



**Full Commission Meeting**  
Friday 21<sup>st</sup> July - 10.30am to 1pm  
University of Huddersfield

**Minutes**

**1. Welcome and introductions.**

A full list of attendees is appended (see Appendix 1 – Attendees).

Apologies were received from: Apologies were received from Abdul Ravat (AR), Jimmy Dickenson (JD), Councillor Naheed Mather (NM), and Phil Sugden (PS), Tom Taylor (TT), Karen Hill (KH), John Atkinson (JAt), Shuan Berry (SB), Kathrine Armitage (KA)

**Minutes from previous meeting**

Professor Peter Roberts (PR) asked attendees to consider the minutes of the previous KCC meeting (23/06/23). No corrections were proposed, and the minutes were unanimously agreed upon. Attendees were reminded to email the secretariat promptly if they had any further issues or concerns.

**ACTION:** Secretariat to upload final version of minutes to website.

Minutes from previous meetings are available on the KCC website:

<https://www.kirkleesclimate.org.uk/meeting-agendas-notes>

**2. Awayday feedback and next steps. (KCC Away day report; Climate Commission Management Group – Awayday summary and next steps 21-7-23)** (Presentations for this item are appended see appendix 2).

CH provided an overview of the recent away day, during which members meeting discussed the progress made by the commission and the way forward. The focus was on identifying key areas of activity, referred to as core activity areas, that the commission should prioritize. These areas were:

1. Identifying knowledge gaps in the climate sector and addressing them.
2. Enhancing communication and engagement efforts, both internal and external.
3. Deferring the priority of badging and pledging for exemplary organizations.
4. Considering funding strategies, including funding for the commission itself and supporting climate-related initiatives.

5. Developing methods to measure and report progress on emissions in the Kirklees area.

### **Discussion of Core Activity Areas**

Commissioners engaged in a detailed discussion of each of the five core activity areas. It was agreed that these areas accurately captured the focus of the away day discussions.

Commissioners noted that the commission's efforts should be geared toward creating value and impact, and they discussed many ways to achieve this through collaboration, communication, and practical initiatives.

### **Comparison with Other Climate Commissions**

The attendees briefly discussed other climate commissions operating in different areas. Examples from Leeds, Calderdale, and Belfast were cited, each with varying focuses and approaches. The attendees highlighted the importance of collaborating and learning from other commissions while tailoring strategies to suit Kirklees' specific needs.

### **Prioritization and Business Planning**

The discussion shifted to prioritizing the core activity areas and developing a business plan. It was agreed that while all areas were important, the initial focus should be on communication and engagement, measuring and evaluating progress, and seeking funding opportunities. The attendees acknowledged the need to set up a task and finish group to draft a business plan that aligned with the commission's goals.

### **Next Steps**

The attendees concluded that a small group comprising TN, BM, and GR would collaborate to produce an initial draft of the business plan. The plan would outline goals, strategies, and funding considerations for the upcoming year. The draft would be circulated among the management group for feedback, with the aim of finalizing it by the next meeting.

### **Action**

- GR to discuss with JL and JA regarding involvement for students to assist in developing strategies for the KCC.

### **3. Membership of Kirklees Climate Ltd**

The attendees discussed the membership status of Kirklees Climate Ltd, with most commissioners and relevant post holders already signed up. It was noted that Kat Armitage had also signed up, and the attendees recognized the positive development in securing participation from key stakeholders.

### **4. Creation of Members and Directors' Selection Panels**

GR introduced the topic of establishing members and directors for the commission. It was noted that many commissioners have signed up to be members, while some have expressed interest in stepping down due to work commitments. To adhere to regulations and clarify the roles of members and directors, it was proposed to set up two selection panels: one for members and one for directors. GR highlighted the importance of defining the roles and responsibilities of these panels and initiating a recruitment drive. The goal is to target specific areas of activity to strengthen the commission's workforce.

- a. **Members Selection Panel:** GR suggested that the members selection panel be composed of TN, JA, BM and PR.
- b. **Directors Selection Panel:** It was proposed that GR, PR and CH form the director's selection panel.

The need to engage members and commissioners in the selection process was emphasized, and TN - expressed interest in being part of the members selection panel. BM indicated that he would prefer to join the panels after a business plan has been established.

