

Case Study 24

Manchester is my Planet Programme Greater Manchester

UK



www.energychange.info

Project co-funded by the European Commission within
THE SEVENTH FRAMEWORK PROGRAMME
THEME ENERGY.2007.9.1.2
Energy behavioral changes



Changing Behaviour



Work package 2

Development of the conceptual model: Analysis of success factors, underlying models and methods in target group interaction

Case Study 24:

Manchester is my Planet Programme Greater Manchester, UK

Simon Robinson (M:KC)

March, 2009

Grant agreement no: 213217

Project acronym: CHANGING BEHAVIOUR

Project full title: *Contextualising behavioural change in energy programmes involving intermediaries and policymaking organizations working towards changing behaviour*

www.energychange.info

Content

Summary of the case	5
Step 1. Context of the programme	6
<i>National context</i>	6
<i>Specific context</i>	6
Step 2. The focus of the programme	7
<i>General issues, initiator and problem definition</i>	7
<i>Goals, objectives, targeted behaviours and target groups</i>	7
Step 3. Design of the programme	8
<i>What ideas informed the design of the programme (what lies at the foundation of the programme)?</i>	8
<i>What barriers, motives and capacities did the programme aim to target?</i>	10
<i>What instruments and activities were used?</i>	11
<i>Participation and commitment</i>	13
<i>Benefits offered to the target group</i>	13
<i>Learning, evaluation and monitoring</i>	13
<i>Links to other programmes and policy</i>	14
Step 3. Process of the programme	15
<i>Interaction between the different stakeholders of the programme</i>	15
<i>Issues arising and programme manager's reactions</i>	15
Step 4. Outcomes and results	16
<i>Effectiveness</i>	16
<i>Social learning</i>	17
Step 5. Analysis and conclusions	18
References	19

Summary of the case

The programme was initiated by Manchester: Knowledge Capital, which is now responsible for its ongoing management. Manchester is my Planet's entire programme of activity is driven by a focused and well considered strategy developed in 2005 by a consortium of organisations led by Quantum Strategy & Technology.

The Manchester: Green Energy Revolution feasibility study - which later became the Manchester is my Planet programme - was the product of a considered, pioneering and exciting stakeholder engagement process involving hundreds of people and organisations from across Manchester and the Northwest. Manchester is my Planet is about this city-region's response to the threat; it's about Manchester playing its part in the global picture. To best capture this region's aspiration to lead the way in tackling climate change,

Manchester is my Planet's aims are:

1. To deliver and facilitate the delivery of projects and processes that can move Manchester along the path to a low-carbon future, and help the UK to meet the Government target of reducing CO₂ emissions by around 30% before 2020, and 60% before 2050.
2. To do this in a way that improves life quality, contributes to the social and economic prosperity of the city-region, and enhances Manchester's image as a shining light of sustainable living and working. The key strands of activity underpin the city-region's actions towards a sustainable and low carbon future.

Parts of Europe, such as Scandinavia, are leading the way in sustainable energy and low-carbon innovations on a city-region scale. The initial feasibility study drew knowledge from key successes of our European counterparts. The research findings allowed the following guidelines to be put in place for the Manchester is my Planet programme. For:

- Long term political frameworks and policies to be put in place (and democratically approved) at a local level
- Local plans to be developed (and politically approved)
- Decision making to happen at a local level
- Awareness raising and public acceptance issues to be addressed
- Available financing for both R&D and Capital projects to be identified.
- Local organisations to be identified to promote/initiate projects
- The benefits in terms of jobs and regional economy to be identified
- Local participation and ownership to be encouraged

In the three years since it's inception Manchester is my Planet has achieved a great deal. This has included a wide range of feasibility and pilot projects, successful bids to the EU (for a City-Regional Energy Planning Project, and behavioural change action-research project), initiating a major piece of research into the economic impacts of climate change legislation and a city-regional awareness and pledge campaign with sign-up of over 20,000 citizens.

In terms of behavioural change the Manchester is my Planet programme has sought to change the thinking and actions of politicians, local authorities and private sector partners as well as the citizens of Greater Manchester.

