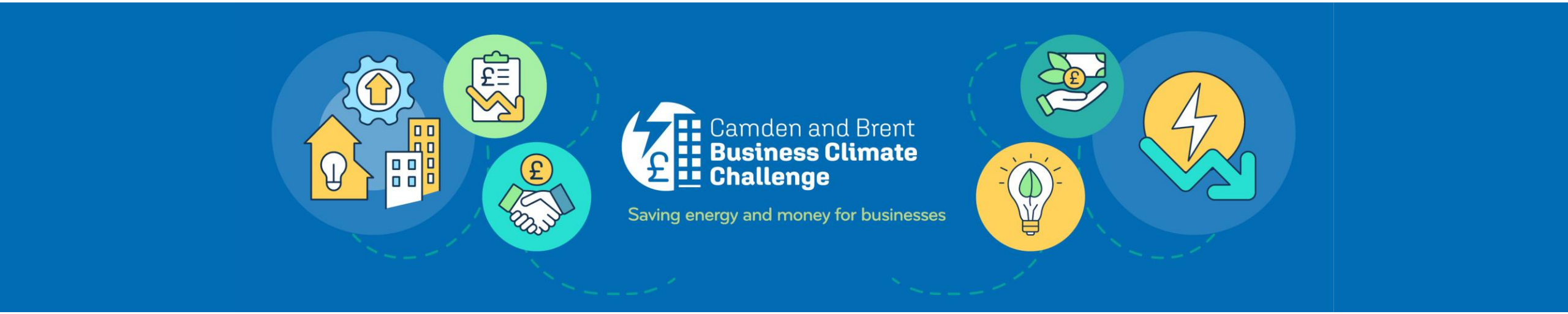
The Fitzrovia Partnership
Business Improvement District

Brent for business

Camden Climate Alliance

Camden and Brent Business Climate Challenge

Learning Report 1
April 2025



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Saving energy and money for businesses

Executive summary

Camden and Brent Business Climate Challenge – Cohort 1 Overview

In 2018, the Mayor of London declared a **Climate Emergency** and has since committed to making London **Net Zero carbon** by 2030.

The Camden and Brent Business Climate Challenge (BCC) was funded by the UK Government's Shared Prosperity Fund to **stimulate building decarbonisation** by helping up to 125 businesses meet Net Zero goals, create green jobs and more resilient and prosperous businesses.

The Camden and Brent BCC supported **85 SMEs** to identify ways to reduce fuel consumption, costs, and related emissions alongside all individual businesses **committing to reducing their building energy consumption by 10%** in the 12 months after receiving their costed recommendation report in line with the programme criteria.

Throughout the programme spanning from January 2024 – March 2025, businesses were offered a **range of support** to equip them to achieve their targets of 10% reduction in consumption. This included:

- Technical energy audits and site surveys
- Costed recommendation reports for Scope 1 and 2 decarbonisation
- Six training sessions on decarbonisation and climate topics
- Energy management and monitoring through the IO-Gen platform
- Bespoke additional services

This first learning report provides an overview of the Camden and Brent Business Climate Challenge and demonstrates the **successes and challenges** experienced throughout. This has been informed by the extensive feedback gathered by TDU from project delivery team members, Business Engagement Partners (BEPs) and business owners.

Cohort 1 baseline

Carbon footprint	Gas consumption	Electricity consumption	Cost of energy
535.5 tCO_2e	**1,370,218 kWh**	**1,378,007 kWh**	**£661,873**

Cohort 1 realised savings

Carbon footprint	Gas consumption	Electricity consumption	Cost of energy
38.0 tCO_2e	**154,964 kWh**	**45,256 kWh**	**£36,966**

Note that the cohort of businesses that underwent the detailed analysis included in Item 4 of this report are referred to as cohort 1, the requirements of these businesses are detailed on slide 35.

ITEM 1
PROGRAMME SUMMARY

Camden and Brent
Business Climate Challenge
Saving energy and money for businesses

Programme summary

Context

In 2018, the Mayor of London declared a **Climate Emergency** and has since committed to making London **Net Zero carbon** by 2030. Industrial and commercial buildings make up **one-third** of London's emissions and **80%** of these buildings will still be standing in 2050. In 2019, there were almost **1.1 million** small and medium-sized enterprises (SMEs) located in London, the most of any region of the United Kingdom. Without action by businesses, including SMEs, London will be unable to achieve its target of **Net Zero emissions by 2030**.

What is the Camden and Brent Business Climate Challenge?

The Camden and Brent Business Climate Challenge (BCC) offers an opportunity to **stimulate building decarbonisation** to help meet Net Zero goals, create green jobs and more resilient and prosperous businesses.

The overarching aims of the Camden and Brent Business Climate Challenge (Camden and Brent BCC) are to maximise **energy savings**, reduce **fuel bills** and **carbon emissions** for up to 125 SMEs across Camden, Brent and Fitzrovia.

The programme achieves these aims by supporting **85 SMEs** to identify ways to reduce fuel consumption, costs, and related emissions by delivering:

- Technical energy audits and site surveys
- Costed recommendation reports for Scope 1 and 2 decarbonisation
- Six training sessions on decarbonisation and climate topics
- Energy management and monitoring through the IO-Gen platform
- Bespoke additional services

All businesses involved in this challenge, which operated from January 2024 – March 2025, have **committed to reducing their building energy consumption by 10%** in the 12 months after receiving their costed recommendation report.

The Business Climate Challenge (BCC) is crucial to reduce **energy consumption** and **carbon emissions** from SMEs in London, in line with national targets of achieving net zero by 2050.

Who delivered the Business Climate Challenge?

Business Engagement Partners (BEPs)

Formed of representatives from Camden Council, Brent Council, and The Fitzrovia Partnership.

The BEPs sought to recruit, engage and manage participants across, which stemmed from a wide range of sectors, throughout the programme. Each were responsible for the following number of successful participants:

Camden – 37
Brent – 30
Fitzrovia - 18

Technical Delivery Unit (TDU)

Formed of sustainability consultants from WSP and Turner & Townsend, as well as IO-Gen, an energy management platform provider

The TDU delivered technical decarbonisation energy audits and recommendation reports, and training sessions for all businesses on the programme, as well as bespoke additional services for a select cohort of engaged businesses.

Programme summary

Support available to the businesses

A wide range of support was available to programme participants, broken down into three delivery workstreams:

Workstream 1

- Programme setup and mobilisation
- Expressions of interest and applicant submissions
- Participant onboarding sessions
- Energy consumption data collection for early appliers to the programme

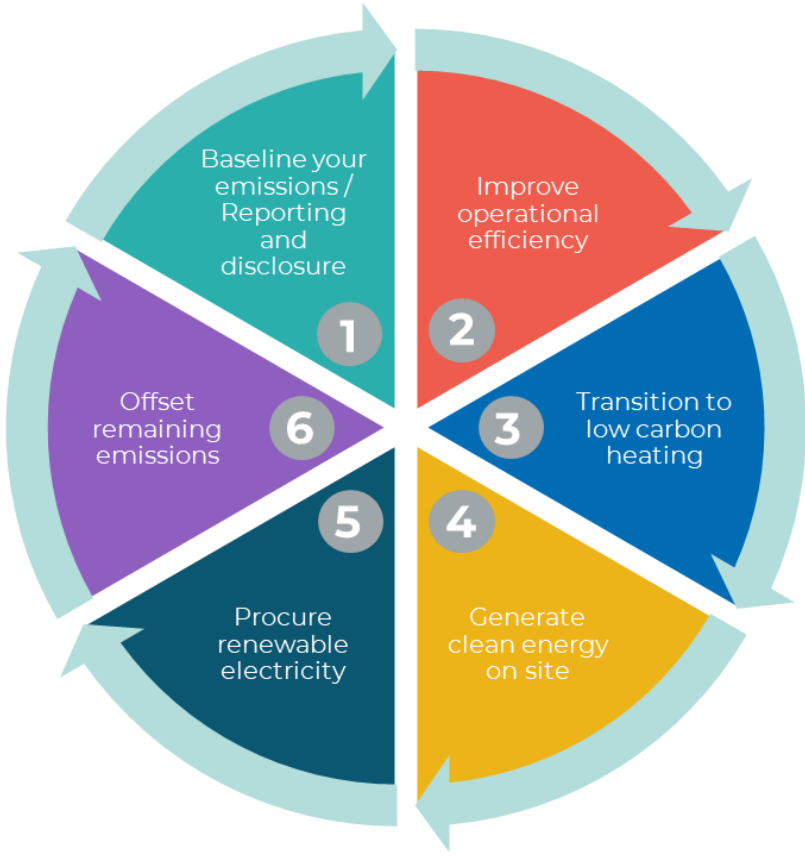
Workstream 2

- Technical energy audits and surveys for 85 sites
- Recommendation report production and distribution
- Talk-through meetings to discuss findings
- Six training sessions covering technical decarbonisation and climate topics, B-Corp and marketing
- Bespoke additional services, such as 1:1 training sessions, funding application support and energy management system usage

Workstream 3

- Learning Report 1 – completed April 2025
- Recognition events for participants
- Energy efficiency guidance and marketing document
- Learning Report 2 – to be complete January 2026

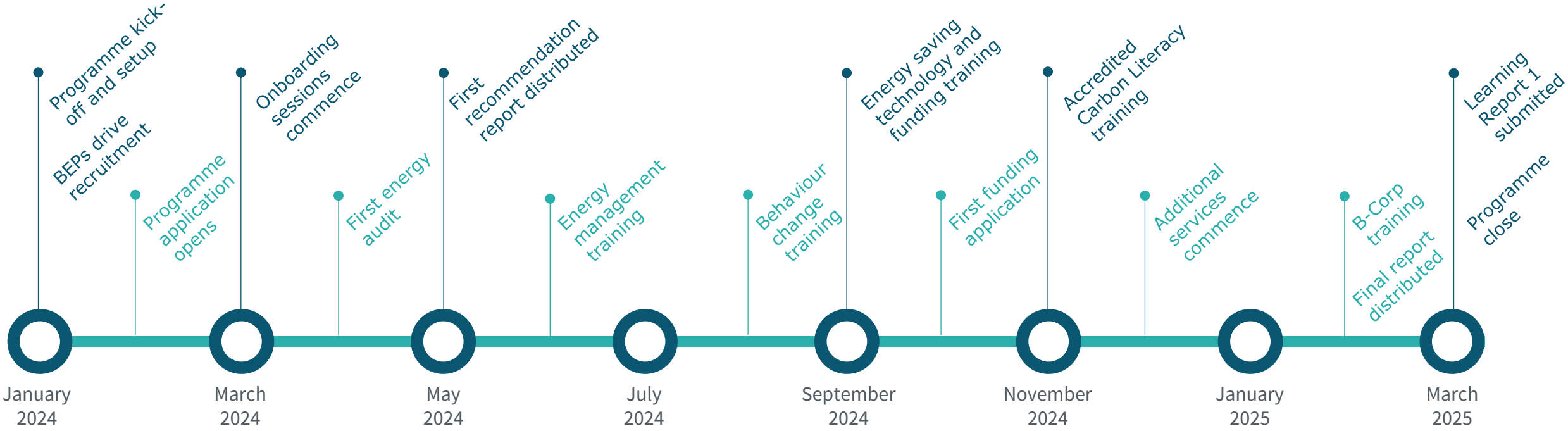
Recommendation reports sought to identify measures businesses could take to reduce their carbon emissions, broken down into the following key steps to Scope 1 and 2 net zero:



Programme summary

Delivery timelines and key dates

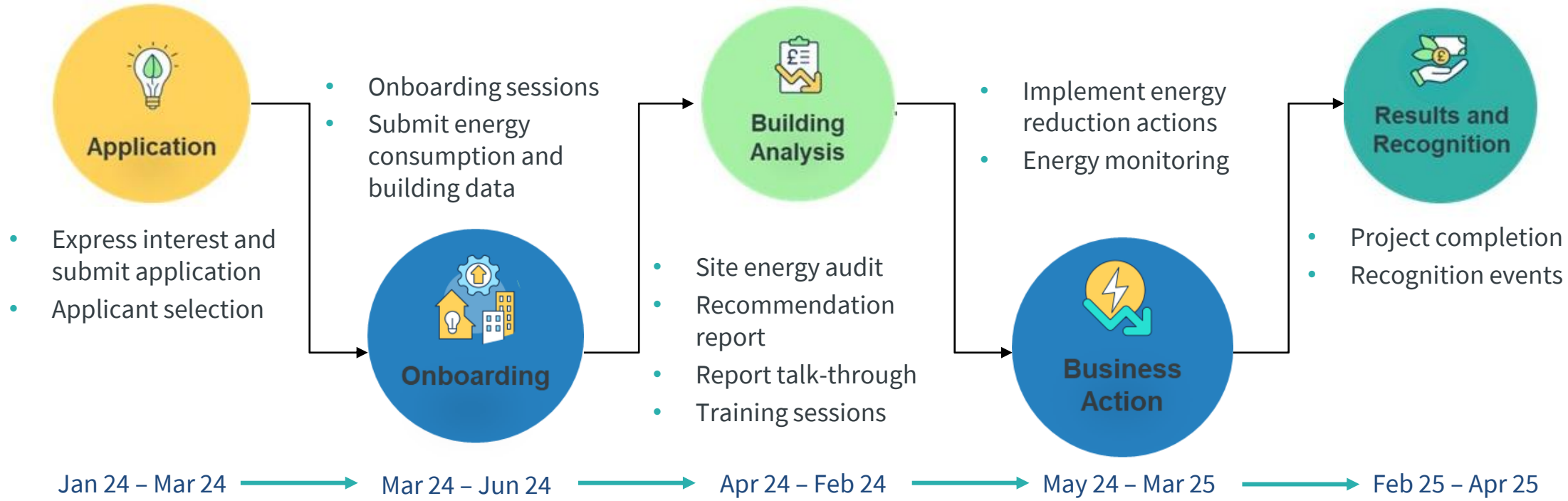
Camden and Brent Business Climate Challenge
Saving energy and money for businesses



Programme summary

A business' journey through the programme

The below graphic highlights the key steps taken by businesses to move through the Camden and Brent BCC programme. There is overlap between each step on the timeline to account for businesses being accepted onto the programme on a rolling basis, impacting the timing of onboarding sessions, site audits and the production of recommendation reports.



Business engagement, trainings and knowledge-sharing activities/events

Programme summary

Programme delivery team and roles

Camden Council

Team of 2 people responsible for:

- Programme ownership and leadership.
- Key programme level decisions and direction.
- Recruitment and engagement partner for 37 businesses.
- Facilitating onboarding and training sessions.

Brent Council

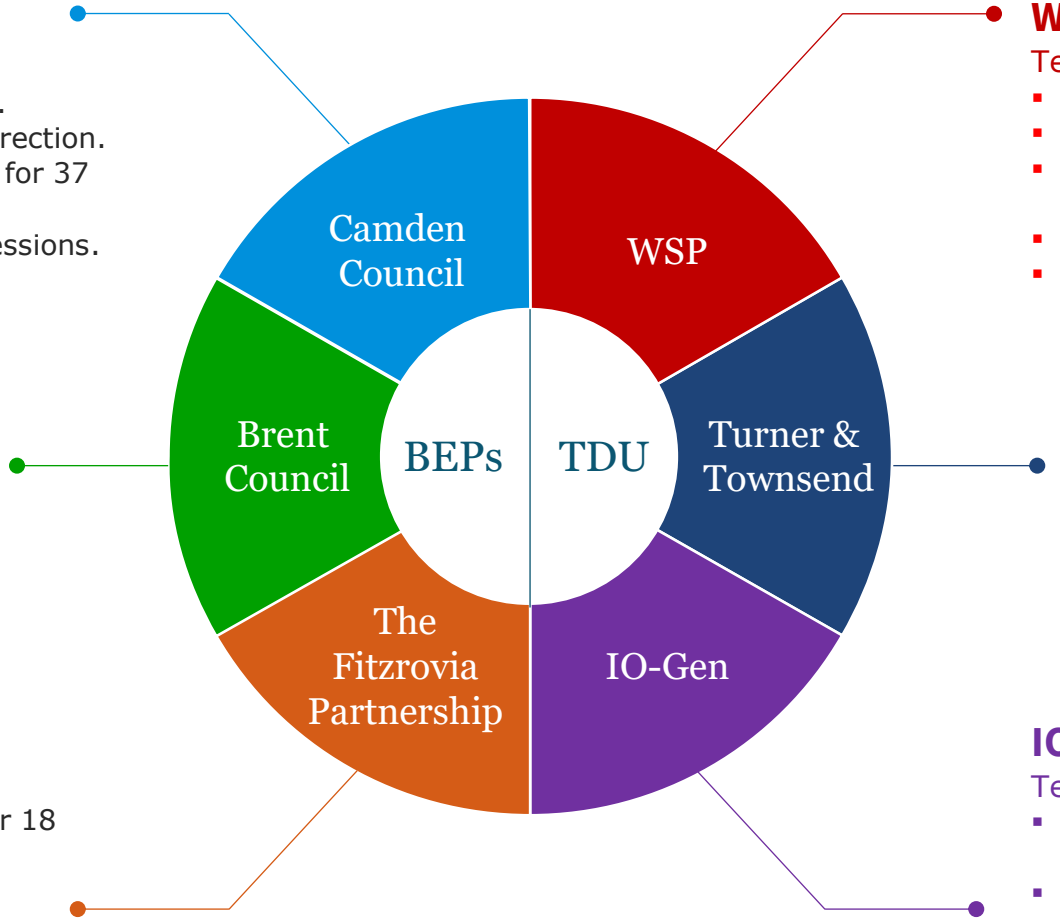
Team of 3 people responsible for:

- Recruitment and engagement partner for 30 businesses.
- Facilitating onboarding and training sessions.
- Key point of contact for participating businesses.

