

## Leeds Climate Commission Terms of Reference

### 1. Background

- 1.1. COP21 was the 21<sup>st</sup> session of the Conference of the Parties to the United Nations Convention, organised by the United Nations and held in Paris which concluded on 12 December 2015 with the adoption of the first international climate agreement to aim to limit global temperature rise to below 2°C and to tend towards 1.5°C
- 1.2. Leeds believes that a resource efficient and climate resilient city will not only be a better place to live, it will also be more competitive and better placed to ride out future economic shocks. Leading research by the Centre for Low Carbon Futures / University of Leeds ([A Mini-Stern Review for the Leeds City Region](#)) has set out the strategic business case for investment and commercialisation of low carbon projects.
- 1.3. Leeds is rising to this challenge and has a vision to be the best city in the UK. A top priority is tackling climate change and creating a prosperous, sustainable economy. In 2011, Leeds City Council led the [Commission on the Future for Local Government](#) on the theme of Civic Enterprise. Relevant actions include:-
  - Becoming civic entrepreneurs to create the conditions for businesses to thrive;
  - Stimulating jobs, homes and good growth through infrastructure developments;
  - Enabling 21st Century Infrastructure, including high-speed broadband and low carbon resource recovery facilities.
- 1.4. While significant progress has been made towards achieving city-wide carbon reduction targets, with Leeds City Council taking a leading role, many of the economically advantageous carbon reduction opportunities identified in the Mini-Stern review remain unrealised at a city-wide level. Opportunities to reduce vulnerability to climate-related risks such as flooding also remain under exploited.
- 1.5. The task cannot be left to one actor or sector and there is much to be gained from bringing together the key actors in the public, private and civic sectors to promote and guide on-going transitions. There is also value in having an advisory committee to comment on objectives/targets, evaluate options, identify priority areas, build capacities for action and review progress.
- 1.6. In the face of a challenging national policy context and the limitations on what Leeds City Council can achieve on its own, there is considerable value in bringing together key city partners to form a Leeds Climate Commission to mirror the national Committee on Climate Change. It will advise local partners and decision makers on emissions targets and prepare reports on progress made in reducing greenhouse gas emissions and preparing for climate

change. Leeds Climate Commission will act as a focus for achieving the implementation of measures such as those identified in the Mini-Stern review, by helping to make the economic case for project development, implementation and investment in low carbon and climate resilient projects in the city.

## **2. Vision**

2.1. Leeds [Climate Change Strategy](#) sets out the vision for a low carbon and climate resilient city. To help the council and other organisations prepare for the effects of climate change, past extreme weather events and their consequences have been examined. These tell us how organisations and communities have responded and can help us identify vulnerable areas. We can use this information to plan for the future.

2.2. Leeds City Council has set a target to reduce its own carbon emissions by 40% by 2020 from a 2008/9 baseline. Many other organisations in the city have similar internal targets either set by Government, or through regulations such as the Carbon Reduction Commitment (CRC) or Energy Saving Opportunity Scheme (ESOS). In the Climate Change Strategy, the Council adopted a 40% citywide carbon reduction target based on a 2005 baseline and has established a Breakthrough Project to deliver the following aims:-

- Carbon reduction as a contribution to countering climate change;
- Greater energy security which provides the city with a competitive advantage;
- Energy consumption savings to consumers, providing advantages to businesses and residents;
- Reducing fuel poverty/ improving levels of affordable warmth, bringing benefits for health and well-being;
- Creation of jobs and apprenticeships;
- Development of skills within the environmental arena;
- Improved air quality bringing benefits for health and well-being; and,
- Greater visibility of energy usage and costs across the city.

## **3. Scope**

3.1. Leeds Climate Commission will be formally established in January 2017 will run until September 2018. Progress will then be reviewed.

