Further to the evidence provided by the Sustainable Scotland Network (SSN) during the roundtable session on Wednesday 20th February, the Local Government and Regeneration Committee has invited the SSN to contribute additional information around two key areas: Leadership and Governance and Sharing and Embedding Good Practice.

Leadership, Governance and Management

The following summary of governance will be updated by local authorities in their Year 5 reports on commitments in Scotland’s Climate Change Declaration (SCCD), due to be submitted March 2013. The information below has been collated from the Year 4 SCCD reports; however it is acknowledged that the Local Government elections that took place in Scotland in May 2012 may have changed these governance and leadership arrangements. This briefing provides an analysis of key points from across all the local authorities. A summary of the governance section of each SCCD report is provided in Appendix 1. SCCD reports can downloaded from Scotland’s Climate Change Declaration website: http://climatechange.sustainable-scotland.net/

The committee was particularly interested in understanding how climate change is governed at a local authority level and the leadership aspects of the climate change agenda, including roles played by council leaders, senior managers and elected members.

As the Analysis of the Year 4 Declaration Reports for Scotland’s Climate Change Declaration highlights, most councils have a committee or group that covers action on climate change, however the function and make up of these groups vary. Some management groups are focussed on taking forward the corporate action under Carbon Management Plans, while others have a wider remit and look at embedding action on climate change across services and the community.

This diversity in the way local authorities develop their governance arrangements reflects the diversity across all 32 local authorities. Resources dedicated to climate change within councils also vary and range from some local authorities having a team of dedicated officers to other councils with one contact point for climate change. In general, there is evidence that most local authorities have one or more cross council groups to manage climate change activities - these range from specific climate change boards, to environment groups and corporate groups to manage carbon reduction. Representation in these groups varies with some having elected members, chief executives and senior managers directly involved, while others operate at the officer level.

Members of SSN have also highlighted in focus group sessions that while having senior management and elected member involvement in formal governance structures around climate change, this does not always result in increased effectiveness in this area.

SSN has also found that successful leadership and governance is often dependant on particular administrations and their prioritisation of the climate change agendas. Momentum on climate change that was fostered by one administration might slow down if a new administration sets different priorities.
Key contextual points:

- There are different components to success when looking at governance and leadership around climate change in local authorities.
- Each local authority is unique - what works in one may not work successfully for another.
- Some local authorities have opted to mainstream climate change through existing governance structures, while other local authorities have attempted to create dedicated governance structures for climate change. There has been no comprehensive research done to assess the relative effectiveness of these approaches. This is an area of research that the SSN could undertake.
- Local authority officers from all councils contribute time and effort to SSN, which itself is a contribution to local government leadership and action on climate change.

Common Approaches to Climate Change Leadership, Governance and Management

1. Champions: Some councils have nominated climate change champions at the senior management or elected member level. For example, **Angus Council** has Carbon Champions in each department; **Inverclyde Council** has an Elected Member Champion for climate change, **East Ayrshire Council**'s Energy Champion is the Head of Corporate Infrastructure and **Perth and Kinross Council**'s Corporate Management Group is the corporate sustainable development champion.

2. Carbon (or climate change) Management Boards / Groups: Around half the councils have reported that they have carbon management or climate change boards or groups.

Some of these are officer led, while others are led by senior management. For example **Scottish Borders Council** has a Carbon Management Board comprised of Departmental Directors and senior officers from each department and Moray Council's Carbon Management Group is made up of senior officers within the council responsible for delivering projects for carbon savings.

A small number of these groups directly include chief executives or elected members, while others feed information from the group to elected members through existing committee structures. For example, **Aberdeen City Council**'s Chief Executive Officer sits on the Carbon Management Strategy Group and **Dundee City Council**'s Climate Change Board is chaired by the Chief Executive; an elected member sits on **West Dunbartonshire Council**'s Sustainability, Energy and Carbon Management Group and **Dumfries and Galloway Council**'s Carbon Management Plan Steering Group; and **West Lothian Council** has a Carbon Management Board made up of Heads of Services which reports to the Executive Management Team and elected members.

