

# ANNEX 1- GREENER FUTURES CLIMATE CHANGE DELIVERY PLAN

## STAKEHOLDER ENGAGEMENT, COMMUNICATIONS AND BEHAVIOUR CHANGE

### Summary

This report sets out:

- The conclusions of the climate change stakeholder engagement undertaken, which broadly supported the priorities in the Delivery Plan, and has helped to shape the Delivery Plan – for instance, by broadening the scope of the plan to go beyond “direct emissions”.
- A summary of the communications planned, prioritising key events such as COP26 and targeted campaigns which help accelerate behaviour change in energy and transport, and developing the Greener Futures website to become a trusted source of information for residents and businesses.
- The proposed approach to engagement and behaviour change moving forward which will take place at a project level and target a wide variety of community groups and businesses.

### Next steps

- Continue to lobby for policy changes and further investment through at regional, national and international settings.
- Develop a greater understanding of communities and businesses in Surrey to form a network of partnerships which can accelerate climate reduction in communities. Seek to support community activities that will result in greater action to tackle climate change.
- Build the capability within Surrey to undertake high quality engagement that results in on-the-ground change, by applying the learning from behaviour change studies, successful case studies within Surrey County Council, the district and borough councils, other partners and community groups, and beyond.
- Deliver the climate change communications strategy in this report, including a re-vamp of the website, commonplace, branding, increased social-media activity on climate change showcasing leadership and highlighting opportunities for residents and businesses to contribute.

## Progress to date: Stakeholder Consultation and Engagement

Between September 2020 and October 2021, the Greener Futures Team and Cabinet Member for the Environment engaged with a range of stakeholders and partners to refine and develop the delivery plan included in this report. The below is an overview of the engagement undertaken and the feedback and insight that this exercise produced, which has been taken into account in the final delivery plan presented to Cabinet.

### Residents, businesses and community groups

A combination of on-line engagement through commonplace, community-led citizens assemblies and speaking events led to the collection of feedback from residents and community groups, generating over 2,000 visitors to the commonplace website and over 400 contributions to consider. Additional focus groups were arranged to capture the wider views of young people, vulnerable groups, landowners, tenants and small businesses<sup>1</sup>. In general, engagement with feedback from business was lower than other groups.

The Climate Change Delivery Plan was generally well-received with broad agreement that the correct priorities are being addressed, but there was some feedback from certain stakeholders that the Plan should have a stronger emphasis on waste. Transport, housing and waste were considered to be the most important areas of focus with strong support for addressing the green skills gap (i.e. the lack of sufficient skills across the workforce to deliver green technology and services), and holding big business to account. Financial obstacles, and key supporting infrastructure came across as the key delivery barriers. There was a perceived lack of clear or trusted information about what residents can do to tackle climate change, which undermined the confidence of residents to make sustainable choices and understand the contribution it has to preventing climate change. There was also low awareness of existing actions being taken or opportunities for communities to invest or participate in climate activities. Residents want to play a part in delivering the plan, and want to feel supported to make the required changes, resulting in tangible benefits to residents and their local communities.

As a result of the feedback, the scope of the Delivery Plan was expanded beyond transport and buildings which are the principle means of meeting the net-zero carbon targets. Specific consideration has been given to developing a low carbon economy, climate resilience, and maximising the wider benefits that arise from carbon reduction projects such as leading healthier lives, reduced fuel bills and greater protection for wildlife. In recognition that residents, businesses and community groups are essential to tackle climate change, a greater focus on the provision of trusted information and empowering behaviour change within communities have been included as actions within the plan and explained in more detail in the following sections of this document.

### Public sector partners, case studies and evidence review

Further analysis and feedback from partners helped to ensure that the Delivery Plan was in line with the latest evidence and considered whether there were advances in policy, technology and delivery routes. New policy, and climate change evidence confirmed that the key areas and technology focus of the Delivery Plan were still pertinent. The case study review did highlight that further work needs to be done to consider whether the Delivery Plan includes enough on trialling innovative delivery in Surrey, which may lead to future commercial opportunities and more rapid carbon emission reduction.

