



Full Commission Meeting
Friday 2nd Sept 2022 – 11:00 AM
University Of Huddersfield Business School & MS Teams

Minutes
(To be formally agreed at the next meeting)

1. Welcome and introductions

A full list of attendees is appended (see **Error! Reference source not found.**).

Apologies were received from: Alistair Branch

2. Minutes from previous meeting

- PR asked attendees to consider the minutes of the previous KCC meeting (10/06/22).
- TT wished to correct as part of his sub-group update on page 8 that the name of the organisation is – *'One Community Foundation'* instead of 'a community'.

ACTION: Secretariat to correct this before publishing.

- Minutes from previous meetings are available on the KCC website:
<https://www.kirkleesclimate.org.uk/meeting-agendas-notes>

3. West Yorkshire Combined Authority (WYCA) - Climate and Environment Plan – Noel Collings

Noel Collings presented on the WY Climate and Environment plan (full presentation appended)

- The full plan is available to read on the website and NC is happy to answer queries

Questions from Commissioners and answers –

- GR – referred to the 11.1 MT of CO2 footprint shown which looks the same as the Tyndall/Scatter report for Kirklees yet is here for WY-wide. A follow-up report looking at 'what we can do' came up with GHGs of 15 MT. How do the two fit together?
 - NC responded – different datasets and methodology were used, without seeing the different methodology that KC uses it is hard to see what is/isn't included in the different reports. Their methodology was used by Element Energy.
- GR asked how KCC can support the work that WYCA is doing and how it can fit in

- NC – by engaging with the programmes that they have from the CE/Env plan. Looking at expanding the working groups that are set up and opportunities to collaborate, etc.
- TN asked for clarification on the 39 objectives
 - NC – 39 actions were identified for the next 3 years, but £40m into 39 objectives would not go far. There was an exercise to prioritise which can come forward for gain share funding. E.g., if it is funded by other means/linked to other schemes (e.g., transport). Or more research/feasibility studies required. e.g., hydrogen.
 - This left 15 for gain share - this is a big ask to do in one go – so it is broken down into 3 ‘waves’. Within Business and sustainability – some of them are merged so it does not add up to 15. 7 to go forward for Wave 1.
- CH commented, stating he is working with Andy Boyle of Better Homes Hub and discussing bringing them into the Buildings sub-group, using this as a model for other groups to create links with other aspects of the Wave 1 programme.
 - NC open to have conversations and welcomes offers of help from others.
- AR spoke to the Mayor recently. Pleased to see Housing is featured but concerned that there is not enough money to go around and high level of competition. And would like more joint bids.
- Rent cap – what does this mean for housing/housing associations/landlords. Impacts on funding toward improving homes and affects the housing target
 - NC agreed it is challenging and would like to collaborate more via bidding collectively rather than individually e.g., on housing. Can have massive impact by working on combined projects – success in Social Housing Decarbonisation fund and will be submitting another bid in November via collaboration. Similar to other regions (e.g., G. Manchester, similar interventions such as Heat Pumps, efficiency)
 - Cost of living – Mayor is keen on pushing on this issue to the Gov’t, particularly in light of a new incoming PM.
- AR – added that the Mayor has worked with the Housing Partnership – starting point. Would like a conversation on this to collaborate
- BM – introduced ReBiz, a good project that provides 30 days consultancy and up to £40k funding and free energy audit.
- Asked a question on the resources, as there are capacity limitations, and the need to work with companies collectively and together across the supply-chain.
 - NC – can introduce BM to Vince, Head of ReBiz, have an offline conversation on ideas and thoughts. BM works closely with him.
 - **Action: NC to arrange a conversation between Vince and BM.**
- SM – at the Place Committee meeting, the critical position in terms of cost of living was highlighted. Some of the schemes here are 5-10 year projects. More needs to be done and quicker.
 - NC – being considered by Investment Priority 3 – a top up for new homes to be higher energy standards. Important not to build new homes now that require retrofitting later. A scheme with Octopus Energy – a £10k investment into new homes with low/zero energy bills? See what comes out in 6 months.
 - SM – will be critical and life-dependent as we go into winter. This must be dealt as a priority.

4. Sub-group updates

PR invited each of the sub-groups to provide an update to the wider Commission on recent activities.

a. Buildings & Homes

CH led the update.

