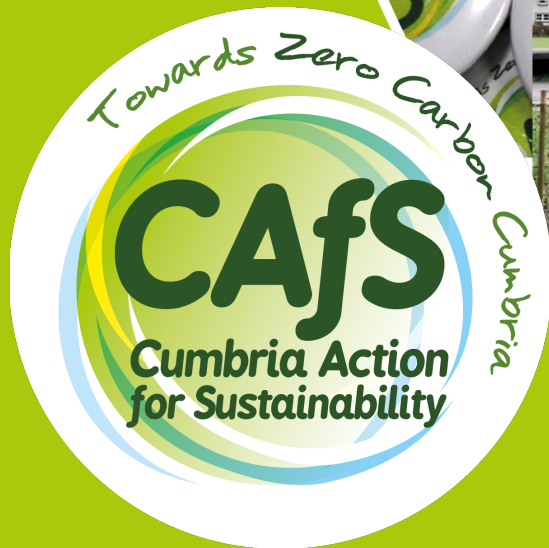




# Cumbria Action for Sustainability Organisational Strategy 2022-2025



# We need you

**CAfS is an independent charity founded in 1998, working Cumbria-wide to fight climate change.**

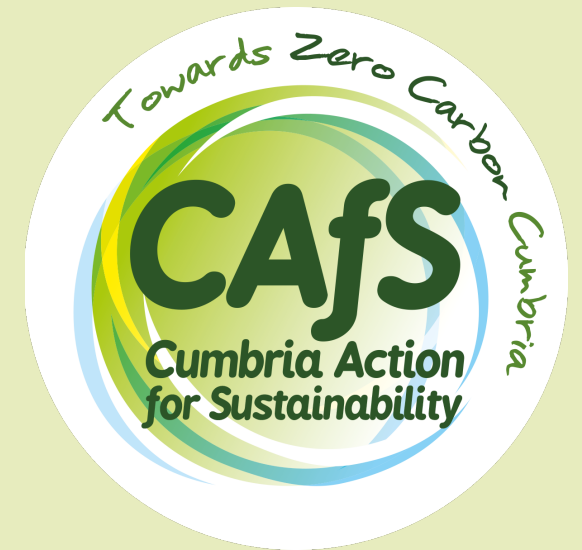
We secure funding, mainly from trusts and foundations, to run multiple projects each year which range in scale and duration from localised and specific to county wide, multi-year and multi-partnered.

**We need your help** – to understand and help spread the word about the climate crisis, to encourage your family, friends, colleagues, and communities to take action to reduce carbon emissions. So, if you have not already done so, please visit our website [www.cafs.org.uk](http://www.cafs.org.uk) and check out all the resources there to help you green your life and work.

Do **sign up to our monthly e-newsletter** for news about new initiatives, sources of funding, events and training and opportunities to work with us. Please **follow us on Facebook** ([www.facebook.com/cafsonline](http://www.facebook.com/cafsonline)) and **Twitter** (@cafstweets) and share our news with your networks.

**Call us up on 01768 216500 if you need advice** on how to improve the energy efficiency of your home. **Subscribe to our YouTube channel** [www.youtube.com/user/cAfsGreenBuild](http://www.youtube.com/user/cAfsGreenBuild) where you will find lots of helpful webinars and other informative films.

Finally, please **donate to help tackle climate change** – to support more practical projects which will improve life for people across Cumbria [www.cafs.org.uk/get-involved/donate](http://www.cafs.org.uk/get-involved/donate)



## Cumbria Action for Sustainability

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# Foreword



**We face challenging times. We have experienced the devastating impacts of extreme weather on our already isolated rural communities – affecting the way we go about our lives, our livelihoods, and our landscapes.** Flooding and other weather events bring economic, environmental, and social damage and the recovery times to repair access to services, buildings and infrastructure can be years long. The 26<sup>th</sup> UN Climate Change Conference of the Parties (COP26) held in Glasgow in November 2021 failed to agree the critical action needed to prevent further global heating. Global emissions in 2010 were 46.5 billion tonnes of CO<sub>2</sub>e and the UN<sup>1</sup> predicts that emissions in 2030 will increase to 51.5 billion tonnes even if all the pledges to reduce emissions made by countries across the world are delivered. This means an 11 % increase in global greenhouse gas emissions by 2030.

The science is clear that failure to keep climate heating to no more than 1.5 degrees above pre-industrial levels will be catastrophic. We already know that climate change in Cumbria will lead to warmer wetter winters, warmer drier summers, sea level rise and more extreme weather events – flooding, drought, wildfires, and heatwaves.

**So, the rapid decarbonization of our lives is critical to safeguard our futures and those of the generations to come.**

The good news is that as well as being strongly motivated to fight climate change, Cumbria has much to gain from the co-benefits that arise from low carbon living – lower energy bills, cleaner air, quiet roads, safe routes for cycling, less waste, healthier diets, greater choice of public transport, improved local food supply, new jobs that provide benefits to individuals and communities, and more. It is also clear that understanding of the threat of climate chaos and demand for action on climate change is growing rapidly in Cumbria.

CAfS pledge is to do everything we can to meet that demand and grow it yet further. We are committed to taking action to help Cumbria reach zero carbon by 2037 at the latest. This strategy sets out what we intend to do over the next three years to that end.

*David Beuzeval*

*Chair of CAfS*

<sup>1</sup> [Addendum to the Emissions Gap Report 2021.pdf \(unep.org\)](https://www.unep.org/emissions-gap-report-2021)

# Executive Summary

**Vision:** Our vision is a zero carbon Cumbria which is socially, environmentally, and economically beneficial for all.

**Mission:** We aim to achieve this by promoting and facilitating low carbon living and its benefits - inspiring and supporting individuals, communities, and organisations across Cumbria and beyond to decarbonise lives and businesses by 2037 or sooner.

**Values:** As we go about our work, we aim to exemplify our core values:

## ***Evidence based***

- ✓ ensure our plans and projects are informed by the best evidence available
- ✓ be transparent about who funds our work and our data sources
- ✓ collate and share evidence of the impact of our work
- ✓ keep up to date with relevant evidence produced by others
- ✓ continue to improve our monitoring and evaluation methods.

## ***Positive***

- ✓ communicate a clear vision of what is possible
- ✓ promote positive case studies, solutions, and co-benefits
- ✓ judge actions not people
- ✓ inspire activity
- ✓ highlight successes.

## ***Collaborative***

- ✓ share our knowledge and experience
- ✓ seek to work with a diverse range of partners
- ✓ establish what we can bring to a partnership – what gap we can fill
- ✓ focus on what would produce the best outcome for the environment
- ✓ go the extra mile
- ✓ help our colleagues.

**Strengths:** We have multiple strengths which we will protect and build on, including our trusted, experienced, knowledgeable, and skilled team, our profile and credibility, our resources, our regional and national connections, our strong and growing supporter base and volunteers, our understanding of the barriers to action on climate change, our robust governance and skilled trustees and our fundraising expertise.

**Opportunities:** We have identified key opportunities over the next three years including;

***With individuals***

- using online engagement to overcome rural isolation and spread knowledge.
- providing energy efficiency advice as prices rise and hybrid working at home and office continues.