The enormity of the challenge of climate change and ambition of Manchester is my Planet has always outstripped the resources available. Manchester is my Planet is now supporting colleagues in the shaping of a proposed Climate Change Agency for the city region, which promises to bring additional resources and re-defined focus needed to mainstream the agenda with private sector partners.

Step 1. Context of the programme

National context

In 2003 the UK government's Department for Trade and Industry (DTI) launched a new Energy White Paper, providing a roadmap for the development of a low-carbon economy to 2050. The four main policy areas concerned reducing the UK's CO₂ emissions by 60% (from a 1990 baseline) by 2050, maintaining the security of supply, promotion of competitive markets in the UK and beyond, and ensuring that all homes are affordably heated.

This strategy drew together a disparate range of national policy initiatives and programmes and provided national leadership and direction on key priority areas. It also challenged regional and local government to redouble their efforts in tackling climate change.

Specific context

In 2004 an on-going dialogue between regional and sub-regional sustainability practitioners coalesced around the issue of addressing climate change at the city regional level. At that time there existed a regional (Northwest UK) framework for addressing sustainability and climate change, with local responsibilities for this agenda residing with municipalities. However there was no established governance framework of implementation body for addressing climate change at the Greater Manchester (city-regional) level. In addition to this the 10 municipalities comprising Greater Manchester were all struggling to resource this agenda which still was viewed as a non-statutory role for local authorities.

Therefore trajectory of action on climate change at city-regional level was deemed insufficient to meet the challenge, with action by the 10 municipalities largely unco-ordinated. It was widely recognized that politicians and professionals were poorly informed of the policy area and therefore ill-equipped to meet the challenge of this rapidly changing agenda.

Rather than continue with an evolutionary approach to tackling climate change the organizations Sustainability Northwest and Manchester: Knowledge Capital devised a project with support from national contacts to develop a revolutionary approach to raising awareness, profile and action on climate change.

In the context of the 2003 Energy White Paper the desire was to put Greater Manchester 'on the path to being the shining light on sustainable energy living and working, by substantially reducing its carbon footprint and emissions of other greenhouse gases.'

In doing so the ambition was to put Greater Manchester at the forefront of action on Climate Change amongst cities in the UK.

Step 2. The focus of the programme

General issues, initiator and problem definition

In late 2004 a scoping study was commissioned by Manchester: Knowledge Capital (M:KC) to identify how this might be achieved. Undertaken by Sustainability Northwest (SNW) this study identified project ideas under eight aspects of Manchester life, namely:

- Reducing the impact of how we work
- Visible statements
- Transport and energy
- Enhancing our built environment
- Communicating change
- Energy and waste
- Reducing the impacts of how we live
- Public policy

The Scoping Study was undertaken in the context of the Government's Energy White Paper goals and Sustainable Communities Agenda. It's recommendations also took account of the need to contribute towards the economic development of the city region, to make best use of existing resources and to deliver practical outcomes with realistic benefits

The Study recommended that a more involved Feasibility Study should be undertaken by consultants. This was approved by M:KC and the Association of Greater Manchester Authorities (AGMA) Executive.

Goals, objectives, targeted behaviours and target groups

The Manchester: Green Energy Revolution study, and ensuing work programme, had the ultimate goal of making Greater Manchester a 'shining light on sustainable energy living and working'. In doing so it was hoped to put the city-region at the forefront of action on climate change in the UK.

Ultimately the project was challenging the entire city-regional community to comprehensively reshape its approach to meeting the challenge of climate change mitigation.

This goal was hugely ambitious and required the buy-in of a diverse range of organizations and individuals who had never come together to work in this way before.

Step 3. Design of the programme

What ideas informed the design of the programme (what lies at the foundation of the programme)?

The project aimed to bridge the gap between rhetoric and reality, translating ideas into actions. The project followed the scoping study undertaken by Sustainability Northwest (SNW) on behalf of Manchester Knowledge Capital (M:KC) which defined the nature and scope of the M:GER and identified 23 project ideas covering the eight aspects of Manchester life previously scoped.