Key points:

- The group hasn't met since the last meeting due to holidays.
- Group of 12 including Mathias Franklin/Thomas Fish (KC officers)
- 4-part plan:
 - Readiness report for Built Environment (Leeds Climate Commission has done this)
 - Best Practise Template for Kirklees – feeding into supplementary planning doc (started on that)
 - Planned to run events for developers. Challenge of capacity being working busy people. There is a draft programme
 - Skills development – University and College to be represented on the group: Daniel Bedford (no replacement yet) and a university representative.
- Meeting on 23rd August included input on the Better Homes Hub from Andy Boyle, creating links between them and the Hub.
- SS added that they are doing an internal survey of the group

b. Community Involvement & Engagement

TT led the update.

Key points:

- Not had a formal meeting; TT informally met with KSh
- Echoed concerns of capacity mentioned by the previous group
- At TSL, they are having their AGM in November, and it will have a climate sector.
- Mentioned Youth Climate Event/Lisa Woods
- KSh added that there is an offer from Diane from the Council re. involvement in Democracy meetings

Discussion:

- PR mentioned the need for funding so the KCC can get work done and deliver work rather than be a 'talking shop', and to engage with WYCA to access funds.
- TT found the WYCA presentation to be very interesting and would like to adopt their plan to be Kirklees-specific. Has emailed Noel.
- Take local people and communities with us, enabling them to act. Needs to be more on this – good to have big business on board but needs to be bottom-up and top-down.
- PR said there is need for a place-based, integrated approach. The Local Development Plan says so but does not deliver. Top-down does not work in climate resilience and adaptation.
- TT agreed, stating top-down leads to mistakes. Building bottom-up takes people with us.
- CH mentioned Community Retrofit – big picture alongside community is being explored in the buildings group. KCC can be a facilitator/supporter.

- PR responded these are short-term low-cost easy delivery projects. E.g., draughtproofing, small steps.
- TN, picking up on earlier comments on need for collaboration, asked about work/success of other commissions. The 'effect' of other commissions, not just actions.
- PR – PCAN is underway with researching best practise/good practise case studies.
- KSh added that it is the Year of Music – as this can be a way to engage people innovatively.
- GR pointed out that a PCAN network meeting is coming up and can circulate the link – anyone can join.

c. Energy & Waste

GR provided an update.

Key points:

- Linking with Better Homes Hub, discussed an 'energy advice centre' which has Collaborative work potential
- Re-powering wind turbines in terms of increasing generating capacity etc.
- Will report more on this at next meeting.

d. Movement & Transport

GR led the update as JA was not in the meeting at the time

Key points:

- Last meeting discussed a new CIA on the A629
- A meeting was had with the new chair
- Drafting a short paper on the situation of the report – there still some work needed on transparency and methodology behind calculations.
- Need to refocus and rebuild the group – relating to remit of the Commission itself

e. Nature & Countryside

TN led the update.

Key points:

- Yet to agree on a single item to rigorously pursue
- No meeting – next booked for 12/09 to agree an item
- Agreed with the same concerns raised by the other groups
- KH added that they are progressing slowly as they've got some ideas and have some discussions with council people, how to realistically get this going, SMART objectives

f. Young People

LW provided an update.

Key points:

- Schools are just returning from holiday,
- Will follow-up and see if more can attend next meeting

- Attended Climate Conference – Youth Panel
- Increasing engagement, the aim is to try to get one person from each school to sign up and be involved.

Discussion

- GR asked which schools are involved and if the Commission can help reach out to the schools
 - LW responded, all schools involved, primary, secondary, etc and has contacted all schools to ask if they can be involved in the youth panel
 - Added that KR has been helpful with this and another KC member of staff. Pure challenge is the limited time as teachers, herself included, are full with timetable as it is. Will reach out once schools have settled into the new year. It needs to come from the headteachers/SLT if possible.
 - Aiming for a programme that matches the Eco-Schools and the Youth Panel would support the Eco Schools programme, no need for two overlapping tasks. Energy bills are an issue here too with schools' budgets
- TT appreciates the pressures faced by schools. There are lots of keen young people around on this agenda – though maybe not via school. Is there a way of contacting the young people directly so they can be involved without being represented their school.
- KR followed on LW's point stating that the Youth Panel will be promoted at the Youth Climate Event
- GW asked for the dates/info of the youth climate event

Action: Secretariat to circulate dates and information around the Youth Climate Event

g. Business

BM combined this with his agenda item 5 below.

