



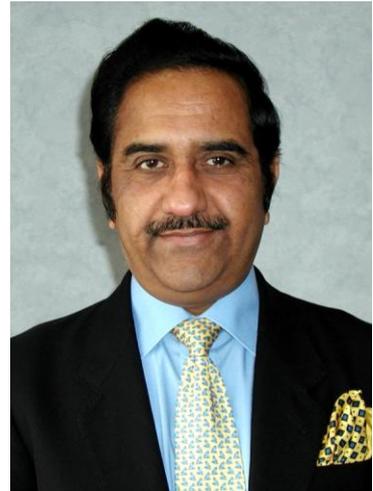
London Borough of Brent

Climate Change Task Group Report

Membership:
Councillor D Jackson
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Councillor H Singh

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Foreword by Councillor Harshadbhai Patel

I was very pleased to be given the opportunity to chair this task group on climate change. It is an issue that I am passionate about and one that I believe we all need to take responsibility for.

As a council it is important that we are at the forefront of tackling this issue, that we set a good example for local businesses and residents to follow. That is the essence of the work of this task group which has been set up to review the council's work in reducing carbon emissions in council owned buildings.

We have found that there is a genuine desire within the council to address this environmental threat. We have agreed a new climate change strategy and have adopted Local Area Agreement targets on adapting to and mitigating climate change.

However more needs to be done and we hope that through the recommendations that we have put forward and when the projects in the new climate change strategy come to fruition, Brent will be renowned as one of the greenest boroughs in London.

I would like to thank my colleagues; Councillors Jackson and Singh and all the witnesses who attended the task group to give evidence. I would also like to thank Stella Akintan for her guidance and support.

Executive Summary

Climate change has been deemed the biggest environmental threat facing the modern world. Brent council is taking firm action to deal with this challenge. In 2001 Brent signed up to the Nottingham declaration on climate change, sustainability is a strong theme running through the council's corporate strategy. The council also has a Carbon Management Strategy and Implementation Plan (CMS&IP) and recently agreed its first Climate Change Strategy.

The purpose of the task group is to review the projects within the CMS&IP. This was agreed by the Executive in June 2007. It outlines how Brent Council will achieve its Corporate Strategy commitment to reduce the council's emissions of carbon dioxide by 20% by 2011. The CMS&IP contains 37 projects that need to be delivered by different services from across the council. It is solely focussed on the management of emissions of greenhouse gasses, specifically carbon dioxide and in particular how these can be reduced by each of the council services.

During the course of this review, the council's plans to tackle climate change have been moving at a fast pace. Brent has agreed its first climate change strategy and developed a more appropriate way of measuring emissions through setting a new baseline using more accurate data.

In this respect, this work becomes a review of our approach to carbon management thus far, highlighting lessons learned as we take the agenda forward. Many of the early emerging findings of the task group have already been included in the Climate Change Strategy, such as developing sustainable schools forums and working with local builders to raise awareness about sustainability measures.

The task group reviewed the projects within the CMS&IP under the following themes:

- Energy efficiency in council office buildings
- Contribution of Information Technology Unit
- Energy management in school buildings
- Planning
- Raising Awareness of climate change and sustainability amongst Brent residents

Overall the task group found that the council has made some headway in tackling climate change, however conflicting priorities and lack of resources has hampered progress. In concluding the review the task group were concerned about the progress of our approach to reducing our carbon emissions but were cautiously optimistic about the range of measures in place to take this work forward including:

- Outcomes from the Climate Change Strategy are yet to be realised as many of the projects are at the early implementation stages
- The councils new Improvement and Efficiency Strategy which identified carbon management as a priority project.
- Funding has been identified to pay for an assistant to the council's energy manager who will advise and provide support on energy matters to individual schools to support them in reducing their emissions.

The task group has developed a number of recommendations which will also strengthen our approach to reducing carbon emissions and support our aims to be the community leader on sustainability issues.

