



Full Commission Meeting
Friday 8th September - 11.30am to 2pm
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 Councillor Yusra Hussain (YH), and Phil Sugden (PS), Karen Hill (KH) and Professor John Allport (JA)

Minutes from previous meeting

Professor Peter Roberts (PR) asked attendees to consider the minutes of the previous KCC meeting (21/07/23). No corrections were proposed, and the minutes were unanimously agreed. 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>

Membership Panel Update

PR provided an update on the membership panel, including the composition of the panel (TN, JA, and BM), and mentioned the application from Hannah Tombling.

Chris stated that Helen Curtis and her daughter expressed interest in joining the commission. PR mentioned the "board room apprentice" scheme designed for young people with limited experience in such organizations.

TT emphasized the importance of having a diverse range of commissioners and inquired about the process for achieving this. PR explained that it's the responsibility of the membership panel who are now active. A replacement for Lisa used the procedures formally agreed. TT stressed the importance of logging expressions of interest.

GR sought agreement from the present commissioners to proceed with the appointment of Hannah; this was agreed.

2. Draft Business Plan

Chris provided an overview of the draft business plan, which had been developed by Tony, Bill, and Gideon. The plan stemmed from the aspirations expressed during the away day, with a focus on climate action. The plan included a mission statement and key principles, such as communication, identifying gaps, monitoring, being a catalyst, and legal and operational structure.

Comments and Discussion:

- TN proposed setting up a funding sub-group to raise £25,000 to appoint an interim chief executive with flexibility regarding working hours.
- BM stressed the need for a clear plan that describes how KCC will be resourced and funded, as well as the importance of demonstrating the impact on various community sectors.
- Abdul emphasized the need for clarity on the relationship with Kirklees Council, suggesting a direct working relationship.
- Kat recommended involving the new portfolio holder for input, as well as clarifying the role of KCC in monitoring activities already performed by the council.
- Gideon expressed concerns about potential duplication of monitoring efforts and suggested collaboration with the university for data collection.
- TT stressed the importance of broad development, reflecting diversity and inclusion in the documents, and possibly considering a development manager instead of a full-time CEO initially.
- SS highlighted the challenges of funding and recruiting a chief executive.
- JA proposed considering the role of PCAN (Possible Climate Action Network) for knowledge sharing and best practices.

PR addressed concerns and clarified that the agreed intention is to support the council rather than duplicate monitoring efforts. He also mentioned that some climate commissions received funding from universities.

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: KA/JA to provide response to business plan as soon as possible.

3. Management group report

The director's selection panel, business plan and the members selection panel. The director's selection panel needs to do an initial skills matrix and we need to have the management group replaced by a board of directors and we will move as fast as we can.

4. Kirklees Community Energy Project Presentation

TT presented the Kirklees Community Energy Project, aiming to serve as hubs for future community energy projects and enhance economic viability. He explained the progress made so far and insights into the project.

- Gideon and other participants expressed support for the initiative and explored potential partnerships and collaborations. The possibility of working with E energy and aggregation were discussed.
- Kiran Bali (KB)– wanted to raise some of the complexities with listed buildings and many of the religious buildings have this issue. This is a way that KCC can engage more with communities through projects like this such as either signposting.

5. Any Other Business

•KCC TV: PR introduced the opportunity to collaborate with Kirklees Local TV for interviews and outreach to communities.

•Local Plan and Joint Vision: Kat discussed the alignment of KCC's initiatives with the local plan and the potential for a joint vision and action plan for climate that includes all partners.

•EVV Strategy Update: An update on the EVV strategy was provided, with BM expressing the need for actions to complement strategies.

•Yorkshire Centre of Excellence for Building: Chris introduced the idea of supporting the Yorkshire Centre of Excellence for Building, highlighting its potential benefits for Kirklees.

Action

- CDP link to be sent to commissioners.

6. Meeting date forward plan:

- Friday 10th November 2023 11.30 – 2pm – University of Huddersfield and MS Teams

Appendix 1 – Attendees

Name	Initials	Role
Professor Peter Roberts	PR	Chair of the Commission
Chris Herring	CH	Commissioner
Gideon Richards	GR	Commissioner
Kiran Bali	KB	Commissioner
Stephen Moore	SM	Commissioner
Stuart Sugarman	SS	Commissioner
Tony Newham	TN	Commissioner
Katherine Armitage	KA	Kirklees Council – Senior Officer Representative
Abdul Ravat	AR	Commissioner
Bill Macbeth	BM	Commissioner
Karen Rispin	KR	Secretariat
John Atkinson	JAt	Secretariat

Appendix 2 – Draft Business Plan



Kirklees Climate Commission is the operating name for Kirklees Climate Ltd

BUSINESS PLAN 2023

Executive summary

To be prepared once Business Plan agreed.