A consortium of consultants led by Quantum Strategy and Technology was appointed to undertake this feasibility study, formally known the Manchester: Green Energy Revolution (M:GER) study. The consortium included a range of organizations chosen for their specialist skills and experience in sustainable energy project development identified in the earlier scoping study.

This project examined in detail the feasibility of implementing a package of options that will enhance awareness of sustainable energy issues whilst reducing emissions in practical, innovative and significant ways.

The project team responsible for conducting this Feasibility Study is led by Quantum Strategy & Technology and includes Arup, Creative Concern and Shepherd Robson.

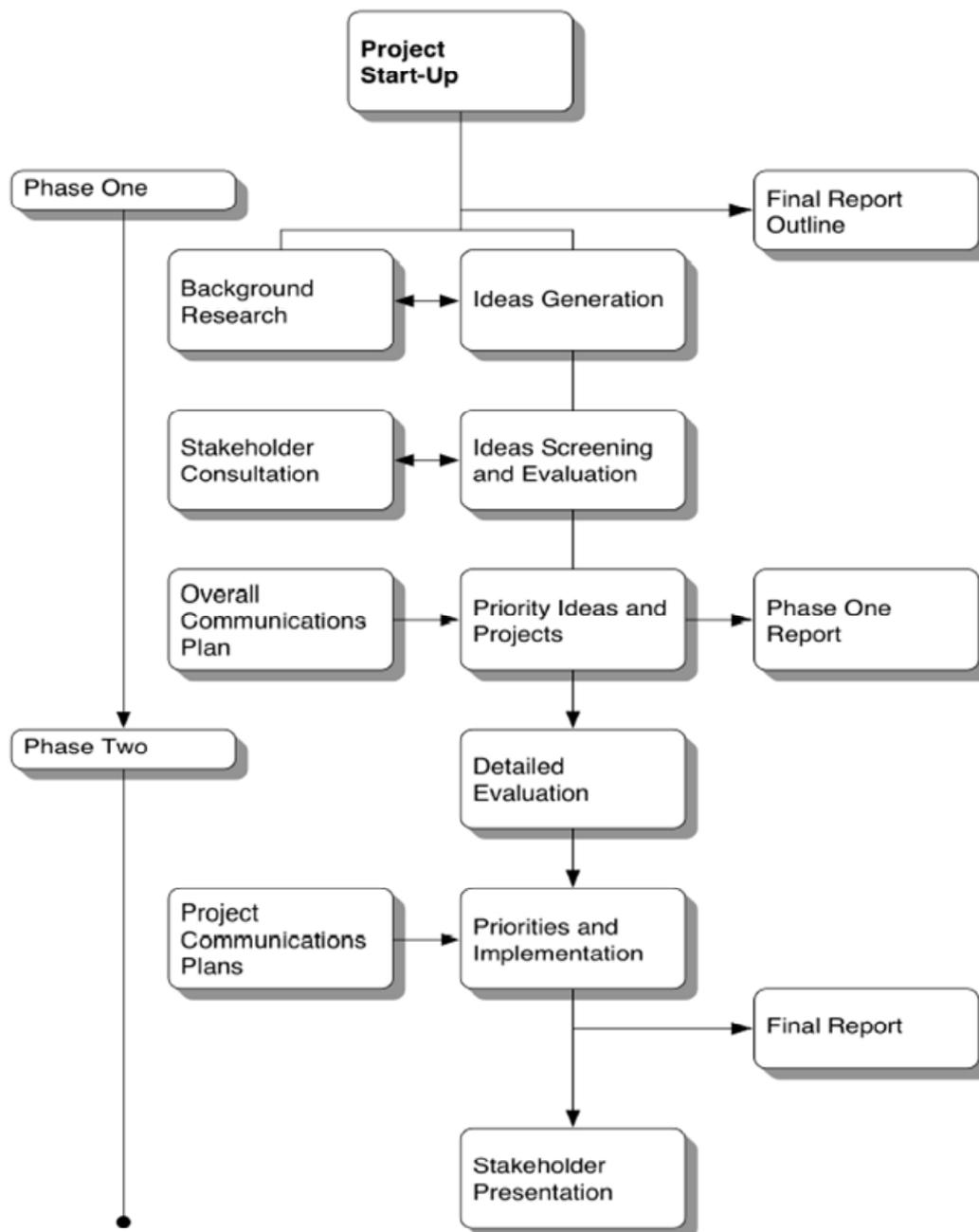
Overall Programme of Work

The project started in March 2005 and is due to be completed early in November 2005 following the final stakeholder meeting on 1st November. The programme of work has been carried out in two Phases

Phase 1: Development and Screening of Ideas;

Phase 2: Detailed Analysis and Implementation Plan.