Recommendations

1. Brent to develop its own sustainability targets within the Building Schools for the Future Programme (when selected) to ensure that they are ambitious and fit within our local circumstances.
2. Use Mosaic to develop a targeted approach to communicating with residents on climate change issues.
3. A stronger role for climate change awareness within Area Forums
4. Develop a role for a councillor to become a climate change champion
5. Provide training for members to become Climate Change Champions.
6. That each report presented to the council's Executive contains a paragraph outlining its environmental impact, in order to mainstream climate change mitigation in service delivery

Introduction

The purpose of this overview and scrutiny task group is to review the council's approach to carbon management to determine if we are challenging ourselves to reduce our emissions as far as possible. It is hoped that an energy efficient and sustainable approach will be embedded across the council in everyday work and activities.

The need to prioritise this agenda was highlighted by the Department for Energy and Climate Change:

“Climate change is the greatest environmental threat facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather. The effects will be felt in the UK and internationally there may be severe problems for people in regions that are particularly vulnerable.”

Brent began its most ambitious attempt to tackle this in 2007 with the agreement of the Carbon Management Strategy and Implementation Plan 2006-2011 (CMS&IP). It contained 37 projects, with the aim of reducing the councils CO₂ emissions by 20% by 2011.

The task group set out to review the projects within the CMS&IP to consider if more stringent measures need to be set. During the course of this review, the councils plans to tackle climate change have been moving at a fast pace. Brent has agreed its first Climate Change Strategy and developed a more appropriate way of measuring emissions through setting a new baseline using more accurate data.

In this respect, this work becomes a review of our approach to carbon management thus far, highlighting lessons learned as we take this agenda forward. Many of the early emerging findings of the task group have already been included in the Climate Change Strategy such as developing sustainable schools forums and working with local builders to raise awareness about sustainability measures. This review will determine if our work to date has put us in a good position to create a more sustainable borough and if we can meet the ambitious challenges set out in our own Climate Change Strategy.

Also, in meeting this challenge ourselves, we will be well placed to influence local people and businesses. The role of the local authority was well articulated by the LGA Climate Change Commission who state that:

“ Local government is uniquely placed to tackle climate change – it has a democratic mandate for action, enjoys close proximity to citizens through the services it delivers and has a strategic role convening and leading other public and private voluntary sector partners, and working with regional bodies”¹

Membership of the Task Group:

The membership of the task group was as follows:

- Councillor Derek Jackson
- Councillor Harshadbhai Patel (Chair)
- Councillor Harbhajan Singh

The task group was initially chaired by Councillor John Detre who was appointed to the Executive during the course of the review. This exempted him from working on an overview and scrutiny task group. The Environmental Projects and Policy Manager also attended the task group meetings to advise the members.

Methodology

The aims of the task group were to:

- Monitor the implementation of the CMS&IP and review individual projects to investigate progress with work and challenging poor performance.
- Identify and examine other opportunities for the council to reduce its co2 emissions further to consider if more ambitious targets could be achieved in a cost effective manner.

The task group carried out the following activities:

- Met with the Deputy Head of Asset Management, Brent Council
- Met with Network Manager in the Information Technology Unit, Brent Council
- Met with Head of Asset Management within the Children and Families Department, Brent Council
- Met with Director of Planning, Brent Council
- Visited Welsh Harp Education Centre
- Met with the Director for Energy Solutions
- Met with the consultants who developed the climate change strategy
- Visited Wembley Primary School
- Visited Howe Dell Primary School, Hertfordshire

Policy context

¹ LGA Climate Change Commission 2007

There is generally a scientific and political consensus about the threat of climate change and that it is caused mainly by human activity. It is a topic that remains high on the public agenda and all the major political parties in the UK have identified this as a key policy area. Action to tackle climate change falls within two broad areas. Mitigation which deals with measures to reduce carbon emissions while adaptation works to prepare for its effects such as the likelihood of increased flooding, and hot weather.

