

BWG-P-07-03

The LowCVP Strategy to 2010: Discussion Paper

This paper outlines key issues and opportunities for consideration in the development of a new Strategy 2007–10. The paper was presented to the Board and intended to inform and stimulate discussion at the Board meeting, focused on *how LowCVP should evolve and what it should aim to achieve by 2010*. The Secretariat seeks comments from the members of the BWG in preparing a draft Strategy for consideration at the April Board meeting.

1 Introduction

This paper summarises the overall progress that has been made by the Strategy 2005-7, and identifies key issues for the Board to consider in the preparation of a revised Strategy to operate in the period 2007-10. As an increasingly mature organisation a three year Strategy is considered more appropriate than the previous two year reviews.

A range of supporting information is provided as annexes concerned with:

- Annex 1 – Progress in delivering the 2005-7 Strategy
- Annex 2 – Current mission and aims
- Annex 3 – Work programme 2005-7
- Annex 4 – Summary SWOT analysis
- Annex 5 – Member participation
- Annex 6 – Member Commitments and Principles

The following sections consider:

- The key opportunities to pursue
- Major threats and the principal barriers faced – and how these can be overcome
- How should LowCVP evolve?
- What, ideally, LowCVP should have achieved by 2010 as a focus for future action.

2 Key opportunities

Since the establishment of LowCVP in 2003, evidence of climate change and improved estimates of likely costs and consequences have raised the profile of climate change to amongst the highest global concerns. The need to tackle transport emissions, despite the cost and difficulty, has also gained greater prominence. The international political context, and the UK's leading position in this, provides a wealth of opportunities upon which to build in the period 2007-10. Principal amongst these are:

- Delivering against the agenda of the Cars21 process through supporting the implementation of an integrated approach to reducing road transport greenhouse gas emissions
- The expanded programme of activities by Government and industry to raise consumer awareness of Climate Change generally and specifically low carbon vehicles and fuels, and eco-driving
- Development of car labelling, particularly for second hand cars, and other forms of consumer information.
- The establishment of an Innovation Platform for low carbon transport with a complementary low carbon vehicle knowledge transfer network
- Proposals for WTW reductions in transport fuels within the proposed EU Fuel Quality Directive (in which LowCVP could build upon its leading work on the carbon certification of biofuels)
- EU plans for a biofuels sustainability standard and the forthcoming reporting requirements within the RTFO
- The growth in interest of fleets in operating low carbon vehicles – with the potential of LowCVP to extend its community of committed fleet operators and associated work programme
- The Comprehensive Spending Review – as an opportunity for extended, and more secure, funding.

3 Threats and barriers

There are several *potential* threats and numerous barriers impeding progress. The key threats are perceived to be:

- The change in Prime and others Ministers may lead to a reduced emphasis upon climate change and UK initiatives to lead the global shift to low carbon technologies
- Loss of significant involvement from any sector (Government, auto / fuel industry or NGO/academic)
- Establishment of new organisations replicating current and proposed activities of the Partnership. For example, the emergence of the Institute of Energy Technologies or a new administration created to operate the Innovation Platform could leach resources or influence from LowCVP.

Some threats are outside the direct influence of LowCVP. By continuing to demonstrate and disseminate the value of our activities and strength of membership the effect of these threats can be minimised. Through maintaining the relevance of work programmes, and effective engagement with members, it should be possible to avoid the loss of involvement from any sector.

The principal barriers are seen to be:

- Political concerns regarding the implications of meaningful market intervention which constrains Government action
- Limited incentives to support the market for low carbon vehicles
- Limited support for technology development from Government
- Limited public demand for low carbon vehicles

- Long lead time for technology introduction and conservatism of the majority of industry
- Relatively high cost of carbon reductions in transport compared to other sectors.

The following sections consider how LowCVP should seek to evolve in the period 2007-10. Annex 1 describes the progress made during the period of the current Strategy 2005-7.

4 How should LowCVP evolve?

LowCVP is a multi-stakeholder, action and advisory partnership of organisations working to accelerate a sustainable shift to low carbon vehicles and fuels in the UK and thereby stimulate opportunities for UK. The 2007-10 strategy does not propose any significant change from this description. To ensure the Partnership continues to develop and increase its effectiveness, however, there are several key areas in which evolution is necessary – these are outlined in the following sections.

