

The Action Plan:

Introduction:

Brent's Climate Change Strategy outlines the risks associated with climate change in Brent. It also highlights the complex characteristics of Brent, which require a unique approach if the aims of the strategy are to be met.

This document, the Climate Change Action Plan, outlines the actions needed for everyone in Brent in order to:

- 1) Cut emissions
- 2) Cope with extreme weather
- 3) Adapt to future climate change

The Action Plan focuses on steps needed in order to meet the Strategy's 5 objectives. The plan is a challenging blueprint of action that calls upon all parties within Brent to take ownership of initiatives and work in partnership to meet the outlined objectives.

The actions outlined in the Plan have been designed specifically for Brent's requirements. Other climate change activity in the UK has been important in forming the set of actions to take forward, but ultimately the actions have been designed around Brent as it is a unique borough; strategies that have worked in other areas would be unlikely to reach Brent's diverse audience.

As Brent has over 135 languages spoken with a huge amount of cultural and ethnic diversity, a one-size-fits-all set of actions will not be sufficient to engage residents, businesses and organisations within Brent. Five groups of actors in Brent have been identified and arranged into themes and the Actions have been designed around these delivery themes. There is also a Climate Change Communications Strategy to overcome some of the challenges in reaching different groups within Brent.

One of the unique features of the Action Plan is its focus on delivering the objectives by engaging and working alongside community groups. Due to the highly transient nature of Brent's population, the timescales and targets have also been designed to fit Brent's specific context.

The actions within this plan have been formed through extensive consultation with Brent stakeholders and residents. Each action has been assessed and developed gradually over time.

The scope of the Action Plan covers a description of individual actions that will enable Brent to reduce its emissions and ensure that all organisations and individuals are prepared for extreme weather conditions and a changing climate. The Plan identifies the relevant party and group for which the Action is

intended. Timeframes and broad targets are also covered. Each action also indicates whether it is mitigation, adaptation or both and suggests the likely resources required for delivery. See the Resource Plan for more detail.

The Action Plan is a document that sits alongside the Implementation Plan. The Implementation Plan describes further detail on how the action will be delivered and sources useful supporting information to the action.

It is intended that the Action Plan will be reviewed every two years. The borough's success will be monitored and progress will be reported quarterly.

The Action Plan has five key objectives designed to meet these aims. The Strategy and supporting documents are also structured around these objectives. To some extent the objectives overlap and are self-reinforcing. The objectives are:

Objective 1: **To secure commitment from all relevant stakeholders and to enable Brent to act**

This Strategy is a call for all stakeholders to publicly commit to working in partnership to help Brent respond to the challenge of climate change. The aims of the Strategy are long term and will require considerable and sustained effort on the part of various stakeholders in Brent. This includes local businesses, residents, community groups, public services, government departments, local organisations and the Council. **All stakeholders need to publicly commit to the aims of the Strategy and to stay committed over time.**

The aims will not be achieved if climate change is seen as the responsibility of one single stakeholder, for example the Council. Ultimately, it is the choices that individuals, households, public services and businesses make that will determine whether the aims are realised. These stakeholders therefore need to be enabled to act in return for showing commitment –they require the information, means, channels, motivation, incentives and support to make choices and find new solutions. They also need the barriers that prevent them from taking such decisions now to be removed. The Strategy therefore recognises the need to *enable* Brent as a community and economy to act independently. This is the only truly sustainable way to achieve the aims of the Strategy.

Objective 2: **To work in partnership to achieve wide-ranging and inclusive solutions to the challenge of climate change**

The Strategy recognises explicitly the need to work in partnership to achieve its aims; the objectives cannot be achieved by any one actor working alone. However, the objective is not just to work in partnership as a process, but also to achieve *outcomes* that meet the needs of all stakeholders in Brent. The Strategy cuts across all sectors and groups within the borough. It is therefore necessary to find wide-ranging solutions that help to address the needs of various different groups.

Objective 3: **To provide user-friendly information to those who need it**

Climate change is a highly complex issue that is often widely discussed but poorly understood. One of the main barriers to progress in responding to climate change is the lack of suitable information. This does not always mean that information is not available, but that sometimes information is not presented in a way that is helpful and engaging for certain audiences. This barrier is particularly acute in Brent given the diversity of languages and cultures, meaning that traditional as well as modern communication media are not always effective. Businesses also need specific kinds of information in order to make informed

choices that may affect their profits. SMEs require different information to multi-national corporations. The objective, therefore, is to provide user-friendly information to those who need it.

Objective 4: To collect evidence and continually assess progress

Some aspects of cutting emissions can be very technical and require thorough management of data and evidence. Technology is developing rapidly in response to demand for lower-emitting systems and products. It is therefore important that advice is up to date and based on a sound analysis of the best available information. Information on current emissions needs to be collected from the full spectrum of users in Brent in order to monitor progress and improve performance.

The impacts of climate change are also highly complex. It is therefore important to continually assess and re-assess evidence on impacts, vulnerabilities and risk within Brent in order to inform decision-makers and stakeholders with as much accuracy as possible.

Progress in meeting the objectives of the Strategy needs to be monitored and managed effectively in order to find out what improvements are being seen on the ground and to identify where further effort is needed. Progress should be reported to the Climate Change Steering Group/ LSP and circulated to a wider audience of partners on a regular basis.

