

Initial Agency Programme of Work (2001 – 2004) As Agreed with the European Commission

Objectives

The strategy is to work in partnership with Local Authorities and lead private sector organisations to:

- Build on existing Energy Efficiency activities and networks so further improving the effectiveness of local Thames Valley initiatives
- Launch Renewable Energy and promote as the 'next step' in energy sustainability (create **Awareness**)
- Gather in local support and identify champions (create **Interest**)
- Identify flagship opportunities for action (create **Desire** for action)
- Deliver projects and actions on the ground (deliver **Action**)

This is the classic **AIDA** approach which has been successfully employed at the National level in the UK to promote both Energy Efficiency and to a lesser extent Renewable Energy. Translation to the local area is now the key to success.

ACTIVITIES

Within this broad strategy the following activities are being developed as major themes:

- **Community Developments:** seek to maximise the local benefit to communities and all consumers of Renewable Energy (RES) and Energy Efficiency (RUE) actions linking closely with ongoing LA21 actions
- **Profile raising:** seek to raise the profile of RES and RUE activities in the region through actions with target groups, and most importantly, with schools
- **Knowledge Transfer:** between the partners at the very local through to the international level.
- **Information and Advice:** provision to small and medium sized enterprises (SMEs) and the general public through a 'surgery' at Greenham and through staged events across the region of quality and objective information concerning current and potential energy supply and use, to assist the formulation of energy strategies for target groups
- **Planning:** seek to influence and guide planning activities to optimise RES and RUE take-up, particularly with new green field developments (300,000 new homes are planned for the SE of England over the next few years)
- **Renewable Energy Supply:** (1) To assess the existing use of RES and then the prospects for achieving 10% supply in the sub-region by 2010 on a 'bottom-up' consensus based methodology. (2) Thereafter, to deliver projects on the ground with

the target groups of: communities (public and private), SMEs, and large, corporate industry players substantially increasing the use of RES.

- Energy Efficiency: (1) To co-ordinate existing activities across the sub-region, (2) link with RES initiatives to ensure a 'seamless' energy management approach and (3) initiate further activity if and when this is needed.
- Green Waste: To provide strategic linkage with waste plans and strategies so optimising the beneficial use of wastes (particularly green wastes).
- Green Transport: To provide strategic linkage with transport initiatives so optimising the beneficial use of energy (key aspect to achieving the top line energy and GHG emissions targets).

Phase 1: Launch and First Energy Assessment (3 months)

OBJECTIVE: To raise initial awareness of the importance of the topics covered by the Agency to all target groups and establish as the focus for future energy related activity. To establish an energy 'baseline' for both planning and judging the success of future actions.

A high profile launch event for the Agency is proposed with assistance from the Regional Government Office (GOSE) to raise awareness concerning the importance of the topics to be covered. Timing is important and will link with regional energy target announcements by GOSE. Local leaders of industry and community groups will be invited with to the event with a view to follow-up in the months thereafter, so maximising the benefit of early interest. (Existing contact details will be used for mailshot).

The key primary task is to understand the current energy situation in the Agency region. A good deal is known about current energy consumption but these needs to be interpreted and put into context for the Agency activities. An energy balance will be determined on the best information available (which will likely show the area is a large importer of power) and the trend in energy use investigated. With this backdrop the current status of both RUE and RES in the Agency region will be determined against conventional energy supplies. There are many fragmented pieces of information available for this work and it is believed to be the case that these need to be interpreted and distilled into a useful tool for the Agency and its stakeholders to use.

Consideration will be given to establishing a simple GIS based database system to hold unique information on existing activities and projects. In collecting the information a network of local enthusiasts and champions will be gathered both in the public and the private sector and from within both town and country areas. Mobilising and empowering this network will be key to the future success of the Agency's work.

In addition, to the above activity, to aid co-ordination of existing RUE activities in the Agency area and to seek out and promote aspects of 'best practice', linking to potential RES activities. This linkage between RUE and RES is particularly crucial and is not currently taking place.

Phase 2: Strategy and Planning (5 months)

OBJECTIVE: To devise and agree a detailed short term and long term strategy with all stakeholders, identify key indicators and targets and plan a programme for the next 3 years.

- **Housing:** new greenfield and brownfield developments (purely domestic and mixed) are critical given the expectation of substantial activity in the next several years
- **Housing:** in existing communities (town and country solutions), 'retrofit solutions'
- **Community Centres (e.g. telecentres):** innovative community centred developments which follow the changes in local culture and working
- **SMEs:** both in developing a 'sustainability culture' but also as suppliers of equipment and services.
- **Corporate Industry:** as opportunities arise (based on existing contacts).

