



SDG_CAPACities

SDG_CAPACities: Integrating the Sustainable Development Goals in Climate Planning in UK and Japan

Record of Information gathered through interviews and meetings and other personal interactions

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1.0 Introduction

As part of the networking grant for UK-Japan research collaboration under the grant ES/S013547/1 (Integrating the sustainable development goals into climate planning in British and Japanese cities, SDG_CAPACities for short), primary information was collected from local government authorities, individuals and academics. This document provides the primary information gathered through interviews, meetings, personal communication (via email and telephone). The information is being shared publicly to facilitate subsequent use by other users for academic research and studies.

2.0 Methodology

For data collection through interviews and meetings, the interactions were planned in advance and contacts were established by email with the relevant participants. For interviews, a semi-structured questionnaire was prepared (Table 1 for an example), which was shared with the participants by email. For meetings, the participants were informed about the focus of the exchange but no formal questions or structured inquiry instrument was prepared.

In accordance with the research governance policy of De Montfort University, the project received ethical approval (1819/514) from the Faculty Ethics Committee of the Faculty of Computing, Engineering and Media. The data collection has complied with the ethical approval given to the project.

During the interactions, consent of the participants was taken and the ethical aspects around the participation (voluntary nature of their participation, anonymity of participants, right to withdraw, etc.) were clarified. No audio or video recording of the interactions was done but the participants gave consent to the project team for taking notes. The team members compared notes to arrive at the final record of the interviews/ meeting.

The information came from participants in the UK and Japan. The information has been recorded in English and any translation from Japanese to English and vice versa was done by the IGES team during the meetings or interviews.

Table 1: An example of interview questionnaire used in Kyoto, Japan

- 1. Kyoto is globally known for the Kyoto Protocol. Does this put any additional responsibility on the City in terms of the climate action and adaption plan of the city? (This is specific to Kyoto). For Kamakura, it can be just a simple opening statement please tell us about the city climate action plans).
- 2. Please elaborate on the activities undertaken in your city as a part of the climate action and adaption plan and indicate whether anything has changed after the Paris Agreement.
- 3. Japan is known for promoting voluntary actions by participants. Does the city rely on voluntary participation? How is this monitored?

- 4. Please give your thoughts on the effectivenss of the actions taken to mitigate the climate change effects and adapt to it. Do you compare the outcomes with other cities in Japan or abroad?
- 5. Please elaborate the challenges and barriers faced in implementing the climate action plan. How were these challenges addressed? In the UK, budget of city administration is an issue. Is this a constraint here?
- 6. Please indicate whether the city has defined its Sustainable Development Goals.
- 7. When considering the climate-related actions, does the Council make any attempt to relate them to the UN Sustainable Development Goals? How?
- 8. Do you notice any impacts or effects of city's climate action plans on the local economy or the society? How has the city addressed any adverse impacts? For example, how are they affecting the low-income population?
- 9. In your opinion are there any benefits of aligning actions on the climate change and sustainability? Why?

The information has been sanitised to remove any personal information and any identifiable information of the participants. The final compiled version of the information has been reviewed by the team members and is considered to be a fair and true representation of the discussions being reported.

3.0 Record of interactions

This section presents the detailed notes of the interactions in the UK and Japan.

3.1 Meeting with Kyoto City Officials

Venue: Kyoto City Administration office,

Date: 4th September 2019

Interview questions (semi-structured format)

- 1. Kyoto is globally known for the Kyoto Protocol. Does this put any additional responsibility on the City in terms of the climate action and adaption plan of the city?
- Please elaborate on the activities undertaken in your city as a part of the climate action and adaption plan and indicate whether anything has changed after the Paris Agreement.
- 3. Japan is known for promoting voluntary actions by participants. Does the city rely on voluntary participation? How is this monitored?
- 4. Please give your thoughts on the effectiveness of the actions taken to mitigate the climate change effects and adapt to it. Do you compare the outcomes with other cities in Japan or abroad?
- 5. Please elaborate the challenges and barriers faced in implementing the climate action plan. How were these challenges addressed? In the UK, budget of city administration is an issue. Is this a constraint here?
- 6. Please indicate whether the city has defined its Sustainable Development Goals.
- 7. When considering the climate-related actions, does the Council make any attempt to relate them to the UN Sustainable Development Goals? How?
- 8. Do you notice any impacts or effects of city's climate action plans on the local economy or the society? How has the city addressed any adverse impacts? For example, how are they affecting the low income population?
- 9. In your opinion are there any benefits of aligning actions on the climate change and sustainability? Why?