Increased engagement with public sector partners has taken place over the past few months to consider the content of the Delivery Plan and how we all work together moving forward. Many public sector partners (Local Authorities, NHS and Police) share a common ambition to rapidly decarbonise within their own organisations and use their position to influence carbon reduction more widely. They also face similar challenges to undertake complex building works and replace diesel vehicles whilst maintaining service

delivery, acquiring appropriate expertise to put in place carbon management plans and policies, and finding the funding to resource expensive decarbonisation programmes.

Local Authorities will use existing networks to share data and collaborate on funding bids, communications, projects and policies to ensure that delivery is as effective, cost efficient and aligned as possible.

# Communications Strategy

## Overview

Effective communication and engagement with residents are essential to us achieving the aims of Surrey’s Climate Change Strategy. Many of the changes required to achieve carbon net zero are outside of the Council’s direct control. Therefore, to achieve the targets, changes must be made through effective working with partners and stakeholders, and influencing behaviour change with residents. Communication plays an important role in both of these, as well as showcasing Surrey County Council as a leader in the area of climate change.

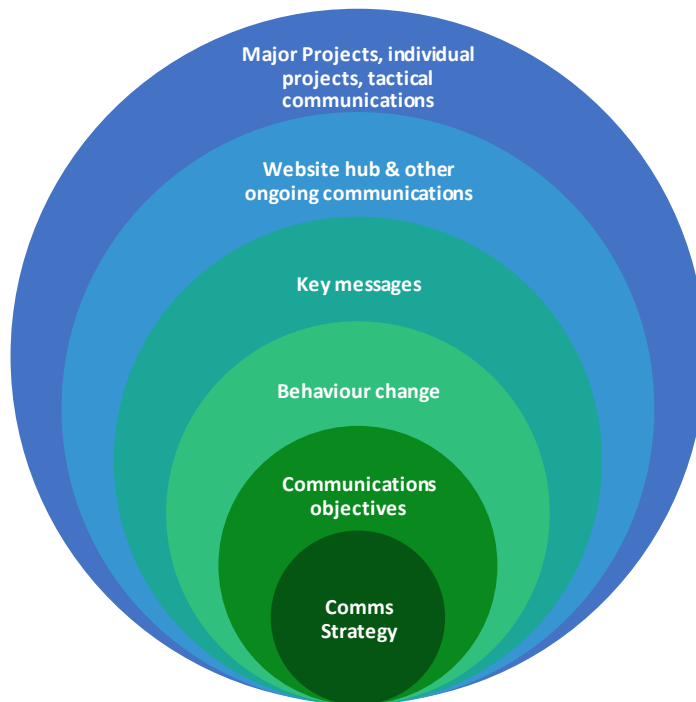
Our communications for climate change will be:

- Consistent, with repeated key messages to reinforce the story and the need for change
- Targeted, to ensure the right messages reach the right audience, according to attitude, place or behaviour and,
- Clear, to be a trusted voice on climate change and provide useful information in plain English.

## Framework

The communications framework, below, shows how the full range of communications work together –with the strategy, objectives and consistent core messages at the heart of everything we do (see Diagram 1)

Diagram 1: Communication Framework



## Communications Objectives

The objectives of this strategy are:

- To raise awareness of Surrey’s Climate Change strategy and what SCC and partners are doing in this agenda;
- To educate residents on climate change and what it means in Surrey;
- To build a sense of urgency around climate change and establish the need for change;
- To be a trusted voice on climate change; and
- To encourage behaviour change amongst residents and businesses; and
- To direct residents and businesses to helpful information on what changes they can make and how.

## Audiences

To be successful, the communications around climate change needs to be targeted and tailored to specific audiences. Our communications will be tailored to various demographics, attitudes and existing behaviours, as this can affect the messages, channels and tactics used.