The Fitzrovia Partnership

Team of 1 person responsible for:

- Recruitment and engagement partner for 18 businesses.
- Facilitating onboarding and training sessions.
- Key point of contact for participating businesses.



WSP

Team of 4 people responsible for:

- Delivery accountability on behalf of TDU.
- Technical energy audits and site surveys.
- Recommendation report writing and hosting talk-through meetings.
- Delivery of Social Value initiatives.
- Quality assurance and technical advisory.

Turner & Townsend

Team of 3 people responsible for:

- Programme management of the BCC.
- Technical energy audits and site surveys.
- Recommendation report writing and hosting talk-through meetings.
- Delivery of Social Value initiatives.
- Quality assurance and technical advisory.
- Development and delivery of training sessions.

IO-Gen

Team of 1 person responsible for:

- Hosting energy management platform IO-Gen, which houses energy consumption data.
- Liaison with energy suppliers for automated energy data collection.
- Delivery of energy management training.

ITEM 2
RECRUITMENT AND ENGAGEMENT

Camden and Brent
Business Climate Challenge
Saving energy and money for businesses

Recruitment and engagement approach

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Recruitment period

How long did recruitment run for?

Recruitment ran for a total period of 11 months from Nov 2023 – October 2024, with the majority of business applications submitted before June 2024.

Who was responsible?

Recruitment was initially driven by the BEPs, which required significant time and effort to build excitement and engagement with the programme. Selling the benefits of sustainability and cost savings opportunities were key to building interest in the programme.

What business were targeted?

The programme focused on SMEs, with site sizes under 7000m^2 prioritised during application review. Employee numbers played a small role in business screening but given 90% of Brent's businesses are micro businesses with 0-5 employees, for example, it didn't impact the programme. The business type didn't play an important factor, so the programme attracted a wide range of business and respective buildings and sites.

Recruitment method

How were businesses recruited onto the programme?

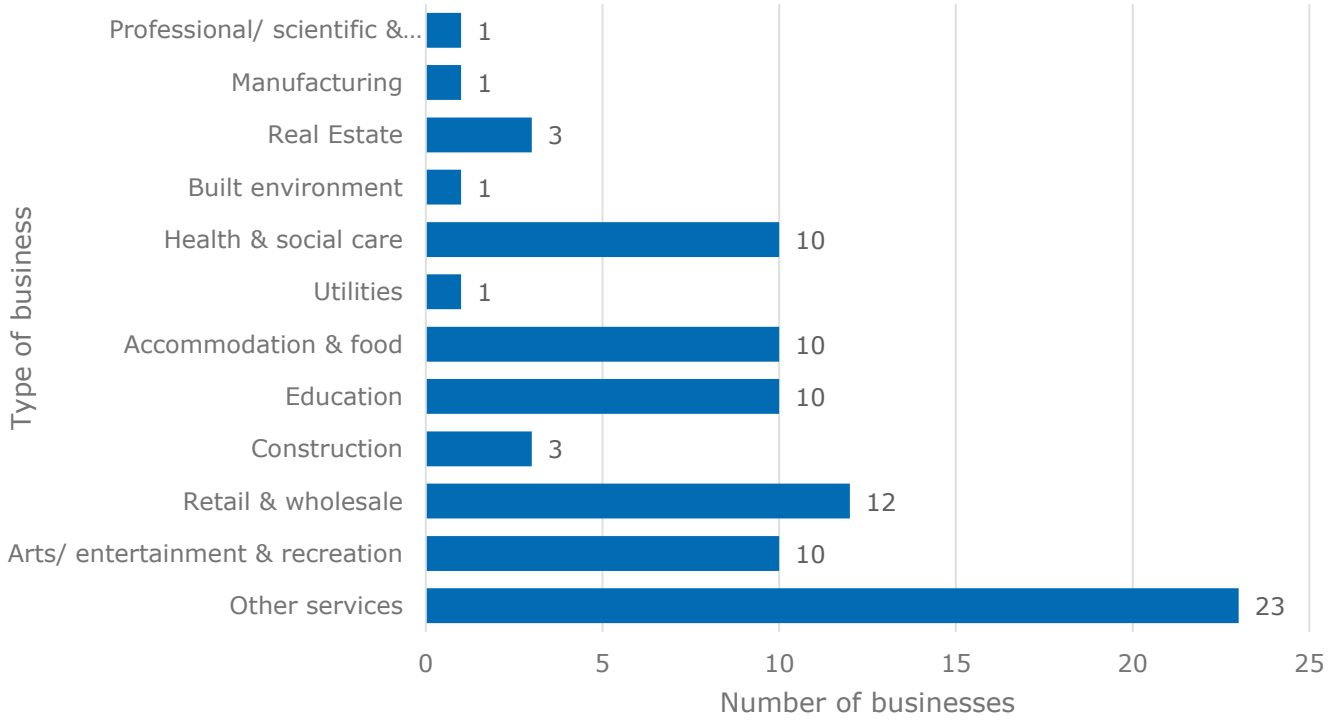
1. Businesses were approached by the BEPs using a combination of newsletters, emails, established business and sustainability group communications, and walk-ins. These were the most successful routes for recruitment.
2. Businesses filled out Expressions of Interest (EOI) to gain access to the IO-Gen platform, here, they could fill out a full application form.
3. The TDU reviewed each application form individually, choosing whether to either accept, request additional information before accepting, or reject.
    - Additional requested data often included site size (m^2), landlord permission, and commitment to 10% reduction in energy consumption with 12 months.
4. Once accepted, businesses were sent a welcome email by the BEP to welcome them to the programme and outline next steps, including onboarding sessions and audits.
5. The TDU engaged with businesses to request energy consumption and building data in preparation for audits.

Programme summary

Breakdown of participants

The project attracted a diverse range of businesses, with more than **12 different categories** of SME successfully joining the programme. The largest proportion of business types across the project was **retail and wholesale** with a total of 12 businesses. The project gave opportunity to a total of **44% BAME/female led SMEs** and hosted a range of business size based on employee count from as small as 0-9 and as large as 250+. Categories were developed from the application form hosted by IO-Gen, including businesses which self-identified as 'other services', including but not limited to religious spaces and salons.

Figure 1 - Number of businesses per business type

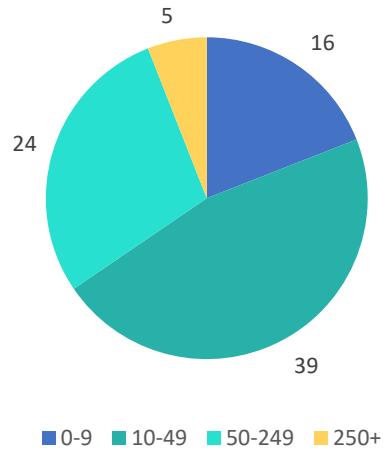


Camden
14% BAME led
5% BAME/female led
19% female led

Brent
57% BAME led
14% BAME/female led
14% female led

Fitzrovia
0% BAME led
0% BAME/female led
11% female led

Figure 2 - Number of businesses by employee number



Business participation

Figure 3 - Number of applications vs number of eligible businesses per area

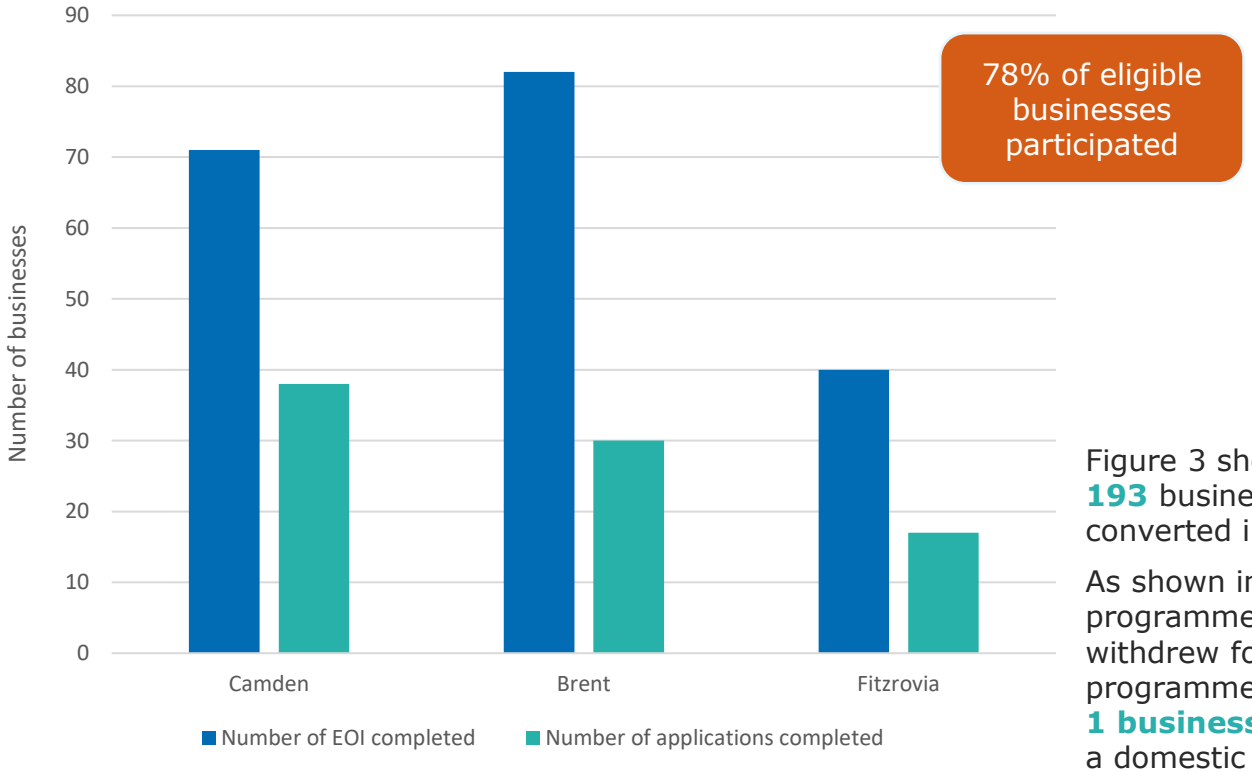


Figure 4 – Total number of EOIs converted to successful applications

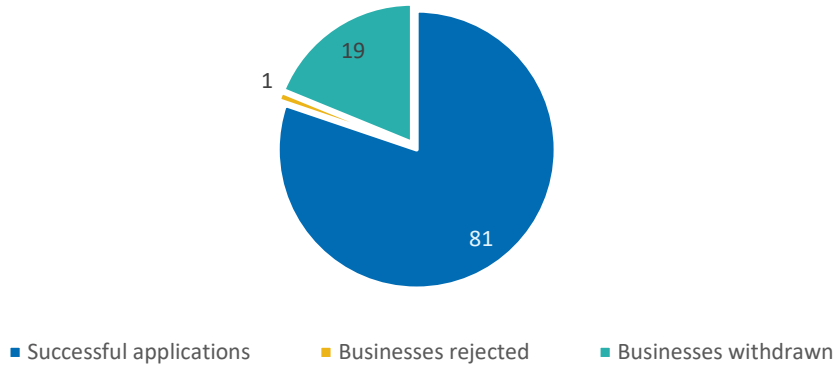


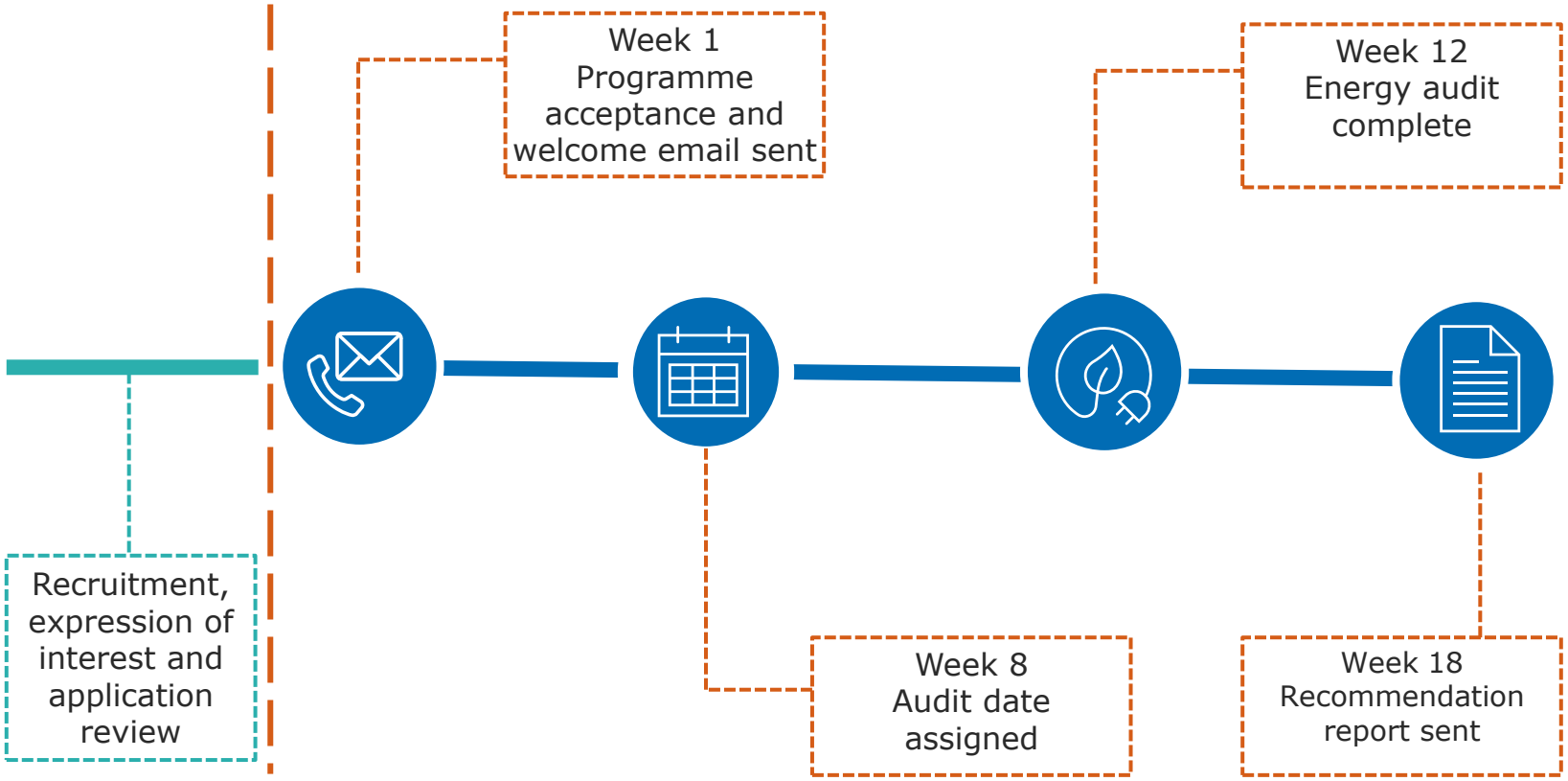
Figure 3 shows that there was significant interest in the project, with a total of **193** businesses completing an expression of interest (EOI) form. However, this converted into **101** successful applications to the programme.

