

APPENDIX C - H&F Climate and Ecology Strategy

Engagement and influence plan

Workstream 2030 vision

In 2030 residents in H&F are engaged with the climate agenda, empowered to grow their own ideas and actively participate in local action. The council supports a resident-led response to the climate and ecological crisis, maintaining an ongoing, open and honest conversation, ensuring that all voices of the borough are heard and included. Our residents, communities, and organisations are engaged, educated and empowered to live net-zero carbon lifestyles in an ecologically rich borough.

1 Introduction

H&F's climate strategy envisions a clean and sustainable future in which human activity works to the benefit of all people and the environment. It seeks a safe climate for future generations, along with rich ecosystems that support people and nature, facilitating the best possible health, wellbeing and quality of life outcomes for all our residents. The transition from fossil fuels will be an empowering and collective effort in which all have a voice, and the challenges and opportunities from change will be shared justly.

With 'doing things with residents, not to them' a core council value, we already carry out extensive resident engagement. Soon after declaring an emergency we enabled participation with the launch of the pioneering resident-led 'Climate and Ecological Emergency Commission'. Since then, a range of other engagement activities have taken place including an event at Lyric Theatre in February 2020 and an online consultation via Commonplace. Moving forward, we will ensure our engagement is representative of the diversity of our borough, listening and learning from different groups.

The climate crisis will impact our residents and communities differently and unequally, with some in the most vulnerable groups expected to be impacted most by impacts such as extreme heat, which is why tackling inequality is central within our action plan. In addition to engaging socially and economically excluded members of our community, we will incorporate social and economic justice into every action, prioritising climate actions that improve the lives of our most vulnerable households. This engagement will ensure we prioritise a just transition to a net zero H&F that leaves no one behind.

2 What we need to do

Our proposed communications and engagement strategy outlines *who* we are engaging and *how* we will engage to work towards H&F Vision 2030.

2.1 Who we will engage

Successfully delivering the council's action plan requires participation from council staff, residents, communities, businesses and organisations from across the borough, and our communications and engagement strategy will need to target several stakeholder groups. However, our methods for engaging will need to be tailored to each target group, using language that resonates with people's values, priorities and cultural identity.

It is widely acknowledged that socio-economically advantaged groups tend to have higher per-capita carbon emission rates¹ and this correlation will need to be considered when delivering the council's communication and engagement actions. Our just transition to a low carbon future will ensure vulnerable and less well off communities are not disadvantaged. Additionally, the degree to which residents view the climate crisis as an emergency