Review of Rules and Regulations: It was noted that the rules and regulations of the commission require further review. This includes the establishment of a complaints panel. However, the focus at this time was on setting up the members and directors selection panels.

#### Action

- A proposal was made to members to join the selection panels, and commissioners were asked to express their interest in being part of the panels. TN and JA volunteered for the members selection panel.
- Secretariate to send an email to all members to join the selection panels.

#### 5. Any Other Business

BM raised the topic of setting up a sustainability champions network and platform. He sought information about existing networks to avoid duplication of efforts. Commissioners were requested to provide input on this matter.

Discussion took place regarding the current structure of sub-groups and whether certain sub-groups should be dropped to focus energy on specific areas. It was proposed to hold a separate meeting with more commissioners to make decisions about sub-groups' roles and structure.

GR shared updates about various topics, including a housing estate planning, the Chidswell group, and funding possibilities. PR mentioned that Paul Mitchell is willing to provide funding suggestions based on keywords or phrases to identify relevant grants. Martin Wood (MW) provided an update on the council's environment strategy, which is set to go to full cabinet in December.

The next steps involve finalizing the members and directors' selection panels, receiving responses from commissioners interested in joining these panels, and continuing to work on the commission's goals and initiatives.

#### Action

- Gather funding keyword suggestions from commissioners and forward them to KR Secretariate
- GR to follow up on sustainability champions network possibilities and consult the Yorkshire Sustainability Network.

#### 6. Meeting date forward plan:

- Friday 8<sup>th</sup> September 2023 11.30 – 2pm – University of Huddersfield and MS Teams

## Appendix 1 – Attendees

<b>Name</b>	<b>Initials</b>	<b>Role</b>
Professor Peter Roberts	PR	Chair of the Commission
Chris Herring	CH	Commissioner
Gideon Richards	GR	Commissioner
Kiran Bali	KB	Commissioner
Professor John Allport	JA	Commissioner
Stephen Moore	SM	Commissioner
Stuart Sugarman	SS	Commissioner
Tony Newham	TN	Commissioner
Martin Wood	MW	Kirklees Council – Senior Officer Representative
Bill Macbeth	BM	Commissioner
Karen Rispin	KR	Secretariat

## Appendix 2 – Away Report and Next Steps



### Contributors

- Prof Peter Roberts
- Gideon Richards
- Tom Taylor
- Stuart Sugarman
- Bill Macbeth
- Lisa Woods
- Kiran Bali
- Chris Herring
- Tony Newham
- Karen Hill
- Stephen Moore
- John Allport
- Kath Shackleton
- Katherine Armitage





# Objectives

To explore and agree on the **audience** we will serve, **how** we will serve them and what we will bring to them that they **can't currently achieve**.

This will create the basis of our **value proposition** which can be used to inform our business plan, update our website, comms and underpin our plan of activity.

### Output:

- Powerpoint framework clarifying:
  - Target groups we will serve
  - How we will help them
  - What will do that will make a step change



# SWOT

## How well positioned are you to successfully deliver your proposition and meet your objectives?

### The KCC brings several strengths to the table:

- 1. Expertise and Experience:** The Commission consists of individuals with diverse backgrounds and expertise, spanning business, education, public sector, and the third sector. This wide range of knowledge and experience allows for a comprehensive understanding of climate change issues and effective strategies for addressing them.
- 2. Common Interest in Climate Change:** All commission members share a common interest in addressing climate change issues. This shared focus fosters a sense of unity and commitment towards finding sustainable solutions.
- 3. Independence and Unrestricted Approach:** The Commission operates independently within the boundaries of its objectives. This independence allows for unbiased analysis and decision-making, ensuring the best interests of the community and the environment are prioritized.
- 4. Trusted and Critical Friend:** The Commission aims to be a trusted and critical friend, providing support and guidance in a safe environment. This role enables constructive feedback and collaboration with other stakeholders, promoting fair and effective action on climate change.
- 5. Aggregator and Facilitator of Collective Action:** The Commission has the ability to bring together experts and individuals with a shared interest in climate change, acting as an aggregator and facilitator of collective action. This enables collaboration and coordination of efforts towards sustainability.
- 6. Wide Connections and Networks:** Commission members have connections to various community groups, faith groups, schools, and businesses. These connections provide access to different perspectives and enable engagement with a diverse range of stakeholders.
- 7. Learning and Collaboration:** The Commission has the opportunity to share knowledge and learn from other commissions, particularly the YHCC (Yorkshire and Humber Climate Commission). This ensures that the work done is informed by best practices and tailored to the specific needs and context of the local area (place-based approach).
- 8. Passion and Commitment:** Commissioners bring a wealth of experience, abilities, and passions to The Commission. Their dedication and enthusiasm contribute to the collective efforts in addressing climate and ecological matters.

