

# **Brent Sustainability Forum**

## **Core Group Information & Guidance**

### **1. Review & feedback from Launch Event**

A total of 50 attendees took part in the Launch Event that was held on 14 November from a total of **110 contacts on the database**. So far, 21 individuals and/or organisations have registered for membership and 20 have expressed an interest in becoming members.

A **newsletter** has been issued with the results of the launch event and the points that were raised in the workshops. As a result, a number of short, medium and long term aims & objectives have been established (please refer to the list in **Point 6**).

A **key message** that came out of the Launch was to ensure that the Forum goes beyond a “talking shop”. It was noted that the Forum’s members must be proactive and deliver on a series of objectives & milestones. In order for the Forum to demonstrate achievements from an early stage it should aim to implement change by delivering specific projects that enhance sustainability and promote sustainability to others.

### **2. Mission Statement & Terms of Reference**

A **Mission Statement** and **Terms of Reference** have been drafted and are appended to this document (See **Appendix 1**). These will be discussed with the group of proposed core group members scheduled to take place on **Tuesday 19 February**.

It would be very helpful if you would take the time to **review this document** and contribute with any comments or suggestions to suit your vision for the Sustainability Forum.

### **3. Organisational structures for BSF & Core Group Membership**

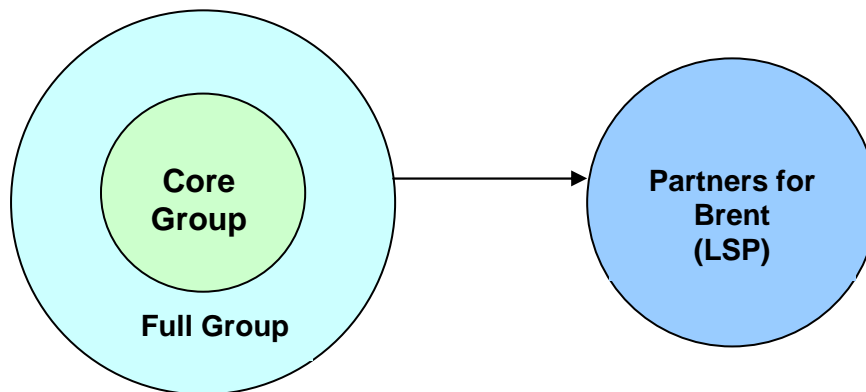
Given the size of the BSF group (110 on the database), and the diversity of backgrounds and angles of each of the members, it is proposed that an executive or **core group leads the Forum in its establishment and progress over the next year**. Since members are not yet familiar with each other, it would be difficult to arrange elections and hence it is proposed that core group members are nominated on the basis of interest & enthusiasm for sustainability issues, previous experience in terms of sustainability activities and/or experience of running groups and ability to chair and oversee forums.

It is proposed that the Core group is formed of a **minimum of 6 members** and a **maximum of 12**. From this core group a Chair and Vice-Chair shall be nominated to lead on the Forum’s discussions and programme. Prior to meetings a full briefing will be given to the core group by Brent Council and any other facilitators in order for the former to discuss the contents on the Agenda, minutes, etc and make any amendments or additions deemed necessary. Brent Council will be responsible for making the preparations prior to meetings and can arrange training for the core group on specific issues in order to suit core member’s requirements.

Given the inherent conflict of interest, **Brent Council** may not have voting powers within the Forum but will be part of the core group as a **facilitator of all activities**. All the logistics, administration work and resources for this Forum to function and hold activities will be provided by Brent Council.

