

SCRUTINY BOARD (STRATEGY AND RESOURCES)

REDUCTION OF ENERGY CONSUMPTION IN COUNCIL BUILDINGS

TERMS OF REFERENCE

1.0 Introduction

- 1.1 Climate Change provides one of the greatest challenges to humanity today, having detrimental impacts on both society and the environment internationally, nationally and locally. A landmark report from the United Nations Intergovernmental Panel on Climate Change (IPCC) has warned that the window to limit world temperatures to under 1.5 °C and avoid the worst climate change impacts could close within the next 12 years.
- 1.2 It is estimated that if we are to have a good chance of avoiding dangerous climate change – that is average warming above 1.5°C, the world can emit no more than 420 giga-tonnes of greenhouse gases by 2050. Leeds' share of this on a per capita basis is estimated at 42 mega-tonnes – this is in effect our city's carbon budget to 2050. If we were to carry on at our current rate of emissions, we would have used our total budget for the period to 2050 within 9 years.
- 1.3 The District has achieved a reduction of 43% in emissions from its 2005 baseline. The Leeds Climate Commission have advised that to stay within our carbon budget we must achieve a further reduction of 27% by 2025 and an additional 15% by 2030, equating to an overall reduction of 85% from our 2005 baseline.
- 1.4 To date, the vast majority of carbon reduction realised in the District has been achieved through reductions in the carbon emissions from electricity generation in the national grid. These have been achieved mainly through the shift away from coal burning power stations and the increases in renewables (especially off-shore wind farms). While the trend towards greener energy will continue, due to the speed and size of reduction required it is unlikely that it can be achieved by changes to national energy infrastructure alone. Such a significant reduction will require action across every sector including transport, housing, commercial property, industry and agriculture. Importantly, it will therefore require reduction in energy consumption levels, achieved in part by enormous investment in energy efficiency, but it will also require major behavioural change.
- 1.5 At Full Council on 27 March 2019, the Council passed a motion declaring a "Climate Emergency". This is recognised as a significant milestone that requires the Council and the city to act at a faster pace.
- 1.6 At the beginning of the municipal year, the Strategy and Resources Scrutiny Board particularly acknowledged the role of the Council in

demonstrating leadership in this field. In accordance with its remit, the Board agreed to review how the Council is reducing energy consumption levels within its own corporate buildings in order to minimise both cost and carbon impact.

- 1.7 The climate emergency is one of the primary drivers for the new Asset Management Strategy which is currently being prepared covering every aspect of the estate. Reducing the size of the Council's estate will be fundamental to reducing energy consumption and improving the overall sustainability and efficiency of the estate.
- 1.8 A fundamental aspect of reducing the size of the office estate will be future phases of the Changing the Workplace (CTW) Programme, which will deliver both asset rationalisation and cultural workforce changes. Through the CTW programme, the Council has already consolidated 13 city centre buildings into just 4, delivering a reduction in energy consumption levels as well as achieving financial savings and an improved staff and customer experience.
- 1.9 Beyond the city centre, in large part, the same benefits have not been realised. The CTW programme therefore continues to be rolled out in a phased approach to ensure that the Council has an affordable and sustainable estate which provides fit for purpose, good quality accommodation in the right locations.
- 1.10 There will inevitably be some buildings which have a high energy use that the Council will need to retain such as the Town Hall and Civic Hall. Here the focus will be on exploring greener energy options and investment to reduce energy use.
- 1.11 The timeliness of this inquiry enables the Strategy and Resources Scrutiny Board to consider the principles and proposals linked to Phase 2 of the CTW Programme as it continues to be rolled out across localities. In doing so, the Board will also be considering the potential implications and challenges associated with this next phase of the programme in terms of trying to minimise energy costs and carbon impact, with a particular focus around the promotion of flexible and mobile ways of working and aiming to reduce car usage and facilitate clean transport choices.

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The scale and impact of the Council's energy consumption levels across its corporate buildings (This excludes schools and housing stock);
 - The process to prepare the new Asset Management Plan.

- The associated links and aims of the Council's Changing the Workplace Programme, including achievements to date;
- The guiding principles, work streams and timeline associated with future phases of the Changing the Workplace Programme;
- Potential implications and challenges linked to the future roll out of the Changing the Workplace programme in terms of trying to minimise energy costs and carbon impact, with a particular focus around the promotion of flexible and mobile ways of working and the aim to reduce car usage and facilitate clean transport choices.

3.0 Desired Outcomes and Measures of Success

3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.

3.2 The key outcomes sought from the inquiry are:

- To allow the opportunity for Scrutiny to raise any potential implications and challenges associated with the Phase 2 roll out of the Changing the Workplace programme in terms of trying to minimise energy costs and carbon impact.
- To allow the opportunity for Scrutiny to consider and inform the principles and proposals of the Phase 2 roll out of the Changing the Workplace Programme.

4.0 Comments of the relevant Director and Executive Member

4.1 In line with Scrutiny Board Procedure Rule 32, where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

5.0 Timetable for the inquiry

5.1 The Inquiry will take place over two sessions, including a working group meeting to provide flexibility for the Board to consider any additional evidence before reporting on its findings.

5.2 It is anticipated that the Scrutiny Board's report will be produced by November 2019, enabling its findings to be shared with the Executive Board in December 2019.

6.0 Submission of evidence

6.1 Session one – Scrutiny Board Meeting – 14th October 2019

To consider evidence in relation to the following:

- The scale and impact of the Council's energy consumption levels across its corporate buildings (This excludes schools and housing stock);
- The process to prepare the new Asset Management Plan.
- The associated links and aims of the Council's Changing the Workplace Programme, including achievements to date;
- The guiding principles, work streams and timeline associated with future phases of the Changing the Workplace Programme;
- Potential implications and challenges linked to the future roll out of the Changing the Workplace programme in terms of trying to minimise energy costs and carbon impact, with a particular focus around the promotion of flexible and mobile ways of working and the aim to reduce car usage and facilitate clean transport choices.

6.2 Session two – Working Group Meeting – November 2019 (date tbc)

To consider any additional evidence requested during the Scrutiny Board's meeting on 14th October 2019 and determine any potential recommendations arising from the Board's inquiry.

6.3 Session three – Scrutiny Board Meeting – 18th November 2019

To consider the Scrutiny Board's draft report for formal approval.

7.0 Witnesses

7.1 The following have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Director of Resources and Housing
- Director of City Development
- Executive Member for Resources
- Chief Officer for Sustainable Energy and Air Quality
- Head of Asset Management
- Executive Manager, Strategic Asset Management
- Head of Digital Efficiencies
- Head of Human Resources

8.0 Equality and Diversity / Cohesion and Integration

8.1 The Equality Improvement Priorities have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will

help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
 - 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
 - 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.
- 9.0 Post inquiry report monitoring arrangements**
- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
 - 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.