



**WOKINGHAM
BOROUGH COUNCIL**

**LET'S TALK CLIMATE
DELIBERATIVE PEER GROUPS**

**DELIBERATIVE ENGAGEMENT
SUMMARY OUTCOMES REPORT**

June 2022

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1 INTRODUCTION

This summary report presents an overview of the outcomes of a community deliberative process on climate change to assist Wokingham Borough Council refresh its response to the climate change emergency. The more detailed aims were to engage more widely with all community stakeholders and gain further insights into the motivations and barriers faced on the ground when making daily decisions which impact carbon footprints.

The exercise involved over 60 self-selecting members of the Wokingham community from various groups, businesses, clerks of parish councils, council officers, pupils from both primary and secondary schools, residents, teachers and voluntary/community-sector groups

The events took place across four weeks in March/April 2022 and were conducted via a series of peer-group deliberative discussions following the principles of Appreciative Inquiry. In total nine groups attended three sequential sessions:

1. Discover.
2. Dream.
3. Design.

1.1 Objectives

The objectives for the climate emergency community deliberative events were to:

- Empower residents, businesses, local organisations, schools, and stakeholders to be part of the Borough's net-zero carbon 2030 vision.
- Support and improve the council's response to the climate emergency by engaging the community and encouraging greater participation in the actions.
- Develop a greater understanding of the community's priorities in tackling the climate emergency that will inform decision making.
- Identify the key drivers and motivations for each audience so that our actions can be tailored to deliver improvements in these areas and encourage behavioural change.
- Generate recommendations for actions to achieve net zero carbon.
- Create a network of climate champions who will share learning and best practice.

1.2 Methodology

The methodology employed an Appreciative Inquiry approach. Participants were self-selecting, all volunteered to be part of the exercise in response to a request from the Council for participants.

The 66 participants were divided into cohorts/groups as follows:

- Council officers (1 group)
- Representatives from local businesses (1 group)
- Parish and town clerks (1 group)
- Teachers (a mix of primary and secondary) (1 group)

- Residents (2 groups)
- Voluntary / community sector representatives (1 group)
- Secondary school learners (1 group)
- Primary school learners (accompanied by their parents) (1 group)

The process encouraged participants to become immersed in the issues, taking into account existing proposals and barriers, and to consider how proposals might be enabled. In particular, the aim of the process was to provide participants the opportunity to consider the potential for behaviour change in the borough around two key questions:

1. “How life in Wokingham Borough will be different in terms of our homes, travel, work, leisure time and the way we source food, goods and services?”
2. “How Wokingham Borough Council can engage the community on issues around consumption emissions, and what measures can be introduced aimed at increasing awareness of these emissions amongst residents?”

These questions were considered under the following headings:

- **Energy and homes:** reduce energy consumption by adopting better behaviours, improving our homes, and adopting green technologies.
- **Transport:** travel less, reduce dependency on private vehicles, modal shift to public transport, walking and cycling more, and transitioning to electric vehicles.
- **Waste:** reduce the amount of waste generated and improve our recycling behaviours.
- **Food:** understand the impact of food choices, consume local, seasonal produce.

The deliberations took place in three two-hour discussion groups. Some of these were conducted face-to-face, others via Zoom. Details of the three AI stages undertaken are shown below.

- **Discover:** a presentation of existing challenges and some solutions, allowing participants to understand the overall context of the borough’s Climate Emergency Plan and to foster understanding of the council’s ability to act.

This was largely an information-giving phase; participants were shown video presentations by the council and local people setting out the situation (and some thoughts) on:

- “How our individual actions influence emissions;”
- “How does the energy we use at home cause CO₂ emissions?;”
- “Our transport carbon footprint;” and
- “How much do we recycle in Wokingham?.”

Participants were asked to discuss these and consider questions they might raise around these issues, sending in their subsequent thoughts via a dedicated SLIDO website.

- **Dream:** structured to allow participants free rein to suggest possible solutions – and their enablers – and to identify a common and shared view on the strengths to address climate change within the borough).

Groups for this phase were encouraged to set their imaginations free and to consider a future Wokingham where everything (in terms of combating climate change) was as it should be. They were asked to consider:

- What made it possible?
- What are you doing differently?
- What do you see others doing differently?
- How does it feel?.