Some councils have high level groups as well as operational groups, for example, **Fife Council** governs its carbon reduction through the Officers, Senior Managers and Councillors carbon boards and groups and **South Ayrshire Council** has a Carbon Management Strategy Group which is chaired by the Head of Property and Neighbourhood Services within the Development and Environment Directorate which is supported by a Project Group, chaired by the Council's Sustainable Development Policy Officer.

3. Governance through existing structures: As mentioned above, some councils have opted to manage climate change action through existing structures, via established environment committees or mainstreamed through cross council working groups.

Some councils have included climate change in the sustainable development or environment governance structures. For example in **Argyll and Bute Council** climate change is managed
through the Environment Policy and Performance Group which is chaired by an elected member; in **East Renfrewshire Council** the Environment Partnership has responsibility for addressing climate change and in **Glasgow City Council** climate change responsibilities are dealt with through existing working groups, with the theme leaders reporting through the Sustainability and the Environment Senior Officers Group rather than creating new forums. Mainstreaming climate change and sustainable development has been a particular focus for **North Lanarkshire Council** and the working group, to be renamed the Environment Partnership Working Group, will have members from key partner agencies.

4. **Officer working groups:** Many councils have cross cutting groups at the officer and heads of service level which deal with climate change. Many of these have an operational focus.

For example, **Aberdeenshire Council** has a cross-cutting Sustainability Officers’ Group; **Edinburgh City Council** has a Corporate Asset Management Group which is made up of Heads of Service from all the departments overseeing the in-house activities on reducing carbon emissions; **Midlothian Council** has an officers Climate Change and Sustainable Development Group and **Renfrewshire Council** has a high level Sustainable Development Working Group that meets regularly to plan and monitor the progress of projects relating to sustainability in both Council assets and the community.

5. **Sustainable Development Member and Officer Working Groups:** some councils have set up sustainable development working groups that involve officers and elected members which govern the climate change agenda.

For example **South Lanarkshire Council** has a Sustainable Development Officer Member Group consisting of three elected members and three executive directors which meets three times per year to oversee all sustainable development business; and **Perth and Kinross Council** has a Sustainable Development Member Officer Working Group which has representation from all political parties and council services.

6. **Elected member portfolios, working groups and external representation:** Elected members are involved in climate change governance in varied ways across the 32 councils. Some councils have elected member portfolios or spokespersons on climate change, sustainability or the environment, while others have elected member working groups to deal specifically with these issues.

For example **Argyll and Bute Council** has a Spokesperson and Deputy Spokesperson for the Environment; **Moray Council** has a portfolio holder for the Environment and also a Councillor representative on the COSLA Regeneration and Sustainable Development Group; and **Stirling Council** has a Portfolio-holder for Environment with an overview of sustainable development and climate change.

**Edinburgh City Council** has a cross-party working group on climate change which comprises members from all five political parties in Edinburgh and **Highland Council** has a cross-party member-led Climate Change Working Group to oversee progress towards the commitments outlined in Scotland’s Climate Change Declaration.

Some councils have reported that elected members have employed their leadership role in this arena outside the local authority, for example, an elected member of **Aberdeen City Council** was elected to be the council's member to the North East Scotland Climate Change Partnership; and **East Renfrewshire Council**'s Environment Convener was recognised as the ‘Best Green Campaigner/Activist’ at the Scottish Green Awards.
Sharing and Embedding Good Practice

The SSN works to share good practice through its members in 32 Local Authorities. A large part of what the SSN does is coordinating and facilitating local authority access to and advice on policy and practice. The work reflects the complex breadth of issues and actions related to sustainable development and climate change. The SSN has increased funding from the Scottish Government for 2012-2015 that reflects the desire for the good work done by the network to be scaled up to include the wider public sector. The SSN has a larger staff team, which will work with the SSN Steering Group to develop this work further. The SSN is currently developing a capacity development programme that reflects the gaps and needs identified in climate change and sustainable procurement and provides targeted activities to address both action on climate change in the public sector and reporting on that action.