Policies to tackle climate change flows from the international through to the local level. The United Kingdom, which has the eighth highest carbon emissions in the world, has signed up to the Kyoto Protocol in 1997, an agreement involving 37 industrialised countries and the European community to reduce Green House Gas (GHG) emissions. The UK has committed to reduce greenhouse gas by 12.5% below 1990 levels by 2008- 2012. Mostly recently discussions have taken place in Copenhagen between national governments to agree a new set of national targets.

The government has recently created the Department for Energy and Climate Change which works to support the development of climate change strategy and policy across government. The UK is the first government in the world to bring in legally binding legislation with the Climate Change Act 2008. The Act commits the UK to reduce its carbon emissions by 34% by 2020 and 80% by 2050.

The Climate Change Act works towards a number of policy objectives including carbon emissions reduction, security of supply, and competitive energy markets. The biggest implication for councils is the carbon reduction commitment. The carbon reduction commitment will be a mandatory cap-and-trade scheme. From April 2010, large organisations such as upper tier local authorities, hospitals, private companies will be given a quota of carbon allowances that will decrease every year. These will be sold at a yearly fixed price and traded. If an organisation misses its target it will need to buy permits to make up the difference. If the target is exceeded it can sell.

The national framework for carbon reduction started in April 2009. This looks at three performance areas: reducing the amount of energy consumed in heating, lighting transport and any other business activities, reducing entire per capita carbon emissions in their area, including industry, domestic, schools and transport and making adaptations to mitigate the effects of climate change. Many councils have included indicators in their Local Area Agreement including Brent.

The Greater London Authority provides leadership for London on Climate Change issues. London is responsible for eight per cent of the UK's total emissions. Given London's forecast economic and population growth, this will increase to 15 per cent by 2025.

A key document for London Boroughs in relation to energy is the *Mayor's Energy Strategy*. This sets a challenging target for London to significantly reduce its carbon dioxide emissions by 20 per cent (relative to 1990 levels) by the year 2010, and by 60 per cent (relative to 2000 levels) by 2050. Meeting this CO₂ target will require ambitious ongoing reductions of 4 per cent per annum.

The Mayor has set a target for every London Borough to establish at least one zero

carbon development in their area by 2010. In terms of renewable energy, the Strategy establishes an aim to generate at least 665GWh of electricity and 280GWh of heat from up to 40,000 renewable energy schemes by 2010. In addition, the Mayor has asked for every London Borough to establish at least one showcase renewable energy development. *Action Today to Protect Tomorrow (2007)*, the Mayor's Climate Change Action Plan sets out a path for London to tackle this challenge and to deliver London's CO₂ targets. In order to comply with wider legislative targets a limit to the total amount of CO₂ produced between now and 2025 of 600 million tonnes has been proposed.

In August 2008 the Mayor of London published the draft London Climate Change Adaptation Strategy. This document sets out the key risks to London posed by climate change and suggests the priority adaptation measures for addressing and reducing these risks. The draft was used for consultation with the London Assembly and the functional bodies. Following this, a revised draft was published this year for public consultation. The draft Strategy sets out a vision for adaptation that will rely to a large extent on London Boroughs as strategic partners of the GLA in achieving adaptation on the ground. For example, the citywide 'urban greening programme' is suggested as a way to provide green spaces in all boroughs that can be used by residents to improve health and stay cool during heat waves, as well as to improve management of intense rainfall and air quality.

The Brent Council context

In 2001, the council signed up to the Nottingham Declaration on climate change, this committed the council to developing a climate change strategy, and implementing a reduction of local GHG targets.

