

Carbon Reduction Strategy for Leicestershire 2013 - 2020

**Building the market demand for the low
carbon economy in Leicestershire**

Acknowledgements

The Carbon Reduction Strategy has been developed in collaboration with VERCO Limited.

The analysis that was undertaken as the basis for this strategy was completed between February and May 2013.

Thanks are also due to those individuals and organisations that responded to the invitation to comment on the initial strategy. The comments and advice received are reflected in this document.

Executive Summary

The UK government has agreed a national target to reduce carbon emissions in the UK and sets out how this will be achieved in its Carbon Plan. The Carbon Plan explicitly acknowledges that for the national target to be achieved action to support government initiatives and programmes will be required at a local level. In July 2012 Leicestershire County Council signed up to Climate Local making an explicit commitment to reduce its own contribution to and from climate change and to help residents and businesses to capture the opportunities and benefits from addressing climate change. This commitment replaces the commitment made by the County Council in 2006 to the Nottingham Declaration on Climate Change.

The Carbon Reduction Strategy has been developed based on understanding and analysis of the sources of carbon emissions in Leicestershire, projecting likely carbon emissions in Leicestershire based on anticipated reductions from government intervention but with no significant local action, and identifying the reduction required to match the national government target of 34% reduction by 2020 compared to 1990.

The Carbon Reduction Target for Leicestershire is to reduce emissions by 23% between 2005 and 2020 as measured by the Department of Energy and Climate Change.

The analysis has identified that 1,000ktonnes of emission reduction will need to be delivered to meet the target. Of this it is anticipated that 686 ktonnes will be delivered through decarbonisation of the electricity grid delivered principally through national energy policy. A further 147 ktonnes will be met through energy regulations on technologies. The remaining 165 ktonnes will be reduced by action in three sectors, domestic property (75 ktonnes), commercial and industrial property (90 ktonnes), and emissions from transport maintained at current levels.

The specific priorities are:

- 1. To support the reduction of carbon emissions from the residential housing stock in Leicestershire.**
 - The focus of activity will be on encouraging home owners and private tenants to utilise government incentives to reduce energy costs and carbon emissions.
- 2. Create the demand from business for carbon reduction**
 - The focus of activity will be on creating demand for renewable heat and raising and enhancing the market potential of energy efficient technologies.
- 3. To ensure carbon emissions from transport do not exceed current levels over the life of the strategy, irrespective of growth in net travel**

- The focus of activity will be delivering the key measures identified in the Local Transport Plan 3 and identifying further action to address reduction successfully.

4. Support communities to develop small-scale community owned renewable energy and energy efficiency projects.

An Implementation Plan 2014-17 has been developed to establish the actions to deliver the carbon reduction targets in the Carbon Reduction Strategy. Whilst not forming part of the Strategy document itself, it is included as an annex for the sake of completeness and will be updated as necessary, as resources become available or as Government policy changes.

The actions within the Implementation Plan are subject to securing the appropriate resource and will be refreshed periodically to reflect the level of resources available to deliver the actions. There is no commitment to any action until the resources it requires can be secured.

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1. Introduction

There is international consensus that anthropogenic climate change is happening and presents a significant risk to society; environmentally, socially and economically. Nations are taking action to become more resilient to climate change, coping with increasingly frequent extreme weather events, and mitigating its effects by reducing emissions of Green House Gases (GHGs).

The UK Government has set targets for GHG reduction in the Carbon Plan that states the UK will reduce carbon emissions by 34% by 2020 compared to levels in 1990. Central government has and continues to develop the policy framework to meet this target. For instance they have created fiscal incentives such as the Feed-in-Tariff (FiT) the Renewable Heat Incentive (RHI), the Green Deal and Energy Company Obligation; and new regulations such as energy efficiency requirements for vehicles and products.