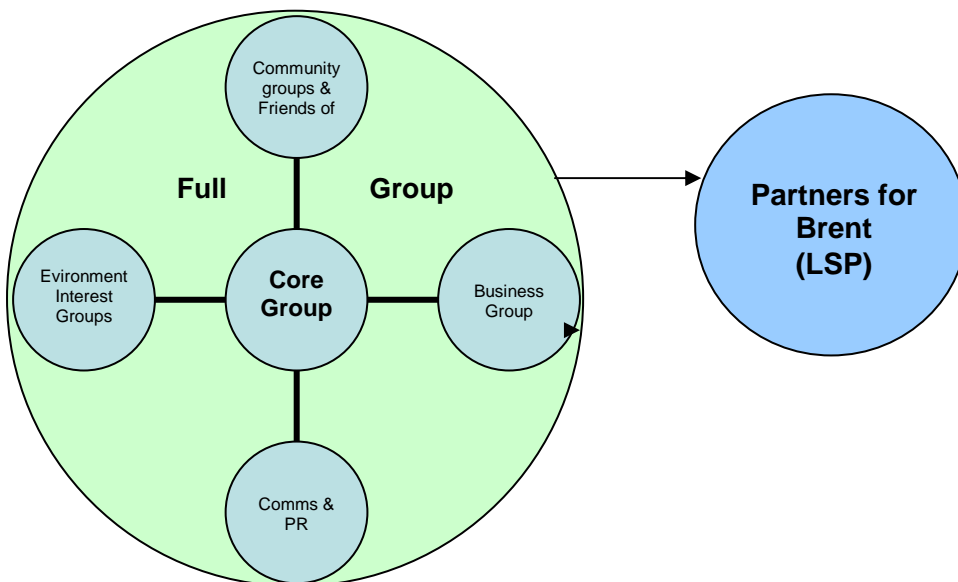
Depending on membership and the needs of the Forum, smaller more **focused sub-groups** or **theme groups** could be formed to tackle more specific themes or areas. Two organisational structures are proposed, one simpler structure for the short term and a second more long term structure incorporating sub-groups to focus on particular themes, issues or projects.

### Scenario 1 – BSF Short Term Structure



- Full group comprises of all members of the Forum and the core group. It establishes Actions & Programme & who delivers. Meets quarterly.
- Core group at the centre assumes leadership role, making more strategic decisions. Core group may hold it's own special meetings if & when necessary.
- Report produced & presented to Pfb (LSP) at their quarterly meetings

### Scenario 2 – BSF Structure with Sub-groups



- Full group comprises of all members of the Forum, the core group & the theme groups. Meets quarterly. Full group to decide on Theme groups that are required.
- Core group at the centre assumes leadership role, making more strategic decisions. Core group may hold it's own special meetings if & when necessary.
- Theme groups to hold more regular meetings depending on project specific requirements.
- Direct liaison between core group & theme. Regularity of liaison (meetings, updates, reports, etc) between Theme & Core groups to be established.
- Report on work of Themes Groups & feedback given at Full group meetings.- quarterly.
- Report produced & presented to Pfb (LSP) at their quarterly meetings

The table below estimates the **time requirements** that are expected from Core Group members to participate and benefit fully from involvement in the Forum.

<b>Activity</b>	<b>Purpose</b>	<b>Time requirements</b>
Attend 4 Quarterly meetings on the dates set in the programme (see point 6)	Steer Forum meetings, provide direction and make decisions	<b>2 hours per meeting = 8 hours per year</b>
Attend special core group meetings	These may be called as and when necessary	<b>Predict 3 special meetings over the year = 6 hours per year</b>
Input into the preparation of agendas and reviewing minutes & documentation	Follow up meeting results and develop implementation plans and agendas	<b>Predict 2 days per year</b>
Attend training deemed useful	To meet any training requirements identified by members of the Forum	<b>Predict 2 days per year</b>
<b>Expected Total time requirement</b>		<b>6 days input per year</b>

#### **4. Themes for Workshops, Seminars & Training**

A number of areas and themes have been identified for the Forum to develop over the coming months. Some proposals include:

- (1) **Increasing Efficiency: Energy, Waste, Water & You** (an event for businesses, voluntary organisations & residents).
- (2) **Getting Resources: Funding & Volunteering**
- (3) **Raising your Profile: PR, Communications & Awards**
- (4) **Climate Change & You – Climate Change Training & Climate Change Strategy**
- (5) **Sustainable Travel & Transport**

#### **5. Case studies & Pilot projects**

The key concern is for this Forum to have achievements from an early stage so it is proposed that the Forum delivers on a series of milestones and specific projects over the next 12 month period. Potential case studies and pilot projects are listed below.