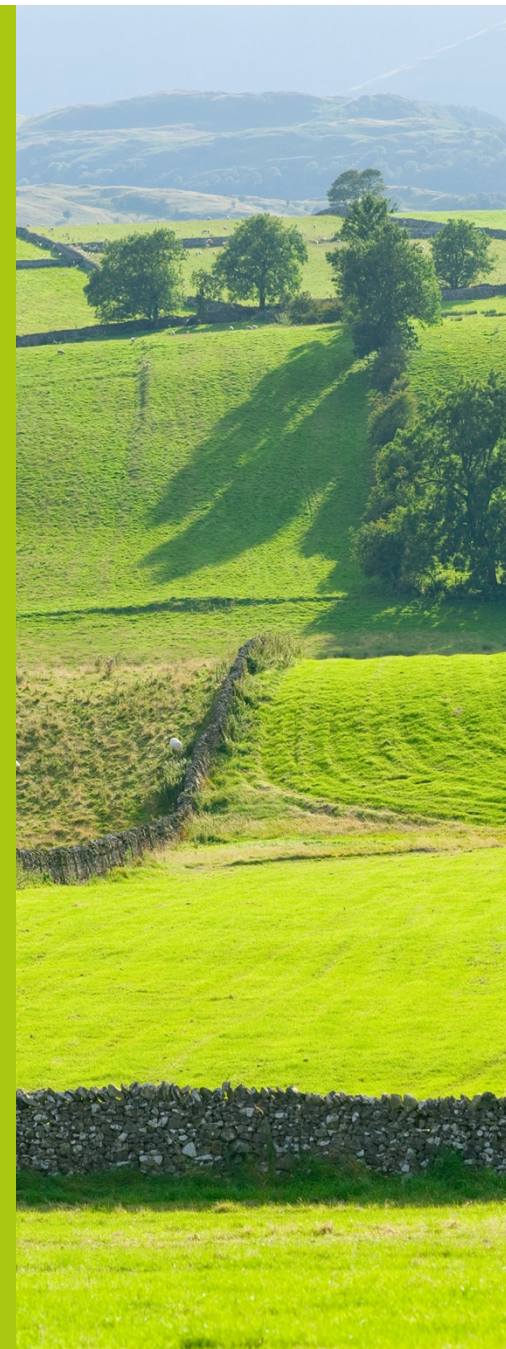
***With communities and organisations***

- supporting a fair transition from high to low carbon living and working
- growing the network of community sustainability organisations
- working in partnership
- promoting carbon literacy training
- providing commercial services to building owners and tenants
- helping organisations with carbon reduction.

***Strategically***

- contributing evidence to post-covid recovery strategies
- the unique opportunity that a £2.5m National Lottery grant has given Cumbria to be the first county to reach net zero
- influencing local government reorganisation
- influencing nationally funded initiatives such as Borderlands
- applying improvements in the data and methodologies for carbon footprinting.





**Direction:** Over the next three years we will maintain our focus on greenhouse gas emissions reduction and make the biggest possible difference with our available resources, informed by good quality evidence, working in partnership with communities and organisations to jointly find ways to achieve the 2037 target which are fair and deliver tangible benefits. We will look for opportunities to integrate adaptation to the effects of global heating into our work on decarbonisation.

**Aims:** We will focus on the sources of carbon emissions over which we have most control in Cumbria, aligned to the Carbon Baseline of Cumbria report by Small World Consulting which identified that in 2019 Cumbria emitted greenhouse gases equivalent in impact on climate change to 7 million tonnes of CO<sub>2</sub> from the burning of fossil fuels in Cumbria, the electricity we used, the food and drink we consumed, the goods we bought and the emissions (positive and negative) arising from different forms of land use. To this end, our priority aims are to:

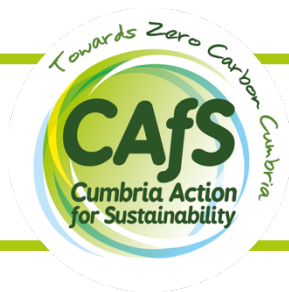
- **encourage and support farmers and landowners** to make changes to practices to reduce carbon emissions and strengthen and diversify income and employment opportunities
- **help consumers** buy local and make informed choices about their food
- **secure dry, warm, cheap to heat, energy efficient buildings** for Cumbrians at home and at work, particularly those facing fuel poverty, including by advising on climate friendly materials and behaviours
- **increase the amount of renewable energy generated and used locally** which engages and benefits communities in Cumbria
- **reduce the amount of goods which are bought/wasted** by encouraging people to avoid, reduce, substitute, repair, reuse and recycle thereby helping to establish and strengthen the circular economy in Cumbria
- **contribute to the development of a vision for the future of transport** in Cumbria
- **signpost innovative low carbon transport initiatives**
- **research and develop new low carbon transport initiatives.**

In pursuing these aims we will work with a wide range of experts, advisors, partners, funders, and beneficiaries including community groups, local authorities, educational institutions, community energy initiatives, utilities providers, landowners and managers, nature conservation organisations, Cumbria Local Economic Partnership, housing providers and developers, waste management organisations, the hospitality sector, transport providers and more.

**Audiences:** Whilst we all have a role to play in meeting the 2037 zero carbon target, we have also identified the key broad audiences we will prioritise: the public, private and third sectors, the general public, young people, and funders. We will use marketing and communications to increase these audience's awareness and understanding of the climate emergency, to equip people and organisations with the resources to act and to ensure activities collectively influence the strategies, plans and actions of the 'gatekeepers of emissions.'

**Finance:** The more funding we can win the more we can do. We will diversify our income sources and secure more funding for our core activities as well as projects.

**The team:** We are a team which is valued, supported, diverse and skilled.



If you have any feedback, comments, or project ideas you would like to share, do please email us at [office@cafs.org.uk](mailto:office@cafs.org.uk)





# Our Vision

**Our vision is a zero carbon Cumbria which is socially, environmentally, and economically beneficial for all.**

*What will a zero carbon Cumbria be like as a place to live?*

## **It will be a county where:**

- the low carbon option is the cheapest, healthiest, and easiest option for people to follow
- communities are supported through the transformation needed to shift our living from high carbon to low carbon dependency
- the priorities of young people and local communities come first in the fight against climate change
- the potential for renewable energy generation has been realised providing lots of community owned green energy and green hydrogen, to supply Cumbria and beyond
- there is a choice of secure, good jobs in the green economy at a variety of skills levels
- businesses and other organisations are taking action to reduce carbon emissions
- people live and work in warmer and drier buildings that are cheaper to heat
- it is renowned for its strong local supply chains and choice of locally grown food
- waste and the use of new materials is minimised in favour of repair, salvage, reuse, and recycling
- public transport is low carbon, accessible, frequent, cheap and serves the needs of everyone (residents and visitors) in Cumbria
- there are improved levels of health and wellbeing due to cleaner air, more greenspace, more cycling, and walking

# CAfS Mission

## What we do

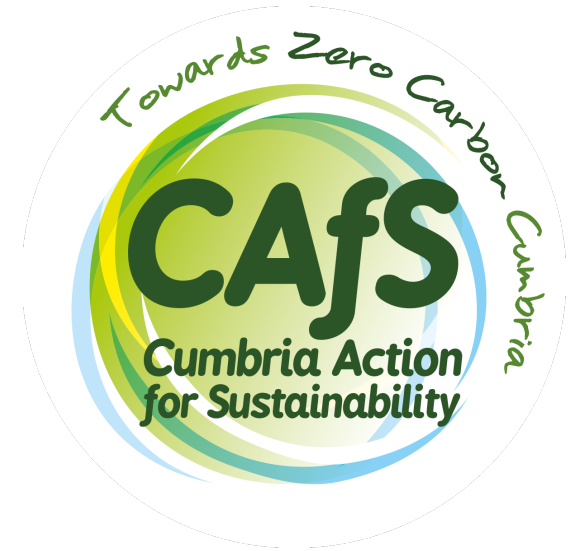
We promote, inspire, and facilitate low carbon living, helping individuals, communities, and organisations across Cumbria and beyond to decarbonise lives and businesses by 2037 or sooner. We provide practical support for the development of low carbon plans and policies for places, communities, businesses, local authorities, other organisations, and individuals. We inspire behaviour change and seek to deliver sustained shifts from high to low carbon emissions through new social norms and influencing key policies, strategies, and funding streams.