Background: Worldwide challenges faced by businesses. Politics over people

5. Green and Digital Enterprise Foundation – Bill McBeth

BM presented (full presentation in Appendix 2)

Key points:

- Working with Tracy Sheldon on the entrepreneur programme (8 businesses)
- 8th- 9th December
- Further update - meeting on the Towns fund
- Potential for a WY Hub/Digital Development, sustainable development in a meaningful way.
- Meeting of the Business Group including Vince to discuss ReBiz and working together to deliver to businesses in KC

Questions/discussion

- BM would welcome any discussions on Green Businesses
- KS expressed an interest to be involved
- CH highlighted a report – Antithesis project (E&Y) and will circulate this
- BM – there is no plan. All companies need to collaborate through the supply chain. At the moment, everything is only individual, which is not bringing about the necessary transformation required.

- PR – the concepts talked about are advocated by the WEF – i.e., Circular Economy. The other UK nations are adopting this model, but not the UK Government (BEIS).
- SB was in an officer meeting with the new ReBiz – which was a similar summary to NC’s update and mentioned BM’s name there to highlight as a potential resource to link in, promoting the activity
 - BM appreciated this and spoke to Vince at a previous meeting on Sustainability Strategy. There is a need to ensure the ReBiz offer is taken up which is £40k, 30 days consultancy, an energy audit. But there is a limited budget – and asks what else is out there to complement this
- TT added how many different pots of money are available but how to work out which of these programmes is best
- PR was concerned about previous approaches, e.g., H’field town centre and the growth of out-of-town shopping parks, declining the town centre.

ACTION: Secretariat to circulate a paper relating to the Green Enterprise Foundation

6. Legal status and structure

CH provided an update on behalf of the Management group

Key points:

- There was Meeting of TT/CH/GR/JAI
- CH Referred to the draft document that has been circulated (Appendix)
- At present, it is an unincorporated association which poses risks:
 - Jointly and severally liable for work done by the commissioners.
 - Liability in terms of employing staff
 - May be hard to form partnerships
- Of other Commissions – only Surrey is incorporated, others/PCAN don’t seem to be
- There are different models out there
- Leeds seems to be similar but has 4 members of staff seconded to it
- Legal structures, discussed around what the Commission wants to do – in order to decide that - a minimal legal structure is needed
- GR added that there are different views, there needs to be a unified vision of its aims...
- It is difficult to say what structure is needed
- **A Not For Profit Limited By Guarantee** – is the simplest option compared to a multi-stakeholder Co-op – as these can take a lot of work
- Management Group to take this forward if agreed to go in this direction
- GR – it is a 2-stage progress – once we have agreement here, set up the legal entity, and the contract with university is ready to go once an entity.
- Keep the articles/constitution very broad, then change it later, opportunity to move.

Discussion:

- Commissioners appreciated the update and were broadly supportive of the approach proposed
- SS was concerned about costs and that there are no funds.
 - CH did not include this in the report as it was not discussed.
 - GR will pay for the Company’s House registration costs (from his company), other than that, any remaining costs are minimal

- CH / PR – Pro-bono legal work may be available
- BM added that is a good time for a serious conversation with Kirklees Council on the status and approach. How to ‘peacefully coexist’ and be a resource and capacity to outreach, which should be reflected in the memorandum/articles of association
- KA was happy with the approach and does not wish to direct on this, but there needs to be a clear understanding of what the Commission is here to do – there should be work to establish this basic understanding first if possible.
- CH was concerned of the loss of momentum – so decided to start the process of setting up legal structure *in parallel* with considering the Commission’s work
- GR added it should cover all bases without any problems and can be amended later
- TT noted there are other issues such as conflicts of interest etc
- PR agreed with GR to move this forward quickly, before November if possible, maintaining constant dialogue with Council/University and other partners to ensure it is a mutually useful vehicle.
- **All present agreed with the proposed approach.**

7. Partnerships with the University, Council, etc

Key points:

- The Commission has been interacting with WYCA and has just heard a presentation from NC, we have identified the resources
- GR to review the documentation that NC has sent

8. Commission Vacancies

PR – DB (Daniel Bedford) and KSc (Kathy Scott) have left the Commission. Daniel Bedford had left Kirklees College and Kathy Scott resigned.

Key points:

- PR wished for DB’s vacancy to be filled by someone of the same sector (Education or the Training sector)
- As KSc was an ‘Independent’ commissioner – asked if this could be advertised more widely.
- TT raised that should the KCC’s aim work be done first before advertising this widely
- KA asked what organisations are out there to reach out to, in order to become more diverse/representative of the district?
- CH said DB persuaded the Kirklees College to pass the KCC role on to DB’s successor – and has yet to hear back from the College on this.