Objective 5: To mainstream climate change into our everyday activities

Whilst the first four overarching objectives are needed to get Brent moving on the road to a low-emissions and climate resilient future, the ultimate objective is for climate change to be mainstreamed as a central issue into everything we do. This means that peoples' work decisions are influenced by the need to cut emissions and adapt, that all strategic plans are made with climate change in mind and that our everyday choices reflect the reality of climate change in our lifetimes. The Strategy recognises 'mainstreaming' as the ultimate objective.

The Themes:

The Council; other public sector organisations, such as the London Fire Brigade, police, NHS and colleges; local community groups; business organisations; and Brent Sustainability Forum, will all have important roles in acting in response to climate change. Residents also have a vital part to play. It is essential that everyone who lives and works and has an interest in Brent takes action against climate change. The strategy framework is an all encompassing one aimed at everyone in the borough. For ease of reading, the action plan considers the following five themes:

Theme	Why	What
Leadership	<p>Effective leadership is necessary to co-ordinate activities and to drive and monitor progress.</p> <p>The Council will demonstrate leadership along with the Brent Climate Change Steering Group.</p>	<p>Set up a Brent Climate Change Steering Group (BCCSG).</p> <p>Representation and commitment from all key public, private, community, faith and voluntary groups in Brent.</p> <p>Time and resources committed to the partnership, to enable actions to be delivered, lobbying to be undertaken, and for public awareness to be raised.</p>
Public services	<p>Public services (eg. schools, emergency and health services, police, council) will be disrupted by climate impacts; employees and users will be directly and indirectly affected.</p>	<p>All public services to develop a strategy for reducing GHG emissions (eg. reducing emissions from travel by increased use of public transport, cycling and walking; reducing amount of waste produced; reducing energy use; using more renewable energy (eg. wind, solar)).</p> <p>Draw up contingency and business continuity plans for extreme weather events (eg. floods, heatwaves, etc.).</p> <p>Identify and locate at-risk groups, so they can be assisted during severe weather conditions.</p> <p>Make buildings and infrastructure 'climate resilient', to be able to continue to function with climate change.</p>

Private sector	<p>Private sector organisations produce 38% of carbon emissions in Brent. Many companies will be affected by climate change. Inaction will lead to increased costs. Customers will expect businesses to take action.</p>	<p>Sign up to 'climate change pledge' to take action on climate change.</p> <p>Implement an 'Environmental Management System' to measure and manage the business' environmental performance and action.</p> <p>Businesses to be provided with information (by Climate Change Steering Group and business support organisations) on risks of climate change and ways to respond.</p> <p>Work with landlords to find ways for investment to be made in energy efficiency in rented properties. Work with developers and builders for investment into energy efficiency in new and refurbished buildings.</p>
Brent residents	<p>Residents produce 40% of carbon emissions in Brent – they have the power to have a significant impact on climate change.</p> <p>Individuals will face risk to homes, livelihoods, and health from climate change.</p>	<p>Pledge to cut emissions and adapt to climate change:</p> <ol style="list-style-type: none"> 1. Cut emissions from and adapt the home. 2. Reduce use of private transport. 3. Reduce emissions at work. 4. Cut emissions and help adaptation as a consumer. <p>Information, advice and support given to residents to help them understand climate change and the risks it creates, to reduce emissions and to adapt to a changing climate.</p>

Community, faith and voluntary groups

Increase the opportunity for all residents to be informed about climate change.

Climate change will increase demand for help, care and support from such groups.

During consultation it was highlighted that community groups were essential in reaching the population in Brent that are not currently engaged with the climate change agenda.

These groups will have an important role to play in communicating the issue of climate change to people in Brent, and how they can reduce the problem and prepare for the risks.

Key members of community, resident, faith and voluntary groups to receive training in climate change issues, to enable them to help and support their community.

'Community climate change champions' (those who have received training) to set an example of how to make changes to reduce GHG emissions and to adapt to climate change.

Increase the involvement of residents in environmental projects in Brent (eg. park regeneration, adapting gardens to climate change, creating green roofs, growing own vegetables etc.)

Key for Actions Tool Bar:



Action leading to adapting to Climate Change



Action leading to mitigating Climate Change

Leadership and governance:

Whilst everyone in Brent will need to take action in relation to climate change, effective leadership is necessary to coordinate activities and to drive and monitor progress. This section considers the role of Brent Climate Change Steering Group (BCCSG) in driving forward action, information sharing and coordination of the Strategy.

The Brent Local Strategic Partnership (LSP) will own the strategy and performance reports to the Local Strategic Partnership (LSP) from the BCCSG will be mandatory. The Council will be supporting the delivery of the strategy throughout its life span.

The success of delivering this Strategy is dependant on having a suitable driving force behind it. A driving force will be apparent in the form of a steering group to coordinate the Strategy going forward. This group will be a sub group of the Local Strategic Partnership and representation will reflect Brent's demographic to ensure there are no gaps created in the delivery of the Strategy. Work will be undertaken in conjunction with the Brent Sustainability Forum.

In light of this, it will include strategic leaders for the Council, NHS and PCT, police, fire, business (for example Park Royal Partnership), community groups representation (for example Brava) and other strategic stakeholders that will be involved in delivery, for example LDA and Groundwork.

In turn, as climate change is likely to affect the delivery of local strategic objectives, it is logical that strategic delivery bodies have a hand in the climate change group to ensure local objective delivery is not put at risk and to identify opportunities for local objectives that are complementary to the Climate Change Strategy.

