Council
Date:	14 July 2020 16 July 2020
Title:	Medium Term Financial Strategy Update
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Carolyn Williamson

Tel: 01962 847400

Email: Carolyn.Williamson@hants.gov.uk

VALID AS AT 1 JULY 2020

Section A: Purpose of this Report

1. The purpose of this report is to provide an update on the medium term financial prospects for the County Council to 2022/23, in particular in view of the impact of the Covid-19 pandemic.
2. Under normal circumstances it would be usual to provide a fully updated Medium Term Financial Strategy (MTFS) in July that would cover a forward three year period. However, in the absence of any settlement figures beyond the current financial year and a further delay in the Comprehensive Spending Review (CSR) it is difficult to predict with any certainty what the financial prospects for the public sector will be beyond the current financial year.
3. On top of this, the financial uncertainty caused by the Covid-19 pandemic means that short term financial sustainability is called into question and it is therefore not practical to try to produce a 'normal' MTFS at this point. The main purpose of this report therefore is to outline what is considered to be as realistic a medium term financial scenario as possible and to assess the County Council's ability to agree a strategy that at least ensures our continued financial sustainability until the end of 2022/23.
4. The report also takes advantage of the opportunity to seek several new approvals including social workers for Children's Services, resources for Special Educational Needs and underwriting for capital schemes that are currently in progress. Furthermore, the report summarises the urgent financial decisions that have been taken so far in response to the pandemic.

Section B: Recommendation(s)**It is recommended that Cabinet:**

5. Notes the current level of unfunded costs and losses of approaching £103m, as detailed in paragraph 14.
6. Notes that the County Council will continue to lobby the Government to underwrite all of the financial consequences of the crisis and that as part of this lobbying, the Leader of the County Council will write to the Government requesting that they honour their commitment to fully fund the financial consequences of Covid-19.
7. Notes the urgent decisions taken to date in respect of a number of key issues relating to the County Council's response to the Covid-19 pandemic, as set out in Appendix 1.
8. Approves additional ongoing funding of up to £1.7m to be met from general contingencies to enable the Special Educational Needs service to meet the rising demands they are facing and help them meet their statutory duties.
9. Approves an additional £3.783m for additional social workers in the current year to be met from Covid-19 grant funding and up to £6.7m in 2021/22 subject to a review of demand and caseloads at the end of this financial year.
10. Approves further payments to social care providers of £5.910m to be met from Covid-19 grant funding and delegates authority to the Deputy Chief Executive and Director of Corporate Resources in consultation with the Director of Adults' Health and Care to agree a further month's payments at a cost of £2.418m.
11. **Recommends to County Council that:**
 - a) A capital underwriting of up to £5m be approved to be met from capital receipts to enable existing schemes to continue where there may be increased costs and to delegate authority to the Deputy Chief Executive and Director of Corporate Resources to allocate this funding as appropriate.
 - b) The timetabling options for a successor savings programme as set out in paragraph 163 be approved.
 - c) The Departmental savings targets as set out in paragraph 165 be approved.

RECOMMENDATIONS TO COUNCIL

This single report is used for both the Cabinet and County Council meetings, the recommendations below are the Cabinet recommendations to County Council and may therefore be changed following the actual Cabinet meeting.

Council is recommended to approve:

- a) A capital underwriting of up to £5m to be met from capital receipts to enable existing schemes to continue where there may be increased costs and to delegate authority to the Deputy Chief Executive and Director of Corporate Resources to allocate this funding as appropriate.
- b) The timetabling options for a successor savings programme as set out in paragraph 163.
- c) The Departmental savings targets as set out in paragraph 165.

Section C: Executive Summary

- 12. Members will be fully aware of the significant financial impact locally, nationally and globally of the Covid-19 pandemic, not least due to the level of spend that has already been necessary to respond to the crisis and support the economy but also as a result of the long term impact on the economy and public finances going forward.
- 13. The speed of lockdown which came at the end of March had implications for decision making within the County Council and in the absence of the ability to hold virtual meetings, the key decisions that were made in respect of response costs were taken under the urgent provisions within Financial Regulations. These allow the Chief Financial Officer in consultation with the Leader and Chief Executive to take urgent financial decisions where necessary as long as these are reported to Cabinet or County Council in due course. Appendix 1 provides a summary of these decisions and provides links through to the formal decision records.
- 14. The latest return to the Ministry for Housing Communities and Local Government (MHCLG) in June saw a decrease in the net position of £14.7m, but still leaves the County Council with unfunded costs and losses in the region of £103m, before the impact on future years is taken into account. This figure includes income losses which for the most part relate to the consequential losses arising from lockdown (country parks, outdoor centres, registration services etc) or relate to trading type services that the County Council provides in areas such as school catering, county supplies, school improvement services and property services.
- 15. Of the total £20.7m reported as income or commercial losses in the June MHCLG return only £3.5m relates to lost investment income linked to the stock market crash at the end of March 2020. Whilst some of this relates to our pooled property funds, we hold no direct property assets and are not therefore suffering the significant hardships in this area as many other authorities are doing and for which the Government has made it clear that any bail out will be 'painful'. This once again underlines that the Council's prudent investment approach in this area was the correct one.

16. Covid-19 has also impacted on both the Transformation to 2019 (Tt2019) and the Transformation to 2021 (Tt2021) Programmes and an early assessment of the cash flow impact of this was included in the report to Cabinet in May and totalled more than £30.8m across the three years. This exercise has been repeated taking into account the greater levels of information available at this time and a revised figure of approaching £37.8m has been forecast which has been fed into the financial assessment outlined in the report.
17. This is clearly a concerning time for public sector finances and most authorities will be trying to assess what the medium term impact is for their organisation and what it means for their financial sustainability. Indeed, Chief Financial Officers (CFOs) in their Section 151 role are required to make such an assessment and the purpose of this report is to consider the County Council's position over the period to the end of 2022/23.
18. In assessing our financial viability, we have taken the view that it is not sufficient just to be able to survive the current crisis, we must at least be in a position to also respond to the challenges that lie beyond 2022/23, within what will almost certainly be a period of further challenge for public sector finances, on top of the usual inflationary and growth pressures that we face.
19. In this context, we have made the assumption that in order to be financially viable, the County Council must at least be in the same financial position at the end of 2022/23 as it was expecting to be in the last Medium Term Financial Strategy (MTFS) approved in November 2019. Even this position showed a shortfall of funding available to support a successor programme beyond Tt2021 but given the significant uncertainty on all aspects of costs and funding, this was thought to be a reasonable position against which to assess our financial sustainability.
20. One of the most difficult but important aspects of the process is to come up with a base case for costs, income losses and spending pressures. This has been developed using a range of specific assumptions that have been prepared by departments in relation to their services, which are detailed in Appendix 2. At this stage, the base case has been developed by looking at only the key services that we believe have been or will be, impacted by Covid-19 over the next few years. As ever, adults' and children's social care account for the major proportion of the additional costs based on the assumptions that are set out in detail in Appendix 2.
21. The report then considers three potential scenarios in terms of further government funding against this base case for 2020/21, 2021/22 and 2022/23 as a result of Covid-19. The base case also assumes that the pre Covid-19 projections of a £40.2m gap each year after 2021/22 still hold true and the scenarios deal with the marginal changes over and above this position. Finally, a Reasonable Worst Case Scenario (RWCS) has also been calculated at a very high level to provide further context to the sustainability assessment.
22. In summary, the impact of each of the scenarios is outlined overleaf:

Scenario	Scenario Description	Financial Sustainability Impact
1	No further government funding announcements or support for council tax and business rate losses.	There is still a small deficit even after all of the General Fund Reserve has been used. The County Council is not considered to be financially viable.
2	Additional government funding to meet response, recovery and demand costs in 2020/21, but no support for council tax and business rate losses.	£3.7m of General Fund Reserves would need to be used, which would need to be replaced in future years. Given the extra strain that this would cause, and the sensitivity of this scenario to any other financial shocks, the County Council is not considered to be financially viable.
3	The best case scenario assuming both additional government funding and council tax and business rate support is provided for the current year only.	Requires no use of the General Fund Reserve and still retains £30.9m of headroom in swapping out existing capital funding for prudential borrowing. The County Council is considered to be financially viable.
Reasonable Worst Case	Reasonable Worst Case Scenario for costs / losses and highest level of government funding / support as per Scenario 3 above.	There is still a significant deficit of £11.3m after the use of all General Fund Reserves. The County Council is not considered to be financially viable.

23. It should be noted that the assumptions and forecasts that underpin this assessment are very high level and are a snapshot at a point in time - they are not of the same accuracy that we would normally expect to find in an MTFs. In essence, the process of assessment will need to be constantly updated as more information becomes available and in light of changing circumstances and assumptions based on the progress of the infection, the Government's response and all of the other factors that influence the overall position.
24. It is also very important to note that whilst these response packages have been developed in a crisis situation and significant sums have been pulled together as a result, it must be understood that for all scenarios, **this makes the County Council VERY vulnerable to any future financial shocks!**
25. In Capital Programme terms there has not been a significant impact arising from Covid-19. Some programmes of works were temporarily suspended but most of these re-started again soon after. We anticipate that there may be some claims for compensation together with potential increased costs for social distancing measures, but overall, the immediate financial impact is expected to be less than £5m. This report seeks a capital underwriting up to this value to

enable existing schemes already in progress to continue without the need to seek further financial approvals.

26. Given the overall financial position and the future impact of Covid-19 on some of our asset base, it is also not considered the right time to be considering options for new capital investment outside of any urgent health and safety works which may be required, which will be brought forward for consideration in due course.
27. Later sections of the report consider the financial prospects beyond 2022/23 and the timing of any potential successor savings programmes. The financial landscape is so uncertain at the moment that keeping to normal timescales is neither practical nor possible and two options for a revised timetable are therefore considered but are dependent on our financial position at budget setting time in February 2021.
28. The final section of the report considers financial resilience and sustainability in the context of the current environment. The key purpose of this report is to assess our financial sustainability going forward and as outlined above there are scenarios where the County Council is not considered to be financially viable in the medium term that would require the County Council to take appropriate action.
29. There has been discussion across the sector about the issuing of Section 114 Notices and revised guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) encourages CFO's to discuss the potential issue of Section 114 Notices with the Government prior to issuing them. However, this is a last resort position assuming that the CFO does not think that appropriate action is being taken by the authority, which is not expected to be the case in Hampshire County Council.
30. What this report demonstrates is that once again the strong financial performance of the County Council in the past means that it has sufficient 'firepower' in the short term to deal with the impact of Covid-19 whilst it waits for further information on government funding and the prospects for next year's settlement.
31. The intention is to continue to provide regular updates to Cabinet on the overall position, but a key decision point will be reached in February 2021 when we set the budget for 2021/22. At that point we can take stock of everything that is known at that time and consider how it influences the assessments made within this report and the timing of any successor savings programme.

Section D: Contextual Information

32. The financial strategy which the County Council has been successfully following since 2010 works on the basis of a two year cycle of delivering departmental savings targets to close the anticipated budget gap. This provides the time and capacity to properly deliver major savings programmes

every two years, with deficits in the intervening years being met from the Budget Bridging Reserve (BBR) and with any early delivery of resources retained by departments to use for cost of change purposes or to cash flow delivery and offset service pressures.

33. The model has served the authority well to date and the County Council's strategy placed it in a very strong position to produce a 'steady state' budget for 2020/21 and safely implement the next phase of changes through the Transformation to 2021 (Tt2021) Programme to deliver further savings totalling £80m.
34. The outturn position for 2019/20, which is set out in the 2019/20 - End of Year Financial Report presented elsewhere on the Agenda, highlighted the strong financial performance across the County Council with the achievement of a net saving against the budget of £19.1m; despite having taken a further £140m of savings from the budget that year.
35. Both the Transformation to 2019 (Tt2019) and Tt2021 Programmes were progressing to plan and there were clear signs that the strategies being applied in the more complex areas of adults' and children's social care were having an impact on controlling demand. This is particularly true for Children Looked After (CLA) where reductions in the overall number of children in care have been achieved against the trends nationally and our own experience of increasing demand.
36. However, since the budget was set in February an unprecedented national crisis, in the shape of the Covid-19 pandemic has demanded a similarly unprecedented set of responses from across the public sector, most notably the NHS, but also local government. The County Council's response to the Covid-19 crisis has been wide ranging both in terms of its own service provision and in supporting a number of partners both directly and through the Local Resilience Forum (LRF).
37. In view of the urgent requirement for the County Council to respond at pace to emerging events, especially during the early stages of the crisis, a number of urgent financial decisions were needed to facilitate timely action. Where an urgent financial decision is required that falls outside of the defined process or limits within Financial Regulations or Financial Procedure Rules, but is felt to be in the wider interests of the County Council, the Chief Financial Officer (CFO) in consultation with the Leader and Chief Executive can make the decision subject to it being reported back to the appropriate decision making body.
38. All of these decisions are described briefly in Appendix 1 and the approved spend can be met either from existing budgetary provisions or from the Covid-19 grant funding allocated by the Government.
39. The financial implications of the crisis on the County Council's own budgets and financial planning will be profound based on where we are today and at this stage it is difficult to predict when we might see a return to normality.

