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Why persist? Organisational perspectives on delivering an energy efficiency programme for the Leeds city region

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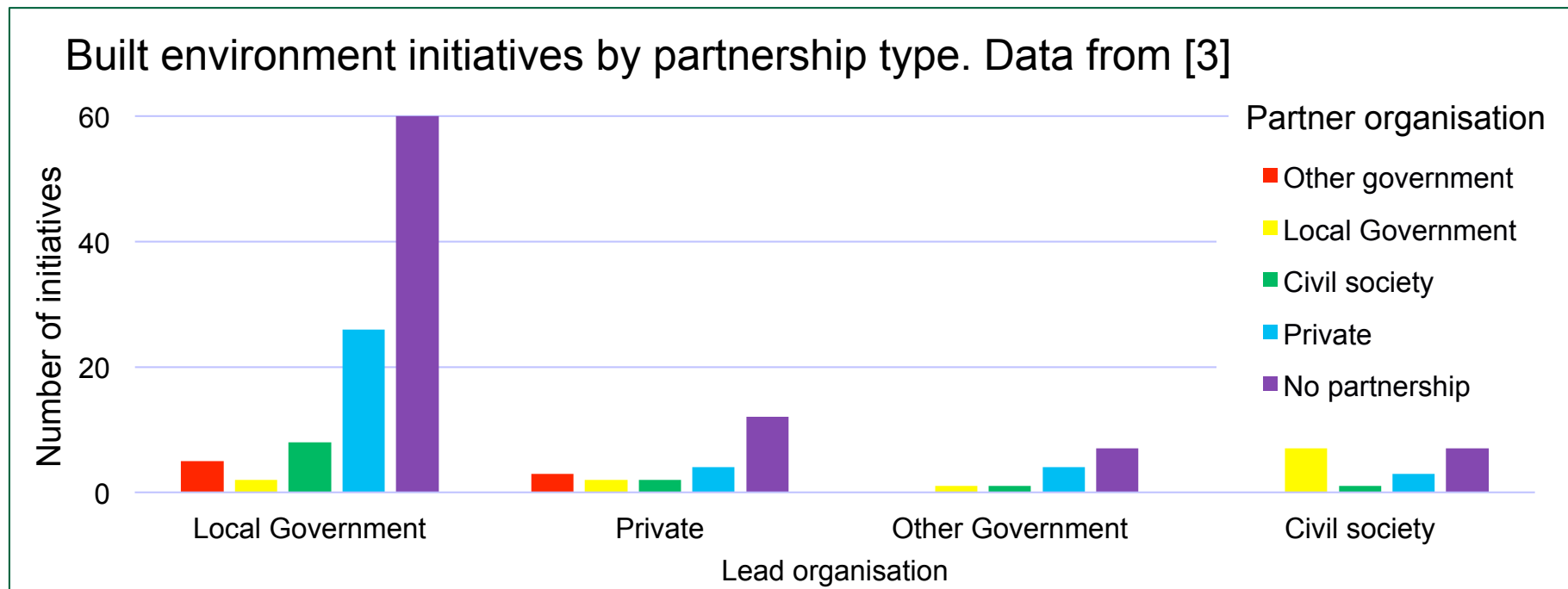


- What do we already know?
- Research questions
- Case study
 - Regional context
 - Data collection and analysis
 - Findings
- Discussion



Energy partnerships

- Local authorities have limited capacity for energy management [1]
- Successful authorities often work in partnership [2]