4.1 To encompass aspects of the Integrated Approach

A proposed extension to the current scope of activities is to encompass some aspects of the Integrated Approach. Paper Board-P-07-11 considers this proposal in detail. Following on from the Cars21 initiative, LowCVP is considered by many of its members, including those in the motor industry, to be the appropriate body to take forward some aspects of the integrated approach (subject to additional resources being made available). The breadth of the integrated approach is such that it is not appropriate for LowCVP to consider all aspect but focus upon those areas in which our existing membership can make the most meaningful contribution. In order of priority:

- Advertising and promotion of low-carbon vehicles
- Alternative fuel infrastructure
- Eco-driving information at the point of sale
- Eco-driving information and training to the general public
- Eco-driving information and training to fleets
- The provision of information on alternative fuels
- In-vehicle technology
- Vehicle maintenance including tyres
- Activities to promote car-sharing and slower speeds

For LowCVP to become a leading organisation in taking forward these aspects of the IA, new members will be needed from the vehicle maintenance sector, including tyre manufacturers and major auto servicing companies. Recruitment of active members from these sectors would be an important element of taking forward this work.

It is not proposed to broaden the scope of LowCVP to address issues such as reducing car journeys, freight efficiency and spatial planning. However, we

recognise the need for greater coordination of efforts in these areas and where appropriate, will encourage DfT and related organisations to pursue these opportunities for emissions reduction.

4.2 Greater focus on project and cross-sectoral working

The Partnership has transitioned its working methods during the period of the 2005-7 Strategy towards greater:

1. Cross-sectoral working
2. Project discipline
3. Paid consultancy to investigate issues – with peer review and policy outcomes agreed by members

This has improved the relevance and delivery of the work programme and changed the nature of working groups from largely discussion forums to those in which information is imparted, reviewed and decisions made. The Secretariat proposes this trend should continue. Greater use of small project teams of members (or where necessary paid consultants) should provide the input to Partnership discussions in Working Groups where actions or policy outcomes are agreed. Peer review of papers through Partnership processes will ensure the robustness of the evidence presented and relevance and quality of outcomes. This method of working requires Secretariat effort to be expended managing projects (a greater proportion of which will cut across individual working groups) and taking forward the outcomes. This requires fewer working group meetings than at present.

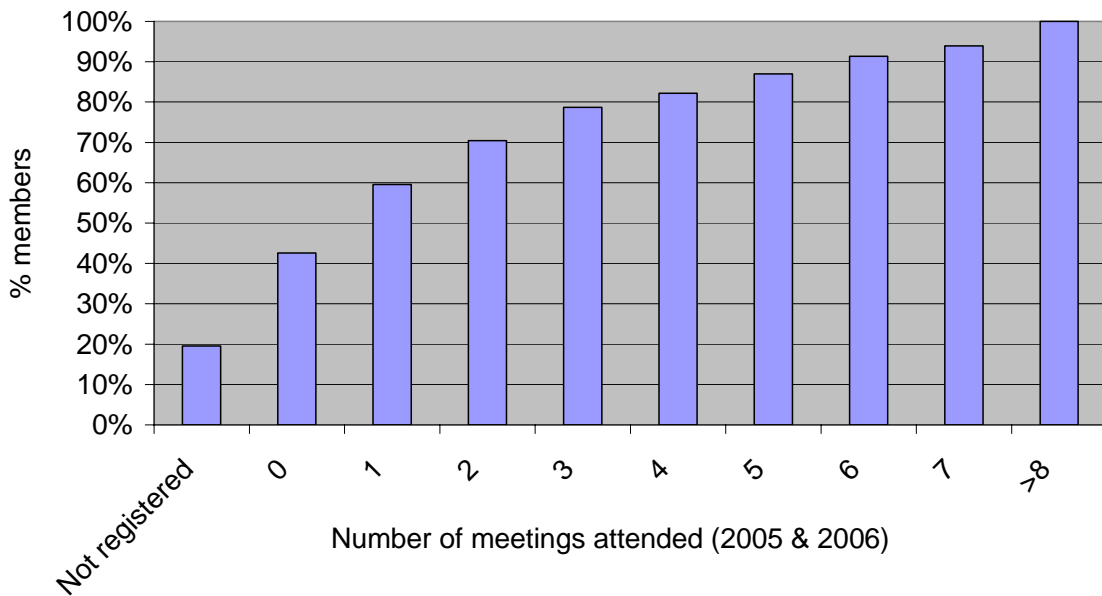
The proposed approach is to reduce the frequency of meetings for each sectoral working group to about two meetings per year releasing time for greater cross-sectoral project activities. Through ensuring other opportunities are created for members to contribute to on-going discussions this should not affect the process of consensus building.

