

The Low Carbon Communities Challenge

Findings from the engagement support by Dialogue by Design

Final report

July 2011



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Executive summary

Introduction

Dialogue by Design (DbyD) was appointed by DECC to undertake a programme of co-inquiry and shared learning with the 22 LCCC communities. Each of the community groups was given an experienced DbyD facilitator who accompanied them through the process, concentrating on supporting their engagement with the wider community. The involvement of DbyD facilitators with the LCCC projects spans from January 2010 to March 2011. This report is largely based on the data gathered during review meetings the facilitators held with the communities they were working with, but also builds on findings that the DbyD facilitators' team accrued during the course of their work with the community groups.

Methodology

At the outset of the LCCC project, the community groups worked with their DbyD facilitators to agree an engagement plan, outlining how they would ensure the involvement of the wider community in their low carbon projects. The engagement plans also identified the resources and support needed to achieve the engagement objectives. The facilitators worked with guidance notes on producing an engagement and action plan that also described the engagement objectives. These can be found in Appendix 1.

Most community groups were in touch with their DbyD facilitators on a regular basis during the delivery of their project. The facilitators helped groups understand the importance of meaningful community engagement, set up community meetings and deal with unforeseen situations. They also had a role in making sure questions and feedback from communities would find their way to the central coordination team at DbyD or to DECC.

Facilitators were supported by the central coordination team at DbyD. This team was not only responsible for logistics and budget issues, but also played an active part in sharing information and findings with the facilitators, so that this could feed in to their work with the community groups. At several stages of the project, feedback from facilitators was collected by the central coordination team to inform the design of subsequent stages. Findings were also regularly communicated to DECC, helping them to develop their overall approach.

As the LCCC projects evolved and most had inaugurated their low carbon measures, the DbyD facilitation team undertook semi-standardised review meetings with the community groups. These meetings were designed to collect groups' findings and experiences to provide useful information to policy makers and other (LCCC) community groups. There was also scope for the LCCC groups to reflect on the future of their projects.

Dialogue by Design collected information from the community groups throughout the LCCC projects, mostly through feedback from and meetings with the facilitators. Detailed notes from the review meetings were collected and analysed centrally, resulting in several reports and providing the backbone of the findings chapter in this report.

Key findings

Organisational model and skills

In order to manage the income and spending involved with the LCCC, community groups needed a legal entity. Groups that had been in existence for some time often had a structure in place whereas younger groups established a variety of new structures. Many groups note that the project's administrative burden has been considerable, especially given the restrictions on resources being allocated to project management. They recommend that projects of this scale make arrangements for paid staff, as the administration and coordination tasks may prove too much for volunteers.

According to the community groups it takes a variety of skills, including some specialist ones, to successfully deliver projects. Some emphasise that the application process for LCCC funds already required a range of specialist skills, likely to be found with established groups and organisations only. External advice was sought on issues where groups identified skills gaps, including legal and financial issues and technical expertise. Where possible, groups relied on existing links and networks for advice. Some of the groups believe they would have benefited from more support and guidance on acquiring the necessary skills and knowledge.

Groups' experiences of working with experts, advisers, contractors and authorities form a mixed bag, partners have not always been able to meet groups' expectations. Still, there is no hesitation among the groups that working with others has been essential in the delivery of their LCCC projects. There was a preference for working with local, trusted partners. Many groups benefited from a good relationship – or partnership – with their local authority, often secured through personal engagement with key individuals.

Project focus and low carbon measures

Some groups used the LCCC funds to further and complement their existing projects and aspirations; other groups saw the grant as an opportunity to develop entirely new projects. Although the groups had a variety of reasons for selecting specific low carbon measures, some of the decision-making was dominated by practical considerations with regard to time and budget restrictions.

Another issue present in many groups' considerations was the choice between measures aimed at the best carbon result or the best 'community result'. Given the objectives of the LCCC, several groups favoured the latter and chose to invest in measures with a visual appeal, such as solar photovoltaic arrays on roofs, despite the fact that other, less visible measures were acknowledged to have a greater carbon saving potential. A further consideration for many groups was the potential for their investments to return an income. The availability of feed-in tariffs (FIT) for renewable electricity generating installations tempted many groups into favouring these over, for instance, energy saving measures although some projects used the opportunity for income through FITs as just part of a suite of low carbon initiatives, including car sharing, community allotments, energy efficiency and awareness raising.

Although a variety of unforeseen complications was encountered across the LCCC project – from planning and insurance issues to malfunctioning equipment – the overall impression is that groups are satisfied with the measures they established. This is echoed in early feedback from community members whose homes or buildings have low carbon technologies installed.

Community engagement

Among the community groups there is a widespread recognition of the value of community engagement. Several groups met with some degree of reluctance from their community once their project was up and running, something they believe might have been avoided had they consulted with the community from the earliest stages of the project. Where early engagement was omitted, groups often identify the time pressure on delivering the investments as a major reason, causing community engagement to be sidelined.

Sometimes community groups found that their assumptions and expectations did not match those of the people in the community, leading to change in their approach. One issue that was sometimes underestimated at the planning stage was the need to ensure that the distribution of the project benefits was perceived as fair and that it was clear who could participate. Groups have also become aware that it matters to be seen as inclusive, while established groups run the risk of being regarded as the 'usual suspects'.

A great advantage of community groups delivering projects like LCCC is that they are well-placed to gain the trust of community members. Many groups, particularly those working in marginalised communities, stress the importance of trust. Their experience is that existing community structures or sub-groups can help build bridges to people who otherwise would not be prepared to engage in a low carbon initiative. Also, it matters a lot how the project is presented, with many groups testifying that 'helping people save money on their energy bills' resonates best with their community.

Behaviour change and project legacy

Just one year after the inception of the LCCC projects, most groups believe that it is too early to draw conclusions about the extent of behaviour change achieved. Certainly, groups have seen elements of their projects, most of all visible measures and installations in schools and other community buildings, result in increased awareness across the community; evidence that this has led to changed behaviours is still sparse.

This is not a pessimistic note, rather an acknowledgement of the nature of behaviour change, which is seen to be a slow and gradual process. This is why many groups are determined to build on the momentum of their LCCC projects and make optimal use of the legacy. In some cases this means sustaining low carbon activities in the community using the income from FIT or revolving loan schemes, in other cases this supposes an active involvement of people who are benefiting from low carbon installations, as change ambassadors. Groups feel that it is important to help people see the change they are making, even if their original motivations were not predominantly environmental.

Reflections for policy

Drawing together comments of the community groups and the reflections of DbyD facilitators who travelled through this project with them, consistent themes emerge. The unique forms, ambitions and processes of the communities often represent their key strengths – where they experience difficulties this frequently relates to incompatibilities with the structure of funding programmes like LCCC. Time restrictions, evaluation requirements and a perceived lack of relevant support were sometimes barriers to success. However, these barriers were ultimately overcome, and community groups involved are keenly aware of the value of this learning, and eager for it to be captured and shared with other practitioners.

In more practical terms the project groups found that they were able to provide a flexible, trusted face of low carbon in their community, successfully engaging local people. They recognise the value of schemes such as feed-in tariffs as tools to maintain their work in the long term. Loan schemes also recur frequently, and show great potential as mechanisms to transform one-off funding like the LCCC into self-sufficient community funds. This long term sustenance of their programme is recognised by most groups as key to effecting behaviour change. While the short term gains of the projects have been great, it is frequently acknowledged that they are not yet substantial enough to constitute significant behaviour change.

1. Introduction

This report is a summary of Dialogue by Design's findings from their involvement in the Low Carbon Communities Challenge (LCCC). The LCCC is a two year programme of action research involving 22 test bed community projects across England, Wales and Northern Ireland. The programme is funded by DECC, DETI, Welsh Assembly, and Sciencewise-ERC.

