

The Nottingham Declaration

Symbols, Strategy and Confidence

A Learning history

Issue VWS - Workshop

*Nr. 2 in a series of learning histories on the
subject of “Innovation for Carbon Reduction” in
or connected with Local Authorities.*

May, 2007

A jointly told tale

Margaret Gearty (University of Bath)

Based on the perspectives and recollections of
Mike Peverill (Nottingham City Council)
and **Steve Waller** (I&DeA)

and added perspectives from
Jerome Baddley (Nottingham Energy Partnership)

Document History

A learning history is never complete. Some however are more complete than others. Those conducted early in the series have been read more often, commented upon and in some cases have had perspectives added.

Those later in the series are freshly completed in time for the workshop and have only just finished the first checking stage.

The document history below gives an idea of where in the process this history lies. Though the workshop draws the line under this particular learning history, that should not be mistaken for the 'history' being complete. Much more could be added about each one.

Version	Date	Comments
Draft_v4	May 2007	First draft sent for checking with Mike
Draft_v2.0	July 2007	Version with extra early scenes based on interview with Steve
Draft_v2.1	Sept 2007	Further updates, corrections Sent to active reader 1 Sent to one participating reader
Issue_v1.0	Oct 2007	Some rewording w.r.t third parties Anonymisation & Real Names Sent to active reader 2.
Issue_v2.0	Feb 2008	Workshop version Added photos Format changes.
Issue VWS	Feb 2008	Workshop version Minor formatting

Note on Learning History.

What is a Learning History?

This document is written in the style of a Learning History, an action research approach to learning that seeks to bring analysis and story together in a way that has value for those originally involved in the case as well as those seeking to learn from it. The approach was originally developed by researchers, Roth and Kleiner from MIT's Society for Organizational Learning and was further developed by Hilary Bradbury in her doctoral work (Roth and Kleiner 1998; Bradbury 2001). Roth and Kleiner coined the term 'learning history' describing it as a way to get past listing best practice and more into the '*thinking, experimentation and arguments of those who have encountered the situation*' (Roth and Kleiner 1998). The learning history has been used to good effect in many settings in the industrial sector (e.g. at a large US auto manufacturer) and the social sector (e.g. at The Natural Step).

A learning history has, to-date, mostly been applied within one organisation and in the private and NGO sector. By contrast, in this research, learning history is being applied across 5 different organisational settings within Local Government in the UK. The examples being charted are where innovative carbon reduction has taken place. They involve low-carbon technologies in some way. This Learning History then is just one of in a series. The individual histories may be partial – sometimes not fully describing all aspects of the innovation in question. However the totality of the series aims to paint a picture of how innovation for carbon reduction comes about across different contexts. It seeks to present this picture in a way that increases the potential for learning and action.

Differences from a Case Study

A learning history is different to a case study in a number of ways. Firstly, as an account it really tries to get into the individual human story of what happened. It aims to present perspectives on a case rather than synthesizing several accounts into one dominant researched 'truth'. So the ups and downs of individual experience are charted starting with perspectives from just one or two people close to the case. Their accounts are not presented as definitive or authoritative. Naturally there will be gaps on detail; certain events will be emphasised - others maybe not. Over time I hope to balance and enrich that by inviting, comments and stories from other people who were involved in the case (see "Participating Readers" below). This multiple perspective approach is taken in the belief that human stories add accessibility to and demystify the happenings in a way that can be more empowering for the reader.

Secondly it is a multi-levelled account. Alongside the story that is presented chronologically, quotes are included from those involved, together with researcher reflections and thematic analysis. The purpose here is to create a lively account but also to derive a history that works at different levels. The thematic analysis that is

run alongside the story provides the potential for more conventional theory building to play its part in the research. Sometimes theory links are made.

Finally, by using an action research approach, particular attention is paid to there being value for the various stakeholders in the research. These stakeholders range from those directly involved in the original learning history, to those with a different set of similar challenges elsewhere who seek to learn from it, through to other interested parties including academic audiences or those working in entirely different settings who might also find insights in the history here presented. In short this is not extractive research and the learning history is not an ‘output’ but a point around which the research hopes to gather interested parties. With this in mind, workshops, online support and other forms of engagement are being considered.

How is a learning history produced?

A learning history is described as a ‘jointly told tale’ (Van Maanen 1998) between outsider (researcher) and insider(s) (protagonists). Starting with a tangible happening or outcome, in this case, the Nottingham Declaration, an interview is carried out with one or two people close to the happening. This is taped and transcribed. The tape transcripts are read through systematically twice and themes are annotated on the second read through. The researcher adds too any thoughts or reflections as they occur. Drawing on this annotated transcript and on other web-research and supporting materials, the researcher then develops a storyline that emphasizes a set of key chronological moments or phases. This account is then textured by presenting it alongside some of the key themes and reflections that have been identified together with some of the key quotes from the interview. This is a play with the form of presentational knowing¹ but also borrows from ideas of presenting a learning history (Bradbury and Mainemelis 2001; Roth and Bradbury 2008 (in preparation)) as well as some aspects of narrative inquiry (Connelly and Clandinin 1999). The history of the learning is presented in a way that hopefully allows further learning on behalf of the reader and *on the reader’s terms*. The reader, be he or she the original protagonist (e.g. Mike), an academic at Bath University or an environment officer seeking innovation in his or her own locale will have different learning agendas after all. We cannot encapsulate learning in a one-size fits all step-wise account.

Links to Theory

Links to theory are made in places where it is deemed relevant. These are very provisional and relate to the theoretical territory that the researcher has been covering. They are mainly offered as an aid to reflection on the piece. A reader may wish to skip them if they break up the narrative. In the next stage of the research

¹ Action research (AR) places a value on different ways of knowing other than the usual conceptual-theoretical knowledge associated with academia. Different ways of presenting knowledge via story, drama art and other forms of representation is a key element of AR.

some of these links will be developed more fully. Themes that arise directly from analysis of the transcript are summarised at the end of the learning history. Some links to other learning histories might be mentioned. These will be more fully worked at the next stage of the research where common themes across the learning histories will be developed.

How to read this account.

The intention of this account is to ‘invite’ readers into this learning history and to participate with what has happened. In the research, two particular kinds of readers have been identified to aid this process and some guidelines are offered below if you have been invited to read the learning history in this way.

The **active reader** is someone exploring the value and relevance of the History for their own learning. They are particularly invited to find meanings pertinent to their own context and experience. Read the account through being watchful of your own responses to the Learning History: Note any events, themes or reflections that seem to resonate or be familiar to your own setting. Note too anything that triggers your interest in some way. Preferably mark these up in some way on the learning history. Then, periodically revisit the learning history (weekly, fortnightly or monthly) and your mark-ups and ask yourself how the learning history came to mind or influenced your actions in any way in the intervening time and if so in what way.

The **participating reader** is someone who was been directly or indirectly involved in the history that is presented here and has been invited to comment.

A **direct participating reader** will have been directly involved in some of the events described in the learning history and, with their consent, may be named. You will likely have been invited by the researcher to add your perspective to the account presented here. Such readers might have many responses to the Learning History, ranging from thorough enjoyment through to outright dismay at how events are represented. Whatever it is your response is invited. There is no onus on these readers to check this account though factual corrections are very welcome. If you can add a story that fills in a gap, that adds to the drama, or that casts a different light on things described here then this is of particular interest. The emphasis is on adding perspectives rather than removing parts of the story. The learning history as it stands will not be reworked – however a multi-perspective version will be prepared which will include inputs from participating readers (in “more about” boxes for example). This will hopefully help to create a richer, more filled-out account.