4.3 Renewed, more committed membership

Membership procedures have been tightened as part of the 2005-7 Strategy and Membership Principles and Commitments have been introduced (Annex 6). New applications are more rigorously assessed through a revised application form.

Membership of LowCVP has grown significantly over the past two years as shown in the graph on the following page, growing from 156 members in April 2005 to 230 presently. The growth in membership numbers has been accompanied by, to a limited extent, increased participation in Partnership activities. The graph below shows overall member involvement in working groups 2005 & 2006. Whilst working groups are not the only mechanism through which members participate in activities, they are the principal route for most organisations and therefore provide a good measure of participation. The most active organisations listed in Annex 5 are significant contributors to the work programme.

Member Involvement in Working Groups



Note: Working Groups have met either 6 or 8 times over the past two years.

The graph illustrates membership divides into the following approximately equal fifths. Members that have:

- Not registered for any working group
- Not attended any working group meetings
- Attended only 1 meeting
- Attended 2 or 3 meetings
- Attended more than four meetings.

Whilst there have been a number of new members who would not have been available to attend all the meetings, the pattern is illustrative of an organisation with about 10% of highly active members (listed in Annex 5) but with about 60% of members effectively unengaged. These members are not meeting their Membership Principles and Commitments (Annex 6) which require companies to actively engage with and contribute to the work of the Partnership.

In practice, however, were all members to actively engage, the work of the Secretariat and Partnership would become administratively impossible. The question is whether having a large number of inactive members benefits the Partnership? Whilst large numbers of members do bring a degree of credibility, they contribute nothing to the work programme. A smaller Partnership would be more engaged, dynamic, and cheaper to administer.

Good practice in Partnerships is to periodically refresh membership; an activity LowCVP has not previously attempted. The Secretariat believes this would benefit LowCVP. New members will be sought, particularly organisations operating significant fleets and those whose involvement would strengthen the Partnerships new broader remit covering aspects of the Integrated Approach. Existing, unengaged members will be invited to reaffirm their wish to continue as

members and confirm their willingness to meet membership Principles and Commitments. All members would be required to keep their Member profile updated on the new website. Those organisations that did not actively participate would no longer be listed in membership lists, but would continue to receive monthly newsletters (that will remain available to non-members as at present).

A further consideration is the on-going role of trade associations. Trade bodies, particularly UKPIA, SMMT and the REA, contribute hugely to the work of LowCVP and it is hoped would continue to participate as active members. However, it is anomalous that trade bodies represent the interests of companies (often with highly conservative agendas) that do not wish to join in their own right. The Partnership would be more effective if the consensus that it achieved did not need to reflect the views of non-members expressed through their member trade body. However, how this can be achieved whilst continuing to involve trade bodies is unclear.

4.4 Increased and diversified funding

Diversifying LowCVP funding was also seen as a priority in the 2005-7 Strategy. This has been effectively achieved through conference attendance fees, sponsorship opportunities, member contributions to projects, and Government funding of project activities. In 2005/6 approximately £140k of additional funding was secured beyond the core grant – an increase of about 20% on the previous year. It is envisaged this trend will continue as part of the 2007-10 Strategy with funding used to support an expanded work programme with funds principally sought from:

- Introduction of membership fees (graduated to enable SMEs, academics and NGOs to remain members)
- Attendance fees for conference activities and complementary sponsorship and exhibition opportunities
- Government research grants
- Member sponsored studies – small contributions from a number of interested members – or member secondments.

As appropriate the Partnership should also be open to funding through:

- EC calls for tender – if the call complements the proposed work programme of the Partnership
- Other funding sources – such as charitable trusts.