40. Response costs and consequential losses arising from reduced income, trading losses and lost investment income are significant and continue to grow as more issues are uncovered and require actions. In line with the Government's guidance we have also been providing support to various providers to ensure sufficiency of provision now and into the future.
41. A separate exercise has been undertaken to assess the impact of the crisis on the Tt2019 and Tt2021 Programmes, to take account of the delay in implementation.
42. A summary was presented to Cabinet on 15 May setting out the known position as at the close of play on Monday 4 May and this was reflected in the first return to the Ministry of Housing, Communities and Local Government (MHCLG) setting out the financial impact. At that point, the estimated total cost of the response for the three month period to the end of June, together with the impact on savings programmes was £96.2m of which we predicted £74.6m would be met from existing budgets, government grant and savings in some services.
43. In the absence of further government funding the net unfunded cost was estimated to be £21.6m and whilst it would have been possible to cover this level of gap from existing reserves, it would have had an impact on our financial sustainability in the medium term. The intention therefore was and remains to continue to lobby the Government to underwrite all of the financial consequences of the crisis. As part of this lobbying, the Leader of the County Council will write to the Government requesting that they honour their commitment to fully fund the financial consequences of Covid-19.
44. It was made clear that this initial estimate did not include recovery costs, demand increases or losses in council tax and business rates and it was highlighted that the estimated cost of response for each extra month at that point was judged to be nearly £18.5m. It was also flagged that as we moved out of response and into recovery, we would face further financial challenges arising not least from increased demand for services across adults' and children's social care, which would not be fully quantified for some time to come. Therefore, it was clear at that stage that the financial pressure was only going to get worse.

Section E: MHCLG Return and Assumptions

45. The first return to the MHCLG was submitted early in the crisis and the guidance provided to local authorities on a 'Common Operating Picture' (COP) was almost non-existent at that time. Unsurprisingly, as a result, the approach adopted by individual authorities was very different and analysis and discussion across the sector after the submission highlighted that this initial data collection was almost unusable at a national level.
46. Since that time, MHCLG have been consulting with the sector and issued a draft second form and guidance to the different Treasurers Societies to seek

feedback before the next return was due. Hampshire fed back on the form on behalf of the Society of County Treasurers (SCT) and highlighted that the key issue was to set a timeframe for Council's to work toward and a COP against which to base revised forecasts.

47. Separately, the County Council's Network (CCN) commissioned PricewaterhouseCoopers (PwC) to run two workshops just prior to the submission date in order to try to agree a common approach at least across CCN members to the completion of the form.
48. Taking all of these factors into account, it was therefore agreed to produce figures based on the following scenario:
 - Extend the figures reported to Cabinet for an extra month to the end of July.
 - Add a further month of costs and losses to allow for a phased recovery period of a further two months (assuming that we return to 'normal' over the course of that period on a straight line basis).
 - Add high level guesses for recovery and demand costs for major services where we expect there to be an impact.
 - Assume a percentage loss of business rates and council tax yield for the current year only (the form does not deal with future years impact).
 - As with the first form only including the impact of savings programme delays for the current year only.
49. In addition to these global assumptions, we have also been considering service specific assumptions as part of this MTFS Update and these are contained in Appendix 2. This includes generic assumptions that apply to all services and one of the most important of these is that we do not expect a second peak and complete lockdown later in the year as any increase in community infection will be managed through the outbreak plans that have been developed.
50. For the May return, better information was available on response costs and income losses but the impact on trading areas was less clear and only very high level estimates were provided for future recovery and demand costs.
51. In May, the revised estimated total cost of the response for the extended four month period to the end of July, together with the impact on savings programmes was more than £195.5m of which we predicted £85.9m would be met from existing budgets, government grant and savings in some services. In the absence of further government funding the net unfunded cost was estimated to be approaching £109.7m which is clearly significantly more challenging to the financial sustainability of the County Council.
52. In developing forecasts for this Medium Term Financial Strategy (MTFS) Update, further more detailed work has been undertaken on recovery and response costs and specific workshops were arranged by the Deputy Chief Executive and Director of Corporate Resources with the Directors of both

Adults' Health and Care and Children's Services, in order to consider what assumptions it is reasonable to make and the consequential impact on demand forecasts both in the short and medium term.

53. We also have the benefit of two months of monitoring data and have reviewed and changed major assumptions as outlined later in the report. A key assumption that impacts on many areas is the position of schools once we reach September. Whilst there is significant national debate around this issue, a prudent financial approach has been adopted in each of the key services which are impacted by the extent of school opening and the total numbers of children returning.
54. It is also important to note that many of the May forecasts were based on a five month response period in line with government guidance and yet in some areas such as country parks income losses have been mitigated by the ability to open in line with the easing of lockdown restrictions that continue to be announced.
55. This information has all been fed into the MHCLG return for June and in some areas is very different to the original high level figures that were submitted as outlined below. This serves to underline the complex environment in which we are working and the iterative nature of financial forecasting as we learn more and things change on a month by month basis.

Financial Summary

56. The following table shows a summary of the figures for the May and June returns broken down over the key areas requested by MHCLG:

	May £'000	June £'000	Change £'000
Response and Recovery Costs	68,024	71,805	3,781
Lost Savings – 2020/21 only	9,996	9,996	0
Business Rate / Council Tax Losses – 2020/21 only	34,600	34,600	0
Lost Income / Investments	16,016	11,474	(4,542)
Commercial / Trading Losses	23,122	9,182	(13,940)
	151,758	137,057	(14,701)

57. The main differences between the two returns are shown in the table overleaf, but in the main relate to reduced response costs and losses in some areas due to easing of the lockdown measures and the end of the peak in infections, together with changed assumptions and forecasts in recovery and demand costs:

	£'000
Reduced adults' social care demand	(10,000)
An extended period for supporting the adult social care market and other associated costs (7 months)	7,665
Increased children's social care costs, including increased social workers	5,109
Home to School Transport reduced demand pressures on the assumption that social distancing will only apply for SEN children	(2,800)
Reduced income losses across CCBS based on early monitoring information and eased lockdown	(3,747)
Reduced Trading Losses based on early monitoring information, wider schools opening and current activity levels	(13,940)
Purchase of IT kit to enable extended home working	2,800
Other net changes	212
	<u>(14,701)</u>

58. As explained above the changes in the return relate to the iterative nature of financial forecasting during this unstable and completely unprecedented period. Where possible we have looked to fully align the current years data in the MHCLG return with the forecasts on financial sustainability presented later in this report.
59. The table in paragraph 56 shows that losses in income, investments and commercial / trading losses total £20.7m. The categories follow the MHCLG guidelines which do not properly represent the kinds of losses that we have experienced. A more appropriate breakdown for the County Council would be as follows:

Type	Description	Loss £'000
Client contributions	Adult's social care client income due to reduced package numbers	2,500
Fees and Charges	Lost fees, charges, sales income, event income, permits, licenses, room hire, parent contributions all as a consequence of lockdown	5,474
Traded Services	Net losses arising from trading activity in HC3S, County Supplies, Property Services, HIAS, School Music Service, Hampshire Transport Management etc.	9,182
Investment income	Losses in the investment of cash balances in pooled property, pooled equity and other higher yielding returns as a result of the stock market crash and economic conditions	3,500
Total		20,656

60. What this table shows is that almost £17.2m of the income loss is entirely due to the impact of Covid-19 and the lockdown measures that have been put in place. The lost investment income is as a result of the stock market crash and the general economic conditions surrounding Covid-19. It does not relate to any losses from direct property investment that the Government has been concerned about for some time. In considering the impact on what the Government terms 'unwise investments' they have suggested that there may be some help available, but it will be 'painful' for the sector given the previous warnings that have been issued.
61. The County Council's strategy has always been to seek pooled investments to help spread the risk and this is a strategy that has served it well in the current circumstances. We will continue to lobby the Government for assistance towards the lost income that is purely consequential to Covid-19 and lockdown measures, but the financial analysis detailed later in the report does not assume that this will be received as clearly a more prudent view needs to be taken in assessing our financial sustainability.
62. In order to complete the financial snapshot using the same methodology as reported to Cabinet and separately to all Members of the County Council we need to include Market Underwriting costs and the second two years of savings programme losses. This increases gross losses to £188.2m, which are offset by grants, budgets and other savings as outlined in the following table:

	£'000
MHCLG Return	137,057
Market Underwriting	23,355
Lost Savings – 2021/22 and 2022/23	27,775
Total Costs and Losses	188,187
Specific Funding (CCG's and Government)	(4,392)
Covid-19 Grant Allocations	(53,968)
Forecast Savings	(3,600)
Market Underwriting (budgeted)	(23,355)
Net Unfunded Costs and Losses	(102,872)

63. At the end of May, the net unfunded costs and losses were forecast to be £109.7m. Although some of the individual elements have changed (for example some offsetting savings are now reflected in the figures submitted to the MHCLG), the net snapshot position for June is around £6.8m lower than May, mainly as a result of the changes outlined in paragraph 57 above, offset by the worsening position for Tt2019 and Tt2021 delivery.
64. It is worth re-iterating though that this is simply a snapshot and is based on assumptions for response outlined in paragraph 48 and on recovery and demand costs that are detailed later in this report. It is inevitable that as our knowledge grows about what has already happened and we respond to changing assumptions about what might happen, that the figures reported for the current year will continue to fluctuate on a monthly basis.

Section F: Transformation to 2019 and Tt2021 Programmes

65. It would be usual as part of an MTFs Update report to provide a summary of progress on our transformation programmes, which are important in understanding the medium term cash flow support requirements that are needed either from departmental Cost of Change Reserves or the BBR.
66. Clearly, over the last three months departments have been focussed on responding to the crisis and the majority of activity on the transformation programmes was suspended, as were the normal reporting arrangements.
67. Early on in the crisis, an assessment was made of the impact of a delay in implementation of the Tt2019 and Tt2021 Programmes based on a four month delay in most areas and six months in the more complex services, recognising that it would take time to re-build momentum in these areas.
68. These figures have now been further reviewed as part of the preparation for this MTFs Update and are already included in the table set out in paragraph

62. The more detailed analysis by department and financial year is shown in the table below:

	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000
Adults' Health and Care	5,829	4,951		10,780
Children's Services	2,697	4,887	1,047	8,631
ETE	1,222	9,770	5,275	16,267
CCBS	143	1,630		1,773
Corporate Services	105	215		320
	9,996	21,453	6,322	37,771

69. The total impact has increased by more than £6.9m from the £30.8m previously reported to Cabinet. This reflects the latest assessment by departments and takes into account the impact of recovery and demand activities which were not considered the last time the exercise was undertaken, which was essentially in the first 2 weeks of April.
70. It is also worth noting that at this stage these figures are all assumed to be cashflow impacts and that savings will all eventually be delivered but on a longer time frame. In social care areas it is very difficult to understand the consequences of Covid-19 for potential future demand and how this will impact on the savings programmes. However, on the basis that current transformation activity in these areas is controlling or reducing demand, this should continue to be the case irrespective of whether or not there is a future spike in demand.
71. It is likely that in many areas transformation activity can be resumed within the next four to six weeks and it is expected that formal monitoring of the Programme will also start later in July with a view to providing greater levels of information on the Tt2019 and Tt2021 Programmes to Cabinet in September.