As the Steering Group will be driving delivery, it is essential that it is able to commit significant time and resources in order to fulfil its role as facilitator for the Strategy. The group will be responsible for driving actions outlined in the Strategy, identifying individuals who can deliver actions, lobbying other agencies and bodies whose cooperation is essential and generating momentum within Brent. The group will be needed throughout the delivery timeframe of the Strategy. A full time coordinator to manage the group's objectives and delivery on a day-to-day basis is essential to the delivery of the Strategy. The Council will fund this position.

The Steering Group will report to the LSP on a quarterly basis.

The Council will play a key role in sitting on the steering group supporting its work and delivering aspects of the Strategy.

The Action Plan Matrix: (A quick summary of actions related to groups and whether they are mitigation/adaptation, key and symbols +colourcode)

Objectives	1: To secure commitment and enable Brent to act	2: To work in partnership to achieve wide-ranging and inclusive solutions to the challenge of climate change	3: To provide user-friendly information to those who need it	4: To collect evidence and continually assess progress	5: To mainstream climate change into our everyday
Themes	Actions				
Leadership	2:6: Set CC Steering Group (NI185,186,188)	2:1: Leading by example 2:2 Identify and work with stakeholders (NI185,186 188) 2:6: Set CC Steering Group (NI185,186,188) 2:6: Implement Actions (NI185,186,188)	3:1: Information campaigns (NI185,186,188) 3:2: Publicity campaign for local residents, community groups and business to explain climate change (NI186)	4:4: Monitoring of Strategy Progress	5:3: Sustainability in schools (NI185,186,188) 5:4: Implement EMS (NI186) 5:6: Lobbying
Public Services	1:3 Behaviour change (NI185,186)	2:1: Leading by example (NI186) 2:3: Dialogue with landlords (NI186, 187) 2:4 Dialogue with Private Planners and Builders (NI186, 187) 2.5: Dialogue with social landlords (NI186, 187) 2:7: Emergency Planning (NI188)	3:1: Information campaigns (NI185,186,188)	4:1: Calculate baseline (NI185) 4:2: Design a Carbon Management Strategy (NI185) 4:3: Identify at-Risk groups (NI188, 187)	5:1: Planning for a changing climate 5:3: Sustainability in schools (NI185,186) 5:5: Ensure climate resilience of buildings and infrastructure (NI188)
Private Sector	1:2 4-step climate pledges (NI186)	2:1: Leading by example (NI186) 2:4 Dialogue with Private Planners and Builders (NI186, 187)	3:3: Information and awareness for businesses – reduction of emissions (NI186) 3:4: Information and awareness for businesses– adapting to Climate Change	4:1: Calculate baseline 4:2: Design and implement Carbon Management Strategy (NI186)	5:4: Implement EMS(NI186) 5:1: Planning for a changing climate 5:5: Ensure climate resilience of buildings and infrastructure(NI188)
Residents	1:1:4-step climate pledges (NI186, 187)	2:1: Leading by example (NI186)	3:5: Information provision aimed at local residents (NI186)		3:1: Information campaigns (NI185,186,188) 3:2: Publicity campaign for local residents, community groups and business to explain climate change (NI186)
Community Groups	1:4: Community Champions (NI186,188)	2:1: Leading by example (NI186,188)	3:1: Information campaigns (NI186,188)		5:2: Green space projects (NI186,188)

The Actions (Section 1):

Objective 1: To secure Commitment and enabling Brent to act

1:1: 4 step Climate Change Pledge (Residents)



What

A pledge system designed to enable and encourage residents to cut carbon emissions.
The pledge will outline ways in which residents can take steps to adapt to climate change and to cut emissions:
Step 1: cut emissions from & adapt the home
Step 2: cut use of private transport
Step 3: cut emissions at work
Step 4: cut emissions and help adaptation as a consumer.

In return for making the pledge, residents would receive information, advice and support to help them complete the 4-step pledge process.

Why

Individuals often feel personally disconnected from the wider objective of cutting global emissions. The pledge system is designed to engage individuals in this process, to provide all materials and information needed to cut emissions through personal decision-making and to secure individuals' commitment to the process of cutting emissions.

Consultation supported the pledge system for residents as a means of encouraging engagement.

Targets/Timeframes

To be agreed by Brent Climate Change Steering Group

Who (to include theme and proposed organisations).

Residents
Brent Climate Change Steering Group will deliver

1:2: 4 step Climate Change Pledge (Businesses)



What

Private sector organisations would agree to take actions in return for support, advice and information.

Commitment to act would be gathered in the form of a pledge.

The scheme would result in a local award. Ideally, this would be something that would assist them with further mitigation or adaptation activities, such as an energy efficient appliance.

Why

Emissions from businesses are estimated to account for around 38% of the total emissions in Brent, and so engaging this sector is vital if the Borough is to achieve real emissions reductions. 90% of businesses in the Park Royal Estate are Small and Medium-sized Enterprises (SMEs). 50% of these are very small, with less than ten employees. As such, actions are needed that can encourage these businesses to take steps to reduce their carbon footprint and adapt to a changing climate.

A pledge system was suggested at the consultation as a means of engaging with local businesses. This scheme was supported in the subsequent consultation, with emphasis that existing channels must be used to encourage participation, and that good behaviour should be rewarded.

A pledge system with supporting information provides an incentive for SMEs to engage in addressing climate change.

Targets/Ti meframes

100
businesses
by August
2010

Who

All businesses
with coordination
from the BCCSG

Leadership will
deliver this

1:3 Behaviour change



What

Effective delivery of communications strategies within services to catalyse behaviour change to lead to reduction in greenhouse gas (GHG) emissions and a workforce that is well adapted to future climate change.