The introduction of fees is potentially divisive but the value of the Partnership to some members is now such that a good proportion may be willing to contribute modest fees to support its operation. It is therefore proposed a graduated fee is introduced depending upon the size and nature of the organisation varying between £5,000 and £500 but with the fee waived or reduced at the discretion of the Director for organisations:

- With such limited means the fee would otherwise preclude their involvement

- Providing considerable in-kind contribution in other respects.

Organisations paying fees would be granted the status of Partners and be eligible for membership of the Steering Group or Board and ultimately decide Partnership policies and positions. Existing membership would continue to be involved in Working Group and other project activity, subject to their demonstrating adherence to Principles and Commitments. This approach would ensure representation within the partnership remains broad – but greater influence given to the most committed organisations.

5 By 2010, what, ideally, LowCVP should have achieved?

The agenda in which LowCVP operates is fluid and for the Partnership to be effective it must respond to opportunities and issues as they emerge. It is not therefore appropriate to map, in detail, a fixed three year programme the Partnership should follow. It is nevertheless useful to consider what the Partnership ideally should aim to achieve by 2010 as a pointer as to the direction it should take. Possible achievements for the period 2007-10 are listed below:

1. That LowCVP operates as an effective broker stimulating joint industry / Government initiatives concerned with:
 - Advertising and promotion of low-carbon vehicles – as part of the DfT Climate Change Communication initiative
 - Labelling for nearly new vehicles and vans – building upon past work programmes
 - Eco-driving information and training
 - Improved vehicle maintenance as a mechanism for better efficiency
2. Active participation in a Low Carbon Transport Innovation Platform including the complementary knowledge transfer network working, in particular with Cenex
3. Perform an active role in the development and implementation of EU proposals for:
 - WTW reductions in transport fuels within amendments to the Fuel Quality Directive
 - A biofuels sustainability standard
4. Establish a community of organisations operating, or with an interest in, low carbon vehicle fleets
5. Increased Secretariat resources (up to 8 compared to the current 5) comprising additional posts supporting:
 - Integrated Approach activities
 - Vehicles and innovation work programme
 - KTN activities
6. Secure funding from Government for the period 2008-11 to support the Secretariat and office costs
7. An effective working relationship with a new host; or, operating successfully as a company limited by guarantee.
8. Diversified and increased funding to support an extended work programme including from the KTN and (possibly) membership fees

9. Increased activity from an expanded stakeholder group – including representatives of tyre manufacturers and major auto servicing companies to support the wider Partnership remit
10. A strengthened policy environment delivering accelerated progress towards both market transformation and an expanded UK capacity in supply of low carbon vehicle and fuel technologies
11. A strengthened working relationship with Government in which Ministers and officials are open, and respond constructively to, opportunities and concerns identified by the Partnership
12. An engaged and informed stakeholder community in which there is growing consensus regarding the optimum pathways to low carbon road transport
13. A relevant and balanced work programme with a combination of initiatives within and cutting across specific sectors that are focused in each of the steps of the policy development cycle (Research, Policy Development, Policy Implementation and Review and Evaluation).
14. The Partnership, and its stakeholders, has made an effective contribution to activities leading to lower road transport CO₂ emissions and projections beyond 2015 showing accelerated overall reductions.

Annex 1 – Progress Delivering the 2005/7 Strategy

A.1.1 Achievement of objectives

The 2005/7 Strategy revised the mission to *accelerate a sustainable shift to low carbon vehicles and fuels in the UK and thereby stimulate opportunities for UK businesses*. It also proposed four new overarching aims and set annual objectives (listed below) against which progress could be measured by a series of performance indicators. In both years the majority of objectives have been largely met.

A.1.2 Areas of focus

The 2005-7 Strategy proposed evolving LowCVP in 4 key areas, by:

1. Providing a clear strategic direction through updating the mission and aims
2. Structuring and revising the work programme to reflect defined priorities
3. Evolving working and membership structures to provide an efficient system of delivering the work programme
4. Establishing more secure ownership and financial structure.

The following sections consider the extent to which LowCVP has developed in each of these areas.