Section G: Financial Update

72. Significant work has been undertaken at speed to build an even more comprehensive financial picture of the impact of the pandemic, including extending the picture to 2022/23. Whilst this is crucial to enable the County Council to plan for the medium term, due to the uncertain and very complex environment which is evolving on a day to day basis and for which there is no past comparator it is unavoidably based on a wide range of assumptions made at this particular point in time.
73. Appendix 2 sets out for each department the key assumptions that have been used to prepare the latest and more comprehensive financial picture, and a

summary of the main issues and impacts are set out in the following paragraphs:

Adults' Health and Care

74. Adults' Health and Care have been at the forefront of the County Council's response to the crisis and unsurprisingly faces the largest cost pressures as a result of the Covid-19 pandemic. There are a number of immediate issues / cost drivers including:
- Increased demand from the acceleration of patients transferred from NHS care into various social care settings, albeit these are currently being met by the CCG's.
 - Significant cost of providing Personal Protective Equipment (PPE) across all social care settings.
 - Reduced income from new adult social care self-funders and fee payers coming into the system.
 - Payments to private and third sector providers delivering day care and respite where this income loss is having to be compensated to support the market but where no service is being delivered.
 - The need to increase unit prices paid to providers to enable them to cover their additional costs.
 - Additional staffing costs to cover illness and enable social distancing measures, in addition to security and deep cleaning.
75. Whilst the future is uncertain, a return to a "normal" social care environment is unlikely. Across the wider sector plans to re-configure care delivery and invest in infrastructure have been paused until the new landscape is better understood.
76. A number of issues could drive additional pressures in the medium term. These remain hard to quantify and will vary in degree and impact in different localities. The assumptions that we have applied are set out in Appendix 2 but some of the issues are as follows:
- Costs associated with PPE, shielding and social distancing are expected to become embedded.
 - Under occupancy of residential care places is a risk, with a corresponding shift towards domiciliary and other care settings. This is attributed to Covid-19 making traditional forms of residential care less attractive to new clients, particularly in regard to self-funders who may have a broader choice of options.
 - While this could boost efforts to shift demand away from residential care to potentially less expensive settings such as domiciliary or day care, any benefit is likely to be offset by the increased complexity of needs, some of which may be directly related to Covid-19 (for example additional

vulnerability that will need to be mitigated and an increased reluctance to seek hospital care in the early stages of illness).

- A structural reduction in demand for residential care, particularly for self-funders, triggered by Covid-19 is likely to impact the viability of providers and drive up unit costs.
77. Early on in the crisis the County Council made additional payments to social care providers to help them with extra costs in respect of PPE, cleaning, waste disposal and overtime or agency staff for sickness cover among other things, in line with government guidance. These payments were made to the end of July and whilst the first peak of infection has now passed, care providers are still facing a very challenging environment to ensure that staff and clients remain safe and to limit the spread of the infection as far as possible.
78. Although the Government has also provided additional funding to providers, this was specifically for infection control measures and cannot be used on basic costs such as PPE or the additional costs of agency workers. Furthermore, as highlighted above, many care providers are struggling financially as income from self-funders has significantly reduced and there is a danger that providers could go into administration placing potential strain on the market.
79. Given all of these factors, this report proposes a further two months of payments totalling £5.910m with the option for a further month costing £2.418m to be agreed under delegation if considered necessary. Both of these sums are contained within the financial forecasts set out in this report and can be met from the Covid-19 grant funding provided by the Government, albeit that this does not cover all of our current costs at this stage.

Children's Services

80. Children's Services faces pressure across a range of service areas but notably children's social care and home to school transport.
81. Some of the key drivers include:
- Increased costs to providers and in-house services leading to increased unit price. Areas include for example PPE, social distancing, shielding and deep cleaning of facilities.
 - A lower than expected level of referrals during the lockdown period, but this is expected to rise sharply as lockdown eases and when children return to school.
 - Expectation that lockdown will exacerbate current challenges for some families (for example increased domestic violence), leading to additional demand. In addition, the fact that those who would previously have been care leavers are currently remaining within the County Council's care.
 - A downturn in the supply of fostering places and an increase in placement breakdowns, with carers increasingly unwilling or unable to take on cases.

This is considered likely to have an inflationary effect on the unit cost for foster care.

- In terms of home to school transport the cost pressure arises largely from having to implement social distancing, in addition to supporting local providers during school closures from current budgets.

82. In the longer term there are a number of financial pressures as follows:

- Covid-19 is likely to exacerbate the current shortage of foster care placements in some areas, leading to the use of more expensive care options.
- Any increase in demand caused by Covid-19 reflects a longer term commitment which will have to be funded over several years.
- The impact of the resulting economic downturn is likely to cause further demand and this longer term impact along with changes to the provider market are very difficult to predict but are significant. Any increase in demand will also impact the requirement for social workers and support staff to ensure the maintenance of reasonable caseloads.
- If home to school transport has to continue to observe some form of social distancing and protective measures, there will be further costs but the availability of transport assets to enable such a policy may be a limiting factor.

83. One of the key factors in being able to respond positively to the anticipated future increase in demand is having adequate social worker capacity to deal with increased referrals and cases, not to mention the positive impact this also has on staff wellbeing if caseloads are controlled effectively. It is important that this capacity is in place before demand starts to spike and this report therefore requests funding of £3.783m in this financial year to increase social worker capacity and can be met from the Covid-19 grant funding provided by the Government, albeit that this does not cover all of our current costs at this stage. Funding of up to £6.7m is also requested for next financial year subject to a review of demand and caseloads at the end of this financial year the funding for which would need to be addressed as part of budget setting for 2021/22. Both of these sums are contained within the financial forecasts set out in this report.

84. In addition, as part of regular meetings held by the Deputy Chief Executive and Director of Corporate Resources with the Director of Children's Services there has been on-going focus on the Special Educational Needs (SEN) service which has been dealing with an increasing workload.

85. Additional one off investment has been provided by the Department through the use of Cost of Change to enable the service to deal with rising demand and much has been achieved since June 2019 when this interim funding was agreed. The service has completed recruitment, improved its operating procedures and has good performance management data which is well utilised.

86. However, on-going funding of up to £1.7m is now required to ensure that the service can maintain the current performance and help them meet their statutory duties. This additional business as usual pressure has been included in the financial position set out in this report, subject to approval by Cabinet and would need to be funded from existing contingency provisions on an ongoing basis.

Economy, Transport and Environment (ETE)

87. In the main, response costs have not been significant within ETE, although allowance has been made for potential compensation claims in some contract areas. Market underwriting has been a key feature within transport and concessionary fares in line with the Government's guidance and there may be recovery costs associated with social distancing measures.
88. The position for waste disposal is complex but the best current estimate assumes the additional cost of a revised approach to payments is expected to be offset by other savings arising from the different operating environment. For highways maintenance any financial impact can only be mitigated by reducing the amount of highway works undertaken during the year.
89. Some of the key drivers include:
- Social distancing requirements will limit recycling volumes through Household Waste Recycling Centres for the rest of the current financial year.
 - Alternative payment approaches across a range of services will continue in line with government guidance.
 - The impact of social distancing on highways works and costs.
90. At this point there are not expected to be any longer term pressures that impact on the scenarios outlined later in the report.

Culture Communities and Business Services (CCBS) and Corporate Services

91. Within CCBS there has been a major impact on income generation and on trading areas such as HC3S, the County Council's catering service, and County Supplies who have had significantly reduced trading activity as a result of the reduced numbers of children at school.
92. Some of the key drivers include:
- The continuation of lockdown measures and social distancing, albeit some areas such as country parks saw easing some time ago.
 - The numbers of children able to attend school, which impacts in particular on the provision of school meals through HC3S and the purchase of goods through County Supplies.

- The extent to which events such as marriages and the use of buildings will be relaxed in the future, some indications on which were given in the announcements on 23 June.
93. At this point there are not expected to be any long term pressures, but this is dependent on there being no further lockdowns. The reasonable worst case scenario for CCBS assumes that further disruption to income streams could be experienced during any future peak infection period.
94. There are also small income losses predicted across Corporate Services but no other short or long term pressures and so a separate set of assumptions are not included in Appendix 2 for this Department.

Risks in the Forecast

95. It would be usual as part of the MTFs to state the key assumptions that have been used around government grants, council tax and social care demand etc. and to highlight the potential risks and sensitivities within those assumptions.
96. However, given the complex nature of the forecasts we are producing during these unprecedented times and without any historical information to act as a guide, in essence we must treat all of the forecasts in this report as high risk in nature.
97. Later in the report we set out several funding scenarios and a Reasonable Worst Case Scenario (RWCS), in order to consider the potential medium term impact on the County Council. However, it must be recognised that many of these figures are speculative in nature and are based firmly on the individual departmental assumptions set out in the Appendix 2.
98. A prime example of the complexities we face relates to assumptions around social distancing. We had assumed that the “2 metre social distancing rule” would be in place for some time and this has implications for a range of services. On 23 June, the day after the initial financial analysis had been completed, the Government announced a relaxation of the social distancing measures. Given the timing of this and the fact that it would only improve the financial position, we have not re-worked the numbers, but this is a prime illustration of the difficulties we have in producing sensible forecasts in an ever evolving and rapidly changing environment.
99. Similarly, an announcement was made in respect of marriages re-commencing which equally impacts on the assumptions included for the Registration Service.
100. As time progresses and as more information becomes available, it will be possible to continually refine these figures and the expectation is that we will report regularly to Cabinet on the latest figures as we lead into budget setting for 2021/22.

101. In overall financial risk terms however, it is very important to note that whilst the response packages set out below have been developed in a crisis situation and significant sums have been pulled together as a result, it must be understood that for all scenarios, **this makes the County Council VERY vulnerable to any future financial shocks!**

Financial Forecasts

102. The above summaries of departmental issues and assumptions have been used to produce a base case for costs, losses and pressures in key service areas for 2021/22 and 2022/23. This has been combined with the unfunded costs and losses for the current year as set out above and the revised cashflows for Tt2019 and Tt2021.
103. All of this has been fed into the financial scenarios outlined later in the report. In addition, work has also been undertaken at a very high level to predict what a RWCS might look like as part of our assessment of the County Council's financial sustainability over the next three years.

Schools Funding

104. The Covid-19 Financial Report presented to Cabinet in May provided an update on the financial implications for schools resulting from the pandemic. In particular, there are concerns within the sector about income levels and the extent to which these support core activities within schools. Whilst there has been some government funding it is likely that Covid-19 will put some schools into deficit or will impact on financial recovery plans that were already in place.
105. Last month, a further £1bn pounds was announced for schools but this is targeted at making up for lost teaching time during the pandemic. A one off grant of £650m will be shared across state primary and secondary schools over the 2020/21 academic year. Whilst head teachers will decide how the money is spent, the Government expects it to be spent on small group tuition for whoever needs it.
106. Separately, a National Tutoring Programme, worth £350m, will increase access to high-quality tuition for the most disadvantaged young people over the 2020/21 academic year. It aims to reach up to two million pupils.
107. Whilst welcome, this does not help to improve the overall financial position of schools and it may be some time before the full impact at a local level is understood.
108. In terms of other impacts, the County Council has been putting in measures to support Early Years Providers, by continuing to pay budgeted amounts to them, irrespective of the number of children they are looking after. In addition, extra payments have been made to ensure key worker and vulnerable children have suitable placements where their normal care setting is closed or unable to take

them. We are also working closely with the sector where they are experiencing specific financial difficulties.

109. In all of these areas, the ultimate impact will be on spend measured against this years Dedicated Schools Grant (DSG) and could lead to further deficits over and above those being experienced within the High Needs block, which includes SEN. In line with government guidance, these deficits must be addressed through recovery plans and future years DSG, and therefore do not feature as a pressure within the forecasts outlined in this report.

Section H: Local Government Funding

110. Prior to the Covid-19 pandemic, local government has had to adapt to significant reductions in funding during the period of austerity and Members will be fully aware of the County Council's response to these reductions.
111. In broad terms, through our transformation programmes we have responded by driving out efficiency savings, reconfiguring services and generating additional income. This means that the County Council, along with other local authorities entered the pandemic with reduced financial resilience and fewer options available to absorb the significant increased costs and income reductions caused by Covid-19.
112. The period immediately before the Covid-19 crisis was one of considerable uncertainty. A lack of multi-year funding settlements already made it hard for local authorities to develop longer term financial plans. The key areas were:
- Funding for adults' social care was already a major challenge, with significant growth in demand projected alongside increasing complexity of need and a fragile provider market which was in need of additional investment. Government had started to address this in the form of ad-hoc, though significant, funding allocations but the longer term solution had yet to emerge, along with the anticipated social care green paper.
 - Equally pressures in children's social care were growing and again whilst one off funding (albeit insufficient to meet the rising costs) had been made available, no longer term solution had been advocated.
 - It had been recognised by government that the current system for calculating business rate allocations was also in need of review, and while different levels of retention had been piloted there had not been a definitive decision on the longer term for Business Rate Retention (BRR). The system for calculating rateable values was also due for review at a time when the value of business activity was increasingly removed from the value of their premises.
 - The system for calculating relative needs and the allocation of central government funding was also due to be revised. The 'Fair Funding Review' has been delayed a number of times.
 - The future for specific grants, such as the New Homes Bonus.