Why

In leading by example for the rest of Brent to follow, public services should ensure that staff are changing their behaviours in order to achieve GHG emissions reduction in the workplace and become adaptable to a changing climate in their service delivery.

Climate change is effectively managed when it is mainstreamed into an organisation – it cannot be effectively managed by one individual manager, but must be considered at all tiers of an organisation.

The development of training packages for a number of climate change ‘champions’ (and potentially using shared training resources from the training of community group ‘champions’) will be needed.

Incentives to encourage staff to communicate and act in response to climate change will be important.

Targets/Ti meframes

Ongoing; continuous action and progress will be required

Who

Public Services
Local public service board for Brent including:
Council including schools;
North West London Hospitals NHS Trust;
Brent NHS Trust;
Central & NW London Mental Health NHS Trust;
Central & North West London College;
London West Learning and Skills Council;
London Fire Brigade Brent;
Metropolitan police service Brent;
Transport Services;
Three Valleys Water;
Thames Water

1:4 Community Champions



What

Key members of community, resident, faith and voluntary groups in Brent will pledge to serve the needs of their communities by undertaking training in climate change issues.

These members will receive basic training in how to cut emissions (mitigation) and how to adapt to climate trends and events (adaptation), they will also be provided with simple communications resources in their community's main language.

These 'Community Climate Change Champions' will then work within their own communities, setting an example of how to implement cost-effective mitigation measures. They will also serve as communicators of climate impacts and as advisors to their communities on how to adapt to climate change.

Why

Most climate change actions aim to deliver a specific objective, usually the reduction of energy use or the production of energy by cleaner technology. The extent to which the implementation of that action engages vulnerable people does not usually matter: a tonne of CO₂ saved is a tonne of CO₂ saved.

However, climate change adaptation aims to reduce the vulnerability of the population; marginalized communities are the most vulnerable to climate impacts (often directly because of their marginalisation from society) and, as such, a successful adaptation strategy needs to engage directly with these groups and their support organisations. That is why a Community Champions Action has been conceived as part of the Brent CC Strategy: its aim is to reduce the vulnerability of the most vulnerable people in the borough. This represents a distinct challenge and calls for an innovative approach.

This is thought to be the most effective and impartial way to reach the most vulnerable people within Brent. The idea has developed from similar community experiences elsewhere, although this approach to climate change adaptation has not been tried before. A significant level of interest was shown during the consultation stages of this Strategy for a community-led initiative.

**Targets/
Timeframes**

Ongoing

Who

Community groups;
BRAVA;
Social Services

(provision of information)
NHS;
UKCIP;
Brent Climate Change Steering Group (BCCSG);
community groups

Objective 2: To work in partnership to achieve wide-ranging and inclusive solutions to the challenge of climate change

2:1: Leading by example



What

The CC Steering Group will take a lead in cutting their own GHG emissions and ensuring their buildings and people are well adapted to climate impacts.

As a result of their influence and examples of best practice that the Steering Group members have, others will be encouraged to follow in the steps of the Steering Group members.

Why

As they are likely to have representation from key stakeholders across the borough, it will be important to 'keep the steering Group's houses in order', to demonstrate effective leadership.

As per delivery of NI186 and NI188.

Targets/Timeframes

Communications due October 2009

Who

Leadership

2:2: Identify and work with Stakeholders



What

- a) To find stakeholders that can deliver different actions within the Strategy, for example Groundwork to help deliver projects related to schools;
- b) To get commitment from the identified stakeholder(s);
- c) To agree deliverables and timeframes with the stakeholder(s) on the particular action;
- d) Support the stakeholder(s) where necessary;
- e) Ensure the stakeholders report back on the action outcomes.

Why

The implementation of the various actions contained within this Strategy will need to be centrally coordinated. Brent should look to wider cross-boundary action both for ideas and inspiration and for common action. This is also necessary because action by residents and business is not confined to the borough boundaries. For example leisure or business trips are likely to cover several borough boundary crossings; this alone highlights the need for action in partnership.

Partnership working will be essential in the delivery of NI186 and NI188.

Targets/Timefram

Identify and engage with partners for each action by December 2009

Who

Leadership

Brent Climate Change Steering Group & Council funded coordinator post; it will be the Steering Group's responsibility to engage with and facilitate action through such stakeholders

It will also be necessary to enlist the support of new organisations, possibly those whose remit stretches beyond Brent, in order to achieve the Strategy's objectives

2.3 Dialogue with landlords



What

Why

Targets/Tim
eframes

Who

To deliver initiatives which will persuade private sector landlords and developers to invest in energy saving measures in their properties. To deliver initiatives that will encourage private sector tenants to persuade their landlords to invest in energy saving measures in their properties and to provide tenants with energy monitoring equipment.

The private rental market accounts for around 25 – 30% of the building stock in Brent. As such, in order for this Strategy to truly encompass the entire Borough, it is essential that some form of action be targeted here. The consultation also highlighted the need to include an action for landlords within the private sector plan.

Ongoing targets to be agreed by the Steering Group

Council, including Housing and Community Care Directorate

The difficulty in reaching this sector was also discussed. Landlords have overall responsibility for any structural changes to buildings and may own appliances, however they do not normally pay for the utilities. As such, there is little incentive to take action to improve the energy efficiency of their buildings, or adapt to climate change, unless there is likely to be any impact on the rental value. Where stock is at the top end of the market, this may be a factor, however at the bottom end, it is possible that energy improvements will not influence the rental value.