The strength of the SSN is the network's ability to share ideas, challenges and opportunities around climate change and sustainable development. The SSN therefore has a strong influencing role. Subsequently there are a number of examples of sharing and embedding good practice that can be attributed directly to the work of SSN and other examples of where SSN has played an important and influential role.

An overview of SSN’s main mechanisms for sharing good practice and an indication of how they contribute to spreading good practice:

Scotland's Climate Change Declaration

Scotland's Climate Change Declaration is a clear example of scaling up best practice across local authorities in Scotland, which was driven by the SSN working with Scottish Government, COSLA, SOLACE and others.

- The Scottish Climate Change Declaration (SCCD) was launched in 2007 and signed by all 32 Scottish Local Authorities - this was the direct result of SSN and COSLA working together with local authorities
- For the second year in a row, all local authorities have reported on their commitments under the SCCD - these reports are submitted to SSN, who works in partnership with other organisations to analyse both progress on action and progress on reporting. Reporting is on a voluntary basis and the scaling up of this reporting good practice across all 32 local authorities shows the influence and impact of SSN in sharing and embedding good practice
- The SSN supplies local authorities with templates for their report, which are updated and improved on a yearly basis
- The SSN provides training and events to assist with both action of climate change and reporting on this action and the council's carbon footprint

Based on recommendations from the analysis of Year 4 reports, the SSN plans to provide further targeted training over the 2013-2014 period:

- To improve the quality and consistency of SCCD reporting to aid performance improvement - the SSN will be providing training on best practice reporting on specific areas of the report template: e.g. area wide emissions
- To develop the structure and content of SCCD reporting so that it is better aligned with the national strategies for emissions reduction - the SSN will be working with the wider public sector to help clarify the landscape and improve consistency. This could assist with joining up the national targets with local action - for example, thematic chapters in the Report on Proposals and Policies could form a useful reporting structure for future SCCD reports.
Program support:

- **Best Value and Sustainable Development**

Through collaboration with local authority officers SSN developed and produced the Best Value and Sustainable Development toolkit, based on the principles embedded in the Local Government in Scotland Act 2003 and related statutory guidance. This resource (available online at [http://bestvalue.sustainable-scotland.net/](http://bestvalue.sustainable-scotland.net/)) led to improved understanding and engagement across local authorities, with examples such as **Falkirk Council, South Lanarkshire Council, Perth and Kinross Council** and **Dundee City Council** using the guidance to inform their approach to embedding sustainable development across council services.

- **Local Footprints**

SSN has worked with WWF Scotland to provide innovative support on area-wide emissions. The Local Footprints programme worked with **North Lanarkshire, Aberdeen City, Aberdeenshire, South Lanarkshire, Clackmannanshire Councils** and the three **Lothians Councils** (and their shared Community Planning Partners) to address area-wide emissions. The project also provided guidance on using area-wide per capital CO2 data in Single Outcome Agreements and practitioner guidance on territorial and consumption based emissions modelling. The Local Footprints work significantly improved knowledge and understanding of area-wide emissions across many local authorities, as well as work on local transport plans, local development plans and embedding climate change considerations in Strategic Environmental Assessment.

- **Sustainable Procurement**

SSN has improved understanding and engagement with sustainable procurement policy and practice. Our work has supported local authority sustainable development and procurement officers from at least half of Scotland’s local authorities to work better together. This work is essential in improving the context within which action on carbon emissions within public sector procurement can be taken forward. Our work on sustainable procurement has also provided collaborative improvement in local authority action on:

  - Sustainable timber procurement (working with WWF) where 24 local authorities made a pledge and have taken action to improve their procurement of sustainably sourced timber products.
  - Replication of good practice on the sustainable procurement of sustainable food and drink, working with the Soil Association, Scottish Government, Cairngorms National Park Authority and others. This work was inspired by the good practice demonstrated by **East Ayrshire Council** and **Highland Council**.