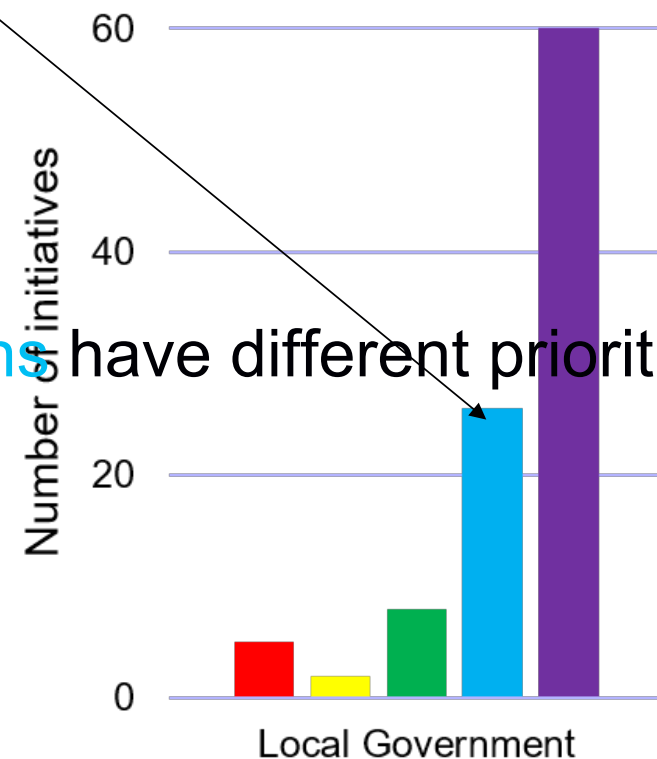




Achieving energy action

- Market failures and institutional constraints hinder local energy action [4]
- Success is more likely if there are benefits at more than one level [5]
- Public and private organisations have different priorities [4, 5]

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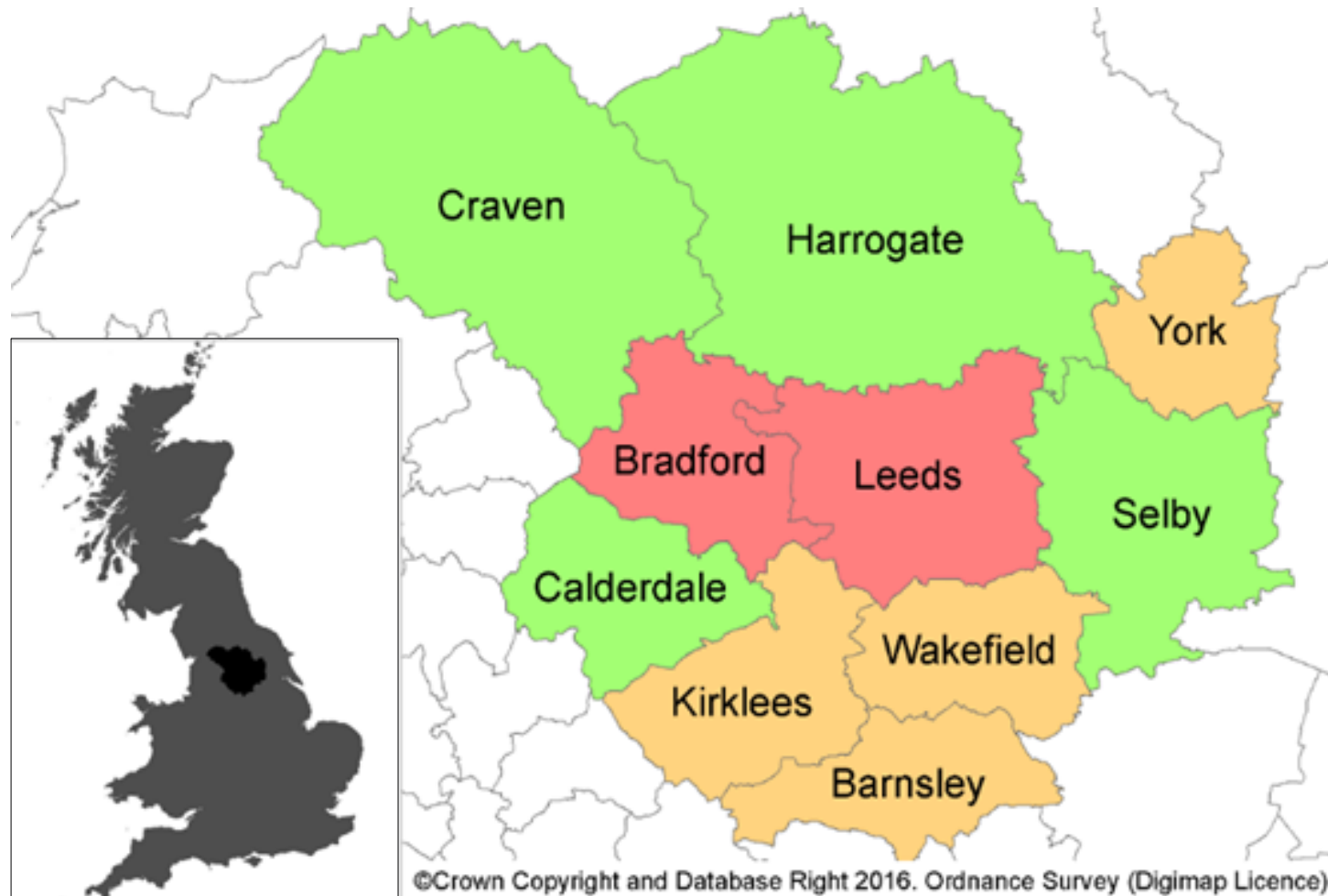