Q1. Drivers of Kyoto City in terms of climate action and adaptation plans

- Certainly, the Kyoto Protocol precedent is an important driver for climate action. Since 1996-1997, Kyoto started climate planning for the city greatly due to COP3.
- Every ten years, the anniversary of the Kyoto Protocol takes place. In 2017, an
 international conference was organised, including high-level government officials, such
 as Angela Merkel. Some events focus on increasing awareness of citizens and are
 attended by around 700 local authorities.
- In the COP3-KP+10, an Ordinance including local reduction targets set by the municipalities, which in several cases were more ambitious than the national targets.
- In KP+20, the Kyoto Climate Action Plan 2017 set ambitious adaptation and mitigation targets, such as becoming zero carbon and a decarbonised society by 2050 (in line the 2°C goal of the Paris Agreement and the ambition of not exceeding 1.5°C). In the Kyoto declaration, the city attempts to become not only zero carbon, but also a sustainable city.
- To achieve this 2050 goal, the city is developing a Climate Action Plan 2020-2030.
- Having an ordinance and climate action plan helps in the sense that despite there could be changes in the political parties, it does not influence the city council planning.
- Q2. Mitigation and adaptation strategies conducted by the city
- Q3. Voluntary actions by participants
- Q4. Effectiveness of mitigation and adaptation actions

Mitigation

- Main GHG sources in the city: 1) Industry, 2) Residential, and 3) Business and offices (including public buildings).
- In 2011, nuclear power generation has decreased, while the renewable generation has started to increase. Nevertheless, renewable generation is a challenge, as it requires collaboration with rural areas for the use of biomass.
- 75% of Kyoto has green forests
- There are some waste incineration plants using co-generation (CHP) to generate electricity. In this way, energy for waste aims to follow the waste hierarchy.
- Transport (electric vehicles). There are enough charging points for electric vehicles in the
 city. However, people do not use them (challenge). It is required to provide more
 information to citizens. Also the market for electric vehicles is not as strong in Japan as it
 is in other countries in the world. Finally, the electricity grid needs further
 decarbonisation.

Adaptation

- Heat waves: The main issue related to heat waves is related to heat strokes, particularly
 with an aging society. Hence, attention is put on providing a cool environment in
 buildings with emphasis on energy efficiency and also reducing air conditioning. Welfare
 officers visit each household and inform residents how to prevent heat strokes. People is
 usually very aware of disasters (more than climate change awareness). People react
 very well to the information provided as they are well educated.
- Floods: Riverbanks are monitored and re-constructed based on analysis of weather patterns.
- Water: There are no visual or major changes related to water problems, either supply or water quality. Therefore, actions related to water are not requested by other organisations.

Voluntary actions and community engagement

- There are several community-based engagement projects.
- For example, there are 222 districts that have been designated as eco-districts, which conduct several activities at the school level, from elementary school.

Q5. Challenges and barriers

- There is a need to disseminate more effectively information to society, as well as looking at synergies and integration of measures in the new action plan.
- Difficult to engage with business and residents on climate action. Awareness about the environment and climate change is usually low.
- Renewable energy has been introduced in the area emphasising on estimated economic profits, but it has not been very successful.
- Retrofit (or renovation) of households to become more energy efficient is difficult, particularly in traditional houses due to the historical and cultural context.
- Time to achieve the 2050 goal is short.

Q6 and Q7. Sustainable Development Goals

- A local agenda 21 constituted by non-state actors already exist, which establish dialogue among non-governmental stakeholders and the municipal government.
- No further details on SDGs were provided.

Q8. Further climate change action conducted by Kyoto City

- Kyoto City Council is one of the largest emitters in the city. Hence, the city has put its attention on procurement, and efforts have been made to be more environmentally friendly and carbon neutral. For example, Kyoto City follows national guidelines regarding energy labelling of equipment.
- Further action:
 - The public transport ran by the council uses hybrid technology
 - Several community projects are conducted, such as hosting workshops for communities, and providing environmental awareness information through comics (manga).
 - Businesses and SMEs are encouraged to implement environmental management systems. ISO 14001 is too expensive for SMEs, therefore a KES is recommended as an EMS, which is not too costly and does not represent a big burden for businesses.