The aim of the LCCC is to test community-scale delivery of low carbon technologies, measures and approaches that will help inform DECC's key policies and programmes – such as Green Deal and the Smart Meter roll out – as well as contribute to the Department's wider work around the 'Big Society'.

The LCCC application process was split into two phases:

- Applicants to Phase 1 had to deliver their programme of capital measures by the end of March 2010. DECC received 56 applications, of which the top 14 scoring applicants were visited by BRE who, on behalf of DECC, provided an onsite assessment. 10 successful communities were announced on 21 December.
- Applicants to Phase 2 had to deliver their programme of capital measures by the end of March 2011. DECC received 239 applications, of which BRE visited the top 14 for an onsite assessment. 12 successful communities were announced on 4 February 2010.

Methodology

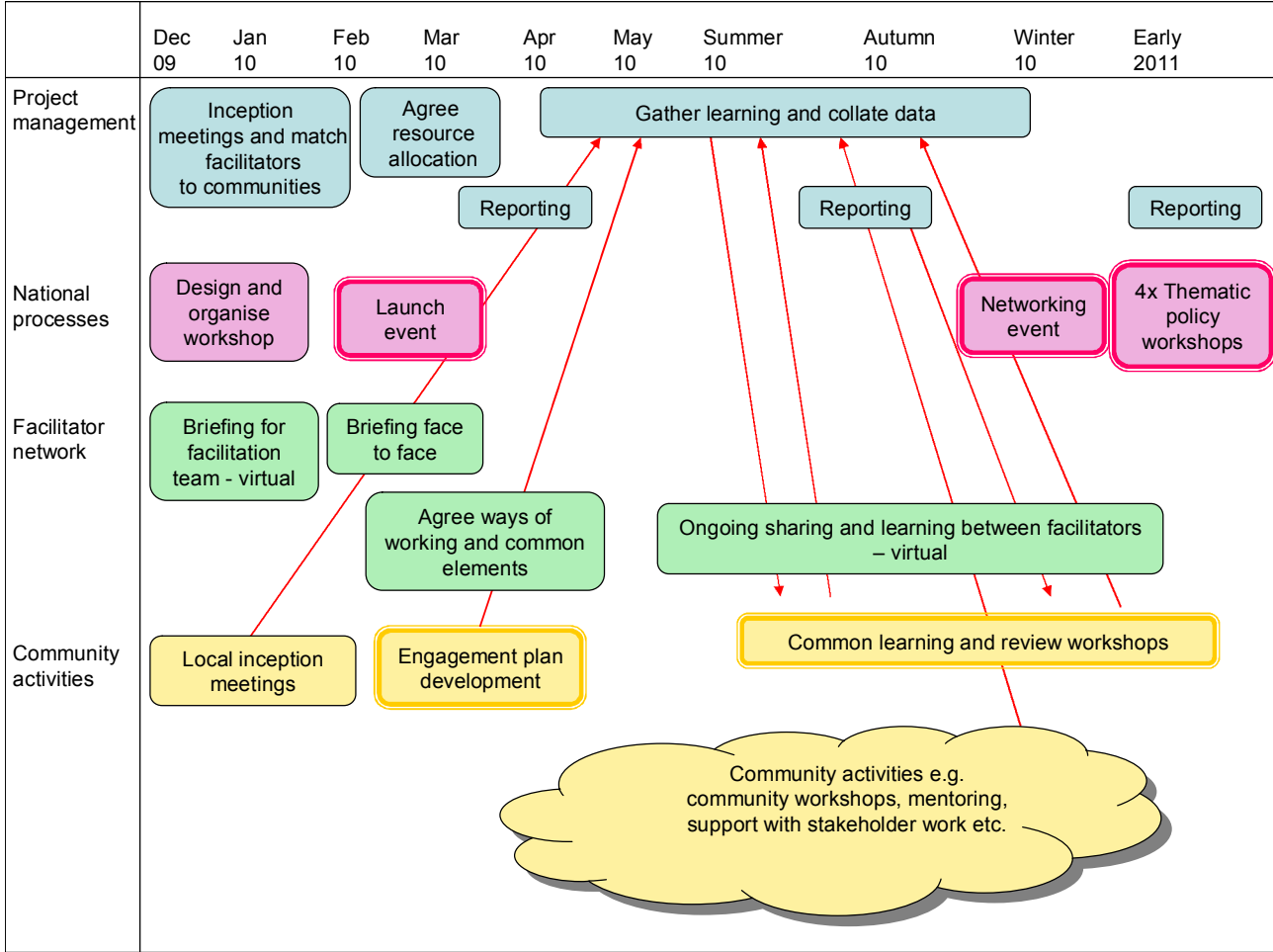
Dialogue by Design (DbyD) was appointed by DECC to undertake a programme of co-inquiry and shared learning with the 22 LCCC communities. At the outset of the project, Dialogue by Design composed a team of 14 facilitators across England, Wales and Northern Ireland, each of whom were appointed to one or two LCCC project groups. The involvement of DbyD facilitators with the LCCC projects spanned from January 2010 to March 2011.

The DbyD work programme involved a number of strands of work, set out in Figure 1 on page 7 and as follows:

Engagement support

One of the key roles of the DbyD facilitator was to help projects organise and deliver their engagement with the wider community, a crucial aspect given that the LCCC has a twin focus on low carbon measures and technologies alongside behaviour change. This was done through the creation of a bespoke engagement plan in the early stages of the project followed by ongoing liaison between the group and the facilitator, including facilitated workshops. It was acknowledged that each community would have different engagement needs; therefore they all undertook engagement reviews and agreed engagement plans with their DbyD facilitator. The engagement plan determined the resources needed for the community engagement and the support the facilitator would need to provide.

Figure 1 Overview of the methodology



Central coordination

In order to monitor and support the facilitators' activities with the LCCC project groups, as well as collecting feedback and learning, central coordination took place from the Dialogue by Design offices in London. Web tools were set up to enable facilitators to share their experiences on an ongoing basis. In addition, at various stages of the project facilitators were asked to provide feedback from 'their' community groups in a semi-standardised way; this data was analysed by the DbyD team and used for several reports including this report.

The team at the DbyD offices also coordinated the community groups' efforts to produce video diaries of their projects. LCCC project groups were sent easy-to-operate flip cameras and were asked to provide video footage of their projects. The footage was collected centrally, where editing was done in order for it to be of use at events or websites dedicated to low carbon community projects.

Launch event

In close collaboration with DECC, Dialogue by Design organised the LCCC launch event which took place in London on 8 February 2010. This one-day event saw members of all the 22 LCCC projects as well as the entire team of DbyD facilitators gathered at the Royal Horticultural Halls. Part of the day was used for inception meetings between the community groups and their facilitators. The presence of numerous experts and advisors enabled community groups to enquire about support they could call upon during their projects.

Low Carbon Communities Network event

As part of the Low Carbon Communities Networking event that took place on 16 and 17 January 2011 DbyD proposed a workshop principally targeting participants from LCCC communities. The workshop provided a space for project groups to share their learning and experiences as well as exchanging contact details. DbyD facilitators were present to help discussions advance and answer questions.

Thematic policy workshops

Towards the end of the LCCC project DbyD worked with DECC to organise a series of thematic policy workshops, providing a space for community groups to share experiences on specific elements of their projects and for DECC policy leads to obtain valuable insights to inform their work in these areas. DbyD was charged with the facilitation of and reporting on the half-day workshops. They were held in February and March 2011, with two workshops taking place in London, one in Bristol and one in Nottingham. The following themes were covered: (i) Community scale renewables, (ii) Domestic scale renewables, (iii) Retrofit and energy efficiency, and (iv) Marginalised and fuel poor communities. Separate reports have been produced summarising the findings from the thematic policy workshops; these findings are not covered as such in this report.