Legal and operational structure

Kirklees Climate Ltd is a company limited by guarantee, operating as the Kirklees Climate Commission.

The Members of Kirklees Climate Ltd are the already established Commissioners of Kirklees Climate Commission.

Members appoint a Board of Directors in accordance with the Articles of Association and Rules of the Company. The Directors have responsibility for the operation of the Company, in accordance with company law, and shall be answerable to the Members.

This business plan proposes that the minimum Executive necessary for effective functioning of the Company (when fully operational) will be a Chief Executive (minimum half time) and two full time members of staff. Staff will be supported by the team of Commissioners on a voluntary basis.

The Executive will be answerable to the Directors.

Goals, objectives and timelines

Overriding objectives

- Communicate with the community the climate crisis and the work of the Commission.
- Support and work in partnership with the local authority to monitor progress and support the achievement of its climate goals.
- Support the community with activities, advocacy and projects contributing to the achievement of net zero objectives.
- Undertake research & gap analysis, act as a catalyst by bringing partners together & undertake small scale projects to demonstrate viability and impact of larger initiatives.

Note: by 'community' we mean all stakeholders in, or who impact, the district

YEAR ONE: Period to 30 June 2024

[By end of 2023]

- Complete work of establishing Kirklees Climate Ltd, implementation of Articles and Rules and establishment of Board of Directors.
- Gain understanding and acceptance of the proposed business model and plan from key partners.
- Establish a funding subgroup to work with the interim Chief Executive.

Introduction

To be prepared by Peter Roberts

Mission and modus operandi

Kirklees Climate Ltd. (operating as Kirklees Climate Commission) is an independent advocate and agent for fair, innovative and effective action on climate change in the Kirklees district.

In pursuit of the Mission, Kirklees Climate Ltd will act as follows within the Kirklees district.

- Communicate the climate challenge and the importance of local place-based mitigation activities.
- Establish itself as the independent, trusted body providing advice and services where motivation and trust are critical to facilitating action on climate change mitigation and adaptation
- Recognise gaps in the enabling of the path to net zero and initiate key projects which can mitigate these gaps.
- Provide independent monitoring and bench marking of the district's progress to net zero.
- Catalyse potential new initiatives intended to facilitate fair and effective climate action by partnering with or supporting organisations and initiatives with this aim.

- Raise the funding for initial operation requirements.
- Appoint an interim Chief Executive – fund raising, awareness, further develop the plan and potential initiatives. See Appendix 1 for job description.
- Gain ownership, review and renovate website including hosting/domain name and instigating a system of regular updating.
- Set up/take ownership of social media channels and commence regular output.
- Establishment of Kirklees Climate TV and start of production, supporting the digital strategy and brand awareness, while developing content.
- Develop standard project proposal template.
- Explore and agree potential for working with University of Huddersfield on joint conferences, student secondments, research opportunities in support of the work of the Commission.

By end of Year One

- Gain funding for at least Year Two of the business plan.
- Appoint permanent Chief Executive.
- Establish preliminary data sources with the aim of beginning to understand Kirklees district emissions to act as a base point for assessment of progress towards the net zero goal. Seek help and support from the University of Huddersfield, Kirklees Council and other relevant potential partners.
- Raise awareness of Kirklees Climate Commission across the district.
- Review and update this business plan.
- Explore the Knowledge Transfer Partnership (KTP) opportunity with the University of Huddersfield and other partners.
- Explore the potential for a climate change Innovation Hub, working with the University of Huddersfield and other partners.
- Explore the potential for developing work with the skills, learning and knowledge sector on the understanding that skills and learning are critical to achieving a net zero future.
- Agree and commence implementation of a number of pilot schemes. See Appendix 2 for examples of potential audiences and activities.

YEAR TWO: Period to 30 June 2025

- Appoint one member of staff (or intern) to work with the Chief Executive.
- Consolidate funding and revenue to provide financial security for the following three years.
- Work with partners to investigate the potential for developing an independent system and reporting process to highlight and monitor net emissions in Kirklees with a view to measuring progress of the district towards net zero.