Q9. Benefits or challenges of aligning sustainability and climate change Benefits (or drivers)

- The City Mayor is very supportive of climate action and his/her leadership is very important.
- The city council believes that being a decarbonised society is not the ultimate goal but becoming a sustainable society.

Challenges

- The climate change department consults with other departments in the council, including the creation of green jobs. However, the relationship is not that direct or obvious, so in many cases the linkage may not be possible.
- Local budgets are independent from the national government, but in some cases subsidies are requested from the central government.
- At the time of the meeting, the Climate change plan was in a revision process with the
 goal of having a final draft by November 2020 and start its implementation on April 2021.
 The next challenge is related to its implementation. The city council will soon start an
 initial consultation with universities and other experts who may be interested in the cobenefits of the climate action plan measures, in order to facilitate the implementation.

3.2 Meeting with the Kamakura City Official

Venue: Kamakura City Administration office

Date: 5th September 2019

Interview questions (semi-structure format)

- 1. Please tell us about the city climate action plans.
- Please elaborate on the activities undertaken in your city as a part of the climate action and adaption plan and indicate whether anything has changed after the Paris Agreement.
- 3. Japan is known for promoting voluntary actions by participants. Does the city rely on voluntary participation? How is this monitored?
- 4. Please give your thoughts on the effectiveness of the actions taken to mitigate the climate change effects and adapt to it. Do you compare the outcomes with other cities in Japan or abroad?
- 5. Please elaborate the challenges and barriers faced in implementing the climate action plan. How were these challenges addressed? In the UK, budget of city administration is an issue. Is this a constraint here?
- 6. Please indicate whether the city has defined its Sustainable Development Goals.
- 7. When considering the climate-related actions, does the Council make any attempt to relate them to the UN Sustainable Development Goals? How?
- 8. Do you notice any impacts or effects of city's climate action plans on the local economy or the society? How has the city addressed any adverse impacts? For example, how are they affecting the low-income population?
- 9. In your opinion are there any benefits of aligning actions on the climate change and sustainability? Why?

Q1. City climate change action plans

- Kamakura has been selected as a Sustainable Future City. The Cabinet Office is strongly focused on the environment in Kamakura.
- For Kamakura, climate change is not actually the real focus. The city cares about environmental protection and green spaces, with a strong focus on waste reduction.

Q3. Voluntary participation in climate or environmental action

- Although the waste management is conducted by the administration, citizen participation is strong with focus on social aspects.
- Citizens are very interested in sustainability, in well-being and its social aspects.
- Citizens and businesses tend to consider general and global issues as their own problems. Hence, they are concerned on the conservation of green spaces and forest protection (link to slide 6 relating to SDG14, SDG15 and SDG17).
- Awareness raising and education. An IT company has been working in the co-creation of ideas with citizens to raising awareness on SDGs.
- Citizen participation and voice is very strong in Kamakura. There are wealthy segments
 of the population that live in Tokyo and have second homes in Kamakura, such as CEOs
 or politicians. They are characterised not only having high salaries, but also high levels
 of education. There is a strong mentality that citizens should do the right things. Hence,
 the awareness on SDGs is high and they participate in several initiatives. They also
 realised on the benefits of collaboration.

Q6. Definition of local Sustainable Development Goals by the city

- There is a comprehensive plan for SDGs in the city. Although it is difficult to manage by the administration, with the participation of businesses and citizens, the plans become easy to implement.
- There are major past and existing activities related to SDGs. If the initiatives are not aligned with SDGs, they are revisited, or if the interlinkages are not strong, they may not be implemented.
- There is a strong collaboration with citizens and businesses, examples point out to waste reduction and protection of rivers.
- Waste reduction. As previously mentioned, there is a strong focus on waste reduction and a wide application of the 3R (reduce, reuse and recycle). Citizens and businesses are highly aware that recycling puts pressure on the environment, so they attempt to focus on reduce and reuse. Nevertheless, there is a very high recycling rate for several years.