9. Environmental Strategy

KA presented an overview of the framework behind the Environmental Strategy, currently in development. Full presentation is appended.

Discussion Summary:

- BM – agreed with the need to gain funding but asked the best way to get the funding:
 - Looking at different council’s strategies etc - is unattainable
 - What is actually happening, as opposed to developing more strategies

- Need for a USP
- Doughnut Economics – industry 5.0 (European) – the only way you can move away from fixation on growth to something else – needs heavy legislation and limits on business operation/markets – which is not going to happen
- Interested in what the Council are going to do with the money – actual action.
 - KA responded in agreement – it’s called a strategy but aims to be a USP ‘glossy’ document to stand out to gov’t and other bodies, by being different, has had success in this before (but there was less competition back then)
 - It is different, ambitious, in order to deliver.
- BM also added that the Strategy to be co-authored with the Council and Climate Commission and the various chapters could reflect the various disciplines
- CH suggested based on Leeds Council: The City Council is using the Commission (Buildings Group) as a feedback body for key stakeholders. KCC should do that.
- SS – what is the timetable for this strategy, and does it have a ‘roadmap’/is it intended.
 - KA responded:
 - Previous iteration of this presentation had a timeline, but this would be out of date as it evolves rapidly
 - The aim is to have the strategy written municipal year, by March 2023
 - Hence presenting at this meeting because, next meeting in Nov is too late, the aim is to have a completed draft by then
 - A Gant chart can be provided.
 - To note that this strategy does not ‘take over’ the climate work underway
- PR suggested to take a hybrid approach – bottom-up and top-down, environmentally sustainable development. There cannot be 3 strategies without an overarching framework
 - KA responded that there is Our Council plan which is the overarching strategy.
 - The Environmental Strategy can feed into the other strategies too.
- JN added some points on Economics:
 - Very keen on Doughnut Economics
 - Though the term ‘economics’ switches people off – it is fundamental to everyone’s lives, and what we do - . e.g., energy and food
 - This is much broader than ‘environment’ and we must square the circle – providing wellbeing for our residents and global residents within an economy that lives within our means of the planet.
 - It is inevitable that we will go into wellbeing strategy / economic strategy
- PR mentioned that many theories are already there, going back to the Brundtland report. Economic discussions can lead to debates between different economic theories
- CH stated he won’t have time to read strategies but happy to input and have a conversation, a workshop – rather than circulating and asking for feedback.
- PR – let’s take written feedback first, then assess if there is a need for a workshop
- KA – KCC being a key partner, maybe other partnerships would then have to come in

ACTIONS:

- **Commissioners to email feedback on this Strategy to Secretariat by the end of next week**
- **PR to meet with KA once feedback has been obtained.**

10. Any Other Business

PR

- An email from Megan Mitchell (Dewsbury-Holmfirth has Heart) – willing to help (will circulate details)
- Emails from public on the Amazon Warehouse, Cleckheaton
 - Briefing note for the commission – views are welcome
- TT raised the Same Skies email on the Blueprint which was sent – same

Meeting date forward plan:

- Originally scheduled for Friday 4th November 2022, 10:00 – 12:30, due to PR availability, it has been rearranged to:
- **Monday 7th November – 2pm**
- Update: the meeting was rescheduled again and will be **21st November - 10am**
- Dates for 2023 TBC

Appendix 1 – Attendees

Name	Initials	Role
Professor Peter Roberts	PR	Chair of the Commission
Cllr Will Simpson	WS	Vice-Chair of the Commission
Abdul Ravat	AR	Commissioner
Bill Macbeth	BM	Commissioner
Chris Herring	CH	Commissioner
Gideon Richards	GR	Commissioner
Karen Hill	KH	Commissioner
Kath Shackleton	KSh	Commissioner
Kiran Bali	KB	Commissioner
Stephen Moore	SM	Commissioner
Stuart Sugarman	SS	Commissioner
Tom Taylor	TT	Commissioner
Tony Newham	TN	Commissioner
Katherine Armitage	KA	Kirklees Council – Senior Officer Representative
Bonni Jee	BJ	Secretariat
Karen Rispin	KR	Secretariat
John Atkinson	JAt	Secretariat
Shaun Berry	SB	Secretariat
Noel Collings	NC	Guest Speaker – W. Yorkshire Combined Authority
Jonathan Nunn	JN	Observer – Kirklees Council

Appendix 2 - Presentations

Agenda item 2 – WY Climate and Environment Plan – Noel Collings

Purpose

1. To provide an introduction to the Combined Authority, the Mayor and role / responsibilities in West Yorkshire.
2. To provide an overview of the West Yorkshire investment priorities and Mayoral pledges.
3. To provide an overview of the West Yorkshire Climate and Environment Plan.