Those not mentioned directly, but nonetheless impacted in some way by what is described in the learning history are termed **indirect participating readers**. Such readers may well know of the innovation described, but will likely be less familiar with the more human story that lies behind it or have seen it presented in this way.

They can offer an interesting perspective on what this innovation has meant for them – or in the light of the learning history what they have found interesting or how it might have shifted the view they held.

In general the invitation extended to participating readers is more in the spirit of a group gathered sociably around a pub table recalling an event of which they were a part, rather than, say, a University debating team trying to determine the exact chronology of events or the importance of such events' impact.

Key

Theme: This is a theme occurring at this point in the history – may refer to themes in other learning histories.



RR

These are 'Researcher Reflections' that are included through the learning history to draw out themes or point to interesting areas for discussion

This is a quote from elsewhere: either from the public domain or from another interview regarding the case.

A. N. Other 28.11.06*

R: These are inputs from the researcher taken directly from taped transcripts.

PRESS RELEASE

18 July 2006

These sections include third party information about the case that is in the public domain. The include press releases, website information and general public commentary.

These are quotes taken directly from interview transcripts. Where initialled they refer to whomever gave the perspective. Where not initialled they are from the original interviewee.

More about:Something in the history

Related Section(s): whichever section in particular it pertains to

Time Period: 2006-2007

Added by: a participating reader

This is an **extra perspective** on the story added by someone who has read it and is filling in a missing gap in the story or sharing their memories of a particular event of which they were a part.

Important Disclaimer

This document was written by a researcher and is based predominantly on just one or two interviews with people close to the event/happening together with information available in the public domain. Its purpose is to stimulate discussion and learning about low carbon initiatives in or close to local authorities rather than be a definitive record. It does not set out to be an exhaustive case study that highlights all the contextual factors or ramifications connected with the example. Rather it intends to present to the reader an account that is accessible and understandable and hopefully resonant in a way that enables them to learn whatever it is that might be relevant to their own circumstances.

The author is aware that there may be different versions of the story given here as well as different perspectives on the overall example of innovation discussed. Such alternate or further perspectives are invited.

Finally there are actors mentioned in this paper who, in the story told by the interviewee, have played a significant part. Their actions are in places described and these descriptions are important to the learning history. As a default, 3rd party names are made anonymous. However where it is judged appropriate by researcher and interviewee(s), and this is often the case, consent is sought from some actors to use their real name. This is done in the interests of giving the learning history a reality as well as to acknowledge the part other people have played in what has happened. In all cases efforts have been made to ensure that those included in the story are handled with due care, respect and sensitivity. However readers should remain aware that descriptions pertaining to third parties are developed through the lens of the interviewee rather than via the third party themselves.

**For further information/comment or otherwise please contact
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The Nottingham Declaration

Symbols, Strategy and Confidence

Introduction

On October 25th, in the Millennium year, just one week before the worst flooding in the UK for over 50 years, a group of some 200 executive and senior leaders in UK local government were invited to gather at a conference in Nottingham in order to discuss climate change.

Keen to have a tangible outcome, the conference organisers put together a 1-page statement of commitment to develop a strategy to tackle climate change. This voluntary commitment was called the **Nottingham Declaration**. At the conference in October 2000, Nottingham City Council and North Tyneside both signed immediately and encouraged other councils to follow their lead.

Not only was signing purely voluntary, but signatories were also welcome to adjust the wording and even the title to suit their particular contexts. Nor would there be follow-up to ensure progress had been made. It was quite simply a statement of intent to tackle climate change and a promise to develop a strategic plan within two years of signing. Keeping that promise remained a matter for the signatory. After the launch, further signing of the declaration was slow but steady. Local Authorities signed up at a rate of 1 or 2 per month and this continued through the next five years. In December 2005, with close on 100 signatories, the Nottingham Declaration was re-launched at the Second National Councils' Climate Conference in Nottingham. It had

PRESS RELEASE*

Action pack launched to help councils tackle climate change

18 July 2006

Angela Smith, Minister for the Department for Communities and Local Government (DCLG) joined local dignitaries today at Portcullis House, Westminster for the launch of the Nottingham Declaration Action Pack.

Designed to offer step by step guidance, the Nottingham Declaration Action Pack marks significant progress in supporting local authorities to help develop a coherent response to the challenge of climate change. It is a free resource, available from www.nottinghamdeclaration.org.uk.

Today's event, which was hosted by Colin Challen MP, Chairman of the All Party Parliamentary Climate Change Group, rounds off yet another successful year for the Nottingham Declaration scheme. In fact since its launch in 2000, 140 local authorities have signed up to the declaration, or equivalent demonstrating the growing commitment that local authorities are making to address the issue of climate change.

(*downloaded on 29/3 from http://www.solarpvgrants.co.uk/aboutest/news/pressreleases/index.cfm?mode=view&press_id=531)

been slightly adjusted and this time there was increased support for developing subsequent actions. With the re-launch came a renewed impetus. A goal was set to double the number of signatories from 100 to 200 within the year (by December 2006) and to have all 400 or so Local Authorities sign by 2008. At the time of writing (March 2007), the goal of having 200 signatories had just been achieved.

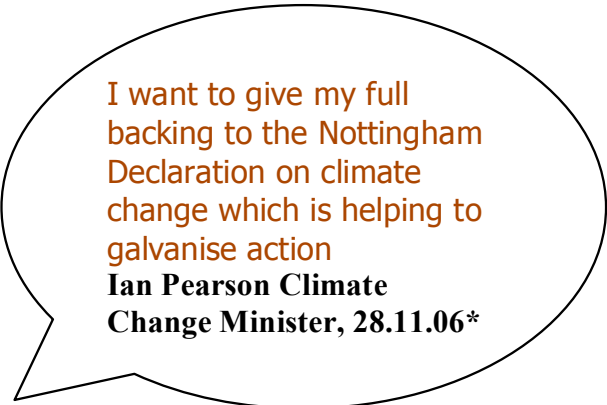
Though not well known in the public domain, the Nottingham Declaration has enjoyed a high profile in Local and Central Government where it is seen as a successful initiative that has played an important part in encouraging Local Government to take ownership of the task of reducing carbon emissions and tackling climate change.

The broad-ranging approval and support there has been for the Nottingham Declaration is perhaps reflected in that fact that, though the declaration originated in

Developing a mandate

Elliot Morley, Minister for Climate Change, has endorsed the Nottingham Declaration. If there is evidence of councils “dragging their feet”, he is prepared to examine measures to increase the emphasis local authorities place on climate change.

(excerpt from I&DeA website
<http://www.idea.gov.uk/idk/core/page.do?pageId=1441689> (written June 2006, downloaded on 20/3/2007)



I want to give my full backing to the Nottingham Declaration on climate change which is helping to galvanise action

Ian Pearson Climate Change Minister, 28.11.06*

Nottingham, there is now a coalition of interested parties from various local and governmental and non-governmental agencies that have now

come together to promote it. The Declaration Development Group, formed at the relaunch of the declaration in 2005, includes among others the Improvement and Development Agency for Local Government (I&DeA,) Local Government Association (LGA), Environment Agency, the Carbon Trust and the Energy Saving Trust.

More recently, the actual idea of the Nottingham Declaration appears to have spread elsewhere. Though one cannot track the direct chain of influence it is likely it played some role in the recent launch of the Third Sector Declaration on climate change.