113. These were among a number of factors that were already creating considerable uncertainty as to the future funding model for local government. The Covid-19 crisis has now exacerbated the need for these long standing funding uncertainties to be addressed.
114. The County Council is still in the position of having no visibility of its financial prospects beyond the 2020/21 year, which clearly makes any accurate financial planning difficult to achieve and the Comprehensive Spending Review (CSR) which was planned for this year is fully expected to be postponed (although this has yet to be officially confirmed) and replaced with a further one year Spending Round; extending the period of uncertainty.
115. Whilst there are some signs that the key messages on funding requirements are getting through, local government as a sector will continue to push the Government for a programme of multi-year rolling settlements that avoid the inevitable cliff edge that we face at the end of every Spending Review period.
116. For now, one of the key messages we have been giving to local MPs and the Government is the need for an urgent single year Spending Round that provides provisional settlement figures for 2021/22 in order that we can start to plan for budget setting for next year. We are in a very similar position to last year where our exit from the EU created considerable uncertainty and the Government responded by announcing a Spending Round in September that provided upper tier authorities with the certainty they needed for the year ahead. Arguably, the current uncertainty and immediate financial instability within the sector provides an even greater impetus for a similar announcement this year.

Section I – The Council’s Challenge to 2022/23

117. In the current MTFs approved in November 2019 the forecasts that were set to inform the Tt2021 target of £80m were affirmed. However, what is particularly pertinent for the forecast is the lack of any detail around the Government’s intentions beyond the current financial year. The two year position to 2021/22 presented in the MTFs assumed that all government funding announced for 2020/21 (including the extra £1bn for social care) would be built into the base position going forward. However, no further increases in funding for the growth in social care costs that we know we will face in 2021/22 were assumed.
118. The key risks within the forecast at that point can be summarised as follows:
- Grant reductions or funding re-distribution are greater than expected following the Fair Funding Review and extended BRR.
 - The assumption of ongoing core council tax increases of 2% plus a further 2% for the adult social care precept.
 - The assumption that there will be continued government funding allocated towards social care pressures at least at 2020/21 levels.

- That growth in adults' and children's social care is even greater than forecast.
 - Potential changes resulting from the long awaited Green Paper (or possibly a White Paper) on social care for older people and the parallel work being undertaken looking at social care for working age adults.
 - Pay and price inflation exceed the provisions contained in the forecast.
119. Since then the environment in which we are operating has changed fundamentally and the financial implications of the Covid-19 crisis on the County Council are profound.
120. As outlined in Section G, the key departmental issues and assumptions (as set out in Appendix 2) have been used to produce a base case for costs, losses and pressures in key service areas for 2021/22 and 2022/23. This has been combined with the unfunded costs and losses for the current year, in line with the latest MHCLG return set out in Section E, and the revised delivery profile for Tt2019 and Tt2021.
121. One additional business as usual pressure in respect of the SEN service has also been included as described in paragraph 90 subject to approval of this funding.
122. The impact of all of these items has been profiled across the financial years to 2022/23 to understand the cash flow impact. The delay in savings programmes was already profiled over the three years and in technical terms, the council tax and business rate losses for this year will not have an impact on the County Council until next financial year through the collection fund mechanism.
123. Further forecasts have also been provided on the possible future impacts on council tax and business rate income, given that the economic downturn will mean that many households will apply for the local council tax support schemes, which has the impact of reducing our income. Combining all of these factors gives a base case for costs, losses and pressures across the years as follows:

	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000
Net Unfunded Costs and Losses	40,497	56,053	6,322	102,872
Departmental Pressures		32,331	30,997	63,328
Business Rates and Council Tax		21,000	14,000	35,000
Other Pressures	1,700	4,200	3,200	9,100
Total Costs, Losses and Pressures	42,197	113,584	54,519	210,300

124. Three scenarios have then been applied to the base case for total costs, losses and pressures as follows:
1. No further government funding and no underwrite for council tax and business rate income
 2. Further government funding to meet all Covid-19 response, recovery and demand costs (£17.8m) but no underwrite for council tax and business rate income.
 3. Further government funding to meet all Covid-19 response, recovery and demand costs (£17.8m) and underwriting for council tax and business rate income for the current year's losses (£34.6m).
125. None of the scenarios assume that income losses (beyond council tax and business rates), future years costs or lost savings will be covered by the Government. This is necessarily prudent given that the purpose of this report is to assess the County Council's future financial sustainability; and this is certainly not a time for optimistic forecasting.
126. These scenarios form the base position for a potential financial response package which is explained in detail in Appendix 3 and summarised in the next section.

Section J: Financial Response Package

127. Options to develop a financial response package have been considered in order of the severity of their impact on the County Councils existing financial strategy and approved plans as outlined in the following paragraphs and set out in detail in Appendix 3.
128. Initially work has been undertaken to review all potential sources of funding that can be applied to meet the total costs, losses and pressures, without any impact on commitments or plans that have already been approved. These miscellaneous items include:
- Historic un-earmarked non-specific grants.
 - Provision for the cash flow of Tt2019 and Tt2021 savings delivery pre-Covid-19 which has now been superseded as the new profile of delivery is included in the base case.
 - Provision within General Fund Balances which is marginally in excess of the level recommended by the CFO of 2.5% of the budget requirement.
129. Subsequently, a review has been completed to assess any opportunities to release corporate funding, either one off or on-going, through a review of contingency provisions, in respect of inflation and risks in the budget, and potential treasury management savings. This has been done as safely as possible and ensures we can continue to manage key risks to some degree, but it does limit our ability to manage further new shocks that may arise.

130. Work has then been completed to identify corporate reserves that can be released without impacting currently approved commitments, recognising that drawing this funding will significantly reduce the County Council's ability to fund future investment and / or develop initiatives which to date has continued to be possible. These corporate reserves encompass the Invest to Save Reserve, the Corporate Policy Reserve and the Organisational Development Reserve.
131. A General Capital Reserve is available which, albeit fully committed to existing spend programmes, can be utilised where the planned spend meets the definition of capital expenditure and can be replaced by prudential borrowing. This option would not be utilised unless it was really needed as any resulting borrowing would create additional revenue costs to cover interest and loan repayments and so would add to any future budget gap.
132. As a last resort the use of General Fund Balances can be considered. The General Fund Balance in effect represents a working balance of resources that could be used in the event of a major financial issue. However, any draw that takes the level below that recommended by the CFO needs to be replaced and so will add to any future budget gap that needs to be bridged.
133. Finally, the BBR can be used to cash flow the position, recognising that we need to replenish this to enable us to maintain our financial strategy and develop and implement a successor transformation programme to take us to 2022/23 and beyond.
134. The individual tables outlining the financial response package for each scenario are contained in Appendix 3. It is difficult to provide a summary of these given the complex interaction of drawing from and contributing to the BBR in order to manage the cash flows. However, the key variable elements of the scenarios are the use of the General Capital Reserve (by releasing existing funding through replacement prudential borrowing) and General Fund Balances to balance the position.
135. The table below summarises these key elements for each scenario along with the final position forecast at the end of 2022/23:

	Scenario 1 £'000	Scenario 2 £'000	Scenario 3 £'000
Use of the General Capital Reserve	80,012	80,012	49,089
Use of General Fund Balances	21,098	3,677	0
Final Year Deficit / (Surplus)	416	0	0

136. Elsewhere in this report the criteria for financial sustainability were described as being in the same position at the end of 2022/23 as we were pre Covid-19, as this would mean we maintained our capacity to respond to the challenges that

lay ahead, including ensuring that the BBR has been 're-paid' to put it back into the same position.

137. The need to use General Fund Balances in full for Scenario 1 means that this would have to be replaced in subsequent financial years. Achieving this on top of maintaining cash flow support in the BBR is not considered to be viable and under this scenario the County Council is not financially sustainable.
138. For Scenario 2 the use of £3.7m of General Fund Balances is required, which would need to be replaced and would put additional strain on future years to achieve this. Scenario 2 also effectively uses up all of our remaining 'firepower' and means there is no contingency and we therefore have no ability to deal with any further financial shocks. Given the very high level nature of the assumptions and forecasts this is not a prudent position and on that basis the County Council is not considered to be financially viable under this scenario.
139. The final scenario does not require the use of General Fund Balances and only draws on circa 60% of the flexibility within the General Capital Reserve, so is within the boundaries set for financial sustainability.
140. Figures have also been modelled for a RWCS, which would increase the total cost pressures from £210.3m to £273.6m. Even if the best case funding assumptions were applied to this position, there is still a deficit of £11.3m after using all of the General Capital Reserve flexibility and all General Fund Balances. Clearly the County Council is not financially viable under this scenario.
141. Not surprisingly, in the face of a potential £200m impact, the County Council is not financially sustainable in three out of the four scenarios considered. It is possible under Scenario 3 that we would be able to stay on track, but this is dependent on two further elements of government funding.
142. Early on in the crisis, Government Ministers made various commitments to local government:

"We will do whatever it takes" – Rishi Sunak, Chancellor of the Exchequer

"Spend what you need to spend and we will reimburse you" – Robert Jenrick, Secretary of State for Housing, Communities and Local Government
143. Since then there have been statements around local government 'sharing the burden' with government, which are in stark contrast to what went before. This thinking is flawed as local government has no local tax raising powers beyond council tax, which is restricted by the Government and is likely to reduce as a result of the crisis and the reduced earning capacity of residents. Government on the other hand can borrow to support revenue spend and can increase taxes to raise revenue across a number of different areas.
144. Based on the scenarios presented in this report and impact on our financial sustainability, it is clear that the Government needs to honour its previous

commitment to fund the financial consequences of Covid-19. The County Council will therefore continue to lobby strongly through existing channels such as the CCN and the SCT, and directly to the Government, to ensure that the full range of extra costs are reimbursed by the Government as initially promised.

Section K: Capital Programme

145. The Capital Programme was last approved in February 2020 as part of the budget setting process and an update on the capital outturn position is included in the 2019/20 - End of Year Financial Report presented elsewhere on the Agenda.
146. Cabinet will be aware that in a similar process to that carried out a number of years ago, the Corporate Infrastructure Group (CIG), which is chaired by the Director of Economy, Transport and Environment have been capturing departmental priorities for capital investment over the next few years.
147. The intention was to bring these departmental investment priorities, together with those identified by Councillors to Cabinet and on to full County Council for consideration and approval in due course, dependant on the funding that was available.
148. The impact of Covid-19 has not only delayed this process but the medium term financial impact as set out in this report highlights the need to delay any significant decisions in respect of capital investment until more certainty over the financial landscape is secured going forward. This makes sense not only from a financial viewpoint but also in respect of some of the proposed investments themselves which could be heavily impacted by Covid-19, particularly in some of the building based assets such as care homes and office accommodation.
149. Departments have been asked to look at any urgent health and safety related priorities that may still need to be progressed with a view to bringing those to Cabinet and County Council in September this year.

The Impact of Covid-19

150. At this stage, the impact of Covid-19 on the Capital Programme has not been significant. Some highway projects were stopped for a brief time, but these resumed again shortly after and most building related projects have continued whilst complying with government guidance.
151. There are expected to be some compensation claims from contractors and an initial estimate was included within the MHCLG returns for May and June, but these are not significant in the context of the overall total.
152. Whilst going forward there may be some impact on the capital costs of schemes, this is not certain at this stage and in fact in some areas tenders have been coming in below what was expected. However, the long term

impact is clearly less certain and would need to be considered as part of any future updates of the Capital Programme.

153. More recently a very high level exercise has been undertaken to consider response costs such as site closures and compensation claims and the potential additional costs over the next six months for re-mobilising and measures that have had to be put in place by contractors to comply with government guidelines.
154. Initial figures suggest that up to £5m may be required after mitigations have been put in place by departments. These are very high level figures at this stage and will be refined as more information is collected. In order that existing schemes that are already in progress are not halted as a result of revised cost estimates, this report seeks approval of a 'capital underwriting' of up to £5m that will be allocated as appropriate by the Deputy Chief Executive and Director of Corporate Resources.
155. This would only be applied where absolutely necessary and only after other measures to mitigate the impact have been explored or additional funding sought from other partners linked to the schemes where appropriate (e.g. the Government, Local Enterprise Partnerships etc.). The spend of up to £5m can be accommodated from smaller capital receipts that have accrued corporately over recent years but have never been committed.