Each of these questions were considered under the main headings:

- Transport,
- Energy/homes,
- Waste/recycling
- Food.

The groups were also asked to consider enablers to the changes they proposed.

The output of these (along with further comments provided on SLIDO) went into providing the stimulus questions for the next phase.

Participants were also introduced to the online ‘ideation’ platform Viima and asked to leave their ideas for the future.

- **Design:** Participants were asked to bring together their thoughts from the previous two sessions, to critique the Council’s plan – and suggest improvements – and to work together to identify outline ‘possibility statements.’

The participants were provided, in advance, with a summary version of the Council’s *Let’s Talk Climate* document (and a link to the full document) – *Climate Emergency Action Plan*.

They were asked to bear in mind the information in **Discover** and their suggestions in **Dream**.

Participants were again asked to add any thoughts they had after the session onto the SLIDO website.

1.2.1 Facilitation and reporting

All of the sessions were independently facilitated by tCI Associates, and notes were taken from all sessions (online sessions were recorded to provide additional detail).

The output from the Design phase (plus the SLIDO notes) forms the basis of the findings in the section below. A code-frame was constructed, and all thoughts/suggestions/comments

(both from the live sessions and from the subsequent online contributions) were grouped under the code headings to provide a combined analysis.

Given the small size of some of the groups, we do not attribute comments to particular groups, as the risk of identifying individuals would be too high.

1.3 The Participants (Recruitment and Demographics)

Participation in the deliberative peer group stage of Let's Talk Climate was a self-selection process controlled and run by Wokingham Borough Council which operated as follows:

- Anyone who lives, works or studies in the borough were able to sign-up through the Wokingham Engage website.
- The sign-up survey was available for 6 weeks from 6th January to 18th February 2022.
- The sign-up survey was advertised through council communication channels, primarily the monthly climate emergency newsletter as well as Education News, which is a weekly newsletter for schools in the borough.

The initial invitation to participants to be part of the peer groups was based on responses to a question asking how urgent the resident believed it was that climate change was tackled. It is important to state that not all who were invited took part, and those that did were largely motivated to comment on environmental issues, which is reflected in the outcomes of the deliberative events.

Of those who did attend the sessions and who responded to the question on their views of the urgency of climate change:

- 84% believed that tackling climate change is very urgent;
- 5% believed it was somewhat urgent;
- 3% believed it was not very urgent;
- 3% believed it was not urgent at all; and
- The remainder (5%) were not sure.

These outcomes should therefore be read with this in mind and the recognition that the group input forms part of the wider dialogue with citizens in Wokingham which will provide a representative view on these initial thoughts.

1.3.1 Incentives

- Participants of the two residents' groups and two young people's groups were incentivised to attend all three sessions with a £50 voucher.
- Participants of the community/voluntary sector groups and the teachers were incentivised to attend all 3 sessions with a £50 donation.
- The remaining groups did not receive an incentive.
- Free parking was offered to all participants for the sessions as well as the option to compensate for any costs incurred as a result of attending the sessions.

1.3.2 Demographic Information

Demographic information was provided by 56% of participants (58). Of that 56% who provided information:

Gender:

- 38% identified as female; and
- 62% identified as male.

Age:

- 8% were aged 75-84
- 16% were aged 65-74
- 16% were aged 55-64
- 13.5% were aged 45-54
- 13.5% were aged 35-44

- 3% were aged 25-34
- 3% were aged 10-14
- The remainder preferred not to say.

Ethnicity:

- 73% were 'white British'
- 13.5% were 'white other'
- the remainder preferred not to say

Religion:

- 22% were Christian,
- 3% were Jewish,
- 59.5% had no religion;
- the remainder preferred not to say.

Sexual Orientation:

- 73% were heterosexual; and
- the remainder preferred not to say.