- **Climate Change Adaptation and Local Government**

The SSN has been a leader in supporting local authorities in the early adoption of good practice on climate change adaptation. From 2004 onwards we have run a series of events and have coordinated with the UK Climate Impacts Programme and Adaptation Scotland, to support local authorities in developing a coordinated approach to climate change adaptation. This has led to Local Climate Impacts Profiles being developed by nine local authorities, area-based projects run by Adaptation Scotland, training on the use of the UK Climate Projections and improved consideration of climate change impacts in land use planning, service plans and risk registers. This sharing of good practice is reflected in the adaptation sections of the SCCD reports.

**Communications and Knowledge Exchange**
• **SSN Newsletter**

The SSN publishes an electronic newsletter each week to around 600 people, within which we prioritise information on local government/public sector good practice on sustainable development and climate change. Feedback about the newsletter is extremely positive from our target audience. Many local authority climate change and sustainable development officers use the newsletter to inform their own work and that of their councils.

• **Knowledge Hub**

The SSN facilitates a group on the Knowledge Hub, which acts as focal point and interactive space for members to discuss issues and to share challenges as well as solutions to problems. It is an effective online place to discuss in detail the good practice that is presented at SSN events.

• **Ad-hoc support via email and phone**

The SSN staff team also provides ad-hoc support for members via email and phone to assist them navigate the policy landscape, link them to appropriate contacts and facilitate other learning as appropriate.

**Professional Learning and Development Events**

• **Quarterly Network Meetings**

The SSN holds Quarterly Meetings on key areas of the climate change agenda and brings together key actors from the public sector and beyond to assist members in understanding ways to tackle particular aspects such as area wide emissions, sustainable food procurement, community engagement and climate change. Our upcoming Quarterly Meeting will be looking at community planning and public sector climate action, profiling a number of case studies from local authorities (including **South Ayrshire Council** and **Dundee City Council**).

• **Climate Change Mitigation Tools**

Events in September 2006 and March 2008 on climate change mitigation tools contributed to the development of Carbon Management Plans (on corporate emissions) by all local authorities and improved understanding and coordination of cutting-edge work on area-wide emissions. This work is now reflected in the reasonably consistent reference data used by all local authorities in reporting on their CO2e emissions in their SCCD reports.

• **Climate Change Communications, Behaviour Change and Community Engagement**

Events have been run in June 2007 and June 2011 which informed council activities on communications, behaviour change and community engagement. This is reflected in examples of staff engagement activities by the likes of **South Lanarkshire, South Ayrshire, City of Edinburgh, Scottish Borders, Falkirk and Fife Councils** who have all used lessons learnt in developing their own local initiatives.

• **Single Outcome Agreements and Climate Change**

The SSN has been at the forefront of helping inform and share experience of trying to embed climate change priorities into Single Outcome Agreements. This includes a number of events on SOAs and climate change (in 2008, 2009 and 2011 check), the provision of case studies and
guidance, and the facilitation of practitioner liaison. Most local authorities refer to SOA and Community Planning links on climate change within their SCCD reports.

- **Annual Conferences**

SSN Conferences have profiled numerous examples of good practice and this has contributed to improved understanding of the range and type of interventions local authorities can take on climate change. Good practice is typically profiled via presentations or case study posters. All of these are available online, for further reference. While it is hard to quantify how these events have lead to replication of good practice, some indications include:

  - Scottish Futures Trust: Energy Efficient Street Lighting – this project was presented at the SSN Conference in 2012 and SSN has since been working with Scottish Futures Trust to promote a toolkit they have produced to assist local authorities in analysing the financial and carbon impact of investing in energy efficient street lights.
  - Using Marginal Abatement Cost-Curve analysis to inform energy efficiency and local renewables investment, especially linked to CRC-Energy Efficiency Scheme impacts.
  - Collaboration on lessons learnt and models for public sector renewables development, and the potential for larger scale initiatives such as Energy Service Companies (learning from the likes of Woking Borough Council and Gussing Council in Austria)