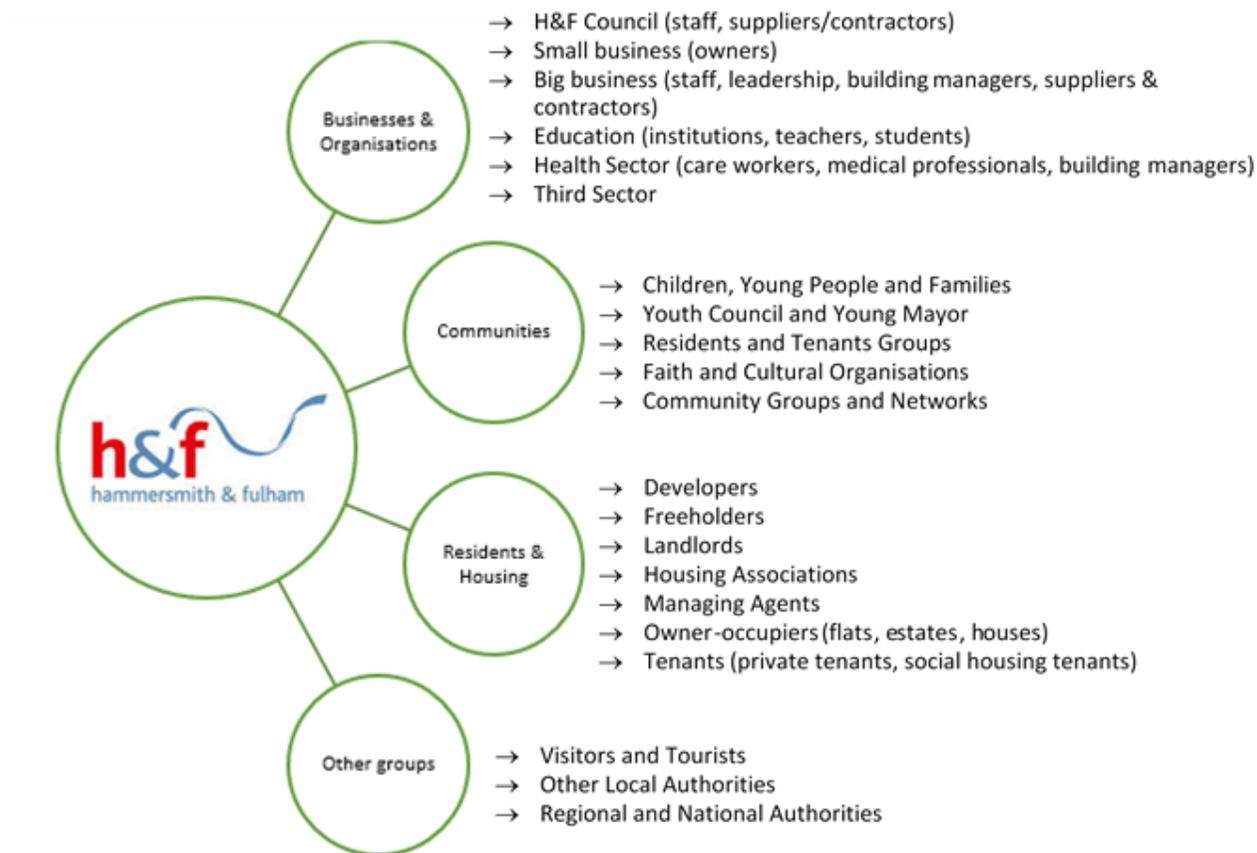


Figure 1. Communication & engagement target groups

¹ Oxfam (2020), *Confronting Carbon Inequality*, <https://oxfamilibrary.openrepository.com/bitstream/handle/10546/621052/mb-confronting-carbon-inequality-210920-en.pdf>

varies substantially, and our communications approaches will need to reflect this.

Table 1 shows an initial segmentation of groups by views towards the climate and ecological crisis. We will continue to research best practice in climate communications and behaviour change, and learn what works for our community. We will continue to iterate these groupings as we test out engagement approaches and learn what works.

Table 1. Resident engagement groups

Engagement group	Group A: Advocates for the climate	Group B: Behaviour change beginners	Group C: Cautious about the climate crisis	Group D: Under-represented groups
How they view the climate crisis	They are already committed to the climate and ecological emergency agenda who want to know what the Council is delivering	COVID-19 lockdown has triggered a new wish to take action but they need support and information to make the changes	They are sceptical or agnostic about the climate crisis	Residents and communities who are ordinarily socially or economically excluded from mainstream debates, decisions and activities
What they need from the council	They need to see the progress that is being made on net zero	They need a nudge in the shape of practical advice and information to make small but significant behaviour change	They need to be convinced of the climate emergency via innovative & persuasive engagement approaches	They need more involved and direct engagement focussing on core issues (fuel poverty, food resilience, and public health)

2.2 How we will engage

Recognising residents' various preferences and needs, we'll use a broad range of communication methods (see Table 2), from in-person conversations to online engagement platforms. Communication via appropriate and accessible channels and initiatives will ensure all residents can generate ideas and engage in discussion. Community Climate Champions will play a pivotal role in delivering our vision by inspiring change and coordinating local action. Champions will come from a range of groups including ward action groups, residents and tenants' associations, community networks, faith, support and interest groups, and they'll help us to engage with residents from every socio-economic group.