Commercial and domestic landlords

During consultation, several stakeholders expressed concern over the current barriers to investment brought about by short-hold leases. Whilst no obvious solutions exist, it is essential to begin working with landlords to build common ground and understanding on the importance of reducing GHG emissions, and to highlight potential benefits to landlords of investing in energy efficiency (for example through grants, award schemes or other incentives).

2.4 Dialogue with private developers and builders



What

To deliver initiatives which will persuade developers, architects, builders and project managers to invest in energy and water saving measures in their developments.

To also encourage sustainable practices in site development, including consideration of resource efficiency and waste disposal.

Why

Construction accounts for large amounts of waste sent to landfill which results in GHG emissions. By educating developers, architects, builders and project managers on the benefits of being more resource efficient and reducing their waste, and how they can do this, then savings on GHG emissions can be achieved.

It is important that all new developments are as environmentally friendly as possible and designed with environmental technologies to ensure a move toward a low carbon efficient economy.

A high proportion of the 70% of timber used in UK construction goes into the housing sector, most of which is not certified as having come from sustainably managed forests. Additional but unseen impacts of new home construction include: quarrying to provide basic raw construction materials like aggregates, and water consumption. Of equal significance are the wider environmental costs associated with the provision of transport and other infrastructure to housing developments. Currently, little is done to incorporate sustainability factors into infrastructure design and development.

Targets/Timframes

Ongoing targets to agreed by the Steering Group

Who

Brent Council Planning Service

BCCSG

Private sector

Developers, architects, builders and project managers



What

To deliver initiatives with Housing Associations to encourage sustainable practices for tenants within Housing Association properties, including consideration of energy efficiency, resource efficiency and waste disposal.

Energy and resource efficiency measures integrated into practices where the Housing Association acts as an estates manager.

Facilitating provision of information for tenants on climate change adaptation.

Providing feedback to relevant authorities such as Housing and Community Care on tenants that may be vulnerable in a changing climate.

Why

Social landlords provide a gateway to reaching some of Brent's residential population. Through targeting social landlords to provide tenants with information, they can help to reduce emissions in the residential theme and enable residents to be safe in a changing climate.

**Targets/Ti
meframes**

Who

Housing Associations facilitated by the Housing and Community Care department of the Council .



What

A strategic group to be set up that owns and coordinates the Strategy.

Whilst everyone in Brent will need to take action in relation to climate change, effective leadership is necessary to coordinate activities and to drive and monitor progress. **Brent Climate Change Steering Group (BCCSG)** will be responsible for driving forward action, information sharing and coordination of the Strategy.

It will be formed from a sub group of the Local Strategic Partnership and will have a coordinator that is funded by the Council.

Representation will reflect Brent’s demographic to ensure there are no gaps created in the delivery of the Strategy.

Why

To own and drive the implementation of the overall Climate Change Strategy and additional plans and risk assessments included within the Strategy and to ensure that local strategic objectives that relate to, or are affected by climate change are achieved.

To aid delivery of NIs 185,186 and 188.

Targets/Timeframes

Coordinator post in place by October 2009; core group is formed by November 2009

Who

Key representation for each theme

Park Royal Partnership

2:7: Emergency Planning

What



Why

Targets/Timeframes

Who

Ensure that contingency plans and business continuity plans have been drawn up for climate events (heatwaves, floods, droughts, storms). This usually involves coordination with emergency services and other government agencies/ stakeholders that are likely to be affected or affect an organisation during a climate event (e.g. transport bodies, water agencies, Environment Agency, Brent Council, suppliers, etc.). For example, services should liaise with the water utilities in order to prepare for more frequent water shortages under a changing climate.

Analyses of the Summer 2007 floods in the UK, such as The Pitt Review, demonstrated that emergency response is much more effective at reducing costs and minimising disruption to people's lives where it has been planned in advance. In particular, responses to heatwaves and droughts, which are two of the most significant risks facing Brent, require coordinated responses from health agencies, council services, emergency services and utility companies.

Revising Emergency Planning is an adaptation measure that is likely to feature in the NI188 Adaptation Action Plan; this action can therefore be considered as a stepping-stone to achieving Level 3 of NI188.

September 2010

Public services

Local public service board for Brent including:
 Council including schools;
 North West London Hospitals NHS Trust; Brent NHS Trust;
 Central & NW London Mental Health NHS Trust;
 Central & North West London College;
 London West Learning and Skills Council;
 London Fire Brigade Brent;
 Brent Metropolitan Police Service;
 Transport Services;
 Three Valleys Water;
 Thames Water

2:8: Implement Actions

What



Why

Targets/Timeframes

Who

Where applicable, the Climate Change Steering Group will be responsible for implementing some of the actions outlined in the Strategy.

It is envisaged that one of the actions for the Steering Group will be setting up the climate change pledge for residents and businesses, as stated further on in the actions.

This will require infrastructure in order to be successful (e.g. website, knowledge bank).

To gain commitment and drive behaviour change amongst groups in Brent.

Many of the target groups for actions in this Strategy (e.g. residents, private sector) require the support of leaders to deliver their actions.

This action has been included so that specific resources and time are allocated to ensure that there is a structure in place to facilitate action within Brent.

Ongoing, with initial implementations starting January 2010

Leadership
It would be the Steering Group's responsibility to oversee the implementation of such actions.