Performance against Objectives 2005/6 and 6/7

Year – No.	Objective – to:	Performance*
2005 – 1	Extend the Partnership’s sphere of influence and profile to ensure that decision makers across industry, Government and key European institutions are aware of the outcomes of Partnership initiatives and thinking.	10 Green
2005 – 2	Focus the mission and aims of the Partnership and establish quantitative, time bound objectives against which to track progress. Evolve the work programme to more closely reflect key priorities; and develop working structures to provide an efficient system for delivering the Partnership’s activities.	4 Green 1 Amber
2005 - 3	Establish more secure financial and ownership structures introducing greater transparency as to what membership of the Partnership means and who is eligible to join.	1 Amber
2005 – All		14 Green 2 Amber

Year – No.	Objective – to:	Performance*
2006 – 1	To increase overall effectiveness of the Partnership by: continuing to evolve Partnership structures, enhancing relationships with key stakeholders and, increasing member participation in activities	10 Green
2006 – 2	To continue to develop the relevance and balance of work programme	10 Green 2 Amber 1 Red
2006 – 3	To extend the Partnership’s influence by ensuring decision-makers and other influencers are aware of the outcomes of Partnership initiatives and thinking	11 Green 2 Amber
2006 – 4	To enhance the profile of the Partnership and effectiveness of communications channels	9 Green 1 Amber
2006 - All		40 Green 5 Amber 1 Red

* Anticipated performance by year-end

A.1.3 Strategic direction

The revised mission and aims (Annex 1) have provided a clear strategic vision of the purpose and priorities of LowCVP that was previously lacking. These aims remain relevant, but, if the Partnership broadens its activities into some aspects of the wider Integrated Approach, will need to be modified as part of the Strategy 2007-10.

A.1.4 Work programme balance

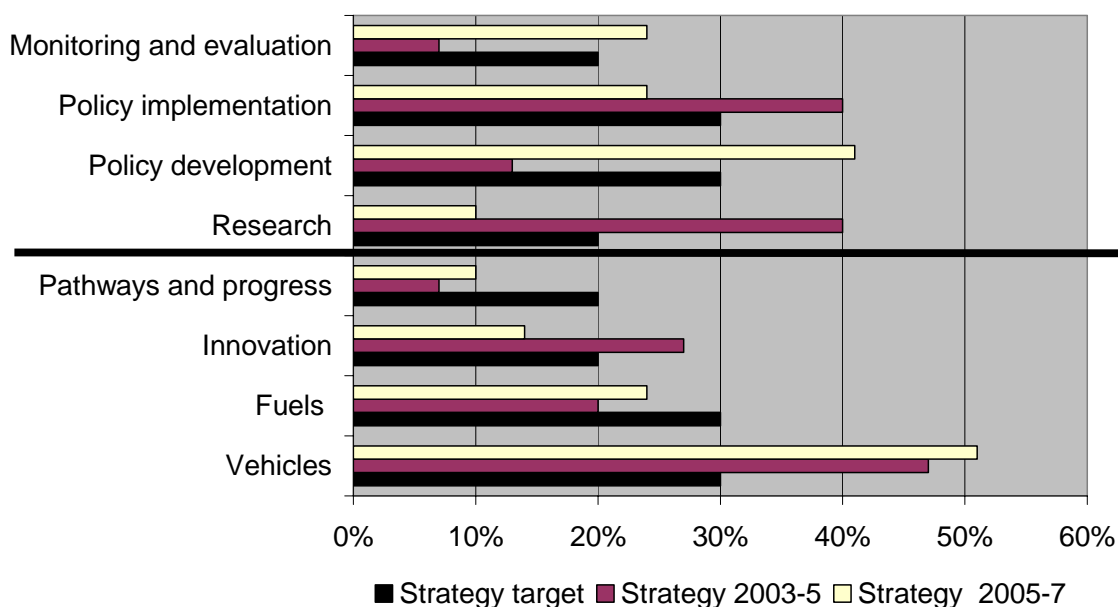
The proposed structure of the work programme has proved to be an effective means to monitor the overall balance of the activities. These are influenced by both strategic and tactical considerations and the size and commitment of the membership to take forward activities. The graph over page indicates where the balance of effort was directed in 2003-5 and 2005-7.