## Who we do it for

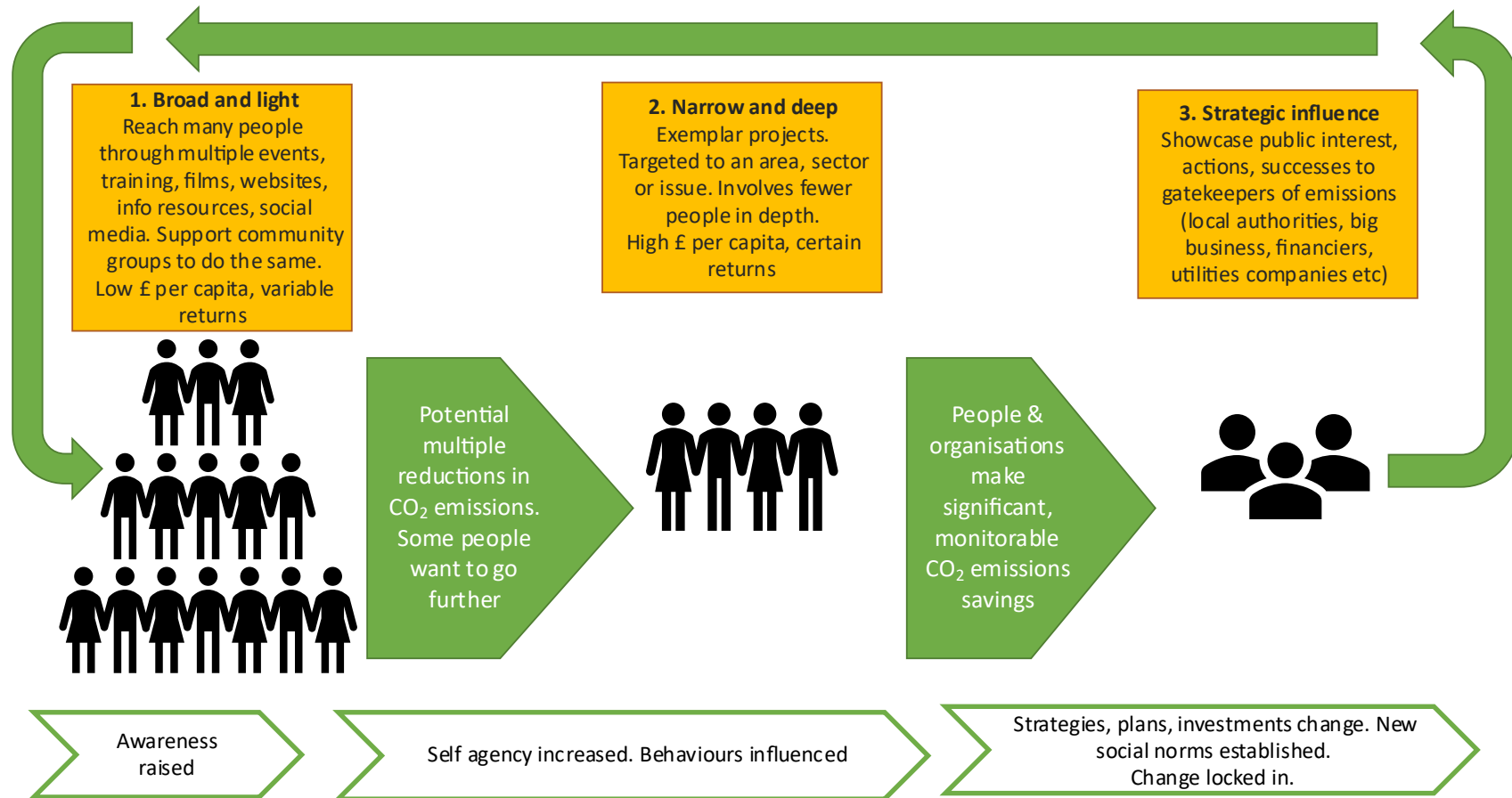
For people who live, work, and visit Cumbria. We also work outside Cumbria's borders where there is opportunity to make a difference or work in partnership, which may also bring more resources to help progress our vision in Cumbria. We share our knowledge and experience as widely as possible.

## How we do it

Diagram 1 illustrates our approach. We deliver projects which reach lots of people, raise awareness of climate change and solutions, and trigger some emissions reduction activity ('broad and light' activity). We also deliver 'narrow and deep' projects where we work in a targeted geographical area or sector or on a specific issue to secure measurable emissions savings. These exemplary projects are showcased, replicated, and scaled up where possible. The combination of broad and light and narrow and deep project approaches provides evidence to influence the 'gatekeepers of emissions' on the demand, need and potential for strategic action to reduce emissions. These gatekeepers are the key people and organisations in Cumbria that set out plans and strategies, that provide expertise, funding, and investment and which can make a big and lasting difference across Cumbria to carbon emissions. We create opportunities for the growing interest and actions of people, communities, and businesses to be shown to these gatekeepers, including local authorities, utilities companies, business groups, and big businesses.



**Diagram 1: CAfS approach**



As we deliver projects and support people and organisations to do the same, our collective sphere of profile, credibility and influence with funders, decision makers, individuals, organisations, and communities increases – leading to lasting change.

# CAfS Values

Our values describe our beliefs and how we behave – as individuals and as an organisation. They influence our decision-making and what we do, our internal and external interactions, and define our organisational culture.

VALUE	This means we will....	This means we will not...
<b>Evidence based</b>	<ul style="list-style-type: none"> <li>✓ Ensure our plans and projects are informed by the best evidence available</li> <li>✓ Be transparent about who funds our work and our data sources</li> <li>✓ Collate and share evidence of the impact of our work</li> <li>✓ Keep up to date with relevant evidence produced by others</li> <li>✓ Continue to improve our monitoring and evaluation methods</li> </ul>	<ul style="list-style-type: none"> <li>▪ Greenwash</li> <li>▪ Make unsupported statements</li> <li>▪ Blindly promote a product or service</li> <li>▪ Use selective or unsubstantiated data</li> </ul>
<b>Positive</b>	<ul style="list-style-type: none"> <li>✓ Communicate a clear vision of what is possible</li> <li>✓ Promote positive case studies, solutions, and co-benefits</li> <li>✓ Judge action not people</li> <li>✓ Inspire action</li> <li>✓ Highlight success</li> </ul>	<ul style="list-style-type: none"> <li>▪ Scaremonger</li> <li>▪ Talk only about problems and not solutions</li> </ul>
<b>Collaborative</b>	<ul style="list-style-type: none"> <li>✓ Share our knowledge and experience</li> <li>✓ Seek to work with a diverse range of partners</li> <li>✓ Establish what we can bring to a partnership – what gap we can fill</li> <li>✓ Focus on what would produce the best outcome for the environment</li> <li>✓ Go the extra mile</li> <li>✓ Help our colleagues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Withold information</li> <li>▪ Put the needs of CAfS above climate change</li> <li>▪ Exclude others from opportunities for knowledge or funding</li> <li>▪ Take all the credit</li> <li>▪ Hide opportunities from other organisations</li> <li>▪ Assume that we know it all</li> </ul>

# Building on CAfS strengths

CAfS has been operating for 23 years. In that time, we have seen interest, funding and action on climate change wax and wane, and we have learned much over that time. Our 20<sup>th</sup> Anniversary annual report [CAfS Annual report 2018-19 - CAfS](#) sets out the journey CAfS has been on. Going forward we aim to protect and build on our strengths and optimise the opportunities which we have identified as most relevant to both Cumbria and climate, as set out below:

Our STRENGTHS	We will consolidate our STRENGTHS by:
<p><b>We have a trusted, experienced, knowledgeable, and skilled team of staff and trustees with a clear focus on zero carbon. We operate across multiple sectors, topics and at all levels and regions. We keep track of relevant national and regional policies.</b></p>	<ul style="list-style-type: none"> <li>✓ Being clear about our offer to communities, businesses, local authorities, education institutions.</li> <li>✓ Supporting staff, prioritising wellbeing, reviewing, and improving terms and conditions, benchmarking salaries to ensure we can retain and attract teammates.</li> <li>✓ Applying our project decision making process to ensure we maintain our focus on projects which lead to carbon emissions reduction.</li> <li>✓ Responding to consultations when we can.</li> <li>✓ Refreshing and communicating our brand.</li> </ul>
<p><b>We are widely known as a source of information – we receive daily enquiries about all sorts of topics.</b></p>	<ul style="list-style-type: none"> <li>✓ Developing FAQs on popular subjects which can be readily shared.</li> <li>✓ Ensuring our website is a comprehensive and accessible knowledge hub and gateway to services.</li> </ul>

Our STRENGTHS	We will consolidate our STRENGTHS by:
<p><b>We have resources: such as thermal imaging equipment, accredited training courses, carbon footprinting tools on our website, and information – all of which are available to help others do their bit.</b></p>	<ul style="list-style-type: none"> <li>✓ Ensuring we continue to use, promote, and build on our legacy assets.</li> <li>✓ Being generous with our materials, intelligence, and networks – ensure they can be widely used and are accessible.</li> </ul>
<p><b>We are well connected both regionally and nationally and can bring in experts in various fields to contribute to Cumbria’s progress. We provide a bridge between individuals, communities, and private and public organisations.</b></p>	<ul style="list-style-type: none"> <li>✓ Developing new projects which will bring new connections and networks to draw on.</li> <li>✓ Continuing to help others to identify collaborators/speakers.</li> </ul>
<p><b>We have a strong and growing supporter base and a cohort of volunteers.</b></p>	<ul style="list-style-type: none"> <li>✓ Investing in stewardship of our supporters and volunteers.</li> <li>✓ Providing development opportunities for people who want to work in the sector.</li> </ul>
<p><b>We understand the barriers to the uptake of action on climate change and can help overcome these.</b></p>	<ul style="list-style-type: none"> <li>✓ Learning more from our partnership with Climate Outreach about pro-environmental behaviour change and applying and sharing that knowledge and experience.</li> </ul>

Our STRENGTHS	We will consolidate our STRENGTHS by:
<p><b>Our robust and comprehensive governance and financial management systems allow us to be resilient and dynamic.</b></p> <p><b>Our Trustees are skilled, experienced and commit time and energy to CAfS.</b></p>	<ul style="list-style-type: none"> <li>✓ Keeping up to date with legislation and standards.</li> <li>✓ Optimising the use of software to help us work more efficiently and securely.</li> <li>✓ Recruiting additional new trustees who have the relevant skills to help us deliver this strategy</li> </ul>
<p><b>We are skilled at securing funding for projects.</b></p>	<ul style="list-style-type: none"> <li>✓ Investing in our income generation to diversify it and secure more core funding to improve our capacity.</li> <li>✓ Exploring ways in which we can pool and optimise our staff resources, skills, and experience to the benefit of project delivery.</li> </ul>
<p><b>Our profile and credibility lead to diverse and significant demand for our help.</b></p>	<ul style="list-style-type: none"> <li>✓ Ensuring we can respond to high and increasing demand, by strengthening our network of contractors to provide extra capacity and skills and finding new associates.</li> <li>✓ Signposting to other organisations that offer skills in areas such as housing development, planning policy, heating, and electrical engineering.</li> <li>✓ Ensuring our practices are efficient so that our funds can reach further</li> </ul>

Our key OPPORTUNITIES are:	We will optimise OPPORTUNITIES by:
<p><b>Online engagement is here to stay and can help to tackle social isolation in rural communities and speed up the spread of knowledge.</b></p>	<ul style="list-style-type: none"> <li>✓ Continuing to develop our online event skills.</li> <li>✓ Continuing to run online events regardless of the Covid situation on a case-by-case basis.</li> </ul>
<p><b>To contribute evidence of change to the #buildbackbetter #fairtransition #covidrecovery movements.</b></p>	<ul style="list-style-type: none"> <li>✓ Improving our monitoring, evaluation, and communication of our impact.</li> <li>✓ Collating and sharing information about the impact of our work.</li> <li>✓ Being transparent – share what works well and what does not.</li> </ul>
<p><b>To respond to increased demand for energy efficiency advice and improvements as prices rise and hybrid working at home as well as office continues.</b></p>	<ul style="list-style-type: none"> <li>✓ Extending Cold to Cosy Homes and Retrofit for Cumbria projects and securing further funding for domestic energy efficiency.</li> <li>✓ Assessing the impact of home working on our own organisational carbon footprint.</li> <li>✓ Supporting businesses to understand their footprints and solutions.</li> </ul>
<p><b>To work in partnership with a diverse range of organisations</b></p>	<ul style="list-style-type: none"> <li>✓ Considering who we can work with in partnership as part of our new project development and decision-making process.</li> </ul>



<b>Our key OPPORTUNITIES are:</b>	<b>We will optimise OPPORTUNITIES by:</b>
<p><b>Cumbria’s network of sustainability organisations is growing.</b></p>	<ul style="list-style-type: none"> <li>✓ Using the National Lottery funded Zero Carbon Cumbria Project resources to the best of our ability.</li> <li>✓ Considering how we can further extend and strengthen the community sustainability network (CSN)</li> </ul>
<p><b>We co-chair the Zero Carbon Cumbria Partnership and lead the National Lottery funded £2.5m project on its behalf. This has given Cumbria a unique opportunity to be the first county to reach net zero carbon and has increased CAfS profile, platform, information, and influence.</b></p>	<ul style="list-style-type: none"> <li>✓ Aiming to ensure the ZCCP adds up to more than the sum of its parts.</li> <li>✓ Optimising our platform to share our experience and knowledge of securing low carbon living.</li> <li>✓ Ensuring that community groups and young people influence action.</li> </ul>
<p><b>Helping ensure people and communities are supported through a fair transition from high to low carbon living and working.</b></p>	<ul style="list-style-type: none"> <li>✓ Identifying communities which are or may be disadvantaged by decarbonisation approaches and targeting our work to those areas</li> <li>✓ Ensuring ‘carbon inclusion’ by highlighting the issues through our communications work.</li> </ul>
<p><b>Carbon literacy training can act as a stepping stone to further work with organisations, such as carbon reduction action planning.</b></p>	<ul style="list-style-type: none"> <li>✓ Being clear what we can offer to organisations</li> <li>✓ Building on the legacy of previous projects – utilising our assets.</li> </ul>