Objective 3: To Provide user-friendly information to those who need it

3:1: Information campaigns (various)



What

- a) Gather intelligence on climate change activities and initiatives underway in Brent, in order to fully understand what is happening throughout the borough.
- b) Enable and facilitate the provision/ dissemination of information to assist public, private and third sector organisations, as well as individuals in Brent, to respond to climate change; for example, distribution of information on climate impacts and risks.
- c) Facilitate initiatives by these organisations and individuals in response to climate change.

Why

Good work is being undertaken at a grass roots level. Learning lessons and progress on this need to be gathered in order to expand on quality work and scale activity borough wide.

Climate change information is currently available in different formats, however, this needs to be adapted to reach Brent's highly diverse population.

This will require facilitation by Leadership.

To aid delivery of NI186.
It is a requirement of NI185 that the Council has a baseline of emissions created from its own operations.
To aid delivery of NI188.

Targets/Timeframes

Baseline information complete February 2010

Who

Private sector, residents, community groups, public services.

It is recommended that managing the data collection and upkeep should be in the Steering Group Coordinator's job description.

3:2: Publicity campaign for local residents, community groups and business to explain climate change

What**Why****Targets/Timeframes****Who**

An information campaign to inform the Brent population what actions they need to take.

Repeated campaigns will be needed and it is suggested that different themes are used per campaign, with the view to repeat campaigns to reinforce messages.

Key messages should be along themes of simple steps that can be encouraged to:

1. reduce emissions in:

The home
Transport
At work
As a consumer

And,

2. reduce vulnerability and adapt to climate change.

During consultation, the low levels of awareness amongst some groups of residents and the widespread feeling of apathy towards climate change initiatives were discussed. Particularly pertinent was the observation that some groups consider climate change to be a long way down the list of local priorities.

This clearly demonstrated the need to raise the profile of climate change and the importance to ACT. Due to the low level of understanding of climate change within Brent, simple effective campaign messages are needed to encourage and enable action.

Due to the transient nature of some of Brent's population, regular and repetitive campaigning will be necessary. This will be a long term and challenging task.

Funding and best practice can be sought at <http://www.climatechangeexplorer.org.uk/home>

Future assessments of progress in meeting the requirements of NI188 and N186 will be demonstrated by using this work as evidence.

Short to medium

Brent
Climate Change
Steering Group
(BCCSG)

3:3: Information and awareness for businesses – reduction of emissions

What



Why

Targets/Timeframes

Who

Provision of concise, practical information for businesses on steps necessary to reduce emissions from energy, transport, waste, water and procurement.

The government is currently going through a review process in order to make information more accessible for businesses to receive.

It will be necessary that leadership work with partners to enable the private sector to reduce emissions at work both through the businesses' own emissions and processes, and through the suppliers and partners that they work with.

Energy Solutions are already delivering quality environmental information to businesses and residents in the area. By looking at London wide support, further delivery can be achieved.

There is a need to raise awareness amongst businesses of simple, low-cost measures to improve energy and fuel efficiency and reduce emissions.

Ongoing. Partnerships and deliverables with BSO's should be agreed by March 2010.

Climate Change Steering Group (CCSG), Business Support Organisations (BSOs) Eg. Energy Solutions, CEN, Carbon Trust, Envirowise, London Remade, Business Link, Global Action Plan, Groundwork, Park Royal Partnership

3:4: Information and awareness for businesses – adapting to Climate Change

What



Why

Targets/Timeframes

Who

Provision of concise, practical information for businesses on possible risks and adaptation needs in response to climate change.

The businesses need to be enabled to:

- (a) Adapt to the potential impacts of severe weather events;
- (b) Adapt to the effects of long term climate change.

For many businesses, the possible consequences of climate change to their business are not known. This action would seek to inform businesses about the risks and possible steps necessary, including information on insurance, health and safety, supply chain management, etc.

Providing information that will assist and encourage local stakeholders to adapt to climate change may well be considered an element of the Adaptation Action Plan under NI188.

Ongoing. Deliverables and timeframes to be agreed by March 2010

CCSG, BSOs, national bodies, London Climate Change Partnership

3:5: Information provision aimed at local residents

What



Why

Targets/Timeframes

Who

Provision of concise, practical information for residents on steps necessary to:

- (1) Reduce emissions in the home, at work, through transport and as consumers;
- (2) Adapt to the potential impacts of severe weather events;
- (3) Adapt to the effects of long-term climate change.

There is a need to raise awareness amongst residents of simple, low-cost measures to improve energy and fuel efficiency and reduce emissions, as well as measures that would help them to adapt and prepare for severe weather impacts.

The delivery of this action would be closely related to others mentioned within the Action Plan, for example the Community Champions action and the implementation of the 4-step climate change pledge. It is recognised that the simple provision of this information is unlikely to be sufficient for achieving significant improvements in the way Brent responds to climate change. That is why the Strategy includes a number of complementary actions; community groups and leaders clearly need to be involved in the communication of climate change information, and the follow-up role of implementing mitigation and adaptation measures from the bottom up.

Short and medium

Brent Climate Change Steering Group (BCCSG)

Objective 4: Collect evidence and continually assess progress

4:1: Calculate baseline



What

Using energy, resource use and transport data, current GHG emissions can be calculated. Calculating the baseline is the first step in a comprehensive carbon management strategy. An example is Brent Council's Carbon Management Strategy & Implementation Plan (CMS&IP, 2007).

Why

In order to target energy for reduction, it is first necessary to understand where the energy is being used and in what quantities. A useful maxim is 'you can't manage what you can't measure' and this is particularly apt when it comes to energy reduction.