What is the Combined Authority?

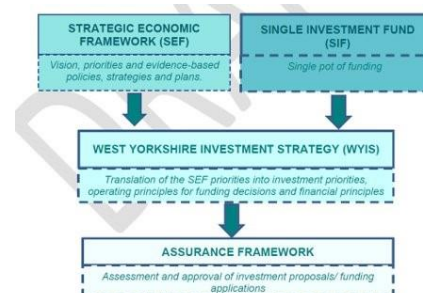
- With the Mayor of West Yorkshire as its directly-elected chair, the Combined Authority is...
 - ...a partnership of the five local councils of West Yorkshire (Bradford, Calderdale, Kirklees, Leeds and Wakefield)...
 - ...a partnership of the private sector and business through the Combined Authority and Leeds City Region Enterprise Partnership (LEP)...
 - ...the Chair of the LEP is a Member of the Combined Authority and the Leaders of the five local councils are members of the LEP Board

What is the Combined Authority? (continued)

- Our work focuses on the issues that it makes sense to address at the City Region level.
- We also operate the Metro network of bus stations, travel centres, public transport information and tendered bus services across West Yorkshire.
- We deliver the 'Growth Hub' for business, skills and employment, and trade.
- The Mayor brings together a single voice for West Yorkshire, including...
 - ...working with partners in the public and private sectors for the benefit of the region...
 - ...bringing the region greater influence within Government at a national level.
- She has specific powers e.g. transport and has taken on the functions of the Police and Crime Commissioner.

West Yorkshire Investment Strategy

- Signed off by the CA in June 2021.
- 3 year strategy (2021-24) with annual reviews.
- Considers all available funding for the CA through a single investment approach.
- Framed around six Investment Priorities which have been directly informed by the Strategic Economic Framework.



West Yorkshire Investment Priorities

1. Good jobs and resilient businesses
2. Skills and training for people
3. Creating great places and accelerated infrastructure
4. Tackling the climate emergency and environmental sustainability
5. Future transport
6. Culture and creative industries

Mayoral pledges

1. Create 1,000 well paid, skilled jobs for young people.
2. Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work.
3. Support local businesses and be champion for our regional economy.
4. Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy.
5. Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all.
6. Recruit 750 more frontline police officers and staff to fight crime.
7. Put keeping women and girls safe at the heart of my policing plan.
8. Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses.
9. Build 5,000 sustainable homes including council houses and affordable homes.
10. Tackle the climate emergency and protect our environment.

Starting point for the CEP

- Declaration of climate emergency and setting of an emission reduction target (net-zero carbon by 2038).
- Significant benefits can be achieved by meeting net -zero carbon e.g. creation of green jobs, improvement in health and wellbeing, recovery of our degraded natural environment.
- Urgent action required now and at pace and scale to achieve the target.
- Requirement to get from 11.1MtCO₂ to virtually zero by 2038.
- Evidence base (Carbon Emission Reduction Pathways) illustrates the activity that needs to happen across West Yorkshire to reach target.

The CEP

- A three-year 'no regrets' plan delivered by strong partnerships, businesses and the people of West Yorkshire.
- Aligned to the first term of office for the Mayor of West Yorkshire.
- Provides a clear pathway for delivering against the Mayoral pledge of tackling the climate emergency.
- Underpinned by £40m of Gainshare funding – the first time substantial funding has been allocated to the agenda. Further funding will be required to deliver in full.
- Framed across eight themes and 39 actions.