Review meetings

In order to collect and compare the community groups' experiences and learning, the facilitators held review meetings with them. There were separate series of review meetings for Phase 1 communities

and Phase 2 communities. Phase 1 communities had their first review meetings between September and November 2010, and around half of them had a second review meeting in early 2011. Phase 2 communities had only one review meeting each, which took place between November 2010 and January 2011. After each review meeting a summary report was prepared and these collectively form the basis for much of the analysis and synthesis in this report. In total there were 27 review meetings and, as such, 28 individual reports.¹

It was originally planned that each of the community groups would hold two facilitated review meetings, but as the LCCC progressed it became apparent that a single review meeting would be sufficient for many of the groups. In the end, five Phase 1 groups did have two separate review meetings, whereas the other five Phase 1 groups agreed with their facilitators to concentrate the review of the project into one meeting. For the Phase 2 groups the timescales were such that it made sense to have one review meeting per group, near the end of the project.

Depending on the progress made in the communities, the review meetings either focussed on the experiences of the core project team, or included experiences of both the project team and community members having participated in the project, such as residents with renewable technologies installed to their homes. In a few cases, interested people and organisations who were not directly implicated in the project also participated in review meetings.

Following an iterative process in which the whole facilitation team was involved, central guidance was issued for the structure of the review meetings, making sure that all project groups were prompted to provide feedback on a number of key issues. The guidance clearly distinguished between the feedback sought from the core project teams and from other community members. Facilitators made sure that the feedback from the community groups was captured in detail and then sent their notes to the central coordination team, where the data was saved to a central database and then analysed.

Structure of this report

This report focuses on the findings from each of the communities (section 2) and a synthesis of issues and findings that have been drawn out across all the projects (section 3). The report does not aspire to be exhaustive; rather it is meant to capture what can be learnt from this rich variety of community-led low carbon projects. The lessons and experiences may help inform government policy as well as community groups across the UK and beyond.

¹ For the Muswell Hill project, the first review meeting was replaced with a series of interviews, the findings of which were also captured in a review report.

2. Findings from the communities

Introduction

Drawing on the findings of review meetings and facilitator experiences with both Phase 1 and Phase 2 communities, this section aims to explore key similarities and differences in the experience of setting up community scale low carbon projects. It does so according to five themes: (i) the structure and skills base of the communities themselves; (ii) the lessons they have learnt about the applicability of low carbon measures at this scale; (iii) the success of the project teams in engaging with their wider communities; (iv) success in relation to behaviour change; and, finally, (v) the relationship between communities and partner organisations

Running through these five themes are common and cross-cutting strands such as the future of the projects or the value of visibility as a catalyst to behaviour change, highlighting some of the issues that were important to the communities.

Communities' structure and skills base

Organisational model

LCCC projects conform to no single shape or structure. Instead, they represent a diversity of organisational models, with structure largely **dependent on how long they have been in existence**. Some groups have been working together for a number of years (such as Totnes, West Oxford and Reepham and Berwick), and had a clear idea at the outset of what their project would involve, which partners they might work with and what expertise they possessed. These existing groups could be seen to hold an advantage because of their degree of experience; however it seems that most new groups can also rely on a range of expertise among their individual members.

Some groups formed new legal entities, such as a social enterprise, in order to engage in financial dealings with both Government and contractors for the delivery of the LCCC project (Such as Laddock and Grandpound Road, Exmoor and the Meadows). This was not an easy process for some, especially for Phase 1 groups, and some asserted that it could have been smoother had they been able to access targeted guidance and support. Despite these difficulties, for a number of communities the LCCC project provided the focus they needed to **bring together people** who were keen to work in their communities but not sure how to get involved. They feel that getting organised and taking action in their local area was a positive outcome over and above the impact of the low carbon measures.

In the later review meetings, groups began to emphasise the relevance of their organisational model for the **future** of their projects, especially with regard to the management and use of income generated through electricity generation. A few groups are securing engagement and continuity through **shares** and/or memberships in their community organisations.

Skills sets and resources

Most Phase 1 and Phase 2 groups emphasise the difficulty of implementing an infrastructure project **as volunteers**, and the corresponding importance of **project management**. The administrative demands of the project, and for some groups the evaluation requirements that were part of the LCCC, were perceived as particularly onerous. Some of the Phase 2 groups saw these activities as diverting energy away from implementation with little benefit to the wider community. This was mitigated for some groups by their previous experience, and for others by the partners they worked with. There was a feeling across both phases that the **split of capital and revenue funding** limited the capacity to support paid staff, who were seen as vital to the continuation of the projects in the long term.

As well as a dedicated project manager, the LCCC projects also acknowledge that it takes a **diverse set of skills** to deliver a project of this nature, from the financial through to the technical. Some groups, such as Reephram, Muswell Hill and Low Carbon West Oxford, have been able to draw on skills from within their existing membership; whereas other groups have had to seek **specific advice** (e.g. legal) from external parties. This was often aided by groups' existing links and networks, through which they were able to access suppliers and/or professional expertise. Phase 2 groups such as Halton had good experiences with **local support** and recommend that other communities make use of locally available skills. They point out that there are benefits both in using advisors with local knowledge and in supporting the local economy.

Looking at specific skills, one of the main challenges for several projects has been how to deal with **legal and financial aspects**. Prior to the LCCC several of the projects had very little experience of dealing with complicated commercial, legal and financial matters. Most, if not all, groups have overcome the difficulties they had been facing in earlier stages of their projects (ranging from VAT registration to liability insurance) but these issues have undoubtedly absorbed considerable energy as projects traversed a **steep learning curve**. At the time of the second review meetings, one of the Phase 1 groups highlighted how useful the process has been in terms of understanding legal relationships, which they can use in subsequent initiatives. Some groups felt that some of the stress of this administrative burden could have been avoided if they had been given clear information and **guidance** from the start by DECC and others (e.g. State Aid rules with respect to feed-in tariffs and end of year spending requirements).

Some groups, particularly Phase 2 communities, thought that the **facilitation support** they were given was invaluable in supporting the engagement aspect of the project, although there was some confusion as to whether this support would come out of project budgets. Because community engagement is a less tangible aspect of the projects it could end up taking a back seat to implementation and other practical concerns. The facilitation support helped groups to **keep engagement on track** when the pressure of getting assets in place threatened to overwhelm them. However, as with many other aspects of the support offered, some groups felt they already had sufficient capacity. A number of groups suggest that DECC allow groups to determine what support they need, rather than trying to predict it, in order to offer more relevant guidance.

The projects' focus and choice of low carbon measures

Project focus and choice of low carbon measures

Most groups think that their choice of measures was affected by the **project timescale** which constrained their choice of low carbon measures. For some groups the delivery timeframe meant that their preferred infrastructure options were not viable – for example Exmoor had to abandon a plan to install hydro power when they realised they would not be able to get approval from the Environment Agency in time.

Other groups suggest that the decision making process itself suffered from being hurried. Some felt they needed more time either to access and analyse sufficient information themselves, or to explain it to the wider community and engage in **meaningful consultation**. Often the technical knowledge required to decide about low carbon measures meant that communities had to rely on external advisors to shape their choices. Some see a role for DECC in helping with this aspect of the project by providing easy-to-understand information on some of the technologies their projects might use. Planning was another bugbear for communities as their **planning applications** were often setting a precedent – there was a suggestion that DECC could capture this hard-fought learning by engaging with the planning departments who handled these LCCC projects.

The timescales requiring communities to spend funds within the financial year often meant that the bulk of their activities had to take place in the winter months. Not only did this mean that promotional opportunities at summer community events were missed, but also that infrastructure work had to be done in the worst weather of the year. Where groups noted that they would have **preferred to spend the money later**, to avoid either rushing the build or storing their measures (at considerable cost), they suggested that DECC could have a system of holding funds for groups until they were ready to spend them.

The groups are aware that the LCCC has a **twain focus** on behaviour change as well as low carbon capital investment. However, this sometimes presented projects with a dilemma in deciding **which technologies to invest in**, as those offering the most cost effective carbon reductions are not necessarily those most suitable for engaging people. For example, some groups highlight that although cavity wall insulation offers greater carbon savings, it lacks the visual impact and appeal of solar PV.