Overall, The Commission's strengths lie in its diverse expertise, shared interest, independence, and ability to connect and collaborate with various stakeholders. These strengths enable effective advocacy, decision-making, and collective action to tackle climate change challenges.





## SWOT

How well positioned are you to successfully deliver your proposition and meet your objectives?

The weaknesses for KCC can be summarized as follows:

- 1. Scope and Resource Management:** The broad spectrum of commissioners can lead to a large scope of consideration, which may spread resources too thinly. It is important to focus on areas where The Commission can make a meaningful difference rather than trying to do everything.
- 2. Risk of Groupthink:** Commissioners sharing similar objectives may result in "groupthink," where different viewpoints and opinions are not fully considered or understood. The breadth of representation across The Commission helps mitigate this, but it still requires careful attention.
- 3. Lack of Official Powers:** The Commission operates as an advisory body of volunteers and does not possess any official powers. This limits the ability to enforce decisions or implement actions directly.
- 4. Time Constraints:** Most commissioners have busy day jobs and cannot commit significant amounts of time. As a result, meetings need to be efficient, and The Commission chair plays a vital role in ensuring this.
- 5. Limited Resources:** The Commission faces limitations in terms of administrative support, communications, and financial resources. Raising the public profile, building capacity, and securing funding are ongoing challenges to achieve The Commission's objectives.
- 6. Recognition and Reputation:** The Commission is not currently well recognized as the voice of climate and ecological change in the district. There is a risk of being seen as an extension of Kirklees Council, which may negatively impact The Commission's reputation if the council is perceived as not doing enough.
- 7. Establishing Credibility and Quick Wins:** It is crucial for The Commission to be seen as a credible partner with a track record of taking action. Quick wins are essential to establish a reputation of "doing things" and gain public trust.
- 8. Funding Needs:** The Commission requires funding for both specific projects and general operational activities. Bringing in funding is crucial to achieve The Commission's objectives effectively.
- 9. Perception as a Threat:** There is a risk of being perceived as a threat by Kirklees Council or other stakeholders. It is important to be seen as supportive of officers and work in partnership rather than solely providing criticism.
- 10. Scale of the Challenge:** The magnitude of the climate and ecological challenge itself presents a significant obstacle to address effectively.
- 11. Clear Objective and Direction:** Maintaining momentum can be challenging without a clear identity and aim. Establishing a clear objective and direction is crucial for sustained progress.
- 12. Branding and Communication:** Developing a distinct brand, logo, and image for The Commission can enhance visibility and recognition. Utilizing media, social media, and website presence to communicate The Commission's actions, supported initiatives, and practical tips is important.
- 13. Community Engagement:** Having a presence at significant events and local community gatherings is necessary to promote The Commission's goals. Collaboration with larger and better-resourced groups and charities and leveraging existing campaigns can be beneficial.
- 14. Relevance:** To maintain impact and engagement, The Commission must stay relevant by addressing current issues and adapting to evolving needs and priorities.

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## SWOT

How well positioned are you to successfully deliver your proposition and meet your objectives?

The threats faced by KCC can be summarized as follows:

- 1. Scope and Resource Challenges:** The broad spectrum of commissioners can lead to a large scope of considerations, spreading resources too thinly. It is essential to prioritize areas where The Commission can make a significant difference instead of trying to do everything.
- 2. Limited Volunteer Capacity:** The abilities of volunteers are limited, and they may face challenges in achieving the desired impact due to resource constraints.
- 3. Perceived as a Threat:** There is a risk of being seen as a threat rather than an opportunity, particularly by Kirklees Council. It is crucial to be seen as supportive and work in partnership with officers and the council, rather than solely critical.