The following diagram illustrates the various elements of the two phases.



Project outline: flow diagram

Figure 1: Manchester: Green Energy Revolution - Project Phases

Phase 1 Activities

The activities of the project team during this Phase 1 was as follows:

- Undertaking a review of “exemplar” cities elsewhere in the UK and Europe to identify lessons learnt and to provide examples of successful sustainable energy initiatives and projects.
- Identifying current sustainable energy initiatives and projects in Greater Manchester through contact with the local authorities and other stakeholders. This was further developed during Phase 2 through the idea of a Green Energy Map and a separate project for M:KC to produce a brochure illustrating specific sustainable energy initiatives in each to the 10 local authority areas. This brochure was produced for publication at the final stakeholder event on 1st November 2005.
- Compiling a stakeholder list and making contact with selected stakeholders in the local authorities and private sector. This consisted of a list of over 200 organisations and individuals.

- Developing the ideas evaluation and screening process including a proforma for detailed evaluation of the projects during Phase 2.
- Planning and organising the Ideas Forum which took place on 21st April 2005.
- Evaluating the ideas generated at the Ideas Forum together with those developed during the Scoping Study and by the Project Consortium.
- Planning and organising the Projects Forum on 19th May to review the initial short list of projects.
- Reviewing the methodology for establishing a carbon baseline for the City region and for monitoring the results of the Green Energy Revolution (M:GER).
- Developing an overall communications strategy and plan for the M:GER under the branding of Manchester is my Planet (MIMP).
- Producing the Phase 1 Report which contained our recommendations for the projects to take forward into Phase 2. A copy of this Report is available.

Phase 2 Activities

The activities of the project team during this Phase were as follows:

- Undertaking more detailed evaluations of the priority projects selected during Phase 1. This included background research, discussions with project champions and other stakeholders and the production of project profiles based on the proforma developed in Phase 1.
- Working with the Association of Greater Manchester Authorities (AGMA) members on the Public Policy and Planning initiatives. It was decided to treat these initiatives differently from the other projects since they do not lend themselves to the same proforma approach. In practice the work focussed on the development of a common approach across the 10 authorities and on establishing current practice rather than on further evaluation since there is agreement across most of the authorities that all the initiatives are important to pursue.
- Developing the Communications Strategy and Plan which was discussed at the end of Phase 1 and at the Working Group meeting on August 17th. Key elements of the strategy/plan were implemented in support of the CO₂ Pledge campaign including branding and design/production of the web site and materials. The Communications Strategy recommended that the name of the overall M:GER initiative should be changed to “Manchester Is My Planet” and this was welcomed by M:KC and other key stakeholders. The projects, particularly those that have been identified for early implementation, also have individual communication plans which link into the overall campaign.
- Developing the methodology for the measurement of the carbon baseline for the city region by local authority area and establishing a process for the monitoring of progress as the M:GER programme develops.
- Reviewing the future management and organisation of the M:GER and identifying the key roles and responsibilities for M:KC.
- Organising the final stakeholder event which will be held at Manchester Town Hall on the afternoon of the 1st November 2005. This event linked into the culmination of the first stage of the CO₂ Pledge campaign.

What barriers, motives and capacities did the programme aim to target?

The programme is best summarised in the strategy shown below, which identified three key strands for action. These were:

- Policy and Planning - making local authority planning and procurement policies fit for purpose.
- Communications - effectively engaging the public and private sectors, politicians and citizens to raise awareness and encourage action.
- Finance and Funding - identifying and securing new income streams to fund the infrastructural investments needed for sustainable energy projects and infrastructure.