With a sound knowledge of the current energy situation and likely future trends for the region given the substantial development pressures anticipated, the future prospect for both RUE and RES will be investigated. Headline targets of a 10% RES contribution to electricity supply and 20% greenhouse gas emissions reduction will be the guide (likely regional targets to be agreed with UK National Government shortly). Targets for wealth creation, employment, infrastructure etc. will also be agreed (under LA21 criteria).

Strategies will be developed to optimise the use of RUE and RES in target groups. An energy surgery will be promoted at the Enterprise Centre at Greenham to help test out initial ideas and then to promulgate results with SMEs (more than 130 SMEs on site likely to increase to 200 over the initial 3 year lifetime of the Agency).

Phase 3: Project Centred Initiatives (33 months)

OBJECTIVE: To identify, develop and deliver flagship projects in the region within the target groups and themes which are competitive and environmentally compatible.

We believe that RES in particular has not developed in the region because large schemes promoted elsewhere in the UK are inappropriate to such a densely populated area. In addition, because the SE of England is seen to be an affluent area, it has received very little National or International support for initiatives. The key to delivering flagship RES projects and then replicating from these is to:

Public sector and in particular ongoing LA21 teams and committees will be used to help identify communities wishing to move toward a more sustainable future and initiate projects. Private sector links will be used to target private sector opportunities:

- Deliver community based linked RUE and RES solutions which deal with community issues (community as defined by geographic or thematic/ virtual interest), in the LA21 sense and offer genuine community involvement and ownership. So, community benefit can clearly be seen in increased employment prospects, better local environment, wealth generation within the community, health benefits, educational and training links etc. Assisting with seeking finance will be a key element of this work. Likewise

'clustering' with other similar actions to gain the maximum benefit from economies of scale.

- Deliver industry based schemes with clear 'green energy' credentials and economic benefit based on the growing interest and awareness of local industry, perhaps focusing this into a 'green energy club' or campaign.
- Opportunistic projects which seize the moment and clearly link with changes in public or industry mood (e.g. the current move toward 'tele-commuting and interest in establishing tele-centres)

Phase 4: Supporting Research and Development (33 months)

OBJECTIVE: To identify the need for support work, identify sources of funding, initiate, project manage and promote.

It is anticipated that desk studies and perhaps more fundamental research and development work will be needed to assist the Agency and its stakeholders in their mission. A close working partnership has been established with Reading University in particular, who will supply expertise across the broad spectrum required (economists, engineers, scientists, estate managers, agronomists etc). A scientific working group will be established under the chairmanship of the Dean of the Faculty of Science. In addition, expertise within the University of Oxford, Oxford Brookes, CEAC, AEA Technology Environment (ETSU) and others will also be called upon.

Phase 5: Marketing and promotion of flagship RES and RUE solutions (36 months)

OBJECTIVE: To promote the activities of the Agency and the partners to optimise the achievement of the targets and goals.

Given the low profile and lack of understanding of RES issues in particular, it is critical that promotion is carried out. The following activities will be developed:

An interactive Web site: which will provide detailed information (including maps) about the activities of the Agency, help and assistance to the public, schools and industry. This is likely to become the MAJOR marketing tool as the www develops rapidly in the area and internationally.

1. Annual conference: a high profile conference will be held drawing in local, national and international speakers and exhibitions to primarily raise awareness in the local community annually
2. Targeted workshops: these will be aimed at the community, SME and other key targets geared toward delivering and promoting RES and RUE solutions. They will FEATURE flagship projects as these are arrived at.
3. Energy Surgery: this will be established at the Greenham site initially and may then progress around the region
4. Opportunistic events: it is anticipated that the Agency will take a very full part in local LA21, energy, training events run by local municipalities, schools and colleges and industry.

Phase 6: Monitoring and Review (36 months)b

OBJECTIVE: From the very outset the Management Board will establish an evaluation working group to monitor the work and performance of the Agency.

The Agency will have reviews at milestone points in the Agency's life. In particular:

1. after 3 months (launch and initial assessment)
2. after 6 months (planning and strategy)
3. after 18 months (key mid-point review)
4. after 36 months (initial programme completion)

Each review will be documented and a discussion will be held by the full management board. The reviews will be used as an opportunity to discuss progress against agreed targets and indicators and to reassess priorities if that is deemed necessary or desirable.