The Leader of the Council Councillor Paul Lorber has stated that he wants Brent Council to be one of the greenest in the UK. This is reflected in the Corporate Strategy which states that we aim to make Brent Council an exemplar of environmental practice and performance on sustainability issues. Specific actions include:

- 20 per cent reduction in carbon emissions from council buildings by 2011
- Recycling facilities in place in all offices by April 2008
- Implement the council's green travel plan
- 30 per cent of waste reused or recycled by 2010
- Include plastic recyclable items within the doorstep recyclible collection service
- 100 per cent schools and colleges with facilities to recycle their waste
- Explore options for further recycling and composting sites across the borough

Sustainability is one of the administrations four key priorities.

Through the local area agreement, the council has set targets to address climate change specifically:

N185 – CO₂ reduction from council operations

N188 – Planning to adapt to climate change

The Environmental Policy and Projects Team leads on work to embed sustainability across the council. Key projects include:

Developing the Carbon Management Strategy and Implementation Plan (CMS&IP)

This was agreed by the Executive in June 2007. It outlines how Brent Council will achieve its Corporate Strategy commitment to reduce the council's emissions of carbon dioxide by 20% by 2011. The CMS&IP contains 37 projects that need to be delivered by different services from across the council. It is solely focussed on the management of emissions of green house gasses, specifically carbon dioxide and in particular how these can be reduced by each of the council's services. The CMS&IP is guided by a steering group consisting of members from each of the 37 projects.

Energy Audit in council buildings - The audit aims to determine the number of staff who switch off their PCs and monitors each evening and when they are not in use. The team inform staff when they are auditing their area and a small incentive is given to those who have turned off their equipment.

Sustainability Forum – The Brent Sustainability Forum was launched in November 2007, it aims to raise the understanding and profile of sustainability in Brent at all levels. The Forum meets every quarter to develop projects, review how these are progressing, hold workshops and seminars on diverse issues such as Climate Change, Sustainable Transport, Funding and Volunteering for environmental projects.

The Finance and Corporate Resources team leads on energy management within council owned buildings.

Key findings of the task group

The original proposals within the CMS&IP committed the council to a target of reducing CO₂ by 20% from the 2005/6 baseline of 60,619 tonnes, achieving a total carbon dioxide saving of at least 12,123 tonnes by April 2011. This reduction would provide a potential financial saving to the council of £3 million.

The strategy contained 37 projects these are set out at **Appendix A**

The CMS&IP is an opportunity to develop a culture within the council where climate change is embedded within everyday work. The council must ensure that it can meet the demands within recent legislation which requires councils to reduce emissions by 80% by 2050. The main focus of the work of the task group was to meet with officers from across the council who were delivering projects within the CMS&IP and to challenge how they are being delivered and suggest how they can be improved. The task group reviewed projects under the following themes:

- Energy efficiency in council office buildings
- Contribution of Information Technology Unit

- Energy management in school buildings
- Planning
- Raising Awareness of climate change and sustainability amongst Brent residents

Energy efficiency in council office buildings

The CMS&IP contained a number of projects to improve energy efficiency in council offices. This not only saves money but improves working conditions which can increase staff production and efficiency. It also helps to position the council as a local leader on climate change issues.

The council has a wide sphere of influence in managing energy efficiency, it includes reducing emissions within council offices, school buildings and office stock. Savings can be made in lighting, heating, ventilation, air conditioning and office equipment.

Data within the CMS&IP demonstrated that council buildings accounts for 42% of total carbon emissions and reducing this can make a significant contribution to meeting the overall target. The task group met with the relevant lead officers to determine if the projects were likely to be met and if more ambitious targets could be realised.

The Deputy Head of Property and Asset Management is leading on two projects in the CMS&IP and met with the task group to give an overview of this work. He said that the council is making headway in reducing CO₂ emissions. Waste recycling in council buildings began around three years ago and is now in place in most offices. Formal guidelines on office temperatures have been revised and agreed by the Corporate Management Team. The council has employed an energy manager who will provide strategic direction for energy management across the council and will lead on projects to reduce energy in the local area. This initial investment is likely to provide long term savings for the council.