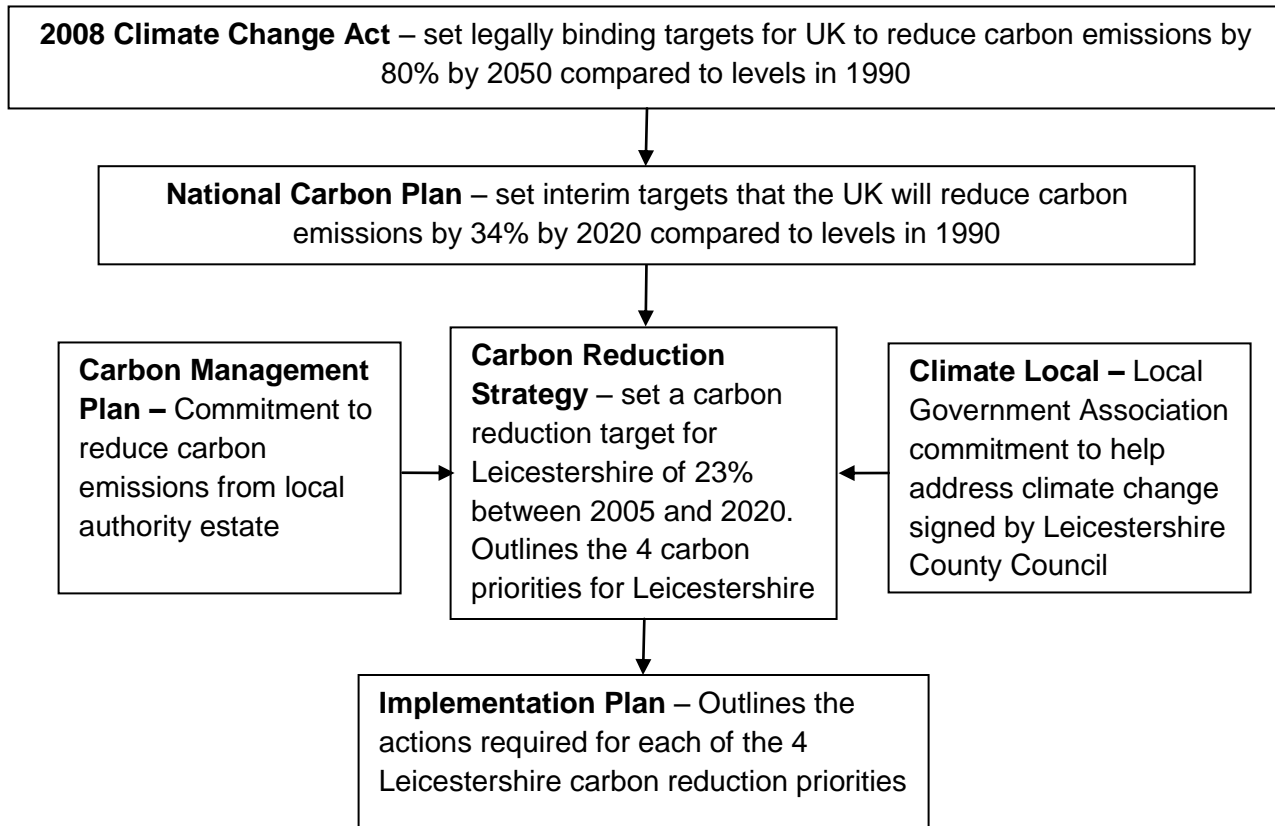
The government recognises, however, that these targets will not be achieved without interventions by local organisations and in particular local authorities. As such the Local Government Association and the Department of Energy and Climate Change (DECC) have developed a memorandum of understanding to work closely together to support the reduction in green house gas emissions. Part of this agreement includes the replacement of the Nottingham Declaration on Climate Change with a similar accord called Climate Local. Climate Local requires that local authorities first sign up to Climate Local and then publish specific commitments for which they are accountable. Leicestershire County Council has signed up to Climate Local and the Carbon Reduction Strategy will form part of the commitment to act on climate change.

Through its Carbon Management Plan Leicestershire County Council already have programmes to reduce carbon emissions from its own operations, principally through improving energy efficiency, and emissions reductions have been achieved in the past 5 years. The development of this Carbon Reduction Strategy is a key next step for Leicestershire County Council to identify a response to carbon emissions reduction in the County as a whole and take action to influence change by all. The national context in which the strategy and implementation plan have been developed is presented in diagram 1 below.

The national position has been driven by the Stern Review (2006) which analysed the economics of climate change. The report stated that 'If nothing was done to rein in global carbon emissions, climate change would reduce world gross domestic product (GDP) by at least 5%. In contrast, combating climate change would cost 1% of global GDP'.