3.2. Leeds Climate Commission will :

- Promote leadership in the city on climate change, encouraging stakeholders to take effective action now, while maintaining a long term perspective;
- Provide authoritative independent advice on the most effective steps required to meet the city's carbon reduction target so as to inform policies and actions of local stakeholders and decision makers. Initially it would focus on the top 10-15 carbon reduction activities and top 10-15 carbon emitters;

- Monitor progress towards meeting the city's carbon targets and recommend actions to keep on track;
- Advise on the assessment of the climate-related risks and adaptation opportunities in the city and on progress towards climate resilience;
- Bring together major organisations and key groups in Leeds to collaborate on projects that result in measurable contributions towards meeting the city's climate reduction target and also to deliver enhanced climate resilience, particularly in the area of flood risk;
- Promote best practice in public engagement on climate change and its impacts in order to support robust decision-making;
- Act as a forum where organisations can exchange ideas, research findings, information and best practice on carbon reduction and climate resilience.

3.3. It is also important to be clear about what Leeds Climate Commission will not cover. Although it will engage with and have representation from the private sector and civil society, it is not intended to be a lobbying or campaigning organisation and will instead have a clear focus on providing independent advice and bringing together organisations to collaborate on projects. It may, however, act as an advocate for further devolved powers which would enable the city to achieve more.

3.4. In its first year, Leeds Climate Commission will emphasise the carbon reduction element of its scope, building on the projects that are already in development. However, there are many climate resilience projects (particularly flooding related) and climate-related initiatives already being implemented and developed in the city (e.g. Leeds Flood Alleviation Scheme, Response to Storm Eva, Ouse Catchment project etc), in a multi-agency environment operating at a regional geography. Leeds Climate Commission will define its role in relation to these projects ensuring that it avoids duplication and adds value to initiatives.

3.5. Leeds Climate Commission covers the geographic area of the unitary authority of Leeds City Council.

#### **4. Deliverables**

4.1. Leeds Climate Commission aims to achieve the following deliverables:-

- The collation of existing carbon reduction targets and measures for organisations across the city using an agreed methodology;
- Agreed strategic and shared priorities and opportunities for carbon reduction and climate resilience across the city;
- A mechanism to engage with key stakeholders to develop opportunities into specific proposals, support the development of business cases and be instrumental in securing / obtaining funding for a portfolio of carbon reduction and climate resilience projects across the city;
- Develop mechanisms such as a 'pledge based' approach for the city where the climate related commitments of large actors are aggregated, and where other actors (e.g. SMEs, households) are encouraged to make new commitments to:-

- Reducing their organisational carbon emissions and promoting climate resilience across their site and operations in Leeds;
- Reporting progress on reducing carbon emissions each year, drawing wherever possible on existing data;
- Collaborating with other organisations to identify effective carbon reduction and climate resilience measures, research and develop projects, and attract funding for project development and/or delivery;
- An annual report monitoring project delivery and evaluating progress across the city towards the city's climate reduction target and advising on future measures and updating data on emissions in line with the city's commitments under the European Covenant of Mayors;
- A communications platform (website) which will set out the committee's objectives, outline its programme / projects and provide key contacts etc.

## 5. Membership

5.1. Membership of Leeds Climate Commission is open to individuals representing key organisations from the public, private and civic sectors across the city that can contribute to the promotion of a low carbon and/or climate resilient economy/society within Leeds. The balance of membership of the committee reflects the need for cross-city representation and for the committee to be able to address both climate mitigation and adaptation. Prior to appointment, members must have ensured that their participation in the Commission has been authorised at a senior level within their organisation.

5.2. The Commission will develop mechanisms for wider participation through, for instance, a 'pledge-based' system and other forms of associate membership.

5.3. Members of Leeds Climate Commission are recruited periodically via an open process. The first round of recruitment took place in late 2016 and members will serve from January 2017 – September 2018, in the first instance. Members are appointed on the basis :-

- That they are representative of a significant organisation or sector;
- That they will engage with their organisation and sector to promote the work of Leeds Climate Commission;
- That although some members will represent large organisations which can make a specific commitment, others may be able to represent their sector (eg housing / small businesses) but cannot make commitments on behalf of their sector;
- That they can deliver useful, accurate and timely data to Leeds Climate Commission;
- That they can demonstrate expertise, knowledge, leadership and skills to contribute usefully to the expert work of Leeds Climate Commission;
- That they can commit the required amount of time to Leeds Climate Commission;
- That they have access to good networks and connections that will add value to Leeds Climate Commission;

- That they are available to attend Leeds Climate Commission Strategy Group or Working Group meetings. Alternate representatives would not usually be allowed to attend. If a member is absent for three meetings in succession, membership will be reviewed and may be revoked.