Demographic segmentation of audience groups may be based on geographic location (i.e. for campaigns such as the Mole Valley Connect bus) or on other criteria such as home ownership (i.e. for campaigns like SolarTogether). The demographics we would target would include:

- Environmentalists
- Homeowners
- Young people
- Landlords/tenants
- Business owners
- Vulnerable or older people
- Schools
- Communities
- Other individuals more vulnerable to the impacts of climate change

The communications need to take people on the journey of understanding the need for change, knowing how to make the change, being motivated to make the change and believing they can change.

## Key messages

These are the initial key messages for the first stage of the delivery plan, but they will need to be reviewed as we progress:

- Surrey is committed to being a net zero carbon county by 2050
- Climate change is affecting all of us and we all need to take responsibility to tackle it
- We can all make changes in our lives to reduce our carbon footprint
- Surrey's climate change strategy and delivery plan provide clear goals and a coherent road map for achieving our targets
- Only by working together, can we achieve our goals and tackle climate change county-wide

## Branding and visual identity

To reinforce the key messages, a strong and consistent visual identity will be applied to all projects related to Greener Futures. This will help ensure that residents understand what we're doing to tackle climate change in Surrey.

## Communication tactics and channels

We will need to use the full range of communication channels and tactics to achieve the broad aims of the climate change strategy. This will include everything from press releases and media relations, social media including carefully targeted ads, film media, leaflets and letters, outdoor media such as billboards and bus backs, in-person events, podcasts, websites and digital newsletters such as Surrey Matters.

The communications need to take people on the journey of understanding the need for change, knowing how to make the change, being motivated to make the change and believing they can change. All campaigns will likely use multiple channels to target the correct audience groups, particularly as research suggests that people often need to see a message at least seven times for it to be understood. Consistent and repeated messaging is key. Some of the tactics we may use include:

- Being the trusted voice – blog, vlogs and webinars

Taking inspiration from the focus group feedback, communications need to position us as a trusted voice of authority, cutting through the greenwashing and myths. As a county council, we are well-placed to create

this position for ourselves. Residents have said they need help with understanding the changes they need to make and how to do this, so we can provide practical guidance and information in numerous formats such as blogs, vlogs, and webinars using both resident experts and industry experts to provide the content and these can be promoted across social media.

- Supporting communities

Building on the success of the Greener Futures Design Challenge, we need to work with communities to listen to their feedback and ideas, and enable them to make their own changes through initiatives such as Your Fund Surrey.

- Creating the need for change

The focus groups showed the need to educate residents on climate change happening in Surrey and why we all need to change. Highlighting the recent extremes of weather in Surrey through impactful videos, supported by social media, outdoor and radio ads, would make climate change seem more 'real' to residents and get them to start thinking about what they can do. A call to action can direct residents to a website where they can find helpful information on what they can start doing about it.

- Communicating goals and targets

To help ensure residents understand the goal and our progress against this, we need to communicate clearly about what our targets are and importantly, how we are progressing against those targets – as a council and as a county. Therefore, visual tracker is being created. Since carbon accounting is a complex area it would need to be simple to understand, avoiding jargon and complex numbers.

- Engaging enthusiasts

Building on the work we have already done through community engagement and our existing resident updates, we will harness the power of residents who are already engaged and leading the way in making lifestyle changes. The newsletter aims to keep people updated on what SCC is doing, what initiatives there are for people to get involved in and where they can give feedback.

