

2022-2025

Corporate Business Plan

Contents

The Committee	3
1. Committee remit and structure	6
2. Strategic priorities	7
3. Business plan	9
4. Corporate governance and resources	13
Annex A	15

The Committee



The Rt. Hon John Gummer, Lord Deben,
Chairman

Lord Deben was the UK's longest-serving Secretary of State for the Environment (1993 to 1997). He has held several other high-level ministerial posts, including Secretary of State for Agriculture, Fisheries and Food (1989 to 1993). Lord Deben also runs Sancroft, a corporate responsibility consultancy working with blue-chip companies around the world on environmental, social and ethical issues.



Professor Keith Bell

Keith Bell is a co-Director of the UK Energy Research Centre (UKERC), a Chartered Engineer and a Fellow of the Royal Society of Edinburgh. He has been at the University of Strathclyde since 2005, was appointed to the Scottish Power Chair in Smart Grids in 2013 and has been involved in energy system research in collaboration with many academic and industrial partners.



Professor Michael Davies

Michael Davies is Professor of Building Physics and Environment at the UCL Institute for Environmental Design and Engineering (IEDE). At UCL his research interests relate to the complex relationship between the built environment and human wellbeing. He is also Director of the Complex Built Environment Systems Group at UCL and a member of the Scientific Advisory Committee of 'Healthy Polis'.



Professor Piers Forster

Piers Forster is Director of the Priestley International Centre for Climate and Professor of Physical Climate Change at the University of Leeds. He has played a significant role authoring Intergovernmental Panel on Climate Change (IPCC) reports, and is a coordinating lead author role for the IPCC's sixth assessment report.



Paul Johnson CBE

Paul Johnson is Director of the Institute for Fiscal Studies and a visiting professor at University College London (UCL). He is widely published on the economics of public policy, and he co-wrote the 'Mirrlees review' of tax system design. He was previously Chief Economist at the Department for Education (2000 to 2004).



Professor Corinne Le Quéré FRS

Corinne Le Quéré is a Royal Society Research Professor at the University of East Anglia (UEA), specialising in the interactions between climate change and the carbon cycle. She was lead author of several assessment reports for the UN's Intergovernmental Panel on Climate Change (IPCC) and she currently Chairs the French Haut Conseil pour le Climat.



Baroness Brown of Cambridge DBE FRS
Chair, Adaptation Committee

Baroness Brown of Cambridge DBE FREng FRS (Julia King) is an engineer, with a career spanning senior engineering and leadership roles in industry and academia. She currently serves as Chair of the CCC's Adaptation Committee; non-executive director of Ceres Power, Ørsted and Frontier IP; Chair of the Carbon Trust; and Chair of the House of Lords Science and Technology Select Committee.



Dr Ben Caldecott

Ben Caldecott is the founding Director of the Oxford Sustainable Finance Group and the inaugural Lombard Odier Associate Professor of Sustainable Finance at the University of Oxford. Ben is also the founding Director and Principal Investigator of the UK Centre for Greening Finance & Investment (CGFI), established by UK Research and Innovation in 2021 as the national centre to accelerate the adoption and use of climate and environmental data and analytics by financial institutions internationally.



Professor Richard Dawson CEng FICE

Richard Dawson is Professor of Earth Systems Engineering and Director of Research in the School of Engineering at Newcastle University. Over the last two decades his research has focused on the analysis and management of climatic risks to civil engineering systems, including the development of systems modelling of risks to cities, catchments and infrastructure networks.



Professor Nathalie Seddon

Nathalie Seddon is Professor of Biodiversity and Founding Director of the Nature-based Solutions Initiative in the Department of Biology at the University of Oxford. Nathalie trained as an ecologist at Cambridge University and has over 25 years of research experience in a range of ecosystems across the globe. As a University Research Fellow of the Royal Society, she developed broad research interests in the origins and maintenance of biodiversity and its relationship with global change.