Table 2. Communication & engagement methods

Communication method	Example
Dissemination via partner institutions and organisations	Schools, VCS partners, third-parties/contractors
Digital communications	Website, Nextdoor, e-newsletters, social media, consultation platforms, participatory mapping etc.
Events	Climate conferences, Climate Café events, talks & workshops
In-person/community-based communications	Tenants and residents associations (TRAs), faith groups, community networks, support groups and interest groups
Peer networks	Via Community Climate Champions
Print media	Leaflets, posters and newsletters
Out-of-home media	Hoardings, signs, advertising billboards
Internal H&F communication platforms	Intranet, Connect magazine, Yammer, newsletters

Our engagement plan sets out how we'll communicate progress towards our vision, support resident-led initiatives that support our collective vision for a net zero H&F, and enable participation in the design of policies and solutions, and create the conditions for residents to decarbonise their homes, transport and goods they consume. This will lead to greater interaction and communication between the council and the community; and increased resident participation in civic and community life.

3 The guiding principles of our communication and engagement strategy

Effective engagement, education and empowerment is key to achieving a net-zero borough. We will ensure the following principles are central to our approach to communications and engagement:

- **Work in the open**
 - We'll demonstrate our commitment by working in the open, sharing our progress, highlighting the logistical and financial challenges, and inviting dialogue.
- **Amplify community action**
 - We'll uphold the council's value of doing things with residents, by co-producing and supporting community initiatives to ensure a resident-led response to the climate crisis.
- **Champion under-represented voices**
 - We will prioritise engagement with under-represented groups who are likely to experience the more immediate effects of climate change, to ensure policies and projects bring about a just transition.
- **Create the conditions for change**
 - We'll empower people to take action in their own lives by supporting and incentivising residents and businesses to make sustainable choices
- **Build collective knowledge**
 - We'll communicate the urgency of the climate crisis, build awareness through education and work alongside our community to develop a collective understanding of what solutions work for our borough..
- **Partner and collaborate**
 - We'll collaborate with partners across the borough and support residents, councillors, officers and local organisations to work together to create inclusive and sustainable communities.

3.1 WORK IN THE OPEN

We'll demonstrate our commitment by working in the open, sharing our progress, highlighting the logistical and financial challenges, and inviting dialogue.

By working in the open, we will communicate H&F's commitment to a net-zero carbon target for 2030, and openly and honestly report the actions we're taking and progress against these.

We will publish data about the borough's carbon emissions and present this in engaging and accessible ways. Residents and organisations will be able to understand the borough's emissions, as well as seeing the policies that are being promoted to reduce these.

To meet net zero by 2030 we need rapid, far-reaching change across our borough. Working at pace, in an area where policy, research and technology are constantly evolving will mean there are things we try that do not work. We will share these challenges and lessons learnt, whilst celebrating our successes, to maintain honest dialogue with our community and partners.

We will embed this spirit of learning by doing and adapting to change by ensuring the action plan is updated annually, with a full strategy review undertaken in 2025.

By working in the open, sharing learnings as well as successes, we aim to encourage dialogue and support a collective, borough-wise response to the climate and ecological crisis.

Objectives:

- Demonstrate the council's commitment to tackling the climate crisis through frequent communication of borough-wide emissions, the projects and programmes being delivered to reach net-zero carbon, and progress reports of carbon and ecological improvements

Ref.	Action	By end...
EE11.1	Publish the first climate strategy in 2021 and a second strategy in 2026 updated to reflect progress towards our target, improvements in technology, and changes in policy.	2021 2026
EE11.2	Publish annual climate and ecology progress reports which highlight success and identify the areas where more progress is needed	Ongoing

Ref.	Action	By end...
EEI1.3	Provide the public with an online overview of our progress towards the action plan	Ongoing
EEI1.4	Publish an accurate and accessible overview of the borough's current emissions	Ongoing
EEI1.5	Provide regular opportunities for other departments, local organisations and residents to be updated on the Climate Unit's work	Ongoing

3.2 AMPLIFY COMMUNITY ACTION

We'll uphold the council's value of doing things with residents, by co-producing and supporting community initiatives, building on the strengths of our borough and ensuring a resident-led response to the climate crisis.

We will uphold the council's value of 'doing things with residents, not to them', implementing principles of co-production and building on the energy, dynamism and local knowledge of our community. In doing so, we will support a bottom up and participatory response to the climate crisis.

The development of this strategy and action plan has been informed by the insights generated by our resident-led Climate and Ecological Emergency Commission. This is one example of the energy, passion and dedication to this agenda from our community and we will continue to use our powers to support resident-led initiatives.