CEP themes

Leadership	<ul style="list-style-type: none">• Demonstrating how we want others to take action by taking action ourselves.• Reduce our carbon emissions.• Use our investment powers to support low carbon and nature rich schemes and projects.
Cross-Cutting	<ul style="list-style-type: none">• Supporting local businesses, jobs and skills.• Funding and finance.• Planning, research and development.
Transport	<ul style="list-style-type: none">• Decarbonise transport.• Increase walking, cycling and public transport.• Cut private car use.
Homes	<ul style="list-style-type: none">• Warm, healthy and affordable homes.• Energy efficient homes with low carbon power and heating.
Business & Industry	<ul style="list-style-type: none">• More energy efficient and circular processes and activities.• Energy efficient workplaces.• Support to transition to net-zero carbon.
Energy Generation, Supply & Flexibility	<ul style="list-style-type: none">• More local, clean and renewable energy.• Integrating clean power for buildings, transport and industry.
Natural Environment	<ul style="list-style-type: none">• Nature in recovery and biodiversity gains.• Increase protection for and access to nature for all.• Low carbon and sustainable food production and consumption.
Climate Ready	<ul style="list-style-type: none">• Support for additional flood management schemes.• Increase flood resilience for businesses.

Current activity

- Prioritised 15 actions across the eight themes for Gainshare funding.
- Currently progressing nine actions through CAs assurance processes.
- Remaining six to be progressed late summer / early autumn.
- Blend of strategic, longer term actions and short-term delivery.
- Seeking additional funding from other sources e.g. Government, private sector, to ensure a fully funded programme of activity.

Wave 1 Programmes



Agenda item 5 – Bill Macbeth Update

Kirklees Climate Commission

Friday 2nd September 2022

Bill Macbeth
Managing Director
Textile Centre of Excellence

1. Sustainability Strategy Pilot Programme

- Funding secured from industry bodies (£95,000)
- 10 companies recruited
- Programme commenced May 2022
- IMD (Lusanne) programme completed August 2022
 - Assessment toolkit
 - Identifying 'materialities'/impact
 - Reporting tools
 - Circular models
 - Sustainability Plan development
- Company visits and Workshops

1. Sustainability Strategy Pilot Programme

- Innovate UK invitation to attend the first 'Ignite' event at the Advanced Manufacturing Centre (AMRC) Sheffield on September 15th.
- A short series of events to inform and shape a new approach and a new fund to stimulate and support developments in the area of sustainability and circularity in the textile and fashion sector.
- Further events in Manchester and Huddersfield (TCoE) ending with a 'Design for Planet' event in November.
- A 'Design Foundations call', offering financial support for company/group developments will be launched in October '22.
- Discussions with policy and funding bodies for programmes across other sectors.

2. Green Enterprise Foundation

- Kirklees Enterprise Foundation established 2010
- Supported 69 business starts in Year 1
- Unique support for startups where local business leaders provide practical support and mentoring
- Initial developmental support from Foundation business coaches followed by panels
- Successful applicants
 - Join 'Entrepreneur programme' provided by Azure Consulting
 - Receive a grant of around £3,000
 - Receive personal coaching and mentoring
 - Access to services from public agencies and private companies
- Discussions underway to secure support from WYCA/Leeds City Council 'Ad Venture' programme (Grants and promotion)

2. Green Enterprise Foundation

- Fits well with emerging policy priorities of Local Authorities/WYCA including
 - The West Yorkshire Economic Recovery Plan focus on enabling a green recovery.
 - The Kirklees Covid-19 economic recovery strategy focus on economic resilience.
 - The Leeds City Region Innovation Framework vision for a place where 'budding entrepreneurs and individuals are inspired to innovate and can easily navigate the support landscape and connect and collaborate with others to create new and better solutions for business growth and societal good'
 - The West Yorkshire Shared Prosperity Fund Investment Plan aim to 'strengthen local entrepreneurial ecosystems to support the creation of new businesses'.
- Initial (private) resources secured for launch and first cohort of 8 business starts
- Business Champions in place, first training course 8 & 9 December '22

Agenda item 6 – Legal Status and Structure- Chris Herring

KIRKLEES CLIMATE COMMISSION (KCC) MANAGEMENT GROUP

BRIEFING TO FULL COMMISSION MEETING ON LEGAL STRUCTURE

2 September 2022

INTRODUCTION

KCC is currently an unincorporated association. Although many small-scale voluntary activities in Kirklees and elsewhere are run as unincorporated associations, this is a Climate Commission with potentially a very significant and far-reaching role to play. As such, it has been recognised for some time that this could be an impediment to the development of the work of the Commission. Some of the key reasons are as follows.

