

**Leeds Committee on Climate Change
KICK OFF EVENT**

Tuesday 24th January 16:30 – 19:00
Notes from workshop: Adding Value, Overcoming Barriers

2 groups brainstormed “What can be achieved working together to shape Leeds transition to a resource efficient and climate resilient city under business as usual (i.e. current arrangements) up to 2020?”

BUSINESS AS USUAL 1

| LEADERSHIP | INDEPENDENT ADVICE | DATA PLUS MONITORING | COLLABORATION | OUTCOMES/ACHIEVE MENTS | PUBLIC ENGAGEMENT |
|---|---|---|--|-----------------------------------|--|
| Leeds Council have ambitious targets – keeping CC on agenda in times of austerity | Subject to paid consultancy | Public Sector continue to collect data: NHS, Council, University - Statutory requirements – will they stay? - All report/measure in different ways (eg scope 1,2,3) | Network of sustainability leaders (mostly private) | 40% might be met (2005 baseline) | Little |
| WYCA | Remnants of Carbon Trust/EST | Private Sector (eg CRC) - Scope one mostly - What they can get away with | Leeds Green drinks | District heating on way | Charities, eg Groundwork Leeds |
| LEP not as strong as they could be | Little respect from public/some policy makers | University of Leeds confirms emissions methodology work | Challenge of capacity building with no established network | | Hard to coordinate engagement activity |
| No cohesive strategy across West Yorkshire, joining Leeds Kirklees | | How can it be pulled together for a city wide overview | | | |
| City-City region links splintered | | | | | |
| Some actors waiting for national mandate for action | | | | | |
| Who is leading? Lots of leaders? | | | | | |

BUSINESS AS USUAL 2

| LEADERSHIP | INDEPENDENT ADVICE | DATA PLUS MONITORING | COLLABORATION | OUTCOMES/ ACHIEVEMENTS | PUBLIC ENGAGEMENT |
|--|-------------------------------|---------------------------------------|--------------------------------|---|------------------------------|
| Opportunities (supply chain consumption) | | Some monitoring but only what we know | Siloed? | Approx. 30% reduction CO2 | Disconnect with public |
| Governance structures | | 'Elephant in the room' | Improvements | Missed opportunity | Drivers |
| Assurance | | Unknown, unknowns | Project specific collaboration | Mismatch between national and local targets | Polarisation? |
| Business models(?) | | Language/communication issues | Cross sector, multi-level | | Levers to support action |
| Co-benefits | | Data gaps | Missing/needed | | A VISION? |
| Metrics | | Procurement/supply information | LESS SHARED LEARNING | | |

2 groups brainstormed “What value can the Leeds Committee on Climate Change add to what can be achieved working together to shape Leeds transition to a resource efficient and climate resilient city up to 2020?”

CHANGE 1

| LEADERSHIP | INDEPENDENT ADVICE | DATA PLUS MONITORING | COLLABORATION | OUTCOMES/ ACHIEVEMENTS | PUBLIC ENGAGEMENT |
|---|--|--|--|--|---|
| Show a return on investment (beyond emissions) | Climate change risk assessment for Leeds | Indicators for meeting targets | A different way forward – showing how we are coming together to take control | Resilience! | Success stories – inspiring at local/ community level |
| Success stories - Celebrate - Promote | | Similar levels of investment (to raise ambition) | Practical to collaborate across key players – guidance, processes, aligned funding cycles, etc | | Building knowledge across the city from experiences |
| When things go right! | | Annual targets/reports – Direction of travel | | | Promoting collateral benefits |
| And how this has positive value (eg improvement in areas) | | *Indicators for adaptation | | *Vision – what would a well-adapted city look like? | Awareness of CC risk + opportunities is widespread in our culture/communities |
| | | | | Tools *and what we have achieved already, ie post Boxing Day, etc | EMPOWERING! |
| | | | | SHAPING OUR FUTURE | Uplifting – confidence and inspiration |

CHANGE 2

| LEADERSHIP | INDEPENDENT ADVICE | DATA PLUS MONITORING | COLLABORATION | OUTCOMES/ ACHIEVEMENTS | PUBLIC ENGAGEMENT |
|--|----------------------------|-----------------------------|---|------------------------------------|---|
| Competitive advantage for Leeds | Key messages | Credible data | Collaboration underpins Committee | Industrial strategy | Creating a sense of urgency |
| Give actors in the City permission | Neutral actor | How do we meet our targets | Champions which are a product of a collaborative environment | Resilience | Telling the story by showing 'self-interest arguments' for public |
| Holding players in the City to account | Open and transparent | Scrutiny of all players | Create a systems approach so we can collaborate for a low carbon future | Unlocking investment | Backing up claims/talk with actions which prove credibility |
| Creating a road map for organisations | Authoritative and credible | | How do we connect this to the economic development strategy | Generate projects | How does it benefit Leeds? |
| Defining the vision and ambition | Soft power | | Create opportunity for collaboration and being mutually essential | Recreating the City as an exemplar | Create pride in Leeds being best at climate change reduction |
| Local relevance | Best practice | | | | |
| Corporate Governance | Sharing knowledge | | | | |
| Using self-interest to lead people and organisations | | | | | |
| Using health and related opportunities | | | | | |