**Supporting campaigns and community climate change projects**

- The SSN worked with the Climate Challenge Fund to promote the fund to communities through local authorities. The SSN encouraged members to act to increase funding applications in their local areas. There was a clear link between this work and an uptake in applications by communities in local authorities like East Dunbartonshire Council.
- The SSN worked with WWF to promote Earth Hour and all 32 local authorities in Scotland have signed up to the campaign.
- Through events such as the SSN conference and networking within SSN, the Fair Trade campaign has grown significantly over the last few years in Scotland. At the SSN conference in 2009, East Dunbartonshire and Renfrewshire Councils both presented a poster on their Fair Trade activities and were two of the first councils to be Fair Trade Zones in Scotland. This has since been scaled up to more than half of all local authorities in Scotland, including all Scottish cities becoming Fair Trade Zones and Scotland becoming a Fair Trade Nation. The Chair of the SSN also sits on the Scottish Fair Trade Forum Board.

**Future work**

The SSN, with its renewed funding and increased staff resources will be continuing to improve the sharing and embedding of good practice in climate change with the public sector in Scotland. This future work will build on existing success and focus on researching and address the gaps and needs in this area, communicating and assisting to replicate good practice through peer to peer support and providing guidance and training on reporting. One specific tool that will assist with this process is the development of the online presence of the SSN to provide a space for active sharing of good practice.

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Appendix 1 – Leadership, Governance and Management Summaries

Aberdeen City Council addresses climate change through the sustainability agenda which is reported through the Enterprise, Planning and Infrastructure Committee. The Vice Convener of the committee was elected in 2011 to be the council's elected member to the North East Scotland Climate Change Partnership. The council's Chief Executive and senior managers sit on the Carbon Management Strategy Group.

In Aberdeenshire Council, management of the climate change agenda is tasked to Heads of Services throughout the council, with day to day responsibility for coordinating climate change resting with the Sustainability Officer within Infrastructure Services. There is also a cross cutting Sustainability Officers’ Group.

In Angus Council, the Carbon Reduction Member/Officer Group manages arrangements to fulfil the requirements of the Carbon Reduction Commitment Energy Efficiency Order 2010. In addition a Carbon Reduction Working Group was set up and agreed that Carbon Champions should be established in each department in order to consider and develop the agenda.

In Argyll and Bute Council, climate change, including the Carbon Management Plan, comes under the Environment theme and is managed through the Environment Policy and Performance Group (PPG) which is chaired by an elected member. There is a Spokesperson and a Deputy Spokesperson for Environment.

Edinburgh City Council has specific CRC Project Board chaired by a Director with four senior managers representing Property, Legal and Sustainability. The Corporate Asset Management Group is made up of Heads of Service from all the departments, supported by key staff and oversees the in-house activities on reducing carbon emissions. The cross party working group on climate change comprises members from all five of the political parties in Edinburgh and oversees all work on climate change activity.

In Comhairle nan Eilean Siar a cross Departmental Carbon Management Team has been set up which is led by the Comhairle’s Head of Assets & Infrastructure. The team comprises officers from both organisations which report to their respective management structures.

In Dumfries and Galloway Council, responsibility for climate change action is undertaken by the Director of Planning and Environment Services who is a member of the Council’s Corporate Management Team. The chairperson of the Planning and Environment committee is an elected member, who also sits on the Carbon Management Plan steering group.

In Dundee City Council the Council's Climate Change Board is responsible for overseeing progress on climate change activity and in turn reports to the Council's Policy and Resources Committee. The Board is chaired by the Chief Executive and comprises Directors from relevant departments, who are responsible for leading on aspects of climate change work.