A few groups, including Whitehill and Easterside at Phase 2, chose a **package of household level measures**, rather than a single infrastructure investment. They feel that a key benefit of this approach is the flexibility it provides in tailoring measures to residents' needs. Instead of focusing solely on energy generation, these kinds of projects incorporate behaviour change practices such as recycling, as well as home insulation in order to reduce energy use. Groups see cost savings for local residents as both a desired outcome and a mechanism for engagement.

Some anecdotal user feedback was collected by the time Phase 1 communities had their second round of review meetings and people's experiences with their newly installed renewable energy kit are generally very positive. Both project leads and reports from users at the review meetings suggested that estimates for the energy generated are more than met and bill reductions are being achieved. Community groups do emphasise the need to **provide users with clear and detailed information** about (the use of) the technologies as well as the legal situation regarding FITs. Chale Green, for

example, point out that residents only came to appreciate their air source heat pumps once they understood how they worked.

Many groups are making changes to the objectives and structure of their projects based on feedback from the wider community. For example Hook Norton has moved from electric vehicles to waste-oil powered cars as they found out that electric vehicles were not practical on the hilly local roads. Several groups also noted the importance of **involving the community early in the process** to gain their support and their ideas. Some groups did experience objections from community members about their choice of measures; usually these were voiced by people who had not been involved in the planning process, which emphasises the importance of involving as much of the community as possible in decision making at an early stage. One group recommends their approach of inviting local residents to submit ideas for project proposals as a tool to engage local people.

The **potential for income generation** also heavily influenced the choice of technology. For example, the potential for generating income through **feed-in tariffs**, thus contributing to the long term sustainability of the project, was a strong incentive for some of the groups. In some cases, such as West Oxford, the income generated through the FITs is regarded as the means through which they can deliver behaviour change programmes locally. A number of Phase 1 and Phase 2 community groups outlined their plans to build on the **legacy of the LCCC project** at their review meetings, and the income from the FITs proves an important basis (and funding mechanism) for a continued low carbon programme.

LCCC communities' ability to engage the wider community

The majority of the LCCC projects clearly identify the **value of community engagement** and, being based in the area, feel that they have a natural advantage over others in terms of understanding the local context and local needs. Nonetheless, groups are clear that the support of the wider community is not a given. In some cases, they have suffered from a lack of community involvement early on, realising that they had made false assumptions about the (level of) support for their plans within the community. Groups also note that it is vital to properly **manage community members' expectations** throughout the project, not just in terms of the initial announcement.

Community engagement holds a more **conflicting status** for other communities, particularly for Phase 2 groups, who see it as essential to the success of their infrastructure projects, while simultaneously finding it a drain on limited resources. Time and money limit the amount of engagement groups are able to undertake, with some finding that tasks such as documenting an engagement plan are too much for a volunteer community group. It seems that engagement was seen by some groups as peripheral to the project, although it is not apparent whether this reflects a judgement on the value of engagement, or is simply a consequence of the impetus created by an infrastructure project.

Across Phase 1 and Phase 2 groups there is a sense that **time restrictions** sometimes caused consultation with the wider community to fall by the wayside. Several groups found themselves with equipment that people in their communities were not keen to support – community members in West Oxford for example resisted the installation of wind turbines; Muswell Hill struggled to find a host for some of their solar PVs.

A common but easily overlooked issue is **how ‘the community’ is defined**, as well as who benefits from the initiatives. The latter is considered particularly important when decisions need to be made about the placement of technologies or the beneficiaries of measures, and a few communities have been confronted with challenges about **fairness**. Some measures (e.g. insulation) are likely to benefit specific individuals and not others, while other equipment may negatively impact those living nearby (e.g. wind turbine). There are similar concerns over perceptions of the project team as cliquey, particularly if it seems to involve the ‘usual suspects’ (green activists). Several groups discuss **trust and transparency** as key to engaging the wider community, who need to know that the project is for their benefit as well as the project teams. Some projects recommend concentrating on models in which the entire community benefits from energy savings and/or generation and, more generally, they unanimously emphasise the importance of **community involvement from the outset**.

Several groups have targeted **community buildings and schools** to stimulate engagement (and, as a next step, behaviour change). They believe that it is crucial to have spaces where people can come together, discuss and learn. Some LCCC projects have specifically targeted these spaces as low carbon ‘showcases’ and used them to help engage **difficult-to-reach sectors**, as part of strategies to recruit participants and begin dialogues with sub-groups of the community. These can take a number of forms, for example Hook Norton are planning to involve church groups to engage local people. Schools are also popular as they are felt to provide an opportunity to **engage young people** and their parents in carbon saving.

During their second review meetings, Phase 1 groups were keen to emphasise the importance of **working with existing community structures**, which they say have been vital in engaging people. Hillhouse (Huddersfield) state that their existing key contacts “provide a gateway, endorsement and method for trust building with the wider community”. Blacon laud their collaboration with residents’ associations and for Chale Green there was synergy in working with residents and existing community groups.

The degree to which community members are **inclined to engage** in an LCCC project has varied sharply across communities. Some groups, including Hillhouse (Huddersfield), needed to recruit participants, whereas others, such as Ladock and Grampound Road (Cornwall), could not meet the demand from the community. In low income communities residents can be somewhat sceptic with regard to free or income generating offers while – at the same time – they are unlikely to buy in to anything that has an upfront cost. Here, projects contend that it is crucial that **the message is communicated in the right way**, which seems to mean face-to-face by a trusted community member.

The communication challenge goes beyond recruiting participants, and projects are well aware that it is equally important to **present achievements**. They emphasise that this needs to be done as clearly and as widely as possible in order to keep building confidence within the community. Most groups have been able to establish a good relationship with **local press** and notice that community members are proud to see positive coverage of the project. Some communities believe the fact of winning the grant and undertaking the project provides a recruiting mechanism in and of itself, as it helps local residents to recognise and feel **pride** in the achievements of their community. Where measures were introduced at the household level those residents directly involved became ‘ambassadors’ for the project – and the

low carbon agenda more broadly – **spreading the message** and encouraging (further) behaviour change.

In later review meetings, community groups concentrated on ways to generate or secure **sustained engagement** in their communities and beyond. They acknowledge the importance of building on the momentum of their LCCC projects. For Chale Green the LCCC project helped generate new low carbon community activities, including food growing and processing. Awel Aman Tawe are working with academics from a number of universities to share their learning and Muswell Hill have further plans to work with their local school.

LCCC communities' ability to deliver behaviour change

Many Phase 1 and Phase 2 groups emphasise that it is **too early** in the lifespan of their projects to evaluate the longer term impact on behaviour and lifestyles. As a general comment, many groups are confident that projects have been successful in spreading awareness in the community but hesitant about the degree to which people have made more fundamental changes to their lifestyles. Where groups in review meetings discussed behaviour change many felt that the distinction between community engagement and behaviour change was a subtle one. Some Phase 2 groups express concern that behaviour change would be limited because their projects only recruited those who already had an interest in low-carbon living.

Overall, community groups feel that they can play a powerful role in influencing behaviour, given the level of **trust** they hold in the community. One or two point out that community groups are more trustworthy than businesses, as it is clear that they have no commercial interest. Some groups thought this was especially true where they had been around for a while and were seen by local people to be in for the 'long haul'.

Many groups emphasise that it matters which technologies are used when it comes to encouraging people to change their attitudes and behaviour. A common theme is the **visibility** of solar PVs and their role in normalising low carbon measures, especially when they are concentrated in a relatively small area and convey a powerful visual message and – it is hoped – illustrate a new social norm. Demonstrating reliability is considered important, and **using community buildings** has advantages both in involving more people, and in presenting the technology in a familiar setting. For some groups it was important to present the technology outside of a commercial setting so local people would not feel they were being 'sold' renewables by a group with a vested interest in the success of the project. Despite the broad acceptance of tangibility as a key criterion for successful measures, some groups were aware that this could limit use of technologies which, while less visible, could have a greater impact on **reducing carbon emissions**. One group suggested that introducing less visible technology to community buildings can be a useful mechanism to gain exposure for it – for example everyone noticed the heating system Exmoor installed in their village hall because it meant they could use the hall more comfortably in the winter.