- Develop work where agreed with the University of Huddersfield and other partners on KTPs, research and secondments and innovation.
- Develop communication work – website, social media, Kirklees TV, community events – to further raise awareness of the climate crisis, local place-based solutions and the identity and work of the Commission.
- Develop pilot projects identified in Year One.
- Identify opportunities to work with, support and catalyse other organisations and initiatives in their efforts to achieve fair and effective climate action.
- Establish a support unit (person or people) for the skills, learning and knowledge-based sector. See Appendix 2 for proposals for projects in this sector and Note 1 therein.

YEAR THREE: period to 30 June 2026

- Appoint additional member of staff (or secondment/ intern) to work with the Chief Executive
- Develop and consolidate the work of benchmarking the Kirklees district progress to net zero.
- Develop and consolidate communication work across the district.
- Divest initial pilot projects to other organisations, where feasible. Identify further pilot projects.
- Develop work on partnering with other organisations.
- Develop work with the University of Huddersfield

Fund Raising options/methodology

It will be a key duty of the Chief Executive (interim or permanent) to seek ongoing suitable funding.

To enable this the Company will need to undertake the following initial activities.

- Establish a fund-raising subgroup of Commissioners and others.
- Undertake initial fund raising or exploration of secondment options to enable the implementation of an interim Chief Executive role.

Funding for the work of Kirklees Climate Ltd will be responsibility of Finance Subgroup but may come from several sources.

- Funding from Kirklees Council plus sub regional, regional and national bodies.
- Secondment and support in kind from key partners (principally the University of Huddersfield and Kirklees Council). This might include key staff, students on placement, students undertaking research, use of office space and facilities.

- Grant funding from charitable bodies, with support from key partners in obtaining this.
- Commercial sponsorship and innovative funding schemes from acceptable partners.
- Management fees for specific projects to provide managerial and administrative support.

Forecasts and projections
Indicative profit and loss forecast

KIRKLEES CLIMATE LIMITED

PROFIT AND LOSS FORECAST

	YEAR ONE	YEAR TWO	YEAR THREE
INCOME			
Grant funding or in kind for staff costs	£20,000.00	£80,000.00	£140,000.00
Grant funding for expenses	£5,000.00	£9,000.00	£12,500.00
Office space	£0.00	£0.00	£0.00
Funding for projects	£0.00	£20,000.00	£30,000.00
EXPENDITURE			
Chief Executive	£20,000.00	£44,000.00	£72,000.00
Staff member	£0.00	£30,000.00	£60,000.00
Expenses for Chief Executive and staff	£4,000.00	£7,000.00	£10,000.00
Sundry expenses for Commissioners	£1,000.00	£2,000.00	£2,500.00
Projects	£0.00	£18,000.00	£27,000.00
PROFIT (LOSS) - RESERVES	£0.00	£8,000.00	£11,000.00
	0.00%	7.34%	6.03%
RESERVES	£0.00	£8,000.00	£19,000.00

Risks and mitigation

EVENT	LIKELIHOOD	RISK	MITIGATION
Year One - not obtaining suitable funding	Medium	Not being able to proceed with plan	Voluntary activity and UoH active support.
Year One –not being able to recruit suitable ICE	Low	As above	As above

Year Two – not obtaining level of funding necessary	Medium	Not being able to progress work of KCL at necessary pace	Appointment at less hours or secondment of staff from partner plus more volunteer involvement.
Year Two – not being able to recruit suitable CE	Low	As above	Appointment of more junior post together with Commissioner input

Milestones and metrics

To be developed.



Kirklees Climate Commission is the operating name for Kirklees Climate Ltd

DRAFT JOB DESCRIPTION: INTERIM CHIEF EXECUTIVE

V.2

Kirklees Climate Ltd is looking for an interim part time Chief Executive to begin to implement Phase One of its business plan for the period from September 2023 through to the end of June 2024 on a fixed term contract.

BACKGROUND

Kirklees Climate Commission was established by Kirklees Council and volunteers in 2021. The Commission's Mission is to act as an independent advocate and agent for fair and effective action on climate change in the Kirklees district. It is currently chaired by Professor Peter Roberts and has 16 Climate Commissioners who are all volunteers bringing their own particular expertise and sector knowledge to the work of the Commission.

In February 2023 the Commission became incorporated as Kirklees Climate Ltd, a not-for-profit Company Limited by Guarantee. Since incorporation the Company has completed a memorandum of understanding with the University of Huddersfield, which will enable greater collaboration and support for its work going forward, and has developed an initial Business Plan under three phases covering the next three years.