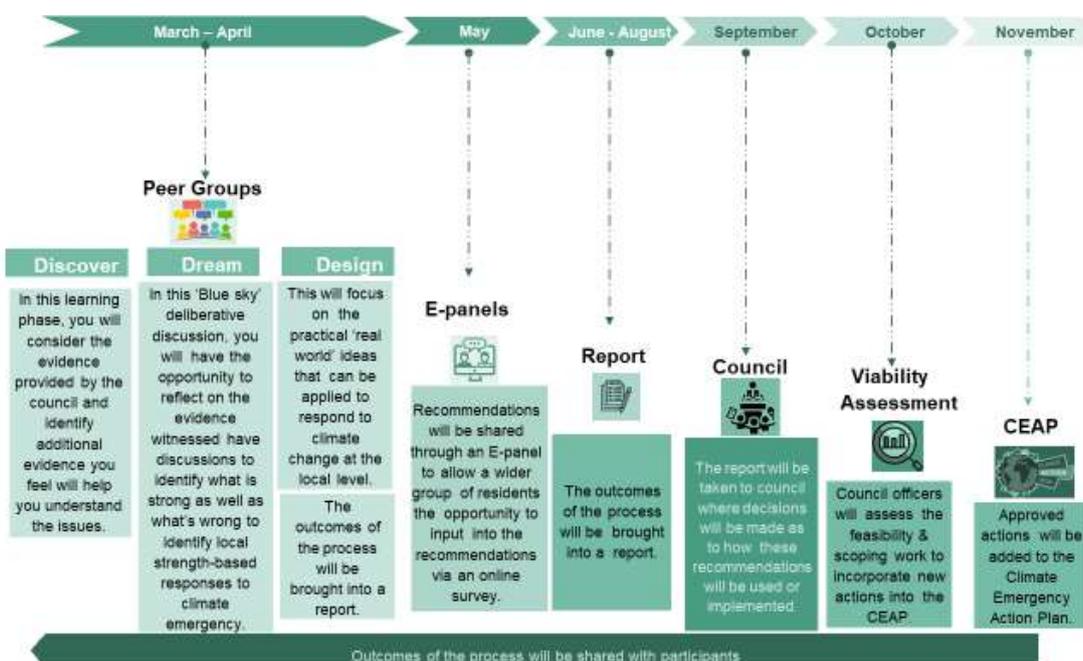
Disability:

- 16% of participants stated they had a disability, long-term illness or health condition;
- 70% did not; and
- the remainder preferred not to say.

1.4 Let's talk climate timeline

The stages reported in this document form part of a wider exercise to review and refresh Wokingham Borough Council's Climate Emergency Action Plan (CEAP).

This is shown in the diagram – produced by the council – below.



This diagram illustrates the following:

- The outcomes from these community deliberations will form the basis for initial discussion with the wider community in Wokingham based on the opinion of sample of local residents and businesses;
- The outcomes from these discussions will be then tested with a wider sample through the councils E-panel to obtain a view on the initial proposals¹;
- The outcomes will then be shared with the Council in the form of recommendations for consideration by councillors;
- Following decisions by council officers will then conduct feasibility and scoping work to inform the next iteration of the CEAP.

¹ We also recommend that this is tested with a wider population representative sample through a structured survey. The reason for this recommendation is that the E-panel discussions, while valuable and with a wider sample, will still be seeking opinion from those already engaged with the council.

2 FINDINGS: THE OUTCOMES OF THE DESIGN PHASE DISCUSSION

This section covers the final output of the process – the comments and discussions produced in the Design stage.

The outcomes are grouped under the discussion headings used in the sessions:

- Energy & Homes;
- How we travel;
- Waste & Recycling;
- Changing Behaviours; and
- Consumption Emissions.

For each of the discussion headings we present the combined discussions from the group as Possibility Statements in line with the principles of Appreciative Inquiry. These are outline statements that bridge the best of “what is” with the vision of “what might be” providing a collective summary of the groups’ ambitions for the future in Wokingham.

The overall purpose of these possibility statements is to provide the basis for wider discussion with the residents and businesses within Wokingham.

2.1 Energy & Homes

There was general support for ensuring the priority of all the measures proposed, it was suggested they should be related to the United Nations 17 *Sustainable Development Goals*². The possibility statements related to Energy and Homes are:

- Local power generation.
- Solar farms.
- Action to promote carbon reduction in residential and business properties.
- The Council adopting a role as a source of advice and advocacy.

The detail of each is set out below.