Manchester is my Planet Strategy

Policy and planning				
Sustainable energy policies	Low carbon authorities	Buying for a low carbon future	Greening schools building programme	Carbon footprint and monitoring
Communications				
Overall campaign	Visible messages	Green energy map	Big green energy experiment	Website / brochure etc..
Finance and Funding				
Public sector grants	ESCOs	PFI/PPP/LFT	Community funding	Carbon offsets and trading
Sustainable energy supply	Built environment	How we live	How we work	Energy and transport
Biofuels	Greening the city	CO ₂ pledge	Low carbon industrial estates	Green badge parking
Wood Biomass	Streetscapes	Great renewables sale	Green office campaign	Arc of opportunity
Circle of Wind	Aeolian Tower Hotel	1000 homes		Making journeys more sustainable

Under these three strands a series of priority projects were identified for taking forward as pilot actions for the first three years of the programme

What instruments and activities were used?

In late 2005 the final report was delivered by the consortium of consultants to Manchester: Knowledge Capital which was then presented to AGMA Executive, who approved a funding package to March 2008, which was matched with regional (North West Development Agency) and local partner (Universities, Health Authority, Passenger Transport Authority etc.) funds. This gave the programme an overall budget of £150,000 per year to fund staff salaries, feasibility studies and marketing/communications work, enabling the commencement of programme implementation.

An overview of some of the pilot projects implemented by the programme:

The Climate Change Pledge Campaign

The pledge campaign had a successful launch in August 2005 and reached a 10,000 pledge target by October. During this time, Manchester is my Planet gained celebrity endorsements from a number of local sports and TV stars - even the likes of Tony Blair and Gordon Brown signed up. In 2006, the campaign successfully secured funding from Defra's Climate Challenge Fund. This enabled the communications activities to continue, in order to increase understanding and awareness of climate change across the sub-region. A key activity was the survey gauging attitudes to climate change across Manchester, which was run in partnership with the Manchester Evening News in February 2007.

This highlighted that Mancunians are passionate about the environment, with nearly 90% of respondents believing that, as an individual, they could help tackle climate change. The Manchester is my Planet pledgers are an active community of local people from across the ten Local Authority areas who have not only pledged to cut their own emissions, but are also kept updated with regular newsletters and invitations to take part in relevant events and activities across the city-region.

Green Badge Parking Permit

Encouraging a shift to low-carbon transport is one of the key ways of addressing climate change. One simple scheme, devised during the consultation process, has been developed to encourage the uptake of low-carbon vehicles. The Green Badge Parking Permit (GBPP) proposal proposes the use of discounted parking schemes for low emission vehicles. The proposal was developed and submitted to the Low Carbon Vehicle Partnership's 'Low Carbon Road Transport Challenge'; it was announced a winner at the LowCVP conference, June 2006. In August 2007, Manchester Green City and NCP Manchester launched a Green Badge Parking scheme in the city. Manchester is my Planet aims to work with other Local Authorities and other organisations to promote similar schemes to increase the use of greener vehicles.

Trafford Park - low energy Business Park

In Trafford Park, the concept of a low energy business park is being explored. So far, the project study has drawn the conclusion that smaller businesses are definitely interested in reducing their CO₂ emissions, and they are able to do it cost-effectively. Taking steps to reduce CO₂ emissions gives them lower energy bills and reduced business risks. The study has found that CO₂ savings of 20% are achievable through this project in the short term. The methodology is developed and can now be replicated across Manchester.

Circle of Wind

Despite renewables commitments, and an abundance of potential wind energy, the UK only generates 0.5% of its electricity requirements using wind power. Wind energy could significantly impact on the UK's efforts to reduce carbon emissions and meet domestic and European targets. However, action at the local level is needed if the target is to be met. The Circle of Wind project is working with a number of Local Authorities across the city-region to demonstrate that wind turbines can be successfully placed in urban and industrial areas. Feasibility studies are being carried out on potential sites across the city-region. The project aims to be a symbol of Manchester's commitment to renewable energy and a demonstration that there are local benefits to community ownership of such schemes.