Professor Swenja Surminski

Swenja Surminski is Chair of the Munich Climate Insurance Initiative, Managing Director Climate and Sustainability at Marsh McLennan and Professor in Practice at the Grantham Research Institute at the London School of Economics (LSE). Her work focuses on capacity building and knowledge transfer between science, policy and industry, building on her work in industry and as advisor to governments, private sector and civil society, including as Visiting Academic at the Bank of England.

1. Committee remit and structure

The Climate Change Committee (CCC) is an independent, statutory non-departmental public body established under the Climate Change Act 2008. Our purpose is to advise the UK government, Parliament and the devolved administrations on cutting emissions and preparing for climate change. The CCC consists of two committees: a committee (the Committee) advising on how to reduce greenhouse gases in line with legislative requirements across the UK and an Adaptation Committee (AC) which advises the risks from climate change and actions the UK and devolved nations should take to adapt.

The Committee currently comprises a Chair and five independent members. The Committee is sponsored by the Department for Business, Energy and Industrial Strategy (BEIS), the Northern Ireland Executive, the Scottish Government and the Welsh Government. The Chair and Committee Members are appointed by our sponsoring organisations and the Act requires the Committee to have a Chair and not less than five and not more than eight other members.

The AC, also established under the 2008 Climate Change Act, advises the UK government and devolved administrations on their assessment of the risks and opportunities from climate change. It also reports to the UK Parliament on progress in adaptation, particularly in relation to the UK Government's National Adaptation Programme (mainly covering England).

The Adaptation Committee comprises a Chair and five independent members. The Adaptation Committee is jointly sponsored by the Department for Environment, Food and Rural Affairs (Defra), the Northern Ireland Executive, the Scottish Government and the Welsh Government. Committee Members are appointed by our sponsoring organisations and the Act requires that the Committee should not have less than five other Committee Members.

The Committees are supported by a Secretariat comprising public servants and expert secondees. The Secretariat is responsible for delivering a complex analytical work programme, stakeholder engagement, representing the Committee at public events as well as developing and formulating recommendations to government.

2. Strategic priorities

Our strategic priorities are to:

- Provide impartial advice to all UK Governments on setting and meeting carbon budgets and preparing for climate change
- Monitor progress in reducing emissions, achieving carbon budgets and preparing for climate change
- Conduct independent analysis into climate change science, economics and policy
- Engage with stakeholders to promote understanding and inform an evidence-based debate on climate change and its impacts, and measures to address it.

To deliver our strategic policies we:

- Conduct independent analysis into climate change science, economics and policy
- Engage with a wide range of organisations and individuals to promote understanding, and inform evidence-based debate on climate change and its impacts, to support robust decision-making

The Committees are required to fulfil specific duties under six separate pieces of legislation including:

Table 1	
Legislation	Summary of statutory duties
Climate Change Act (2008)	<ul style="list-style-type: none"> • Advise on the appropriate level of the UK's carbon budgets and steps required to meet them. The budgets define the maximum level of CO₂ and other greenhouse gases which the UK can emit in each five-year budget period. • Report to the UK Parliament annually on the progress the government is making towards meeting UK carbon budgets and recommend actions to keep budgets on track. • Report to the UK Parliament biennially on the progress the government is making towards assessment of progress in preparing for climate change in England. • Evaluate progress towards implementation of the UK Government's National Adaptation Programme, and reporting to the UK Parliament. • Provide advice on emissions from international aviation and shipping. • Provide advice, analysis, information or other assistance to the UK government or Devolved Administrations as requested.
Climate Change (Scotland) Act 2009	<ul style="list-style-type: none"> • Advise on the appropriate level of statutory targets in Scotland (including annual targets). • Monitor and report on progress to Scotland's emissions reduction targets and recommending actions to keep on track.