- KCC Commissioners will be jointly and severally liable for everything done by the Commission. Some Commissioners have expressed concern that this is the case, and it would appear undesirable that Commissioners should have this liability, particularly as KCC develops a work programme and hopefully has increasing influence.
- Should KCC be in a position to employ staff, an incorporated structure will be necessary to facilitate this without increasing the liability of Commissioners.
- As an unincorporated association it may be more difficult to form partnerships with some stakeholders, including the University.
-

We understand that a number of the Climate Commissions have not incorporated, but at least one – Surrey – is in the process of incorporation. It is worth noting that Climate Commissions do appear to have quite different modes of operation. For example, Leeds Climate Commission was founded and is run with close collaboration between the Commission, Leeds University and Leeds City Council, with a lot of the work appearing to be done by the University which will be responsible for those outputs.

Members of the Management Group have given some consideration to the potential legal structures which might be appropriate for the Commission. Unfortunately, due to the holiday period and availability it has not been possible to hold a full meeting of the Management Group prior to the full Commission meeting. An ad hoc meeting was held on 30 August with the available members of the Group – John Allport, Chris Herring, Gideon Richards, Tom Taylor - to explore the issues and to try to tease out the main issues for Commissioners to consider.

DISCUSSION

It is clearly essential for proper consideration of an appropriate legal structure for KCC that we understand both the role and remit of the Commission together with workload it is intending to undertake. From our discussion it was clear that the issues are inextricably linked. It was also clear that there was not a common understanding among those attending on any of these matters. This clearly cuts to the core of the issue and after a year of operation needs the urgent attention of all Commissioners. While we all recognise the enormous scale of the challenge of Climate Change mitigation (and adaptation), we need to consider what, how and where can the Commission be most effective and what is the scale of the work it will undertake? Once we are clear about this, the appropriate legal structure would become apparent.

CONCLUSIONS

While we recognised that without clear goals and a common agenda it is currently difficult to discern the most appropriate legal structure for the Commission, one thing was clear. After a year of operation, and while working to clarify these issues we cannot afford to lose what momentum we have. It was also clear that remaining as an unincorporated association was not an option.

It was therefore the view of those attending the Management Group ad hoc meeting that the obvious route at present was to incorporate in the simplest possible form. This was felt to be as a not-for-profit Company Limited by Guarantee.

Should a different structure be deemed to be more appropriate in the future, appropriate measures could then be taken. For example, it might be considered that charitable status could assist the work of the Commission and in this case a dual structure could be adopted, utilizing the existing Company Limited by Guarantee linked to an appropriate charitable structure.

It was also felt that urgent work needed to be done to reach common agreement on the remit and scale of the Commission.

MOVING FORWARD

Should Commissioners consider this to be the prudent course of action at present, the Management Group could then take on a dual role in supporting the Commission to move forward.

1. Develop simple set of Articles of Association for a not-for-profit Company Limited by Guarantee for consideration by the Commission.
2. Develop a process to support the Commission in more clearly discerning its role and direction of travel.

APPENDIX

Attached draft paper outlining legal entity options, prepared by Gideon Richards in discussion with Tom Taylor and Chris Herring prior to meeting of 30 August: *2022.08.22 v1.1 KCC - Legal entity options*

Note

This briefing has been drafted by Chris Herring as a summary of the meeting of 30 August. It has not been possible for all four members of the Group present to comment due to time constraints, but what comments have been received have been incorporated.

Agenda Item 9 – Environment Strategy – Kat Armitage



Background – Previous Meeting

- Commission meeting in April - Environment Strategy presentation.
- Our climate work and commitments.
- Why we wanted to expand with an Environment Strategy.
- And asked commission if / how they would like to be involved.
 - Key partner.
 - Involved in content.



Background- Scope



Background- Scope

A Sustainable Kirklees

But what is the best way to deliver that?



Background- Strategies and Sustainability

Kirklees Economic Strategy

Environmental Strategy



Kirklees Inclusive Communities Framework

Kirklees Joint Health and Wellbeing



Background- Top Tier Strategies

- There are only 4 top tier Strategies.
- Partnership documents.
- One will be the Environment Strategy.



Background- Why?

- It's the right thing to do!
- Balanced decisions.
- Link existing environmental strategies and plans.
- Address any areas not already covered.
- Elevate environmental agenda.
- But also potential if we get this right:
 - USP / edge.
 - Funding and support.