ESCO's

Energy Service Companies (ESCOs) are not a new concept, but are used to a far greater extent elsewhere in the world. ESCOs can offer significant benefits and can exemplify the concept of distributed generation by bringing people 'closer' to their sources of energy. This project seeks to identify barrier and stimulate the uptake of ESCOs in Manchester and the Northwest. It aims to:

- Identify Opportunities for energy services
- Help develop these opportunities through illustrated case studies
- Identify potential issues and barriers to their implementation
- Develop a group of interested parties who can play a role in progressing future projects.

Greening Town Halls

The Greening the Town Halls project is supporting Local Authorities to reduce the carbon footprint of Town Halls and key public buildings by increasing awareness of opportunities for energy efficiency and the use of renewable energy sources. This project is helping to develop and encourage:

- Sustainable energy strategies
- Energy modelling in order to reduce carbon dioxide emissions by 50%
- Local procurement - e.g. biomass supply chain
- Exemplars of low-carbon buildings

Energy Planning

Manchester is my Planet is working in partnership with Manchester City Council/Manchester Digital Development Agency and Oldham Metropolitan Borough Council on a €1.4m project funded by the European Commission's Intelligent Energy for Europe programme. The project will implement Energy Planning in the two Local Authorities, and aim to expand the initiative across the city-region. Taking a holistic view of stakeholder needs, the project aims to build on best practice in Scandinavia and elsewhere in Europe.

Greater Manchester Climate Change Agency

Working to develop a Climate Change / Energy Agency for Manchester is one of the most important projects for the region. The Agency could help:

- Deliver large-scale energy savings across the city-region
- Address energy policy, planning and monitoring issues
- Capture the economic benefits for Manchester
- Develop supply chains and networks in the sustainable energy field
- Stimulate links with the knowledge base within the universities and other organisations in the region

Participation and commitment

The co-ordination and leadership provided by Manchester: Knowledge Capital put the programme at the centre of the emerging city regional governance agenda led by AGMA, and ensured that climate change was factored in the establishment of new governance structures.

An early success in this regard was the establishment of the Manchester is my Planet Advisory Board, (which reported to the Manchester: Knowledge Capital Board), and the appointment of Lord Peter Smith, Leader of Wigan Council and Chair of AGMA as chair. This gave the programme a direct link the centre of city-regional leadership and emerging governance.

Location of the programme within Manchester: Knowledge Capital also put this programme in the central mainstream of transformational policy making. At a stroke this moved the climate change agenda from the fringes of environmentalism to the centre ground. The appointment of an architect as programme director with a proven track record of delivering sustainable energy projects in the UK, Sweden and Germany reinforced this positioning of climate change within the mainstream of city regional regeneration.

The engagement of over 100 partner organisations in the design of the programme also created a sense of ownership by a wide section of public and private organisations. This was of immense value when in 2006 the programme manager was engaged in commencing the implementation of pilot projects which required the identification and engagement of key organisations to lead on individual pilot projects.

This concept of co-ownership and distributed leadership was essential to progress an ambitious programme, co-ordinated by an executive team totalling 2 staff (programme director and programme assistant).

Benefits offered to the target group

The headline benefit for participating organisations and individuals was being part of a new, innovative and ambitious transformation programme bring tangible economic, environmental and social benefits to the city region. The benefit of high profile and high level communications provided recognition of the programme as an exemplar at the regional, national and international levels.

Under the co-ordination of Manchester: Knowledge Capital and partnership also boosted the transfer of learning and capacity to participating organisations. For local authorities the pilot projects assisted the meeting of climate change, carbon management, fuel-poverty and citizen engagement objectives.

Learning, evaluation and monitoring

Learning from the pilot projects has been captured by consultancy reports (e.g. ESCO's, Circle of wind, Trafford Park, the Pledge Campaign etc.) and made available to all participating organisations where appropriate via the programme website.

A great deal of learning has been gained by individuals within organisations participating in the pilot projects. In this way capacity for delivering sustainable energy projects has been increased, although never formally evaluated.

The limitations of staff and financial resources have meant that the programme has never been fully evaluated.

The overall programme was steered and monitored by the Advisory Group with more detailed project management being lead by dedicated steering groups.