	<ul style="list-style-type: none"> • Prepare independent assessments of the Scottish Government's Climate Change Adaptation Programme. • Provide advice, analysis, information or other assistance to the Scottish government as requested.
Infrastructure Act 2015	<ul style="list-style-type: none"> • Advise on the impact of the exploitation of onshore petroleum on UK carbon budgets and the 2050 target.
Environment (Wales) Act 2016	<ul style="list-style-type: none"> • Advise on the appropriate level of statutory targets in Wales. • Advise on the progress made towards meeting carbon budgets and targets, whether those budgets and targets are likely to be met and any further measures that are needed. • Advise on the progress made on the Welsh Government's Adaptation Plan, as required. • Provide advice, analysis, information or other assistance to Welsh Ministers as requested.
Planning (Scotland) Act 2019	<ul style="list-style-type: none"> • Requires Scottish Ministers to consult the CCC on each new revised National Planning Framework.
Climate Change Act (Northern Ireland) 2022	<ul style="list-style-type: none"> • Provide advice on the level of carbon budgets and emissions targets for Northern Ireland and the development of the Climate Action Plan. • Provide advice on the development of proposals to make regulations arising from the Act e.g., climate change public body reporting. • Advise on the progress made towards meeting emissions targets and carbon budgets, whether those targets and budgets are likely to be met, and whether any further measures are needed to meet those targets and budgets. • Prepare independent assessments of the Northern Irish Administration's Adaptation Programme including an assessment of the progress made and recommendations for the next Adaptation Programme.

3. Business plan

(a) 2022-2023 activities

The table below sets out the actual and planned publication dates for key reports and briefing notes.

Month	Publication
June 2022	<ul style="list-style-type: none"> • Progress Report. A statutory report providing a comprehensive overview of the UK Government's progress to date in reducing emissions. The report includes a new web-based dashboard to show progress in reducing emissions across key UK sectors.
July 2022	<ul style="list-style-type: none"> • CCC Annual Report & Accounts. The CCC's business objectives, achievements, and financial statements for the period 1 April 2021 to 31 March 2022. • Overheating in Buildings Briefing. A briefing which summarises the risks to health, well-being and productivity from overheating in buildings. • Understanding climate risks to UK infrastructure: Evaluation of the third round of the Adaptation Reporting Power. The CCC's report on the third round of the Adaptation Reporting Power (ARP3).
October 2022	<ul style="list-style-type: none"> • Resilient Supply Chains – Briefing. A briefing which summarises the evidence base on climate-related risks to UK supply chains, and the adaptation actions that are needed to build resilience and maintain full function. • Voluntary Carbon Markets and Offsetting – Report. Advice on voluntary carbon offsets, assessing the risks and opportunities they pose to the UK's Net Zero pathway.
December 2022	<ul style="list-style-type: none"> • 2022 Scottish Progress Report. Assessment of Scottish Government's progress to reduce emissions against its statutory targets. • Emissions Targets – Advice to Scottish Government. Review of Scotland's emissions targets based on the most up-to-date evidence. • COP 27 – Briefing. Summary of activity at COP27.
January 2023	<ul style="list-style-type: none"> • Northern Ireland - First Carbon Budget. Advice on the level of Northern Ireland's first carbon budget including underpinning data and analysis
February 2023	<ul style="list-style-type: none"> • Funding Adaptation. A report on the challenges and opportunities for financing the actions that will help the UK adapt to a changing climate, and how barriers to the necessary investment in adaptation can be removed.
March 2023	<ul style="list-style-type: none"> • Northern Ireland – Second and Third Carbon Budgets. Advice on the level of Northern Ireland's second and third carbon budgets including underpinning data and analysis. • Northern Ireland Net Zero Pathway Advice. Update of balanced pathway to reflect net zero emissions by 2050 target for Northern Ireland. • NICCAP2 assessment. Independent assessment of the second Northern Ireland Climate Change Adaptation Programme. • Delivering a reliable decarbonised power system. This report illustrates what a reliable, resilient, decarbonised electricity supply system could look like in 2035, and the steps required to achieve it.

- **Adaptation Progress Report.** This report will set out the Adaptation Committee's latest assessment of progress in preparing for climate change in England.
- **Skills Advisory Report.** Analysis setting out the potential implications of the Net Zero transition on the UK labour market, assessing risks and opportunities for workers (date to be confirmed).

In addition, we have published a number of letters as shown in Annex A.

(i) Climate Change Risk Assessment 4 (CCRA4)

The UK Government is required, under the 2008 Climate Change Act, to publish a Climate Change Risk Assessment (CCRA) every five years. The assessment sets out the risks and opportunities facing the UK from climate change.