**From David Miliband's BLOG
Brothers Miliband**

I shared a platform - for the first time I think - with my brother Ed Miliband, minister for the Third Sector, this week when we launched the **Third Sector Declaration on Climate Change**. The declaration is a mirror to the '**Nottingham Declaration**' which brings together local authorities to take action on climate change. The voluntary sector represents nearly ten per cent of the economy and has a unique capacity for innovation and outreach - it is a trusted third party for many citizens.

posted on 21 June 2007 11:07 by **David Miliband**²

*for source see footnote³

² Then then secretary of state for the environment. Downloaded on 12th July 2007, from http://www.davidmiliband.defra.gov.uk/blogs/ministerial_blog/archive/2007/06/21/13044.aspx

³ Ian Pearson's quote is from a speech entitled "Your Climate, Your Council, Your Action" at the Local Government and Energy Savings Trust Conference. Downloaded in March 2007 from <http://www.defra.gov.uk/corporate/ministers/speeches/ian-pearson/ip061128-a.htm>

The Nottingham Declaration – An Innovation?

Despite its strong message on climate change, the very nature of the Nottingham Declaration makes its impact difficult to assess. Signing is after all a symbol behind which many intentions can lie. As already stated there is no follow-up or monitoring of what happens after signing. It is not obvious therefore where, in the series of steps a Local Authority might undertake to tackle climate change that the signing of such a declaration may lie. Is it merely an articulation of a commitment already undertaken? Or does the signing indeed accelerate and focus that commitment? To assess such questions fully would require a broader study.

What can be noted here is that, although it cannot be directly equated to carbon emissions reduction, the Nottingham Declaration itself bears some of the hallmarks of innovative activity. It originated, unasked for, in Local Government, has had some success spreading as an idea and has gained a certain momentum over time. It is unique too in how the idea is now being spread through a coalition of different agencies.

The questions of interest with this example then are: what is the quality of such symbolic interventions – what leads to them happening? How do they play out? What might be learnt from them?



Figure 1: Mike Peverill

In February 2007 I met with Jerome Baddley from Nottingham Energy Partnership (NEP) and Mike Peverill, senior policy officer for sustainable development at Nottingham City Council to explore some of these questions.



Figure 2: Jerome Baddley



Later in July 2007, having written a first draft of the learning history, I met with Steve Waller from the Improvement and Development Agency for Local Government (I&DeA) to get a further perspective on the case.

Figure 3 Steve Waller

Researcher Comment

The interviews at Nottingham gave a rich picture into some of the issues faced today by sustainability officers, such as Mike, who are trying to bring about change against a background of past history that is now being melded with present fast-moving political and social agendas with respect to climate change. Nottingham has a history of fuel-poverty and social deprivation. Such issues continue to be high on the agenda of the council. Present-day issues such as gun-crime and binge-drinking have, rightly or wrongly, served to tarnish the ‘brand’ of the city. There is a desire to talk up and ‘show’ to its own community and more widely that, in addressing broad environmental issues, Nottingham has not only taken positive steps but is something of a national leader.

This is in spite of the fact many such measures are not recognised directly by the government’s current scheme for evaluating local authorities (the CPA).

This claim of leadership on sustainability issues at Nottingham is not without a basis, nor is it confined to the act of creating and promoting the Nottingham Declaration. The past years have seen a concerted effort to reduce carbon emissions across the council. Using 75% green tariff electricity it is the 20th largest purchaser of green electricity in the UK. A £1M energy conservation fund that recycles savings from energy efficiency measures has contributed too to an overall relative⁴ reduction in carbon emissions over the past 6 years. With a goal now in place to achieve carbon neutrality across the council’s organisation by 2016 and including transport, efforts have been ratcheted up. Bio-ethanol busses are being trialled. An extension to the

⁴ This is relative to energy consumption which has nevertheless risen in the past 3 years. With Carbon emissions remaining flat over this time, this indicates a reduced emissions/ energy ratio has been achieved.

existing tramway is being considered and efforts to baseline and fully measure carbon emissions have been redoubled.

Within this broader context then, the Nottingham Declaration is but a small part of a much larger picture and its role came in and out of focus during the interviews – often disappearing wholly from view in significance. As such this posed a difficulty in the handling of the learning history. What was this story actually about? It wasn't entirely about the Nottingham Declaration; however the full breadth of the issues discussed would be too disparate to have any kind of discernable narrative thread, a key element to the learning history.

I decided in the writing to stick with the Nottingham Declaration as the main story, but to widen the lens a little to encompass Nottingham City Council's own context and strategy within that. This would serve to illustrate the Nottingham Declaration in action, so to speak, whilst also doing the 'story' justice.

This then is how this learning history is set out. Drawing in a wider context against which the Nottingham declaration is set, its thread is followed from its inception as an idea to the point it has reached today where half of all local authorities have signed it. Quotations unless otherwise stated are from Mike Peverill.

Phase 1: Creating the context: commitment and trust

When: 1989 - 1998

Where: Nottingham City Council

What: Championing of the Green Agenda

Who:

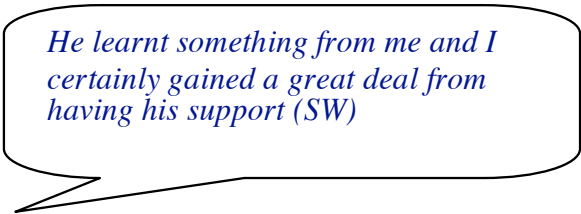
Ted Cantle – Chief Exec, Nott City Council

Steve Waller – Policy officer, Chief Exec's department.

The Nottingham declaration did not come out of nowhere. It emerged from a political environment at Nottingham that had long been sympathetic to environmental issues. In 1989 the commitment of a couple of councillors had led to the publication of a green charter in which the council made several promises to address issues that were at that time termed 'green'. In 1990, Ted Cantle moved to Nottingham City Council from Leicester in the role of chief executive. He had a long-standing track record and commitment to environmental issues and this was met with support at Nottingham. When the Local Agenda 21 action plans for sustainable development started to be put in place in 1997, Nottingham were already well ahead in responding to the challenge. Steve Waller, a policy officer at Nottingham, had been responsible for delivering on some of the green charter and had set up the Nottingham Green Partnership– a forum for a range of stakeholders including community groups - in 1991.

Theme: Political support with some key champions in place.

Steve, a policy officer with strongly held environmental principles had a good relationship with the Chief Executive, Ted Cantle, who had *“a strong interest in things environmental and sustainable development” (SW⁵)*. This common interest together with the trusting working relationship that developed over time was to provide a solid basis from which to innovate.



He learnt something from me and I certainly gained a great deal from having his support (SW)

Theme: Trust across a hierarchy: an enabling working relationship over time between Patron – Innovator.

⁵ Indicates quote from interview with Steve Waller.

Moment 2: Let's do something.

When: Late 1998

Where: Nottingham

What: A meeting in the council

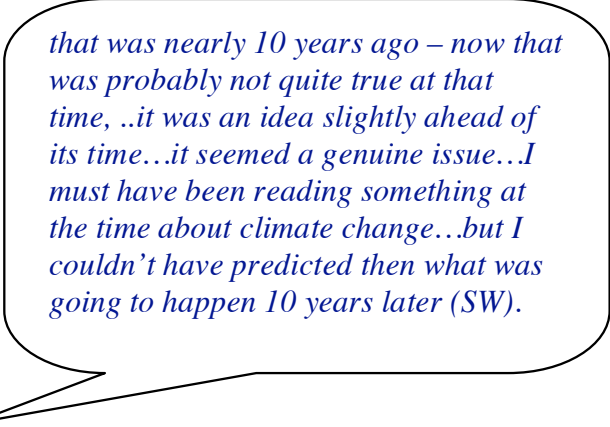
Who:

Ted Cantle – Chief Exec, Nott City Council

Steve Waller – Policy officer, Chief Exec's department.