This has certainly been the case in the London Borough of Hounslow who spends £7.5 million each year on energy for all its premises borough-wide. The council has recently employed an energy manager to work with the Environment Strategy Unit on reducing energy and costs through the Carbon Management Programme. The Hounslow energy manager will lead on making savings in school buildings through looking at the way school budgets are devolved. Some schools are in a consortium, while others are buying energy independently. This means some are paying less for energy while using more.

The Deputy Head of Property and Asset Management reported that to improve energy management in Brent we need to invest in staff training and awareness. The council needs a dedicated training programme to upgrade management skills on energy management to support people in being more proactive. A 15% reduction in CO₂ emissions is likely to be realised through this measure alone. It was further reported that there is a lot of work happening in the council in relation to climate change but it is not joined up or co-ordinated.

The task group welcomed the employment of the energy manager. With rising fuel costs and the duties on councils to reduce its carbon emissions it is essential that this area benefits from dedicated professional support. The introduction of the carbon management scheme from 2010 means that councils that do not have an accurate picture of their carbon use could be penalised unfairly.

Brent council was awarded £300,000 from the Salix Fund, which provides capital funding to public bodies embarking on carbon reduction and energy efficient projects which was match funded by £300,000 from the council providing a total of £600,000 for energy saving projects. All savings generated by the projects are re-directed back into the fund.

The Deputy Head of Property and Asset Management reported that initially it was difficult to identify projects for the fund. Early projects included loft insulation and lighting projects in schools. Efforts have been made to develop innovative projects such as the Children and Families Department are running a project encouraging gifted and talented children to get involved in sustainability projects.

Energy Solutions is a not-for-profit organisation that provide advice to the council on reducing carbon emissions has been employed to promote the Salix Fund among schools. As a result of their interventions take up has increased.

Contribution of Information Technology Unit

The task group also met with the Network Manager in the Information Technology Unit who had implemented a range of projects within the CMS&IP. The 'switch off policy' is new software which automatically switches staff computers off at the end of the day. The project has been fully implemented with 99% of computers enabled with this software; this project has exceeded the targets set out in the CMS&IP. The same is true of a project to reduce the number of servers and move to a new data centre. These projects highlight that concerted effort to reduce carbon emissions can produce innovation among staff and 'quick wins' that have far reaching impacts.

Energy management in school buildings

The Head of Asset Management within the Children and Families Department provided evidence to the task group regarding energy management in school buildings. He reported that there are about 75 school buildings in the borough. They are all in need of repairs, especially to the fabric of the buildings such as roofing and water systems. In total, the repairs amount to over one million pounds of non essential works, for which there is no dedicated budget.

He told the task group that Introducing sustainability measures when carrying out repairs can be a problem. Often sustainability measures are found to be more expensive and cannot take priority within tight budgets. However the Head of Asset Management agreed that more work could be done by developers to research sustainability measures to determine if a more cost effective solution could be found.

Schools tend to be large energy users and currently account for 28% of council emissions.

The Building Schools for the Future (BSF) programme, is a major opportunity for the council. It will see nearly every state secondary school in England rebuilt or remodelled. It will enable local authorities to move from patch and mend spending on schools to rebuild and renewal, with a more strategic approach to funding, design, procurement and management of buildings.

BSF is being delivered in a number of waves covering the whole of England. In the early stages of the programme, local authorities have been prioritised according to greatest need. Brent has a severe shortage of school places is currently submitting an application to receive priority status in the programme.