In East Ayrshire Council, the Energy Strategy and Carbon Management Programme also outlines details of the Council's participation in the mandatory Carbon Reduction Commitment (CRC) Energy Efficiency Scheme and the Council has established a working group to take this forward. The Head of Corporate Infrastructure is the ‘Energy Champion’ for the Council.

In East Dunbartonshire Council, the Climate Change Team serves as the Council’s first point of contact for climate change. Formal responsibility will be extended to officers and managers outwith the Climate Change Team via the Carbon Management Monitoring Group (CMMG), which the Council has committed to creating through its revised Carbon Management Plan.
In East Lothian Council, Environment is the lead department for the Council on co-ordinating progress on SCCD. The Senior Environment and Consumer Services Manager is lead officer reporting to the Executive Director of Environment. There is a cross-departmental Carbon Management Team, overseen by a Project Board comprising Heads of Service from across the Council, together with the Cabinet Spokesperson on Environment.

In East Renfrewshire Council, the Council’s Environment Partnership has responsibility for addressing a wide range of environmental sustainability and climate change issues and is chaired by the Head of Service for the Environment Department. Councillor Eddie Phillips, the Council’s Environment Convener, previously recognised as the ‘Best Green Campaigner/Activist’ at the Scottish Green Awards, ensures environmental issues are addressed effectively at Cabinet level.

Falkirk Council is in the final stages of replacing its sustainability strategy and action plan with a sustainability and climate change strategy. Delivery of the Carbon Management Plan is coordinated by a Carbon Management Team which is jointly led by a senior officer and the Deputy Convener of the Environment & Safety Committee.

In Fife Council on-going governance of carbon reduction is through the Officers, Senior Managers and Councillors carbon boards and groups. However responsibility for and action related to carbon and climate change are disseminated throughout the Council.

In Glasgow City Council, climate change, in accordance with the responsibilities designated in the Council’s Climate Change Strategy, is managed through existing working groups, with the theme leaders reporting through the Sustainability and the Environment Senior Officers Group on a scheduled/ regular basis, rather than creating new forums and discussion groups. The climate change workload has been divided between the Sustainable Development Group and the Carbon Management Group.

Highland Council has a Member led Climate Change Working Group to oversee progress towards the commitments outlined in Scotland’s Climate Change Declaration. The Working Group meets four times a year and is made up of cross-party Members.

In Midlothian Council, political leadership and responsibility for the climate change agenda lies with the Council’s Cabinet. The lead Division of the Council is Corporate Resources. At operational level, the Climate Change & Sustainable Development Group of officers drives the Council’s approach to contributing to the achievement of sustainable development, including in relation to climate change. This group is chaired by the Planning Policy & Environment Manager.

In Inverclyde Council the Green Charter and Environment Group (GC&EG) oversees the implementation of the Charter and Carbon Management Plans. The GC&EG is chaired by the Vice-Convener of the Safe, Sustainable Communities Committee who is also the Elected Member Champion for climate change. In this role, he is supported by two other Elected Members. The Council’s Safe, Sustainable Communities Committee comprises 11 Elected Members including the Chair of the GC&EG. Membership of the GC&EG includes the Corporate Director, Regeneration and Environment, the Head of Regeneration and Planning, the Head of Environmental and Commercial Services and the SOA Programme Manager.

In Moray Council senior officers within the council responsible for delivering the major projects for carbon savings sit on the carbon management group. The Council has a portfolio holder for the Environment and also a Councillor representative on the COSLA Regeneration and Sustainable Development Group, which has climate change as a core remit.

In North Lanarkshire Council, mainstreaming climate change and sustainable development has been a particular focus. Membership of the Environment Working Group was being extended to include key partner agencies that have an important role in contributing to and supporting specific initiates and our wider sustainable development agenda. The reconstituted working group would be renamed the Environment Partnership Working (EPG). The Council established a political
champion for the Carbon Management Programme October 2008, which has been extended to include wider sustainability.