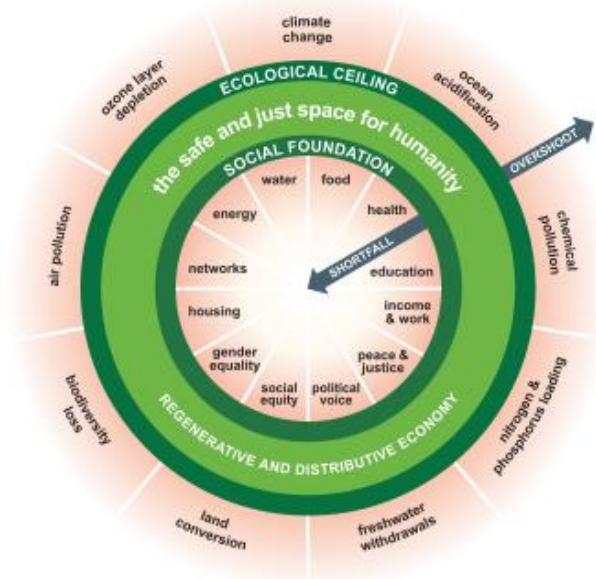
Options for Frameworks and Measures

To guide the strategy we have explored the following:

- Doughnut Economics.
- Sustainable Development Goals.
- Sustainable Communities Framework
- Ecological Footprints.
- Bespoke.



Doughnut Economics



Pros and Cons of Doughnut Economics

- Robust.
- Would be a first for a Council.
- Funders interested.
- Community engagement tools already exists.
- WY have explored too.
- Boarder than the agreed scope.
- Technical / communications.
- Would have to do it in parts.
- Would have to have other strategies agree to adopt too.
- Would be a first (so no set route).
- Sits as a framework above / integrated into all other strategies.



SUSTAINABLE DEVELOPMENT GOALS



Pros and Cons SDGs

- Robust.
- Internationally recognised.
- Proven longevity.
- Tried and tested.
- Easier to communicate.
- Boarder than the agreed scope.
- Translation to local level / interpretation.
- Would have to do in parts.
- Would have to have other strategies agree to adopt too.
- Sits as a framework above / integrated into all strategies.



Sustainable Communities Framework



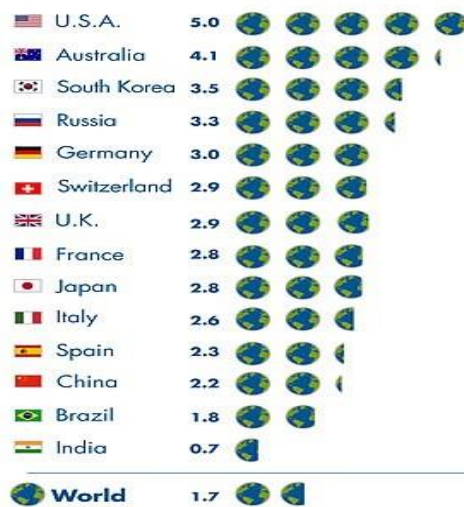
Pros and Cons Sustainable Communities Framework

- Robust.
- Tried and tested.
- Fits with Council's Place based approach.
- Broader than original scope.
- Would have to do in parts
- Not considered 'new' innovative.
- Would have to have other strategies agree to adopt too.
- Sits as a framework above / integrated into all strategies.



Ecological Footprinting

How many Earths do we need if the world's population lived like...



Source: Global Footprint Network, National Footprint Accounts 2018

We're
Kirklees

Ecological Footprinting

- Environmental rather than just carbon measure.
- In scope as a measure (out as a framework).
- Easier to communicate.
- Almost impossible to measure well at a local level (aggregate out impact of actions).
- Framework applied – broader than environment so out of scope.
- Not new or innovative.

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Bespoke

For us to decided.



Pros and Cons of Bespoke

- Design specifically to fit agreed scope.
- Can use any of the previous to measures.
- Can take best of all other approaches.
- Avoid duplication.
- No existing tools, resources to tap into.
- Hard to benchmark.



Content

- Existing areas:
 - Climate, Sustainable Transport, Waste, Air Quality, Greenspace, Sustainable Procurement.
- Other?
 - Circular Economy, Resource Use / Consumption and production, Pollution, Food?



Conclusion

- Framework
 - No right or wrong answer all measures and frameworks have strengths and weaknesses.
 - No perfect fit.
 - What works well in one organisation won't always work well in another.
 - Its easy to forget the intention of the strategy.
- Content:
 - Lots of overlap / name of sections not important as long as key issues addressed.
 - Don't have to 'doit all' in the first version.