Project leaders and users at review meetings assert that residents whose homes have been equipped with solar PVs indicate that they have changed their behaviour around energy use. The same applies to people who have had a smart meter installed. Helping residents to **see the difference they are**

making to their carbon emissions, and energy bills, is seen as a key tool to promote behaviour change. This can take place at the household level or at the community level, as for example with Cwm Arian who installed a real time display to show the public how much energy their solar panels are producing.

Some of the projects, and not just the ones which focus on disadvantaged households, note that people are more sensitive to the argument of **saving money** than saving carbon. They believe it is best to frame their communication around making financial savings in order for the message to resonate and for people to take action. Generally speaking communities emphasise the importance of the feed-in tariffs as a **financial return**, in demonstrating the personal benefits of renewable technologies. However some groups working in disadvantaged communities point out that even with cost saving as an important incentive there can be **barriers** that prevent people getting involved. Hook Norton note that in order for their loan system to be accessible for all residents, it needs to be coupled with savings on energy bills, otherwise some would struggle to repay the money.

As an overarching theme, several projects stress that their impact is likely to outlive the initial capital spend and that the ultimate success of the project depends on it being **sustained in the long term**. While some groups are applying for **new grants**, others deliberately used the LCCC money as seed funding for a programme in which **revenue is continually recycled into the community**, like Hillhouse who set up a community fund. Some groups are planning to reinvest the income generated from feed-in tariffs in further generation capacity. Others distributed the initial grant via loans to individual households to carry out improvements; as soon as the loan is repaid the money can be reissued to another household. Groups like Blacon are very keen to collect energy use data to measure the energy savings achieved in the community, while others draw attention to spin-off initiatives that their project has helped establish, emphasising the 'pump priming' role that local action can have in **inspiring further change**.

The relationship between community action and partners

Across all projects there is a sense that **working with others is essential** to achieving their objectives. This includes working with local authorities, utility companies, specialist advisers, charities and other local groups. Not all the communities' attempts to collaborate with others have been successful – Totnes and Chale Green among others were dissatisfied with the offer and quality of support from the Energy Savings Trust, British Gas and DECC among others – but much of what they achieved was a result of partnership working.

Working in partnership with a local authority or a third sector organisation is proving very beneficial for many LCCC projects – in a few instances the local council or a local charity is the lead partner. In its early stages the Ladock and Grampound Road project, for example, depended strongly on the expertise of a local energy charity, while the Hillhouse (Huddersfield) project is principally managed by Kirklees Council. The added value of such partnerships is that larger organisations are generally **better-resourced** or can draw on additional skills. Mechanisms for working with larger organisations varied, although community groups generally found a **personal engagement with key individuals** to be helpful: for example many groups had members who also had roles in or links to the local authorities.

It is important to single out **local authorities** here, since most groups have worked with their local council in one way or another. Not only did some of the communities benefit from resources supplied by their local authority, councils were also very helpful in providing support and guidance around **planning issues** and facilitating the installation of equipment onto public buildings. Another advantage of working with the local council, according to some projects, is that this gives **credibility** to the project, particularly in socially deprived areas. Some groups secured a good working relationship with their local authority by inviting a councillor or an officer to sit on the project steering group. Other groups, like Camphill, found that their local council had initially not been very aware of the low carbon agenda and took on the role of **educating their local authority** – providing another additional benefit of the project by getting environmental issues onto new agendas and laying a foundation for future projects. Even where councils were sceptical some groups saw this as a healthy restraint on their enthusiasm and valued the engagement.

With regard to their investments, several communities highlight the vital importance of **expert knowledge** at the decision-making stage. A few communities feel they had insufficient access to expert advice and that this impacted on the quality of their project, whereas others, notably Berwick upon Tweed, indicate that the involvement of experts has helped them make a better selection.

During their second review meetings, several groups comment on the services provided by **contractors**. They indicate that the success of the project depends to a significant extent on the quality of the contractors and their work. When it came to selecting contractors some groups (especially at Phase 2) found that the timescale prevented them from shopping around to get the best value for money, or limited which contractors were available. In several communities contractors fell short of the expectations of the project team. One group suggests that standards are set for installers, so that residents can hold contractors to account if they do not fulfil their obligations. Other groups had problems with **contracts** and suggest that templates could be made available.

Groups have worked with a wide range of organisations to obtain **advice and support**. Their expectations were not always met, for a variety of reasons including lack of time, support providers being underresourced and technical advice falling short. All things considered it seems that partnerships that were more substantial in nature were more effective than one-off advice provision. Another comment made by several groups is that they prefer working with **local, trusted partners** who tend to be more aware of the specific context than national organisations. A few groups highlight the benefit of working with an individual with a high public profile, explaining that this can help raise the profile of the project as well, attracting partners as well as interest within the community.

A number of groups, including Blacon and Berwick-upon-Tweed, believe they would have benefited from more opportunities to exchange ideas and experiences with other LCCC communities. This was successful for groups such as Cwmclydach who got advice from neighbouring Awel Aman Tawe, who had undertaken similar projects. The prospect of LCCC grant winners forming a community of practice which supports new initiatives and groups represents a potential additional outcome of the initial scheme.

3. Synthesis

Introduction

Looking at the findings from the facilitators' involvement with the 22 LCCC projects, there are many parallels between the individual communities and the challenges they faced, regardless of whether they were a Phase 1 or a Phase 2 community. Nonetheless, and this is worth emphasising even if it seems obvious, no two communities are the same, meaning that their projects need to be tailored for the specifics of their geography, demographics and other parameters. As an illustration, where Lammas in Wales is aspiring to achieve a high degree of self-sufficiency for a small rural eco-community, Easterside in Middlesbrough promotes low carbon measures as part of an approach to tackle fuel poverty in a disadvantaged urban community. Besides demonstrating the varied nature of LCCC projects, these examples – and thus the LCCC programme more generally – highlight the wide variety of community approaches to achieving carbon reductions in the UK. If anything, LCCC has provided valuable insights into the range of community approaches and their specific strengths and challenges.

Furthermore, the LCCC experience has provided a rich collection of showcases demonstrating how community groups can make a considerable sum of money work to achieve change, although a few observations need to be taken into consideration here. First, it is generally perceived that LCCC participation was only achievable for well-established community groups and/or groups working in partnership with a resourceful organisation, suggesting that it may be ambitious for younger, smaller community groups to replicate their achievements. Second, the pioneering nature of the LCCC inevitably included a degree of learning by doing and caused most groups to allocate part of their money (and efforts) in a less efficient way than they would have liked. Indeed the second observation can be seen as mitigating the first, if the lessons learned by the LCCC participants can usefully serve as guidance for any future community-led low carbon projects.

A substantial part of the facilitators' findings from the LCCC projects are directly or indirectly related to the rules and direction of the Low Carbon Community Challenge. These findings are especially relevant for evaluating the design and management of the programme by DECC and its delivery partners and can be a valuable reference for potential future programmes. These findings can be distinguished from a range of lessons relating to the delivery of the projects in the communities, the latter being of potential use for any community group working to achieve carbon emissions reductions. The remainder of this chapter will therefore be split into two parts, the first about LCCC specific lessons and the second about delivery related findings. We emphasise that these findings are impressions and interpretations from the perspective of the DbyD facilitation team.

Findings around participating in the Low Carbon Communities Challenge

Meeting the challenge

It is our impression that it is virtually impossible for any but the best resourced community groups to independently deliver projects as large and complicated as the LCCC, especially within very tight

timescales. That the community groups generally have been able to deliver their projects (in time) is in some cases due to the extraordinary expertise they possess within their core team and in other cases to their partnerships with well-resourced and experienced organisations.