## Initial Priorities

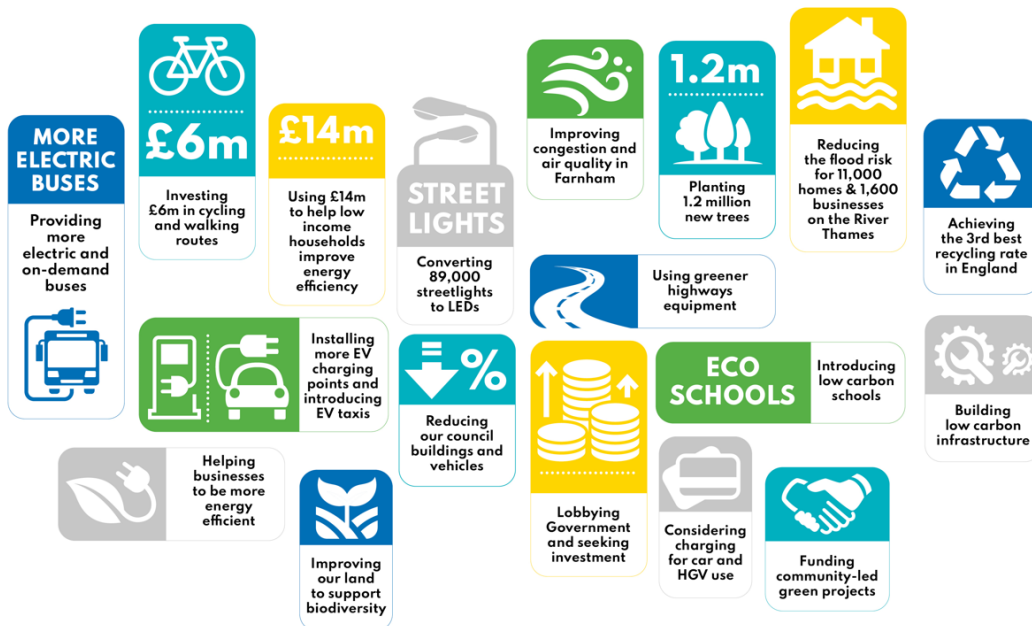
Once the Climate Change Delivery Plan has been approved by Cabinet, the initial focus for communications will be in three main areas:

- 1) Building awareness and understanding of the delivery plan and its aims
  - o Through creation of a new Greener Futures website hub
  - o Through a video to be premiered at the Surrey Hills Symposium
  - o Through the launch of a resident's blog
  - o Supported by our dedicated climate change newsletter, as well as a press release and social media
- 2) Supporting behaviour change in transport methods (as transport accounts for 46% of emissions within Surrey) through
  - o The COP Green Zones regional event focusing on transport in Surrey
  - o Launching the Betterpoints app
  - o Implementing a campaign to encourage Active Travel in early 2022
- 3) Communicating opportunities and initiatives for residents to improve their homes, as this is the second biggest area of emissions within Surrey, including:
  - o Supporting the Home Upgrade Grant for homeowners to switch to low-carbon heating solutions
  - o Supporting phase two of the GHLAD programme