There are already brilliant examples of community-led climate action happening in the borough. As a council, we will do the hard work to find what exists, and lend our support to unblock barriers, connect and convene, and help initiatives grow to ensure a community-led and grassroots response. We will create opportunities for residents to request the council's support on their initiative when it aligns with our climate and ecological emergency declaration. This includes promoting initiatives through our communications, sharing volunteering opportunities and supporting crowdfunding projects.

Objective:

- Support community groups to act by sharing knowledge, resources and funding

Ref.	Action	By end...
EEI2.1	Continue to be guided by various resident-led commissions particularly on the climate and ecological emergency	Ongoing
EEI2.2	Enable residents to request the council's support in developing their initiatives, when it aligns with the vision for a net zero and ecologically rich H&F	Ongoing
EEI2.3	Regularly promote local climate action including actions directly managed by the council social media and other comms platforms	Ongoing

3.3 CHAMPION UNDER-REPRESENTED VOICES

H&F is a diverse borough and our residents have a range of experiences and perspectives on the climate and ecological emergency. Listening, understanding and learning from every part of the community will ensure we can build broad-based support for this agenda and communicate in a way that resonates with people's priorities.

We know the damaging effects of climate change fall disproportionately on the most vulnerable in society, often those with the lowest carbon lifestyles. Through our engagement work we will prioritise voices who are often excluded from conversations in order to develop inclusive and equitable solutions that leave no one behind. The Community Climate Champions will have a pivotal role in establishing and maintaining borough-wide participation in climate action and will play a key role in community development, building resilience, increasing access to opportunities and improving health and wellbeing through climate action.

Objective:

- Ensure voices of under-represented groups are listened to.

Ref.	Action	By end...
EEI3.1	Ensure effective co-production on decisions that affect residents, supporting deliberation from a representative group of the community	Ongoing
EEI3.2	Expand the community champions scheme to recruit local, trained Community Climate Champions from voluntary and community organisations, schools and businesses to promote the low carbon agenda and the work of the council to their neighbours and peers	Ongoing

3.4 BUILD COLLECTIVE KNOWLEDGE

We'll communicate the urgency of the climate crisis, build awareness through education and work alongside our community to develop a collective understanding of what solutions work for our borough.

We will communicate our positive vision of a net-zero carbon and ecologically rich future, whilst explaining the urgency of the climate crisis, and what it means for the planet and the borough.

Facts and figures aren't enough to engage people, so we will have conversations that resonate with people's values and priorities. We will establish best practice in climate communications, as well as recruiting co-researchers to work in our communities and understand what messages resonate with different groups. By effectively communicating the co-benefits of climate action – such as health, fuel poverty, and personal finance – we aim to engage all, in particular people who are climate agnostic or economically excluded.

We will build awareness of the climate and ecological emergency through education and widening carbon literacy in the borough. Starting with the council, we will provide carbon literacy training and help those making decisions to become familiar with climate science, carbon literacy and the co-benefits of reducing carbon.

In the community, we will seek to embed education about climate change and biodiversity into all schools in the borough. Working within existing networks, such as community champions, we will also widen the carbon literacy of our residents.

With an ambitious strategy in a broad and fast-developing field, we won't know in all cases what will work best for our borough and community from the outset. We will adapt best practice, support innovative ideas and learn through doing to understand what solutions work for our borough. By embracing experimentation and sharing lessons learnt along the way, we'll work alongside our community and partners to build our collective understanding of the local challenges and solutions.

Objectives:

- Communicate a positive vision of a net-zero carbon and ecologically rich future
- Communicate the urgency of the climate crisis, conveying the importance of participation from our residents, communities, organisations, and institutions

- Build carbon literacy of the council and suppliers
- Work with our children and young people to deliver world class climate education and galvanise families to act
- Raise awareness of the climate and ecological emergency in the community