## 6. Governance

6.1. Leeds Climate Commission is an independent advisory body, chaired initially by the University of Leeds which will also provide a secretariat. Leeds City Council will be the Vice-Chair. Subject to approval of Leeds Climate Commission Strategy Group, it may seek to establish itself as a Community Interest Company (CIC).

6.2. In order to ensure accountability and scrutiny of the work of the Commission and hence provide an opportunity to report the progress that is being made by all sectors and partners towards the city's carbon reduction target, Leeds Climate Commission will report progress on an annual basis to the Leeds Sustainable Economy and Culture Board.

6.3. Leeds Climate Commission comprises:-

A Strategy group comprising a Chair (initially from the University of Leeds), Vice-Chair (from Leeds City Council) and representatives from key organisations or sectors, including at least one person from each Working Group. The Strategy group will meet 4 times per year:

- To oversee the programme of deliverables;
- To take an overview of initiatives, projects and activities to ensure co-ordination, reduce duplication and foster synergy between projects;
- To act as a problem-solving forum;
- To agree, communicate and publish advice on meeting carbon reduction targets;
- To agree, communicate and publish advice on risk / opportunity assessment of climate change (from year 2).

At least 3 x Working Groups (at least 5 people per group) meeting frequently enough to be able to report to the quarterly meetings of the Strategy Group.

The Working Groups are:-

- Low Carbon Working Group: Information gathering by monitoring the performance of actual and proposed projects in the city, capturing carbon reduction data in an agreed format and preparing reports. Project portfolio delivery, funding and finance by taking a city-wide view of the carbon reduction and resilience projects and how they could be financed, including securing funding for the work of the Leeds CCC;
- Climate resilience Working Group: Reviewing the range of climate adaptation initiatives in the city;
- Engagement & Communication Working Group: Facilitating the provision of authoritative and influential city wide communication material on climate change in the city.

6.4. See Appendix 1 for more information about the Working Groups.

6.5. At each Strategy Group or Working Group meeting, the Chair, or in his / her absence, the Vice Chair, shall preside. A Strategy Group meeting will be quorate if either the Chair or Vice Chair as well as seven members are present. A Working Group meeting will be quorate if either the Chair or Vice Chair as well as two members are present.

6.6. Decisions within Leeds Climate Commission will be made jointly with a preference for a consensus-based approach to decision-making. If a vote is taken, each member of Leeds Climate Commission will be entitled to one vote, with a two-thirds majority being required.

## **7. Principles**

7.1. The following principles are proposed within which Leeds Climate Commission is expected to operate:-

- No party has a monopoly on best practice, initiative or solution
- All information is shared openly where possible
- Problems are solved jointly
- Innovative proposals are positively received and reviewed
- Working relationships are friendly
- Wherever possible risks are shared
- Work is delivered to the highest standards of quality

## **Appendix 1: Leeds Climate Commission Working Groups**

### **1 Low Carbon Working Group**

This Working Group has been created following a merger of two working groups: **(i) Information gathering and (ii) Project portfolio delivery, funding and finance.**

**Summary (Information gathering):** The Working Group will be responsible for overseeing the process of monitoring the performance of actual and proposed carbon reduction projects in the city, capturing carbon reduction data in an agreed format and preparing reports summarising this information. Key aims of the working group are to update the Mini-Stern report for Leeds and extend this methodology to include consumption based emissions to give a more complete picture of the contribution of the city to carbon emissions. It is hoped that the top ten carbon contributors in the city can be identified as these will be the most important when it comes to developing carbon reduction projects.

**Background (Information Gathering):** Many organisations in the city have carbon reduction targets either set by Government, or through regulations such as the Carbon Reduction Commitment (CRC) or Energy Saving Opportunity Scheme (ESOS). In the Climate Change Strategy, the Council adopted a 40% citywide carbon reduction target based on a 2005 baseline. There is no requirement for the Council to collect city wide data on carbon emissions and there is no formal mechanism in place to collect this information. This means that the Council has to rely on national data which is generally at least 2 years out of date and does not provide any detailed breakdown of information. Consequently, it is difficult for the Council to monitor progress towards the 2020 target and more importantly to assist organisations across the city in achieving their own targets through policy measures, city-wide projects or inter-organisation collaboration.