The 2005-7 Strategy identified greater emphasis should be placed upon activities concerned with;

- Examining pathways and progress to a low carbon transport future
- New policy development
- Monitoring and reviewing the effectiveness of current policies.

The Strategy 2005-7 has achieved this – although maintaining a good overall balance of activities remains challenging. The 2007-10 Strategy should continue to strive to achieve balance through a greater focus upon delivering identified strategic priorities.

Work Programme Activity Matrix



The activities of the Partnership should also strike a balance between member-led initiatives and advice to others – including Government. In 2005/6, this balance was approximately equal and this should be maintained as far as is practical.

In addition to its work programme, the Partnership provides an extensive range of knowledge transfer activities through the newsletter, website and conference/seminar activities. In terms of total secretariat resources, these activities consume a similar proportion of the available effort to that directed at the work programme (40%); office administration takes up the remaining 20%. It is hoped to increase the conference and seminar programme run by LowCVP that will create an important income stream in future years.

A.1.5 Programme delivery

The Strategy 2005-7 has delivered a major change in the effective delivery of the work programme. This has been achieved through evolving working and membership structures and the introduction of a project based approach and disciplines to Partnership activities. It is notable that the review of the 2003-5 work programme identified 15 completed or on-going activities. In comparison, there have been 29 equivalent items in 2005-7. Whilst some acceleration was always likely following the start-up phase of the Partnership, it is clear LowCVP is delivering a significantly expanded work programme. This has nevertheless been achieved without compromising the ambition of the activity, quality of outputs or achieving consensus.

A key outstanding challenge remains to encourage greater cross-sectoral working and to provide more effective mechanisms for funding and delivering the programme of activities. The 2005-7 Strategy proposed the introduction of a parallel *cross-sectoral* work stream lead by the Board/Steering Group in addition

to those of the sectoral Working Groups. A number of successful activities have been delivered through this model (such as the response to the Environmental Audit Committee, Powering Future Vehicles Strategy response) and it is proposed that this is built upon for 2007-10 Strategy.

A.1.6 Financial and administrative structures

The key unresolved challenge from the 2005-7 Strategy remains to establish a secure financial and administrative future for the Partnership. The need for the Partnership to take forward effective policies to lower road transport emissions is unquestionable. The Partnership provides a unique forum in which these challenges can be tackled and requires a more secure, long-term legal and financial basis.

A separate paper (Board-P-07-10) considers the difficulties in establishing secure administrative arrangements. A new, longer-term hosting arrangement and incorporation to create a legal entity are the only viable long-term options.

A further unresolved challenge from the 2005-7 Strategy is the insecurity created by present funding arrangements. Funding is currently provided on a 12 month basis and dependant upon the ongoing support of DfT and DTI. This prevents the Partnership officially entering into any arrangements that extend beyond the current financial year. It also requires staff to be employed on annual contracts. Despite efforts by the Secretariat, it has not been possible to secure longer-term arrangements from Government Departments. The Comprehensive Spending Review provides an opportunity for both Departments to achieve this for the period 2008-11. The Secretariat, supported as necessary by the Board, should make this a priority for the 2007-10 Strategy.

Annex 2 - Current Mission and Aims

A.2.1 Mission

To accelerate a sustainable shift to low carbon vehicles and fuels in the UK and thereby stimulate opportunities for UK businesses.

A.2.2 Aims

- 1. Facilitating cross-sectoral engagement between industry and other stakeholders with the purpose of:**
 - Developing collaborative initiatives which develop the market for low carbon vehicles and fuels
 - Building understanding and consensus regarding the optimum pathways to low carbon road transport
 - Influencing Government and other decision makers on the future direction of policy and optimum delivery mechanisms.

- 2. To encourage research, demonstration and commercialisation of low carbon automotive technologies in the UK and assist UK businesses participate in emerging markets**

- 3. To contribute towards the setting, and achievement, of UK Government's targets for carbon reduction from the road transport sector.**

- 4. To facilitate an effective flow of information within and between industry and other stakeholders to:**
 - Raise awareness of recent developments and new opportunities
 - Improve understanding of key issues
 - Increase stakeholder knowledge of the mission of the Partnership and its achievements.