Section L: Beyond 2022/23

156. It has previously been highlighted that each year the County Council faces a shortfall to meet cost and demand pressures that historically were provided for by the Government and looking ahead, the predicted shortfall in the interim year of 2022/23 is forecast to be £40.2m.
157. There remains a lack of detail around the Government's intentions beyond 2020/21, and the current crisis has significant financial implications at a national level which will no doubt impact on all public finances for many years to come. The impact on our reserves in respect of the financial scenarios highlighted above will mean we are less well placed to meet any delays in a successor savings programme and therefore, what is clear is that any programme will need to be delivered in full within the requisite timescales, as continuing to provide large scale corporate support will not be possible based on our current knowledge of the financial landscape ahead.
158. This report considers the period up to the end of 2022/23 and assumes that the forecast gap (pre Covid-19) for that year remains at £40.2m. It is impossible at this stage to predict what the annual deficit beyond this might look like, but it is highly unlikely that a position of less than £80m of savings will be required.
159. The normal timescales for considering what would be a Transformation to 2023 Programme are set out in the following summary:

Item	Date
High level opportunity assessment carried out by Departments	October 2020 – March 2021
High level opportunity assessment considered by Corporate Management Team and Executive Members	Spring 2021
Public consultation on proposals	Summer 2021
Final savings programme approved by Executive Members, Cabinet and County Council	September – November 2021

160. At this stage, there are a number of significant issues that would impact on this normal timeline:

- The delay in the Tt2019 and Tt2021 Programmes due to Covid-19 means that these programmes are further extended beyond the previous timelines.
- The next peak in Covid-19 infections is expected in October / November this year and may require some similar elements of response from the County Council during this period.
- The CSR is not expected to take place at least until Summer 2021.
- We are unlikely to know the detailed impact on the County Council going forward, assuming it is a multi-year settlement, until December 2021.

161. Given these factors, it would therefore make sense to delay any successor programme for a full year, but this would be dependent on there being sufficient reserves to cover an additional interim year and crucially that the programme would need to be fully delivered by 1 April 2024.

162. At this stage, given the significant range of financial uncertainties it is recommended that this position be reviewed at the point the County Council sets the 2021/22 budget and council tax in February 2021, as by this time we will better understand the picture for 2021/22. We should have more certainty as to the ongoing costs and losses associated with Covid-19 and also what government support might be available in both the short and longer term in response to this.

163. If at that point it is not considered viable to extend any successor programme to 1 April 2024 then a separate timetable will be needed to pursue options in a shorter timescale. The two options for timetables are therefore set out in the following table:

Item	1 April 2023 Implementation	1 April 2024 Implementation
High level opportunity assessment carried out by Departments	February 2021 – June 2021	October 2021 – March 2022
High level opportunity assessment considered by Corporate Management Team and Executive Members	Summer 2021	Spring 2022
Public consultation on proposals	Autumn 2021	Summer 2022
Final savings programme approved by Executive Members, Cabinet and County Council	January – February 2022	September – November 2022

164. Whilst the earlier timetable reduces the timescales for implementation compared to our normal arrangements, it offers the best compromise under the circumstances and still gives the opportunity to review the position before final decisions are made in light of the CSR outcome, the detail of which should be available in December 2021 at the latest.
165. In the absence of any detailed information, the best forecast we have at the moment is an annual gap of £40.2m per annum. This would give a further £80m target for a successor savings programme on the assumption that it covers only a two year period. Based on the County Council's current financial strategy this would be allocated on a straight line basis in proportion to Departmental cash limits for 2020/21, which would give the following distribution:

	£'000
Adults' Health and Care	40,695
Children's Services – Non Schools	20,595
ETE	10,523
CCBS	3,253
Corporate Services	4,934
Total	80,000

166. Cabinet and County Council are requested to approve these targets, but the aim would be to review the overall financial position once the detailed outcome of the CSR is known for the County Council. Should the programme be extended to be implemented from 1 April 2024, then this would cover three years' deficits and would require total savings of £120m but clearly this position would also be impacted by the CSR due out next year.

Section M: Financial Resilience and Sustainability

167. Financial resilience describes the ability of local authorities to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, tightening funding and an increasingly complex and unpredictable financial environment.
168. Whilst the County Council has always fared well against measures of financial sustainability, in particular CIPFA's measures of financial stress and their financial resilience index, it has been made clear that without a change in the quantum and distribution of government funding, in particular in respect of social care services, the County Council is not financially sustainable in the medium term.
169. This was the position prior to Covid-19 and arguably, as a result, national and local government is about to enter the most uncertain economic and financial period since the end of World War II.
170. It is therefore no longer appropriate to rely on these past measures of resilience and sustainability and the main purpose of this report is to undertake a financial assessment of the County Council up to the end of 2022/23 that the CFO can use to assure herself and the Cabinet and County Council that we remain financially viable during this period and would still be in a reasonable position to face the challenges that will arise beyond it.
171. Section J outlined the financial response package that could be put in place to meet the various financial scenarios outlined and considered what the impact would be against a RWCS.
172. This concluded that under the three scenarios presented, the County Council would not be financially viable for two of them. Similarly, for the RWCS, it was concluded that even under the highest level of assumed government funding that the County Council was not financially sustainable.
173. Cabinet and County Council may be aware that discussions have been going on in the sector and with the Government about the issuing of Section 114 Notices during the Covid-19 crisis and CIPFA have released revised guidance that urges CFOs to consult with the Government prior to them issuing such a notice.
174. At this stage, we must wait until further information becomes available before making any decisions, but the aim is to report regularly to Cabinet and County Council on the position and if necessary provide information directly to Members where this is considered necessary, given the fast moving pace and changing consequences of the crisis. As outlined above and demonstrated in Appendix 3, the County Council has sufficient cash flow resources to meet the predicted short term impact of Covid-19 which places it in a strong position to address any financial issues going forward.

175. In any event, should action need to be taken to address an assumed future deficit, this will be done in good time and will no doubt have the full support of the Cabinet and County Council in dealing with any financial issues in a structured and responsible way. A Section 114 Notice is a last resort action, issued only if the CFO feels that the authority is not taking appropriate action to address the financial situation it faces, and it is not anticipated that a Section 114 Notice would therefore be required within Hampshire County Council that has a strong track record of addressing its financial issues.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes/No
People in Hampshire live safe, healthy and independent lives:	Yes/No
People in Hampshire enjoy a rich and diverse environment:	Yes/No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes/No

Other Significant Links

Links to previous Member decisions:	
	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

Given that this report deals with a large number of options and proposals for savings as part of the Transformation to 2021 Programme, the individual EIAs have been appended to this report to aid the decision making process.

Urgent Decisions

1. Where an urgent financial decision is required that falls outside of the defined process or limits within Financial Regulations or Financial Procedure Rules, but is felt to be in the wider interests of the County Council, the Chief Financial Officer in consultation with the Chief Executive and the Leader can make the decision subject to it being reported back to the appropriate decision making body.
2. In view of the urgent requirement for the County Council to respond at pace to emerging events, especially during the early stages of the crisis, the decision reports therefore sought approval to facilitate timely action. All of the decisions are described briefly below and the approved spend can be met either from existing budgetary provision or from the funding allocated by the Government.

Members' Devolved Grants Budget ([Decision Date 1 April 2020](#))

3. The Policy and Resources portfolio includes provision for a range of grants to the voluntary and community sector. Given the heightened importance of these grants at this time it was agreed to increase the amount available in 2020/21 to £10,000 per Member.
4. This is an increase of £156,000 and will bring the budget in 2020/21 to £780,000, to be funded from a combination of savings on the Leader's grant pot and the Members' Devolved Grants Budgets in 2019/20 and the Leader's 2020/21 grant pot.

Temporary Mortuary Provision ([Decision Date – 2 April 2020](#))

5. Unlike neighbouring counties, Hampshire and the Isle of Wight has no public mortuary provision. Therefore, all mortuary capacity is situated with the NHS Acute trusts. As a consequence, there was a need for temporary mortuary provision to deal with the potential for excess deaths that were predicted as part of early modelling undertaken on behalf of the Local Resilience Forum (LRF).
6. The award of a contract for the provision of refrigerated haulage container units was approved as were the County Council's share of the associated one-off cost.

Personal Protective Equipment – Strategic Reserve ([Decision Date 6 April 2020](#) and [21 April 2020](#))

7. The supply market has faced unprecedented levels of demand for PPE, making it extremely challenging to secure supplies, and to do so in the quantities required and at appropriate prices.
8. Failure by the Council to secure this equipment has significant risks in terms of the resultant operational pressures that will be generated for partners within the

LRF (including Hampshire Fire, Police, NHS and the County Council) where services have inadequate supplies to carry out their functions. This would otherwise impact adversely directly on members of the public affected by the non-delivery of such services at a time of local and national crisis.

9. A significant contract was awarded to secure critical PPE supplies and to provide a strategic reserve of equipment for use by partners across Hampshire and Hampshire County Council's In-House service, in light of the Covid-19 pandemic. In addition, given the international position in relation to PPE, to enable the organisation to respond in an agile way further spend was also approved in order that opportunities to purchase further supplies were not missed, including any specific Single Tender Approvals required.
10. There remains the risk that the County Council could pay for PPE reserves that are either not used or are not paid for by other partners who are drawing down on the stock. To mitigate this, it is proposed to put in place a financial underwrite across all partners within the Local Resilience Forum that are making use of the reserve, such that any unrecovered costs are shared appropriately between them.

COVID-19 Emergency Funding for Local Government ([Decision Date 7 April 2020](#))

11. A sum of £1.6bn of additional funding to support local authorities in responding to the Covid-19 pandemic was announced in March 2020 – Hampshire County Council's allocation was £29.6m. This funding was intended to help local authorities address the pressures they are facing in response to the Covid-19 pandemic across all the services they deliver.
12. Approval was given to delegate authority to both the Deputy Chief Executive and Director of Corporate Resources and the Head of Finance to allocate this funding in line with the intended purpose for decisions below £1m to ensure timely response to swiftly changing circumstances.
13. The current urgent decision arrangements under financial regulation 2.31 continue to apply for decisions over £1m, including the requirement for the Deputy Chief Executive and Director of Corporate Resources to make the decision and to consult with the Chief Executive and Leader.

Adults' Health and Care - Response to Covid-19 ([Decision Date 9 April 2020](#))

14. The funding, as referenced in paragraphs 11 to 13, is intended to meet the increased demand for adult social care and also enable councils to provide additional support to social care providers. It was anticipated by the Government, following feedback from local authorities that the majority of this funding would need to be spent on providing the adult social care services required to respond to the Covid-19 crisis.

15. The County Council suspended normal payment processes and principles and subsequently we have amended the way we transact with providers and considered both what we could offer and how that would be undertaken. A set of proposals was approved in respect of principles for how we pay for adults' social care and how we make those payments.
16. In addition, plans for the provision of a first point of contact as part of the broad welfare response to vulnerable people (for example, the over 70's, people with underlying health conditions, etc.) who have been advised by the Government to shield themselves for an extended period were approved along, with the associated costs of these changes and services.

Grant to Hampshire and Isle of Wight Trust ([Decision Date 16 April 2020](#))

17. The Trust has been offered first refusal on the purchase of Deacon Hill (a 10.6 Ha chalk grassland Site of Importance for Nature Conservation) for a total purchase cost £250,000. They launched a public fund raising appeal which at the end of March 2020 had raised £230,000 of which £100,000 was made by a single benefactor. The deadline for the Trust to raise the full funds and complete the purchase has been extended to the end of April 2020.
18. A grant of up to £20,000 from the Investing in Hampshire fund was approved, with the actual amount depending on any final shortfall in funds generated by the Hampshire and IOW Trust land purchase appeal, to enable the purchase of this land.
19. Ownership of the site by the Trust will provide public benefit by opening up a new area of land close to Winchester for public access and to develop a connection with nature that is so important for their health and wellbeing.

Managing Hampshire's Built Estate ([Decision Date 27 April 2020](#))

20. To ensure that the highest maintenance priorities are addressed and to avoid an increase in future condition liabilities, Property Services is seeking to minimise delays to the repairs and maintenance programme due to Covid-19 as far as possible, in line with central government guidance and construction industry protocols. Reactive or lower cost repair options have been considered and, in many cases, implemented over a period of time, before the named schemes come forward for more significant investment. In the longer term these options are unsustainable and lead to further deterioration of the building impacting on its operational use.
21. Therefore, to progress these priority works through design, pre-construction and on-site delivery, approval was given for the carry forward of unspent budgets from 2019/20, the high level allocation of 2020/21 budgets and project appraisals for capital schemes with a value of £250,000 or above.