<b>Our key OPPORTUNITIES are:</b>	<b>We will optimise OPPORTUNITIES by:</b>
<p><b>Growing our commercial income enables us to provide a service to building owners/tenants whilst delivering our organisational objectives and diversifying our income.</b></p>	<ul style="list-style-type: none"> <li>✓ Ensure we are transparent about our commercial income generation, its purpose, and the contribution it makes to our aims.</li> </ul>
<p><b>Local government reorganisation is a unique opportunity to integrate climate change into the new structures.</b></p>	<ul style="list-style-type: none"> <li>✓ Highlighting/promoting good practice examples of organisational structure/policies/strategies which best serve climate change.</li> </ul>
<p><b>Initiatives such as Northern Powerhouse and Borderlands bring significant funding to Cumbria and can influence carbon emissions – positively or negatively.</b></p>	<ul style="list-style-type: none"> <li>✓ Keeping abreast with the ‘news,’ taking our place on partnerships and forums and influencing strategies, plans and funding streams as far as our capacity allows.</li> </ul>
<p><b>More organisations may be required to measure their carbon footprints and have carbon reduction plans.</b></p>	<ul style="list-style-type: none"> <li>✓ Clarifying how we can help organisations to do this – our ‘offer’</li> <li>✓ Developing a position on offsetting.</li> </ul>
<p><b>Data and methodologies for assessing the carbon footprint of ‘greening’ our lives are improving all the time.</b></p>	<ul style="list-style-type: none"> <li>✓ Keeping abreast of these developments, incorporating them into our impact monitoring and helping others to do so too.</li> </ul>

# Overall future direction of CAfS

This strategy is for three years. We have chosen a relatively short timeframe because society as a whole needs to make significant and rapid changes to carbon emissions. If government action aligns with this global imperative, then we will soon be operating in a different context.

## Our key principles are to:

1. **Maintain our focus** on greenhouse gas emissions reduction.
2. **Make the biggest possible difference** with our available resources, informed by good quality evidence as far as possible, working in partnership where this will enhance the effectiveness of our work.
3. **Continue to engage** with communities and organisations to jointly find ways to achieve the 2037 target which are equitable and deliver tangible benefits for people, communities, and organisations across the county.
4. **Respond to the deepening impacts of climate change** in Cumbria and the needs that arise as a result by looking for opportunities to integrate adaptation to the effects of global heating into our work on decarbonisation.



# Our ambitions for carbon emission reductions

We will focus on the sources of carbon emissions over which we have most control in Cumbria, aligned to the Carbon Baseline of Cumbria report by Small World Consulting [A Carbon Baseline for Cumbria; February 2020](#). This report identifies that in 2019 Cumbria emitted greenhouse gases equivalent in impact on climate change to 7 million tonnes of CO<sub>2</sub> from the following sources of greenhouse gas emissions:

- **the burning of coal, oil, and gas in Cumbria** (excluding from vehicles travelling on the M6 over which Cumbria has little influence)
- **the electricity used in Cumbria** (whether the power is generated in Cumbria or elsewhere).
- **the food we eat and the stuff we buy** (regardless of where the goods have been produced).
- **resident and visitor travel to and from and in and around Cumbria** (excluding international visitor travel).
- **The impact on emissions from different forms of land use, which may be positive or negative, is also included.**

*(NB: the 7 million tonnes CO<sub>2</sub>e excludes national infrastructure in the area, such as Sellafield)*

**The Zero Carbon Cumbria Partnership (ZCCP)** which CAfS co-chairs has adopted a science-based target for the reduction of these carbon emissions, which is net zero by 2037. This will involve a combination of radical reductions in emissions as far as possible and the remaining irreducible emissions removed from the atmosphere through natural methods.

The work of the 80 or so organisations which comprise the ZCCP will be crucial to delivering Cumbria's contribution to the global effort to limit warming to 1.5 degrees. Exceeding this level of warming will be 'catastrophic' according to the Intergovernmental Panel on Climate Change. The world has already warmed by around 1.1 degrees in comparison to pre-industrial times.

CAfS will also look to influence carbon emissions beyond the 7 million tonnes of CO<sub>2</sub>e described above, such as from eg airport expansion, motorway travel, investments in and extraction of fossil fuels.

The following sections, A-E, outline our priorities for action.

## A. Land use, agriculture, and food

**CAfS context:** The dominant land use in Cumbria is dairy and sheep farming – which are relatively carbon intensive forms of agriculture with opportunities for decarbonisation. Cumbria grown fruit, vegetables and cereals is currently limited. Farming is vulnerable to the negative impacts of the climate crisis through flooding, drought and wildfires but also has a role to play in carbon sequestration and flood alleviation. Farming also faces changes to subsidies and public concern about environmental impact, and influences habitats and landscapes.

**Our overall aims:** We want to encourage and support farmers and landowners to make changes to practices to reduce carbon emissions and strengthen and diversify income and employment opportunities. We want to help consumers buy local and make informed choices about their food.

**Our current position:** In the last 18 months we have established a working relationship with some representatives of the farming community, particularly through our role in the Zero Carbon Cumbria Partnership (ZCCP), our partnership with Vista Veg and our farm carbon footprinting work as part of the Fellfoot Forward project. We have also previously worked on low carbon menus in South Lakes.

**Who we will work with:** landowners and managers, farmer networks, consumers, community sustainability groups, public sector procurement policymakers, nature conservation organisations such as Cumbria Wildlife Trust, National Trust, RSPB, Field Studies Council, Lake District Foundation, food, and drink suppliers, ZCCP land use sector group.



<b>Desired outcome (long term)</b>	<b>What CAfS will aim to do 2022-2025</b>
<b>Farmers and landowners are inspired and supported to make changes to practices to reduce carbon emissions.</b>	<ul style="list-style-type: none"> <li>✓ Communicate about net zero carbon and the impacts of climate change on farming to a broad audience.</li> <li>✓ Consider whether there is a service which CAfS could provide which could help landowners/managers reduce carbon emissions, consider on-farm renewables.</li> </ul>
<b>Cumbria is perceived as a good example of land management for carbon emissions reduction.</b>	<ul style="list-style-type: none"> <li>✓ Provide accessible and trusted information on the carbon emissions of farming in Cumbria.</li> <li>✓ Clarify the potential and options for Cumbrian nature-based offsetting schemes which benefit communities as well as land, water, soil, landscapes, and wildlife.</li> </ul>
<b>Carbon footprinting toolkits are designed for and adopted in upland farming areas.</b>	<ul style="list-style-type: none"> <li>✓ Evaluate and share our work on the carbon footprinting of farms in the Fellfoot Forward project to influence further development and adoption of the tools.</li> <li>✓ Assess the carbon footprint of locally grown food.</li> </ul>
<b>The availability and uptake of local food is improved and supply chains are shortened.</b>	<ul style="list-style-type: none"> <li>✓ Encourage public sector procurement (schools, hospitals, care homes) policy to prioritise local food</li> <li>✓ Consider how supermarkets could prioritise local food</li> <li>✓ Promote the work of local organisations such as Vista Veg which enable local fruit, veg and cereal growing and retailing</li> </ul>
<b>Consumers buy more low carbon/sustainable food.</b>	<ul style="list-style-type: none"> <li>✓ Help educate the public about the carbon footprint of food choices.</li> </ul>