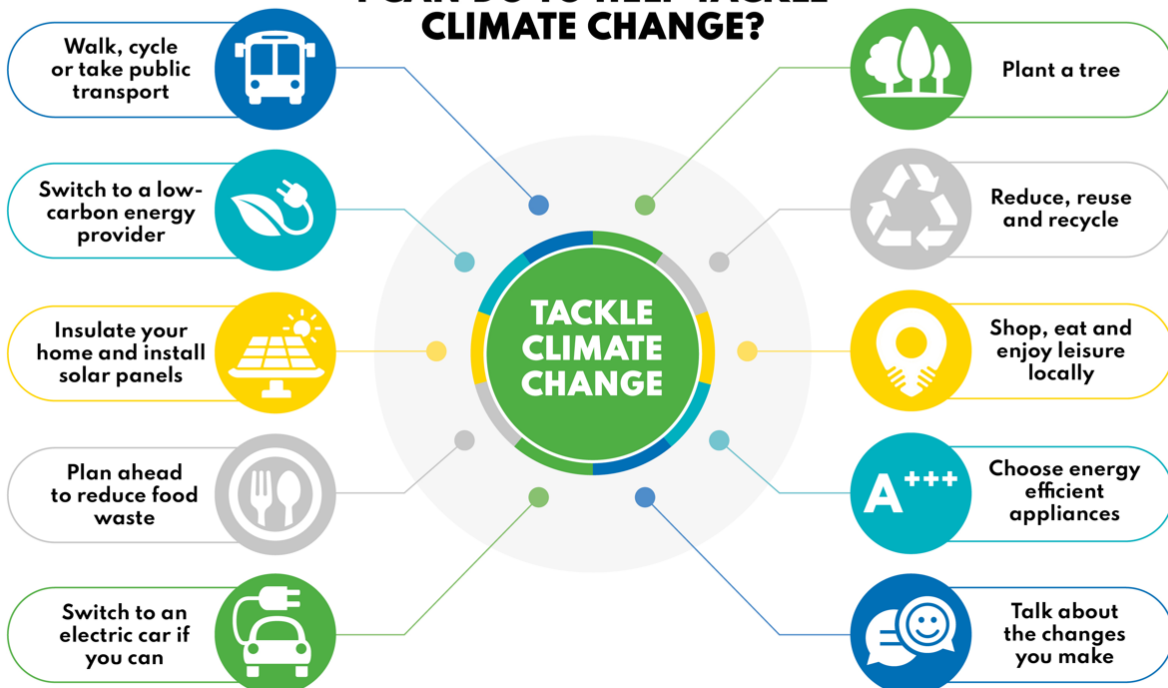
## Example Infographics

Infographics are being developed to help residents more easily engage with information they need to understand the implications of climate change and what they can do about it. Here are two examples which align with the branding identity of the Climate Change Delivery Plan to be used on the web site and other promotional material

### WHAT ARE WE DOING TO HELP TACKLE CLIMATE CHANGE IN SURREY?



### WHAT ARE THE TOP 10 THINGS I CAN DO TO HELP TACKLE CLIMATE CHANGE?



## Timeline of communications activity – September to December 2021

This shows a high level summary of the communications activity underway and planned in the short term to promote Surrey's Climate Change agenda.

<b>Date</b>	<b>Activity/ event</b>	<b>Communications channels</b>
9/09	World Electric Vehicle day	Press release and BBC Surrey interview with Cllr Matt Furniss
11/09	Surrey Hills Wood Fair	Presence at event giving away trees
13/09	Weekly 'what we've done so far' post	Social media posts across main platforms
18-26/09	Great Big Green Week	Promoted in our resident newsletter
20/09	Weekly 'what we've done so far' post	Social media posts across main platforms
21/09	Zero Emissions Day	Press release and social media to support
22/09	World Clean Air Day	Press release and social media to support
27/09	Weekly 'what we've done so far' post	Social media posts across main platforms
30/09	Launch of LoCASE – grant funding for SMEs	Online live event featuring video content and portfolio holder Cllr Marisa Heath presenting, supported with press and social media
01/10	Article on climate change	Surrey Matters
01/10	Launch of resident blog	Publish first blog on commonplace, written by a resident. Support and promote through social media
04/10	Weekly 'what we've done so far' post	Social media posts across main platforms
11/10	Resident blog post	Publish blog post by resident, promoted across social media
18/10	EV taxi trial launch	Press release and social media to support
18/10	Resident blog post	Publish blog post by resident, promoted across social media
20/10	Launch of new Greener Futures website hub	Share across social media platforms
25/10	Resident blog post	Publish blog post by resident, promoted across social media
26/10	Delivery plan goes to cabinet	Support with press release, local and trade media interviews, social media, explainer infographics and updated web content
27/10	Launch infographics	On website and on social media to explain the delivery plan to residents
31/10	Climate change newsletter	Publish climate change newsletter to subscribed residents to update on recent progress, incl delivery plan
1/11	Feature in Surrey Matters	Feature about delivery plan in Surrey Matters
1/11	Resident blog post	Publish blog post by resident, promoted across social media
1-12/11	COP26	Press and social media to highlight what SCC is doing to tackle climate change, as well as media interview and opinion pieces
8/11	Resident blog post	Publish blog post by resident, promoted across social media
10/11	COP26 Green Zone event	Day long event in Surrey with 30-50 people showing the future of transportation in Surrey



15/11	Resident blog post	Publish blog post by resident, promoted across social media
16/11	Surrey Hills Symposium	Event with Surrey Hills to launch Delivery Plan, including video explaining our plans and the impact of climate change in Surrey.
16/11	Launch video	Create impactful video explaining climate change in Surrey and what we're doing about it.
22/11	Resident blog post	Publish blog post by resident, promoted across social media

## Approach to engagement and behaviour change moving forward

Given that emissions attributable to residents and businesses makes up around 91% of the county's net-zero target, the consultation undertaken for the Delivery Plan identified a significant opportunity to support and empower communities to make changes to their homes, commercial centres, neighbourhoods. This section sets out the approach that we will take to understand effective engagement in a range of scenarios that will help to build a sustained change that results in low carbon being the default or "normal" choice .