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# The Kirklees Climate Commission – Target audience



## Audiences that KCC are serving

*Note: individuals can sit across many groups and this should be recognised in comms*

Public sector (local authority/health)



- Key individuals likely to be champions
- Sub-regional
- Regional
- National Public Sector
- Procurement

Learning (Training, colleges, schools etc)



- Primary, secondary, college, FE, HE, Lifelong
- Head of school
- Sustainability champion
- Site Managers
- Financial officers
- Teacher Training
- Wider community
- Youth Groups
- Colleges/Apprentices
- Community leaders
- Careers service
- Senior Leadership

Business – large and SME



- Large business: Multi-national or part of a large group
- SME: Les 250 employees or less than 50M Euro's (95K in West Yorkshire)
- Focus on Kirklees top 100
- Decision makers: owners
- Enthusiasts: Digital sustainability
- Industry: Supply chain/manufacturing + service sector e.g. council supply chain

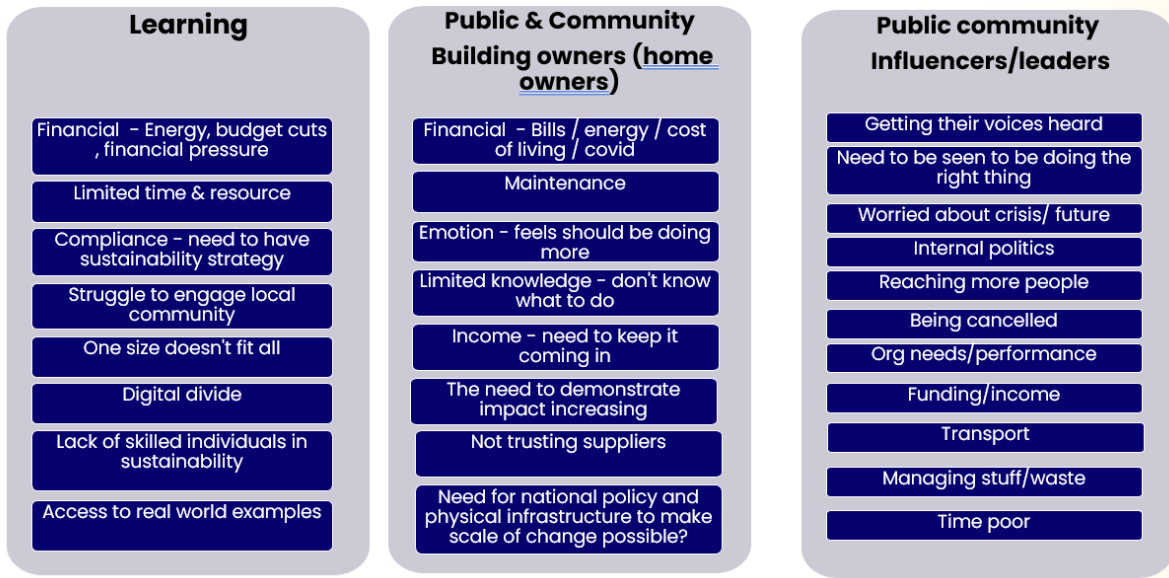
Public/Community



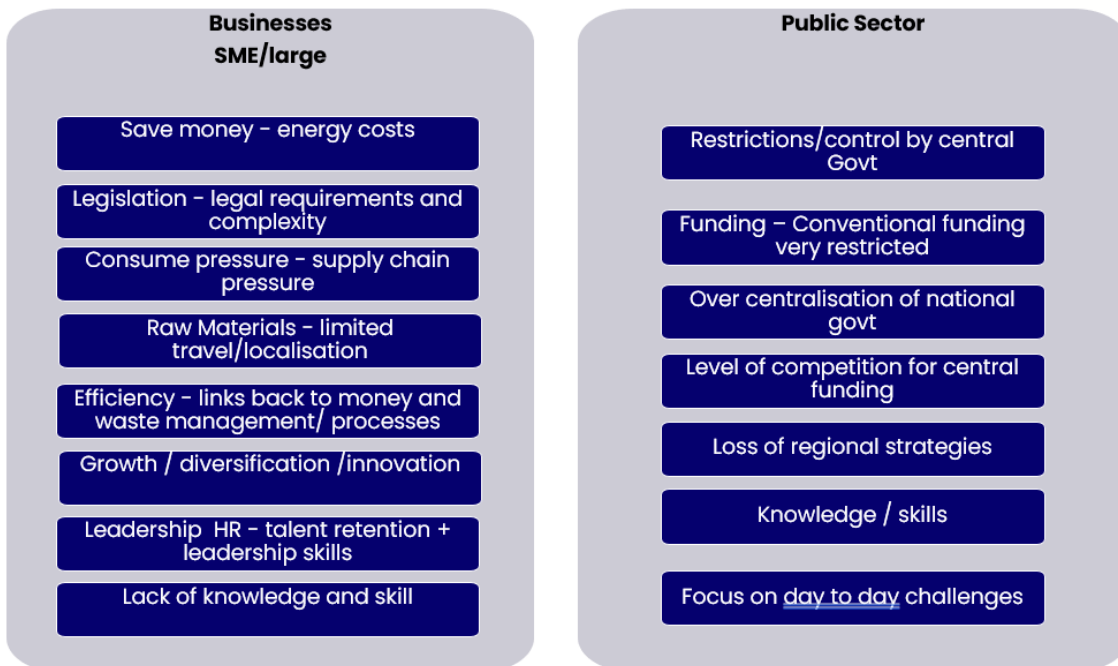
- Faith leaders
- Arts/creative sector
- Environmental Orgs
- Community around schools
- Local people
- Local councilors
- Voluntary sector
- Landowners
- Climate activists



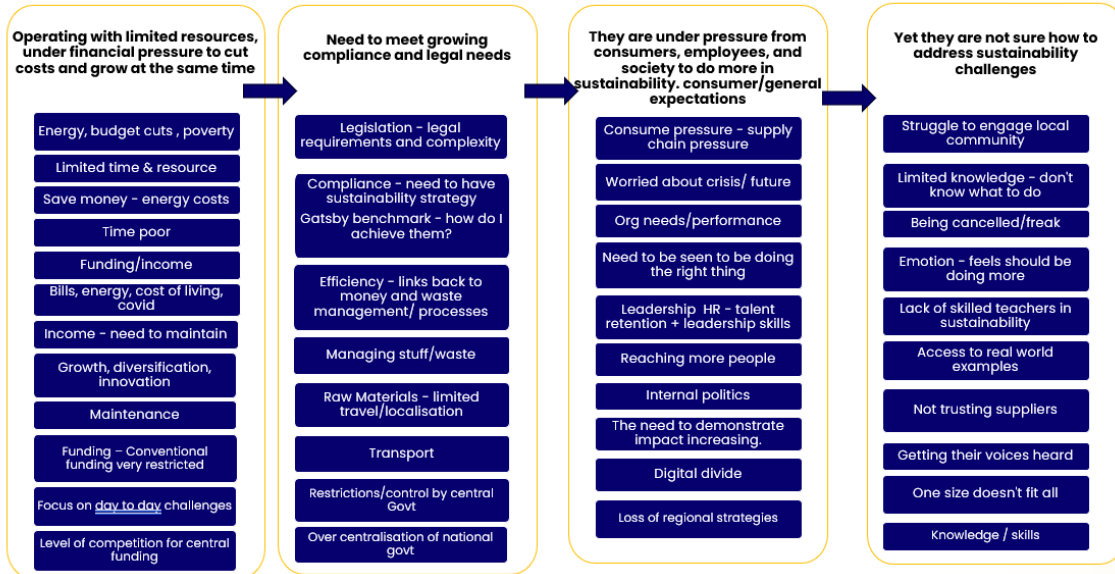
## Challenges faced by groups in Kirklee's



## Challenges faced by groups in Kirklee's



# Common themes across all groups



## Where can they go today?

Summary of Options for Sustainability and Climate Action Support in Kirklees:

Julie's Bikes: Offers Arts Councils funding for sustainability initiatives.	BAFTA Albert: Provides free access to courses related to sustainability.	B-Corp: Offers information on government initiatives and carbon calculators.	Eco-Schools: Requires an annual fee of £200 for sustainability support.	Department of Education: Offers a sustainability strategy but has limited resources and no guidance.	Faith Communities: Provide some sustainability information, but local resources are limited.
Church of England and Methodist Church: Have resources available for sustainability initiatives.	PCAN and other Climate Commissions: Provide support and resources for climate action.	Carbon Disclosure Project: Offers guidance and support on carbon reporting.	International Standards: Follows globally recognized sustainability standards.	Global Reporting Initiative (GRI): Provides a framework for sustainability reporting.	WYC: Offers a sustainability scheme for individuals and organisations.
Sustainability Champions Course: Provides training at Level 3, with Level 5 coming soon.	New Programme for Green Jobs in Schools: Supports the development of green jobs in the education sector.	UK Investment Bank: Prioritizes green initiatives in designated areas.	Groundwork Green DR: Provides sustainability support and resources.	NE Yorkshire Climate Hub: Offers resources and guidance for climate action.	Young Green Briton: Engages young people in sustainability initiatives.
Energy Heroes: Encourages individuals to take action in energy conservation.	Ashton Awards: Recognizes and supports sustainability efforts.	Knowledge Transfer Partnership (KTP): Facilitates collaboration between businesses and academic institutions.	University of Huddersfield: Provides resources and support for sustainability initiatives.	Banks: Some banks, such as NatWest, have climate hubs and support sustainable practices.	

## The issues

**1.Limited Availability and Eligibility:** Funding may have limited availability and eligibility criteria, and making it challenging to secure support.

**2.Lack of Tailored Local Support:** Many options, including B-Corp, international standards, and some climate commissions, may not provide comprehensive guidance and resources specifically tailored to the local context and challenges in Kirklees.

**3.Unclear Effectiveness and Scope:** Some initiatives, such as WYC, the green jobs program, and specific awards, lack detailed information about their effectiveness, making it difficult to assess their impact and suitability for local sustainability efforts in Kirklees.

## How the Kirklees Climate Commission can help.



# How KCC can help? Community, Business, Learning & Public Sector

6 key jobs to be done:

Note: EDI - Ensure KCC has representation from all groups in the target audience

<p><b>Address the knowledge gaps within Kirklees and build trust in KCC – as the trusted advisor</b></p> <ul style="list-style-type: none"> <li>• EXPERTS – access to commissioner experts (register of expertise)</li> <li>• KCC Products &amp; Services – packaged services</li> <li>• Information sharing &amp; sign posting – via KCC website. Info on the crisis, links to other websites – sponsorship pops</li> <li>• Marketing basics – website / brand / comms plan / social</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• Increased number of climate action projects in Kirklees</li> </ul>	<p><b>Address the trust issues of suppliers and supporting bodies e.g. “Greenwashing”</b></p> <ul style="list-style-type: none"> <li>• Recognition of standards – Badge, Trustpilot, screen plan for public bodies</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• Growth of credible suppliers in Kirklees</li> </ul>	<p><b>Increase awareness of the crisis in Kirklees</b></p> <ul style="list-style-type: none"> <li>• Speakers trainers – Common presentation for schools, networking events, public meetings</li> <li>• Awareness – competitions / pledges / award ceremony / link to council website</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• Measured increase in awareness levels across Kirklees</li> </ul>	<p><b>Enable collaboration across Kirklees</b></p> <ul style="list-style-type: none"> <li>• Collaboration &amp; building relationships with UoH, Kirklees Council, NHS etc – Joint planning</li> <li>• Focus group</li> <li>• Youth engagement – by 2025/26 every school has to be an eco school. Student opps and workplaces.</li> <li>• Community assembly / broader network – friends of badge – annual conference + citizen</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• Increased number of collaborative projects</li> </ul>	<p><b>Address funding issues for organisations in Kirklees</b></p> <ul style="list-style-type: none"> <li>• Environmental Bank – one community fund</li> <li>• Project funding support – funding access</li> <li>• Support funding applications via the network + work with public bodies to bid for money</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• £xxxx funding for projects in Kirklees</li> </ul>	<p><b>Measure what is happening in Kirklees</b></p> <ul style="list-style-type: none"> <li>• Collect data amend baseline the as is – e50% reduction goal</li> <li>• Collect and measure the success of the journey to net zero</li> </ul> <p><b>Impact measure:</b></p> <ul style="list-style-type: none"> <li>• Reduced emissions by X%</li> </ul>
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## Jobs to be done