2.1.1 Possibility Statement One: Local Power Generation

Wokingham BC should use its planning powers to support the implementation of local power generation to give maximum benefit. This would require all new-build homes would incorporate the use of renewable energy (heat pumps, solar panels, wind turbines).

Sources of renewable energy should be provided close to any new developments or that community solar power should be made available.

The Council should consider deploying wind power, perhaps siting turbines near motorways where the noise would be less obvious, if and when this became available.

Power from biomass should be considered - although it was acknowledged that this was not a carbon-neutral energy source.

² [Take Action for the Sustainable Development Goals - United Nations Sustainable Development](#)

2.1.2 Possibility Statement Two: Solar Farms

The Council's proposals to build solar farms are generally supported, there should be additional consideration of:

- Recycling of solar power cells at the end of their life cycle to minimise further environmental impacts.
- Dual use sites - incorporating wind-power generation and/or growing some types of crops (an agrivoltaic approach.)
- Having storage of spare capacity generated by solar farms 'baked in' to their development.

2.1.3 Possibility Statement Three: Residential and Business Properties

The groups' collective ambition for Wokingham in relation to residential and business properties

- ***The Council should incorporate a properly funded retrofitting programme for existing properties*** (both domestic and commercial) into future climate emergency action, targeting the most vulnerable particularly. This could involve a review of the "Green Bank Project" to ensure 'support for 800 residents to reduce their energy usage' needed to be reviewed.
- ***New-build Council properties should be built to Passivhaus standards³*** with solar panel roofs and other active measures such as harvesting grey water for toilet flushes, etc.
- ***Incentivisation for action by private landlords is required.*** The Council should recognise landlords will have to spend money making their properties carbon neutral, without directly benefiting from this in financial terms. The main beneficiaries would be the tenants; therefore, incentives are required to promote positive action in the private rented sector.
- ***The Council should provide advice to businesses on energy efficiencies.*** Businesses needed to consider the changing face of the workplace in a post-pandemic world: how an increase in home-working impacts the use of offices and balance of energy costs/requirements. Small businesses need advice on how to manage their leases. The Council should provide a service to provide this advice to promote active carbon reduction in local small businesses.

³ Passivhaus is a tried & tested solution that gives us a range of proven approaches to deliver net-zero-ready new and existing buildings optimised for a decarbonised grid and augmented for occupant health and wellbeing. Passivhaus buildings provide a high level of occupant comfort using very little energy for heating and cooling. [What is Passivhaus? \(passivhaustrust.org.uk\)](https://www.passivhaustrust.org.uk)

2.1.4 Possibility Statement Four: Wokingham Borough Council as advocate, campaigner and source of advice

The groups' collective ambition is for Wokingham Borough Council to act as a:

- **Campaigner:** Many of the changes proposed needed support at a national level which calls for Wokingham Borough Council to adopt a role as a campaigner and advocate to national government to promote adoption of carbon reduction measures as policy.
- **Partner:** The Council should increase its partnership-working with the business/manufacturing sector for projects such as creating a long term heat pump conversion scheme that included low cost loans .
- **Communicator:** Building on the existing work around the Council's Net Zero ambitions an enhanced and comprehensive communications and engagement strategy to support Climate Emergency Action Plan will be put in place, including:
 - Consideration of what people could do in their homes.
 - Positive action to ensure all Council teams (e.g. social care; sports) are able to supply reliable and helpful information with a consistent message.
- **Advisor:** The Council will provide a reliable, trusted, high-capacity advice service on climate emergency for residents and businesses. This will be delivered by a well-resourced team which will comprise council officers and partners in the voluntary and community sector, with clear leadership provided by the Council. Advice will include:
 - The most effective upgrades for energy efficiency in private owned properties.
 - The effectiveness of air and ground source pumps.
 - Any financial support that may be available to support energy efficiency.
 - Signposting to reliable contractors.

This will address a perceive gap for those who view themselves as the 'squeezed middle' with no recourse to support, largely avoiding positive action to address climate change in their own home through fear of damaging their property.

2.2 How We Travel

Following a general commentary on the issues discussed related to 'how we travel' the possibility statements are:

- Active Transport (walking and cycling).
- Public Transport.
- Electric Vehicles.
- Current Car Use.
- Infrastructure/Planning.

The detail of each is set out below, following the general commentary.