##### **Case Studies Proposals:**

- (1) **“Get to know” sessions**  
Introductory sessions for members to present their work & initiatives to other Forum members
- (2) **Sustainability in Wembley Stadium**  
A talk & tour of the sustainability features in and around Wembley Stadium

- (3) **Sustainable Town Centres**  
A talk and tour of sustainability initiatives & case studies in Brent's Town Centres
- (4) **A Forum of the Forums**  
A review of other similar sustainability forum experiences in London and across the UK

**Pilot Projects Proposals:**

- (1) **Sustainable Lifestyle Centre**  
Develop an education centre to promote "green living" or "sustainable behaviours & lifestyle" in Brent, using the Welsh Harp Environment Education Centre as the starting point.
- (2) **Streetwatchers Green Zones Project**  
Develop a "Green Zones" Project to implement in Brent's neighbourhoods in conjunction with Streetwatchers and the Streetcare Team.
- (3) **A "Sustainable Day Out in Brent" Programme**  
Develop a pilot programme for a day out to demonstrate sustainability in action to people. This would incorporate sustainable travel to a series of sites in Brent that demonstrate sustainable technologies, sustainable behaviours, sustainable living – such as sustainable social housing scheme, sustainable community facilities, environmental education activity, sustainable shopping trip, etc.
- (4) **Dar Al Islam Foundation wind turbine project**  
Accompany the design development & installation of a wind turbine being implemented by a local school.

However, it is proposed that **one very specific project** is selected through a vote to be delivered by the Forum by November/December 2008. The first meeting will be an opportunity for Forum members to put projects forward and the second meeting will serve to elect the preferred project/

## **6. BSF Management Plan & Programme**

The BSF will be managed closely by Brent Council and the Core group members.

A mid year review will be carried out in August and an end of year review in December.

As mentioned previously, two initial meeting dates are proposed:

### **Tuesday 19 February – Preliminary core group breakfast meeting**

This breakfast meeting will serve to introduce core group members to each other, get to know each other's backgrounds and areas of expertise, and nominate a Chair and a Vice Chair for the Forum. See **Appendix 2** for details.

### **Wednesday 27 February – First Sustainability Forum meeting**




This meeting will have 2 parts, (i) a working meeting to sign off the Terms of Reference by the Forum and (ii) an interactive session on sustainable travel and transport. For an agenda of this meeting please refer to Appendix 3.





































A Programme of milestones and activities is proposed as set out in the table below. A few other training events and site visits are in discussion which will be added to this list at a later date.

<b>Activity</b>	<b>Purpose</b>	<b>Dates</b>
<b>Preliminary meeting of core group members</b>	Discuss and amend Forum Terms of Reference and organisational structure	<b>19 Feb 2008</b>
<b>BSF Introductory meeting no. 1</b>	Sign off terms of reference and introduce first theme – Sustainable Travel & Transport	<b>27 Feb 2008</b>
<b>Climate Change Training</b>	A free course for members on the key climate change issues and how to communicate these to different audiences	<b>14 March 2008</b>
<b>BSF Webpages go live</b>	Provide an online Forum with information and opportunity for members to stay up to date and input	<b>Mid March</b>
<b>Newsletter Issue 2</b>	Report on news, events and work developed by the Forum and feature member's profiles	<b>Late March</b>
<b>Report to Partners for Brent (LSP)</b>	Report on progress, share findings, gain support for Forum initiatives & feed into LSP's work on sustainability issues	<b>To be confirmed</b>
<b>Quarterly meeting no. 2</b>	Proposed theme: Getting Resources - Funding & Volunteering	<b>10 April 2008</b>
<b>Newsletter Issue 3</b>	Report on news, events and work developed by the Forum and feature member's profiles	<b>Late April</b>
<b>Participation in Sustainability Weeks</b>	Thank you session being organised in Town Hall to recognise initiatives such as the Sustainability Forum	<b>5 June</b>
<b>Report to Partners for Brent (LSP)</b>	Report on progress, share findings, gain support for Forum initiatives & feed into LSP's work on sustainability issues	<b>To be confirmed</b>
<b>Quarterly meeting no. 3</b>	Potential activity: Pilot "Sustainable Day Out in Brent"	<b>10 July 2008</b>
<b>Newsletter Issue 4</b>	Report on news, events and work developed by the Forum and feature member's profiles	<b>Late July</b>
<b>Report to Partners for Brent (LSP)</b>	Report on progress, share findings, gain support for Forum initiatives & feed into LSP's work on sustainability issues	<b>To be confirmed</b>
<b>Mid Year Review</b>	Monitor progress & performance and revise aims & objectives	<b>August 2008</b>
<b>Quarterly meeting no. 4</b>	Proposed theme: Increasing Efficiency - Funding & Volunteering	<b>10 Oct 2008</b>
<b>Newsletter Issue 5</b>	Report on news, events and work developed by the Forum and feature member's profiles	<b>Late October</b>
<b>Report to Partners for Brent (LSP)</b>	Report on progress, share findings, gain support for Forum initiatives & feed into LSP's work on sustainability issues	<b>To be confirmed</b>