Engaging meaningfully

Lack of time has been a major feature of the feedback. There is one area in which we think this has impacted upon all the projects - the lack of time to engage or even think creatively with a wider group of people at the application stage. More interesting and diverse projects might have developed had the timescale for applications been more generous. It is clear to us that, even if this was not the intent of DECC, the projects that were described in the bids are pretty much the projects that were delivered; DECC's initial aspiration that projects' early ideas would be further developed alongside members of the community did not, in practice, happen. In some cases this had a detrimental effect on the delivery of the project, while in others it merely resulted in the observation (from the community group) that their project could have been more creative and engaging if they had not had to put the bid together so rapidly.

Accountability and evaluation requirements

For a number of community groups LCCC has been an exercise in channelling their energy and enthusiasm into a format that meets the restrictions and requirements involved with receiving the grant. Although it is clear to all that it is crucial that they can be held to account for their spending of public money, there is a sense that a different balance could have been found for the LCCC projects, leaving more scope for flexibility throughout. Time restrictions in particular have impacted on projects, limiting the choice of measures and the extent of community engagement early on. Due to the perceived pressure, groups sometimes felt that the evaluation requirements were quite burdensome and interfered with their activities in the community.

Groups' expectations

A more general point to be made is around the expectations many groups had when they were selected to be an LCCC community. These differed between groups, but it seems many groups somewhat overestimated the amount of interaction they would have with DECC throughout the project, and in particular the amount of support the department would provide.

Learning from setbacks

Across these varied groups there were a number of common setbacks and challenges. It is in these areas that guidance could be developed to help community groups in the future. These common areas include: advice on legal structures, procurement, financial structures, insurance, accounting protocols and technical support. It is also worth observing that we have begun to see a significant appetite amongst the groups to learn and share with each other. Some groups have taken it upon themselves to develop networking while others are asking us and DECC if there are ways they can learn from other groups.

Findings around delivering change in communities

Investment returns

Although FITs have been an important factor in several groups' decision-making on their assets, the income they generate on the short term is not very substantial and it will generally take years before this income in itself can finance new PVs or similar assets. FITs can help to realise other, smaller developments. Part of their significance, it seems, is not in the financial means they generate, but in the psychologically important notion of getting returns from the (community) investment. Therefore, they are more pertinent when they benefit the community as a whole rather than the PV hosts.

Defining the community

In contrast to public bodies, community groups are free to determine what 'their community' consists of, geographically as well as thematically, and this affects to whom they are accountable. This implies that community groups have a greater degree of flexibility than local authorities (e.g. when deciding which properties receive technologies), but also that people may end up feeling excluded (e.g. those not offered technologies).

Community relations and trust

Community groups' ability to engender behaviour change – slightly different perhaps from their ability to deliver their LCCC projects – is rooted in their relations with community members. As peers they can provide a sense of empowerment while enjoying a certain degree of trust, as they are not seen to be seeking financial or political gain. This, we judge, puts community groups in an advantageous position to widen awareness within the community and even create a sense of collective difference, where authorities may struggle to achieve this. Having said this, the involvement of local authorities is seen to enhance credibility where it comes to delivering projects.

Growing the seeds of change

Groups have explored many different ways of engaging community members and raising awareness of the potential to save energy and carbon. Most of their efforts have seen some degree of success, and when they haven't, groups have learned and amended their strategies. Nevertheless, there is wide acknowledgement among the community groups that they have not yet secured behaviour change to a significant extent. This requires ongoing encouragements, which may come from visible renewable electricity generation in the community, success stories from neighbours, community events, children educating parents, financial incentives or loans, but in most communities any of these elements alone are unlikely to trigger the aspired behaviour change. The LCCC groups, by and large, are aware of this and plan to use the legacy of their project to keep working in their communities and grow people's appetite to participate.

The legacy of the Low Carbon Community Challenge

It is clear that the community projects don't tend to grind to a halt once the LCCC grant has been spent. On the whole, groups have made provisions for their investments to generate some kind of return that

can be used to further the low carbon work in their communities. Yet, they are wary that the momentum boosted by the LCCC grant may fade and that their projects risk slowing down as their cash flow shrinks. A possible answer to this situation, which is on the radar of many groups, is to secure further external funding. Loan schemes can also be part of the solution and we observed that a loan scheme has the potential to change the energy behaviour of a greater number of households than could be reached with the initial grant. Either way it is apparent that at the current time the potential for change depends on capital investments and communities' capacity to obtain these.

Further sustainability projects

It was clear that the decision by the project teams to continue their work and create an ongoing, sustainable enterprise represents a step change for the community as a whole. These enterprises provide a mechanism through which communities can act collectively, a forum in which low carbon living becomes a relevant topic for discussion and a link between individuals and civil society organisations through which resources and information can flow.

Appendix 1: Developing a community engagement and support action plan

An introduction to the Strand 4 Evaluation strand - Co-inquiry and shared learning

Two principle tasks for facilitators

1. To work with each community (referred to from now on as community project) to design a method for reviewing learning at different stages of the project. This needs to include different types of people involved in the project. (see table 1 below for typology of stakeholder).
2. To work with the communities to support them in developing engagement plans, processes and utilising other technical and non technical support, in order to:

The overarching objectives for the engagement activities are listed below, although it should be noted that the emphasis of these objectives may differ from community to community.

A. Secure the necessary and appropriate engagement to realise the effective delivery of the technical aspects of our project and its impact on the community. (Assume done for phase 1 groups, but might need review)

B. Via LCCC funds we will also seek to reduce CO2 emissions further in xx (community) by engaging with people so they change their understanding attitudes and behaviour.

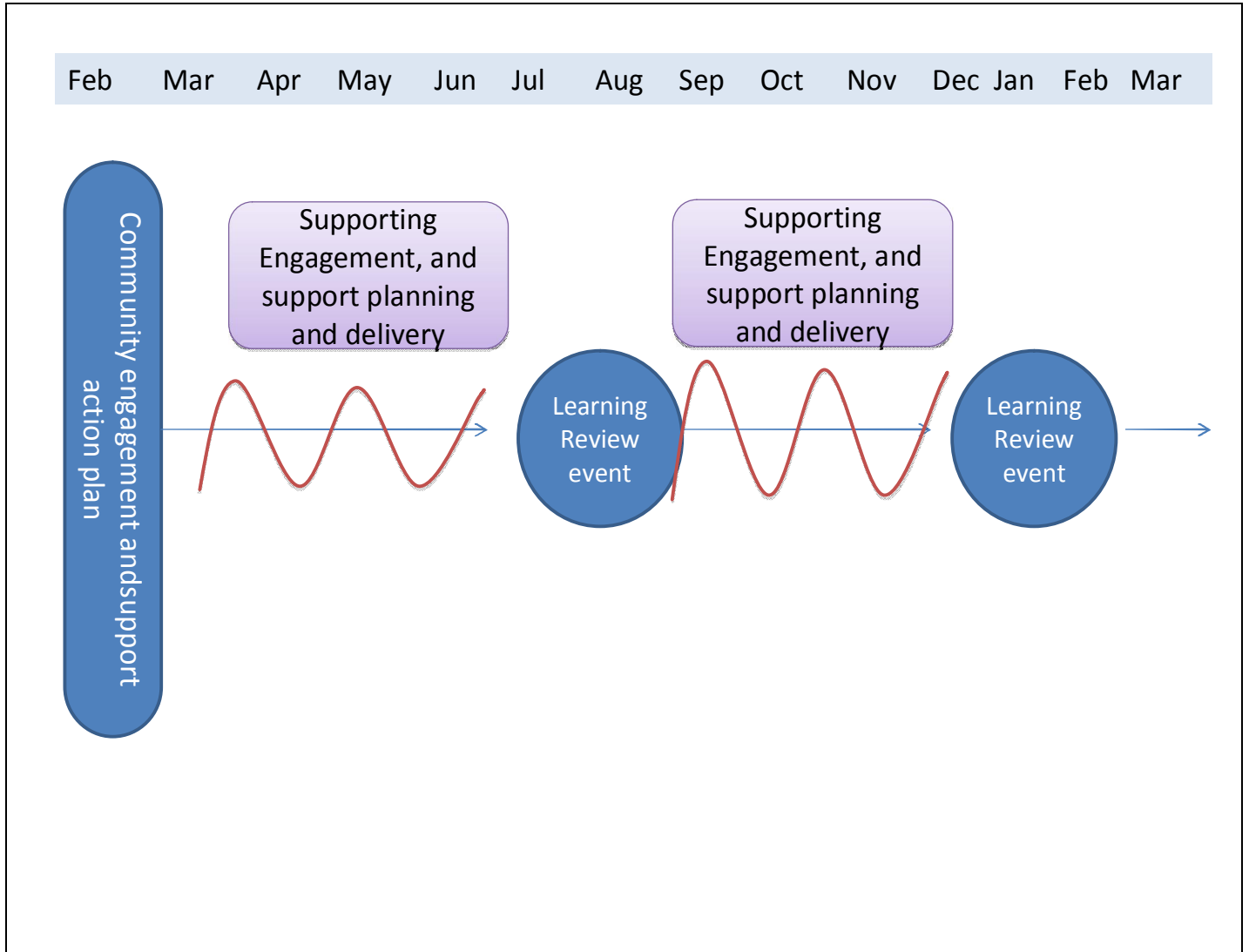
C. Capture and share what we and our wider community learn about what has worked and what has not worked so well.