Ref.	Action	By end...
EEI4.1	Ensure messages on climate and environmental action resonate with under-represented groups	Ongoing
EEI4.2	Develop map-based tools to enable participation in the climate action plan, share knowledge and highlight positive actions	Ongoing
EEI4.3	Provide carbon literacy training and resources for H&F members, staff, community champions and young people, to embed climate culture into behaviours and decisions	2022
EEI4.4	Provide adult education and training to reskill and upskill, giving people the competencies and opportunities to participate in the green economy and green recovery from Covid-19. <ul style="list-style-type: none"> • <i>Deliver a range of climate emergency courses to H&F residents as part of our adult education programme offer</i> • <i>Develop and deliver a menu of classes on climate awareness, carbon literacy, sustainability and recycling to H&F residents</i> • <i>Co-produce and deliver a Climate Community Champions programme to our residents</i> • <i>Support this climate awareness programme through its existing Community Learning Funding stream</i> 	Ongoing
EEI4.5	Continue to develop the climate education programme in schools, including: <ul style="list-style-type: none"> • <i>Widen teacher participation and accreditation in the EduCCate Global Teacher Training programme, rolling out to all schools across H&F</i> • <i>Launch a Climate Education Group</i> • <i>Host the first Climate Change Education Conference</i> • <i>Publish H&F's Climate Education Guide</i> • <i>Undertake mapping of existing climate activity in schools</i> • <i>Expand the H&F Mudlarks programme</i> • <i>Expand outdoor learning, engaging students and families via a progressive offer of climate-education and outdoor activities.</i> • <i>Maximise the benefits from the Healthy Pupil Capital Fund (HPCF) and support community primary schools to make their learning environments as eco-friendly as possible</i> 	March 2021 and ongoing
EEI4.6	Work with the Youth Council and Youth Voice Network: <ul style="list-style-type: none"> • Encourage Youth Mayors to be active members of climate groups • Facilitate training for interested Youth Councillors to become Community Climate Champions 	Ongoing
EEI4.7	Regularly communicate with colleagues across the organisation to build carbon literacy, share knowledge and update progress on climate and ecology actions	Ongoing
EEI4.8	Create a dedicated digital space to share knowledge, information and tools on the climate and ecological emergency	Ongoing

3.5. CREATE THE CONDITIONS FOR CHANGE

We'll empower people to take action in their own lives by supporting and incentivising residents and businesses to make sustainable choices.

In addition to communicating the urgency of the issue, we will also need to empower residents and organisations to make positive choices about how they live and what they expect from others. The CCC estimates that individual behaviour change is a component in 60% of emissions [ref].

We recognise that awareness and education alone will not change behaviour, particularly in the face of Covid-19 recovery when individuals and families are likely to have more immediate priorities and multiple competing demands. As an institution we recognise the role we can play in supporting and incentivising more sustainable behaviours and will use all available levers to support the transition to zero-carbon living and working.

We will research best practice in behaviour change and adopt frameworks such as EAST (supporting people to change behaviour by making options easy, accessible social and timely²). By convening and bringing people together we will support a collective approach to behaviour change.

We will also explore use of funding, subsidies and incentives to ensure acting more sustainably as a business in H&F is celebrated and rewarded.

The journey towards a net zero Hammersmith & Fulham is a collective one, and we will use our role as an anchor institution to support everyone on the journey there.

Ref.	Action	By end...
EEI5.1	Support our community in reducing their consumption by developing a Climate Café with a 'Library of Things' that enables sharing and	Ongoing

² Behavioural Insight Team (2014), *EAST: Four Simple Ways to Apply Behavioural Insights*, <https://www.bi.team/publications/east-four-simple-ways-to-apply-behavioural-insights/>

Ref.	Action	By end...
	repairing consumer goods, and a community space to talk, collaborate and act	
EEI5.2	Explore use of subsidies and incentives to help businesses on their path to net zero	2023

3.6 PARTNER AND COLLABORATE

We'll collaborate with partners across the borough and support residents, the council and local organisations to work together to create inclusive and sustainable communities.

Our target is to encourage change across different sectors of our community, recognising that in order to achieve our ambition of net-zero carbon by 2030, we will need to engage organisations and people who work in and visit the borough, as well as our residents. Many are already knowledgeable about the climate and ecological crisis and are taking significant steps to reduce carbon emissions. We will harness this knowledge and expertise by working as an organisational partner in the borough and beyond. We will support ways of doing things that see residents, councillors, officers and local organisations working together to create and sustain inclusive and sustainable communities.