### Understanding the need

Engagement and behaviour change programmes will be informed by the individual circumstances of those who need to make changes to reduce carbon emissions. Diagram 2 below reflects the range of stakeholder attitudes to taking action on climate change and the corresponding nature of engagement that is likely to be most effective.

Diagram 2: Attitudes Framework



### Taking the right approach

Using the above model, the following sets out how we plan to engage each of these groups:

**Provide a platform for those who are already enabled:** A key part of the lobbying strategy is to provide a platform for people who have already made changes in their lives to reduce emissions to lobby for faster change. This will result in Surrey having stronger voice on a regional stage and to influence national government and key events such as COP26. We are seeking to partner more closely with those who are active within their community in reducing emissions. Partnering and highlighting examples of leadership and good practice within communities and business can increase the spread of information and key messages developed in Local Authority communications and can result in greater levels of trust within communities. To put this in place, we are seeking to develop a greener futures network, set up a

community champions network and reform the voluntary sector to enable more support for sustainability activities.

**Increase influence by working more closely with partners:** Showing leadership and sharing expertise with public sector partners, social housing providers, service supply chain, major business and academia can be helpful to solve common problems and highlight progress. We are seeking to build on collaborations already underway and make new connections to provide greater influence across the county through the Greener Futures board, developing work programmes with key partners.

**Nudge those who can, to do:** Many people want to become more sustainable and are able to do so, but have not made changes yet. For those well positioned to act, the Local Authority communications strategy, will have the greatest impact by signposting trusted information, highlighting the benefits of low carbon action, events, activities and funding opportunities, and creating a sense of urgency and empowerment.

**Project specific communications:** Reducing emissions requires changes in many areas, for example changing diets, reducing waste, more active travel, reducing energy consumption. In many cases, communications and engagement on a specific topic or targeted to a specific audience will be more effective. As part of the communications strategy, a wide range of communications, information campaigns, and trusted advice are in train or being developed to align with the priorities of the Climate Change Delivery Plan. Some examples include: engagement to enhance the flood defence programme, support the ambitions set out in Surrey Local Transport Plan and the eco schools project.

**Engagement that target specific financial and other barriers:** In some cases, Local Authorities or other organisations will have a specific offering to tackle barriers which help people to take the next step. Some current examples include the development of a transport app, community energy pathway, LoCase, Your Fund Surrey and development of a green skills academy. Communications to raise awareness and support to access these opportunities will extend their reach and improve outcomes.

**Innovative behaviour change models:** Surrey County Council is looking to build its capability of undertaking high quality behaviour change projects by trialling a range of innovative approaches. Two key areas are currently being prioritised; firstly in transport through the development of a transport app which allows more connectivity between modes of public transport, and to support active travel schemes such as 20 minute neighbourhoods. The second is in partnership with Surrey University's "Living Lab" to consider approaches to increase the uptake of low carbon measures in households.

**Creating further reach:** Many people who could make changes to reduce emissions have other priorities and will not be active in community groups or read climate communications sent out by Local Authorities. To create further reach we will be seeking to build a much wider network of community and business contacts that go beyond those already engaged in climate change activities. This will be achieved by building targeted climate change engagement into the Community Network approach that is already being developed as part of our work in Empowering Communities.

**Targeted support for those most in need:** Those who are socially or economically disadvantaged may require a greater level of support and address a range of complex needs to make a step-change towards sustainability. The initial focus of this work is distributing funding to put low carbon measures in households and at the same time lower energy bills for those at risk of fuel poverty.

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<sup>i</sup> Climate Change Delivery Plan – Research and Engagement Summary Report – available on request

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