**Requirements (Information Gathering):** The Working Group will oversee the process of assembling accurate carbon related data in the city. An ability to influence the release of carbon related information in a particular sector of the city would be an advantage. Members of the Working Group should have experience of influencing stakeholders, project oversight and data presentation and communication. Familiarity with data relating to carbon emissions and the appropriate national and international regulatory frameworks and protocols would be an advantage.

In terms of project portfolio delivery, funding and finance, the Working Group will be responsible for taking a city-wide view of carbon reduction and resilience projects and how funding could be secured to support their development, implementation and co-ordination. The group will also take an interest in securing funding for the work of Leeds Climate Commission.

**Summary (Project portfolio delivery, funding and finance):** The Working Group will be responsible for taking a city-wide view of carbon reduction and resilience projects and how funding could be secured to support their development, implementation and co-ordination. The group will also take an interest in securing funding for the work of Leeds Climate Commission.

**Background (Project portfolio delivery, funding and finance):** Leeds City Region has assembled an initial pipeline of approximately 50 carbon reduction projects across the City Region, ranging in support requirement value from c£5k to c£500k, many of which are based in Leeds. These projects have been identified as having good potential for delivery, from an initial long-list of around 120 projects. However this snapshot is not comprehensive and new opportunities and developments are anticipated to come forward over time.

**Requirements (Project portfolio delivery, funding and finance)** The Working Group will oversee the process of devising an efficient means of assembling and maintaining information on actual and potential carbon reduction and resilient projects across the city. The Working Group will also be instrumental in overseeing effective mechanisms to bring projects from different stakeholders together where appropriate in order to achieve economies of scale or greater strategic synergy between projects. Members of the Working Group should have experience of project oversight and stakeholder engagement. Experience and familiarity with project assembly and finance identification will also be an advantage.

## **2 Climate Resilience Working Group**

**Summary:** This Working Group will be responsible for taking an overview of the many climate resilience projects (particularly flooding related) and climate-related initiatives already being implemented and developed in the city (e.g. Leeds Flood Alleviation Scheme, Response to Storm Eva, Ouse Catchment project etc), in a multi-agency environment operating at a regional geography. The Working Group will define a role for Leeds Climate Commission in relation to these projects ensuring that it avoids duplication and adds value to initiatives.

**Background:** The West Yorkshire Resilience Form (which is responsible for assessing the risks faced by the community, planning for emergencies and keeping the public informed during and after an emergency) identifies six key climate risks (major river flooding, urban flash flooding, drought, heat waves, storms and gales, low temperatures and heavy snow) all of which, except drought, are rated as high risk. Flooding (from rivers and flash flooding) is the most current climate risk.

**Requirements:** Members of the Working Group will be expected to oversee the assembly of information about climate resilience projects across the city paying particular attention to where Leeds Climate Commission can add value to existing initiatives. Members of the Working Group should have experience of project oversight and stakeholder engagement. Familiarity with climate resilience and its importance in enhancing city systems would be an advantage.

## **3 Engagement & Communication Working Group**

**Summary:** This Working Group will be responsible for overseeing the process of providing guidance on authoritative and influential city wide communication material on climate change in the city. It is not intended for this Working Group to devise or produce climate change related communication material. Rather its purpose will be to provide guidance on what constitutes best practice for climate change related communications so that organisations in the city are encouraged to devise appropriate communication programmes accordingly.

**Background:** There is no current city-wide consistency regarding campaigns around the component parts of sustainable development/environment policy. Existing materials illustrate:-

- An absence of any cohesiveness between individual programmes
- No consistent branding or messaging
- Inconsistent design or style
- No interconnectedness or co-ordination between programmes

- A lack of clear priorities
- Repetition between campaigns indicating potential inefficiency and leading to possible confusion
- No clear link to other city priorities (e.g. Best City, Child Friendly City)
- No clear links to a website for further information

**Requirements:** Members of the Working Group will be expected to oversee the process of assembling guidance and good evidence-based practice on climate change communication appropriate for a range of stakeholders. Members of the Working Group should have experience of project oversight and a familiarity with programmes using a variety of communication media and supporting evidence would be an advantage.