BSF is intended to guarantee a minimum level of environmental performance for school building designs, without specifying particular solutions. The Department for Children, Schools and Families requires all BSF projects to achieve a minimum BREEAM² rating of “very good”. Partnership for Schools is responsible for ensuring that all BSF schools comply with this requirement. It is also likely that local planning policies will require specific measures to demonstrate sustainability

The task group were pleased that in the medium to long term, Building Schools for the Future will mean that Brent schools will be more energy efficient and sustainable. However there are concerns about whether a very good BREEAM rating is ambitious enough for Brent, as this is a general standard and does not take into account local circumstances. The London Borough of Camden developed their own sustainability standards alongside the basic requirements set out by BSF. This included more ambitious measures based on their local circumstances. This briefing was sent to architects when bidding for BSF who had to state how they would meet Camden’s sustainability requirements within their tender. The council now enjoys far more ambitious sustainability targets within the BSF programme. The task group will recommend that Brent adopt a similar approach.

The task group visited Wembley and Howe Dell Primary Schools to see how sustainability measures had been implemented in school buildings. Wembley primary school is a new building and a good example of how sustainability measures can be realised. The building reuses rainwater, uses locally sourced materials and maximises the use of natural light. The members were informed that the building had achieved a 6% saving in energy use through its sustainability measures. Overall this school provides a model of sustainability which can be applied when designing similar buildings within the borough.

Howe Dell School is an exemplar model of sustainability nationally. This building is the first in the world that combines so many energy saving measures and has

² The Building Research Establishment Environmental Assessment Method (BREEAM) is a comprehensive way of measuring how sustainable a building is, how much energy it uses and its impact on the environment.

attracted visits from around the globe. The building includes locally sourced materials, reuse of rainwater, a wind turbine and ground source heat pumps. The project management team and architects informed the task group that it is much cheaper to include sustainability measures if they are included early on in the project planning stages.

Recommendation: Brent to develop its own sustainability targets within the Building Schools for the Future Programme (when selected) to ensure that they are ambitious and fit within our local circumstances.

Planning

The task group found that planning requirements can play a significant role in increasing energy efficiency in buildings. Therefore the Director of Planning was invited to give evidence about how they are addressing sustainability issues across the borough.

The Director of Planning reported that the council can use planning in a positive way to tackle climate change. Sustainability policy is developed at the national and regional level which is then reflected in the councils own local policies. The London Plan produced by the Mayor provides detailed advice on implementing sustainable measures. At the local level the Local Development Framework, is Brent's own vision for sustainability which compliments the guidance set out in the London Plan.

The planning service has already produced some major successes for sustainability. The Wembley development includes an efficient recycling system in which materials are recycled and reused on the Wembley site. The project also includes a combined heat and power micro generation facility. Larger developments such as Wembley are guided by a sustainability checklist and negotiations take place between planners and developers about where further improvements can be achieved.

Smaller developments are more problematic. Many such projects which could include a small house extension may only have to comply with building regulations but do not require planning permission. This means that the council has less control. Inspections are carried out but lack of resources makes enforcement difficult. As a result, 50% of notices served are not adhered to.

Brent has many old properties which generate an inefficient use of energy. As a way to combat this, the planning team try to promote good practice around energy efficiency, more work needs to be done to promote this amongst local builders. The planning team has produced a leaflet providing guidance for builders.

This also corresponded with the findings of the LGA Climate Change Commission who reported that "Delivery of Article 4 of the EU Directive on energy performance of buildings in the UK is mainly through revised Building Regulations (April 2006).

However there is evidence that building control is not enforcing the relevant parts of the regulations and irresponsible builders have been able to get away with flouting minimum energy and emission standards. Surveys have shown that one in two new houses currently fail to meet the current Part L standards".³

The task group had concerns about lack of regulation for small projects which account for considerable carbon dioxide emissions. This concern was conveyed to the Environmental Projects and Policy Team and has been addressed in the climate change strategy

Raising Awareness of climate change and sustainability amongst Brent Residents

Raising awareness of everyday actions that people can take to reduce its impact is an important step in tackling this problem.