As recently as November 2013 Stern reported to MPs that his original report may have underplayed the cost of climate change and that we should be more worried about future generations being worse off, as a result of climate change, than first thought.

Diagram 1 – Links to the National Strategic Context



1.1. Local Benefits

The reduction of carbon emissions supports the majority of the Council's outcomes, improving health, boosting the economy, reducing consumer energy costs and helping to alleviate fuel poverty.

Locally the benefits of supporting the national agenda on climate change manifests itself in future cost savings to local services and contributing to the local economy.

Mitigating climate change through carbon reduction can create jobs, boost the economy and reduce consumer energy costs. The goods and services associated with the low carbon economy are providing an important boost to the UK's economy. The low carbon sector has been growing at a rate of 4-5% since 2008 and research undertaken by the Department for Business, Innovation and Skills (2010) forecasts a further 400,000 new jobs will be created by 2020. This aligns closely with the objectives of the Strategic Economic Plan and EU Structural Investment Strategy developed by the Leicester and Leicestershire Enterprise Partnership (LLEP). Development of the low carbon sector will increase employment, skills development and innovation in Leicestershire. The total market potential for domestic energy efficiency in Leicestershire and Leicester City has been estimated to be £2bn. Therefore the growth of the Leicestershire economy is supported through the growth of the low carbon economy and delivers the overarching aim to achieve carbon reduction targets with wider economic growth benefits.

In addition to this, evidence shows that people who live in fuel poverty often have health issues and put more demand on public services. Addressing energy efficiency in areas of fuel poverty can support a healthier population with increased life expectancy and a reduction in health inequalities whilst at the same time reducing the demand on public health services by these residents.

Evidence also indicates that physical inactivity and air pollution are linked with poor health outcomes and increased demand on public services. Reducing carbon emissions through the promotion of active travel initiatives, such as walking and cycling, would both contribute to carbon reduction efforts through reducing vehicle use and improve public health.

In Leicestershire climate change is predicted to increase the frequency and intensity of extreme weather events, such as heat waves, flooding and droughts. These extreme weather events present a number of risks, and have an associated financial cost, to the work of Leicestershire County Council.

The cost to the Council will increase as extreme weather events become more common in the future due to climate change. However, supporting the delivery of this strategy and implementation plan supports the Council's contribution to reducing the rise in global carbon emissions and therefore reducing risk.

2. Developing an understanding of current and future carbon emissions in Leicestershire

The development of the strategy has required a series of questions to be answered, based on the data and assumptions available today. These questions are:

- What are the sources of carbon emissions in Leicestershire?
- What would matching the government's national target to 2020 in Leicestershire mean for carbon emission reduction in the County?
- Assuming business as usual what do we estimate the level that carbon emissions will be in Leicestershire by 2020?
- What will the impact of government policy be on carbon emissions in Leicestershire, assuming no action from Leicestershire County Council, and therefore what is the carbon emission reduction gap that Leicestershire County Council will have to address?

The answers to these questions are presented briefly below. Inevitably there are uncertainties in projecting change in the future and in relation to predicting carbon emissions these are significant. Therefore a number of data sources and models were used to understand the range of possible carbon outcomes; this strategy is based on the mid-point assessment from that process.

2.1 Sources of carbon emissions in Leicestershire

Data on annual carbon emissions by local authority area is available from DECC for the period 2005 – 2010. This shows that carbon emissions are split between transport, residential, and commercial and industrial sources in roughly equal thirds with around 1% of emissions being related to agriculture and forestry.

2.2 A carbon emission reduction target for Leicestershire

The intention of this strategy is for Leicestershire to contribute its share of meeting the Government's legally binding target of a 34% reduction from 1990 levels by 2020. The Department of Energy and Climate Change started recording carbon emissions at Local Authority level in 2005. To ensure we set a sensible target, we have estimated our carbon emissions in 1990 mirroring the national change in emissions and then used this as a guide to set a target based from 2005, the first year actual data is available.

Our target is to achieve a 23% reduction of our emissions in 2005 by 2020, which is comparable to the Government's national target of 34% from 1990 by 2020. This would mean that carbon emissions in Leicestershire in 2020 would be 4,400ktonnes.