Q2. Local climate mitigation and adaptation plans Mitigation

- Despite transport is a large emitter in the city (see Q5), environmental or air pollution is not considered a problem in the city. Air pollution and emissions are below the national environmental standards. For citizens, the main problem is congestion and the commute time to get from one place to another. Citizens suggest that by reducing traffic, air pollution will also decrease. They mainly care about congestion and commuting time, not about pollution.
- Energy: The main energy source is net biomass. This was previously done in collaboration with Hayama, but an agreement has not reached as citizens opposed, and the initiative was abandoned.
- Energy from waste: There was one incinerator used for less than a year, which closed due to citizen opposition. There is a plan to use one facility in Zushi for Kamakura's waste. The law prohibits to transfer garbage. In principle, waste should be treated locally. Although the collaboration between Kamakura, Hayama and Zushi should be OK, it is not well accepted in the issue of waste.
- Renewable energy. Currently the rate of local renewable generation is not high. Ten
 years ago, there were subsidies, so the municipality focused on solar. In the case of
 wind energy, there are only few small vertical turbines. Kamakura does not have large
 surface areas to install renewables. Nevertheless, a new factory for the JR train is being
 constructed close to Kamakura. It is planned to develop a new town and introduce
 renewables.

Adaptation

- Kamakura and its residents are well prepared for natural disasters, such as tsunamis and earthquakes. For example:
 - In case of tsunamis, residents are asked to follow escape routes and go to high enough places. If they are in tall buildings, they are asked to look for refuge in these buildings.
 - o In case of earthquakes, "simulations" (like fire drills) are conducted regularly and monitoring how many minutes people take to find safe places.
 - In both cases, education and awareness raising is very important so citizens can know where they can go and how.
- Conservation and planning. There is a National Trust type of movement, where citizens
 co-fund and buy areas to preserve land. There is also a similar local movement in
 Kamakura as part of the conservation efforts. This movement plays a big role in the city.
 In addition, citizens have also opposed to big residential developments. That is also the
 reason why Kamakura remains so green.

Q5. Challenges and barriers for climate or sustainability action

- Kamakura is a touristic city. However, a big problem is that the local population is
 decreasing. People only stay on a temporary basis. Local people find difficult to live and
 work in Kamakura. For example, traffic is very heavy in Kamakura, but the city is not
 really developed for congestion. The administration attempted to "pricing congestion" in
 collaboration with the Transport Department, but there were legal barriers and this
 initiative was stopped.
- One barrier is the Kamakura municipality is very silo oriented. Even if there are tradeoffs, the collaboration is not very effective. For example, water or plastic pollution in
 rivers. The River Division have to deal with floods, but not with environment and waste.
 Despite that the waste going into the rivers can exacerbate floods, the River Division
 focus on the protection against flood, but the Environmental Division cannot intervene
 with the solid waste pollution as they do not deal with the rivers
- Budget and resources for the city are not as high as required. Related to income tax,
 there are only a few of large companies. Hence the per capita income tax mainly derives
 from these companies. When requesting funding or subsidies to central government,
 these are denied as Kamakura is perceived as a rich municipality. For example, in most
 municipalities, nursery care is free of charge, but Kamakura did not receive this subsidy.
 They do not have enough resources for all the projects the city council would like to
 implement.
- There is also the perception that Kamakura is not a large city, so citizens and other stakeholders think that there is not too much they can do for climate change. Although they have signed some environmental declarations, it is felt that they have energy efficient facilities and there is not too much scope to improve. In terms of renewable energy, it is felt that the potential is beyond Kamakura city, and it should be conducted at the regional or national level. What the city can do is improving education on how to reduce energy use and improve energy efficiency at the individual level.

Q8. Impacts of climate action plans on local environment or society

- There is a problem of a decreasing population, use of resources and still make the city liveable.
- Looking it from the outside, living in Kamakura city is good because it is green, and it is
 close to the sea. It is also convenient for commuting to Tokyo. There is also a relation
 with Mount Fujisan, which is commercially convenient and good for the tourism. Although
 the city is very green, it is not convenient for the children to play. People who loves
 Kamakura and stay in the city become very active citizens who try to solve the problems
 by their own.

Q9. Benefits of aligning climate action and SDGs

The city has a strong focus on SDGs (see Q6). At the start, the city struggled to develop
and implement strategies to address SDGs, but they realised that rather than Kamakura
attempting to achieve the SDG targets, it was better to use the SDGs to achieve their
environmental and social goals.