As shown in Figure 4, from the 101 successful applications, **19** withdrew from the programme giving a retainment rate of **78%** throughout the project. Businesses withdrew for a variety of reasons including lack of engagement with the programme, planned site moves in the near future and lack of landlord permission. **1 business** was rejected due to later finding out that the business operated from a domestic property, which was **inappropriate** for this programme.

This gives a final programme figure of **81 businesses** receiving direct support through energy audits and recommendation reports. This spans across **85 sites,** where **4 businesses had 2 of their sites audited**.

Recruitment and energy audit timeframes

Average time taken from receiving welcome email to the recommendation report being sent



From the date of the welcome email being sent until date of recommendation report was sent, **60%** of participants received their reports within the average time of **18 weeks**.

For those that were slightly above this average, only **10%** were in the latest percentile of more than **30 weeks**. There were noted delays due to the Christmas period and rescheduling of the energy audits due to availability of the businesses.

For at least **20%** of participants, energy audits were completed within the shortest timeframe category of **14 weeks**.

Min time:
8 weeks

Max time:
35 weeks

Avg. Time:
18 weeks

Recruitment approach

Feedback from the BEPs

Comprehensive feedback provided by the BEPs has been collated and summarised below.

Camden

Persistent engagement was key, with many Camden businesses contacted on average **six times** before applying. Some businesses fully participated, while others declined or withdrew, even after multiple contact attempts.

Successful engagement methods included:

- Emailing the CCA database.
- Communication campaigns.
- Web searches.
- Cold calling and walk-ins.
- Using Business Improvement Districts and Camden's internal channels.

Less effective methods were identified through EOI data, such as local press, leaflets and social media. Challenges included businesses **moving**, **ceasing operations**, or **personnel changes**, requiring multiple attempts to obtain **correct contact information**.

Brent

Varied methods of engagement was key to engage fully with Brent businesses, proving successful as Brent recruited **28 businesses** to the programme from **60** initial expressions of interest. On average, **seven touchpoints** between Brent Council and a business were required to convert a successful application.

The most successful method of engagement was **in-person visits.** Many business owners had **little knowledge** of energy efficiency and had numerous questions. This highlights a broader issue in the borough, where small businesses **struggle to engage with council initiatives.**

The cost-of-living crisis has shifted business' focus to immediate **financial survival**, making energy reduction a lower priority, this paired with a lack of sustainability knowledge proved engagement with businesses to be challenging with lots of **encouragement and support** required.

Fitzrovia

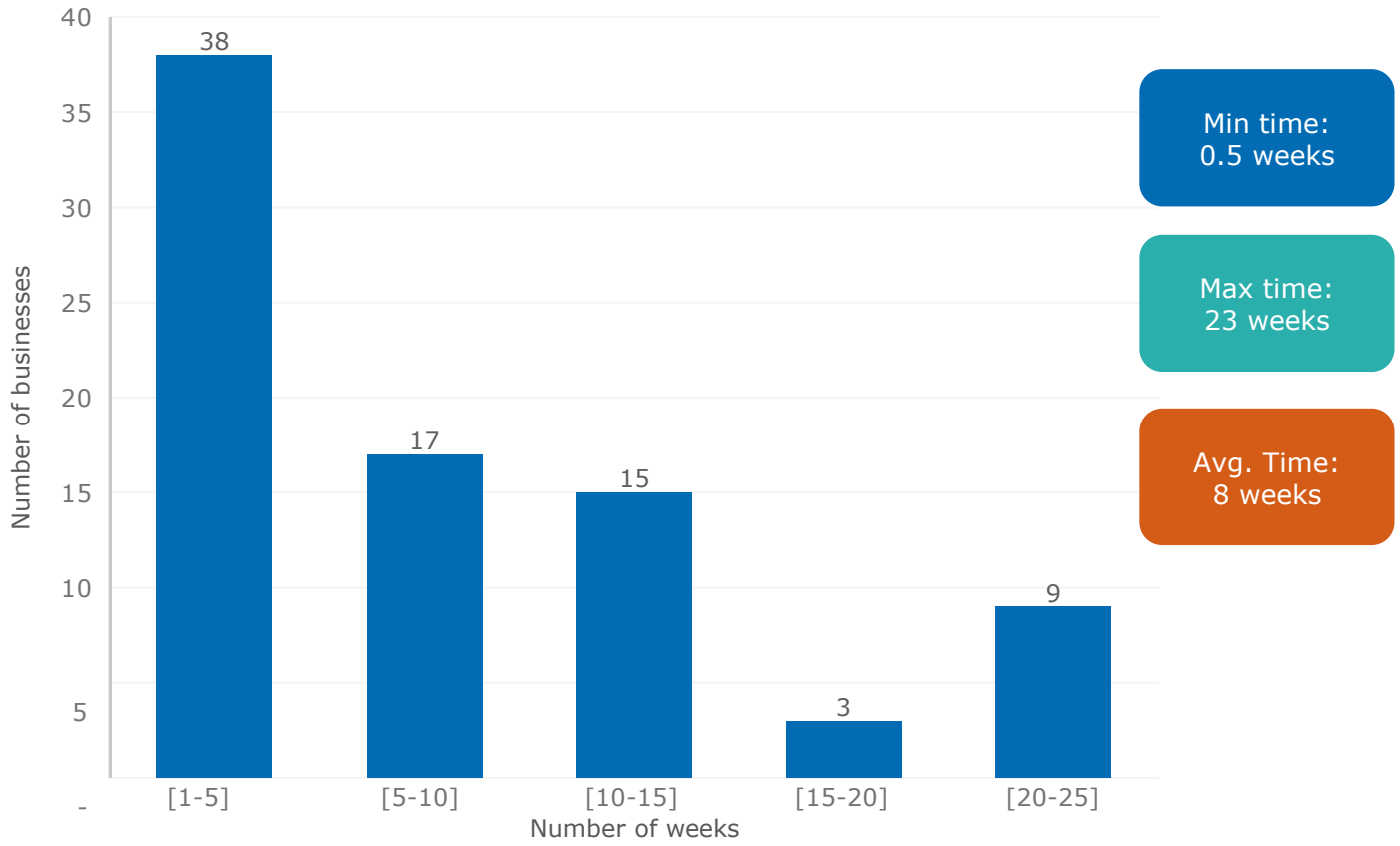
Face-to-face meetings proved to be the **most effective** method for securing participation. These meetings were essential for converting businesses into **active participants**. The team uitilised other methods of engagement including electronic communications to share programme information however in-person proved the most successful. Team feedback indicated that the overall communication was **dense** and **challenging** to digest so explaining this in-person was crucial.

Fitzrovia experienced a **change in BEP support** midway through the programme, which presented its own challenges. The role of a membership engagement executive was **crucial** in reaching businesses, where recruitment and engagement were particularly challenging due to the personnel changes. Participating businesses therefore had **multiple points of contact**, which could have made participation more difficult.

Project delivery timeframes

Time taken from welcome email to assignment of audit date

Figure 5 - Time taken from welcome email to assign audit date



On average, it took **8 weeks** from the time of welcome email to the audit being assigned to Turner & Townsend or WSP. This timeframe relied heavily on how quickly a business could provide the adequate documentation of:

- 12 months fuel consumption data for the entirety of 2023.
- An asbestos register that enabled the auditors the access the site.
- Signed confirmation letter.

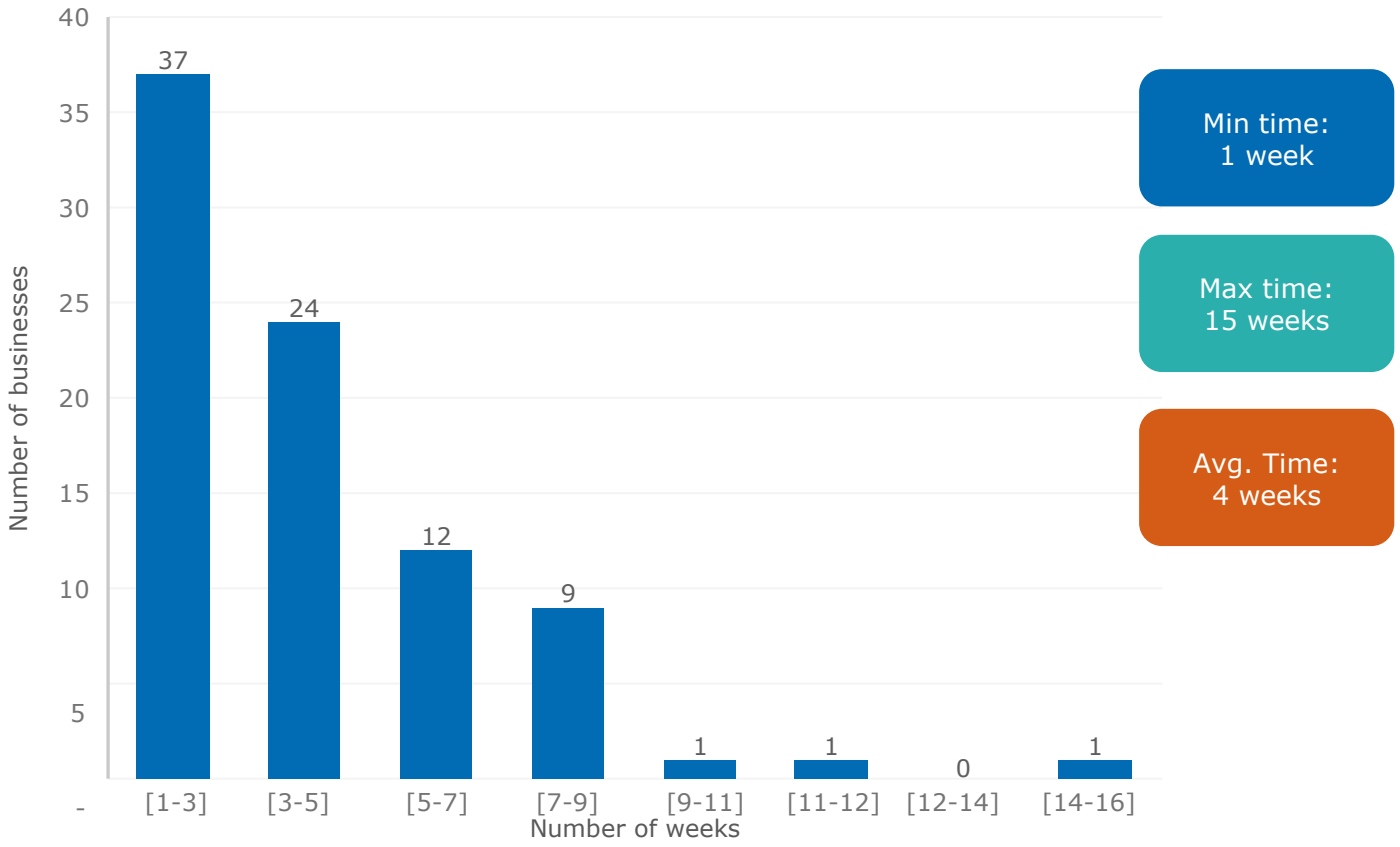
The quickest business was able to arrange this in as little as **3 days,** with more than **50%** of businesses providing the necessary information within **5 weeks.**

There were a handful of businesses that took **extended periods** of time to produce their data and documentation, with one business taking **23 weeks** to provide the minimum required information. This was due to intermittent communication from the business, lack of time to commit to the programme, and poor buy-in from their landlord to facilitate data collection and documentation. Whilst this wasn't the case for all businesses, similar themes recurred frequently.

Project delivery timeframes

Time taken from assignment of audit to energy audit date

Figure 6 - Time taken from audit assignment to energy audit completion



The data in **Figure 6** shows the time taken from the business being assigned to either Turner & Townsend or WSP following completion of data collection, to the date the energy audit was completed.

On average, it took **4 weeks** from the audit being assigned to making it to site to complete an audit. This could have been delays:

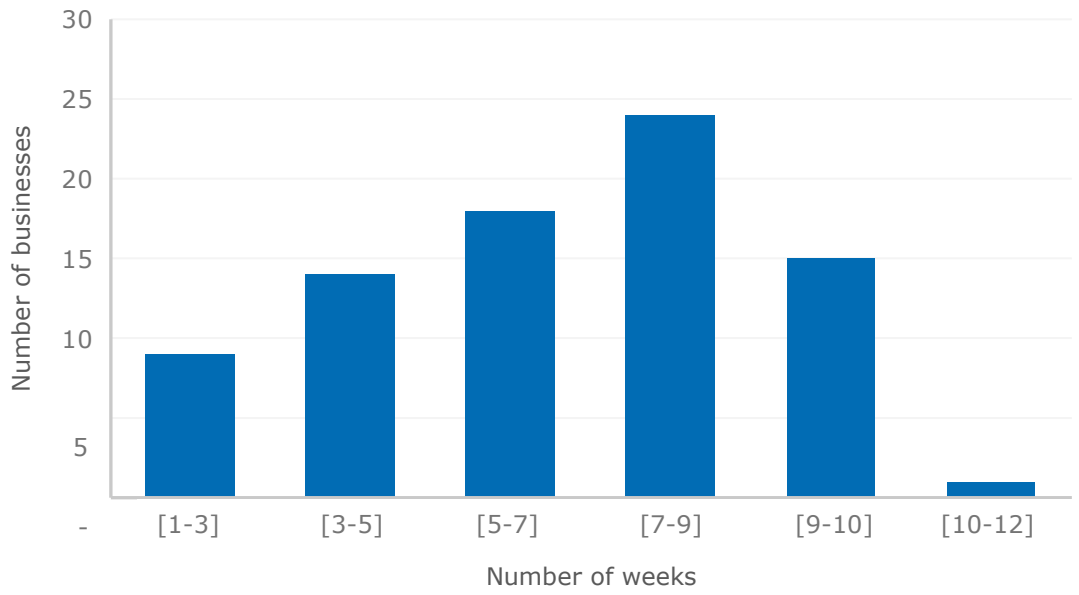
- Awaiting additional data before going to site.
- Diary clashes and coordinating dates.
- Annual leave throughout the summer period.
- Poor engagement and responsiveness from businesses.

The aforementioned delays were commonplaces across the programme, however, only **3 businesses** had delays of more than 9 weeks, which were attributed to **poor engagement**. This was overcome through persistent efforts to re-engage businesses, which eventually paid off and was exemplified through the completion of energy audits.

Project delivery timeframes

Time taken from date of energy audit to date recommendation report sent

Figure 7 - Time taken from energy audit to recommendation report sent



Min time: 2 weeks

Max time: 11 weeks

Avg. Time: 6 weeks

With a contractual deadline of 8 weeks to produce the final recommendation report, on average it took **6 weeks** from the point of energy audit to a business receiving their recommendation report. Furthermore, more than **40%** of the reports were sent prior to the 6-week mark. This exemplifies the efficiency of the TDU, without hindering the report quality.

Those that had an extended length of time were **affected by the Christmas period**, which impacted office hours during this period of the programme. A small minority were sent beyond the 8-week deadline, attributed predominantly to:

- Awaiting additional information e.g. site photos, boiler serial numbers, and meter information that only became evident having been to site.

The fastest reports to be produced were sent out **2 weeks** after the audit date. In some cases, this was as a direct result of auditors having full time available to produce the recommendation report, however for others, this can be attributed to few measures being recommended as a result of small site sizes, limited space available, and landlord restrictions preventing an extensive list of measures being recommended.

Programme summary

Key statistics

Recommendation	Number of times recommended
Install a rooftop solar PV array	55
Install LED lighting and/or lighting controls	45
Decarbonise the heating system	44
Encourage staff behaviour change	38
Install equipment to increase control of HVAC equipment	31

Table 1 – Top five most recommended measures throughout all businesses

Recommendation	Savings (tCO_2e)
Decarbonise the heating system	1,062
Install equipment to increase control of HVAC equipment	214
Adjust heating/cooling/ventilation controls	140
Install a rooftop solar PV array	129
Increase server room cooling temperature setpoint	100

Table 2 – Recommended measures with greatest tCO_2e emissions

The tables show the most commonly recommended measures, extracted from the recommendation reports for all businesses in the programme spanning from May 2024 to February 2025.

The most common measures recommended was to **install a rooftop solar PV array,** which was recommended 55 times throughout the programme. By incorporating their own onsite energy generation, the SMEs across the business have the potential to reduce emissions by **129 tCO_2e**. This would have a huge impact on the success of the programme.