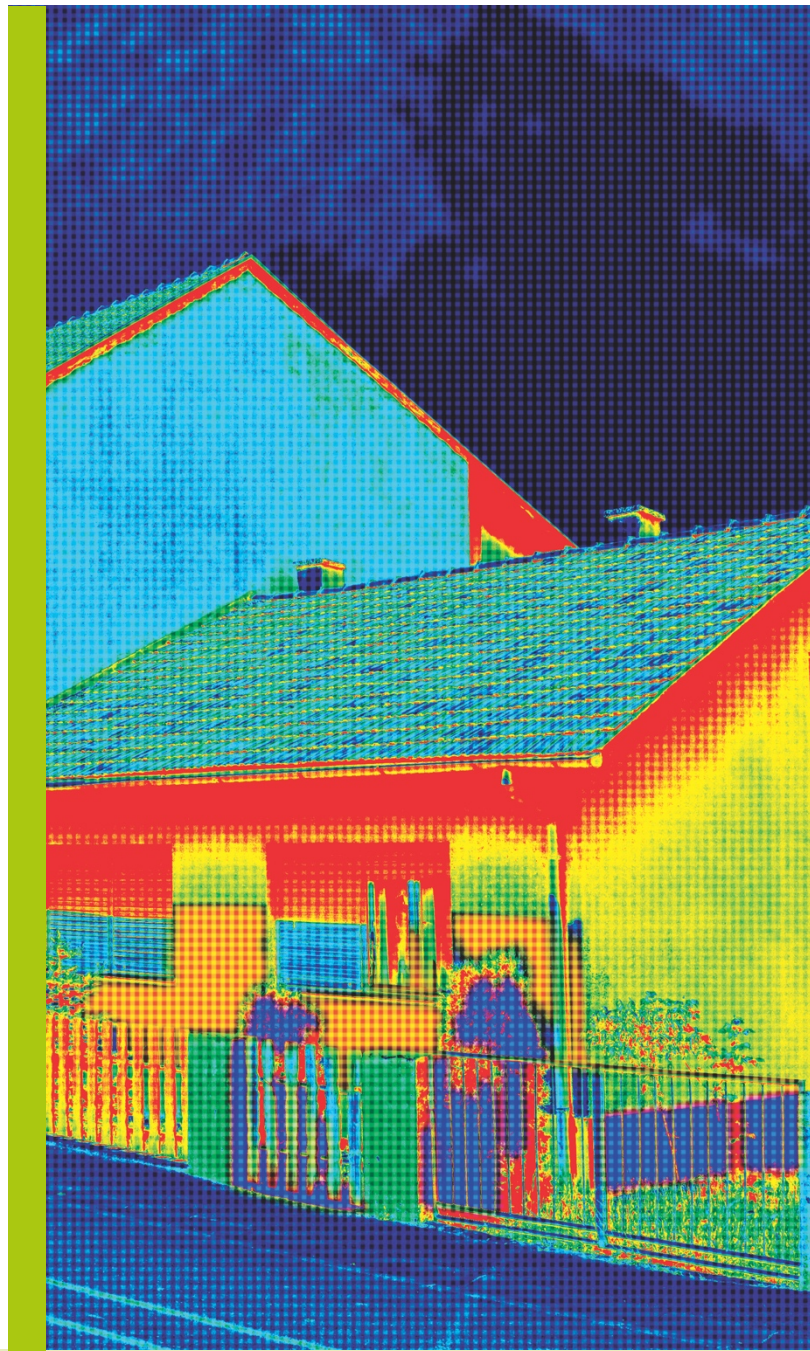
## B. Buildings Energy

**CAfS context:** In 2037 around 90% of the housing stock will be houses which stand today. As around 17% of the average person's carbon footprint comes from heating and powering their home, improving the energy performance of existing housing stock and other buildings is vital.

**Our overall aim:** We will focus on existing buildings and work to secure dry, warm, cheap to heat, energy efficient buildings for Cumbrians at home and at work, particularly those facing fuel poverty, including by advising on climate friendly materials and behaviours.

**Our current position:** We have many years' experience of delivering energy efficiency and retrofit projects. We are trusted, credible and renowned for our work in this field by funders, local authorities, community groups and other key stakeholders. We focus most of our attention on improving existing housing stock, rather than influencing new development.

**Who we will work with:** Building owners and tenants, local authorities, housing associations, Citizens Advice, housing developers, Electricity North West, Carbon Coop, Agility Eco, National Energy Action, installers, architects, suppliers, educational institutions, trainers, LEP, community groups, ZCCP Housing sector group, organisations that support people in fuel poverty.



Desired outcome	What CAfS will aim to do by 2025
<p><b>A comprehensive, robust analysis of Cumbria’s housing stock so that all stakeholders have the full picture and have set informed targets.</b></p>	<ul style="list-style-type: none"> <li>✓ Work with partners to identify what we need to know and how to fund and find the data eg mapping of the state of housing stock, % of homes to be retrofitted by 2024, labour skills and capacity needed, off gas homes (number, location), skills and finance implications of retrofiting, areas where owners do not have the resources for retrofit.</li> </ul>
<p><b>Householders are encouraged and supported to reduce energy use and retrofit their homes across the county – improving energy efficiency, reducing bills, creating warmer, healthier homes.</b></p>	<ul style="list-style-type: none"> <li>✓ Actively promote retrofit and provide advice and solutions.</li> <li>✓ Be a trusted provider of support to help buildings owners and users make energy saving changes, such as draughtproofing and insulation through to whole new heating systems and complete retrofits.</li> <li>✓ Develop and launch a commercially robust Retrofit for Cumbria advisory service.</li> <li>✓ Scale up Retrofit for Cumbria capability and involve other groups, businesses (eg training providers) so that our combined efforts can meet the rapidly growing market, especially as national policy/incentives encourage demand.</li> </ul>
<p><b>Buildings workforce have the skills to reduce the carbon footprint of new and existing homes</b></p>	<ul style="list-style-type: none"> <li>✓ Seek to balance supply with demand for skilled architects and installers</li> <li>✓ Seek to influence business networks, local authorities, LEP, and education institutions skills and employment strategies, plans and funding to support workforce development.</li> </ul>
<p><b>Community and commercial buildings are more energy efficient</b></p>	<ul style="list-style-type: none"> <li>✓ Identify the opportunities to promote and provide advice and solutions, develop our service offer, build a network of contractors/experts.</li> </ul>
<p><b>District heating systems are contributing to reduced carbon emissions</b></p>	<ul style="list-style-type: none"> <li>✓ Keep a watching brief in the event an opportunity arises. Share information.</li> </ul>



## C. Renewable energy generation

**CAfS context:** Increasing the generation of energy from renewable sources such as wind, solar and hydro is a crucial part of the UK's shift away from fossil fuels. Renewable energy generation in Cumbria could be significantly increased, leading to job opportunities for thousands of people and opportunities for community schemes (owned, shared, or collectively bargained).

**Our overall aim:** To increase the amount of renewable energy generated and used locally which engages and benefits communities in Cumbria.

**Our current position:** We have supported community renewable energy schemes across the county, from Alston to Killington. We are supporting Ambleside Action for a Future on community renewable energy generation.

**Who we will work with:** individuals, communities, local authorities, installers, Community Energy England, Local Energy North West Hub, funders such as Rural Community Energy Fund, community energy organisations such as the Big Solar Co-op, Electricity North West, education institutions, LEP, ZCCP Energy sector group.



Desired outcome	What CAfS will aim to do by 2025
<p><b>Increased awareness of the potential for community owned renewable energy schemes across Cumbria and understanding of how to deliver subsidy-free community energy.</b></p>	<ul style="list-style-type: none"> <li>✓ Share our experience.</li> <li>✓ Encourage local authorities to view community energy as integral to addressing the climate emergency and to set targets and resources in key local plans and policies.</li> </ul>
<p><b>New community owned renewable energy schemes are launched.</b></p>	<ul style="list-style-type: none"> <li>✓ Help the development of at least two new schemes.</li> <li>✓ Seek funding to provide support for communities.</li> </ul>
<p><b>Increased investment by individual home and business owners in renewables on their properties.</b></p>	<ul style="list-style-type: none"> <li>✓ Make it easier for individuals to invest in renewables on their properties.</li> </ul>
<p><b>Local authorities, training/education institutions are aware of the jobs available in energy generation and are contributing to the skills needed.</b></p>	<ul style="list-style-type: none"> <li>✓ Seek to influence Local Authority, LEP, education institutions skills and employment strategies, plans and funding.</li> </ul>

## D. The goods we buy /our waste

**CafS context:** The goods that we buy form 30% of our individual carbon footprint on average. The carbon footprint of waste management is relatively small, but it provides a key opportunity for influencing behaviour change towards consumption as every household and organisation produces waste and awareness of plastic pollution and interest and engagement with recycling is high. The current legal framework for waste management is complex.