The third CCRA, published in June 2021, is published on the CCC website and there is a dedicated website which hosts the full set of outputs. The work programme to deliver the CCRA4 has started and will run through to publication in 2026.

(b) Planned activities 2023-2025

We keep this corporate plan continually under review, all planned timings are subject to review. Forthcoming publications and expected publication dates are updated regularly on the CCC website.

Table 3 UK and England			
Scope	Report	Reporting cycle	Planned publication timing
England	Adaptation Progress Report	Biennial report	March – June 2025
UK	Business in a Net Zero UK. Analysis of business activity to support the Net Zero transition and how Government can best support the private sector to contribute fully.	Single Report	April 2023
UK	National Adaptation Programme	Single Report	May 2023
UK	Mitigation Progress Report	Annual report	June 2023 June 2024 June 2025
UK	Fairness and Affordability. Analysis to explore the issues around the allocation of costs and benefits of the Net Zero transition across UK households	Single report	December 2023
UK	7 th Carbon Budget Advice. In preparation for the 7 th Carbon Budget advice a range of sectoral and thematic reviews will be undertaken. The scope and timings of these reviews are under discussion	5 Yearly report	December 2025

Table 4			
Scope	Report	Reporting cycle	Planned timing
Northern Ireland	Review of 2030 target and advice on setting of 2040 target	Single report	September 2023
Northern Ireland	Climate Change Reporting by Public Bodies. Provision of advice on development of Regulations	Single report	Regulation is due to be in place by December 2023
Northern Ireland	NICCAP assessments. Independent assessment of the Northern Ireland Climate Change Adaptation Programme	5 Yearly report	March 2023
Northern Ireland	Northern Ireland – Fourth Carbon Budget	5 Yearly report	March 2025
Northern Ireland	Northern Ireland Climate Action Plan. Provision of analysis and advice to support the development of the first Climate Action Plan	Single report	The first climate action plan is to be in place by 31 Dec 2023.

Table 5			
Scope	Report	Reporting cycle	Planned timing
Scotland	Progress Report	Annual report	Timings to be confirmed but planned as follows: December 2023 December 2024 December 2025
Scotland	Emissions Targets Advice	5 Yearly report	In line with legislative requirements
Scotland	Independent Assessment of Scottish Adaptation Programme	3 Yearly report	November 2023 / Spring 2024

Table 6			
Scope	Report	Reporting cycle	Planned timing
Wales	Mitigation Progress Report	Annual report	June 2023
Wales	Welsh Adaptation Progress Report	Biennial report	June 2023
Wales	Carbon Budget Advice (to include CB4 advice and CB3 offset limit with a call for evidence in early 2024)	5 Yearly report	Early 2025

4. Corporate governance and resources

(a) Corporate governance

The role of the **Operations Board** is to support and advise the Chief Executive and Accounting Officer in the performance of their duties. The Board sets the strategic direction of the CCC and manages the CCC's resources, policies and work programme.

Its role includes:

- the development and implementation of strategy, operational plans, policies, procedures and budgets
- the monitoring of operating and financial performance
- the assessment and control of risk
- the prioritisation and allocation of resources
- supporting the Chairs of the Committee and the Adaptation Committee in terms of fulfilling their role and responsibilities as set out in the Framework Document*

The **Senior Management Team** has responsibility for making any necessary and appropriate decisions relating to the day-to-day performance of the CCC's business, and for the effective management of our staff.

The **Audit and Risk Assurance Committee (ARAC)** supports the board in discharging its responsibilities in relation to issues of risk, control and governance.

The non-executive members of the Audit and Risk Assurance Committee are:

- Rosalyn Schofield (Chair)
- Professor Piers Forster

(b) Resources

The Chief Executive is designated as Accounting Officer and is responsible for the management of the CCC's day-to-day operations, ensuring it is run on the basis of the standards set out in HM Treasury's Managing Public Money.

(i) Finances

The CCC has a budget of £6.7m for 2022-23 which has been agreed by its sponsor organisations.