In the summer of 1998, Ted came to Steve and said he wanted the city to host a sustainability conference for the Millennium. When discussing around what theme the conference should be organised Steve remembers quite clearly saying: *"Climate change is an up and coming subject for local government"*.

Theme: Seizing an opportunity whilst not knowing the outcome.



that was nearly 10 years ago – now that was probably not quite true at that time, ..it was an idea slightly ahead of its time...it seemed a genuine issue...I must have been reading something at the time about climate change...but I couldn't have predicted then what was going to happen 10 years later (SW).

With the theme agreed, Ted's department set about organising a conference for senior people in Local Government to debate the issue of climate change and to see what role they might play in addressing it.

Moment 3: Giving it Legs

When: Summer 2000

Where: Nottingham

What: A meeting in the council

Who: Ted Cantle, Steve Waller

By the summer of 2000, plans for the conference were well underway in a context where growing concerns over climate change were starting to be felt with political action. The UK was about to launch its Climate Change programme⁶ detailing how Kyoto targets might be achieved.

Though the purpose of the event was mainly to raise the profile of climate change as an issue it also afforded an opportunity to be seen to engage with it and to capitalise on the growing awareness of that issue. In a meeting Ted expressed to Steve the desire “*to give the idea some legs*”. Steve, who happened to have been recently reading recently about a pledge scheme in the private sector, arrived quickly at the idea of launching something similar at the conference.

I also definitely remember reading about a pledge scheme that'd come up for the private sector – but it was broken up into certain phrases – ‘we recognise’ ‘we welcome’ “and I thought I can use that” and that’s how the model for the Nottingham Declaration came into my head (SW)

Theme: The conditions for an innovative idea combine openness and determination with chance



Here, as in other cases, an innovative idea emerges quite undramatically from a context that has qualities of commitment, trust, opportunity and openness. The openness feeds a search for an idea that is led perhaps more by spurious individual experience and external events than by strategic, conscious problem-solving. This is illustrated by the next piece of dialogue.

R: So it seems that there’s a question revolving around your mind a bit – and you’re quite open – and then you read something and it kind of draws things together – it can appear as luck and in a way it is luck....(MG)

... and in a way it isn’t. In a way it’s a culmination of experiences which only I might have had because of the interest and the position I was in. It would only ever have occurred to me because of that unique situation....(SW)

⁶ Launched in November 2000

<http://www.defra.gov.uk/environment/climatechange/uk/ukccp/2000/index.htm>

Scene 4: Creating a Symbol

When: Early 2000

Where: Nottingham

What: Drafting the Declaration.

Who:

Ted Cantle – Chief Exec, Nott City Council

Steve Waller – Sustainability Team Leader

Mike Peverill – Local Agenda 21 Coordinator

The idea of having a one-page declaration of intent, as a tangible outcome from the conference was further discussed and Steve quickly prepared a draft. He was keen to keep it simple and succinct, no more than one A4 sheet. It was designed too to be voluntary and non-prescriptive. As an idea that originated in Local Government, there was a realistic awareness of how priorities and constraints vary across Local Authorities. The only serious commitment in the one-page declaration was the intention to develop a plan to tackle climate change within 2 years of signing.

and my recollection was something like – they hatched up the idea very quickly – Steve drafted something up – gave it back to Ted to have a look at and he said ‘yea – that’s not bad – kind of what I’m thinking of’, but make these changes and that was pretty much it (MP)

Theme: As with Merton there was awareness that a one-size fits all, directive approach won’t work with Local Authorities.

It was designed as a public declaration from the council to its own community primarily with the act of signing being a public and symbolic act in its own right. (MP)

The act then of signing was designed from the outset to be symbolic. By signing, a Local Authority would signal its earnest intent about climate change, not only to its public but also to other local authorities and perhaps most importantly to itself.

Phase/Scene 5: Smooth and Steady Strategy leading to Launch

When: Leading up to October 2000

Where: Nottingham

What: Leading up to First National Councils' Climate Change Conference.

Who: Ted, Steve, Mike and conference attendees.

There was a clear assumption behind the conference planning that, in order to achieve engagement from other councils on a non-statutory issue such as climate change; the top people would need to be involved.

Well Ted was very definite about this is not a statutory thing at the moment and it was a long way from being a statutory thing at the time and if councils are going to do anything really of consequence or significance then clearly you've got to get the most senior people involved in that

RR

It's interesting that the originator of the idea situates it in a structure familiar to him/her. The exec will reach out to other execs and see influence there. This contrasts and compares with Merton where the formal hierarchy was not used so much. However there, as here, the innovator reached out to those in a similar position to himself – in the Merton case it was to policy officers at other councils and informal contacts at other agencies.

Recruitment of such top people to the conference went smoothly, a testimony to good strategic planning on the part of the Nottingham team as well as to the convening power of its chief executive. When the conference was held in October 2000, upwards on a third of all the local authorities in the UK were represented by executives, leaders and senior managers. Furthermore central government support had also been secured. A government minister, at that time Lord Whitty, would countersign the declaration.

RR

The strategic nature of this intervention is striking. It was located very much within the formal power structures of local government and sought to use those structures rather than to innovate in spite of them.



Figure 4 The First Signatory

Lord Whitty co-signs the Nottingham declaration with Ted Cantle, Chief Exec of Nottingham City Council on Oct 25th 2000.

At the conference, Nottingham City Council and North Tyneside signed the declaration there and then and encouraged those participating to follow their lead. The Nottingham declaration had been launched.

Just a week later, at the end of October, 2000, the river Trent in Nottingham rose to unprecedented levels in what was the worst flooding in over 50 years. The timing seemed symbolic. The very issue that had been under debate at the conference was now brought sharply into focus.



Figure 6: Flooding by the Trent bridge in Nottingham in Oct 2000 (Photo: Steve Waller)



Figure 5 Newspaper headline, Oct 31st, 2000

Phase 6: Dispersal, Shifting Political Priorities and Disconnection

When: From 2001-2005

Where: UK

What: Gradual Signing up and shifting Priorities in Nottingham

Who: Steve, Ted, Mike and others at Nottingham Council.

In the months and years following the initial conference, a slow stream of Local Authorities continued to sign up to the Nottingham Declaration. Continuing at roughly a rate of one signatory every one to two months, by 2004 approximately 70 local authorities had signed some version of the declaration. The flexibility around how and what exactly was signed proved helpful in encouraging the idea to be taken up in whatever way local

authorities saw best. For instance, noting that no Local Authority in Wales had signed by 2004, a Welsh version of the declaration was created and authorities were encouraged to

sign that. Local authorities nearby to Nottingham were also slow to sign.

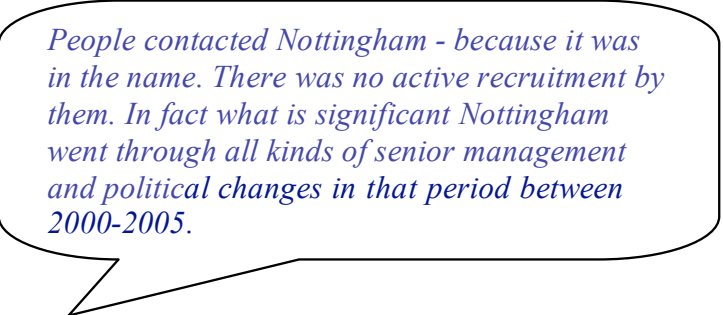
Neighbouring Derby for instance delayed signing and eventually created their own version removing Nottingham from the name.