The first task will be primarily be delivered by a number of review workshops (two between now and March 2011 (see community schedule). It should be noted that there will also be a shared learning platform and other mechanisms for communities to share learning.

The second facilitator task will involve early discussions with key members of the project team (in each community) to develop an engagement and support action plan. Following the launch meeting on the 8th of February it is apparent that all the communities are in very different places in terms of engagement and for some there may even need to be some pre- engagement discussions to help them agree their own internal funding arrangements (See project schedule). Each engagement plan needs to be 'owned' by each community project and needs to reflect their situation and objectives. The template steps below have been developed for the facilitator to use with each community project. If there is good reason to stray that's fine, we don't want to be overly prescriptive but we do want to be able to compare across community projects at all stages. Once the engagement plan has been produced it will act as guide to determine:

- The 'engagement actions' that will be undertaken by the community projects
- What other support the facilitator and other technical and non technical support organisations can offer.
- The funding application for a revenue grant to help with the costs of implementation of engagement (pending confirmation).

Overview of facilitator role



Process for developing a community engagement and support action plan

Background

Each community project is receiving significant capital funds to make significant reductions in carbon emissions from their community. As part of the LCCC, DECC want to give the community projects the opportunity to maximise reductions in carbon emissions by building on their core project to encourage others in the community, beyond those directly effected, to reduce their carbon emissions and change their behaviour and habits. The following bullet points have been taken from DECC's overview of the LCCC evaluation programme.

- Understand the role of communities and community "support packages" in contributing to the delivery of carbon budgets and UK renewable energy targets;
- Understand the efficacy of different forms of locally-based community low carbon initiatives and a blueprint for extending support packages across communities in the UK;
- Understand broader social and economic impacts – for example through reduced fuel bills, effects on inward investment and social enterprise, and improved social cohesion;
- Stimulate widespread and active involvement from people living, working and visiting the 20 participating communities as part of project development and delivery;
- Generate a sense of momentum and 'buzz', so that commentators and opinion formers outside the 20 communities express the desire for wider delivery of carbon emission reduction plans.

The facilitator role has two equally important elements:

First, to help each community project review the way each project works within the core team, amongst the members of the community affected by the scheme and those in the wider community not directly impacted by the project (see table 1). It is clear that some of the community projects may need more help with their internal project engagement at the outset, while others are ready to get started on wider community engagement.

Second, the facilitator will work with each project team to help undertake their own review and evaluation of their work project at different points in the exercise and provide this feedback to DECC as part of the evaluation strands.

In the first instance each facilitator will work with the communities to agree an engagement and support action plan. This will be used as a working document that the project teams will then be able to use to implement activities as well as a way of helping each community as the project unfolds, review and evaluate its activities, what worked well, what not so well.

Template for developing an engagement plan

We are suggesting that each project step through the following process to develop an engagement and support plan. Working with their project team (probably via a small workshop with core members of the community project) the facilitator will use the following steps to help them develop a plan.

Notes to facilitator

While from the point of view of the evaluation following these steps will be important, we would not wish you to feel constrained to take other approaches should this be required]

For those of you who like using the bridge model to plan process, please do so, others may want to use other tools, however we would like to have each engagement plan produced using the following headings.

You will also need to make a judgement call regarding the actual writing of the plan. While we want the community projects to own it as a living document we also need to make sure it is as robust as possible from an evaluation and implementation point of view so the extent to which you are involved in the writing up of the plan is something I would leave to you. We have developed a template form to go with these notes.

The other document that I think you will find useful if the brochure we put together for the launch meeting. This lists all the current support organisations, what they can do and their contact details.

I am aware that some of these groups will only be able to meet in the evenings. The temple we have developed could be shared with community projects in advance of meeting so they can start thinking about the questions they need to answer.

1. Agree specific engagement aims
2. Undertake a community analysis or review (contextualise the community project within wider community history and background)
3. Stakeholder identification and analysis (who do we want to reach in the community? who else might help us? Different needs of different parts of the community?)
4. Ways of working and support packages that we want to draw on
5. A clear engagement action plan, understanding of resource implications and ways of reviewing.

1. Specific engagement aims

Note to facilitator

Most if not all communities should have specific engagement aims set out in their proposals, but these need to be reviewed and may need working up in some cases.

This initial process of setting clear and specific engagement objectives needs to be reviewed once the engagement planning process has been completed.

The community has a clear business objective that relates to reducing CO2 within their community.

We would like to agree engagement objectives that will:

- Secure the necessary and appropriate engagement to realise the effective delivery of the technical aspects of your project. (This may only need brief review for phase one communities) and its impact on the community

- We will also seek to reduce CO2 emissions further in xx (community) by engaging with people so they change their understanding, attitudes and behaviour.
- Capture and share what we and our wider community learn about what has worked and what has not.

As well as these we would like each community to agree more specific engagement objectives over the next 15 months. These could be a range of things such as;

- To reach specific estates or roads (beyond those directly affected by the project)
- To reach the whole village
- To reach specific groups in our community not normally engaged in climate change issues.

For these groups they need to think about what they want them to do, so this could be;

- Change their behaviour in relation to energy use, water use, driving etc
- Increase their uptake of efficiency measure via grant
- See commitments to take action from xx number of people in our community etc

2. Community analysis

What is the context that we have to bear in mind?

Note to facilitator

While we are aware this step is important from a strategic planning point of view it is going to have added importance for the evaluation aspects of this project, this data needs to be clearly captured. The headings are prompts for checking that you are asking a good range of context questions.

We are not suggesting that this community context should involve lots of work or research, it should be things that groups can quite easily answer already, or if there are gaps, it helps suggest to them that some one might need to do a bit more work.

A. CO2 context - What's going on re CO2 reduction work in this area?

- What's already happened in this area, our project and others? (make a list of other local groups active of climate change reduction who might not be directly involved in this project)
- What have we learnt so far in terms of getting people involved? (is there any local knowledge of understanding of how your project or others has succeeded in getting people engaged and interested in climate change and changing their behaviour.
- Resources and support we currently have. Again are there any groups (GAP, FoE local groups, others already active in the area)
- What are others in the community doing? (these could be non directly climate change initiatives, eco projects, fuel poverty groups , social capital organisations)

B. Community context

- What are people talking about in our community? (what is the local issue of the moment, jobs, the local football team, major developments in the area, shops closing, etc)

- What information do we have on groups that are active within our area? Not just environment groups, business networks, training and skills, carers, families etc.
- Any obvious/easy 'hooks' coming up e.g local events?
- What do others in the community think of our work? Reflecting on this will be useful, if community project have no idea what others think of them, this is important to know.