Links to other programmes and policy

The main link of the Manchester is my Planet programme to other work areas has come through the emerging city-regional governance. In late 2005 the UK government signalled its intention to devolve greater powers to city regions where governance structures could be put in place. With a 30 year track record of partnership working the 10 AGMA authorities were seen as being in the top league of city regions to capitalise on this.

Over the last 2-3 years AGMA has set about putting in place new thematic commissions to drive forward this new way of governing. The establishment of an Environment Commission Development Team in 2007 quickly identified the lack of capacity at city regional level to effectively meet the climate change challenge and took ownership of the Manchester is my Planet initiated plan to develop a Climate Change Agency.

Concurrent to this was the commissioning of MIMP-inspired high level research into the economic effects of climate change legislation. Entitled the Mini-Stern Review, this research was published in September 2008 and firmly placed climate change activity with the mainstream of economic development and regeneration.

The appointment in Spring 2008 of a Carbon Economy Manager within the Greater Manchester regeneration body, Manchester Enterprises has significantly strengthened this new focus. The primary role of this new post is to build the business case for, and lead the formation of, the proposed Climate Change Agency for the city region.

Step 3. Process of the programme

Interaction between the different stakeholders of the programme

The partnership approach was critical to the success of the programme. Interaction took place at many different levels, from the AGMA Executive, to the Advisory Board and through the individual pilot projects.

Table 1: Summary of the stakeholders involved and their role.

Stakeholders	Their role in the programme
Manchester: Knowledge Capital	Programme Co-ordination Leading and supporting funding bid preparation Management of consultants
Local Authorities	Participation in pilot projects
Manchester Enterprises	Leading on Carbon Economy agenda
MIMP Partnership	Participation in pilot projects
Consultants	Leading on feasibility studies
Citizens	Sign-up to the climate change pledge Action at home and work (not monitored)
Media	Promotion of the pledge campaign to citizens Reinforcing success of the campaign and overall programme

Issues arising and programme manager's reactions

A key issue arising from the programme was the limited dedicated staff resources to implement such an ambitious and multi-faceted programme. The majority of the pilot project steering groups were kick-started by the programme director. Ongoing support was supplied by a combination of the programme director and programme assistant. This stretched staff resources considerably.

Some of these pilot projects required little or no support, whilst others required considerable leadership and support from the staff team.

This effectively resulted in the rationing of staff support and focusing on particular priority projects such as Energy Planning bid development and Climate Change Agency development. Where certain pilot projects were showing slow progress this often meant that where additional intervention was not possible, it was necessary for the programme director to accept that the pilot projects would develop at different speeds and in some cases not progress to the extent as originally envisaged.

It was therefore recognised that some of the projects operated in very fertile conditions, whilst others had more challenging conditions.

Step 4. Outcomes and results

A snap-shop of outcomes and results is given below.

Pilot Project	Outcome at September 2008
Climate Change Pledge Campaign	This campaign has proved immensely successful with over 20,000 citizens signing up to the pledge. Ongoing communications with pledges has encouraged a move towards a low-carbon lifestyle.
Green Badge Parking	Development of this pilot scheme with Manchester City Council and National Car Parks was successful. However take-up of the scheme has been limited to Manchester City Centre. Take up by residents has been poor.
Trafford Park	This pilot project has successfully engaged with 13 companies at this flagship business park. Half of the business took great advantage of the project and initiated actions across their operations. The remainder committed to only limited actions. This was a successful pilot and now awaits replication resources permitting.
Circle of Wind	This project sought to identify local authority owned land with the potential for deployment of wind turbines. Once an initial survey was complete the programme commissioned consultant to undertake more comprehensive feasibility studies. These successfully reported to relevant local authorities. Advancement of deployment has been very limited due to lack of capacity and expertise with municipalities.
ESCO's	The programme commissioned consultants to undertake a major feasibility into the establishment of ESCO's as a model for managing energy supply. This successfully reported in 2007. Manchester City Council is building on this work through looking at ESCO model for use in its own estate and private developments it is helping to shape.
Greening Town Halls	This project added value to the work already being undertaken through the Carbon Trust supported Carbon Management Programme. The time-intensive nature of co-ordinating this pilot and implementing individual initiatives has meant outcomes have been limited.
Energy Planning	The programme was instrumental in securing funding from the Intelligent Energy in Europe Programme for a 30-month trans-national project, involving M:KC, Manchester City Council and Oldham Council.
Climate Change Agency	The work started by the programme has been built on by the Environment Commission and Carbon Economy Manager. It is planned to establish this key delivery body in 2009.