RR

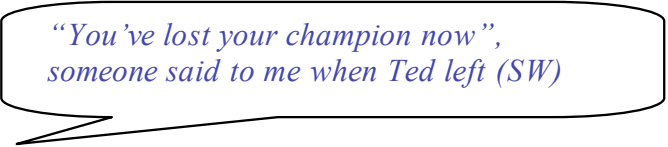
Institutional theory talks about 'competitive' and 'mimetic' and 'coercive' forces at play when a field develops a new practice. With nearby boroughs there is a recurrent theme of competition akin to sibling rivalry.

The slow take-up was perhaps mainly down to the fact that, despite the splash of the initial conference, there was neither the capacity nor the budget to sustain and actively promote the Nottingham declaration. Though the title of the declaration linked it directly to Nottingham, promotion of it proceeded in a more distributed and informal fashion.



People contacted Nottingham - because it was in the name. There was no active recruitment by them. In fact what is significant Nottingham went through all kinds of senior management and political changes in that period between 2000-2005.

Ted had moved on in early 2001. In the autumn of the same year, Steve took on a secondment at the I&DeA. He continued to pursue promoting the Nottingham declaration via his contacts from there.



"You've lost your champion now", someone said to me when Ted left (SW)

By 2003, following a poor CPA⁷, the authority pulled back from all activities that were seen to be peripheral to the core

⁷ Comprehensive Performance Assessment – the evaluation framework for councils.

issues of the council. With environmental issues only marginally recognised in the CPA this meant that whilst core issues such as transport and waste continued to get attention, the Nottingham Declaration became an artefact of a previous era.

Theme: Changing context makes initiatives hard to sustain.

The momentum behind sustainability issues was lost. Steve's role was not replaced in the department and Mike's position became precarious. In the period from 2002-2005 there continued to be several changes at executive level in Nottingham City Council. The spirit and indeed the formal structure from which the Nottingham declaration had grown had completely changed. What had started as an initiative to tackle climate change with full executive backing now no longer had such backing and thus the risk involved in pursuing it had changed as the following snippet of conversation illustrates.

My role here became a matter of survival and clinging on for the next two or three years to be honest

Theme: Changing levels of risk pinching off potential for action.

R: *To be innovative often requires there to be low risk or no risk involved so that there's the space to be innovative and it sounds like there was no risk initially with this because you had a lot of political backing – there was no financial risk – but it sounds like the risk then changed over time...*

*Yea, yea yea.
Absolutely.*

RR

In a way there was a brand of the Nottingham Declaration emerging that was working both for it and against it. It's strong title and identification with Nottingham conveyed a sense of solidity and strength of purpose on the one hand. This strongly engaged with what have been identified as institutional forces where organisations will seek to compete, copy or legitimize their actions with respect to another (DiMaggio and Powell 1983). On the other hand, behind the name of the declaration, the shifting priorities and political climate at Nottingham meant that Nottingham City Council had been forced to detach somewhat from this emerging brand which was now so strongly associated with them.

Phase 7: Reconnection, The Scrutiny Process and a new champion

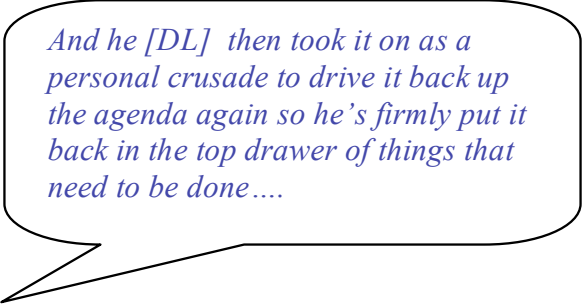
When: 2005

Where: Nottingham

What: Scrutiny Process

Who: Alan Simpson MP, DL, Deputy Leader of the Council

The opportunity to reconnect politically with issues around sustainability finally came for Nottingham in 2005. Following a detailed climate change scrutiny review of the council, conducted by its Regeneration, Infrastructure and Sustainability Panel, a hard-hitting report was issued highlighting that sustainability, as a key aim and responsibility was not being properly addressed. The 60 or so recommendations



And he [DL] then took it on as a personal crusade to drive it back up the agenda again so he's firmly put it back in the top drawer of things that need to be done....

of the report were welcomed by the then Deputy Leader of the council, DL who up until then had been tied by executive general interests but had been keen for some time to get sustainability and climate change back on the agenda. And Climate Change was starting to be seen too by others in the council as an opportunity for Nottingham to redress its negative image in other areas and become associated with something positive.

Theme: Support came partly from perceived opportunity for council brand to be made more positive by leading on climate change.

With a new political mandate and an executive in place who was keen to act on it, could once again start to reinvigorate its proactive role in addressing climate change. Included in this was a reconnection with the Nottingham declaration.

Theme: Ebbing and flowing as champions switch batons or become disempowered for a time from doing anything.

Scene 8: Creation of a coalition

When: Spring 2005

Where: Nottingham

What: Meeting

Who: Mike Peverill, Representatives from other agencies (I&DeA, LGA, EST...)

In the summer of 2005, Mike called a meeting of interested parties together to a meeting in Nottingham. At this meeting the 'Declaration Development Group' started to be formed. This group was a coalition made up of 8

governmental and non-governmental agencies including the Energy Saving Trust, I&DeA, and the Local Government Association (LGA).

The group agreed to help relaunch the declaration and to structure a conference around it. The Energy Savings Trust agreed to spearhead the second phase.

I think the agent provocateur was Mike Peverill....He invited us all to come to Nottingham in the spring of 2005 and said 'look guys'...(SW)

RR

Theres a gap here in the story as to how this coalition formed and why the EST were willing to take it on. It'd be interesting to hear some stories behind that.

Theme: As with Merton diffusion was enabled by the formation of a coalition behind the Declaration.



Figure 7 The new Nottingham Declaration Development Group in 2005 representing 8 organisations (Steve Waller – left; Mike Peverill - centre)

Scene 9: Relaunch - Second National Council's Climate Conference

When: December 2005

Where: Nottingham

What: Relaunch of the Nottingham Declaration

Who: DL, Deputy Leader,

Steve Waller, Mike Peverill, Representatives from other agencies (LGA, EST...)

In December 2005, a substantial representation from Local Authorities across the UK



converged once again on Nottingham for the second national council's climate conference. It was at this conference that the Nottingham Declaration was relaunched (see Appendix C) with further ministerial backing and, importantly, the intention to provide councils with much more support upon signing.

Figure 8 Sir John Harman (Chair of the Environment Agency) unveils the revised, new look ND

Theme: The physical gatherings taking place around an idea.

The 'Declaration Development Group' would provide action packs and workshops to help councils follow on from signing by setting plans and milestones. The impetus for councils to sign had also developed. At the conference Ashfield District Council and Bath and NE Somerset Council became the 99th and 100th Local Authority to sign. An active campaign to reach 200 signatories within the year was launched.

With this relaunch, the Nottingham declaration would now be more or less independent of Nottingham City council. Though Nottingham council representatives would still be involved in the declaration development group, the main tracking and administration of the Declaration would be via the Energy Savings Trust and a dedicated website.