3. Stakeholder analysis

Note to facilitator

In terms of getting your communities to think about stakeholders we want them for the engagement plan to think of how they might divide up the people in their communities they want to influence (this needs to be reviewed in relation to their specific engagement targets. Obviously if they feel all older people are the most impacted and most easy to influence in their area and they have set an engagement objective to reach all five schools in the area, they will need to review their objectives!) Again we don't want to prescribe a method, but we would like a relatively consistent output across all the communities. In this guidance we have suggested a mapping tool (table 2), given you the way DECC divided up different audiences in their brief (table 1), and a simple categorisation list (below). In terms of outputs it would be good to have a list of stakeholders mapped against influence and impact.

Types of stakeholders

It might be worth categorising stakeholders by type in the first instance

- **Sector** (Public, private, voluntary, community)
- **CO2 function'** (eg have a potential stake in home or business energy related action; potential stake in food growing and buying related action etc)
- **Affect** (directly affected by the project, impacted but not directly involved, not involved)
- **Socio-economic** (income, gender, age, length of time living in area.

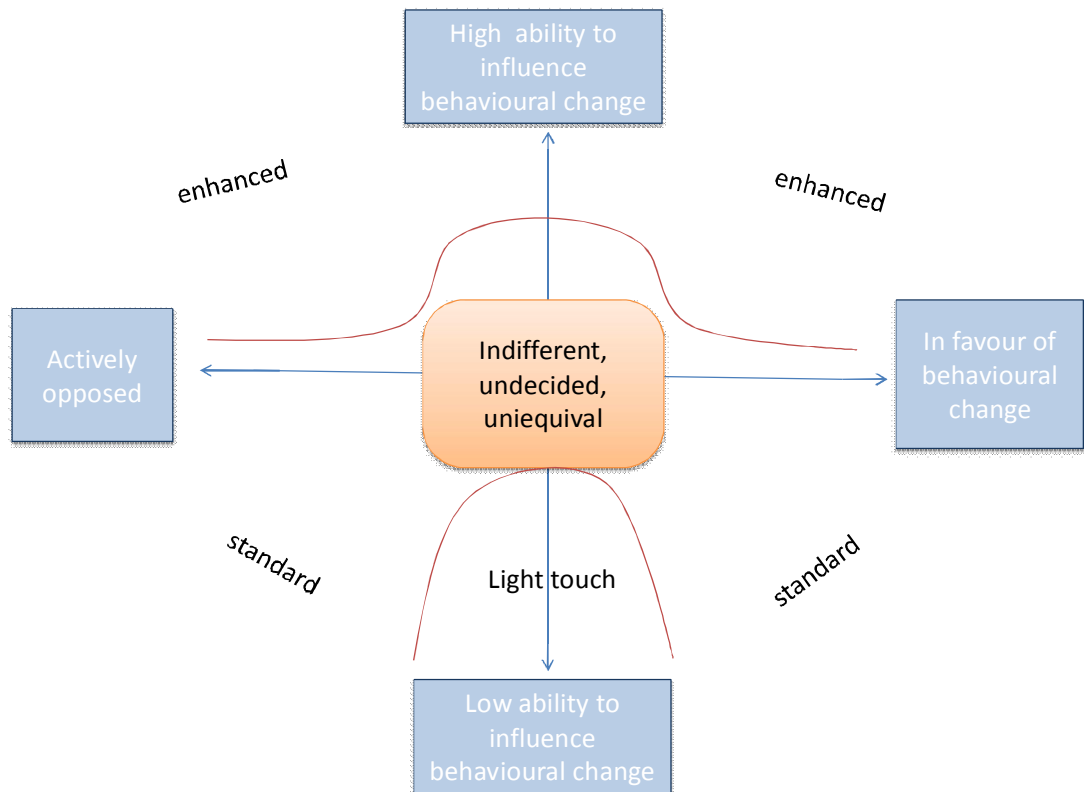
Brain storm as specifically as possible all the stakeholders in each category then map them against a affected / influential grid.

The grid above is a slightly refined stakeholder analysis matrix, specific to when you are thinking about behaviour change (rather than, say, mapping stakeholders in a proposed wind farm), you brainstorm stakeholders in the usual way, and then map them accordingly to how influential they are likely to be in relation to that behaviour (vertical axis) and what you think they're attitude is to the desired behaviour (actively championing it, don't know / don't care, actively opposed to it. E.G. teenage binge drinking: other known teens are likely to be highly influential, but probably fickle in their attitudes; Gordon Brown is actively championing the desired behaviour, but has a low ability to influence it. Corner off-licence owners have some influence, but may be in two minds about driving away customers.... Etc. Enhanced / standard / light touch refers to how much effort you put into engaging with them, depending on where they are on the matrix

Table 1: Participant & audience typology

Each local level project	National stakeholders (interested in learning, or using results)
<p>L1: community practitioners, lead organisations, and local partners, i.e. those initiating and driving the project (e.g. community group, local authority/Local Strategic Partnership, energy practitioners/third sector orgs, housing association, village hall committee)</p>	<p>S1: Partner consortium, i.e. national partners offering hands on support and services to the 20 successful communities).</p>
<p>L2: People/organisations actually taking part and directly affected by the project e. g owner/occupiers having things done to their house; their neighbours; installers; people who use the village hall</p>	<p>S2: Those with broader - but direct – interest and involvement in the Challenge, particularly around the wider ‘discourse’ & ‘buzz’, e.g. the media, academics sponsored by the UK Research Council academics, Met office scientists. DECC policy makers</p>
<p>L3: People/organisations indirectly affected but with an ‘existing’ interest in the project e.g. ‘pioneers’ among the community, members/customers/ clients of the partner organisations, green and community activists, job centre plus; advisors</p>	<p>S3: People and organisations with an existing interest in how this goes e.g. environmental NGOs, Age concern, IDEA, local authorities, other community initiatives who either did not bid for the LCCC or who did bid but were not successful</p>
<p>L4: The wider community: People indirectly affected by the project and without an existing interest in the project e.g. ‘prospectors’ and ‘settlers’ among the community, those who aren’t motivated by green initiatives</p>	<p>S4: People and organisations that aren’t interested (yet) in how this goes</p>

Table 2



4. Ways of working and support packages that we want to draw on

Note to facilitator

Once the group have clear specific objectives, have thought through their community analysis, know which stakeholders they want to prioritise or target they can think about how they might utilise the support packages being offered by the specialist support organisations. It might be that the process you go through with them indicates that they need to put a lot more thought into their own internal working between the core team and partners.

Alternatively, they might feel that the core organisations involved in the project are fully involved and it is their community outreach that needs more work. Either way, there should be some form of support they can tap into, to help them, and if there isn't we need to know that.

The engagement plan should be able to express how different support will enhance their engagement between the core project team and with the wider community.

The EST support phone number and the Community energy Practitioners Group (listed in the workshop brochure for the 8th) could be a good place to start for community projects who can see that additional support will enhance their delivery and particular could offer engagement support.

All facilitators should read the listing of support offerings, seek clarification from DECC (via Pippa / Hannah) if any are unclear.

5. A clear action plan, understanding of resource implications

The template provides a structure for this action plan and can be used as the application form for the additional revenue funding that the communities can apply for to support delivery costs.

The template divides step 5 into 5a) short descriptions of each planned activity, the target audience and resource implications. Clearly this should be easy to distil from steps 1 -4.

5b) is currently an overview time line that can be filled out and a suggested table of more detailed actions that can be filled in at this stage and developed over time.