This information gives a "baseline" against which future progress in cutting emissions can be measured. It is best practice in carbon management to begin by calculating baseline emissions.

The process of calculating the baseline will also indicate where most energy is used within a department –this can be used to identify the obvious "quick-wins" for reducing GHG emissions.

**Targets/Ti
meframes**

Due for completion 2010-11

Who

Local public service board for Brent including: Council including schools; North West London Hospitals NHS Trust; Brent NHS Trust; Central & NW London Mental Health NHS Trust; Central & North West London College; London West Learning and Skills Council; London Fire Brigade Brent; Brent Metropolitan Police Service; Transport Services; Three Valleys Water; Thames Water

4:2: Design and implement carbon management strategy

What**Why****Targets/Ti
meframes****Who**

Design a strategy for reducing GHG emissions from an organisation. This is likely to include measures for:

- Reducing emissions from work-related travel e.g. Brent Council's Travel Plan (2008);
- Reducing the amount of waste produced e.g. compulsory recycling;
- Increasing the amount of energy used from renewable sources (e.g. wind, biomass, solar) building on requirements in the London Plan and Brent's Local Development Framework (LDF);
- Reducing demand for energy by using efficient appliances e.g. Brent Council's CMS&IP;
- Increasing resource efficiency.

Designing and implementing a carbon management strategy achieves emissions reductions in the most effective and sustainable way. This will provide a clear plan of what is to be achieved, who has responsibility for achieving it, and how to measure progress and improve results as the Strategy unfolds. An example is Brent Council's CMS&IP.

This action will help delivery of NIs 185, 186 and 194.

Due for completion 2010-11

Local public service board for Brent including: Council including Planning and schools; North West London Hospitals NHS Trust; Brent NHS Trust; Central & NW London Mental Health NHS Trust; Central & North West London College; London West Learning and Skills Council; London Fire Brigade Brent; Metropolitan police service Brent; Transport Services; Three Valleys Water; Thames Water

4:3: Identify at-Risk groups

What



Why

Targets/Ti
meframes

Who

Understanding who is at risk from climate change requires an integrated understanding of the physical and socio-economic context. People are at risk because of where they live, the work they do, the lifestyles they lead, their income, their health, etc. An up-to-date database of at-risk households will therefore ideally be based on a range of data that encompasses all of the above. This data does not tend to exist in one easy-to-use register.

Create an up-to-date database that lists the residential location and basic personal details of people who are at-risk from climate impacts (e.g. older people, those with current medical (including mental health) needs and socially excluded individuals).

NB: Collating and storing this data is a highly sensitive undertaking, given the nature of the personal data needed to make this list useful. It may be best to share existing data sources (such as Social Services vulnerability database) more effectively.

The identification of at-risk groups is an underlying action that will support several other more tangible adaptation responses. Consultees were more likely to suggest actions of this nature, e.g. provide information to vulnerable people. In order to complete this sort of action, leadership in Brent will need to have identified who is most at risk.

The results of such a risk identification assessment will be extremely valuable for achieving Levels 1 and 2 of NI188.

Agreement by partners for sharing or maintenance of data to be agreed by March 2010

North West London Hospitals NHS Trust;
 Central & NW London Mental Health NHS Trust;
 Central & North West Adult Health and Social Care Services;
 Children and Families services;
 London Metropolitan Police Brent;
 London Fire Brigade Brent;
 Housing and community care services

4:4: Monitoring of Strategy Progress

What



Why

Targets/Timeframes Who

The progress of the strategy will be monitored with continuous assessment against agreed milestones and targets.

Results are to be reported back to the LSP and Brent stakeholders by the Brent Climate Change Coordinator.

The model and nature of reporting is to be agreed by the Leadership team.

In order to measure the success of the strategy to ensure that Brent is achieving its aims of cutting emissions; coping with extreme weather; and adapting to future climate change, monitoring will be essential.

Where there are barriers to actions being implemented, or where issues arise during action implementation that flag a change in predicted outcome, then measures will need to be put in place to reduce risk of failure.

Learning lessons throughout strategy implementation should be communicated and will be observed as a result of monitoring.

?

Leadership

Objective 5: Mainstreaming climate change into our everyday

5:1: Planning for a changing climate



What

As well as adapting existing buildings and infrastructure to climate change, it is essential that new development is as resilient and efficient as possible, and that it does not make future adaptation more difficult for any reason (mal-adaptation). It is therefore of the utmost importance that new developments are screened for their vulnerability and contribution to adaptation within Brent.

Why

Some consultees saw the issue of paving over grass to create driveways as a significant issue in Brent. Worries over the loss of carbon sinks, biodiversity habitat and flood risk prompted these concerns.

All plans for development, either commercial or residential, need to be formally examined in light of climate changes. For example, new housing developments that could add pressure to water supply in Brent during droughts, or new developments that could contribute to local flash-flooding.

By formally identifying these issues at the planning stage, changes can be made to include the creation of green spaces, green roofs, water efficiency measures and low energy heating and cooling systems as conditions of planning permission.

This action will aid delivery of NIs 185 and 186.

Level 3 of NI188 requires an Adaptation Action Plan to be drawn up for the local area. Ensuring that planning policies and procedures factor-in climate risks will add the achievement of Level 3 under NI188.

Targets/Timeframes

Ongoing

Who

Public services

Planning authorities

5:2: Green space projects

**What**

Increase the involvement of residents in environmental projects within the borough, for example urban park regeneration, creating

Why

The creation of green spaces is a central element of this Strategy and one that will help deliver a large number of side benefits (e.g. reduce flood risk, reduce heat islands, absorb carbon dioxide, improve the

Targets/Timeframes

With effect immediately

Who

Voluntary groups; BRAVA

green roofs, creation of/ maintenance of water bodies and adapting their gardens to climate changes.

quality of urban environment, etc).