Purchase of IT Equipment to Enable Better Home Working ([Decision Date 4 June 2020](#))

22. Due to the pandemic and the Government's policy of lockdown the majority of County Council staff are currently working from home, facilitated in large part by the HCC IT strategy delivered over the past four years which has meant that staff with IT access have been able to work from home with a high level of efficacy.
23. The original IT provision was intended for a short period of home working, but it is now clear an extended period beyond this is likely to be required. This may be a result of an extended lockdown, repeat local lockdowns, or where staff are compelled to self-isolate as a result of 'track and trace'.
24. Expenditure was therefore approved for a more sustainable solution considering staff welfare and productivity with the following objectives:
 - Provide all Fixed staff with suitable equipment to support an extended period of home working with a corporate mobile device as a minimum
 - Offer 'Flexible/Field' staff with existing mobile devices with additional equipment to support extended periods of home working.
 - Keep expenditure to a minimum, whilst considering the total cost of ownership.
25. This expenditure to purchase additional equipment required will have not only take into account staff welfare and productivity but also ensure our ability to respond effectively during this extended lockdown period.

Adults' Health and Care – Forward View

1. Key Issues

- 1.1 The Department has and continues to play a fundamental role in the delivery of services to the people of Hampshire in response to Covid-19 and this is not just limited to the predictable provision of care packages and delivery of Public Health services and leadership during this time. In addition, the Department have delivered the welfare services to support co-ordination and delivery of key services to those most vulnerable within our society whilst also supporting our NHS partners to release sufficient acute capacity to provide the much needed health care services to those in need.
- 1.2 With all this said however the unavoidable truth is that it remains those key care packages and our relationship with providers through the associated price paid and volumes purchased that will most significantly influence the Department's financial resilience both in the immediate and medium term.
- 1.3 Projecting the cost of care services, which can be particularly volatile during stable periods, is increasingly difficult at present, with the need to take into account a rapidly changing situation and corresponding government advice, often at short notice, with financial commitments as well as general forecasts regarding the likely rates of infection of the virus in the future.

2. Assumptions – Duration of NHS Covid-19 Discharge Funding

- Base assumption is that this funding stream, to meet the cost of ongoing care incurred by the County Council for clients discharged from hospital, will remain until end of October 2020.
- Upon cessation of this funding stream long-term care packages paid for by the County Council but funded through this route will need to be funded by the County Council.
- There are clients placed within interim placements, that the County Council do not pay for. Upon cessation of the funding they will have been allocated a long-term care package at an additional cost to the County Council. This is a temporary step increase in costs that will taper off over 18 months.

3. Assumptions – Duration and Extent of Response Activity

- Base assumption that care providers will continue to require enhanced payments to meet increased costs through to the end of October 2020.
- All other response costs including Welfare and County Council enhanced Personal and Protective Equipment (PPE) purchases will be required through to the end of October 2020.

4. Assumptions – Changes in Future Demand for Care Packages and Market Availability at Affordable Rates

- During the crisis period overall levels of care provided have already reduced, but it is assumed these will recover steadily over the next three years.
- Care volumes, in particular within Residential Care and Nursing, will return to pre Covid-19 levels during 2022/23. This will be further affected by societal attitudes and perception of the health risks to family members entering Residential Care and the impact of the death rate on the volume of, what would have been, Hampshire County Council funded clients in the future.
- Price of care will increase above inflation and previously anticipated levels due to:
 - Changes in market capacity to meet reduced demand, assuming that lower cost providers are more likely to exit the market earlier, leaving available capacity at the higher end.
 - Providers will have received enhanced payments from the County Council for a considerable time as part of the response phase and a response from the market when we seek to return fee rates back to previous levels is highly likely.

5. Assumptions – HCC Care Income

- Changes in demand as highlighted above will be managed by the Department to ensure that County Council care beds are the preferred destination for clients needing Residential or Nursing Care where possible. This will:
 - Avoid, as possible, the cost of additional external packages, through making use of capacity that is already paid for and available in house.
 - Enable Hampshire County Council care income levels to return to budgeted levels as early as possible.

6. Assumptions – Ability to Achieve Reductions on Care Volumes to Meet Budgeted Level

- Due to the changes in unit prices described above the departmental recovery plan to reduce the underlying cost of care to be within the recurring budget is much less likely to be achievable in full within the period reviewed as part of this update.
- 50% of the £9m reduction required is assumed to be achieved in 2022/23 instead of the full saving by end of 2020/21.

7. Beyond 2022/23

- 7.1 Going beyond 2022/23 the impact is difficult to quantify reliably due to the sheer volume of potential outcomes both locally and nationally over the next three years. However, the key issues and main factors affecting the financial health of the Department remain inextricably linked to the volumes and costs of care provided to eligible clients.
- 7.2 Whilst the forecast up to 2022/23 has assumed an increase in unit cost over that timeframe, in particular within Residential and Nursing Care, there remains a significant risk that a greater number of lower cost providers continue to exit the market thereby driving unit prices up further.
- 7.3 The Department purchases approximately 25% of the care capacity in Hampshire. The remaining provision is purchased primarily by private clients, it is the changes in this activity that will drive the economic stability of the market and correspondingly affect changes in supply that in turn will affect the rates paid by Hampshire County Council.
- 7.4 In addition, the market will have assumed and planned for increased demand over the time period affected and beyond. Therefore, even if the County Council returns to purchasing the same levels of care by 2022/23, this increased capacity issue, alongside the likely reduced demand from private clients is likely to lead to a greater surplus in available provision; thereby further destabilising the market. In turn as the market inevitably continues to match supply against demand further price increases are likely to be faced by the County Council.
- 7.5 Further changes in the ratio between Residential and Nursing Care and Homecare may significantly affect the financial position beyond 2022/23. Any scenario whereby larger volumes of clients remain at home carries both potential benefits and risks. These potential financial benefits arise from Home Care generally costing less on average, however, disbenefits could arise as current legislation entitles councils to take into account value of property when assessing the charges for Residential Care but not for Home Care resulting in a loss of income.
- 7.6 The changing landscape of the care market may also make the planned savings to manage future activity within the available budget even more challenging. With potentially less providers in the market and potentially greater reliance on Home Care, the opportunities to affect price are significantly diminished. However, opportunity to control demand and ensure placements are suitable remain in place.

Children's Services – Forward View

1. Key Issues

- 1.1 There is an expectation of demand increases in children's social care in relation to Child in Need and Child Protection services; and the impact on the number and cost of children in care.
- 1.2 There will continue to be a loss of income for services sold to schools and other agencies.
- 1.3 Supporting the early years market in both the short and longer term will be necessary.
- 1.4 Home to school transport supply during a period of social distancing and unusual school opening patterns will impact cost, capacity and resource.
- 1.5 By way of context, for children's social care, demand has been suppressed during the lockdown. There is also sufficient evidence now internationally, that as restriction measures reduce then demand for children's social care will spike. It is considered there are three possible ways this spike in demand could present:
 - short term increase in demand then returning to normal levels (least likely)
 - longer term spike that slowly reduces to near normal levels (second least likely)
 - longer term spike that does not reduce but becomes the new normal in terms of demand levels (most likely).
- 1.6 The evidence that the latter will apply is based on the sustained surge in demand seen by children's social care services since the onset of other 'shocks to the system; such as Baby P in 2008 and austerity from 2010. With even greater economic challenges now coming, it is prudent to plan for this highly likely scenario. As of week commencing 8 June 2020, referrals to children's social care were 15% higher than the average for the three months prior to the outbreak, indicating that the spike in activity has begun.

2. Assumptions – Front Door Services - Multi Agency Safeguarding Hub (MASH) and Out of Hours Services

- Initially referrals to children's social care reduced in April 2020 but by May were back to normal levels, despite only 3% of children being in school, which is a main referral source. The predicted sustained surge in demand in referrals is anticipated at between 10 to 20%, so on average 15% for the remainder of the year and into 2021/22.
- To support the above increase additional social work staffing and associated management of 12 FTE will be required in the MASH and for the Out of Hours services which deal with all incoming work to Children's Services. The cost is £850,000 full year effect (£600,000 in

2020/21). Assumed agency at 70% for additional social worker and assistant team manager posts – all other posts assume recruitment to be HCC employed.

3. Assumptions – Social Care Including Children Looked After (CLA)

- Overall increase in CLA (excluding Unaccompanied Asylum Seeking Children) of 15% in 2020/21 (1,753), 7% in 2021/22 (1,871) and 6% in 2022/223 (1,986).
- It is anticipated the costs of placements will increase due to Covid-19, as all local authorities will be seeking to manage similar increases in demand with a limited supply of placements, and that a range of additional cost pressures from providers will emerge across the different placement types for CLA, from in house provision to external residential, with costs ranging from 5 - 20%.
- Combined increases in activity, cost pressures and associated legal costs due to the growth in CLA placements are £2m in 2020/21, rising to £11m in 2021/22 and then £10m in 2022.23
- An increase of 2 FTE placement officers is required to support the identification of placements for the increased numbers of children requiring them at a full year cost of £60,000 (£40,000 in 2020/21).
- Children with disabilities costs such as direct payments, home care and respite to increase by 10% per year for the next two years (£750,000 in 2020/21 and £950,000 in 2022/23).
- 15% increase in Care leavers, in line with CLA, with additional costs of £900,000 in 2020/21 and £950,000 in 2021/22
- Contact costs – additional £250,000 for five additional contact staff and £100,000 for third parties, venues and transport in light of additional CLA activity.

4. Assumptions – Additional Social Workers and Associated Support

- 15% increase in all aspects of children's social care work to support the increased volume of Children in Care, Children in Need, court work and children subject to child protection plans.
- To maintain the current social work practice framework (the Hampshire Approach) and maintain manageable caseloads across Child in Need, Child Protection and CLA, an additional 48 FTE social workers will be required at a full year cost of 5m, including associated management, admin support, travel and IT (£2.7m in 2020/21). This is in addition to the 12 FTE for the front door services. Assumed agency at 70% for additional social worker and assistant team manager posts – all other posts assume recruitment to be HCC employed.

- Additional funding required to support an increase of 16 FTE Intensive Support Workers (including associated management support) to support the highly effective Hampshire Approach model of social work with the additional families who will be requiring interventions, £800,000 full year effect (£450,000 in 2020/21).

5. Assumptions – Home to School Transport

- If all children return to school in September, there will be no additional costs assuming no social distancing.
- If some form of social distancing remains until July 2021, there will be an estimated 20% increase in costs totalling £3m in 2020/21 and £4m in 2021/22. This includes a range of additional costs such as additional parental mileage, dual running of vehicles and other costs.

6. Assumptions – Traded Services & Lost income

- The current lost income for traded services (School Improvement Service, Music Service, Skills & Participation, Hampshire & IOW Education Psychology Service) is around £0.5m per month and if there are no changes to the current situation from September this will continue.
- Even with a partial or even full return of pupils in September there will still be loss of income, which could be in the region of £0.2 – 0.4m per month if social distancing measures continue. Whilst services are developing other strategies to deliver services, reviewing business models and working to develop safety measures; service delivery in many areas will still be at a reduced rate. Estimated figures show lost income in 2020/21 could be between £1m – £2m.
- When services can return to schools, income will remain significantly impacted as support continues to be directed towards underpinning the core effort, rather than income generation.
- Currently the Government's advice does not allow for residential or day trips. The assumption currently is that this will be lifted in September. If this barrier is not removed the income loss for Hampshire Outdoors will be significant.

7. Assumptions – Early Years

- Following Department for Education (DfE) guidance, additional costs relating to double funding for Key Worker and Vulnerable (KWV) and providing financial support to early years providers, to meet our statutory duty of providing sufficiency in the market on reopening of services, are allowable charges to the Dedicated Schools Grant (DSG). Current estimates suggest this could increase the pressure on the DSG by in the region of £0.5 - 1.5m

- Additional Local authority funding of 4 FTE Childcare Development Business Support Officers, costing £200,000, to provide advice and business support to the market, which is particularly important in order to support childminder provision.

8. Beyond 2022/23

- 8.1 The need to recruit additional social workers will continue to be challenging and consideration will need to be given to factors that promote recruitment and retention among social workers.
- 8.2 The Department have been very successful in providing sector led improvement work to other local authorities which generates an income and has been beneficial to both our learning and reputation. The focus of this may change as other organisations' face the impact of Covid-19.
- 8.3 Support from other agencies, i.e. Health, may reduce as the focus shifts inwards. This could increase our need to provide preventative and other services.
- 8.4 The impact of the economic downturn will be felt particularly in children's social care as poverty deepens. This could take a significant time to reverse and will have an impact on the services provided for some years.