Job to be done	Workstream	Short term action	Mid term action	Owner	Budget required
Address the knowledge gaps within Kirklees and build trust in KCC – as the trusted advisor	EXPERTS – access to commissioner experts (register of expertise)				
	KCC Products & Services – packaged services				
	Information sharing & sign posting – via KCC website. Info on the crisis, links to other websites – sponsorship pops				
	Marketing basics – website / brand / comms plan / social				
Address the trust issues around greenwashing	Recognition of standards – Badge, Trustpilot, screen plan for public bodies				
Increase awareness of the crisis in Kirklees	Speakers trainers – Common presentation for schools, networking events, public meetings				
	Awareness – competitions / pledges / award ceremony / link to council website				

## Jobs to be done

Job to be done	Workstream	Short term action	Mid term action	Owner	Budget required
Enable collaboration across Kirklees					
	Collaboration & building relationships with UoH, Kirklees Council, NHS etc - Joint planning				
	focus group				
	Youth engagement - by 2025/26 every school has to be an <u>eco school</u> . Student opps and workplaces.				
	Community assembly / broader network - friends of badge - annual conference + citizen science (link to land survey)				
Address funding issues for orgs in Kirklees					
	Environmental Bank - one community fund				
	Project funding support - funding access				
	Support funding applications via the network + work with public bodies to bid for money				
Measure what is happening in Kirklees					
	Collect data amend baseline the as is - <u>e.g.</u> 50% reduction goal				
	Collect and measure the success of the journey to net zero				



## What is the role of KCC?

- The Kirklees Climate Commission plays a vital role in **driving net-zero ambitions** across Kirklees – supporting public sector organisations, learning institutions, businesses of all sizes, and the local community within Kirklees.
- These organisations face challenges due to limited resources and financial constraints caused by energy, budget cuts etc. Funding is limited, income is constrained, and there is pressure to grow simultaneously. Additionally, they must comply with sustainability legislation, manage waste, ethically access raw materials, and adhere to national government regulations. Furthermore, they face increasing expectations from consumers, employees, and society to enhance their sustainability efforts, including addressing supply chain concerns and talent retention.
- However, limited knowledge and skills in sustainability pose obstacles, along with concerns about community engagement, fear of backlash and mistrust of suppliers.
- Furthermore, the available resources, such as the Arts Council, B-Corp, religious organisations, Department of Education, international standards, government websites, banks, and the University, have limitations in terms of availability, eligibility, local relevance, and effectiveness, making it challenging for organisations and individuals in Kirklees to navigate the landscape.
- To address these challenges, the Kirklees Climate Commission will **ENABLE** change by focusing on six key areas:
  - bridging **knowledge** gaps within Kirklees,
  - addressing **trust issues** related to greenwashing,
  - raising **awareness** about the climate crisis locally,
  - promoting **collaboration** across different stakeholders in Kirklees,
  - finding solutions to **funding** challenges faced by organisations,
  - and measuring the local impact of sustainability efforts.
- By tackling these issues, The Commission aims to provide valuable support and guidance to organisations and individuals in Kirklees, enabling them to navigate the complexities of sustainability and climate action effectively- **and reduce emissions by X.**



**Dr Louise Ellis-Jones**

Founder Think EJ – a strategic consultancy supporting organisations to understand and realise their social purpose and create equity. Previously, Director Sustainability at The University of Leeds. Lecturer in Sustainability (Business and Policy) and Programme Manager MSc Sustainability and risk assessor Deloitte.



**Helen Curtis, MSc & TAP Certified Facilitator**

Founder Coterie Marketing, CEO Coterie Community and Chair Huddersfield Business School Advisory Board. Marketing specialist with 27+ years' experience making proposition and partnership marketing work across different geographies for 60+ global brands and directly at Fujitsu, Intel and BT.



**Independent Facilitators**

## Climate Commission Management Group Away Day Summary and Next Steps

**Kirklees Climate Commission Management Group**

**Awayday summary and next steps**

**Report to full Commission meeting 21 July 2023**

Prepared following receipt of Awayday notes from Helen Curtis and discussion at an ad-hoc Management Group meeting held on 14 July 2023

These notes should be read in conjunction with the Awayday notes, particularly noting slides 18, 19 and 21.