3.3 Interview in Nottingham City Council Official

Venue: Nottingham City Council Office

Date: 29 August 2019 (11.15 – 12.00 hrs)

Q. What is the city council doing regarding climate action and adaptation?

- Several projects and measures are described in the Energy Strategy 2010-2020. This strategy will expire next year and there is a target of reducing carbon emissions by 26% by 2020 as well as the energy supply of low carbon energy sources.
- Target on carbon emissions reduction is on track, but the council will exceed the target on reducing per capita emissions by 40%.
- Some of the main projects that the council are focusing on are:
 - Energy generation through low carbon heat (including district heating based on CHP)
 - Deployment of smart meters
 - Tacking fuel poverty (working with different NGOs as well as the Nottingham Housing Associations)
 - o Installation of solar PV in the council's properties portfolio
 - Delivery of energy services through ESCOs
 - Behaviour change
 - Retrofit of Nottingham CC owned houses (90% reductions in new built)
 - Waste minimisation: Certain percentage of the waste in the city is incinerated and use CHP for district heating)
 - Low Transport network, including biomass/biogas-based fuels and deployment of electric vehicle charging
 - Carbon budgets: The city, in collaboration with the Tyndall Centre, have estimated the scopes 1 and 2 emission from the city and established carbon budgets. However, increasingly the council would also like to include the impacts of imported consumption (energy) and try to address them through sustainable procurement
 - Procurement: looking at supply chains and also energy efficiency (EE) standards and licensing
- Regarding Climate Adaptation, the main climate change impacts that the city has: flooding, heat waves, and also some planning for cold winters.
- Regarding to flooding, there are some issues related to river flooding (from the River Trent), fluvial flooding, but the most important and challenging ones are surface and groundwater flooding. Some of the projects are related to managing water (green & blue infrastructure) (rainwater harvesting and water efficiency). The city also works on SuDS, when these systems are not working properly.
- Regarding heat waves, the main concerns are increased use of cooling and trying to deal with the supply chain disruptions. Nevertheless, dealing with cold winters is also important from the health perspective.

Q. What is the council doing in terms of SDGs?

- SDG6 and SDG13 covered.
- Job creation (SDG8 decent work and economic growth): Within the energy strategy, there is support and investment for the increased of skills and innovation for renewable energy and retrofits through SMEs and housing providers respectively. Nottingham City Council is supporting SMEs conducting innovation projects using Green Funds.
- There are also some projects related to the Energy Hub and the Central Industry Strategy working with partners in the Midlands (for example related to energy storage using LEP funding, heat pumps and district heating). Also working in community energy and smart systems. One of the most important aspects of these projects is the return on

- investment, so the money can be recycled from previous projects and allow replication. (SDG9 industry, innovation and infrastructure)
- There are also some initiatives related to the reduce and reuse of waste (circular economy), but the targets still need to be translated to the agenda of the National Waste Strategy to the local level.
- Community projects:
 - Waste shops: to encourage reuse and recycle
 - Lunch box and catering: working on the reduction of plastics
 - Refill initiative with Severn Trent
 - Local food: reduce food waste, but also food miles
 - o Green Festivals to raise awareness (forthcoming on the 15 September)

Q. What is next? How are you considering when developing the next climate strategy?

- The ambition of the city is becoming carbon neutral by 2028
- Main drivers: cost efficiency, fuel poverty reduction and bringing back revenue for further investment.
- How to achieve the carbon targets considering Sustainable Development? Nottingham City council is developing a co-benefits agenda.
- Any planning within the council needs to consider and maximise the environmental and social benefits, but at the centre of all is the quality of life and well being of the citizens. However, bringing together agendas is not easy.
- The council is developing a methodology (concepts and principles) on how the SDGs will be integrated (through co-benefits) through the analysis of business cases and business models of carbon neutral projects.
- Some of the main aspects to be considered in this methodology are the interlinkages between different sectors, protect and safeguard quality of life and engagement with people.
- It is expected that this methodology/strategy will be released on Autumn 2019.