Economy, Transport and Environment – Forward View

1. Key Issues

- 1.1 Economy, Transport and Environment (ETE) spend is dominated by major contracts (for example waste disposal and highways maintenance) together with payments under the statutory Concessionary Fares scheme. Government guidance on supplier payment where delivery of these services has been affected by Covid-19 has been applied. For passenger transport services including Concessionary Fares this market intervention can either be met from existing budget provision or from additional government grant specifically for this purpose.
- 1.2 The position for waste disposal is complex but the best current estimate assumes the additional cost of a different approach to payments is expected to be offset by other savings arising from the different operating environment. For highways maintenance the financial impact can only be mitigated by reducing the amount of highway works undertaken during the year.

2. Assumptions – Highways and Construction

- The construction industry moved relatively early to re-start work in accordance with social distancing guidelines, but costs associated with the safe closure and re-start of construction schemes have been factored into current financial year forecasts. It is assumed no similar costs will be incurred in future financial years.
- Alternative payment approaches agreed under the Hampshire Highway Service Contract will continue in line with government guidance.

3. Assumptions – Passenger Transport

- Market underwriting required by the Government over and above that for which budget provision exists will continue to be fully funded by government grant.
- Alternative payment approaches agreed with operators for local bus subsidy, Concessionary Fares and Community Transport will continue in line with government guidance.

4. Assumptions – Waste Disposal

- Social distancing requirements will limit recycling volumes through Household Waste Recycling Centres for the rest of the current financial year.
- Alternative payment approaches agreed under waste disposal contracts will continue in line with government guidance.

5. Beyond 2022/23

- 5.1 The key service where a longer-term impact is anticipated is waste disposal, with significant delays now expected to the balance of the Transformation to 2019 (Tt2019) and Transformation to 2021 (Tt2021) Programmes, which are now being run in parallel.
- 5.2 Delivery of these savings programmes depends on complex negotiations, both with Waste Collection Authorities around future operational and financial arrangements for recycling and our commercial partner, Veolia. The outcomes are likely to require the building of new infrastructure with a probable two year lead time to become fully operational. These negotiations in turn are dependent on the outcome of government legislative changes which have been delayed due to the response to Covid-19 and the resulting economic pressures.
- 5.3 Given the continuing uncertainty in the wider environment a prudent view of the revised delivery profiles for the agreed savings has been taken and it is still hoped that these timescales can be accelerated.

Culture Communities and Business Services – Forward View

1. Key Issues

- 1.1 Culture Communities and Business Services (CCBS) is characterised by many diverse services ranging from building and facilities maintenance for the corporate estate, management of Country Parks and other countryside sites, to the Hampshire Library Service and the provision of school meals.
- 1.2 During the decade of austerity, the Department has deliberately pursued a strategy of reducing its call on cash limited resources by meeting an increasing percentage of its costs from other income. By 2020/21 62% of gross costs were planned to be met from income and recharges compared to 38% from cash limited budgets. The department is also home to three trading areas fully funded from earned income with planned turnover in 2020/21 of £55.9m. The strategy has been successful but has recently meant many CCBS services have experienced a significant loss of funding due to the Covid-19 lockdown and continuing restrictions.
- 1.3 Service recovery plans are in place to safely re-open services to the public and other users as soon as possible. Progress is clearly dependent on:
 - Government guidance.
 - Public perception and appetite to return to activities.
 - The impact of wider economic downturn on people's ability and willingness to pay.
- 1.4 The overriding assumption is that all restrictions will have been lifted by the end of the current financial year and income levels will have returned to previously planned levels at that point.
- 1.5 Finally, it is currently still expected that Transformation to 2021 (Tt2021) savings can be delivered in full and on time.

2. Assumptions – HC3S and County Supplies Income

- Schools form a key customer base for both HC3S, the County Council's catering service, and County Supplies and in both cases the number of pupils on site each day is an important driver for income.
- Key assumption: 50% Primary and 5% Secondary pupils on site per day to the end of 2020/21. This is linked to a wider assumption that social distancing at two metres remains in force to the end of this financial year.

3. Assumptions – Other CCBS Income

- Income assumptions for public-facing services have been driven by individual service recovery plans encompassing a phased re-opening of services

- The seasonal nature of demand for some services (e.g. Countryside sites, Outdoor Centre activities, Registration Ceremonies) means most income is achieved by the end of the summer.

4. Beyond 2022/23

- 4.1 The expectation is that beyond 2022/23 the environment that CCBS are operating within will have returned to a pre-Covid normality in relation to any impact on income levels across all areas of the business.

Financial Position to 2022/23

1. Introduction

- 1.1 As set out in the main report due to the uncertain and very complex environment which is evolving on a day to day basis and for which there is no past comparator the financial forecasts that follow are unavoidably based on a wide range of assumptions made at this particular point in time.
- 1.2 Much work has been completed at speed but it should be reiterated that given the complex nature of the forecasts we are producing during these unprecedented times and without any historical information to act as a guide, in essence we must treat all of the forecasts in this report as high risk in nature.

2. Base Case

- 2.1 For each department assumptions have been applied, as set out in Appendix 2, to produce a mid-case realistic scenario for pressures in key service areas for 2021/22 and 2022/23. This has been combined with the unfunded costs and losses for the current year based on the most recent submission to the Ministry for Housing and Local Government (MHCLG) and the revised cash flow requirements for both the Transformation to 2019 (Tt2019) and Transformation to 2021 (Tt2021) Programmes to produce an overall financial position.
- 2.2 The impact of these items has been profiled across the current and next two financial years as shown in the table overleaf. The delay in savings programmes was already profiled over the three years and in technical terms, the council tax and business rate losses for this year will not have an impact on the County Council until next financial year through the collection fund mechanism.
- 2.3 Further forecasts have also been provided on the future impacts on council tax and business rate income, given that the economic downturn will mean that many households will apply for the local council tax support schemes, which has the impact of reducing our income.
- 2.4 Other key assumptions have also been built into the forecasts including allowance for some other 'business as usual' pressures that have come through as part of the financial Resilience meetings held with the Directors of Adults' Health and Care and Children's Services and an estimate of the ongoing impact on investment income of the economic downturn.
- 2.5 The table overleaf sets out the complete base case financial position that has been produced over the period to 2022/23 and shows the scale of the challenge that the County Council faces with an overall forecast gap of £210.3m:

	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Net Unfunded Costs and Losses	40,497	56,053	6,322	102,872
Departmental Pressures		32,331	30,997	63,328
Business Rates and Council Tax		21,000	14,000	35,000
Other Pressures	1,700	4,200	3,200	9,100
Total Costs, Losses and Pressures	42,197	113,584	54,519	210,300

2.6 The specific action required to deal with this challenge will be dependent on the provision of any further funding from the Government and the following Sections set out the elements of any financial response package and then for a number of scenarios set out the responses that are proposed.

3. Financial Response Package

- 3.1 Options to develop a financial response package have been considered in order of impact on the County Councils existing financial strategy and approved plans as outlined in the following paragraphs.
- 3.2 Initially work has been undertaken to review all potential sources of funding that can be applied to meet the total costs, losses and pressures, without any impact on commitments or plans that have already been approved. These miscellaneous items include:
- Historic un-earmarked non-specific grants.
 - Provision for the cash flow of Tt2019 and Tt2021 savings delivery pre-Covid-19 which has now been superseded as the new profile of delivery is included in the base case.
 - Provision within General Fund Balances which is marginally in excess of the level recommended by the Chief Financial Officer (CFO) of 2.5% of the budget requirement.
- 3.3 Subsequently, a review has been completed to assess any opportunities to release corporate funding, either one off or on-going, through a review of contingency provisions, in respect of inflation and risks in the budget, and potential treasury management savings. This has been done safely and ensures we can continue to manage key risks, but it does limit our ability to manage further new shocks that may arise.
- 3.4 Work has then been completed to identify corporate reserves that can be released without impacting currently approved commitments, recognising that drawing this funding will significantly reduce the County Council's ability to fund future investment and / or develop initiatives which to date has continued to be possible. These corporate reserves encompass the Invest to Save Reserve, the Corporate Policy Reserve and the Organisational Development Reserve.

- 3.5 A General Capital Reserve is available which, albeit fully committed to existing spend programmes, can be utilised where the planned spend meets the definition of capital expenditure and can be replaced by prudential borrowing. This option would not be utilised unless it was really needed as any resulting borrowing would create additional revenue costs to cover interest and loan repayments and so would add to any future budget gap.
- 3.6 As a last resort the use of General Fund Balances can be considered. The General Fund Balance in effect represents a working balance of resources that could be used in the event of a major financial issue. However, any draw that takes the level below that recommended by the CFO needs to be replaced and so will add to any future budget gap that needs to be bridged.
- 3.7 Finally, the Budget Bridging Reserve (BBR) can be used to cash flow the position, recognising that we need to replenish this to enable us to maintain our financial strategy and develop and implement a successor transformation programme to take us to 2022/23 and beyond.

4. Scenario 1 – No Further Government Funding

- 4.1 Early on in the crisis, Government Ministers made various commitments to local government:
- “We will do whatever it takes” – Rishi Sunak, Chancellor of the Exchequer*
- “Spend what you need to spend and we will reimburse you” – Robert Jenrick, Secretary of State for Housing, Communities and Local Government*
- 4.2 Since then there have been statements around local government ‘sharing the burden’ with government, which are in stark contrast to what went before. This thinking is flawed as local government has no local tax raising powers beyond council tax, which is restricted by the Government and is likely to reduce as a result of the crisis and the reduced earning capacity of residents. Government on the other hand can borrow to support revenue spend and can increase taxes to raise revenue across a number of different areas.
- 4.3 The County Council will therefore continue to lobby strongly through existing channels such as the County Council Network and the Society of County Treasurers, and directly to the Government, to ensure that the full range of extra costs are reimbursed by the Government as initially promised.
- 4.4 In the absence of any further funding from the Government, even applying all of the options set out in Section 2 to the maximum extent possible, the County Council cannot fully cover the total costs, losses and pressures as shown in the following table:

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Total Costs, Losses and Pressures	42,197	113,584	54,519
Miscellaneous Items	(5,405)	(3,784)	(5,841)
Corporate Funding	(30,000)	(30,000)	(20,000)
Corporate Reserves		(10,844)	(2,900)
General Capital Reserve		(8,144)	(71,868)
General Fund Balance			(21,098)
Borrow (from) / Contribute to BBR	(6,792)	(60,812)	67,604
Remaining Gap	0	0	416

- 4.5 Whilst the previously reported position for the BBR is maintained which to some extent limits the impact on the County Councils financial plans, clearly without further support from the Government the County Council cannot at this point meet all of the anticipated costs, losses and pressures, without looking to reduce net expenditure, albeit that point can be staved off until 2022/23.
- 4.6 In addition, it is important to note that this position fully utilises all possible resources. Therefore, as a minimum any future package of spending reductions would also need to include provision to reinstate the General Fund Balance and meet the revenue costs of borrowing taken in lieu of using the General Capital Reserve.
- 5. Scenario 2 – Government Funding of Response and Recovery Costs**
- 5.1 Initial government support to local authorities to assist with the response has mainly centred around the announcement on 19 March of £1.6bn grant funding, which for Hampshire equated to an allocation of £29.6m.
- 5.2 On 18 April, a second announcement was made allocating a further £1.6bn to local government. The final allocations to individual authorities were not released until 28 April due to changes to the distribution methodology used, which saw a move away from a relative needs basis (linked partially to Adults Social Care) to one based more on population and in two tier areas this was split 35% to Districts and 65% to County Councils.
- 5.3 The County Council's share of the second tranche of funding was £24.3m (bringing the total to approaching £54.0m) which was to be utilised to meet response costs and help fund the other financial consequences of Covid-19 such as lost income and trading losses.
- 5.4 Should additional funding be provided, by the Government to meet the response and recovery costs in 2020/21 in full the County Council would require a third tranche of funding of just over £17.8m. In this scenario

applying the options available would allow the County Council to meet all of the costs, losses and pressures as shown overleaf:

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Total Costs, Losses and Pressures	42,197	113,584	54,519
Government Funding – Response and Recovery Costs	(17,837)		
Miscellaneous Items	(5,405)	(3,784)	(5,841)
Corporate Funding	(30,000)	(30,000)	(20,000)
Corporate Reserves		(1,151)	(12,593)
General Capital Reserve			(80,012)
General Fund Balance			(3,677)
Borrow (from) / Contribute to BBR	11,045	(78,649)	67,604
Remaining Gap	0	0	0

- 5.5 If some additional funding is received from the Government the County Council can meet all of the anticipated costs, losses and pressures, whilst also preserving the BBR to use in line with planned financial strategy, but this does require the use of some of the General Fund Reserve, which would need to be replaced, creating further strain post 2022/23.
- 5.6 The scenario also effectively uses up all of our remaining firepower and means there is no contingency and we therefore have no ability to deal with any further financial shocks. Given the very high level nature of the assumptions and forecasts this is not a prudent position and on that basis the County Council is not considered to be financially viable under this scenario.
- 5.7 It also comes at the cost of £80m of additional prudential borrowing and the use of all of the available firepower to try to balance our financial position. We will therefore be looking to the Government to properly underwrite the genuine consequential costs and losses we have suffered, which would help to balance this position and reinstate the strong financial position we have worked so hard to achieve over many years.
- 6. Scenario 3 – Government Funding of Response and Recovery Costs and Underwrite of Council Tax and Business Rates in 2020/21**
- 6.1 Since the start of the Covid-19 crisis there have been many attempts to quantify the costs of the crisis in local government and, considerable effort has been invested into estimating the total costs – primarily via returns to the MHCLG.
- 6.2 However, there is huge uncertainty around the forecasts and in particular in relation to council tax and business rates income. Despite measures put in

place by the Government to support businesses and also individuals facing hardship the longer term financial stability of local authorities is at risk of they cannot collect council tax and business rates in a post-Covid-19 recession.