**Our overall aim:** To reduce the amount of goods which are bought/wasted by encouraging people to avoid, reduce, substitute, repair, reuse and recycle thereby helping to establish and strengthen the circular economy in Cumbria.

**Our current position:** We have good links with councils that have waste prevention/management strategies and responsibilities. Whilst this is not an area in which we have undertaken much direct, recent work other than research into the employment potential of increased reuse/recycling of waste in our *Potential for Green Jobs in Cumbria* report.

**Who we could work with:** Community sustainability groups, Simply Repair South Lakes, local authorities, University of Cumbria, Cumbria Tourism, CLEP, United Utilities (waste water), Citizens Advice, Freegle, Chamber of Commerce, WRAP, local waste management and recycling companies, schools, and young people.



Desired outcome	What CAfS will aim to do by 2025
<p><b>Waste management plans include consideration of carbon emissions not just volume of waste</b></p>	<ul style="list-style-type: none"> <li>✓ Improve our understanding of carbon footprint of waste in association with the upstream impacts (packaging, manufacturing, maintenance, transport).</li> <li>✓ Influence procurement so that carbon emission considerations are incorporated into waste management plans.</li> <li>✓ Trial projects which could then be replicated.</li> </ul>
<p><b>People buy less, buy local, and look after what they have</b></p>	<ul style="list-style-type: none"> <li>✓ Integrate messages about reducing consumption and waste by avoiding, reducing, and substituting throughout our projects.</li> <li>✓ Help to make the case for the right to repair</li> <li>✓ Practice what we preach in our own business</li> </ul>
<p><b>Reduced waste from buildings work (eg retrofitting)</b></p>	<ul style="list-style-type: none"> <li>✓ Influence procurement so that requirements for avoid, reduce, substitute are built into building contracts.</li> <li>✓ Build on Retrofit for Cumbria project</li> </ul>
<p><b>Retrofitting of homes includes reduction of wastewater</b></p>	<ul style="list-style-type: none"> <li>✓ Integrate wastewater reduction into Cold to Cosy Homes and Retrofit for Cumbria service.</li> </ul>
<p><b>Increased business interest in and development of circular economies</b></p>	<ul style="list-style-type: none"> <li>✓ Identify opportunities for more/improve circular economies</li> <li>✓ Showcase established circular economies, re-use, and repair schemes in Cumbria</li> </ul>

## E. Transport

**CAFS context:** The rurality of Cumbria, the limited public transport options, and the distance to travel for services means that car and van ownership is higher per capita than the national average. Travel in Cumbria by residents and visitors (including cars, flights, ferries, buses, and trains) represents around 26% of the average Cumbrian's carbon footprint. Decarbonising transport in Cumbria requires an ambitious and transformational vision which has zero carbon as its core focus. Widescale behaviour change will also be needed.

**Our overall aim:** We want to contribute to the development of a vision for the future of transport in Cumbria by highlighting the kinds of and scale of changes needed and signposting innovative low carbon transport initiatives such as on demand public transport. We would like to research and develop new low carbon transport initiatives and contribute to awareness raising.

**Our current position:** In July 2021 we completed a two year partnership project to promote community accessible electric vehicle charging infrastructure. As part of the work, we researched the future potential demand for public charging infrastructure and identified that installation is currently market driven which could leave rural or deprived areas excluded from the large-scale transfer from petrol/diesel to electric vehicles.

**Who we could work with:** Cumbria County Council (and its Highways Authority successor), other local authorities, LDNPA, Borderlands initiative, LEP, transport providers, hospitality sector and other businesses, Charge My Street, ZCCP Transport Sector group.



Desired outcome	What CAfS will aim to do by 2025
<p><b>The impact on carbon emissions of Cumbria road building plans is highlighted.</b></p>	<ul style="list-style-type: none"> <li>✓ Raise awareness of the carbon impact of dualling the A66 and proposed Kendal Northern Relief Road.</li> </ul>
<p><b>There is a clear vision for sustainable transport in Cumbria.</b></p>	<ul style="list-style-type: none"> <li>✓ Establish our role in defining a vision.</li> <li>✓ Share case studies of innovative travel.</li> <li>✓ Highlight consultations on relative strategies and plans.</li> <li>✓ Highlight good low carbon transport initiatives from other areas.</li> <li>✓ Highlight the benefits of active travel.</li> </ul>
<p><b>More community accessible electric vehicle charging infrastructure.</b></p>	<ul style="list-style-type: none"> <li>✓ Promote EV charging infrastructure research report to influence local authority strategies.</li> <li>✓ Consider whether there is a fundable follow-on research project.</li> </ul>

# Our audiences and how we will influence them

**CAFS context:** The urgency of the climate crisis and the scale and speed of reduction in greenhouse gases now needed requires action throughout all of society in Cumbria – from individuals, communities, businesses, local authorities and other organisations, funders, key decisionmakers and influencers. We **all** have a role to play in meeting the 2037 zero carbon target, through our individual actions, our collective actions, and system change in Cumbria.

**Our overall aims:** The gatekeepers of emissions take bold, ambitious action to reduce emissions. All age groups are motivated and supported to take action in their own lives. Organisations have strategies, plans, funding in place and staff that are informed, motivated, and supported to contribute to achieving net zero for their own operations and more widely. Young people are able to participate in the development and implementation of organisational action on climate change. The co-benefits of tackling climate change for health/wellbeing, cost savings, improved working and living conditions are highlighted and inspire action. The transition from high to low carbon emissions is a fair one so that no communities or groups are left behind.

## What do we mean by system change?

Achieving zero carbon will take more than actions such as turning down the heating, buying an electric car, installing a cycle lane on a busy road, or joining a community sustainability group. It will require transformative, bold thinking, ambition, and action at a high level across Cumbria and nationally.

Systemic change requires an understanding of the overall system – for example, the livelihoods, inputs and outputs and supply chains involved in an activity – and determining how to change it in ways which are fair to everyone involved. It requires new goals and targets to be adopted which lead to new patterns of behaviour and operation. It requires new approaches and new techniques to be adopted and applied. It means moving old systems (strategies, plans, investments) which depend on fossil fuels towards new ones which do not. It means transforming our thinking to put decarbonisation first.

**Our current position:** We have worked with a wide range of communities and organisations across Cumbria in a variety of ways for many years – including supporting community groups to develop and deliver placebased sustainability plans, engaging and training staff about climate change, helping the development of organizational strategies, policies, and plans. We co-chair the 80+ strong Zero Carbon Cumbria Partnership and lead the delivery of the five year National Lottery funded Zero Carbon Cumbria By the People for the People Project. Our report on the [Potential for Green Jobs in Cumbria](#) has raised our profile with businesses, skills providers, and economic development interests in local authorities.

**Who we will work with:** Individuals, community sustainability groups, Local Authorities, LDNPA, LEP, Chambers of Commerce, schools and colleges, Federation of Small Businesses and other business sector and networking groups, individual businesses, arts and culture sector, health sector, public (direct and indirect), funders such as trusts and foundations.

The following table sets out how we aim to influence our key audiences over the next three years and provides guiding principles for our communications strategy.