<b>Annual conference</b>	Showcase sustainability initiatives of local residents and/or groups & showcase any Forum	<b>10 Dec 2008</b>
<b>End of Year Review</b>	Monitor progress & performance and revise aims & objectives	<b>Late December 2008</b>
<b>Quarterly meeting no. 1 (2009)</b>		<b>Mid January 2009</b>
<b>Newsletter Issue 6</b>	Report on news, events and work developed by the Forum	<b>Late January 2009</b>
<b>Report to Partners for Brent (LSP)</b>	Report on progress, share findings, gain support for Forum initiatives & feed into LSP's work on sustainability issues	<b>To be confirmed</b>

A Programme of Short, Medium and Long Term Deliverables is proposed:

Short Term (0-6 months)   
Medium Term (6-12 months)   
Long Term (12-18 months and beyond) 

Establish the ground rules of the Forum in the form of a Constitution or Terms of Reference.			
Produce a directory with biographies of members & "get to know" events (what interests each member) promoting the formation of relationships & team-building.			
Develop a Communications Strategy & Articles & PR			
Investigate funding – produce funding directory for members to tap into			
Apply & support applications for funding Apply & support applications for awards			
Research & develop / produce information packs (sustainable events, fair-trade, waste & recycling, sustainable business)			
Link with other local groups that have developed works / projects to come speak & share experiences			
Provide in house or on-site training for businesses & staff to understand;			
Commissioning baseline work to measure sustainability in Brent Council;			
Develop training sessions to develop expertise, explore sustainability issues, brainstorm project ideas and partnership possibilities; this could be in the format of an "Away Day" session.			
Link with volunteering opportunities to enable members to tap into			
Establish a link with London Leaders Programme – Invite some of these to speak or get to know what they are developing			

**The ultimate aim of the Forum, will be to**

Develop a strategy to integrate into the Sustainability Community Plan for the Borough.			
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## 7. Preparations for the first Forum meeting

The first Forum meeting on 27 February will serve to introduce the core group nominees and formalise the Forum's organisational structure. It will be important to urge all members to bring projects they would like the Forum to be involved with to the table at the April meeting so that a **preferred project can be elected**.

It has been suggested that Forum meetings and activities take place all across Brent Council and that we **rotate venues** rather than sticking to one location.

The dates have been established in the programme above and some of the proposed themes are presented. It will be necessary to determine the **timing of meetings** and activities – defining day time preferred times and night time preferred times. This should be established at the first Forum meeting.

## APPENDIX 1

### Brent Sustainability Forum

#### Terms of Reference (Draft)

*Working towards a Sustainability Strategy for the London Borough of Brent*

#### 1.0 MISSION

To build a platform for the understanding and implementation of sustainability principles and plans by promoting the sharing of ideas, information and priorities across all the stakeholders in the Borough.

#### 2.0 GENERAL OBJECTIVES

- 2.1 To raise the understanding and profile of sustainability in the London Borough of Brent at all levels
- 2.2 To use the forum both as a means of communication and as a provider of key tools for the implementation of a sustainability strategy and action plan within the London Borough of Brent
- 2.3 To represent all sectors of the Borough and to steer actors and activities within the Borough towards sustainable practices
- 2.4 To identify priority areas and entry points for communication and action strategies

The Brent Sustainability Forum will be an open and dynamic platform for the gathering of information on sustainable practices, resources and ideas.

At the event that launched this initiative on the 14th of November 2007, participants stressed the need of promoting **commitment** and **leadership** within the Forum.

Thus, at Brent Council we envisage a Forum that will be guided by a core group whose members, besides representing key sectors in the Borough, embody such characteristics.

#### 3.0 DEFINING THE SCOPE OF SUSTAINABILITY - FOUR AREAS FOR THE BSF

The Brent Sustainability Forum will focus on the delivery of measurable outputs and specific outcomes. In this sense, it will have to determine the nature and scope of the working plan that it aims to undertake. In other words, it must justify at all times what it aims to achieve and how it plans to achieve it.

At the launch event of the 14<sup>th</sup> November 2007, the following main areas were identified:

### **3.1 THE INSTITUTIONAL REALM**

The purpose of this theme is to link the BSF to the Local Strategic Partnership, feeding into the LAA, Community Strategy and Council policies and projects related to sustainability. Likewise, in order to reach and expand the range of action it is crucial to acknowledge the key role of Public and Private Partnerships. This Forum will facilitate the consolidation and creation of partnerships on the basis of their contribution to the sustainability framework and to the short, medium and long term deliverables described in the appended programme (see point 6 of previous document).