WHO WE ARE LOOKING FOR

We are looking for a highly motivated person to take forward the Business Plan during what is effectively a 'start up' phase for the Company. We will expect the Interim Chief Executive to develop a suitable work programme working with Commissioners and other volunteers. Activities will include, but may not be limited to, the following.

- Fundraising for future phases of the Business Plan.

Appendix 1

- Raising awareness of the Commission across the Kirklees district and with different sectors including working with business, third sector and community.
- Identifying and developing data sources for initial benchmarking across the district.
- Coordinating communications activities and developing initial channels of communication.
- Initiating, developing, and steering projects identified as suitable for initiation in Phase One of the Business Plan.

While the intention is to leave the personal specification relatively open for this interim role, we anticipate that the successful applicant will be able to demonstrate some or all of the following qualities and experience.

- Experience of working at senior/Chief Executive level.
- Experience of working in charities or not for profit organisations in some senior role, maybe executive or maybe as non-executive Director.
- Experience of successful fundraising in the charity/not-for-profit sector.
- Good understanding of the nature and implications of the climate and ecological crisis facing humanity.
- Deep commitment to the Commission's Mission and the role of place-based action in addressing the climate emergency.
- Demonstrable work experience as a self-starter and self-motivator.
- Excellent 360-degree communication.

It is anticipated that Phases Two and Three of the Business Plan will require the appointment of a permanent Chief Executive working full or part time and at least one other staff member, subject to successful fund-raising during Phase one.

The Interim Chief Executive will work on a contracted basis, working one day per week over x weeks up to the end of June 2024. Remuneration will be £500 per day, invoiced monthly in arrears.

For further information on this position....

Appendix 2

KIRKLEES CLIMATE LTD. - AUDIENCES AND POTENTIAL ACTIVITIES IDEAS

Audience	Activity	Key Partners
Schools (Management)	<ul style="list-style-type: none"> Create template for school Sustainability Plan & test with sample of schools, see Note 1. 	DfE (Consultation & funding) Kirklees Education Dept. (Support and school selection WYCA Sample schools
Schools (Students)	<ul style="list-style-type: none"> Recycling project 	Kirklees Council Education Careers service
Companies	<ul style="list-style-type: none"> Renewable energy sourcing brokerage Sustainability Strategy development support Sustainability Champions' Network support Green Business start-up support 	Energy Broker (e.g., E Energy) Pilot companies WYCA TCoE WYCA, Kirklees Council, TCoE WYCA, Kirklees Council, Sustainable Huddersfield, Cobbett Trust
Apprentices	<ul style="list-style-type: none"> In-company Sustainability/Circularity project modules 	Yorkshire Learning Providers Partnership TCoE Host companies
Kirklees Council	<ul style="list-style-type: none"> Design and introduction of a Sustainable Procurement policy 	Other Councils
Householders	<ul style="list-style-type: none"> Demonstration home insulation project (Business case demonstration) Establish One Stop Shop initially for 'able to pay'. 	Residents' Association Environment Agency Insulation supplier WYCA Better Homes Hub People Powered Retrofit

Note 1.

See proposal for Business Plan Year Two – establishment of a support unit for learning, skills, and knowledge sector.

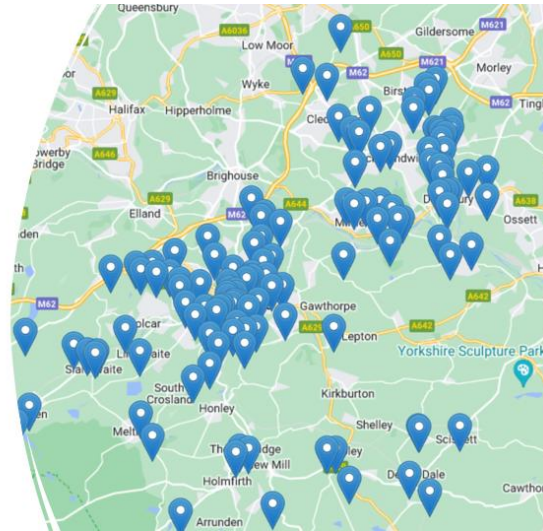
The unit will have a particular attention in the short to medium term on providing support and activities for schools and colleges needing to develop Sustainability Leads (also known as a climate leads) and development of a climate action plan. Kirklees district has 161 Primary schools and 44 secondary schools, of which 7% are private schools (source: AdmissionsDay.co.uk).

Support the development of education facilities as National Education Nature Parks (programmed (internal or outsourced where not available) or supporting the funding of resources for schools to engage with.