Energy Solutions was set up by the council ten years ago. It is a not for profit organisation which provides free advice to all Brent residents on reducing fuel bills. They also led on the fuel poverty strategy for the borough. The members visited the Welsh Harp Education Centre and Energy Solutions to look at some examples of how climate change issues are promoted across the borough

Welsh Harp Education Centre consists of 15 acres of mature trees, an adventure playground and nature trail. The centre provides one day programmes for school groups on courses linked to science and geography subjects in the national curriculum. The course looks at the topics of rocks and soils. The facilitator will try to include climate change issues within the teaching such as the importance of recycling and looking after natural resources.

The task group believes that this is an important facility for the borough which is currently under resourced. Members were informed that there are plans to promote the centre to other boroughs during the quieter months. This will provide much needed revenue.

The Director for energy solutions reported to the task group that in a diverse community like Brent it is difficult to get out important messages around climate change. For example a leaflet was produced highlighting the services provided by Energy Solutions and sent to 80,000 households, there were only three responses. More work needs to be done to ensure that important messages are conveyed to the general public, for example how to make simple straight forward savings that will have a lasting impact. People are interested in the things that will affect their life and climate change will have a big impact on everyone.

The task group feels that there needs to be more targeted work highlighting the effects of climate change to our diverse communities. Members noted that many residents in Brent are from nations that are most likely to feel the impact of climate

³ LGA Climate Change Commission , 2007.

changes with relatives still in these countries. If these groups are more aware of how climate change affects them personally it is more likely to influence them to change their behaviour.

Mosaic software is a market segmentation tool, which profiles the types of people that live in an area and their likely habits. The council already uses this software to understand the types of customers within the borough. The task group believe that it can be an effective tool to target residents on specific issues to generate carbon savings. The Energy Saving Trust highlighted that this as an effective way of raising awareness about climate change issues amongst local people.

The task group also believe that Area Forums are an important platform to highlight to residents important issues in the borough and climate change issues should feature regularly on the agenda.

Recommendation –use Mosaic to develop a targeted approach to marketing residents on climate change issues.

Recommendation – Develop a stronger role for climate change issues within Area Forums

Climate Change Strategy

A borough wide Climate Change Strategy was agreed in June this year. It is an important step in taking forward this agenda. The strategy includes actions for the whole borough including; the council, residents, community groups, private and public sector partners.

The strategy is designed to:

- Cut GHG emissions to minimise future climate change
- Adapt to the impacts of climate change to reduce the negative effect on people, businesses and the community.

The strategy seeks to influence the everyday actions of all people across the borough, through raising awareness of the threats of climate change and providing practical solutions to counter its effects. The work will be driven forward with strong leadership through a climate change steering group with membership from a wide range of organisations from across the borough. .

The strategy was presented to the task group in draft stage giving them the opportunity to comment. Overall, members were pleased with the aspirations set out in the proposed strategy as it has the potential to improve sustainable living across the borough. The task group were informed that the borough wide approach set out in the strategy was among the first in London. Members welcomed this significant development and congratulated officers for their innovative approach.

However members felt that it was too general and needed to include specific actions outlining what residents and partners could do. Officers agreed that the task group had raised an important point and agreed to highlight the councils regulatory and procurement role, which could provide a variety of carrots and sticks in promoting sustainability. For example the council has a variety of powers that it could use in building control, transport and planning and can use its powers to require contractors to reduce emissions when commissioning services.

Officers pointed out to the task group that the strategy aimed to set the general direction for tackling climate change in Brent, this would be underpinned by a rolling action plan. Concerns were raised about the consultation process as it had been largely carried out through the website, which would exclude a number of residents. The task group wanted there to be a variety of ways to engage with the public to raise awareness of the issues as this a key plank in the success of the work.

The task group were informed that staff climate change champions had been appointed. They would receive basic training in how to cut emissions which they could use within their own communities by being a point of contact on these issues. The task group felt that councillors would be well placed to fulfil this role as they spend a considerable amount of time with residents either through knocking on doors or attending community events.