Two processes seem to be at play with the diffusion of the Nottingham Declaration. One is the straightforward operational process that linearly spreads the idea – this is administered via a website and a coalition of interested parties. The other process is the creation of the idea itself and a kind of negotiation of what it means. The idea is changed and adapted each time it is taken on board until finally at some point it is agreed generally what it is. This is more like a process of modern-day myth creation



There is a gap here in the original learning history about the substantial activity that followed the relaunch conference. This page patches in some of what happened but this is not conclusive. Staying close to the interview data, the learning history itself shifts back to Nottingham City Council. I recognise this may jar somewhat as it leaves some questions unanswered about the phase from 2006 onwards.

More about:Actions of the Coalition after Relaunch

Related Section(s): Scenes 8 and 9

Time Period: 2006-2007

Added by: Steve Waller, Sept 2007

Working alongside the Energy Saving Trust in encouraging Councils to sign up to the declaration, the UK Climate Impacts Programme and IDeA supported regional bodies during 2006 and 2007 in organising climate change conferences in each region to stimulate interest in the declaration and encourage Councils to use the Nottingham Declaration Action Pack, the on line guide hosted by EST.



Figure 9 Angela Smith MP, CLG Minister launching the Action Pack at Westminster in July 2006

Phase 10: Back in Nottingham – Developing and Learning

When: 2006

Where: Nottingham

What: Momentum building behind sustainability issues in Nottingham

The momentum built behind sustainability issues in Nottingham continued to gather pace in 2006. Green energy procurement, increased stakeholder engagements with local businesses and the £1M energy efficiency recycling fund were among many of the measures that were starting to show results. In 2006 though overall energy consumption increased, the carbon emissions remained level reflecting an increasing utilisation of low or zero carbon energy.

Not only was Nottingham trying to reduce its own energy consumption it was increasingly looking to learn from what other places were doing, both home and abroad. With strong encouragement from Local MP, Alan Simpson, sustainability study tours to Munich as well as to other Boroughs in the country were organised so that those working in Nottingham councils could see what was possible.

What was important was that informal time in between while we were going around on the bus and forming relationships a bit differently

R: And what has excited you recently? What kind of projects have given you inspiration ?

The council debate – that was really exciting – that was the first ever themed debate on any single issue that's taken place. ..on the 9th and that was preceded by a big conference in the council house – 150 people turned up to comment on the proposal – and we had a live video conference with an US mayor of a community in Florida to compare how they do things.

Theme: There was a sense of a growing awareness in the value of connecting with others and learning with them

Finally in October 2006, Nottingham City council held a public debate on climate change, which they followed with a single-themed council meeting on climate change. And it was then that Nottingham launched what it had originally promised to do within two years of its own declaration back in 2000. It officially set out its strategy to tackle climate change. Targets were officially set to reduce the council's own headline energy consumption by 10% within the next 3 years and this was situated within a broader target of achieving carbon neutrality across the organisation by 2016.

Phase 11: Influencing and Influences: From Kicking to Guiding

When: 2006

Where: UK Wide – Central Government.

What: Single themed council debate on climate change

In December 2006, just a month after Nottingham launched its strategy that geared up toward carbon neutrality, the Government echoed similar targets on carbon neutrality in all new homes by 2016. This was to be achieved by a combination of different measures including: (a) publication of the Voluntary Code for Sustainable homes setting out plans for homes to have a star rating according to their environmental footprint, (b) a framework for successively tightening up Building Regulations to encourage the reduction of the carbon footprint of new homes and finally (c) a draft Planning Policy Statement on climate change (PPS2), which set out an expectation for planning strategies to now be tested on their carbon ambition⁸

That's one of the things that has given me hope - that the government is taking this seriously and is taking quite a big step up in terms of policy commitments

Nottingham had also been singled out for special attention. In late 2006, the secretary of state for the environment, David Miliband announced he would be working



There appears to be a simultaneity toward the end of 2006 around the idea of carbon neutrality by 2016. To say this was purely driven by central governmental policy would I think be a simplification. It'd be interesting to understand better the mutual influencing between local and central government that led to this idea

closely with Nottingham and the 7 other regional 'core' cities to investigate how an ESCO model, such as that pioneered by Woking, could be put in place.

Nottingham is well placed to capitalise on this political

backing. With a longstanding history of fuel poverty, it is perhaps unsurprising that Nottingham has the largest CHP⁹ heating system in the country that has been in operation since the 70s. Some 4,500 homes as well as 140 city centre businesses and city council offices are connected to the system. The local energy company, Enviro Energy who administer this system are well positioned too to become a fully-fledged ESCO.

Yet this long-standing history in Nottingham is as burdensome as it is helpful in moving forward. In the 70s, the district heating system was inefficient and uneven -

⁸ Based on a community and local government press release on December 13th 2006.
<http://www.communities.gov.uk/index.asp?id=1002882&PressNoticeID=2320> (Downloaded 27.03.2007)

⁹ Combined heat and power, consisting of district heating and private wire electricity

some communities even lobbied successfully to have it removed. The current system continues to suffer from a branding problem as it is powered by the local waste incinerator which continues its negative image particularly with local environmental groups. Nottingham cannot therefore herald its CHP system as a great step forward in carbon reduction though the move to other forms of biomass for its boilers is now being considered. Enviro energy also has a negative public image. It continually has had financial difficulty and has struggled to stay afloat.

Despite all these impediments, there is nevertheless a general feeling of optimism that the increased political backing will be enough to help Nottingham capitalise on its existing infrastructure. There is a general sense that the nature of bringing about change for low carbon is shifting from its entrenched battling position to one that is focussed more on delivery as the following exchange I had with Jerome Baddley from the Nottingham Energy Partnership illustrates.

Theme: Shifting political backdrop changes context and nature of response required.

R: In the research I'm trying to illustrate how shifts come about, not by grand plans but as a mixture of chance and strategy, but it's a different kind of strategy....

Mmmm – it's usually a few people with a real passion for it. Trying to kick it through, in any way shape or form... And you get the chance and the luck....and at the moment, there's a political will that has really developed(JB)

That's true – it's really changing all the time isn't it....

so... you're not having to do as much kicking as guiding and I think Mike's doing a great job with the Nottingham declaration....and people are asking us more for the answers...which is good (JB)

So there may be a shift in what working in this area means...?

I think so – I think strategy wise –the city's corporate strategy is not what you say – it is less ad-hoc – it's about putting things through policy – but then having to follow through and make sure everyone sticks to it – that's the hard thing

RR

If we are now moving more toward a phase of guiding rather than kicking how might those working in areas associated with climate change learn new ways of doing things and adapt

REFLECTION: THE MEANING OF STRATEGIC INTERVENTION.

There is a striking question that repeatedly has arisen for me with the writing of this

(mg) – this is a question I’ve got - When you do have these emitters of activity ... These are embodied articulations of new ways of doing things and that’s very different thing to the strategic view of the Nottingham Declaration and I’m interested in how you ... and where you see both coming together? Where do you see the Nott. Decl. locally...how has it influenced some of the things that have occurred locally?

(mp) In some ways I’m not too sure that it has I think a lot of these things would’ve happened anyway – that’s the interesting thing – I’ve been thinking about this a lot in the past few days – if you look at transport and waste and energy - actually the history of these things goes back 10/20/30 years in some cases and in actual fact, without realising it, we’ve been doing many of the right things without actually appreciating the significance of those particular courses of action those particular policy decisions and seeing the value of them collectively has only come into focus as the thinking of climate change has moved on....but that’s very reassuring to know you’ve been doing the right thing for a number of years ...