Ongoing

(in conjunction with all community groups – especially those who have not been involved in environmental projects before)

By encouraging residents to get involved in these projects, voluntary groups would be helping to achieve two aims:

- Improve the number and quality of green spaces
- Improve people’s use of green spaces, which leads to a number of health and well-being benefits (which in turn reduces people’s vulnerability to climate impacts).

Similar projects elsewhere in London have demonstrated the multiple benefits of environmental projects.

Funding and best practice can potentially be sought at Climate Challenge Fund, <http://www.climatechangeexplorer.org.uk/home> to support climate change communications at a regional and local level.

The provision of extra green space will count towards NI186 through offsetting of emissions and NI188 by reducing health risks.

5:3: Sustainability in schools



What

Schools to sign-up to sustainability programmes, such as Eco-Schools, or the One World Schools initiative, a more hands-on sustainability scheme is being run nationally by Groundwork.

Why

Engaging the next generation to live more sustainably has become recognised by government as a key part of the solution to addressing climate

Targets/Timeframes

Eco-School’s/One World Schools - 25% by March

Who

Public and private sector; community

Youth action groups who will be responsible for their school and local community. A youth champion for climate change.

Within the Brent context children and young people can influence behaviour change in the domestic sector by carrying good practice messages home with them. Targeting young people and children could potentially access one third of Brent's population, plus any secondary messages reaching parents and siblings

change. It features prominently in the Government's own Sustainable Development Strategy. The Department for Children, Schools and Families has set out a large number of expectations for schools to boost their sustainable development, and there is evidence that this in turn can improve school performance.

Schools are not only significant energy users but influential centres of learning that shape the expectations and viewpoints of Brent's younger citizens. By instilling the values and practices of sustainable development in schools, big steps towards addressing climate change can be taken within the borough.

2011

Ongoing

sector.

Schools;
Encams;
Groundwork;
Energy
Solutions;
Council.

5:4: Implement EMS

What

An environmental management system (EMS) is a structured and documented system that can be used to manage a business's



Why

Environmental Management Systems were discussed during the consultation and there was general

Targets/Timeframes

To be agreed by the Steering

Who

All businesses supported by

environmental performance and responsibilities. An EMS can be used by businesses.

Many customers are now requiring their suppliers to prove their environmental credentials. Businesses can get an EMS certified, such as through ISO 14001, BS 8555, Green Dragon or the Eco-Management and Audit Scheme (EMAS).

agreement that larger businesses should be encouraged to implement an EMS.

An EMS can benefit a business in many ways. For example:

- Minimise environmental liabilities;
- Maximise the efficient use of resources and reduce waste, which will result in GHG and financial savings;
- Demonstrate a good corporate image; build awareness of environmental issues among employees.

Group

Business
Support
Organisations

5:5: Ensure climate resilience of buildings and infrastructure

What



Why

Targets

Who

In order to ensure that public services are delivered properly, the buildings that are used to organise and deliver these services and the infrastructure they use need to be 'climate resilient', that is – they need to be able to function properly under conditions of climate change.

Retrofitting of buildings and infrastructure should also improve the efficiency of buildings, in turn reducing emissions over the long term.

Parks have a number of roles that will contribute to improvements in infrastructure with regards to climate change.

Provision of local green space amongst urban communities will be essential to well being and health in a changing climate for example by trees and woodland providing shade in summer and providing a more amiable humidity and local air quality. Parks will reduce impacts of the urban heat island effect and improve urban flood control.

Potential production of timber and harvesting other plants for biomass and the possible value of green space soil in the carbon balance also demonstrate the value and importance of maintaining and increasing green space in Brent.

Many buildings are vulnerable to extreme weather events, such as flooding or drought. If the use of buildings (e.g. hospitals, surgeries, offices, fire stations, etc.) is compromised during extreme weather events, the delivery of services such as health care, police, fire and rescue services or social services will be disrupted and people will suffer as a result. Buildings therefore need to be designed/adapted to perform during droughts, extreme heat or flood events to prevent disruptions now and in the future.

Increasing the resilience of built infrastructure is a best practice response to the risks posed by a changing climate. It will lead to direct cost savings (avoided losses) and improvements in the ability of public agents to deliver their services and is therefore an obvious adaptation option to pursue.

Green space needs to be maintained and where possible increased. This also includes tree planting across the borough.

Improving efficiency of buildings and infrastructure is essential in long term GHG reduction and will aid delivery of NIs 185 and 186.

Retrofitting old buildings and ensuring the resilience of future investments will be considered an adaptation action under the NI188 Adaptation Action Plan and will therefore help to progress to Level 3 and eventually 4 of NI188.

?

All London or borough-level public service departments; Planning Authorities;

Brent Council (Parks and Planning)

Housing associations

Private developers and builders

All landlords

All property owners

5:6: Lobbying



What

Influencing central and regional government to provide the necessary policy levers, information and funding to support the implementation of the Strategy.

Why

During consultation it was discovered that many public service departments, such as the PCT, need their strategic bodies (e.g. Department of Health) to provide support or set targets in ways that incorporate climate change if they are to stand a reasonable chance of being implemented on the ground.

Targets

Who

All London or borough-level public service departments; planning authorities; partners in Brent