2.2.1 General Comments

In the area of transport it is acknowledged that Wokingham cannot act alone:

- Funding for public transport and roads are tied to government funding and initiatives;
- Some of the areas around the development and introduction of electric vehicles depend on both the market and wider considerations.
- Cycle routes needed to take into consideration where they crossed administrative boundaries, and more collaboration between Authorities was needed.

In respect of the above, it was felt that Wokingham Council could have an advocacy role with Government.

- **Carrot and Stick:** There was a general feeling that a more joined-up approach to transport planning was needed with a mixture of:
 - Stick to **discourage** people from using private motor vehicles (making it less attractive to take a car to the shops or to school, for example, and introducing more traffic-calming measures and speed limits); and
 - Carrot to **encourage** Wokingham residents to use active travel by:
 - Improving safety and creating more ‘useful’ walking and cycling routes; and
 - Improving public transport, making it more useful, more regular, and more ‘joined up’ in terms of passengers changing buses.
- **Further public engagement:** the consensus among the groups was for the needed to better understand what residents actually wanted from their transport. There needed to be more engagement and ‘public ownership’ of the transport network.

These general statements inform the ‘how we travel’ possibility statements set out below.

2.2.2 Possibility Statement Five: Active transport (walking and cycling)

There will be enhance Council support for active transport, with the number of cycle lanes and opportunities to walk increased, preferably segregated from motor vehicles, and more pleasant/attractive in line with LTN1/20⁴.

- Cycle routes will be useful and planned around routes people travelled (e.g. for work). Walking and cycling access will be planned into all new housing developments by requirement.
- Pedestrians and cyclists will feel safe from cars, and safe at night; identifying dangerous roads as a priority and making them safer for cyclists and pedestrians.
- The promotion of active travel through cycling via a bike hire scheme (as in London).
- New roads should be designed to reduce car use in favour of active travel.

⁴ Local Transport Note (LTN) 1/20, July 2020 [Cycle Infrastructure Design \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- The Greenway Project/Network will be better explained and will be developed as a method of recreational activity to reduce carbon emissions by promoting active travel in a safe environment.

2.2.3 Possibility Statement Six: Public transport

Public transport will become the first choice for residents of Wokingham when they travel. To achieve this there will be:

- More regular and affordable public transport in the borough.
- Public transport will be a clean, comfortable and pleasant experience.
- Bus routes will be more 'joined-up' ensuring connectivity for all in the borough through integrated timetabling.
- No part of the borough will be inaccessible by public transport (lack of access to public transport is, in the groups' view, pushing people into driving their personal car as the default.)
- Buses will be smaller and covering a wider range of routes in the borough. Public transport size to numbers use ratios will be appropriate, two people on a big bus doesn't make sense.

To underpin this direct incentives are suggested including reduced fares or gifts for young people (free toy every bus ride) to encourage early adoption of public transport.

2.2.4 Possibility Statement Seven: Electric Vehicles

It was acknowledged that the adoption of electric vehicles was often a personal choice; however to encourage uptake and promote reduction in carbon emissions the Council will:

- Give the charging infrastructure consideration as an important incentive to the adoption of electric vehicles.
- Work with distribution network operators and charging suppliers to produce an on-street car charging/carpark plan.
- Investigate the feasibility of providing 'swap-out' batteries. This would be a system whereby batteries for electric vehicles could be easily changed (with ready-charged batteries available in the same way as fuel at garages); this would mitigate the need for lengthy charging, and for many charging points.

2.2.5 Possibility Statement Eight: Current car use

The Council will support action to reduce the use of petrol/diesel vehicles by:

- Actively promoting and supporting the introduction of car hire schemes, car sharing and car clubs, which reduce ownership in favour of use of shared resources as a first step to reducing car use in the borough.
- This is, perhaps, a step on the way to autonomous electric cars that could be summoned with an app.