1. What are the motivations of organisations working in partnership to delivery energy-related initiatives in the UK?
2. How do organisational characteristics and motivations affect project outcomes?
3. Are the lessons to be learned for future schemes?

Case study



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Population density: Lowest  Highest

Regional variation



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- Delivers energy efficiency and renewable energy services
 - Central heating
 - Insulation
 - Solar PV
 - Advice
- Non-market framework contract



Better Homes Yorkshire



- One combined authority
- Three private firms
- Ten councils





Data collection

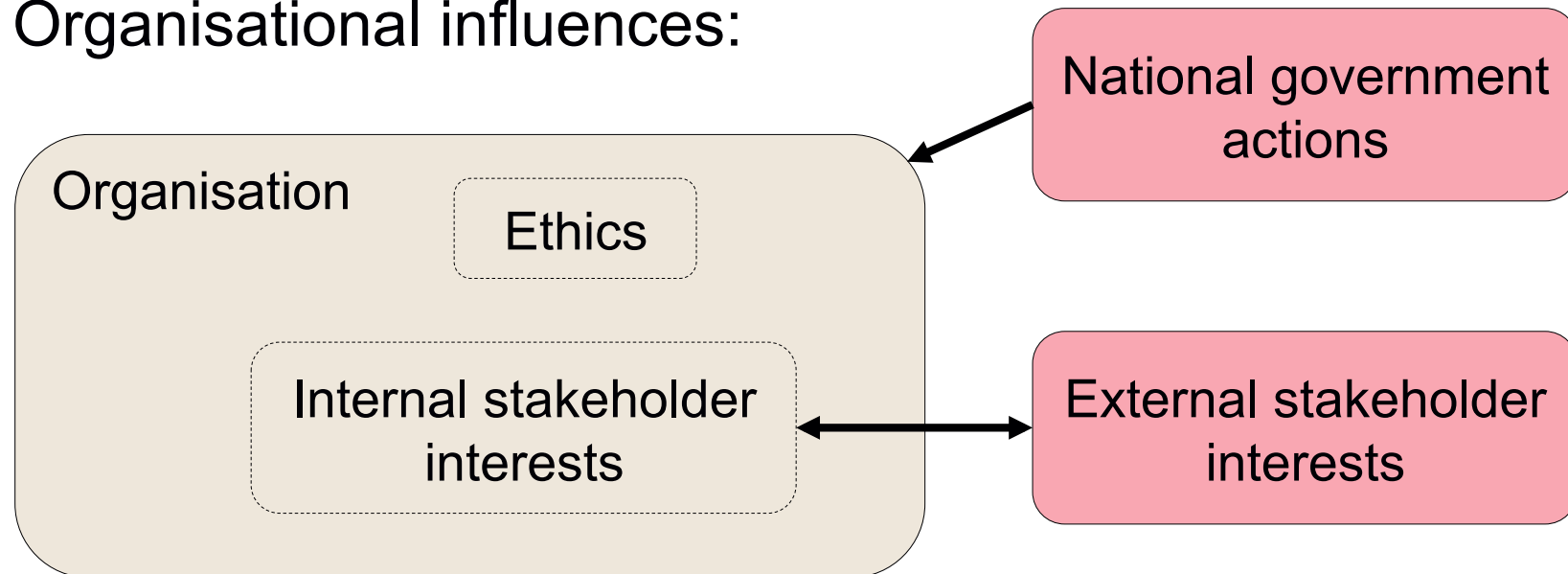
- Policy documents
- Publically available regional, local and corporate literature:
 - Strategic plans, meeting minutes and reports
 - Publicity materials
- Semi-structured interviews
 - Eight interviews, nine organisations