In **Orkney Islands Council**, plans are developed in consultation with any relevant community planning partners, approved formally by the Council and subsequently led by the Council’s Corporate Management Team, with regular progress reports to the relevant service committee or sub-committee.

In **Perth and Kinross Council** a Sustainable Development Member Officer Working Group was established and has representation from all political parties and Council services. The Council’s Corporate Management Group (Deputy Directors and all Heads of Service) has adopted the role of corporate sustainable development champion. Co-ordination of the Council’s commitments under the SCCD is part of the remit of the Sustainability, Policy and Research Team based in the Planning and Regeneration Department.

The **Renfrewshire Council** Sustainable Development Working Group is a high level group that meets regularly to plan and monitor the progress of projects relating to sustainability in both Council assets and the community. Membership of the group includes representatives from all Services. The Corporate Asset Management Senior Management Team meets to discuss and progress corporate asset performance, including energy management.

**Scottish Borders Council** has a Carbon Management Board and Project Team which continue to oversee the Carbon Management Plan process. The Project Board is comprised of Departmental Directors and senior officers from each Council Department. A new Department of Environment and Infrastructure has been formed and the Director of this Department is charged with leading the Council’s carbon management agenda.

**Shetland Islands Council** has undergone an organisational restructure which is intended to implement arrangements to progress to a formal Climate Change Implementation Plan by 2013.

**South Ayrshire Council** operates on a panel system - the portfolio holder with the responsibility for this area of work sits on the leadership panel and links to COSLA, chairs the South Ayrshire Sustainability Partnership and sits on the Management Board of the local Energy Agency among other significant local bodies. The Carbon Management Strategy Group now leads the delivery of the Council’s Carbon Management Implementation Plan. This group is chaired by the Head of Property and Neighbourhood Services within the Development and Environment Directorate and includes reps from each directorate. It is supported by an operationally focused Project Group, which is chaired by the Council’s Sustainable Development Policy Officer.

In **South Lanarkshire Council**, there is a Sustainable Development Officer Member group consisting of three elected members and three executive directors which meets three times per year to oversee all sustainable development business. The Sustainable Development coordination group consist of officers from all Council Resources, and is accountable to the officer member group for the implementation of the sustainable development strategy.

In **Stirling Council**, the Council Executive has appointed a Portfolio-holder for Environment, which also includes overview of sustainable development and climate change issues. A cross-party Strategic Forum to consider Sustainability, Economy & Environment issues was established in early 2010 and met 5 times during the 2010/11 financial year. The Assistant Chief Executive for Sustainability, Economy & Environment is the designated lead officer for corporate sustainable development and climate change issues. Co-ordination of the Council’s commitments under Scotland’s Climate Change Declaration is part of the remit of the Policy Officer (Sustainability), based in the Chief Executive’s Office.

**West Dunbartonshire Council** has an officer-led group, the Sustainability, Energy & Carbon Management Group which is led by the Corporate Asset Manager with the support of the Executive Director of Housing, Environmental & Economic Development department, who also undertook the
role of Carbon Management Project Sponsor. It was proposed that and elected member is nominated to be represented in the following the 2012 Local Government elections.

West Lothian Council's carbon management structure achieved a Gold award at the COSLA Excellence Awards 2011. The Carbon Management Board (CMB) has overall responsibility for climate change matters. It is chaired by the Head of Planning and Economic Development and Heads of Service from across the council sit on the CMB, as does the council’s Energy Manager and Climate Change Policy Officer. Under the board sit five project groups which work on carbon reduction projects and collectively report to the Carbon Management Board (CMB). A summary of items discussed at the CMB is provided on a quarterly basis to the council's Executive Management Team, comprising the Chief Executive and the Depute Chief Executives. Reports from the CMB are taken to elected members through the Environment Policy Development and Scrutiny Panel (EPDSP) and also reported to the Council Executive, where appropriate.