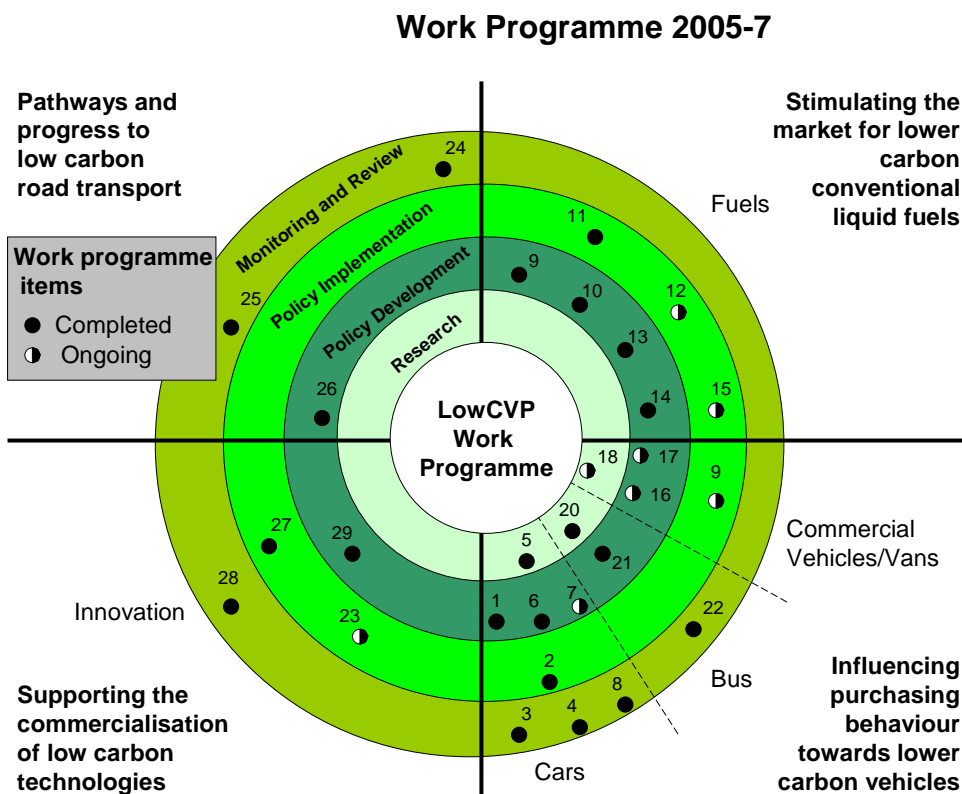
Annex 3 –Work Programme 2005 - 7

A.3.1 Work programme structure

The work programme is structured to achieve an appropriate balance of activity between:

- 4 themes
 - Influencing purchasing behaviour towards lower carbon vehicles (30%)
 - Stimulating the market for lower carbon conventional liquid fuels (30%)
 - Supporting the commercialisation of low carbon technologies (20%)
 - Pathways and progress to a low carbon road transport future (20%)
- Each stage of the policy development lifecycle
 - Research (20%)
 - Policy Development (30%)
 - Policy Implementation (30%)
 - Monitoring and Review (20%)
- Whether the activity leads to *advice* to Government or another decision making body or *action* by the industry/Partnership (approximately 50:50).

A.3.2 Work programme 2005-7



1.	Label design + roll-out
2.	Label implementation survey
3.	Dealer knowledge survey
4.	Consumer awareness of label survey
5.	Consumer attitudes research
6.	Road user charging position paper
7.	Influencing fleet buyers
8.	Reviews + development of PFV car targets
9.	RTFO sustainability assurance feasibility study
10.	Carbon certification proof of concept
11.	RTFO sustainability reporting guidance
12.	Biofuels sustainability standard
13.	Biofuels position paper
14.	EC Biofuels Directive consultation response
15.	RTFO carbon reporting guidance
16.	Identification of effective incentives + barriers to the uptake of low carbon vans
17.	Commercial Vehicles technology roadmap
18.	Commercial Vehicles emissions renting protocol
19.	Commercial vehicles ECAs proposal
20.	Low Carbon Bus definition
21.	Low Carbon Bus programme development
22.	Low Carbon Bus route-map
23.	Public procurement of cc buses
24.	PFV strategy review
25.	EAC paper + evidence
26.	Transport Energy consultation response
27.	Supply Chain database
28.	Innovation targets
29.	Low Carbon Transport Innovation Strategy submission

Annex 4 – SWOT Analysis

A simple SWOT analysis has been used to define the current position of the Partnership in achieving its mission. This is not exhaustive but designed to highlight key issues. Opportunities and threats are covered in sections 2 and 3.