2.3 Business as usual carbon emissions estimates to 2020

Once the target has been established it is important to understand the factors that are likely to impact on the increase in carbon emissions between now and 2020 as this has a material impact on the scale of measures required to meet the target. There are a number of factors in Leicestershire that will contribute to the expected increase in emissions. Growth in population is the key factor leading to an increase in housing provision, expansion of the road transport network and an increase in employment, all of which are simultaneously beneficial to the Leicestershire economy and potentially damaging to the emissions reduction objective.

If we don't take action it is projected that our carbon emissions will rise from 5,150kt CO₂ in 2010 to 5,400kt CO₂ in 2020.

2.4 Carbon emissions estimates to 2020 after government intervention

The national policy covers a broad range of policy drivers, which, if fully implemented, would result in Leicestershire exceeding the carbon reduction target. Some Government initiatives such as grid decarbonisation, that is projected to realise a 69% reduction, will require no input from Leicestershire to realise carbon reduction. However Leicestershire County Council will need to support action to ensure take up of other government policy initiatives are maximised to their full potential in the County.

Based on this analysis approximately 310ktonnes of carbon emission reductions will need to be achieved with support from Leicestershire County Council to deliver the target set out in this strategy.

2.5 From understanding to strategy

Based on the identified reduction target a number of scenarios were tested to gain confidence that the target would be achievable. Scenarios were developed for each of the three sectors described earlier: residential, commercial and industrial, and transport and a brief summary of the findings is provided below.

a) Residential Carbon

Based on government projections Leicestershire's pro rata reduction in carbon reduction from Government initiatives would deliver 26.3 kt CO₂/yr and from the Renewable Heat Incentive would be 16 ktCO₂/yr.

An example of what these figures would require include installing 3,670 domestic renewable heat installations, insulating 9,300 solid walls, 26,000 cavities and 15,500 lofts in Leicestershire by 2020. In relation to solid walls this would be the equivalent of 16% of all solid wall properties in the County and require a capital investment of around £74.4 million from property owners, ECO or similar government schemes.

b) Commercial and industrial

The government policy framework for carbon emission reduction in the industrial and commercial sector includes take up of the renewable heat incentive, regulation of product energy efficiency and fiscal pressure through the carbon reduction commitment. The government assessment suggests that the renewable heat incentive will deliver the largest proportion of emission reductions of these policy measures. Based on a requirement to deliver a 90 ktonne reduction in emissions the estimate of the number of small scale installations in the commercial sector that would be required is 1,500 biomass boilers and 2,400 heat pumps. In addition a further 17 large scale biomass boilers would be required in the industrial sector.

c) Transport

Estimates of carbon emissions from transport using existing models suggest that the most that can be achieved in this sector is to maintain emissions at the current level. Even this will be challenging given projections of population and economic growth in the coming years and the expected rise in logistics business in the County. Current activity identified within the Local Transport Plan and the Local Sustainable Transport Fund will contribute to this area but further work on the sorts of interventions will be required. On this basis the expectation is that the transport sector will not contribute to carbon emission reductions over the period of the plan.

3. The strategy

This strategy has been aligned with Government policy which is designed to meet the national carbon reduction target and in adopting this strategy will ensure the County can maximise its advantage as new opportunities emerge. For Leicestershire, a proactive approach to Government initiatives, such as the Renewable Heat Incentive, is the number one priority. Success can only be realised through engaging both domestic, commercial and industrial sectors.

We have created scenarios to ensure the strategy is robust and fit for purpose. The table below sets out the savings achievable from each initiative.

Measure	Sector	Estimated Saving
Directly Influenced by Leicestershire County Council		
Maximising uptake of domestic RHI	Domestic	16 ktCO ₂
Effective enforcement of building regulations	Domestic	32 ktCO ₂
Maximising uptake of Renewable Heat Incentive	Commercial and Industrial	90 ktCO ₂
Identification of actions within Principal Urban Area (PUA) Stage 2	Transport	0 ktCO ₂
Supported by Leicestershire County Council		
Supporting delivery of domestic energy efficiency initiatives	Domestic	27 ktCO ₂
Raise awareness for purchase of energy efficient technologies	Domestic	82 ktCO ₂
Raise awareness for purchase of energy efficient technologies	Commercial and Industrial	65 ktCO ₂
National action benefiting Leicestershire		
Grid decarbonisation	Domestic, Commercial and Industrial	686 ktCO ₂
Total		998 ktCO₂

3.1 Priority 1 - Residential

Strategic objective:

To support the reduction of carbon emissions from the residential housing stock in Leicestershire.