The measure with the greatest reduction of tCO_2e is **decarbonising the heating system**. This recommendation would result in a total of **1062 tCO_2e** if implemented. This is almost **5 times** more tCO_2e compared to the next measure with the second greatest emission reduction.

For both the most recommended and greatest tCO_2e savings measures, it is possible that they may be unable to install the recommendations if the businesses were in **rented spaces** as they both require landlord permission to make these changes. More on challenges to implementation can be found on slide 42.

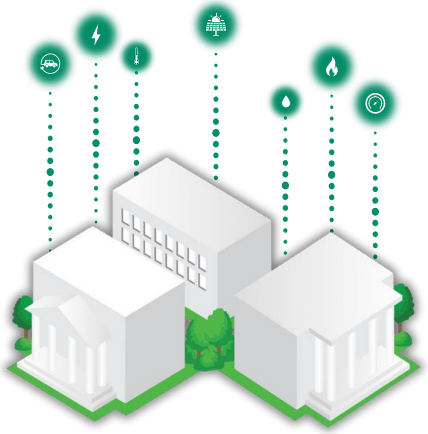
ITEM 3
SUPPORT PROVIDED TO BUSINESSES

Camden and Brent
Business Climate Challenge
Saving energy and money for businesses

IO-Gen

Platform overview - what is IO-Gen?

The IO-Gen platform was available to all businesses on the programme, acting as a very strong visual tool where business owners can access their personalised dashboard for displaying energy consumption and trends within their premises. The functions of IO-Gen are:



Identify

Identify datapoints and **automate** electricity and gas consumption data collection.

Track

Visualise and track **progress**, understand usage and **identify** inefficiencies, and track **savings** from implemented **measures**.

Optimise

Dive into data to boost team **engagement**, optimise **savings**, and enhance operation **efficiency**.

IO-Gen

Role in the Camden and Brent BCC

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Onboarding

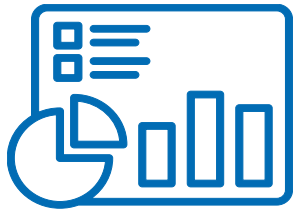
One key learning from the previous BCC was the onboarding time. IO-Gen's involvement from the start of the Camden and Brent BCC enabled us to leverage technology to simplify onboarding.

- Online form via IO-Gen provides a single source of information for the entire programme team.
- Participants quickly get onboarded and familiarise themselves with the platform's use.

Training

Delivered training modules such as energy management, leveraging the Camden-Brent BCC's offering of a dedicated energy management platform via IO-Gen and delivering a B-Corp Basics training.

- Energy Management and IO-Gen usage
- B-Corp Basics



Platform

Continued access to IO-Gen's platform allowing participants, BEPs and the TDU team to track progress throughout the programme and beyond.

- Participants and the programme team can track progress on savings and implemented measures until December 2025.
- Automate data collection for accurate tracking and reporting, encouraging businesses to log in and monitor their progress.

Training sessions overview

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

All businesses involved in the Camden and Brent BCC were invited to attend training sessions rolled out during the programme, as well as other local businesses outside the programme that were interested in upskilling their sustainability knowledge. Below figures capture the total attendees, as well as the number of **attendees recruited through each BEP** that were **participants** on the **Camden and Brent BCC**.

Energy Management

When? 19th June 2024
Where? The Bronte Room, British Library
Total attendees: 20
BCC participant attendees: 15
BCC participant breakdown:

Camden	Brent	Fitzrovia
9	3	3

Behaviour Change

When? 18th July 2024
Where? Microsoft Teams (virtual)
Total attendees: 40
BCC participant attendees: 25
BCC participant breakdown:

Camden	Brent	Fitzrovia
17	1	7

Energy Saving Technology and Funding

When? 25th September 2024
Where? Microsoft Teams (virtual)
Total attendees: 44
BCC participant attendees: 32
BCC participant breakdown:

Camden	Brent	Fitzrovia
24	7	1

Carbon Literacy

When? 28th November 2024
Where? Friend's House, Euston Road
Total attendees: 17
BCC participant attendees: 10
BCC participant breakdown:

Camden	Brent	Fitzrovia
7	3	0

Your Guide to B-Corp Certification

Camden Climate Alliance

When? 12th February 2025
Where? Microsoft Teams (virtual)
Total attendees: 15
BCC participant attendees: 10
BCC participant breakdown:

Camden	Brent	Fitzrovia
2	8	0

Communicating the Sustainability Journey

Camden Climate Alliance

When? 27th February 2025
Where? Microsoft Teams (virtual)
Total attendees: 10
BCC participant attendees: 6
BCC participant breakdown:

Camden	Brent	Fitzrovia
2	4	0

Training reflections and feedback

Energy management

The session:

The training session covered the **principles of energy management** and how to achieve net zero buildings using energy management, covering:

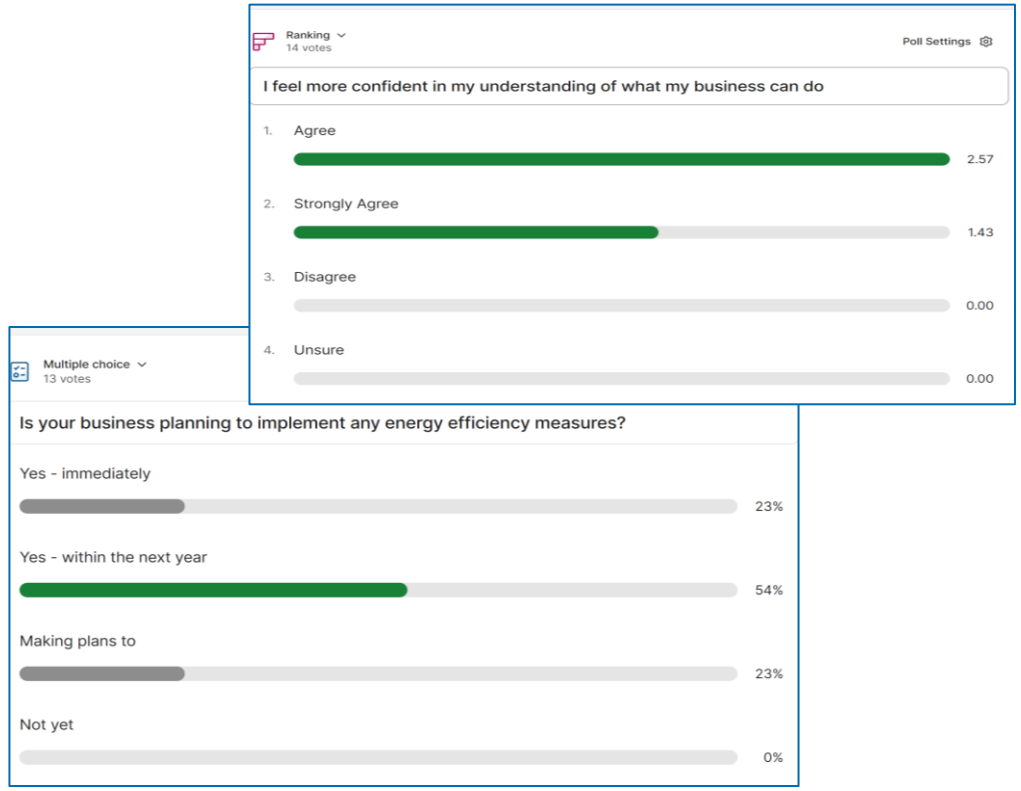
- Baselining, reporting and disclosure
- Improving operational efficiency
- Transitioning to low carbon heating
- Generating clean energy on site
- Procuring renewable electricity
- Offsetting remaining emissions

This session allowed businesses to identify **opportunities** to implement energy efficiency measures within their business contributing to their decarbonisation. This session also allowed for the Camden and Brent Business Climate Challenge offering to be advertised to encourage further business participation.

Practical topics such as reading **energy meters**, understanding consumption of **appliances**, quick tips for saving energy, **low carbon heating** and **onsite generation** were covered. Bespoke decarbonisation pathways were identified such as conservation areas and listed buildings to equip all businesses with tailored information. This gave SME owners **confidence** in their business' next steps to decarbonise.

The results:

During the session, **live feedback** from attendees was recorded through interactive **polls**. This was to assess attendees understanding of the information presented by the Technical Delivery Unit and IO-Gen regarding energy management. This also assessed whether they had the confidence that they could apply this new knowledge to their own business.



Training reflections and feedback

Behaviour change

The session:

The objectives of this virtual training included:

- Identifying **employee behaviours** that will reduce energy use
- Using change management to introduce and **embed** energy saving behaviour
- Providing **resources** and **tools** to apply change management to save energy

This session allowed business owners to understand what workplace behaviours result in emissions across Scopes 1,2 and 3, and what **new behaviours** businesses can adopt to save energy and reduce emissions. Following theoretical training, the team covered **how** business owners can then **implement** these in their own premises with their own employees. This session equipped business owners with **practical steps** to change behaviours, detailing the main actions to put into the businesses action plans, including:

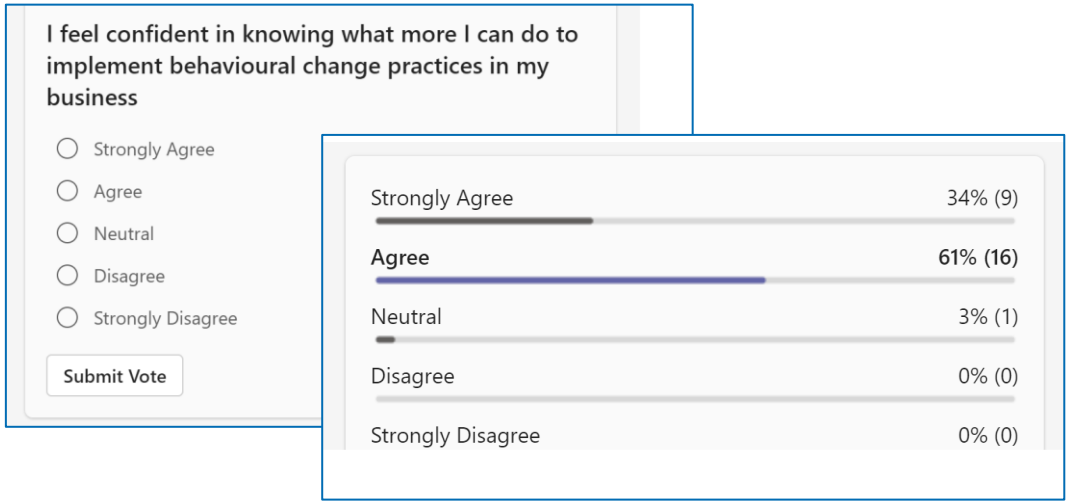
- Organisational motivation
- Stakeholder engagement
- Awareness
- Effective communication
- Desire and Knowledge
- Ability and reinforcement

To further business owner's understanding of **how** they can implement behaviour change in their own premises, **case studies** were covered in this session to help inform how **actions plans** could be **structured** and be successfully implemented.

The results:

To encourage engagement during this virtual session, an interactive Q&A was undertaken to allow the team to gauge **maturity** of businesses to **tailor** the session and provide **bespoke advice**. This ensured businesses were understanding the session throughout and that they left the session with **confidence** in their own ability to draft and implement their own action plan for behavioural change.

The positive results of this approach were evidenced in a live poll taken towards the end of the session where **95% of attendees** felt the session provided them the confidence to implement behavioural change practices in their own business.



Training reflections and feedback

Energy saving technology and funding

The session:

This virtual training session provided businesses **six key steps** to operate their buildings at **net zero operational carbon**, and covered specific measures that would allow them to start this journey.

The session covered specific technologies including:

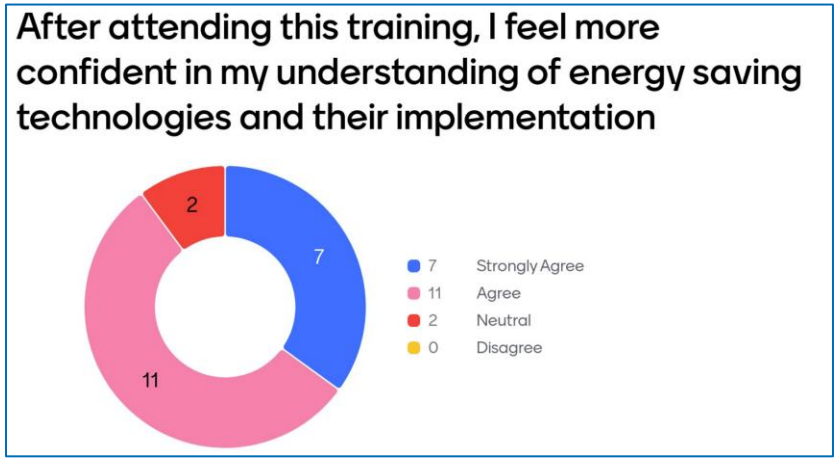
- LED lighting
- BMS controls
- Building fabric
- Heat pumps

A comprehensive overview of each energy saving technology was covered in this session, including case studies to allow attendees to envision how these can be implemented in their own business. Case studies covered **the challenge** that the business was facing, **how** the technology was installed, what funding was utilised to support the installation of the measure and how the business benefitted from their new technologies including their predicted annal savings (£).

The results:

To encourage engagement during this virtual session, an interactive Q&A was undertaken to allow the team to gauge **maturity** of businesses to **tailor** the session and provide some **bespoke advice**. This ensured businesses were understanding the session throughout and that they left the session with **confidence** in their own ability to implement their own energy saving measures for their premises and the available funding streams to enable this.

The positive results of this approach were evidenced in a live poll taken towards the end of the session where **90% of attendees** felt the session provided them with confidence in understanding energy saving technologies and their implementation.



Training reflections and feedback

Carbon Literacy

The session:

Attendees were invited to an in-person training session covering Carbon Literacy where they had the opportunity to gain a certificate on the subject.

Carbon Literacy is a certification programme that provides participants with the knowledge and skills to make **informed decisions** and take effective action to reduce their carbon footprint. The sessions cover key topics such as the science of climate change, the sources and impacts of carbon emissions, and **practical steps** to reduce carbon emissions in our daily lives.

The session included:

- An engaging and interactive workshop led by experienced trainers
- Discussions on the causes and effects of climate change on various scales
- Practical advice on reducing carbon emissions at home and work
- Opportunities to collaborate and share ideas with fellow participants
- Tools and resources to help businesses implement changes

Completing the Carbon Literacy training not only benefitted participants personally but also contributes to the **larger movement** towards sustainability and environmental responsibility.

The results:

As part of the full day training session with experienced Turner & Townsend trainers, business owners were tasked to create climate action plans for their business and return these for certification with the Carbon Literacy Trust.

15 businesses successfully completed their action plan up to the high standard of the **Carbon Literacy Trust** to then receive their certification.

This is a great result for these businesses, whose efforts to contribute to decarbonisation have been **recognised** by the Carbon Literacy Trust, and now have **actionable plans** to reduce emissions.

15 businesses certified

Training reflections and feedback

Your Guide to B-Corp Certification

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

The session:

The virtual training session commenced with an introduction to **B-Corp**, ensuring all attendees had the knowledge that Certified B Corporations, or B Corps, are companies verified by B Lab to meet **high standards** of social and environmental performance, transparency and accountability.

The session covered details such as how the UK B-Corp community has grown and is projected to have more than doubled in the past four years in 2025. Businesses were talked through the **strengths** and **criticisms** of the process of achieving the B-Corp certification.

Some **strengths** included; positive brand image, attracting investment, operational efficiency and effectiveness. Some **criticisms** of the process include an onerous certification process and costly in practice, however the businesses in attendance had a positive outlook coming into the session and showed **great enthusiasm** for taking this next step in their business' certification status. The positive attitudes of these business owners were demonstrated by their responses to the entry question that was asked at the start of the session to gauge interest.

The results:

During the session, live feedback from attendees was recorded through **interactive polls**. This was to assess attendees understanding and enthusiasm regarding the information being presented. The poll captured business owners' reflections at the end of the session, asking how likely they would be to pursue B-Corp certification based on what they had learned.

The results indicated that the session had a **positive impact** on the businesses and that they now have a good understanding of the certification requirements.

No businesses reported that it was unlikely they would pursue B-Corp, and 50% of attendees who answered confirmed there is a **'good chance' they will pursue B-Corp certification.**

100% of feedback from businesses noted that they found the session useful, 67% of feedback received confirmed they would be interested in a follow up training to understand more on the topic.