### **3.2 EDUCATION ELEMENT**

The four workshops carried out at the BSF Launch event all identified **education** and **training** as a main resource for the understanding and implementation of sustainable practices. It is under this view that the council aims to concentrate on the development of strong linkages with programmes such as Building Schools for the Future.

### **3.3 ENVIRONMENTAL ISSUES**

The environment theme is a central task for the Forum as it refers to the quality of the urban environment, energy efficiency, CO2 and waste management as well as behaviours and lifestyles. This element is hence deeply interrelated with **3.1** and **3.2** elements.

### **3.4 COMMUNICATIONS STRATEGY**

The Forum will explore different ways of communicating to different audiences by using simple and practical examples.

### **4.0 MEMBERSHIP**

Membership of the BSF will be open to individuals, groups and organisations with residency or activity in the Borough who will declare his or her interest in sustainability information sharing and practices.

### **5.0 DECISION MAKING**

The Sustainability Forum will not be a decision making body. Its role is to act in the best interest of the local community and make clear recommendations to enable these interests be realised throughout the lifetime of the Forum.

**5.1** The Forum will always seek to work by consensus; however final recommendations of the Forum will be via a majority vote if there is a major disagreement.

**5.2** Sometimes it will be necessary for the main Forum to break up and form smaller working groups who will come back to the main group with the outcome of their discussions and recommendations. These may become sub-groups or theme groups of the Forum.

**5.3** Members will declare any conflict of interest or potential conflict of interest arising from any position they may hold outside of the Sustainability Forum and may be asked by the Chair to withdraw from particular discussions.

Any member of the Forum can challenge another member if they feel that they have not declared a conflict of interest.

- 5.4** The Sustainability Forum will accept the principle of collective responsibility for all recommendations the group makes.

## **6.0 CHAIR AND VICE CHAIR**

The Forum will be chaired by a member of the Sustainability Forum.

- 6.1** The Chair will be elected by members of the Forum.
- 6.2** The Chair may at their discretion delegate tasks to other members of the Forum when the chair is absent.
- 6.3** The Chair will ensure that meetings are run fairly, constructively, follow the specified agenda and that all present can have their say.
- 6.4** The Chair will have a casting vote equal to all other members of the Group. The chair will act to give direction, guidance and where necessary seek external advice for the group in all matters relating to the Forum and its initiatives to allow the group to make informed decisions.

The core group shall consist of a maximum of twelve members.

The first task of the Core Group will be to develop a list of priorities and a programme to address them within a fixed time scale.

## **7.0 AGENDAS, NOTES AND PAPERS**

- The Sustainability Forum meetings will be serviced by Brent Council officers who will arrange and organise agendas, minutes, supporting documentation, stationery, course bookings, payments, report on project progress etc.
- Whenever possible the next meeting's agenda minutes and relevant supporting documentation will be emailed or posted to members no less than 5 days before each meeting.
- All action points, decisions and recommendations arising from the last meeting will be signed off at the beginning of the next meeting.
- An online forum will be set up so all information is available electronically.

## **8.0 PREPARATION FOR AND CONDUCT AT MEETINGS AND MEETINGS RELATING TO THE FORUM**

Ground Rules are attached.

## **9.0 IMPARTIALITY**

- Members will keep an open mind during the process of discussions, negotiation and recommendations.

- The Forum may decide whether to advise the wider community of the Forum’s work & findings.
- If a group member is asked to speak publicly about the Forum’s work, they should make prior arrangements to check the accuracy of what they want to say with the Chair.

## 10.0 INFORMATION AND COMMUNICATION

Forum members will make sure that they provide the wider Brent Community with accurate information.

The Forum can be provided with question and answer sheets to make sure that people are not given misleading or inaccurate information; which can only serve to confuse people on what are important issues.

## 11.0 CONFIDENTIALITY

Some sensitive / commercial information seen, discussed, agreed, documented or reviewed at Sustainability Forum meetings or other meetings relating to the project where members may be present should remain strictly private and confidential.

Of particular concern is commercially sensitive material (such as tender prices, project costs, fees, quotes, contact details etc) which must remain confidential at all times.

Again the Chair must be approached and briefed if third parties are involved in discussions with members of the Sustainability Forum.