It is highly likely that along with grid decarbonisation a proactive approach to residential properties will ensure Leicestershire meets its carbon reduction target. The introduction of the Renewable Heat Incentive, allied with the existing Feed In Tariff, provides an ideal opportunity to increase the uptake of renewable energy installations in Leicestershire.

Whilst the Green Deal and ECO funding have not unlocked the barriers to a significant increase in the installation of energy efficiency measures as aspired too, the government has made ambitious commitments to carbon reduction and it seems almost certain that the ECO and Green Deal will be revised or replaced with an alternative mechanism to assist in the achievement of the Government's targets.

Such schemes have the potential to deliver substantial social, economic and environmental benefits to the county of Leicestershire. As well as achieving significant carbon reductions they can secure local employment, generate new jobs, improve health and well-being, save on annual health and social care costs, reduce fuel poverty, future proof residents against rising energy prices, improve property asset value and enhance local energy security.

In order to deliver the required level of carbon reduction for housing, Leicestershire County Council should focus on the following strategic priorities:

1. Maximising Leicestershire's uptake of Government initiatives and ensuring maximum levels of installation under the RHI and FIT

Co-ordination of efforts to achieve critical mass of scale will be central and there is an opportunity for Leicestershire County Council to support a local county-wide scheme to support domestic energy efficiency.

For RHI and FIT, the aim should be to secure as a minimum a pro-rata share of installations. Working with local installers and other delivery agents will be key to achieving this.

Promotion of a local scheme presents opportunities to integrate promotion of FIT & RHI. Routes to maximising levels of household uptake for all funding sources will include:

- **Using trusted voices as messengers:** People respond best to individuals and organisations they feel they know and trust. Work with local stakeholders, voluntary groups, community organisations, agents of change, local champions and local businesses such as small builders, installers and retailers to get the message across.
- **Working with front line health and social care staff to combine messages:** Health and social care staff are ideally placed to integrate messages about energy efficiency in a way which targets households who need it most.
- **Showcasing retrofit exemplars:** People need encouragement, inspiration and confidence in a new market. Local open home schemes enable residents to visit examples of homes like theirs and experience retrofit measures in-situ in a non-sales environment.

- **Identifying and exploiting local market ‘trigger points’:** Most cost effective opportunities for installing energy efficiency or renewable energy measures arise when other work on the home is being undertaken, such as kitchen or bathroom replacements, loft conversions, extensions, new roofs or windows. Targeting promotion and offers at these ‘trigger points’ can be highly effective, and can minimise cost and disruption to householders.
- **Segmenting the market and tailoring the messaging:** The market for domestic retrofit is highly segmented and different people respond to different drivers and messages. Understanding this and developing tailored messages to different groups will be much more effective than a ‘one-size-fits-all’ campaign.

2. Removal of barriers and maximisation of opportunities for domestic retrofit and renewable energy measures.

This includes engaging with the following sectors to review practice, identify barriers, and develop targeted initiatives to remove and overcome these barriers where appropriate:

- Planning & building control
- Trading standards
- Local businesses
- Local colleges
- Health and social care agencies
- Voluntary groups
- Community organisations
- Landlords
- Universities
- Estate and land agents

3. Supporting Lasting Behavioural Change

Efficiency improvements to households must be supported by low energy lifestyles if the carbon reduction potential of the housing sector is to be fully realised and sustained in the longer term. Leicestershire County Council has a role to play in supporting and maintaining this kind of significant behavioural change across households in the county.

4. Co-ordination of action across the county

All of the above will require co-ordination at a high level across the county. There is a need for local authorities and wider stakeholders to share information and collaborate on a co-ordinated approach to deliver against the strategy.