Training reflections and feedback

Communicating your Sustainability Journey

The session:

This virtual training session was hosted by NEXT15 alongside Camden Council. NEXT15 helps ambitious leaders tackle their most **complex** and most **important** challenges by combining growth consulting with marketing services, data and technology platforms and business transformation projects.

The session covered the following topics:

- Communicating your sustainability journey
- NEXT 15's sustainability journey
- Communicating transparently, building trust and inspiring action
- Tips for engaging your audience

NEXT15 discussed their journey from their initial participation in the Mayor of London's Business Climate Challenge to now, and explained how this experience was then used to **accelerate their commitments** and sustainability efforts. Within the year of BCC participation, they achieved a 10% reduction in energy usage.

NEXT15 also shared how they communicated their commitments **internally** and how they have helped clients do the same. The session explained how businesses can **build trust** through making commitments and partnerships. Businesses were advised of effective ways to **engage their audience** including through transparency, education and collaboration with the wider community.

The results:

Following this training session, Camden council's Business Engagement Partner reached out to attendees to gather feedback. All feedback gathered on this session was positive and some are quoted below.

The feedback shows that attendees benefitted from the session and understood how they can now implement their own sustainability journey within their business by being **"inspired"** by the host Rachel and their sustainability journey. This paired with business' exit survey feedback shows that these training sessions were beneficial to businesses alongside their technical energy audit recommendation report. Multiple businesses shared that the training sessions provided throughout the programme allowed them to further **educate themselves and their staff** on how they can have their own **sustainable business**, alongside the measures recommended in their reports.

"It's so impressive everything you're doing. Lots of great advice"

"Very inspiring"

"That was very helpful thank you – would be really keen to hear your insight into building a green team"

Training attendance

Figure 8 – Engagement with each available session across the entire programme

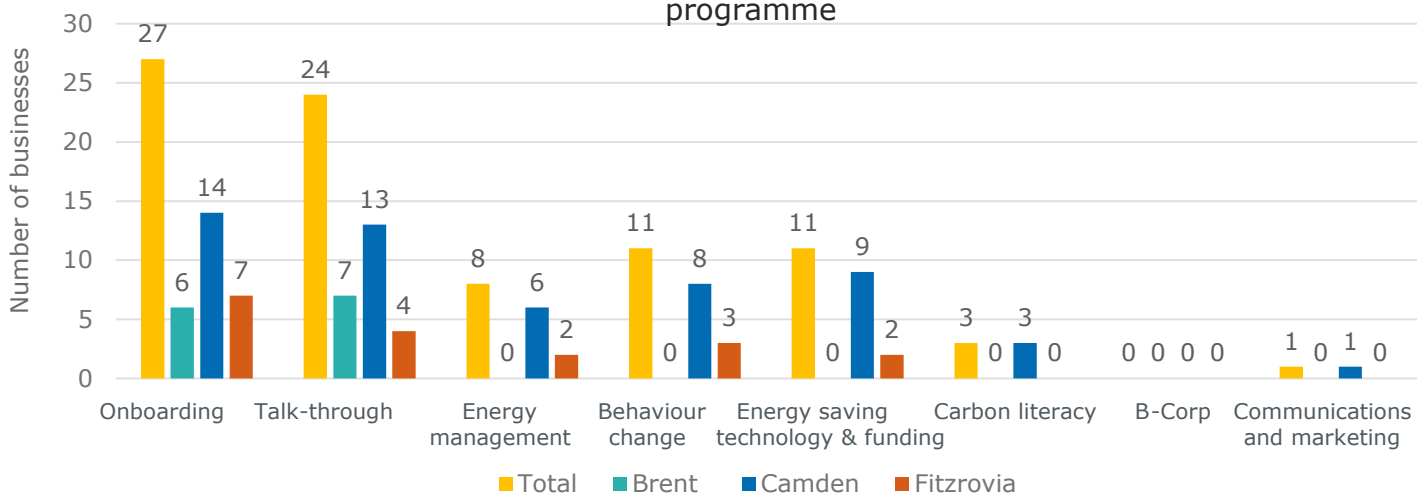
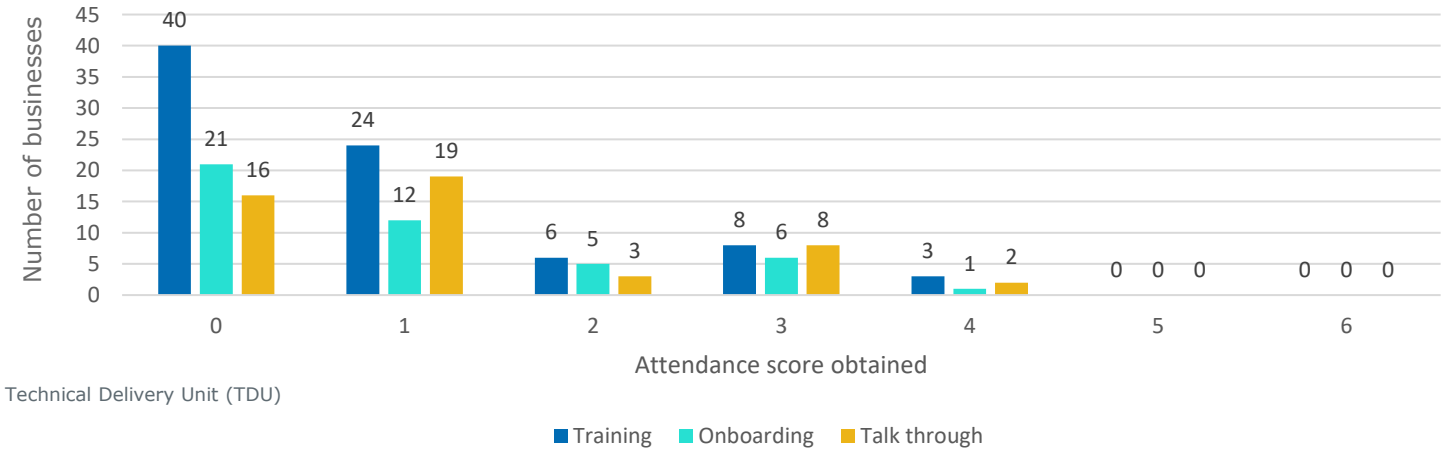


Figure 9 – Count of businesses across entire programme that attended available sessions



Star business that attended the onboarding session, the most trainings, and their talk-through meeting:

Royal College of Paediatrics and Child Health

Momentum Transport Planning LTD

Please note this analysed cohort shown in figures 8 and 9 are defined as those who received their recommendation reports **prior to October 1st 2024**.

Attendance to onboarding sessions, training sessions and talk-through meetings were recorded to highlight those who maintained strong engagement throughout the programme. In Figure 9, each business gained one 'point' by attending each **training** session, an **onboarding** session, or their **talk-through** meeting.

Note that no businesses attended more than **four** trainings, this could be due to the final two trainings being delivered in 2025, after most businesses had received their recommendation reports and as engagement started to decrease towards the end of the programme.

Energy audits

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Auditing teams were assigned to each business to conduct a site energy audit. The findings of the energy audits then informed the recommendation reports. These were sent to businesses to provide a breakdown of their energy usage and bespoke recommendations to become more energy-efficient.

Businesses receiving energy audits	81
Sites audited	85
Conversion rate of programme applicants being audited	81%
First report issued	31st May 2024
Final report issued	25th February 2025

Table 3 – Breakdown of energy audit statistics

As a part of the onboarding process, businesses were screened for their eligibility to receive an energy audit based on selection criteria such as site size, level of decisional control over the premises and asbestos safety status. **81%** of applicants were eligible to receive an audit; of these, **82%** of businesses received onsite audits carried out by Turner & Townsend and WSP's auditing teams, for a total worth of **~175 hours spent onsite** with business owners and building managers, to collect firsthand information and raw data to inform calculations.

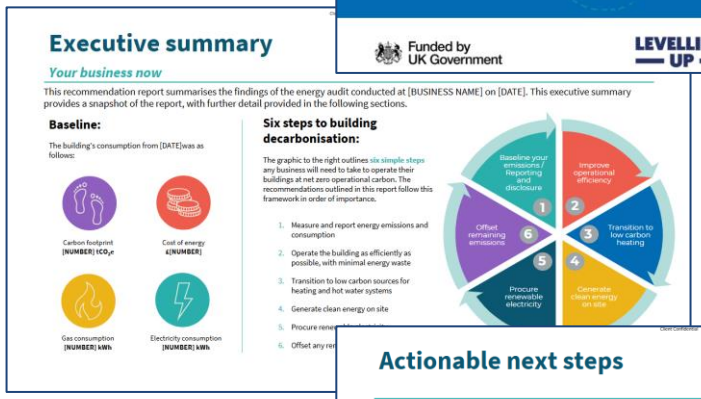
17% of audits were carried out virtually due to absent asbestos records; the process was **adapted** so that data was collected online, via email or IO-Gen. A walkaround was conducted via camera during the call alongside questions issued to the business owner prior to and following the call, to provide relevant context.

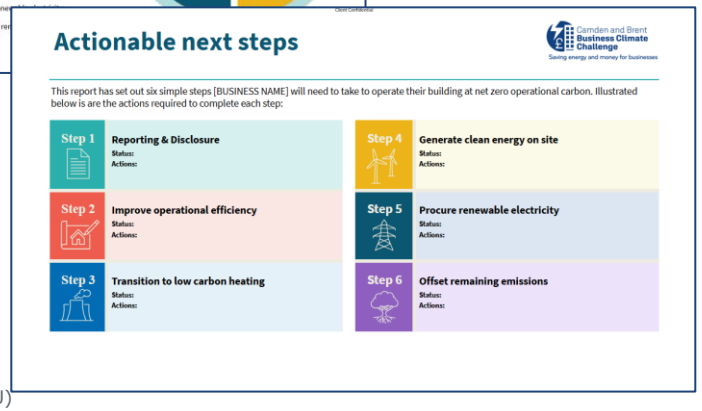
Where businesses could not provide confirmation or evidence that the site was free from asbestos, we adapted our auditing process to facilitate audits virtually, this maximised our outreach to businesses and made the programme **accessible for all.**

Some sites that underwent auditing were vast and contained multiple buildings. With multiple buildings came varying heating systems, insulation, controls etc, therefore for four businesses, two recommendation reports were produced at a time. This was to ensure the building owners/managers had tailored and **bespoke actions** for each of the buildings on their estate.

Recommendation reports

Businesses received a bespoke recommendation report identifying potential carbon and financial savings





Aims of the report:

- Analyse the energy performance of each business.
- Advise how businesses can reduce energy use and emissions, and how these measures can be implemented/procured.
- Provide guidance on how businesses can achieve Net Zero Carbon (NZC) emissions by 2030, in line with the Mayor of London's ambition for the Capital to be net zero carbon by 2030.

Report content:

- A brief summary of business' starting point and recommendations to reach net zero.
- What is the Business Climate Challenge and what to expect from this report.
- Analysis of your energy consumption and a comparison against industry benchmarks.
- An assessment of building services against 'Red'', 'Amber' or 'Green' (RAG) indicators.
- A detailed outline of your steps to net zero, including a financial breakdown for specific recommendations.
- A summary of current practice and future actions to take.

62%
of businesses attended a talk-through meeting

After the report has been issued:

- The auditing team take the business owner through the entire report to ensure understanding and answer any queries the business may have.

Additional services

Additional service packages were offered to SMEs to further the upskilling of small business owners

The programme received fewer applicants than expected, therefore the scope was changed to provide audits for 85 sites, instead of the original 125 budgeted for. To make up for the shortfall in participants, businesses were approached following their recommendation reports for the opportunity to **receive additional services** delivered by the TDU. Businesses were requested to fill in an expression of interest form relating to the work packages listed below. This offering was then **extended to a larger group** of businesses across Camden, Brent and Fitzrovia to include previous BCC cohorts.

A total of **28 additional services across 15 businesses** have been provided by the TDU, 14 by the WSP team and 14 by the Turner & Townsend team. The most popular services were **funding application support** and upskilling of staff through **behavioural change training**. This provided business owners with a deeper knowledge of how to improve their energy efficiency, equipping them with skills to implement their own **action plans.**

Work package 1

Support can include:

- Funding application support
- Procurement handholding/support with business prior to contractors being secured
- Procurement handholding/support with business after contractors are secured

Work package 2

Bespoke upskilling on a subject of the business' choice, including:

- Energy management
- Scope 3 emission materiality
- Supply chain and sustainable procurement
- Behavioral change
- Carbon Literacy

Work package 3

Energy management support including:

- How to read your data
- Finding inefficiencies
- Actions for improvement
- Behavior change
- Controls recommissioning
- Operating model review/update

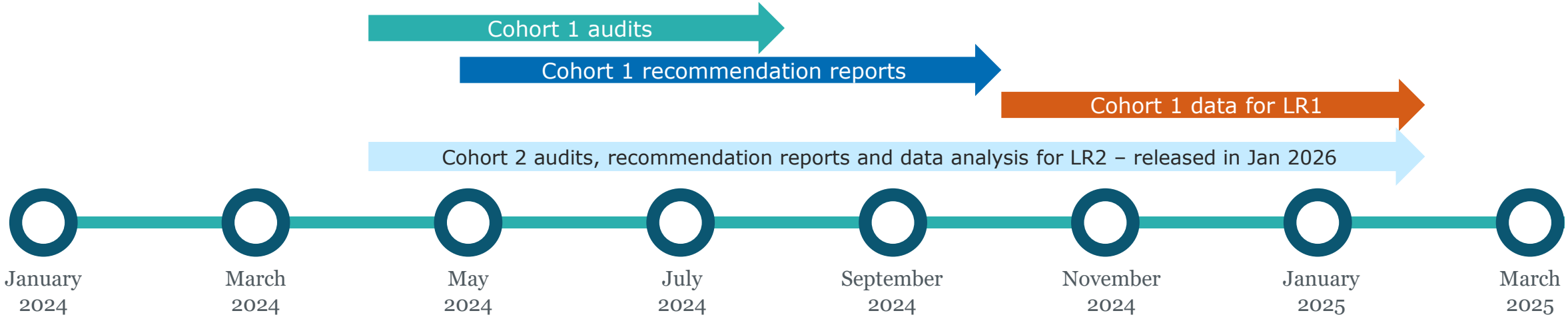
ITEM 4
COHORT 1 FINDINGS AND IMPACT

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Learning Report 1 overview

Cohort 1 summary

Learning Report 1 summarises the Camden and Brent Business Climate Challenge **programme as a whole**, however, **Item 4** contains our findings from the analysis of all businesses in **Cohort 1**. This cohort is defined as those who received their recommendation reports **prior to October 1st 2024**. This Cohort's results are crucial for understanding preliminary savings and successes of the programme. Cohort 2 will later capture **ALL** businesses within the programme and will be analysed as part of **Learning Report 2** in **January 2026**.



Cohort 1 baseline

The cumulative cost, carbon and energy consumption of 17 businesses in Cohort 1 forms the following baseline. Baseline data was collected from October 2023-February 2024

Carbon footprint
535.5tCO$_2$e

Cost of energy
£661,873

Gas consumption
1,370,218 kWh

Electricity consumption
1,378,007 kWh

Potential carbon savings

Cohort 1

For Cohort 1, the carbon savings were calculated and compared based on the energy data from **October 2024 to February 2025** against a reduction in energy consumption from the previous year, from **October 2023- February 2024**. This includes businesses that received their report up until **October 2024**, with the first report sent out in **May 2024**. Savings were identified by applying relevant energy saving measures specific to each business and aggregating the **CO_2 savings** over their lifetime. It is important to note that out of the 36 businesses that received reports before October 2024, only **17 businesses** had full data available in the mentioned periods above, which has been the **basis of our analysis in Item 4.**

Across **Cohort 1**, a total potential lifetime savings of **400 tCO_2e** were identified, equivalent to:

- The carbon sequestered by **6,597 tree seedlings** grown for 10 years
- CO_2 emissions from **53.6 homes'** energy use for one year
- The GHG emissions from an average sized gasoline car travelling **1,016,077 miles**

The total savings of **400 tCO_2e** can be broken down into the following contributors of

- **Camden 288 tCO_2e**
- **Brent 25 tCO_2e**
- **Fitzrovia 87 tCO_2e**

whereby

- If all recommendations are implemented an estimated Kilowatt-hours avoided will be **2,504,645kWh**
- The total cost to implement all the recommended measures will be **£4,868,582**

Recommended measures

Cohort 1

Recommended measures	No. of times recommended	No. of times implemented	Carbon savings based on recommendation (tCO_2e)
Encourage staff behaviour change	11	1	11.6
Increase server room cooling temperature setpoint	6	3	0.75
Adjust heating/cooling/ventilation controls	8	2	80.1
Timer controls on catering equipment	7	4	4.0
Install Fridge Managers on drinks fridges	1	1	0.17
Install LED lighting and/or lighting controls	12	4	12.06
Install equipment to increase control of HVAC equipment	8	2	29.23
Install secondary glazing	8	1	30.29
Install reflective radiator film	3	1	15.0
Install double glazing	4	2	31.1
Install roof insulation	6	1	20.65
Install wall insulation	1	0	6.4
Install pipework insulation	5	1	5.7
Electrify the hot water system	2	0	13.2
Decarbonise the heating system	12	0	167.25
Install a rooftop solar PV array	13	2	27.8
Replace catering equipment	2	0	4.9
Install draught proofing	2	1	0.27

Table 4 – Number of times each measure was recommended and the number of times implemented across Cohort 1

Most recommended measure across Cohort 1:
Solar PV installation

Recommended **13 times**
Implemented **2 times**

Most implemented measures across Cohort 1:
LED Lighting and/or lighting controls and timer controls on catering equipment

Both implemented **4 times**

Most recommended measures in Brent:
Decarbonising the heating system and installing a rooftop solar PV array. Many Brent businesses had the available space and ownership of sites to facilitate these measures.