## 12.0 FURTHER INFORMATION

You can obtain further information from:

Contact:	Organisation:	Tel:	Fax:
Ines Carvalho	Brent Council	020 8937 5326	020 8937 5301
Jeff Bartley	Brent Council	020 8937 5535	020 8937 5301
Juan Baron	Brent Council	020 8937 5316	020 8937 5301
Information on the Forum is available online, via the Brent website		<a href="http://www.brent.gov.uk/greenbrent.nsf">www.brent.gov.uk/greenbrent.nsf</a> or e-mail <a href="mailto:environment@brent.gov.uk">environment@brent.gov.uk</a>	

## GROUND RULES

### What Makes a Good Meeting?

1. Constructive discussion.
2. Fair Chair
3. Not a free for all.
4. Openness, Honesty, Trust.
5. Listening, Respect, Treating people as equals.
6. Publicity.
7. Agenda/Time/Venue/Subjects/Papers.
8. One person speaking at any one time.
9. Friendly/Welcoming.
10. Saying and doing what we say.
11. Staying positive.
12. As little repetition as possible.
13. Meetings should start and finish on time.
14. Turning off all mobile phones and beepers prior to the start of the meeting.
15. Attendees should stay for the entire meeting unless they have a good reason to depart.
16. Members should where possible give prior apologies when they are unable to attend.
17. Members should endeavour to attend a majority of meetings to keep abreast of developments and changes.

### Before a Meeting...

1. Read minutes and papers.
2. Clear Agenda/Venue/Time - organise transport.
3. Be prepared – talk to others.
4. Ask the Tenants' Advisers for explanations.
5. Provide a crèche or cover child care costs.

### After a Meeting...

1. Recognise what was talked about, and what decisions were made.
2. Confirm that you have gained knowledge/understanding of the issues.
3. Pass knowledge on to other members.
4. Analyse discussion, and your contribution.

### What is Unacceptable at a Meeting?

1. Bad, racist, sexist or abusive language.
2. Being disrespectful.
3. Shouting, and talking over others.
4. Being unprepared.
5. Being negative.
6. Keeping people in the dark i.e. withholding information.
7. Turning up drunk.
8. Spreading false rumours
9. Being late.
10. Aggressive gestures and intimidating behaviour.
11. Being patronizing.

## APPENDIX 2

### **Brent Sustainability Forum Core Group Breakfast Meeting**

**Tuesday 19 February 2008**  
8.30 – 9.30pm

**Brent House (Conference Room)**  
3<sup>rd</sup> Floor Brent House, 349-357 High Road, Wembley, Middlesex HA9 6BZ

#### **AGENDA**

1. Scope & Nature of BSF & Sustainability in Brent
2. Mission Statement, Terms of Reference & Organisational structures
3. What the Forum wants & how to achieve it
4. Project proposals & open discussion of other projects
5. Programme of meetings, events & activities for the year
6. Core group roles & responsibilities
7. Nomination of Chair & Vice Chair
8. Identification of training needs for core group members

## APPENDIX 3

### Brent Sustainability Forum Introductory Meeting

Wednesday 27 February 2008

5.00 – 7.00pm

**Willesden Green Library (Meeting Space 2)**

95 High Road, Willesden Green, London NW10 2SF

### DRAFT AGENDA

#### Part 1: Working Meeting (45 mins)

1. Scope & Nature of BSF & Sustainability (5 mins)
2. What want & how to achieve it (5 mins)
3. Terms of Reference, Organisational structures & intro of core group nominees (10mins)
4. Project proposals & open discussion of other projects (5 mins)
5. Programme of meetings, events & activities (5 mins)
6. Venue proposals & timing of meetings (5 mins)
7. Introduction & Proposal from Brent Museum (5 mins)
8. Presentation by members of relevant forthcoming events (5 mins)

#### 10 Minute Break (snacks & refreshments provided)

#### Part 2: Interactive Presentation & Workshop (1 hour)

##### Theme: Sustainable Travel & Transport – Including Travel Plans and Travel Awareness

- Sustainable Transport & Travel in Brent  
Different types of Travel Plans, update on news in terms of infrastructure, benchmarking cycle routes, bike pool/club, electric car charging, etc. (10mins)
- IKEA's Travel Plan (10 mins)
- Willesden Sports Centre Travel Plan (10 mins)
- From the Floor / Break out session (20 mins)
- Feedback from groups / Plenary summary (5 mins)