So the Declaration is simply a way of being able to assess what’s going on around you and thinking ‘yes – we are along the right lines’. And what we now need to do is to keep things going. And try to make the best of where things have got to already

(mg) I think that’s interesting what you say because when you’re actually in the moment trying to do something it isn’t quite clear as to where it’s going to goand strategy sometimes is portrayed as an end destination and a way to get there but actually I don’t think that’s always clear before the future

(mp) Yea yeh yeh

Excerpt 1: Inquiry into how strategy relates to action [Researcher (mg) and Mike Peverill (mp)].

learning history. “What has been the real influence of this strategic declaration?” How much did the Nottingham declaration lead activity (in Nottingham and elsewhere) once it was signed? And how much did the signing simply follow activity that was already happening and being stimulated by other influences? This broadens to a general question about strategy and planning and how these relate to action. This theme was explored a little with Mike during the interview (see inset) where he suggests that strategy is more likely to follow than to lead action.

The Nottingham case suggests that whilst strategies may have symbolic power this may be felt elsewhere and at different times in the system than in the immediate vicinity where they were originally intended to have influence. Consider how the idea of the Nottingham declaration moved through Local and Central Government taking on a life of its own, whilst at the same time Nottingham itself heeded its own stipulation that a plan be developed only when there was sufficient clarity and support around what they could achieve. This was some 5 years after their own signing of the declaration. Or note too how the Nottingham Declaration fell out of view when political priorities in Nottingham required attentions to be directed at perceived priorities. Yet to leave it at that would be to underestimate the

influence that can be achieved with symbols and gathering points of meaning in a time when there is much complexity and many confusing pathways of potential action. The signing of the Nottingham declaration refers to a symbolic pathway out of that confusion. Signatories may be simply declaring they are already on that pathway or perhaps that they are hoping to get on it. What is important is that in a time of ferment common meeting points do emerge and it is interesting that the symbolic meeting point of the Declaration was also reflected in actual gatherings from time to time both on a local and national scale.

To judge the Nottingham Declaration then as merely the '*tangible outcome*' it set out to be, or an 'object' that 'makes things happen' is to simplify it. It is better seen (not unlike this learning history) as a process that is gathered around a particular 'thing' called a declaration. Ascribing direct impact to it is therefore impossible. However declarations such as this (and we see this reflected at a larger system scale with the Kyoto agreement) can be viewed as part of the essential fabric of the overall era of ferment.

Final Word: Signatories and Shifting Forces

When: March 2007

Where: UK

What: Signatories to the Nottingham Declaration

In March 2007, Newham Council and Westminster City Council became the joint 200th Signatory of the Nottingham declaration and the campaign continues to have a target of 400 Local Authorities signed up by 2008 –Signing the Nottingham Declaration or something similar is no longer an idealistic move but, in the face of changing policy a pragmatic one.

RR

*The reasons for signing the declaration appear to be shifting and this together with the numbers suggest that, in terms of diffusion theory, we're in the early majority phase of adoption. Or in terms of institutional theory **coercive forces** are starting to be felt where legitimacy has now become the key reason for adopting something new.*

It might appear to be easy to sign up to something in the first place that doesn't have any pounds or pence attached to it, but be warned this is a serious thing you're getting into but it's sensible to do it now or in the near future because pretty soon legislation and the rising tide of government policy is going to catch up with us and require us to do all these things anyway. So it makes an awful lot of sense to get in now and do some of it now.

Behind the theory however lies a quite subtle reality of practice. Local Authorities like any organisation are made up of different actors with varying degrees of passion, intention and attitude to risk. Innovators exist in the most recalcitrant of organisations though they often lack the means to legitimize in terms of political priorities and existing organisational routines the changes they wish to make. Seen

this way the Nottingham Declaration offers an opportunity to such change agents. They can use it as a coercive tool *within* their own organisations to accelerate changes they see as vital in tackling climate change.

*It was very persuasive as an instrument – it certainly acted as a driver for us – it allowed us to say to the leader of the council and the chief exec...- 'if we're going to be as good as other local authorities we're really going to have to sign this – so we duly signed and then went off and made hay on the back of it....
T.Crockett, Brighton-Hove LA.*

Figure 10: Signing is a very symbolic, public statement –
The leader of Bath & NE Somerset, was the 100th signatory to the Nottingham Declaration in 2005



More about: The impact of the relaunched Nottingham Declaration

Related section: Final Word and Scenes 8 & 9

Time Period: 2007

Added by: Steve Waller, Sept 2007

Recent evidence from an LGA survey (September 2007) identified that the Nottingham Declaration was the main driver for Councils adopting a climate change strategy (84% of respondents). In addition 79% of respondents said they used the Nottingham Declaration Action Pack to help them improve the Council's performance.

This underlies the value of creating the coalition of other agencies to take forward the declaration referred to in Scenes 8 and 9.

APPENDIX A: Themes

There were a number of themes that arose from the data at Nottingham and these are listed below. These themes were annotated whilst processing and reflecting on the interview data. Though an entirely different case to Merton, it was interesting to note quite a few echoes between the two learning histories.

Theme/	Description
Relationship between central and local government	<p>This learning history particularly highlights the mutually influencing, complex relationship between central government (policy and otherwise) and local authority action. It highlights in places a complicated parent-child relationship where there is call for more support on the one hand and empowerment on the other.</p> <p>There is also a theme of frustration sometimes with central government and regulation. In general there is a complex picture of mutual influence and communication emerging between the two.</p>
Myth, Symbolism, Gathering Points	<p>There was a sense of modern-day myth and symbolism running through this history. There was the symbolic timing of the floods. There were the periodic ritualistic gathering points at the conferences (the words spectacle & theatre were used). There was also the fact that signing was itself a symbol. There was also a sense of myth in the way the original declaration took on a life of its own separate to Nottingham.</p>
Serendipity Innovative idea as combination of luck, determination, timing, openness...etc.	<p>Timing of the floods and the first conference was seen as significant</p> <p>Steve's reading of the private sector pledge scheme at a time when he was looking for ideas.</p>
Seizing an Opportunity whilst not knowing the outcome	<p>Suggesting Climate Change as a theme when asked. Not knowing where it would lead.</p>
Formal and Informal Networks	<p>There was a strong theme here of using formal hierarchy and positional power to get things done – at least initially. This made sustaining the energy behind the declaration difficult as it was vulnerable then to formal role changes and changing priorities. Later there seems to have been a move to a more informal way of connecting and learning 'together'</p>

	rather than top down.
Context sensitivity (not one size fits all)	There was a theme here that echoed with Merton which was the view that Local authorities are context sensitive and so there can be no single solution – for anything to be applicable elsewhere this must take this into account
Ebb and Flow, Connection and Disconnection following changing context	Connected to the previous point on formal networks, there is a strong theme of energy and support ebbing and flowing as the context changed. The impact of external structural, cultural and contextual factors seems to have been particularly felt in this history. The connection & disconnection between Nottingham and the Declaration also was a theme.
Knowledge Networks and Knowing what to do....	As with Merton there was a case those who knew what to do being in the right place and able to it – in this case that knowledge was strategic rather than technical. There was also a theme of the knowledge about the declaration being distributed and so there not being one single point of contact. And also a lack of knowledge was a theme too in impeding progress in planning or installing new low-carbon solutions.
Low Carbon Technologies	Recurring theme of technology only being one part of a much broader picture of reducing emissions.
Champions	The champions in this history include senior executives and MPs with political capital which they sought to use when they could. This contrasted with Merton where the champions sought more to use social capital derived through informal networks.
Simultaneous causal and system's thinking.	This interview, like Merton, surfaced tensions between 'causal' and 'systems' thinking & acting. The analysis highlighted that to presume the declaration would lead to a strategy and thence to action was too simplified a view and suggests that the relationship between these stages is a much more overlapping, mutually dependent one
Post-Heroic Leadership – avoiding the narrative of success.	There were less overt references to acts of heroism in this account than at Merton. This may have been down to the perspective of the interviewee. Or it could also have simply been down to the fact that this example was located more within the formal