Both recommended **3 times**

Most recommended measure in Camden:
Upgrading all lighting to LED lighting with intelligent controls. Many Camden businesses leased properties and measures focused predominantly on operational efficiency upgrades.

Recommended **11 times**

Most recommended measure in Fitzrovia:
Staff behaviour change, adjusting heating controls and decarbonising heating systems. Limitations to building fabric change focused efforts on operational efficiency and influencing change within the business.

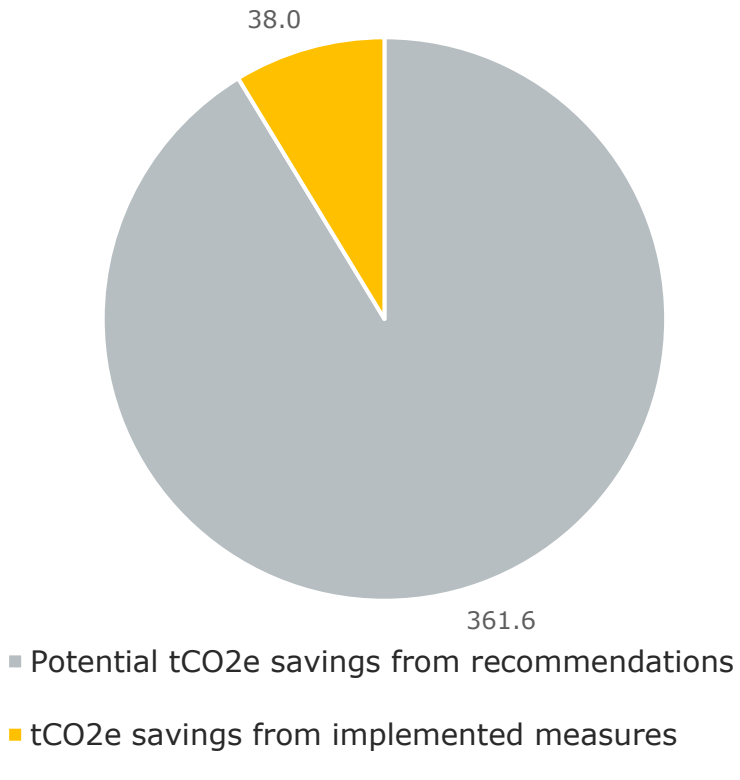
All recommended **3 times**

Realised CO_2e savings to date

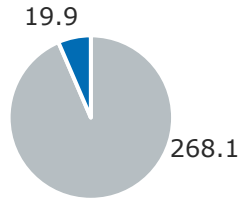
Cohort 1

Comparison between potential lifetime carbon savings based on recommendations and actual carbon savings based on October 2024- February 2025 energy consumption data of 17 businesses.

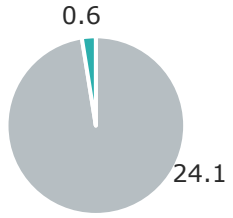
Figure 10 - CO_2e savings (tCO_2e)



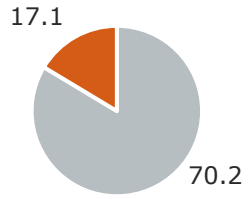
Camden savings



Brent savings



Fitzrovia savings



The potential CO_2e savings from the recommended measures are **399.6 metric tonnes.** Since the businesses across Cohort 1 have received their reports, they have achieved an actual CO_2e savings of **38 metric tonnes** from the measures that have been implemented so far.

The 17 businesses used in the analysis have implemented measures that achieve **9.5%** of CO_2e savings compared to the total maximum potential savings calculated in SME recommendation reports.

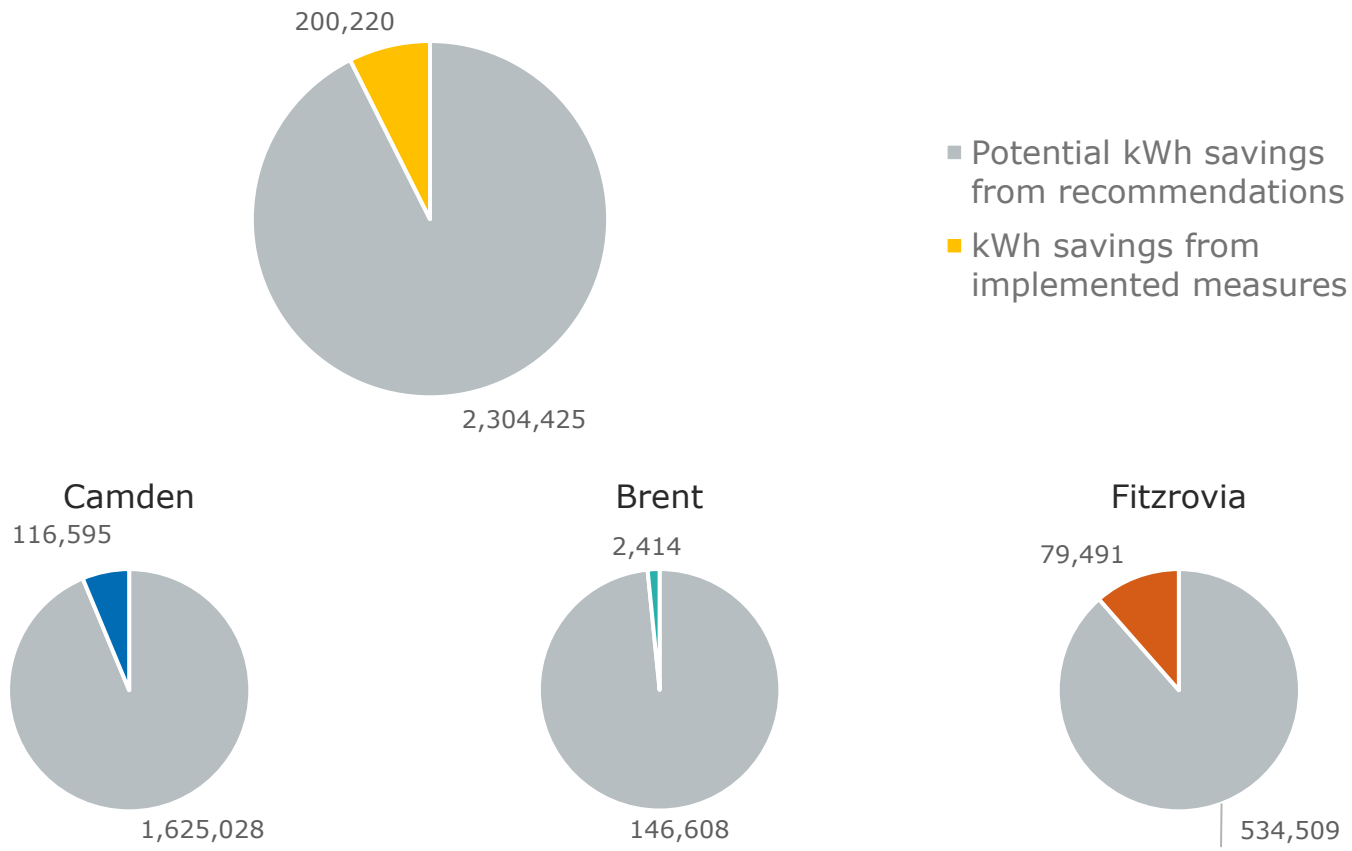
There are clearly further reductions that can be made to reach the maximum potential savings across Cohort 1. It can be **assumed** that the businesses are unable to make maximum savings due to needing more time to understand and action the reports. There are also varying levels of **maturity** when understanding how to install energy saving measures. Importantly, many businesses expressed that **funding** was a barrier to implementing measures and it is likely that businesses will wait for **funding opportunities** to help financially when implementing measures.

Camden and Brent funding streams opened in December 2024 and January 2025. The analysis of these initial results, combined with a recent surge in applications to these streams, suggests that businesses adopting these recommended measures could achieve **significant CO_2e savings** in the near future.

Realised kWh savings to date

Cohort 1

Figure 11 - kWh savings from recommended and implemented measures (kWh)



The potential kWh savings from recommendations were estimated at **2,504,645 kWh**. Since the businesses across Cohort 1 have received their reports, they have achieved actual savings amounting to **200,220 kWh** from the measures that have been implemented so far. These kWh savings are realised over the lifetime of the measures.

This highlights a gap between the potential and realised energy savings, suggesting that further efforts are needed to implement the recommended measures effectively, and that a period of **5-9 months is insufficient** for businesses to implement all recommended changes. The TDU understand this transformation will be delivered over time because of capital and time constraints for many businesses.

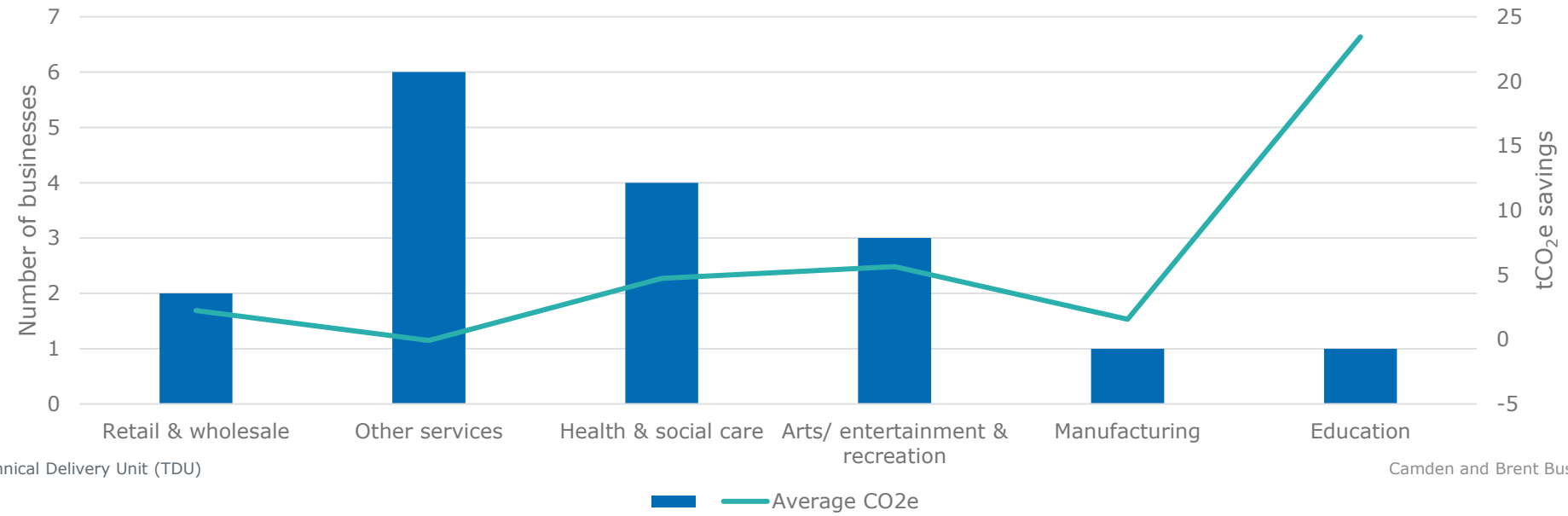
Average CO_2e savings for business types

Cohort 1

This report only focuses on the energy and carbon trends of businesses in Cohort 1 (all businesses with complete energy data for the period 2023 – February 2025, who received their recommendation reports before October 1st 2024), to analyse the progress of these businesses in reducing their carbon emissions within six months of receiving their reports. **Cohort 1 is particularly significant as the results achieved by businesses who received their recommendations earlier on in the programme are representative of what all programme participants could achieve** within four to nine months of receiving their energy efficiency recommendations. The impact report for Cohort 2 (including all 85 sites audited as part of the programme), will be published in January 2026.

The graph highlights the recommended average tCO_2e savings per business type for the 17 businesses under Cohort 1 across various sectors. The trend underscores the carbon reduction capability of the **education sector**, who displayed an average savings of **23 tCO_2e** showcasing its potential contributions to carbon reduction. Cavendish School has been highlighted as a key contributor in the education sector, with a potential savings of **13 tCO_2e.** Furthermore, the two highest average carbon saving potentials of **3.68 tCO_2e** and **3.66 tCO_2e** are observed in businesses with an employee size of **50-249 people** and a site floor area of **200-4,999 m^2 respectively**.

Figure 12 - Business type vs average potential carbon savings



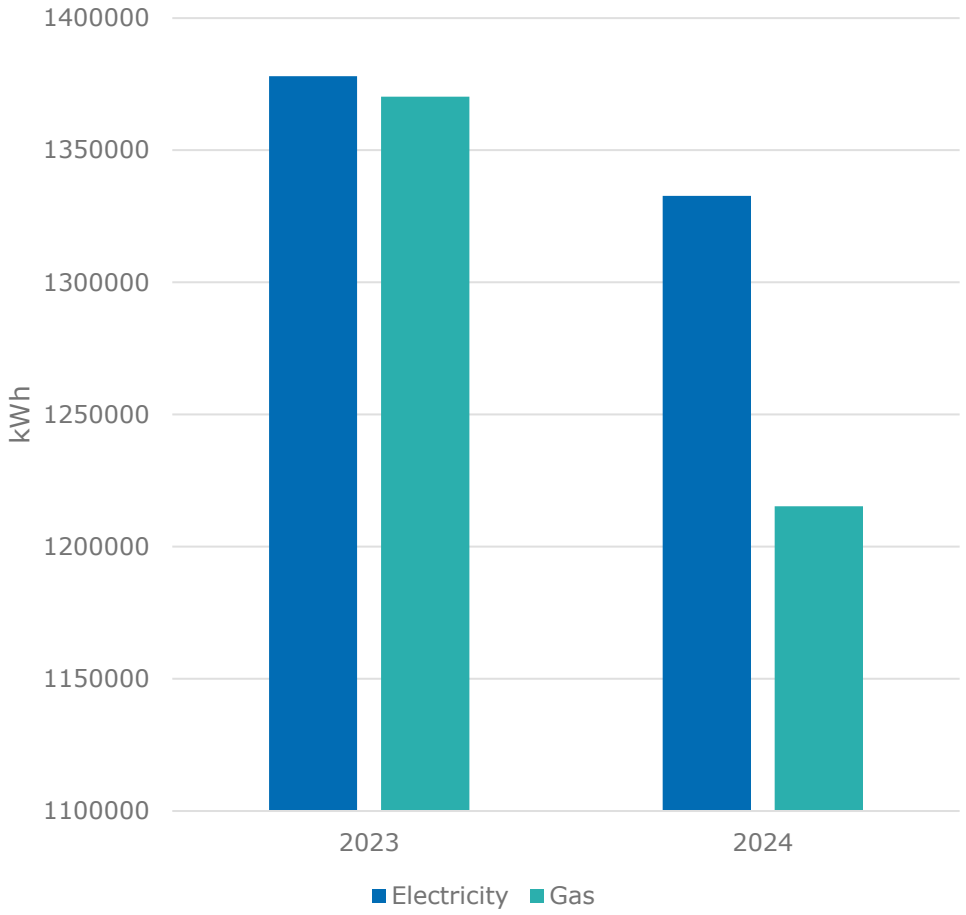
Cohort 1	Cohort 2
17	85

Categories were developed from the application form hosted by IO-Gen, including businesses which self-identified as 'other services', including but not limited to religious spaces and salons.