- 6.3 There are growing calls on the Government to provide a guarantee to local authorities by underwriting the potential loss of council tax and business rates. As yet there has been no official response to this but there now seems to be a wider understanding of the issue and full support for one year would see the County Council receive £34.6m based on currently anticipated losses of taxation income.
- 6.4 In this scenario applying the options available would allow the County Council to meet all of the costs, losses and pressures as shown below:

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Total Costs, Losses and Pressures	42,197	113,584	54,519
Government Funding – Response and Recovery Costs	(17,837)		
Underwrite of Council Tax and Business Rates		(34,600)	
Miscellaneous Items	(5,405)	(3,784)	(5,841)
Corporate Funding	(30,000)	(30,000)	(20,000)
Corporate Reserves			(13,744)
General Capital Reserve			(49,089)
Borrow (from) / Contribute to BBR	11,045	(45,200)	34,155
Remaining Gap	0	0	0

- 6.5 If the Government underwrite the anticipated impact on council tax and business rate income, the County Council can meet all of the anticipated costs, losses and pressures, whilst also preserving the BBR to use in line with planned financial strategy and retaining over £30m of the flexibility in the General Capital Reserve to deal with other potential shocks.
- 6.6 Furthermore, this would be achieved without drawing on General Fund Balances and with reduced borrowing costs as part of the Capital Reserve swap, thereby minimising the impact beyond 2022/23.
- 6.7 Whilst this might be considered to be a more favourable position, it comes at the cost of nearly £50m of additional prudential borrowing and the use of all of the available firepower to shore up our financial position. As a minimum we would still be looking to the Government to properly underwrite the genuine consequential costs and losses we have suffered,

which would help to reinstate the strong financial position we have worked so hard to achieve over many years.

7. Reasonable Worst Case

- 7.1 In addition to developing a base case or mid-case realistic scenario for pressures in key service areas for 2021/22 and 2022/23 a worst case has also been prepared. This has again been combined with the unfunded costs and losses for the current year and the revised cash flow requirements for both the Tt2019 and Tt2021 Programmes to produce an alternative financial position.
- 7.2 The worst case scenario sees an overall gap across the three year period of approaching £273.6m due to greater pressures in key service areas, but these are even more speculative in nature than the forecasts outlined in the base case.
- 7.3 The impact of these items again has been profiled across the current and next two financial years as shown in the following table, along with the application of all available funding set out in Section 2 and assuming government support in line with Scenario 3:

	2020/21 £'000	2021/22 £'000	2022/23 £'000
Total Costs, Losses and Pressures	55,059	142,273	76,242
Government Funding – Response and Recovery Costs	(17,837)		
Underwrite of Council Tax and Business Rates		(34,600)	
Miscellaneous Items	(5,405)	(3,784)	(5,841)
Corporate Funding	(30,000)	(30,000)	(20,000)
Corporate Reserves		(8,102)	(5,642)
General Capital Reserve			(80,012)
General Fund Balance			(21,098)
Borrow (from) / Contribute to BBR	(1,817)	(65,787)	67,604
Remaining Gap	0	0	11,253

- 7.4 Even with additional government funding to meet all anticipated response and recovery costs and support to underwrite losses in council tax and business rate income in the worst case the County Council cannot meet all of the anticipated costs, losses and pressures, despite applying all of the options set out in Section 2 to the maximum extent possible.

- 7.5 It is once again important to note that this position fully utilises all possible resources and so future plans will need to include provision to reinstate the General Fund Balance and meet the revenue costs of borrowing taken in lieu of utilising the General Capital Reserve.
- 7.6 Clearly the County Council is not financially sustainable under this scenario either and it would require additional government funding of at least £32m over the period before this was even considered to be an acceptable position.

8. Summary

- 8.1 The CFO has already reported that the County Council is not financially viable in the medium term without significant additional government funding and the current crisis accelerates this position unless some form of government underwriting is confirmed.
- 8.2 The scenarios in this Appendix underline that point, and in addition highlight that it is possible that even with additional funding the County Council is not be able to adequately bridge the gap as we approach 2022/23 in three out of the four scenarios outlined, and is therefore not financially sustainable.
- 8.3 At this stage, it is not possible to say whether we will reach the reasonable worst case scenario as set out in this report, but the aim is to report regularly to Cabinet and County Council on the position and if necessary provide information directly to Members where this is considered necessary, given the fast moving pace and changing consequences of the crisis.

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Policy and Resources Select Committee

17 September 2020

MTFS Update

Rob Carr

Financial Management Before Covid

- Positive outturn position despite reductions of £140m in the 2019/20 budget
- T19 and T21 were progressing to plan with cash flow support in place to easily see us through to the end of 2022/23
- A strong financial management focus and grip across the County Council
- A one year Spending Round for 2020/21 that partially recognised some of the growth pressures in social care
- The prospect of future changes in local government finances through the Fair Funding Review, Business Rate Retention and Comprehensive Spending Review

Impact of Covid-19

- The response to Covid-19 has been fast moving and ever changing
- Financial information can therefore only ever be a 'snapshot' at a point in time
- We are now in a better position to understand the initial response costs and losses as they relate to this year
- An updated MTFS was presented to Cabinet and County Council in July setting out the forecast impact for the next 3 years

Response Costs and Losses

	May £'000	June £'000	Change £'000
Response and Recovery Costs	68,024	71,805	3,781
Lost Savings – 2020/21 only	9,996	9,996	0
Business Rate / Council Tax Losses – 2020/21 only	34,600	34,600	0
Lost Income / Investments	16,016	11,474	(4,542)
Commercial / Trading Losses	23,122	9,182	(13,940)
	151,758	137,057	(14,701)

Unfunded Costs and Losses

	£'000
MHCLG Return	137,057
Market Underwriting	23,355
Lost Savings – 2021/22 and 2022/23	27,775
Total Costs and Losses	188,187
Specific Funding (CCG's and Government)	(4,392)
Covid-19 Grant Allocations	(53,968)
Forecast Savings	(3,600)
Market Underwriting (budgeted)	(23,355)
Net Unfunded Costs and Losses	(102,872)

Medium Term Impact of Covid-19

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	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Net Unfunded Costs and Losses	40,497	56,053	6,322	102,872
Departmental Pressures		32,331	30,997	63,328
Business Rates and Council Tax		21,000	14,000	35,000
Other Pressures	1,700	4,200	3,200	9,100
Total Costs, Losses and Pressures	42,197	113,584	54,519	210,300

Scenario Planning

We have treated the £210m as a one-off issue to deal with and have raided every possible reserve to help meet the funding gap. We then considered scenarios for Government support :

1. No further government funding and no underwrite for council tax and business rate income
2. Further government funding to meet all Covid-19 response, recovery and demand costs (£17.8m) but no underwrite for council tax and business rate income
3. Further government funding to meet all Covid-19 response, recovery and demand costs (£17.8m) and underwriting for council tax and business rate income for the current year's losses (£34.6m)
4. Worse case scenario for costs and losses but assumed £52.4m of additional funding as above

Conclusions

- MTFS concluded that in all but scenario 3 the County Council was not sustainable in the medium term – latest Government announcements and updated forecasts do not change that.
- Even under scenario 3 the County Council would be very vulnerable to any future financial shocks
- This still requires us to meet all savings under T19 and T21 and we must also start to plan for either a T23 Programme of £80m or a T24 Programme of £120m (depending on the outcome of the CSR due this year)
- The County Council is clearly in a difficult financial situation but does at least have the firepower to see it through the current period whilst we await Government announcements

Questions?

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Policy and Resources Select Committee
Date:	17 September 2020
Title:	Work Programme
Report From:	Director of Transformation and Governance – Corporate Services

Contact name: Louise Pickford, Democratic and Members Services

Tel: 0370 779 1898

Email: Louise.pickford@hants.gov.uk

Purpose of the Report

1. To review and agree the Work Programme for the Policy and Resources Select Committee.

Recommendation

2. That the Committee agrees the Work Programme as attached and makes any amendments as necessary.

REQUIRED CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

This is a scrutiny review document setting out the work programme of the Committee. It does not therefore make any proposals which will impact on groups with protected characteristics.

WORK PROGRAMME – POLICY & RESOURCES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	17 Sept 2020	5 Nov 2020	19 Jan 2021	4 March 2021
Pre-scrutiny	2021/22 Revenue and Capital Budgets	To pre-scrutinise the budget proposals for the Policy & Resources portfolio, prior to approval by the Executive Member.	Budget considered annually in January. (in recent years this committee has also received the budget setting item at the January meeting for additional context)			X	
Budget Monitoring		(a) End of Year Financial Report considered at summer meeting, to see how the budget was managed for the year compared to plan. (b) Medium Term Financial Strategy – considered when appropriate to provide longer term financial context	(a) Last considered June 2019 (b) MTFS last considered June 2018.		X		
Overview	Covid-19 Financial Update	For the Committee to receive an update regarding the financial impact of the Covid-19 crisis.	presented at the June 2020 mtg and requested a further update in the Autumn.		X		

Topic	Issue	Reason for inclusion	Status and Outcomes	17 Sept 2020	5 Nov 2020	19 Jan 2021	4 March 2021
Overview (Annual Item)	IT developments and issues (including Digital Strategy)	Monitoring contribution of IT to change programmes, major projects (e.g. rural broadband) and policy issues in relation to underpinning council services (e.g. disaster recovery plans)	Update has been considered annually. Last update received Jan 2020, next update due Jan 2021.			x	
Crime & Disorder (Annual Item)	Duty to review, scrutinise, and report on the decisions made, and actions taken by 'responsible authorities' under the Crime and Disorder Act.	This duty passed from the Safe & Healthy People Select Committee to this committee in May 2014	Introductory item on crime and disorder received at Oct 2014 meeting. Update on crime & disorder work (domestic abuse focus) received at Nov 2015 meeting. Update (with Prevent focus) Nov 2016 and short introduction from PCC. Supporting Troubled Families focus Nov 2017. Child Exploitation focus Nov 2018. Reducing Serious Violence Nov 2019. Request update on work of county strategy group (annual update due Nov 2020)		x		

Topic	Issue	Reason for inclusion	Status and Outcomes	17 Sept 2020	5 Nov 2020	19 Jan 2021	4 March 2021
Collation of Annual Report of Select Committees activity (Annual Item)	To support oversight of the scrutiny function, and the role of this committee to ensure scrutiny activity is having impact and being evaluated.	The Constitution requires that this committee report to Full Council annually providing a summary of the activity of the select committees	Last considered at June meeting and submitted to Full Council in July 2020				
Overview (Regular updates)	Climate Change Strategy updates	Requested by Chairman	Last update received March 2020.	x			
Overview	Local Enterprise Partnerships	Requested by Chairman	Introductory presentation Nov 2018, to retain for further scrutiny. Chief Executive and Chairman of both LEPs gave a presentation to March 2019 meeting. Retain for future meeting.				
Consultation Policy	Whether improvements could be made to how the County Council engages with the public.	Members were aware of examples of consultations that had not been well received by the public and wanted to review corporate guidance on consultations.	Working group reported to July 2014 meeting and recommended to Cabinet. Cabinet agreed new policy Feb 2015. Review of implementation April 2016. To retain for future update, timing tbc				