The Management Group identified 5 core areas of potential activity for the Commission from slides 18 and 19 (Jobs to be done)

Core activity areas	Description	Likely activities	Notes	Areas of Awayday notes picked up
Addressing knowledge (and communication?) <a href="#">gaps</a> and adding value	Identifying gaps in knowledge/expertise across Kirklees and utilise expertise within the Commission to provide consistent, independent and trusted products/services	Supporting the public sector – schools, health providers with trusted and consistent strategic support on climate and sustainability. Schools work could include templates, workshops and finding sourcing of funding across all schools.  Support for <a href="#">SMFs</a> , maybe through providing ‘first steps’ framework plus signposting.  Support for business community more widely, possibly to support audit or evaluation of measures taken.	Need to identify what others are doing – Kirklees, WYCA to ensure that gaps are properly identified.	KCC Products & Services - packaged services  Youth engagement - by 2025/26 every school has to be an <a href="#">eco school</a> . Student <a href="#">apps</a> and workplaces.  Collaboration & building relationships with <a href="#">UoH</a> , Kirklees Council, NHS etc - Joint planning

		Acting as trusted partner to facilitate collaboration and relationship building?		
Communication and engagement	Communicate what KCC is doing via website, social media etc and engagement with communities and organisations across Kirklees	Maintain and update website plus social media.  ‘Selling’ the Commission.  Create standardised messages and presentations for Commissioners (and others?) to use for talks.  Citizens’ juries/engagement events.  Presence at Freshers Week at <a href="#">UoH</a> .  Conference in collaboration with <a href="#">UoH</a> (2024?). To reach whom?	Communications work requires a paid role, either funded or seconded. Might be a <a href="#">UoH</a> media student – great opportunity and good for CV.	Information sharing & sign posting - via KCC website. Info on the crisis, links to other websites - sponsorship pops  Marketing basics - website / brand / comms plan / social  <a href="#">Speakers</a> trainers - Common presentation for schools, networking events, public meetings  Awareness - competitions / pledges / award ceremony / link to council website  Community assembly / broader network - friends of badge - annual conference + citizen science (link to land survey)
Badges and pledges	KCC badging of activities or exemplary organisations and/or organisational pledging.		Would need to be linked to some form of auditing to avoid greenwash and possibly bringing KCC into disrepute. Could be done in longer term.	Recognition of standards - Badge, Trustpilot, screen plan for public bodies

				Awareness - competitions / pledges / award ceremony / link to council website
Funding	Financial support for KCC and supporting other enterprises with climate related aims.	<p>Funding for KCC operations is clearly needed directly or indirectly – could be applications for funding, secondment or student engagement, top slicing funded projects in exchange for support.</p> <p>Funding for specific KCC projects.</p> <p>Obtaining funding for other groups not feasible at <u>present, but</u> might be in the longer term.</p> <p>Working with others, partnering on funding bids, top slicing in exchange for <u>knowledge based</u> support.</p>	Sponsorship and 'membership' in some form probably not a starter due to same difficulties as 'badging'.	<p>Environmental Bank - one community fund</p> <p>Project funding support - funding access</p> <p>Support funding applications via the network + work with public bodies to bid for <u>money</u></p>
Measuring	Monitor progress on emissions across Kirklees	<p>Possible trusted partner for Kirklees Council, providing independent monitoring.</p> <p>Possible working with <u>UoH</u> students as project.</p> <p>Start with simple approaches <u>eg</u> a questionnaires to certain sectors.</p>	Need to establish what Kirklees Council is planning on monitoring.	<p>Collect data amend baseline the as is - <u>e.g.</u> 50% reduction goal</p> <p>Collect and measure the success of the journey to net <u>zero</u></p>

#### PROPOSED NEXT STEPS FOR THE MANAGEMENT GROUP

1. Consult and obtain feedback from the full Commission on the Awayday notes and this document.
2. Take feedback from the Commission and feed this into development of an outline business plan, including identification of possible funding opportunities and contributions in kind.
3. Consult full Commission on outline business plan.