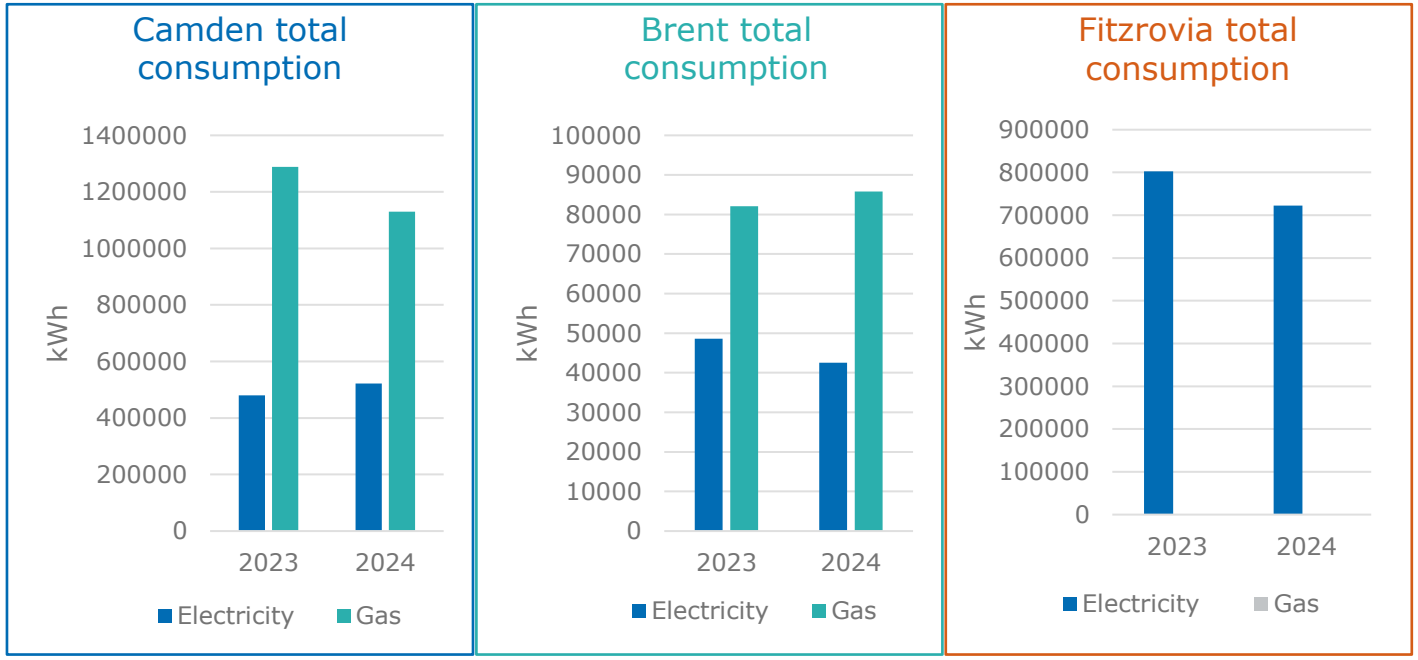
Energy trends

Cohort 1

Figure 13 - Cohort 1 total energy consumption



The 17 businesses that received reports before October 2024 and had complete data sets for January 2023 - February 2025 recorded electricity consumption **decreased by approximately 3.3%** from the same period the previous year, while gas consumption **decreased by about 11.3%.** This demonstrates that businesses who had sufficient time to implement the recommendations included in our reports achieved considerable results compared to baseline conditions. When considering the gas and electricity savings combined you can see a **7.3% realised reduction**, suggesting Cohort 1 is on track for the 10% saving goal.



Note that Fitzrovia had no businesses in cohort 1 that use gas and therefore there is no data to show.

Feedback from Cohort 1 businesses

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Feedback from Cohort 1 businesses was collected during optional talk-through meetings following receipt of their recommendation reports and from an exit survey circulated towards the end of the programme. The captured comments have been analysed and collated into key thematic groups that address key areas of the programme.

Most valuable aspects of the programme

Providing a **detailed actionable pathway** with energy efficiency measures bespoke to the business.

Baselining energy consumption to understand **current energy trends** and **identify improvement areas,** bespoke to each business.

Insight into how various operational activities **affect energy consumption** through **direct support** from consultants on understanding the complex calculations.

Barriers to implementation

Securing **adequate funding** paired with **capacity to prepare funding applications** is a major concern for various needs, including double glazing and heat pumps.

The **lease agreement** and need for **landlord cooperation** are significant challenges, with potential relocations adding uncertainty.

Overcoming obstacles such as **tenant collaboration**, **minimising disruption**, **finding suppliers** and **securing buy-in** from clients and staff.

Where further support is required

Assistance in **finding reputable suppliers** and **contractors** for implementing measures alongside **identifying energy suppliers** with renewable tariffs.

Additional training on energy management and sustainability within specific sectors and having applicable information assigned to each sector.

Support with the **funding applications** and identifying **funding opportunities** is required to help businesses secure financial aid for their projects.

Funding

Programme level

Business Name	Grant amount	Adaptations
Brent		
Milk Beach	£18,000	Bespoke double glazed door sets
Green Kit Ltd	£5,510	New heating and cooling system
Garden Studios	£18,000	Solar PV and double glazing
Nilly Flowers	£6,680	New heaters and draft proofing
Celebration By Shri Venilals	£12,800	New air conditioning units
Church End Medical Centre	£11,366	New eco boiler
Shree Swaminarayan Mandir Kingsbury	£18,000	Solar PV
Tanas Flooring Centre Ltd	£8,000	Solar PV with battery storage, uPVC doors, water heating and LED lighting
Voyage Care	£18,000	Solar PV
Handover Ltd	£3,400	Lighting and sensor upgrades
Total	**£119,756**	
Camden		
Matrix Chambers	£10,000	LED Lighting
Total	**£10,000**	
Fitzrovia		
Fitzrovia Community Centre	£10,800	LED Lighting and smart thermostats
Total	£10,800	
Total	**£140,556**	

Table 5 – Grant funding applications

Businesses had an opportunity to apply for funding support via the **Camden Climate Fund** and the **Brent for Business: Energy Saving Scheme**. 28% of businesses applied for funding either individually or with the assistance of the TDU via the additional services packages on offer, supporting as a **'critical friend'**.

Businesses across the entire programme have cumulatively applied for and successfully grant funding worth **£140,556** for decarbonisation measures.

Brent businesses took full advantage of the funding available, totalling ~**£120,000** of successful grants towards a range of measures, shown in Table 3. This fund requires businesses to contribute **20%** of the capital cost, with the fund making up **80%** of the contracted works up to £18,000.

Camden businesses did successfully apply to the Camden Climate Fund but in smaller numbers, totalling **~£10,000** worth of funding after one of the businesses, Cockpit Studios*, withdrew from the grant funding.

LED lighting, insulation and solar PV were commonly applied for across the two grants, showing them to be of **higher capital cost** that a business may not have otherwise been able to fund themselves. Despite there being common measures applied for, the TDU were able to recommend **bespoke solutions**, such as the double-glazed door sets for Milk Beach. They were able to successfully apply for the full **£18,000** worth of Brent funding, enabled by the energy and carbon saving potential of the measure.

1 Fitzrovia business from **Cohort 1** successfully applied to the Westminster Energy Efficiency Grant and received £10,800 for the upgrading of their lights to LEDs and installation of smart thermostats.

Camden Case study

Matrix Chambers

Business information

Matrix Chambers are a barrister's chambers in Camden and provide a range of legal services across multiple sectors including employment, media, public law and human right, crime and environmental law.

What goals did your business have for participating in programme?

We were ramping up our ambition on our net zero strategy and we realised what we really needed was professionals to advise us on how we could make tangible changes to our emissions.

What top learnings or key insights did you gain from the programme?

Access to the IO-Gen dashboard has been useful and the staff are finding it helpful to be able to track energy usage across a week easily. We did not appreciate the impact we could make from a behaviour change perspective, so that is something we've picked-up in terms of getting people to just switch off lights and switch computers on to standby. From seeing other successful projects, solar panels are now something we are exploring.

What are the next steps for your business?

- Implement behaviour change initiatives from the recommendation report
- Continue scoping process for getting solar panels on two different parts of our building
- Explore possibility of conducting a second energy audit on an additional site

"..it helped us identify key goals and next steps and arising out of that we've also had a £10,000 grant towards LED lighting in the building and some training sessions and all of that has really pushed us forward onto our next steps."

Brent Case study

Green Kit

Business information

Green Kit Ltd are a film lighting rental business specialising in energy efficient lighting. Our clients make films, tv, commercials and videos.

What goals did your business have for participating in programme?

We applied to participate in the Camden and Brent Business Climate Challenge as we wanted to make a public commitment to reducing our business emissions and showcase our sustainability efforts.

What top learnings or key insights did you gain from the programme?

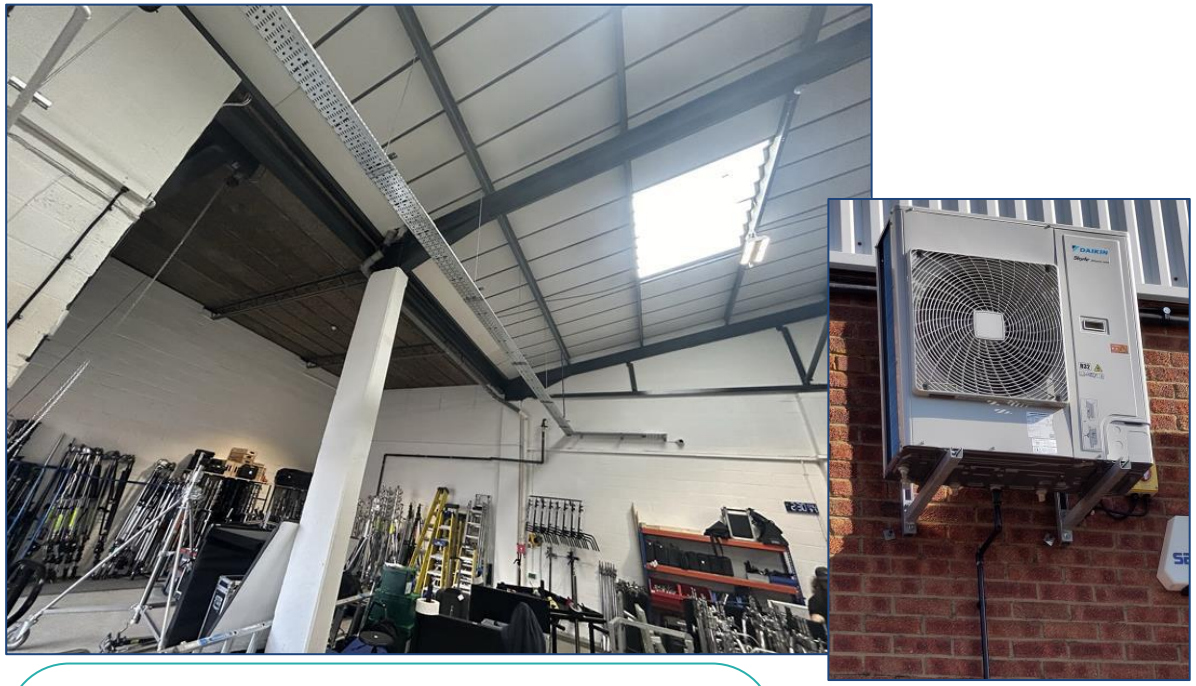
Our participation in the Camden and Brent Business Climate Challenge has allowed us to understand more about our energy usage and bills which we are now sharing with staff to help us take steps to reduce energy consumption.

What changes has your business implemented?

We are sharing our energy bills in more detail with the team so that they can take individual decisions to save the business energy when they can. We also received a grant to support the installation of an energy-efficient heating and cooling system for our office.

What are the next steps for your business?

We continue to make small improvements to reduce emissions. Although we had already begun making changes, participating in the Camden and Brent Business Climate Challenge programme has reinforced our confidence that we are moving in the right direction.



"We really appreciate the support the programme has given us in making sure that we are on the right path and also the grant has made it possible to implement the heating/cooling system sooner than we had planned."

Fitzrovia Case study

Fitzrovia Community Centre

Business information

Fitzrovia Community Centre (FCC) aims to improve the quality of life for those who live, work and study in Fitzrovia. We provide a range of health, educational, cultural, recreational and social opportunities which strengthen social links and break down barriers within and between communities. It is a community hub which brings together residents, businesses, public services and community organisations to share skills, talent and ideas.

What goals did your business have for participating in programme?

Respond to the climate emergency, reduce energy waste, reduce bills have a better understanding of our energy usage

What top learnings or key insights did you gain from the programme?

Understanding how the different services function in the building e.g. aircon, gas heating and hot water. The real eye-opener for us was learning about how the air handling unit works and the amount of energy we are wasting.

What changes has your business implemented?

LED lighting, smart thermostats and staff behaviour changes.

What are the next steps for your business?

Implementing all measures from the recommendation report depending on funding. LED lighting and thermostats funding is secured, and changes are in progress. Heat pumps look like a reasonable expense now the quotes are coming in. Wider actions include writing an energy policy and possible a wider environmental policy. Getting agreement from staff about how we can each do our bit and being clear about management's expectations across the whole organisation. Include a point in partner agreements around sustainability.

"It's easy to believe that we can't make a difference ourselves, being so tiny, but this exercise has shown us what we can actually achieve."

ITEM 5
PROGRAMME EVALUATION SUCESSES

Camden and Brent
Business Climate Challenge
Saving energy and money for businesses

Successes at programme level

(1/2)

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Exceeding carbon reduction targets

- A programme carbon reduction target of **128 tCO_2e** was set and significantly exceeded, with recommendation reports estimating a total savings of **251 tCO_2e savings from measures** already implemented and planned across all businesses as of December 2024.
- Achieving nearly twice the revised programme target is a remarkable milestone, showcasing the collective dedication to enhancing energy efficiency and cutting carbon emissions
- This not only proves the benefit of the programme but also highlights the **desire** of climate-conscious SMEs to **enact change** to reduce their carbon footprint.

Maintaining strong working relationships

- Throughout the programme, a **strong working relationship** between all stakeholders was maintained. The BEPs, WSP and Turner & Townsend all worked cohesively through changes and hurdles that the Challenge faced, ensuring that the **clear objectives** of reducing energy consumption and carbon emissions of SMEs were always **maintained**. This is not necessarily always the case with a multitude of stakeholders, and the **positive attitude** of all parties ensured continued **momentum** and timely delivery of the programme. One BEP **"enjoyed working with all my different colleagues and has learned a lot"**.
- The spread of businesses across the BEPs ensured sufficient contact points were maintained and provided a level of **accountability**. This made engagement more efficient for follow-ups.

Successes at programme level

(2/2)

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Bespoke support throughout the programme

- Tailored assistance was supplied at **every step** of the way, ensuring **all** businesses were supported on their decarbonisation journey.
  - Workstream 1 had successful onboarding sessions that generated **excitement** and **engagement** with the programme.
  - During Workstream 2, assistance was provided for a range of activities including gathering **energy data**, obtaining an **asbestos register** and providing bespoke **training sessions**. All contributed to upskilling businesses and ensure they receive the full **benefit** of the BCC.
- The TDU were able to provide a broad range of technical expertise and advisory services for a varied cohort of businesses at differing stages of their decarbonisation journey.

Robust and reliable processes

- A rigorous process for **collecting data** from businesses was deployed, ensuring all were ready for audits in a timely manner. This meant that by the end of the data gathering period, all 85 sites could be **audited**. A clear request of 12 months electricity and gas data, as well as an asbestos register, was needed for the energy auditors to access the site.
- For those **without** an **asbestos register** or where asbestos was still present on site, creative alternatives were implemented in the form of **virtual** and **soft** audits. This ensured all businesses could benefit from an energy audit, regardless of the documentation available or presence of asbestos onsite.
- Tracking data throughout the programme was a standout success. The Master Tracker served as a **central source of knowledge** from which business progress could be documented, ensuring key data wasn't missed - this was a **risk** with the many businesses and moving parts involved.

Successes at business level

(1/2)

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Continuous opportunities for upskilling

- A select cohort of more **engaged** and 'mature' businesses took full advantage of the benefits the programme had to offer. This was exemplified by **strong attendance** to onboardings, training sessions, talk-through meetings and signing up for the additional, bespoke services available.
- These businesses will have received the most amount of **touch points** and contact time with the TDU, gaining valuable insight into what the businesses can do to **improve** their energy efficiency and what next steps look like following the end of the programme.