2.2.6 Possibility Statement Nine: Infrastructure/planning

The consensus from the groups was that the use of planning powers and direction of infrastructure development by the Council will be pivotal in reducing car use. This could be achieved through:

- **Car free design:** parts of Wokingham should be made free of cars. One proposal was to make the town centre traffic free (re-routing cars onto the Peach Street bypass). Another suggestion was to close some roads to cars at certain times, leaving them free for cyclists and pedestrians.
- **Reducing ‘pavement parking’:** the Council will be more attentive to cars parking on pavements, car-parking spaces should be reduced, and a resident parking permit scheme be introduced.
- **Make Travel by Car to School The Least Preferred Option:**
 - ‘Key’ routes to schools could be formulated based upon understanding of where children are going and supporting active travel measures put in place.
 - Creating ‘no idling’ zones around schools.
 - Banning parking near schools, or restricting car access to schools to keep the air clean around the school.
- **Twenty Minute Neighbourhoods:** the Council will actively promote the concept that neighbourhoods should be compact, such that all needs are met by a 10-minute walk each way from (and to) a starting point. This would involve creating work hubs and hot desks in offices and thus changing commuting behaviour, as well as addressing the Local Development Plan to ensure local amenities are utilised fully so people have less need to drive.

2.3 Waste and Recycling

Following a narrative discussion of the general points raised by groups in relation to waste and recycling the possibility statements generated through discussions are:

- Information, communication and engagement.
- Incentives and penalties.
- Waste collection/siting of recycling facilities.
- Materials.
- Food waste and incineration.
- Reuse and the circular economy.
- Partnership working (waste and recycling.)

2.3.1 General comments

This was a popular topic, and all groups felt that more could be done to expand CEAP in this area. Recycling needed to be made easier for people.

In general, groups felt that information around recycling needed to be clearer, less confusing, and easier to access, and that more in the way of incentivisation (and penalty)

could be achieved. There was still too much waste going to landfill, and this needed to be addressed.

2.3.2 Possibility Statement Ten: information/communication/engagement

The Council will build upon the lessons learned from messaging resulting from the Covid-19 Pandemic. This will include:

- More bite sized messages – such as videos related to the CEAP themes.
- Acknowledging that some problems (e.g. labelling) lie at the national level, but the Council will take steps to actively provide more information and education.
- Working with school children around food waste - educating, as well as encouraging them to eat everything such as:
 - Making lunchbreaks long enough for them to eat everything.
 - Encouraging them to take only what they can eat.

2.3.3 Possibility Statement Eleven: Incentives and Penalties

There was general agreement among the groups that incentives needed to be offered for people to recycle, with some penalties suggested. In this respect the Council will:

- Provide easier access to recycling facilities.
- Consider reductions in Council Tax for households that produced less landfill waste, this might be expanded to look at the waste produced per resident.
- The Council will work with businesses to encourage them to take more responsibility for the waste they produced, with measures including:
 - Fines/taxes for excess waste to be considered.
 - Developing a corporate social responsibility plan in conjunction with local businesses.
 - Consideration of an incentive-based approach might be to reduce business rates for those businesses that reduced their packaging/waste.

2.3.4 Possibility Statement Twelve: Waste collection/siting of recycling facilities

- The Council will make recycling facilities (for material other than everyday waste) more accessible and more numerous. Recycling facilities will be sited closer (with more of them) to residential areas. Driving a long way to a recycling centre was seen to be both a disincentive, and to add to carbon emissions: people should be able to walk to recycling centres.
- Kerbside collections will be increased and expanded.
- Voluntary organisations will be involved in waste collection/litter-picking.
- The Council should set up its own, Council-staffed recycling plant. Allowing some separation to take place at home (general recycling vs general rubbish), with the majority of recycling material separated out at the plant, thus providing a much more

efficient separation process. The Council will look at other authorities (e.g. Surrey) that have adopted this model.

2.3.5 Possibility Statement Thirteen: Materials

The Council will consider expansion of the list of materials that are recycled from Wokingham residences, in particular, soft plastic and glass were mentioned.

2.3.6 Possibility Statement Fourteen: Food waste and incineration

The Council will provide more clarity on the fate of food waste, as this itself produced greenhouse gases. In this context, incineration was mentioned, and it was hoped that a reduction in waste going to landfill simply didn't mean that more of it was being incinerated.