Q. What are the barriers the council have had or the foreseen challenges?

- Compared to other councils, the budget cuts and other issues have not affected
 drastically Nottingham City Council. Relevant assets have been retained, such as the
 public transport, heat network and key properties. Energy supply and services are
 managed by Robin Hood Energy (owned by the CC, but operated independently) and
 other companies.
- This is perhaps the first time a city may use this type of approach around the world.
- Some issues are managed at different levels, e.g. city, council, county or national. Need to manage internally.
- Market challenges and changes. One example is when the FiT (feed in tariffs) were drastically reduced and gradually abolished.
- Difficulties to make sustained investments for key infrastructure systems (in terms of capacity, workforce, certainty and consistency). Devise medium-term investment models (8 years) that can repay the investment.
- Challenges also involve knowledge and skills: education (e.g. universities) and also internally (how different groups use different languages)
- Policy and service innovation is required.
- Public: people look to the leadership role of the council. It is important to bring down the messages to the public, to make action earlier and influence behaviour change today.
- The support from partnerships is crucial as there is a big gap between the ambitious targets and the change needed.

3.4 Interview with a business participant in Leicester

This interview provides the views of the CEO of a waste management (Zero Plastic) Business in Leicester City. This interview took place in the premises of company in August 2019 after signing the related Consent Form.

1. Please elaborate on any activities undertaken in your city as eco-friendly or related to saving the environment?

I know there are a few initiatives undertaken by local residents in neighbouring area but not aware of all them. Braunstone gate has an eco-bricking group and a community orchard which residents are encouraged to use and be part of with the aim of reducing plastic waste.

There is also 'perfectly edible' which saves unwanted food from land fill and gives out in food parcels to the homeless and pay as you feel days for fruit, veg and bread etc.

2. What type of challenges and barriers were faced in implementing your business? How were these challenges addressed?

I suppose the biggest challenge was knowing whether Leicester was ready to shop in such a way. Seeing if the residents of Leicester were happy to support a plastic free shop and help cut pollution the city.

3. Has your business defined any Sustainable Development Goals? How is your business linked to these goals, if at all?

I don't have any goals as such but saving plastic packaging. I have saved well over 24 thousand pieces of single use plastic going to land fill in the year I have opened my business.

4. How effective do you think that your actions (plastic free) are to ease the climate change effects and adapt to it?

They seem to be effective, customers are really embracing plastic free lives and enjoying finding new ways of shopping and living.

- 5. Have you observed any impacts or effects of your business on the society? It has made local shops and restaurants much more aware and they are wanting to do more to help reduce their waste and plastic use. I think Leicester (and everywhere else) is just getting a lot more aware of the problems of climate change and ways to try and prevent to problem getting worse.
- 6. How did the city council support your business? I have had no desire to involve the city council in my business.

3.6 Interviews with Leicester City Council officers

Two city council officers were interviewed in August 2019 to record their views about local climate action plans and the links with the SDGs.

1. Actions undertaken by the city

The people in the city are aware of climate change and the SDGs. And the city has the climate action plan which includes the climate change adaption activities like carbon emission control, waste management, bio diversity activities, and creating awareness of ongoing activities among the people and engaging them for their support. All these activities are planned and implemented effectively in the city and these actions are

regularly monitored and the council produces an annual report on the achievements and further actions to be taken. For example, one of the achievements explained were the action 42 taken by the city council on reducing the emission from the city council buildings. This was done effectively by moving the offices from less occupied buildings and refurbishing the other council buildings to accommodate the authorities. Hence, by doing this the emission from city council buildings were reduced effectively as a part of action plan.

The present action plan has been implemented effectively and the review report on it will be uploaded in the coming months. And at present the council is working on a new action plan concentrating more on reducing the emission and also by focussing on even more applications of themes to make the city sustainable.

2. Awareness of SDGs

The respondents were aware of the goals, but still didn't plan to link it together as more other threats and barriers calls urgency to mitigate and adapt.

3. Barriers on implementing the Climate Action Plan

Some significant troubled experiences were faced by the Leicester city council. There is lack of funding from the sponsors to carry out activities that can mitigate and adapt to climate change. The city council is ready to create synergies and plan to implement it when there is enough funding. There was a plan on bringing out charging points for electric vehicles all over city to encourage the electric vehicles but this plan was not implemented as there wasn't enough fund to carry out this plan and implement it.

If local authority is ready to implement various themes with enough funding, then the policies on other activities have to be overlooked and also the central governments should encourage these activities with enough funding the city.

Managing the activities with different stakeholders and engaging them for new policies was another difficult task.

Though planning for new strategies and taking action on the plan is essential, overcoming the barriers from the actions carried out is also important for sustainable development of the city.