What is not captured above is overall increase in profile and mainstreaming of the climate change agenda which can be attributed in no small part to the Manchester is my Planet Programme. Ultimately it is this headline outcome that is most significant for the city region.

Effectiveness

The achievement of the above outcomes and results over such a short time period, with such a small staff team is immense. Whilst the effectiveness of some of the pilot projects is limited, unlimited success in all areas was never going to be possible. The success in key areas has been significant and the overall outcome of raising aspiration and planned action on this agenda has been achieved.

Social learning

A key learning point from this programme has been the need for effective buy-in from partner organizations, both in programme design and implementation. Demonstrable 'quick-wins' played a significant part in this and helped build and maintain momentum.

The ability of organizations to see the common purpose and benefits of the programme was critical, as was their willingness to release staff resources to provide support.

The importance of finding willing individuals within partner organizations was also a critical success factor, together with provision of mentoring and admin support.

Step 5. Analysis and conclusions

SWOT Analysis on MIMP Programme	
<p>Strengths</p> <ul style="list-style-type: none"> • High level support + endorsement • MIMP remit to 'get on and do' unencumbered by bureaucracy • Strong partnership working • Making use of the private sector where appropriate • People - committed, passionate and experienced staff and volunteers - in particular the experience and integrity of the programme director • External resourcing (money + consultants) reduced demands on coordinating body • Positioned within M:KC rather than a traditional environmental organization had advantages in engaging wide range of partners • Successful Pledge Campaign, EU project bids 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Small staff team meant some pilot projects were not effectively resourced. • Some pilot projects relied on co-ordination by partners with limited capacity • Pledge campaign dominated wider programme in stakeholders minds due to profile. Hence for many partners MIMP = the pledge campaign • No evaluation of behavioral change impacts • Not core activity to M:KC, therefore is didn't have a 'natural' home
<p>Opportunities</p> <ul style="list-style-type: none"> • Development of Climate Change Agency will bring new opportunities and challenges for mainstreaming the agenda within the regeneration/private sector • Energy Planning project presents a major opportunity to learn from Scandinavia and shape local energy infrastructure • New evidence on the economic impact of climate change legislation strengthens the mainstreaming of this agenda 	<p>Threats</p> <ul style="list-style-type: none"> • Personnel changes within M:KC / wider MIMP partnership may result in reduced support / funding / interest in the programme. • Lack of evidence on behavioural change impacts may result in reduced support / funding / interest in the programme. • Anticipated mainstream funding for 2008/09 did not materialize, leading to the programme becoming (EU) funding-led.

The Manchester is my Planet Programme has played a significant role in bringing key policy makers on-side to the sustainable energy agenda and setting a new course for tackling and resourcing the climate change agenda at city regional level.

Always envisaged as a short-term programme, Manchester is my Planet has achieved a great deal with limited resources. The proposed Climate Change Agency will build on the achievements of the programme and oversee the continued mainstreaming of the agenda at the centre of city regional regeneration and low-carbon economic development.

References

- | | |
|---|--|
| Creative Concern (2005) | Manchester is my Planet - The Climate Change Pledge, Phase One Campaign Review |
| DEFRA/COI (2008) | Best Practice Guide to developing and operating Climate Change Pledge Schemes. |
| DTI (2003) | Energy White Paper - Our energy future - Creating a low-carbon economy |
| Manchester: Knowledge Capital (2008) | Manchester is my Planet Programme Review 2007 |
| TNEI (2007) | ESCO Feasibility Study - Final Report |
| Quantum Strategy & Technology (2008) | Summary Report on Trafford Park Carbon Reduction Project |
| Quantum Strategy & Technology & Partners (2005) | Manchester: The Green Energy Revolution - Final Report |