We will work with all community groups to identify the co-benefits of climate action to help them operate for their own purpose but use their platform and interests to drive climate action, engage and communicate widely. We will work with public institutions including universities, colleges, hospitals, and theatres. Through our ground-breaking industrial strategy and new Industrial Strategy Board, we will engage global businesses that call H&F home, to influence change in their operations, supply chains and develop solutions to our challenges. The H&F Climate Alliance will bring together organisations from across the borough – small business, big business, community organisations, building managers and facilities teams, to work towards net zero, coordinate actions to reduce emissions, and work together on projects and initiatives.

Other initiatives for collaboration and partnership could include:

- Green Doctors that help improve energy efficiency and reduce fuel poverty
- Collective purchasing to promote green tariffs and lower costs for energy use amongst residents and businesses via participation in collective switching and purchasing schemes

- Community energy schemes that generate local energy
- Seed-funding, investing and start-ups support in the climate space
- Crowdfunding through Spacehive providing local organisations with the opportunity to raise money for community projects
- Examining the potential for an H&F Green Bond as a green investment opportunity for residents, businesses and employees to invest in their local area and fund green initiatives such as solar energy whilst receiving a fair return on investment.

Additionally, we recognise that the investment needed to deliver on this agenda can only be secured through the combined resources of stakeholders locally, regionally and nationally and the Council has an integral role in making that happen by supporting residents, communities and partners locally to make change. We will work with London Councils, the GLA and other London boroughs to develop and present a coherent case for change at the national level to deliver the investment, legislation, fiscal incentives and the leadership needed to respond to the climate crisis. We are working with other local authorities to agree a London-wide lobbying position on the climate and ecological emergency.

Table 3. Engaging and collaborating with partners

Engagement group	Why and how we will engage this group
People who work in the borough	<p>People who work in the borough are an important part of the community, contributing to our civic life whether spending money in our shops and restaurants or volunteering in one of many fantastic programmes. We want people who work in the borough to travel to work sustainably, and spend money responsibly, with the lowest possible impact on the environment. We also recognise that many workers who come to the borough each day can be, and are, climate champions. They are agents of change amongst their peers and within their organisations. They have a unique role in influencing the decision-makers and leaders of our borough’s organisations, from global businesses to educational institutions. We will empower, encourage and support these champions to help us deliver on our net-zero target.</p>
Local businesses, institutions & organisations	<p>We will engage organisations in the borough to encourage them to undertake audits of their building emissions, staff travel and deliveries and servicing of their facilities. This will help identify areas where carbon can be reduced, improvements can be made and bring more of the borough’s organisations onto the net-zero journey.</p>

Visitors & tourists	Visitors and tourists to the borough have an impact on the borough’s environment. Whilst we take pride in our location and as a destination for visitors, we will work with hotels and visitor attractions to reduce the environmental impact that visitors might have. For example we can help inform hotels and their guests of the walking and cycling alternatives to hire cars and taxis. Many of our hotels and attractions are already making big changes to the way they operate and through our planning regulations we will ensure that our environmental standards are adopted by organisations.
Public and third-sector organisations (regional & national)	The council works with many other local authorities through direct communication and networking and through organisations including West London Alliance, London Councils and the LGA. We also work with regional partners such as the GLA and TfL on joint or regional initiatives, lobbying government and other organisations, to deliver change beyond our borough.

Objectives

- Promote H&F's work outside of the borough, and make the case for the powers, funding and change needed from regional and national partners
- Ally with our local and regional partners to deliver change at scale

Ref.	Action	By end...
EEI6.1	Continue to lobby at a national and regional level for the changes that are needed and on the big decisions such as Heathrow Airport’s third runway	Ongoing
EEI6.2	Establish a local Climate Alliance of organisations to pledge to work towards a net-zero target and collaborate on climate action	2022
EEI6.3	Work with local partners to develop local offsetting initiatives where people’s carbon emissions cannot be reduced substantially	2024
EEI6.4	Encourage residents and workers to participate in climate action volunteering opportunities by partnering with local organisations that require support	Ongoing
EEI6.5	Explore seed-funding and investment opportunities, encouraging and supporting new community carbon reduction ideas or facilitating commercial opportunities by working with partners including Imperial College London	Ongoing