The CCC has prepared a detailed financial plan as part of its financial management and governance activities for the 2022-23 Financial Year.

* Climate Change Committee (2010) *Committee on Climate Change Framework Document*.
<https://www.theccc.org.uk/wp-content/uploads/2013/03/CCCFramework-Document.pdf>

Performance against this budget is kept under continual review and is reported to the Operations Board. The Committee provides its Sponsor Organisations with regular financial information to satisfy reporting requirements.

In all its activities, the Committee operates in line with the principles set out in HM Treasury's Managing Public Money and seeks to obtain value for money from its expenditure.

The remuneration of the Chairs and Committee Members is published in the Annual Report and Accounts on our website. The Annual Report and Accounts details the CCC's financial position and performance, and its main activities. These include the audited accounts and financial statements for the stated period. The Commission's most recent annual report and accounts covers April 2021 - March 2022 and was published on 14 July 2022.

(ii) Staffing

The Committee employs a Chief Executive and a Secretariat of approximately 55 staff, on a full-time equivalent basis. This comprises 47 analytical full time equivalent staff, working across mitigation and adaptation and eight corporate support staff including specialists in communications and finance.

The challenging nature of our work means we need to attract and retain people who are at the forefront of their field. We place high importance on supporting our people, including investing in development opportunities to enhance their knowledge and skills.

Letters published by the Climate Change Committee

Table A1

Date	Outline
21 June 2022	A letter from Chris Stark to Chris Thompson, Director for Net Zero Strategy at BEIS, about the inclusion of Nitrogen Trifluoride (NF3) as a targeted greenhouse gas.
6 July 2022	A letter from Lord Deben and Baroness Brown to Rebecca Pow MP about Defra's environmental target proposals, as required under the Environment Act. This letter set out the CCC's views on the consideration of climate change mitigation and adaptation within the proposed targets.
6 September 2022	A joint letter from the CCC and the National Infrastructure Commission to the Prime Minister setting out the organisations' joint positions on topics including energy security, fossil fuels and the role of infrastructure in delivering Net Zero.
21 September 2022	A letter from Lord Deben to Graham Stuart MP, Minister for Energy and Climate at BEIS, which highlighted the outcomes of a Citizens' Panel on home energy decarbonisation, which the CCC and Lancaster University collaborated on. The letter outlined the evidence on the types of policies which homeowners wish to see to help them decarbonise their homes.
26 September 2022	A letter from Lord Deben to Julie James MS, Minister for Climate Change at the Welsh Government. It outlined the Committee's advice on whether surplus emissions in Wales' First Carbon Budget (2016-2020) should be carried forward to the Second Carbon Budget (2021-2025).
11 October 2022	This is a letter from Lord Deben to Graham Stuart MP, Minister for Energy and Climate at BEIS. The letter outlined the Committee's advice on development of the UK Emissions Trading Scheme (UK ETS) in response to a request from the then Minister, Greg Hands MP, for advice on the UK ETS cap, on matters relating to free allocation of allowances and on wider questions relating to the future role of the scheme.
9 November 2022	A letter from Lord Deben to Jeremy Hunt MP, Chancellor of the Exchequer. The letter set out the Committee's advice on reducing energy demand in buildings in response to the energy price crisis.
2 February 2023	A letter from Lord Deben, Chair of the Climate Change Committee, to Lee Rowley MP. It explains the need for modifying the rating metrics used on domestic Energy Performance Certificates. It outlines our recommendations for improvements to the metrics to make them better for informing consumers and supporting policies to reduce emissions from homes.
22 February 2023	A letter from Lord Deben, Chair of the Climate Change Committee, to the Rt Hon Mark Spencer MP, Minister of State for Food, Farming and Fisheries at the Department for Environment, Food & Rural Affairs. It outlines the Climate Change Committee's position on meat consumption and importation in delivery of the Sixth Carbon Budget.

March 2023

Corporate Business Plan
2022-2025

Climate Change Committee
1 Victoria Street
Westminster
SW1H 0ET

www.theccc.org.uk
[@theCCCuk](https://twitter.com/theCCCuk)