- Theoretical analysis of organisational characteristics and influences:

| Institutional [6] | Stakeholder [7] | Cross-cutting [8,9] | Descriptive |
|-------------------|---------------------|----------------------|-------------|
| Political | Stakeholders | Legitimacy | External |
| Regulatory | Balancing interests | Ethical perspectives | Internal |
| Cultural | Value creation | | |

- Thematic analysis of project objectives, organisational motivations and collaboration outcomes

- Organisational characteristics
 - Largely archetypal
 - Common awareness of social responsibilities
- Organisational influences:



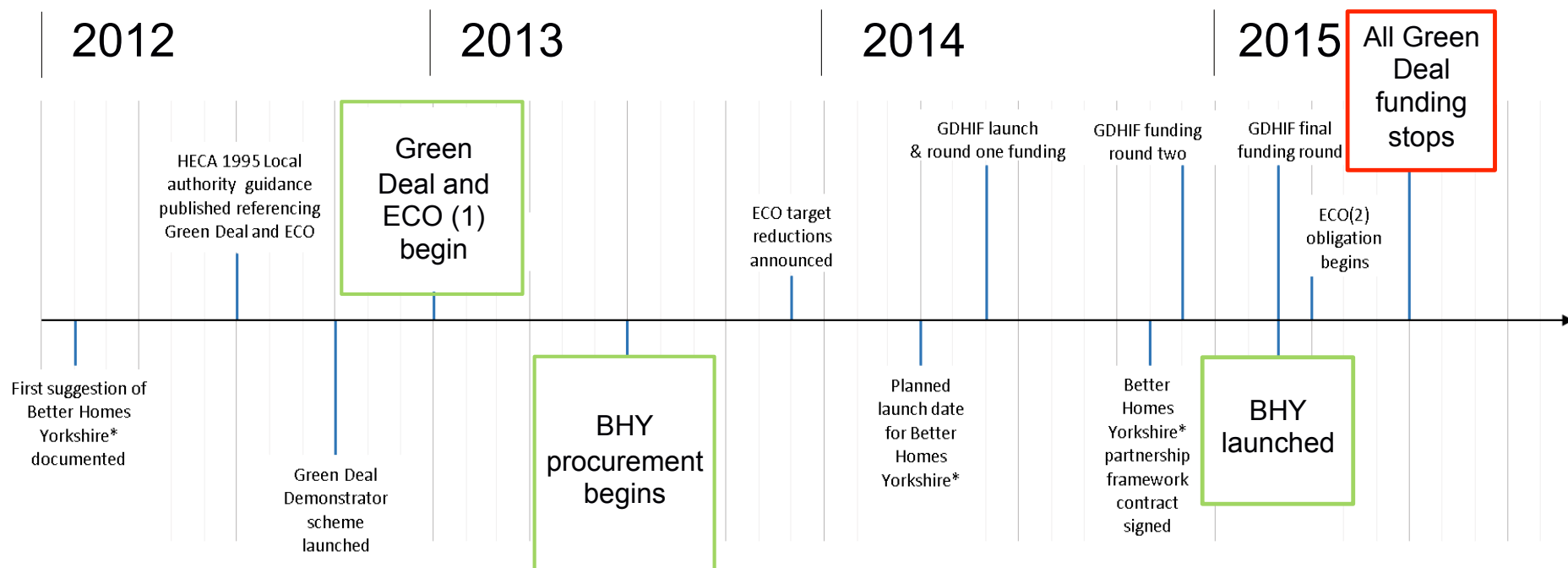
- Key project purpose:
 - Leverage of Green Deal finance and ECO funding
 - Warmer healthier homes
 - Developing local economy
- Key organisational motivations for operating collaboratively:
 - Competition avoidance
 - Improved standing: markets, bureaucracy, reputation