3.2 Priority 2 - Commercial and industrial

Strategic objective:

Create the demand from business for carbon reduction

Energy intensive businesses have been continuously reducing energy intensity of operations for many years however these businesses are in a minority in Leicestershire and only 28% of businesses have a target for energy reduction. The priority for Leicestershire County Council is to work collaboratively to create the demand for businesses for carbon reduction through supporting the priority policy initiatives. The priorities for Leicestershire County Council in this sector are:

- Working collaboratively, create the demand for the installation of renewable heat generating technology from businesses in Leicestershire
- to work with the LLEP to raise awareness of and enhance market potential for the purchase of energy efficient technologies
- to work together to create a self-sustaining and self-funding mechanism for business similar to the Cambridge Climate Change Charter¹, that brings businesses of all sizes and types together to provide support, share experiences and recognise success.
- to provide a centrally coordinated carbon and energy reduction support resource for the businesses across Leicestershire

¹ The Cambridge Climate Change Charter is a voluntary pledge to address the climate change. It is a broad statement of commitment that any Cambridge organisation can make publicly. The Charter is designed to be signed by the leaders of Cambridge organisations, such as chairs, chief executives, school principals, managing directors or university vice-chancellors. It is backed by a practical help network providing support to businesses in Cambridgeshire.

3.3 Priority 3 - Transport

Strategic objective:

To ensure carbon emissions from transport do not exceed current levels over the life of the strategy, irrespective of growth in net travel

The transport sector in Leicestershire in 2010 was responsible for carbon emissions of 1,900 ktCO₂ per year². Local transport modelling work predicts that, due to forecast population growth and accompanying land-use changes fuelling a growth in car ownership and car use, carbon emissions from transport in Leicestershire will increase in the order of +5.9% between 2008 and 2031. Notably, it is only in the 2021 to 2031 period that a rise in carbon emissions is predicted to take place. Before then, it is possible to hypothesise that the improvements in vehicle technology and efficiency (thereby reducing fuel use and carbon) do not get overwhelmed by the steady growth in car ownership and use. From this modelling work it is apparent that reducing the long-term carbon emissions from transport is going to be particularly challenging.

There are a number of European and national policies predicted to reduce carbon emissions from transport. Emission savings from transport policies are represented in DECC forecasts³ by the following measures:

- EU new car CO₂ emissions targets (135 g CO₂ /km by 2015 and 95 gCO₂/km by 2020) and complementary measures
- EU new LGV CO₂ emissions target (147 g CO₂ /km by 2020)
- HGV policies (low rolling resistance tyres and industry-led action to improve efficiencies)
- Biofuels Policies (8% by energy in 2020)
- Local Sustainable Travel Fund
- Rail Electrification (including HS2)

At a local level, some (ambitious) transport scenarios have been developed to test the predicted impact they might have on carbon emissions. These include:

1. Shifting demand from one mode to another (increase in the number of short trips made by walking and cycling; increase in mode share for bus and rail trips; shift from road freight to rail freight).

² DECC Local Authority Emissions Statistics – www.decc.gov.uk

³ DECC Updated Energy & Emissions Projections – October 2012: Emissions Savings from policies in the Traded Sector (MtCO₂E).

2. Reducing demand (a reduction in the number of trips for all journey purposes; a reduction in commuting trips due to increases in home working).
3. Improving carbon performance in the freight industry (HGV vehicles switching from diesel to natural gas or biomethane).
4. Improving network efficiency (increased traffic speeds).

The results of this work revealed that the range of relatively ambitious scenarios tested above will only reduce the carbon emissions from transport in Leicestershire by between 0.2% and 9.3%. It is worth noting that it may be possible to combine some of these scenarios with a packaged approach and not have overlapping effects. Based on a predicted long-term (to 2031) increase in emissions from transport of 5.9%, this evidence shows that maintaining transport emissions at existing levels will be a challenge, let alone reducing them. Achievement of the scenarios that have been tested is likely to involve significant investment. Whilst there could be a priority put onto a particular scenario (and those focused on reducing demand and improving performance through low carbon fuels appear to have the most impact in reducing emissions), it seems that to achieve an absolute reduction will probably require an element of each of the scenarios tested.

It is also worth noting that many of the transport interventions needed to realise such scenarios, particularly at the scale of ambition that appears necessary to reduce emissions by any significant amount, are unlikely to be within the control of one Authority or Agency. There needs to be a collaborative approach to ensuring that information and resources to affect a change are directed into the right areas to have subsequent and positive impacts on the transport systems, activity and travel patterns in Leicestershire.