		What CAFS will aim to do:			
Audience		Increase awareness and understanding of the climate emergency.	Equip people /organisations with the resources (skills, experience, knowledge, funds, capacity) to take action.	Ensure activities collectively influence the strategies/plans/actions of the 'gatekeepers of emissions.'	
Public sector	<ul style="list-style-type: none"> <li>✓ Focus on the positive co-benefits of tackling the climate emergency such as increased wellbeing, reduced NHS bills, reduced energy costs.</li> <li>✓ Train people to be 'carbon literate.'</li> <li>✓ Promote good practice examples through events, website, social media, events.</li> <li>✓ Provide opportunities for people to try, see, ask questions.</li> <li>✓ Make the climate emergency relevant at a local level.</li> </ul>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Promote participatory democracy such as citizen's juries – giving communities involvement in decision-making by public sector bodies.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Facilitate action planning by people/org organisations during carbon literacy training.</li> <li>✓ Provide resources (eg one stop shop) which will help organisations to reduce carbon emissions.</li> </ul>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Secure funding for projects which will help public sector policy/strategy development, including relevant research.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Co-chair the Zero Carbon Cumbria Partnership and ensure it continues to engage public/private and third sector and to support and challenge strategic change.</li> <li>✓ Support the network of community sustainability groups – help improve their skills and capacity.</li> <li>✓ Create and promote zero carbon events which engage key stakeholders and showcase ideas and case studies.</li> <li>✓ Suggest and share expert contacts who can help influence/speak at events being organised by others.</li> </ul>

<p><b>Private sector</b></p>	<p><b>As above</b></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Influence business through peer-to-peer case studies/examples/advice.</li> </ul>	<p><b>As above</b></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Help businesses measure their carbon impact and scope opportunities for carbon reduction.</li> <li>✓ Signpost businesses to experts and other sources of help.</li> <li>✓ Encourage businesses to invest in green skills development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensure business representation on the Zero Carbon Cumbria Partnership.</li> <li>✓ Build relations with businesses in Cumbria with the largest carbon footprint.</li> </ul>
<p><b>Third sector</b></p>	<p><b>As above</b></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Relate carbon emissions to the charity's mission – show how taking action can help achieve their other own objectives.</li> </ul>	<p><b>As above</b></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Seek collaboration with charities to ensure no-one is left behind in the transition to zero carbon.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensure third sector representation on the Zero Carbon Cumbria Partnership.</li> </ul>

<p><b>General public</b></p>	<p><b>As above</b></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>✓ Normalise taking action to reduce carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide readily accessible information about measures individuals can take.</li> <li>✓ Support community sustainability groups to run events/training for the public.</li> <li>✓ Help people measure their own carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Highlight public demand and need for action to the gatekeepers of emissions.</li> </ul>
<p><b>Young people</b></p>	<ul style="list-style-type: none"> <li>✓ Ask young people what they think/want/need</li> <li>✓ Support and educate young people on sustainability.</li> <li>✓ Help put climate change into the local context – where our 'local' emissions come from, what climate chaos means for Cumbria.</li> <li>✓ Integrate communication with young people through education, youth projects, charity groups, local events.</li> <li>✓ Consider innovative ways to communicate with young people eg via influencers and social media platforms.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Focus on enabling young people to be involved in positive actions.</li> <li>✓ Support schools to reduce their own carbon footprint eg through eco-schools.</li> <li>✓ Support teaching of sustainability in and around the school curriculum, including teaching the teachers.</li> <li>✓ Explore how to influence skills training/career advice.</li> <li>✓ Explore funding for apprenticeships in eg retrofitting.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Seek opportunities for young people's views to be heard by gatekeepers of emissions.</li> <li>✓ Empower young people to share their knowledge withing their schools and communities</li> <li>✓ Draw attention to opportunities for 'green' jobs with key stakeholders.</li> </ul>	

<p><b>Trusts and foundations</b></p>	<ul style="list-style-type: none"> <li>✓ Promote carbon literacy training for staff, trustees and fundees.</li> <li>✓ Relate carbon emissions to the trusts and foundations missions.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Highlight the socio-economic implications of climate change for disadvantaged groups.</li> <li>✓ Advise on the actions trusts and foundations can take to reduce carbon emissions of their own activities and those that they support through funding.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Share news of actions being taken by Trusts and Foundations with stakeholders.</li> </ul>
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# Financial sustainability

**CAfS context:** The availability of funding from trusts and foundations for climate change work has increased over the last few years eg the National Lottery’s new Climate Change Action Fund however Trusts and Foundations are not yet considering the impact nor the opportunities arising from their other funding streams on climate change.

**Our overall aims:** The more funding we can win the more we can do so we aim to diversify our income sources and secure more funding for our core activities and projects.

**Our current position:** Our income has trebled in 2021/22 compared to the previous year. Around 90% of our annual income is for specific projects where we have proposed a project or service in response to a need and successfully bid for grant funding, usually from foundations and trusts. We have limited core funding to cover the capacity we need to continually develop new project ideas and bring new funding for them into Cumbria, to invest time in partnership development and share our learning.

Desired outcome	What CAfS will aim to do by 2025
Diversified income	Resource and develop our donor and corporate fundraising skills and activity Seek partner organisations that have made a commitment to decarbonisation

# Our team

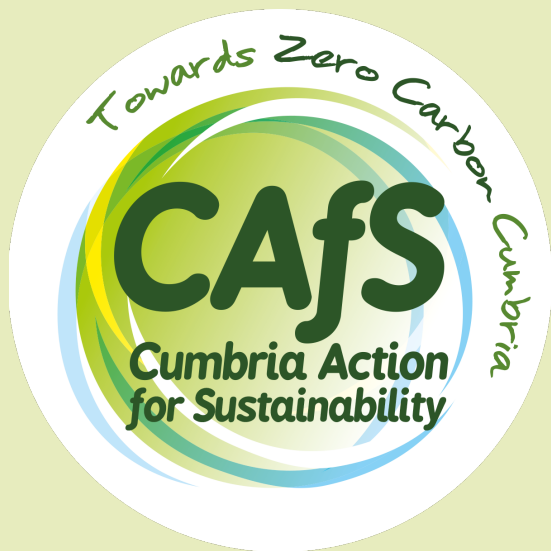
**CAfS context:** We are very well aware of the enormity of the threat that climate change poses to our lives and those of our families and friends. We know that radical action is needed and demands for our help are many and growing. We wish we could say 'yes' to every request for help. These pressures can affect the health and wellbeing of our colleagues.

**Our overall aims:** We aim to champion and ensure staff and volunteer wellbeing and health and continue to grow the team's knowledge, skills, and diversity

**Our current position:** Since August 2020 we have grown very rapidly. As of April 2022, we have 28 employees, the majority of whom work part time, equivalent to around 20 FTEs. We also have volunteers including eight Trustees. We encourage flexible working of both location and hours. We have robust working practices.

**Who we will work with:** Specialist advisory contractors, relevant software platform providers peer networks, CVS, Real Living Wage Foundation.

Desired outcome	What CAfS will aim to do by 2025
Employees feel valued and supported	<ul style="list-style-type: none"> <li>✓ Regularly review and improve salaries and other terms and conditions in consultation with staff and benchmarked with other, similar organisations.</li> <li>✓ Develop and deploy coaching and mentoring skills throughout the organisation</li> </ul>
Grow our knowledge and skills	<ul style="list-style-type: none"> <li>✓ Ensure training and development is resourced and opportunities are taken by staff and volunteers.</li> <li>✓ Look to bring inhouse some of the specialist skills that we currently outsource.</li> <li>✓ Recruit more Trustees</li> </ul>
Increase diversity	<ul style="list-style-type: none"> <li>✓ Strengthen our diversity and equality policy</li> <li>✓ Review and improve our recruitment processes.</li> </ul>



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