Legislation effects



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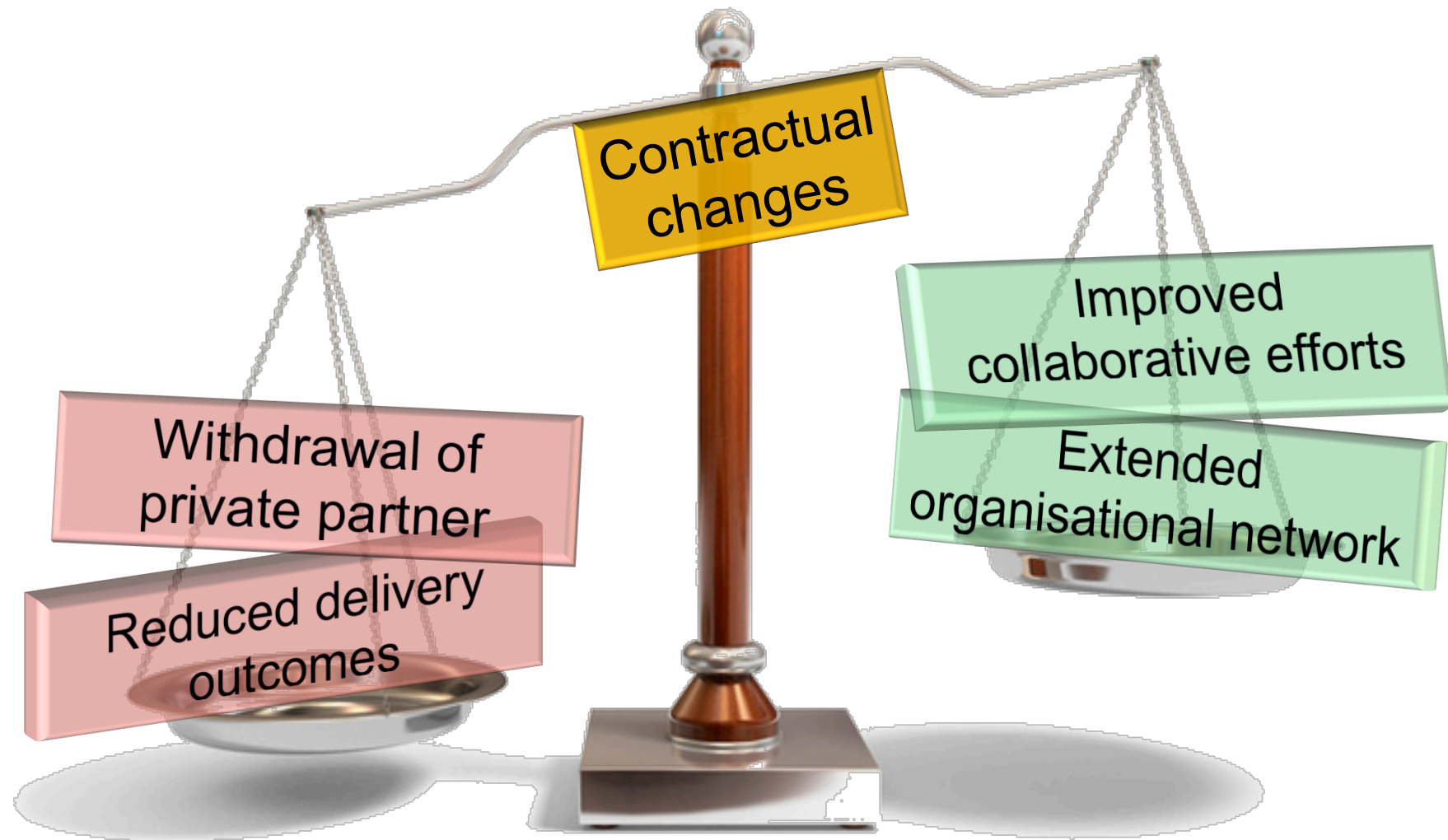
- Home Energy Conservation Act 1995 [10]
- Energy Companies Obligation [11]
- Green Deal [12]



Funding change effects



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- Central government policy can simultaneously stimulate and constrain local energy activity
- Economic benefits are the primary motivation for participation in the framework

BUT

- Other benefits appear less susceptible to changes in policy
- Environmental and social benefits have shored up weakened economics of the scheme

Why persist?



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- Shared financial burden
- Vested interest in making the scheme work
- Shared social and environmental ethos of organisations



Questions?