	<p>structure and therefore efforts undertaken may have been more seen as a case of simply doing ones job. As with Merton there was a strong sense of wishing to tell an honest rather than a victory narrative and so to give insight into the ups and downs of the process.</p>
Trust: Patron/Innovator Power Parity	<p>As reportedly in Woking, the inception of the Nottingham Declaration can be traced to a strong trusting relationship between an executive and an innovator (Ted/Steve). Such a relationship appears to leverage positional power jointly rather than separately vesting it in one person. This trust theme was repeated too in the Merton Case, though in a compressed moment in time, between the MP and Adrian</p>
Distrust of ‘best boy in the class’ syndrome.	<p>There was a desire for inclusivity and transparency expressed when it comes to learning from other Local Authorities. Initiatives (e.g. Beacon scheme) that singled out good practice were felt to be helpful but also in some way distasteful as they excluded others and ran a danger of fuelling egos.</p>
Map diffusion theory and institutional theory	<p>Institutional forces are relevant here – in other Local Authorities response to the declaration, there is evidence of all three forces of isomorphism – coercive (ministerial statements), mimetic (normal signatories) and competitive forces (nearby boroughs who wouldn’t sign or those who changed the name). Maps well too to diffusion theory too suggesting we’re in the early majority phase. Timing appears ambitious for the Late Majority and Laggards.</p>
Multi-organisational Coalition to promote diffusion	<p>As with Merton at a certain point, a cross organisational coalition of interested stakeholders took on the promotion and campaign for the declaration.</p>
Risk	<p>As with Merton the initial risk with launching the Declaration was low. However this situation changed and, when it became more risky, the energy behind the declaration waned.</p>
Confidence, Momentum and Symbolism	<p>There is a strong recurrent theme around the idea of confidence – gaining it from the community as well as feeling it in the council itself. Building and sustaining momentum is seen as important to holding on to this confidence. Physical examples of changing practice, such as eco-buildings, are also highly</p>

	valued for the power of their symbolism of possibility and hope.
Branding	Connected to the previous point there was a recurrent theme of image and in a sense ‘branding’ connected to the Council’s efforts to address climate change.
Learning	Connection with others in order to share experiences and learn from each other became an important theme later on in the history. Examples that were significant and comparable were sought. A value in informal connection was also seen.
Socio-technological Regime – Financial Innovation	In terms of regime shift this is an intervention targeting primarily the political regime at local and central government level. It does not have a direct causal link to change or niche growth as Merton does.

Figure 11 List of themes.

APPENDIX B: The Original Declaration (Nottingham CC version)

The Nottingham Declaration on Climate Change

Nottingham City Council recognises that Climate Change is likely to be one of the key drivers of change within our community this century.

We acknowledge that

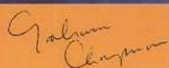
- * Evidence continues to mount that climate change is occurring.
- * Climate change will have far reaching effects on the UK's economy, society and environment.

We welcome the

- * Social, economic and environmental benefits which will come from combating climate change.
- * Recognition by many sectors, especially government and business, of the need for change.
- * Emissions targets agreed by central government and the programme for delivering change as set out in the *Climate Change - UK Programme*.
- * Opportunity for local government to lead the response at a local level and thereby play a major role in helping to deliver the national programme.
- * Opportunity for us to encourage and help local residents and local businesses - to reduce their energy costs, to reduce congestion, to improve the local environment and to deal with fuel poverty in our communities.
- * Additional powers to address the social, economic and environmental well-being of our communities contained within the Local Government Act 2000, which will assist in this process.

We commit our Council to

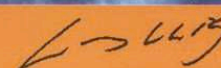
- * Work with central government to contribute, at a local level, to the delivery of the UK climate change programme.
- * Prepare a plan with our local communities, by December 2002, to address the causes and effects of climate change and to secure maximum benefit for our communities.
- * Publicly declare, within the plan, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operations especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services.
- * Encourage all sectors in the local community to take the opportunity to reduce their own greenhouse gas emissions and to make public their commitment to action.
- * Work with key providers, including health authorities, businesses and development organisations, to assess the potential effects of climate change on our communities, and to identify ways in which we can adapt.
- * Provide opportunities for the development of renewable energy generation within our area.
- * Monitor the progress of our plan against the actions needed and publish the results.



Cllr. Graham Chapman
Leader of the Council



Ted Cante
Chief Executive



Lord Whitty, Parliamentary Under
Secretary of State, DETR

Photo of hurricane courtesy of NASA

APPENDIX C: The Relunched Nottingham Declaration

The revised Nottingham Declaration 2005

Information for prospective signatories

What's changed from the 2000 version?

It's still called the Nottingham Declaration - after the place it originated but you can amend the title if needs be, as they have done in Devon and Wales - and the clauses, as long as you don't alter it beyond recognition

The Nottingham Declaration on Climate Change

It remains a high level, broad statement of public commitment from a council to its own community

We acknowledge that

- Evidence shows that climate change is occurring.
- Climate change will continue to have far reaching effects on the UK's people and places, economy, society and environment.

We welcome the

- Social, economic and environmental benefits which come from combating climate change.
- Emissions targets agreed by central government and the programme for delivering change, as set out in the UK Climate Change Programme.
- Opportunity for local government to lead the response at a local level, encouraging and helping local residents, local businesses and other organisations - to reduce their energy costs, to reduce congestion, to adapt to the impacts of climate change, to improve the local environment and to deal with fuel poverty in our communities.
- Endorsement of this declaration by central government.

We commit our Council from this date _____ to

- Work with central government to contribute, at a local level, to the delivery of the UK Climate Change Programme, the Kyoto Protocol and the target for carbon dioxide reduction by 2010.
- Participate in local and regional networks for support.
- Within the next two years develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities.
- Publicly declare, within appropriate plans and strategies, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operations, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services.
- Assess the risk associated with climate change and the implications for our services and our communities of climate change impacts and adapt accordingly.
- Encourage all sectors in our local community to take the opportunity to adapt to the impacts of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action.
- Monitor the progress of our plans against the actions needed and publish the results.



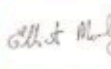
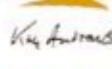
Include your council name and logo here

Council

acknowledges the increasing impact that climate change will have on our community during the 21st century and commits to tackling the causes and effects of a changing climate on our city/county/borough/district.



This is the main commitment to develop a climate change plan, or incorporate climate change within another key plan, within two years of signing

Your Leader and Chief Executive sign here - it's a public commitment, so why not make it a public event and display in a prominent place

 Leader of the Council	 Chief Executive	 Minister of State Climate Change and Environment	 Office of the Deputy Prime Minister
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The revised Declaration now has ministerial endorsement from Baroness Andrews on behalf of ODPM, and Elliot Morley on behalf of DEFRA

The revised Nottingham Declaration is managed by the Energy Saving Trust on behalf of the Nottingham Declaration Development Group. For more information, please visit www.est.org.uk/nottinghamdeclaration

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