A.4.1 Strengths

Key Partnership strengths are:

- Membership quality, strength (c250 members) and diversity
- Influential board
- Good relationships with DfT, DTI and DEFRA officials and Ministers
- Active and enthusiastic Working Groups
- Viewed as a knowledgeable, consensus building forum
- Excellent portfolio of communication media including website and monthly newsletter.

A.4.2 Weaknesses

The effectiveness of the Partnership is limited by:

- Its (unavoidable) UK Focus – in an area in which significant decisions are made internationally (by the EC), markets are global and many OEMs and fuel suppliers are multinational businesses the Partnership will always have a strictly limited capacity for market change
- The lack of active engagement with 60% of members and failure to penetrate *within* member companies. The Partnership is mainly supported by single points of contact with its members reducing the expertise and resources available
- Insubstantial relationship with Treasury
- Limited funding and secretariat resources.

Annex 5 – LowCVP Member Participation

Organisation	Attendance		
DfT	38	Confederation of Passenger Transport	6
EST	33	Cranfield University	6
DTI	23	Cummins Engines	6
SMMT	23	Ford	6
DEFRA	19	MEL	6
Millbrook	18	Organic Power	6
Imperial College	16	TfL/London Buses	6
BP	13	Coventry City Council	5
UKPIA	12	FTA	5
BMW	10	Highbury Ltd	5
British Sugar	10	London Buses	5
RSPB	10	NSCA	5
Exxon Mobil	9	Sciotech	5
Shell	9	TEC Ltd	5
ComCar	8	Vauxhall	5
Total	8	Volvo	5
AA Motoring Trust	7	VWG	5
E4tech	7	Birmingham	4
HGCA	7	EMP	4
Peugeot Citroen	7	Faraday Advance	4
Toyota	7	Honda	4
Wessex Biofuels	7	Ricardo	4
5 Bar Gate	6	STS	4
Alexander Dennis	6	Travel West Midlands	4
Biofuels Corp	6	Wrightbus	4

Annex 6 – Membership Commitments and Principles

LowCVP members support the principles, that:

1. Climate change is an urgent problem that requires greenhouse gas emissions to be substantially reduced globally within a timescale that manages the risk of serious impacts
2. Road transport is an important source of greenhouse gas emissions and that the sector must make a significant contribution to reducing its emissions through a combination of improved vehicle technology, use of alternative fuels and responsible vehicle use
3. Government, industry, and other stakeholders share responsibility for accelerating the supply of, and demand for, low carbon vehicles and fuels
4. The UK should seek to provide leadership to the international community by demonstrating how to achieve a sustainable pathway to a low carbon future and thereby stimulate opportunities for UK-based businesses
5. That working through a multi-stakeholder partnership is an effective means of accelerating the passage to a low carbon future.

LowCVP members further commit that they will:

1. Through their activities encourage the supply of, or demand for, lower carbon automotive technologies, vehicles or fuels
2. Collaborate constructively with other LowCVP members develop the market for low carbon vehicles or fuels
3. Support relevant Partnership activities through providing funding, staff resources or other appropriate assistance commensurate with the resources of the organisation
4. Inspire, innovate and lead the development of the market for low carbon automotive solutions by sharing learning and experience when appropriate
5. Promote their participation in LowCVP and actively support its mission and aims through appropriate channels.

Membership of the Partnership is dependent upon complying with these broad principles and commitments and on-going participation in the Partnership's activities through:

- Participating in working groups established by the Partnership
- Providing space, facilities, and materials for partners to take forward design, development, commercialisation and investment activities
- Influencing the potential market for clean low carbon vehicles and fuels
- Providing resources, either in kind and/or through a direct financial contribution, to support the Partnership and its activities.