Group identified barriers to change (including Resources; Communication; Policy Changes; and Outcomes) and identified solutions for: Apathy; Overcoming Engagement; Partnerships; Vision

STICKY NOTES

| | |
|--|--|
| Lack of resources (money) | Lack of interest/time from members |
| Lack of personal time | Politics – willingness to commit publicly |
| Lack of agreement on what to achieve/do/how to do it | Not seen as a priority – economic growth/value |
| Not engaging with stakeholders in way that produces response | Seen as elitist – not for ordinary people |
| Limited impact on my generation | Alienating the public/everyday consumers |
| Lack of resources to give maximum impact | Difficulty of communicating clearly technical data |
| Partners in local government run out of resources | All talk but no effective outcomes to change behaviours |
| Decision making by Committee is not adequately formed by fact or good practice elsewhere | Fades away – commitment not sustained |
| Committee not influential making homework rather than setting the agenda | Change of local political leadership abandoning climate change |
| No growth in public climate change concern | Being solely focused on 'climate': risk of perception/political agenda clouds delivery |
| Easier to exploit/invest in business as usual model | Meetings become talking shops – needs structure |
| Lack of agreement on role of CCC | Change in (national) political direction (eg repeat of CLA 2008) |
| Trying to do too much too quickly | Lack of political support (cross-party) |
| Overly corporate | Competing agenda (eg across North) |
| Absence of public support | Trying to do rather than inspire and encourage others |
| Data availability | Coveting notoriety/not sharing success |
| Lack of visibility of our success/lack of impact | Lack of communication (Committee) |
| Can't agree on measures of success | |
| Big schemes | |
| Members not fully clear about vision/mission | |
| Lack of influence on key stakeholders | |
| Lack of clear smart objectives | |
| | |

OVERCOMING BARRIERS

RESOURCES – TIME AND CASH; COMMUNICATION; POLICY CHANGES; OUTCOMES – SMART OBJECTIVES AND DATA

| APATHY | OVERCOMING ENGAGEMENT | PARTNERSHIPS | VISION |
|--|---|---|--|
| Good relevant outputs | Be specific on vision and ask | Demonstrate real world benefit | Challenge people to make choices |
| Hitting our targets | What does it mean to specific (groups of) people | Stories | How we tell the STORY! Think about the audience |
| Spelling out the alternative scenario | What are we asking of people – be clear on <u>how</u> people can engage | Have all at launch | Make it <u>Local</u> – Leeds and Yorkshire brands exist |
| Improve people's understanding | <u>Who</u> are we looking to engage – sectors, size of organisations, public, schools | Engage with ordinary people | 'Make Leeds somewhere to be <u>proud</u> of' – tangible. LCC – 'Leeds as the best City' |
| Using non-stereotypical reference points | <u>Simple</u> is key. Don't cloud/be too complex – elevator pitch | Need to get cross-party support – getting Labour politicians to stop being partisan; John Summer (Conservative) at launch | Create a vision and make it clear |
| Don't make it too hard so it's achievable for people | Local focus is key – make it about (and indirect impacts) Leeds, not just carbon – real issues for Leeds, for £, emotional engagement | Get all 3 big sports clubs – cricket, football, rugby - signed up | Impactful |
| The group stays engaged and encouraged | Breakdown 'resilience' – what does it mean for City, for people | Keep it fresh and exciting | Engage the - uninterested - vulnerable |
| Proportionality inputs and outputs | <u>Empower people</u> to be in control of their City, by choice not enforced! | Need to publicise the commitment of the partners – signatories to a vision of shared goal | Link to places by capturing a wide range of linked successes (not just carbon reduction) |
| Getting engagement, ie fuel for schools – good exemplars | Visual 'totaliser'/progress towards target. Local targets | Sell 'we're a leader' | Make it real - businesses - customers - public |
| Need to provide solutions | Brand required | Get WY Pension Fund involved – George O was asking it to invest more in infrastructure | A plan for how this <u>can</u> happen |
| Where is the issue on their priority list | Disseminate agreed vision through local members/audiences | Being in Committee gives a sense of being an insider – buy in | Goals/outcomes |
| | Cross-party agreement/support | Who have we left out? | |
| | What opportunities does it bring/shout about success stories | You want to be in! | |
| | | Subscribe to a vision – can see a positive outcome | |
| | | Appeal to Leeds' self-interest | |