Again, a member champion who specifically works on climate change issues can have a key role in lobbying for extra resources for projects as well as raising the profile of the issues across the borough. For example; a similar role has been developed in the London Borough of Camden. A councillor is nominated as an 'Eco Champion'. Their role is to work across the borough to raise awareness of climate change issues. They chair the sustainability task force and meet quarterly with residents and local partners and officers to discuss issues.

Recommendation: Develop a role for a councillor to become a climate change champion

Recommendation: Provide training for members to become climate change Champions.

Evaluation of the Carbon Management Strategy and Implementation Plan

Members considered a number of reports within the CMS& IP many of which had made excellent strides in achieving their targets. However a full progress report on the CMS& IP found that only two council departments Finance and Corporate Resources and Housing and Community Care had cut their emissions. Overall there has only been a decrease of 4.6% in CO₂ emissions from the baseline year. This is because schools make up the bulk of the energy consumption and have increased their consumption by 27% due to increasing emissions from school buildings due to longer opening hours with the extended schools project and increased use of

information technology. The following tables set out our overall performance in reducing emissions between 2005-2008:

CMS&IP cumulative CO₂ percentage change 2005-2008

Year	CO ₂ emissions (tonnes)	Annual % change on baseline 2005/06
2005/6	60,619	
2006/7	56197.7	-7.3% 7.2
2007/8		+2.8%
Total % reduction on baseline year		-4.6%

Schools cumulative CO₂ percentage change 2005-2008

	Year	CO ₂ emissions (tonnes)	Difference co2 (tonnes)	% change	% change on baseline
All schools	2005-2006	12690			
	2006-2007	13826	1136	9	
	2007-2008	16077	2251	16	27

Recent reports by the Environmental Policy and Projects Team highlighted that the council is not in line to meet the 20% reduction in CO₂ by 2011. If current trends continue we will also face difficulty in meeting the Local Area Agreement target of a 3% CO₂ reduction by 2010 or a 6% reduction by 2010/2011.

Lack of resources and conflicting priorities have been identified as reasons. The original CMS&IP contained various projects with an estimated required investment of £1.56million with only £574k of this was secured. Early evidence from the CMS&IP projects indicated that we did not have the required skills in place to deliver the plan and this skill base has been built up during the course of the work, for example in employing an energy manager.

Consultants from the Carbon Trust were commissioned to carry out a review of the CMS&IP. The review identified the need to realign Brent's approach to energy management in relation to changes in legislation and policies such as introduction of

national performance indicators and the carbon reduction commitment as well as Brent's climate change strategy. It was recommended that the council move away from the 2005/6 baseline set a new carbon baseline, and a revised set of targets based on more reliable and accurate data. The fundamental difference between this approach and the N1 185 baseline is that housing stock is excluded and all large housing contracts are included.

The Carbon Trust also proposes that each directorate sets its own carbon targets. Officers will seek to design a scheme which will replicate the carbon reduction scheme. This internal scheme may also include rewards and penalties. Performance will be monitored against the targets as part of the councils performance management system.

In concluding this review the task group were concerned about progress of the CMS&IP but cautiously optimistic about the range of measures in place to take this work forward including:

- Outcomes from the climate change strategy are yet to be realised as many of the projects are at the early implementation stages
- The councils new Improvement and Efficiency Strategy which identified carbon management as a priority project.
- To try and support schools in reducing their emissions funding has been identified to pay for an assistant to the council's energy manager who will advise and provide support on energy matters to individual schools.

Conclusion

Creating a sustainable borough involves an organisational culture change, in which climate change is seen as a priority and an efficiency saving measure. It also involves political will and leadership from the highest level. During the course of this review we have seen some innovation and commitment to realise this agenda however we need to do even more to deal with the challenges that the threat of climate change will pose. The council faces not only the environmental and social effects of climate change there will also be significant financial penalties if we do not reduce our carbon emissions by the required amount.