Further work is required to develop and test a set of potential interventions / incentives to achieve the scenarios that have been tested as part of this process. This falls into the action planning stages of future work, which will further test the potential, and any prioritisation, of the transport interventions developed. It is recommended that this work takes place as part of the second Stage of the Leicester Principal Urban Area (PUA) Study⁴ and that the results of this work are reviewed for inclusion in the strategy at a later stage. The knowledge and evidence from current Local Transport Plan programmes that are focused on encouraging the use of more sustainable modes of travel (in particular our Local Sustainable Transport Fund work in Loughborough and Coalville) will also be used to inform this work.

⁴ The second Stage of the Leicester PUA Study will be testing the effectiveness of various transport policy interventions in reducing the travel-related impact of housing growth in the Leicester PUA and surrounding districts between 2008 and 2031. It will be taking place during 2014/15 and will be a joint project between the Leicestershire County Council and Leicester City Council.

3.4 Priority 4 – Community renewables

Strategic Objective

Support communities to develop small-scale community owned renewable energy and energy efficiency projects

Renewable energy projects that focus on generating electricity will not directly contribute to carbon emission reduction in Leicestershire as calculated by DECC (the carbon benefits from such activities contribute to decarbonising the grid nationally). Nevertheless, national government is making funds available to local communities to develop local small-scale renewable energy projects that can both reduce local carbon emissions and generate income for local communities. This is detailed in the governments Community Energy Strategy. There are local (North Kilworth Community Interest Company, Sustainable Harborough Challenge) and national projects delivering significant benefit through the development of such schemes. The priority for Leicestershire County Council is to identify a mechanism to support communities that want to develop such schemes.

4. Glossary

4Ways2Warmth

A programme in Leicestershire which aims to reduce the number of deaths and ill health associated with the winter by providing support to people living in cold housing and to help vulnerable individuals, families and carers prepare for potential cold or severe weather conditions.

BBAF

Better Bus Area Fund. £50 million fund available to local authority projects aimed at increasing bus usage, boosting the economy and improving the environment by reducing congestion and making bus services more reliable. Leicester City Council and Leicestershire County Council submitted a joint bid for a share of this fund towards a range of bus route improvement proposals along the A426 from Blaby into Leicester City Centre. This bid was successful and in March 2012 £2.56 million was awarded with the condition that it be used by March 2014.

Better Off Project

A project to identify no and low cost energy saving in Leicestershire County Councils smaller buildings.

Climate Local

Succeeded the Nottingham Declaration on Climate Change. A framework which supports Local Authorities to help residents and businesses to capture the opportunities and benefits from addressing climate change.

DECC

The UK Governments Department for Energy and Climate Change

EU SIF

European Union Structural Investment Fund. Finance that support sustainable economic development, enhanced quality of life and safeguards the environment.

Heat Network	Often referred to as district heating schemes, they supply heat from a central source directly to homes and businesses through a network of pipes carrying hot water. This means that individual homes and business do not need to generate their own heat on site.
Heating system training vouchers	A £500,000 Government fund aimed at raising the skill set of domestic heating engineers to enable them to install and maintain renewable heating systems
LSTF and LSTF 2	Local Sustainable Transport Fund. Leicestershire County Council has been successful in securing £4 million to revitalize local economies, cut carbon and tackle climate change. LSTF 2 is a second funding round covering the period 2015/16.
Local Transport Plan (LTP)	Leicestershire's Third Local Transport Plan (LTP3) runs from 2011 to 2026 and sets out how the County Council, as the transport authority, will seek to ensure that transport continues to play an important role in helping make Leicestershire a prosperous, safe and attractive County. The LTP3 is made up of a long-term transport strategy with a vision for transport to 2026 and a set of objectives and policies that will help achieve that vision. The strategy is supported by three year Implementation Plans, which set out the specific actions that will be taken and the schemes that will be delivered
MTFS	Medium Term Financial Strategy. The Council's rolling four year budget programme.
Re:FIT	A commercial model for public bodies wishing to improve the energy performance of their buildings and reduce their CO2 footprint. 9 Leicestershire County Council buildings

are currently being refurbished using this model.

RHI

Renewable Heat Incentive. A Government scheme to encourage uptake of renewable heat technologies among householders, communities and businesses. A fixed financial payment is paid for renewable heat generated.

SME

Small and Medium sized Enterprises. Any enterprise which has less than 250 employees.