Appendix 3 Kirklees Community Energy Project



Kirklees Community Energy Project 2023



Vision

- A Kirklees network of energy-efficient community-run buildings
- Sustain services, mutual help, resilient and capable communities
- Understanding of climate change, energy in buildings and community
- Supportive network, partnerships > joined up services, learning, data
- Low running costs = more funds for social benefit
- Hubs supporting community energy projects

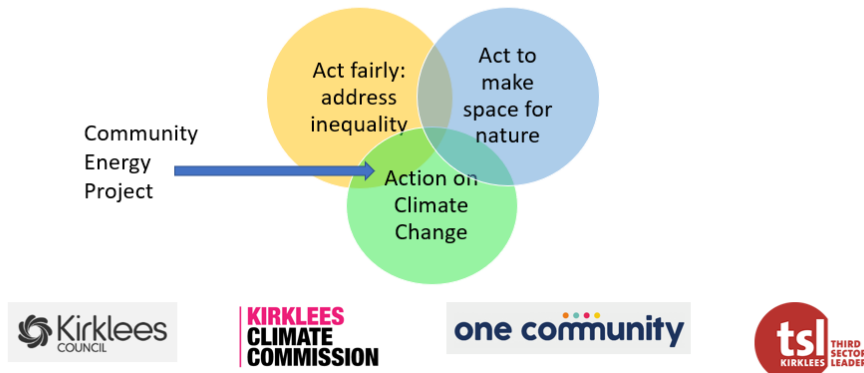


The problem / opportunity

- 300-400 community-managed buildings across Kirklees
- Non-profit owned (46%), 50% are run entirely by volunteers
- Increased energy bills threaten viability
- Barriers/challenges: awareness, understand buildings, technical advice, suppliers, funding, planning, capacity, confidence, trust
- Funding is available for improving buildings and for community energy



Fair, effective action on climate change



Progress

- Third Sector Kirklees funded initial development work
- Network meetings 14 June, 8 Aug, 13 Sept
- Steering group – Council, funders, business, large & small orgs
- Survey – 63 community buildings responses
- Survey – building, use, energy works done and planned, energy cost
- Online documents – notes, resources, funding



Insights so far

- Buildings valued at £50k to £15m
- 11% have solar panels. 50% have installed LED lighting recently.
- Heating controls and insulation are next popular works done
- Most popular work to do: new heating, solar panels, insulation
- 63 buildings used weekly by 19,400 people
- Average energy costs approx. £15k/yr and rising (x 300 = £4.5m/yr)
- 50% say trading (including room hire) helps pay running costs



Insights so far

- Churches commitment to net zero. 25% of survey responses.
- Half of buildings in responses are over 90 years old
- Grants sought, not investment or finance
- Listed buildings, planning consent, conservation areas
- Room hire fees going up – discouraging use?
- Public sector finances and capacity – cuts to sector



Challenges for the project

- Uncertainty – income, energy prices, capacity
- Information – what really works, who can help, suppliers, process
- Priorities – serving community vs investment in org sustainability?
- Competitive – funding, trustees, attention
- Resources/funds for this work
- Comms, reach, engagement, inclusion



Principles / approach

- Strengthen networks and relationships, build long-term resilience
- Recognise diversity and independence of orgs
- Encourage action and new ways to act
- Minimise delay and bureaucracy
- Be fair, responsive, inclusive, remove barriers
- Celebrate progress, recognise not linear
- Acknowledge and respond to challenges, errors, setbacks



Next steps

- Short term – fund development work
- Pilot Community Building Energy Audit Workshops
- Badge/recognise progress – Kirklees Community Organisations Making Energy Transitions (Kirklees COMET) network
- Climate Grants for Communities
- Lottery application £500k - £1m



Lottery Climate Action Fund

- £1m over 2-3 years.
- Help communities reduce energy use together.
- Not capital but people's time and activities
- Not transport, nature, growing.
- Partnership and community engagement.
- Disadvantage and inequality.
- Data and learning.



Where does KCC fit?

- Tom working freelance contract with TSL Kirklees
- Commissioners on Project Steering Group – Tom, Gideon, Chris
- Tom reporting to KCC Management group
- KCC could be supporter / partner in funding bids?
- KCC could be the lead organisation for funding?
- Any other ways to support the project?



Survey

- Community buildings & energy survey
 - <https://tinyurl.com/commenergysurvey>
- Google Drive – docs/resources
 - <https://tinyurl.com/CommBldgEnergy>



Scan QR code to
Register interest



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