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Discussion



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Findings



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Nodes compared by number of coding references

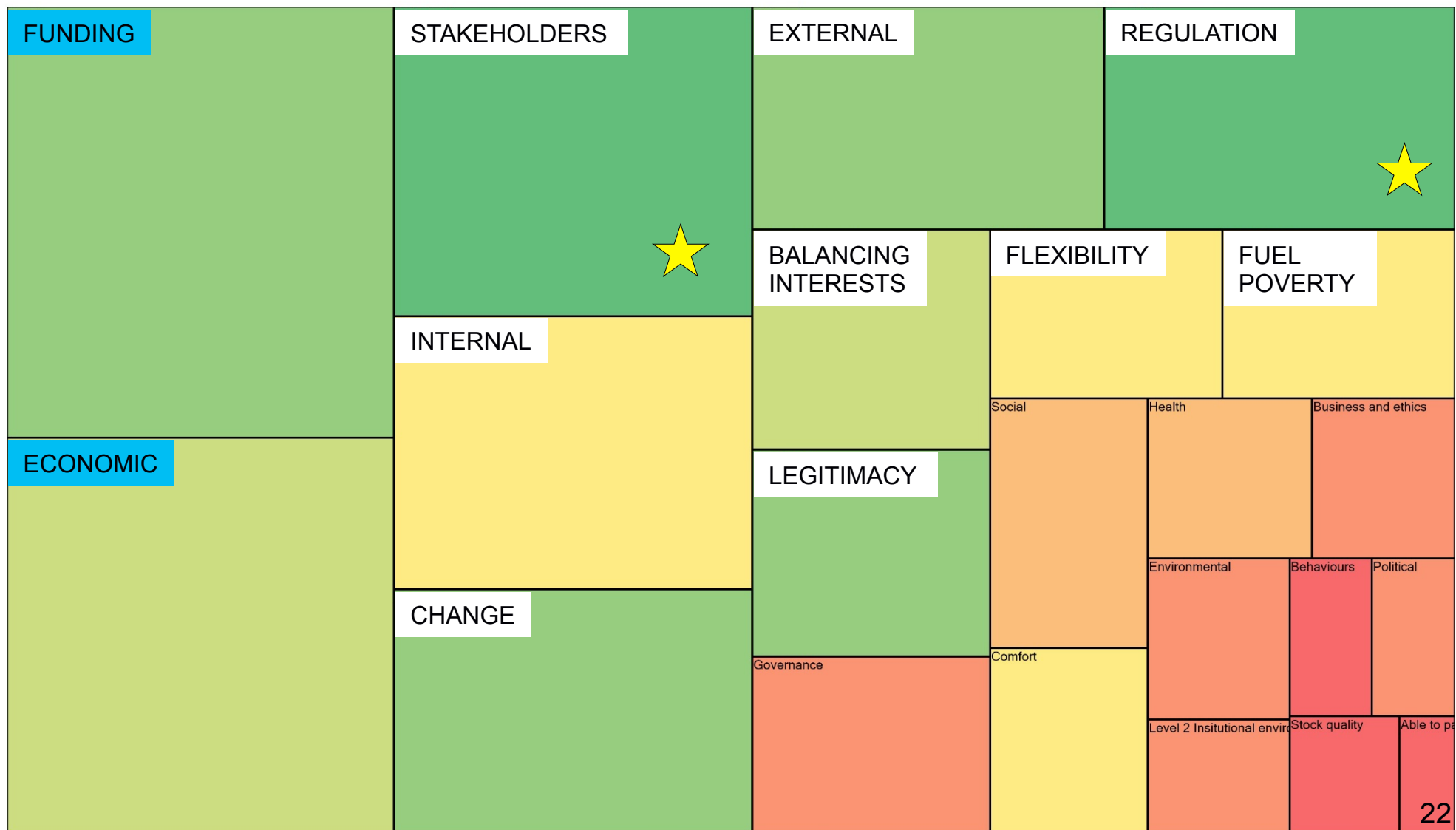




Table 3

Better Homes Yorkshire objectives

| Delivery outcomes | Framework objectives |
|--|------------------------------|
| Leverage of ECO funding and Green Deal finance | Access to economies of scale |
| Reducing fuel poverty | Regional cost levelling |
| Improving housing stock | Reduced bureaucracy |
| Warmer and healthier homes | |
| Reducing greenhouse gas emissions | |
| Reduction in energy bills | |
| Local economic benefits (jobs and apprenticeships) | |
| Opportunities for local SMEs | |

Table 4

Motivations for organisational participation

| Public sector | Private sector |
|--|--|
| Avoidance of competition for funding | Avoidance of competition for work |
| Cost levelling benefits | Estimated value of works available |
| Resource efficiency | Collaboration benefits (delivery) |
| Improved market attractiveness <ul style="list-style-type: none">• Reduced bureaucracy• Increased scale | Market positioning <ul style="list-style-type: none">• Local authorities• Customers |