"Without a doubt the learning experience you offered revitalised my commitment to achieve different actions aiming [to be] a more environmentally efficient business"

Carbon Literacy training participant, Nov 2024

Advancing business' sustainability journeys

- Throughout energy audits and talk-through meetings, it became evident that businesses were keen to **learn** as much as possible about energy efficiency and sustainability and what it meant for **their business**. Many businesses seemed surprised at the cost savings they could achieve with simple changes to their business behaviours and energy consumption patterns. The TDU feel this sparked **excitement** and **curiosity** about other changes that could be made to cut costs, energy consumption and carbon emissions.
- A tailored approach was taken to ensure businesses were able to digest technical concepts, regardless of their own technical ability. This ensured businesses were able to understand why changes needed to be made to improve their energy efficiency and cut carbon emissions.
- 6x training sessions delivered across the programme received strong uptake and engagement, with one business mentioning **"The training was a fantastic experience…everybody wanted to learn and participate"**.

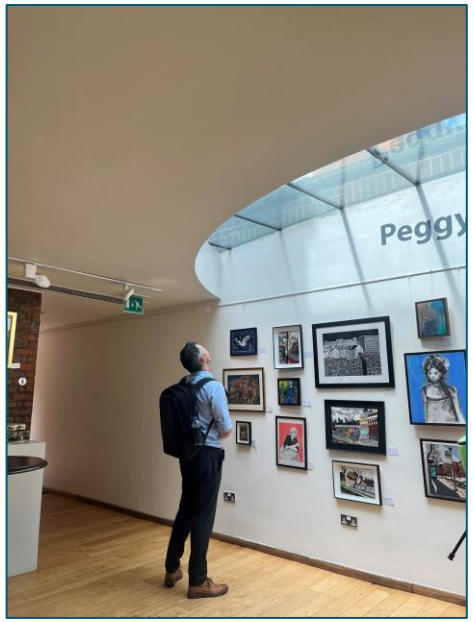
Successes at business level

(2/2)

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Informing action plans for implementation of measures

- Having had time to digest recommendation reports, many came to talk-through meetings **armed with questions** about the implementation of recommended measures and next steps.
- We saw many of the businesses utilise the recommendation reports as **business cases** for their business owners or landlords. Many cited that they didn't have the time, capital or technical expertise to produce this material and convince business leaders to instigate change, making the recommendation reports **"very helpful in providing a detailed actionable pathway with specific measures."**.



Capturing and tracking business data on IO-Gen

- Businesses on the programme had access to the IO-Gen platform, where they could upload, track and analyse their energy consumption and carbon emission production data.
- The implementation of **Letters of Authority** (LoAs) enabled energy consumption data to be **automatically** uploaded onto the IO-Gen platform. This reduces the reliance on the businesses to manually upload energy consumption data, making the dataset more **complete** and increasing the **efficiency** of data reporting.
- Furthermore, this ensures the **longevity** of the data collection past the initial phase of the programme, and will allow for a complete dataset in January 2026, ready for analysis as part of Learning Report 2.

Successes of social value initiatives

The TDU developed social value commitments to be implemented alongside the scoped works

These commitments successfully supported the goals of boosting the green economy, empowering future generations, and enhancing green spaces

Climate risk and resilience tool

Turner & Townsend committed to deliver a tool that can assess **climate related risks** associated with Camden Council's existing infrastructure, with suggested mitigation recommendations. The tool baselined current buildings across Camden and assessed **localised** climate risk. Identified risks were ranked based on severity and likelihood and given an overall impact score, with recommendations provided for Camden Council to implement mitigations accordingly.

	Impact Green: Minimal or Minor	Impact Amber: Moderate
Financial	0-3% Budget Impact	>3-5% Budget Impact
Disruption to Operations	1- 12 Hours Disruption. Minor Management effort required to minimise impact.	12-24 Hours disruption. Impact can be managed under normal circumstances.
Reputation	Minor damage to company image. Local media coverage.	Impact on customer perception. National Media Coverage.
Regulation	Regulatory notification with no consequence.	Regulatory notification with further consequences – restrictions and fines.
Health and Safety	Minor Incident, managed with negligible consequences.	Serious and reportable incidents.

Six-week paid work experience

Both technical partners hosted a **6-week** work placement from 6th January – 14th February. Turner & Townsend gave a placement to **Isla Groves**, and WSP to **Colm Brady**. These placements provided a learning opportunity for adults from Camden and Brent, where Isla and Colm developed knowledge about sustainability in the built environment and added value to their respective teams.

Isla commented *"Turner & Townsend provided me with a huge learning opportunity and gave me great foundations to start my career in sustainability!"*

Colm commented *"My time at WSP will provide me with a great deal of career satisfaction working directly with organisations to help them to achieve a greener future."*

Voluntary service

Both Turner & Townsend and WSP collaborated with Communi-Tree and Think & Do Camden, to deliver a project planting **new trees** in a social housing estate in Camden, exceeding the original **6 days** committed by delivering **10 volunteering days**. By enhancing existing green areas, this project left a **lasting** positive social and environmental impact and encouraged **urban greening** within the borough of Camden.

Mini audit & school workshops

Working with facilities and sustainability leads at six schools across Camden and Brent, the Turner & Townsend and WSP conducted energy audits, provided recommendation reports, and delivered a 45-minute workshop for the primary school cohorts. : ***"The workshop was great… so important for our children to hear and they were inspired to know how you got into the careers you have and what you are doing!"***

ITEM 6
PROGRAMME EVALUATION KEY CHALLENGES

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Challenges at a programme level

Fewer applications than expected and the proposal of alternative solutions

Change in scope

- Out of **193 businesses** that initially expressed interest, only **101 successfully applied** to the programme. Of that number, **81 businesses received energy audits**. This drop in participants can be associated with the **natural attrition** and withdrawals due to lack of engagement or time to accommodate participation in the BCC.
- As a result, the number of sites being audited was reduced from **125 to 85**. There are a variety of reasons that contributed to this change, but the predominant factor was that the programme received **fewer applicants** than expected. This meant the underspend on audits needed to be **redistributed** to another area of the programme to make up for the **shortfall**.
- To overcome the shortfall in uptake, **4 businesses** with larger sites were granted permission to have energy audits for multiple assets, such as secondary buildings, or separate sites altogether. This brought the total number of audits delivered to **85**. This shortfall had a significant impact on the carbon reduction targets of the programme, which were reduced from **403 tCO_2e to 128 tCO_2e**. Although the estimated carbon savings of 251 tCO_2e far exceeded the revised targets, there is still a reduction from initial targets, reducing the overall carbon reduction impact of the programme.

Additional services

- When **implementing** the Additional Services to mitigate underspend, an extended period was spent agreeing additional services and rolling them out. The process and content was novel, meaning it took time to develop, delaying the spend from Workstream 2 to continue into February 2025.
- When **delivering** the **Additional Services**, initial interest was strong, with **20 businesses** completing EOIs for either procurement support, funding application support, and/or bespoke training sessions tailored to the business' specific needs. However, following the Christmas break, interest faded and some became disengaged, with **15 businesses** receiving additional service packages by programme conclusion. This very small underspend was reallocated to **Learning Report 2** in the form of re-engagement with the businesses, due to be delivered in January 2026.

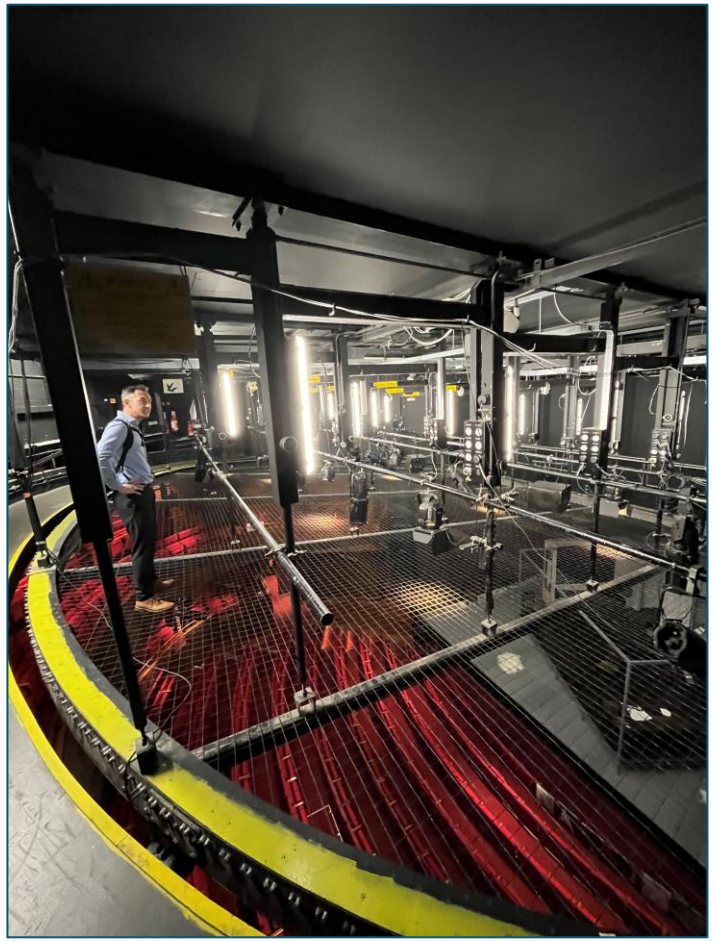
Challenges at a business level

Overall business engagement

- Besides a select cohort of very engaged businesses, the vast majority were not as engaged as expected in the programme. The Fitzrovia Partnership felt that ***"engagement and getting some businesses across the line felt really challenging",*** and ***"having a membership engagement executive was key in reaching businesses".*** This was not the case for all businesses, leading to poor responsiveness to emails and calls, difficulties with training attendance, as well as scheduling audits.

- In September 2024, the TDU had to reach out to businesses an **average of 7 times** to progress a business from acceptance onto the programme, to scheduling in an audit. This resulted in a slow and lengthy audit preparation process, **averaging 8 weeks** from the welcome email being sent to the TDU confirming they are ready for audit. This impacted the momentum of the programme and led to some businesses becoming disengaged, which in turn required additional communication efforts to re-engage them. This also carried through to post-audit, where **site photos** and **additional data requests** that would inform the analysis and recommendation report were slow to be received by the TDU.

- **68% businesses** in the programme lease their properties from landlords. This slowed down the data and asbestos register collection process as many relied on their landlords for approvals and permission, and access to building-level data such as **asbestos registers**, energy suppliers and energy consumption data. It was too big an ask for some businesses, leading to withdrawals from the programme.



Challenges at a business level

Understanding of programme requirements

- Providing the asbestos documentation necessary for the TDU energy auditors to conduct onsite visits was a significant challenge for a large proportion of businesses. Here, the BEPs struggled with ***"having to encourage each business to provide an asbestos register",*** as many businesses didn't understand why they had to provide one, their or their landlord's obligation by law to have one, or if they did, where to find it.

- This ***"definitively added some challenges"*** and provided significant delays to the programme, where businesses had to either procure contractors to provide an asbestos survey, or take advantage of the virtual or soft audit options that the TDU later came to offer after ongoing access issues. These were novel processes that took time and resource to implement, delaying the pace of energy audit delivery.
- Gathering comprehensive **energy consumption datasets** from businesses proved challenging at times and largely dictated by the size and energy maturity of the business.
    - **Larger** SMEs that owned bigger sites, had **greater energy consumption** and dedicated **facilities personnel** were often better equipped for energy management and had more rigorous documentation processes and structures.
    - **Micro**-businesses **without smart meters**, who were **time limited**, and had a **less-technical understanding** of energy management often struggled to gather necessary energy bills, and didn't necessarily understand the importance of having a complete 2023 dataset to form a baseline.

- Some businesses became impatient and disengaged with the TDU and BEPs requesting energy bills and data, as they didn't understand why this information was needed **before** energy audits could be conducted. The implementation of a meter-agnostic LoA in October 2024 **significantly reduced** sped up data collection, reducing the reliance on businesses to complete tasks.

ITEM 7
CONSIDERATIONS FOR FUTURE PROGRAMMES

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

Considerations for future programmes

Feedback from core members of the TDU

Feedback from core members of the TDU, who are experienced in delivering multiple BCC programmes, was collected in the closing stages of the programme. The feedback has been analysed and collated into thematic groups that address considerations for this and future programmes.

What improvements could be made to the early-stage processes of the programme

Improved processes
Involve more businesses and landlords by broadening the programme criteria, and set strict deadlines for data submission
Simplify the consumption data collection process by implementing LoAs at the start of the programme.

Effective communication
Enhance communication and marketing by using diverse communication channels
Clarify programme participation requirements, like asbestos documentation and landlord participation, early in the process.

Targeted recruitment
Target energy-intensive businesses within certain archetypes like studios, theatres and museums, or target energy-intensive sectors such as IT, hospitality, healthcare and industrial.

What could be done to improve carbon reduction potential of the programme

Expand engagement and recruitment
Deliver training earlier in the programme and include landlords and senior business leaders within these and the wider programme, increasing the likelihood of carbon reduction measures being implemented.

Tiered support approach
Offer tiered support from light to heavy touch for businesses of differing maturities and engagement, avoiding a one size fits all. Mature businesses can have more time dedicated to them with scope expansion to include supply chains and offsetting strategies.

Emphasis on funding opportunities
Embed and outline the funding routes available from the offset to streamline data collection and sign-offs for matched funding, providing an end-to-end service for all businesses to maximise the chances of successful implementation of carbon reduction measures.

What should future BCC programmes look like?

Tiered support approach
Implement a tiered support system, starting with light touch options and through to more comprehensive support for fully engaged organisations. This ensures that businesses receive the level of service and training that matches their needs, maturity and commitment.

Structured programme phases
Onboard businesses bi-annually and dedicate specific deadlines and time periods for data collection, auditing, report writing and funding application support in line with funding availability windows.

Targeted recruitment
Focused recruitment efforts on specific energy-intensive sectors that align to national sectoral decarbonisation objectives. This can significantly increase the carbon reduction potential and engagement levels of participating businesses.

Thank you

Camden and Brent Business Climate Challenge
e: businessclimate@turntown.com

WSP
WSP House, London, WC2A 1AF
Key contact: Alessandro Ciampechini
e: Alessandro.Ciampechini@wsp.com **t:** +44 79 2058 1788

Turner & Townsend
One New Change, London, EC4M 9AF
Key contact: Maria Spyrou
e: Maria.Spyrou@turntown.co.uk **t:** +44 77 9081 9355

APPENDICES

Camden and Brent
Business Climate Challenge
Saving energy and money for businesses

Glossary of terms

Camden and Brent Business Climate Challenge
Saving energy and money for businesses

- **Carbon neutral**: When an organisation offsets 100% of their emissions through avoidance and/or removal projects, with no reduction in emissions. Where emissions continue, they must be offset by absorbing an equivalent amount from the atmosphere, for example through carbon capture and reforestation that is supported by carbon credit schemes (BSI PAS 2060:2010)
- **Carbon negative (and carbon positive)**: When the balance of carbon emissions exceeds zero, indicating the process of absorbing more CO_2 than is emitted. There is no official definition, and the term "carbon positive" is confusingly sometimes used to mean "carbon negative" where corporate communications attempt to avoid the use of the word "negative".
- **Carbon offsetting**: A carbon offset allows organisations to compensate for emissions they cannot reduce. By funding an equivalent saving in carbon emissions elsewhere, residual emissions can be balanced.
- **Decarbonisation**: Reducing and ultimately eliminating related carbon emissions from upstream, operational, and downstream activities.
- **Low carbon**: Technology, energy, sources, and services that yield minimal output of greenhouse gases.
- **Low carbon heat**: Heat that originates from sources that do not require direct combustion of scope 1 fossil fuels. This includes heat pumps, solar thermal heating, and biomass.
- **Net zero**: A state where there is no incremental addition of GHGs to the atmosphere. This means all avoidable emissions have been reduced and thus residual emissions have to be removed from the atmosphere.
- **Scope 1 Emissions**: Direct emissions of an organisation, including combustion of fuels and fugitive emissions.
- **Scope 2 Emissions**: Indirect emissions of an organisation, including purchased electricity and heat.
- **Scope 3 Emissions**: Other indirect emissions associated with an organisation, including the supply chain, transport and distribution, business travel and commuting, use of products, waste, investments and other leased assets or franchises.