2.3.7 Possibility Statement Fifteen: Reuse and the circular economy

The Council will provide more emphasis on education around and promotion of the re-use and repair of items. The popularity of programmes such as The Repair Shop aids in the promotion of this agenda, as does the 'Buy Nothing' movement and the 'Too Good to Waste' scheme. Positive action by the Council will include:

- Encouraging the idea of a circular economy ("reduce; reuse; recycle") along with zero-waste initiatives, such as the need to re-use clothes.
- Promoting shops that encouraged people to bring their own containers.
- Supporting the establishment of 'repair café/repair centres/shops (where items could be brought in to be mended).
- Promoting and supporting apprenticeships in repair.

The Council should start the initiative, encouraging volunteer clearing houses, community gardens and recycling/repair facilities.

In terms of water reuse, the Council will encourage the use of grey water, including:

- surface run-off should be collected, and
- the use of water butts should be promoted.

2.3.8 Possibility Statement Sixteen: Partnership working (waste and recycling)

Wokingham cannot undertake these measures in isolation, and will work in partnership with businesses, central government (over large-scale projects) and other Authorities where necessary. This will include:

- Recycling of soft plastics and glass – providing more information on where this could happen, or a partnership with local supermarkets to collect these.
- Working with the Council's own supply chain, setting requirements for carbon and waste reduction targets on local suppliers. This will include careful handling of any data used to measure progress against any targets to ensure like-with-like comparison between suppliers.
- Use and share best practice with other Local Authorities and enter into partnerships.

2.4 Changing Behaviours and Consumption Emissions

Following the narrative commentary on the general points, comments and observations made by the groups the possibility statements related to changing behaviours and consumption emissions were:

- Information and metrics.
- Starting early.
- Incentives and penalties.
- Setting an example.
- Partnership working.

These are discussed in turn below.

2.4.1 General comments

All groups acknowledged that behaviour change was needed, and that this went beyond simple Council action. Residents were important stakeholders as well as school children and businesses, and it was important to involve everyone in discussions – especially those most affected.

Several groups mentioned that this was a ‘hot topic’ these days and that there was more on the television and in other media to encourage those watching and reading to adopt new attitudes.

2.4.2 Possibility Statement Seventeen: Information and metrics

The Council will establish a ‘Climate Dashboard’ as an online resource updated regularly.

- The importance of regularly updated metrics is recognised and the need to feed back the borough’s overall progress to achieving net zero will provide a positive reinforcement for action.
- Publicising the climate emergency agenda and the achievements made around it were important, not only for reasons of transparency, but to encourage improvement.

2.4.3 Possibility Statement Eighteen: Start early

The Council recognises the importance of awareness and education related to climate change through schools and through any other opportunities. This includes:

- Recognising school-age children as a valuable resource in educating their parents/carers
- Consideration of developing an App. that earned or lost ‘points’ for activities that might be supplied to young people.
- Young people will be able to work with the Council’s Climate Emergency Team.

Notwithstanding this, the importance of working with all age groups was emphasised, and ways to help elderly people participate should be considered.

2.4.4 Possibility Statement Nineteen: Incentives and penalties

These have been mentioned in the earlier sections, but the general principle of incentives (to encourage carbon neutrality) and penalties (for not doing so) was raised generally.

2.4.5 Possibility Statement Twenty: Setting an example

The Council as one of the largest employers in the borough will set a good example through its own behaviours and the behaviours of its staff.

- Ensuring that the principles of combatting climate change should be applied consistently to all policies in an integrated approach; establish corporate principles for internal and external operations undertaken by the council” One example of this might be for the Council to make the catering in all schools meat-free (or even all-plant-based).
- The Green Team operation will be pursued more vigorously including:
 - Making sure that the team, who are all volunteers, are closely integrated with the climate emergency team, who are paid post holders, to ensure ‘green’ thinking continues to be embedded at the heart of individual council departments;
 - Working with community leaders; and
 - Forming the nucleus of an ongoing Council ‘think tank’ on the climate emergency.
- The Council will appoint ‘ambassadors’ or ‘champions’ to help communicate important messages.

2.4.6 Possibility Statement Twenty-One: Partnership working

Partnership working was seen to be essential in changing behaviours. The Council will:

- Work with local charities;
- Promoting those concerned with re-use and recycling;
- Actively explore working with the voluntary-sector hub on climate change; and
- Work with the ‘Take the Jump’ campaign, which provides useful support for those wishing to change their lives in response to the climate emergency.

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